

THE INFLUENCE OF PSYCHOLOGICAL AND SOCIAL FACTORS ON PATIENTS' DECISIONS TO VISIT WITH BRAND IMAGE AS AN INTERVENING VARIABLE IN OUTPATIENT PATIENTS AT HERMINA HOSPITAL DEPOK

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Abstract

This study is based on the results of initial observations that indicate a downward trend in the number of non-JKN outpatients. In January 2024, the achievement was only 415 of the target of 596 visits (69.6%), and the achievement was again not following the target in September, with 92.8%. The purpose of this study was to examine the effect of psychological factors and social factors on patient decisions to visit with brand image as an intervening variable in outpatients at Hermina Hospital, Depok. This type of research is quantitative with a causal design. The population is outpatients at Hermina Hospital, Depok. The results of the distribution through questionnaires obtained 130 respondents, according to the minimum sample size. The analysis technique used the three-box method analysis and SEM-PLS. The results of the study showed that psychological factors, social factors, and brand image simultaneously had a significant effect on patients' visit decisions, with a contribution of 67.8%. Both psychological and social factors influenced brand image and patients' visit decisions. Brand image also affected patients' visit decisions. Among the three variables, brand image was the most dominant in increasing patients' visit decisions.

Keywords: Psychological Factors, Social Factors, Brand Image, Patients' Decisions to Visit

Abstrak

Studi ini didasarkan pada hasil pengamatan awal yang menunjukkan tren penurunan jumlah pasien rawat jalan non-JKN. Pada Januari 2024, pencapaian hanya mencapai 415 dari target 596 kunjungan (69,6%), dan pencapaian kembali tidak sesuai target pada September dengan 92,8%. Tujuan penelitian ini adalah untuk menganalisis pengaruh faktor psikologis dan faktor sosial terhadap keputusan pasien untuk berkunjung dengan citra merek sebagai variabel perantara pada pasien rawat jalan di Rumah Sakit Hermina, Depok. Jenis penelitian ini bersifat kuantitatif dengan desain kausal. Populasi penelitian adalah pasien rawat jalan di Rumah Sakit Hermina, Depok. Hasil distribusi melalui kuesioner memperoleh 130 responden, sesuai dengan ukuran sampel minimum. Teknik analisis yang digunakan adalah analisis tiga kotak dan SEM-PLS. Hasil penelitian menunjukkan bahwa faktor psikologis, faktor sosial, dan citra merek secara bersamaan memiliki pengaruh signifikan terhadap keputusan pasien untuk berkunjung,

dengan kontribusi sebesar 67,8%. Baik faktor psikologis maupun faktor sosial mempengaruhi citra merek dan keputusan pasien untuk berkunjung. Citra merek juga mempengaruhi keputusan pasien untuk berkunjung. Di antara ketiga variabel tersebut, citra merek merupakan variabel yang paling dominan dalam meningkatkan keputusan pasien untuk berkunjung.

Kata Kunci: *Faktor Psikologis, Faktor Sosial, Citra Merek, Keputusan Pasien untuk Berkunjung*

INTRODUCTION

The decision of patients to visit a hospital is an increasingly complex issue in the context of today's healthcare services. Patients have many choices of hospitals, and their decisions are often influenced by various factors. Therefore, understanding the factors that influence this decision is very important for hospitals, especially Hermina Depok Hospital, which is moderately facing fierce competition in the healthcare industry. A patient's decision to choose a hospital is often based on psychological factors (Negara et al., 2020). These factors include patient motivation, perception, and attitude towards the services offered (Liang et al., 2024). When patients feel motivated and have a positive perception of the hospital, they are more likely to choose to visit (Gil & Choi, 2019), because psychological factors are the foundation that determines individual behavior, so it is the key to success in influencing their interests in determining their decisions (Vainikka, 2022). Research shows that psychological factors influence patients' decisions in choosing a hospital (Bellio & Buccoliero, 2021) But in other studies, psychological factors do not influence patient decisions (Bak-Sosnowska et al., 2022).

Apart from psychological factors, social factors also play an important role in patient decisions (Singh et al., 2022). Social influence from family, friends, and the surrounding environment can determine a patient's choice in choosing a hospital (Cham et al., 2022), because social factors influence the hospital brand image (Al-Hasan, 2023). Social factors are related to the patient's need for a service, thus determining the patient's decision in choosing a hospital (Shah et al., 2021), because social factors shape patient intentions, so they greatly influence their decisions in choosing a hospital (Zhang et al., 2020). On the other hand social factors do not influence the patient's decision to choose a hospital if the patient has his/her own preferences (Anthonisen, 2019). Based on previous research, it turns out that the relationship between psychological and social factors on patients' decisions to visit the hospital is not very close because there are inconsistent results. Therefore, other variables are needed that can strengthen the relationship and to determine the extent to which psychological and social factors can contribute to increasing patient decisions to visit.

The variable that is predicted to strengthen the relationship is brand image. A reputation must be built to determine the image of the service brand in the minds of patients, which will influence their decision to visit the hospital (Vimla & Taneja, 2021). Brand image determines customer trust, which leads to loyalty in using the brand (Ramadhani & Ruswanti, 2019). Brand image directs customer interest to buy (Ruswanti et al., 2019), brand image depicts the reputation of a service in the minds of patients, thus influencing their decision to visit (Mandagi et al., 2024), because brand image influences customer

decisions (Rihayana et al., 2022). Brand image plays an important role in driving psychological factors influencing customer decisions to purchase (Akbari et al., 2024), even the embedded brand image in the minds of customers, will make social factors higher in influencing purchasing decisions (Tauran et al., 2022), but on the other hand brand image does not influence patient decisions if the patient is at the loyal stage (Agustin et al., 2020).

Based on this opinion, brand image functions as an intervening variable that links psychological and social factors with patient decisions. A strong brand image can influence patient perceptions, both directly and indirectly. When patients have a positive brand image of a hospital, they are more likely to make decisions that are beneficial to the hospital. Good brand image management is very important in attracting new patients and retaining existing ones. Hermina Depok Hospital has an urgent need to improve patient decisions to visit. Based on data on the number of outpatient visits, Hermina Depok Hospital experienced fluctuations in the number of patient visits. In 2024, Hermina Depok Hospital experienced significant fluctuations in outpatient visits. In January, visits reached 415 from a target of 596 (69.6%), then increased to 616 (103.4%) in February and 619 (103.8%) in March. However, visits began to decline drastically in April (505, 84.6%), May (487, 81.6%), and June (453, 75.9%). July and August showed a slight increase with 523 (87.7%) and 530 (88.9%) visits. However, in September, the achievement dropped again to 553 (92.8%). Overall, patient visits tended to decline and did not meet the set targets.

This decline in visits illustrates the existence of problems in patients' decisions to choose a hospital, which may be caused by psychological and social factors that have not been managed well. To understand the cause, an interview was conducted with the head of marketing on June 3, 2024. It was found that the decline in patients in corporate cooperation occurred because 21 of the 120 companies that had previously collaborated chose to end their relationship, switching to other hospitals that offered more benefits. In addition, there were 653 complaints regarding services, especially regarding queues that were not separated between general and BPJS patients, as well as the friendliness of the officers.

Interviews with 10 general outpatients Non-JKN on June 5, 2024 showed that 70% chose Hermina Hospital because of its proximity, while 30% because of habit. Most patients did not know the advantages of Hermina Hospital, and 70% stated that they would switch to another hospital if there was one that was closer and offered attractive prices. All patients felt that the doctors were only doing their job without showing more concern. Follow-up interviews on June 6, 2024 with patients with corporate cooperation revealed that all patients chose Hermina Hospital only because the company appointed them. Most would switch to another hospital if there was no cooperation, with 60% feeling treated the same as BPJS patients and wanting priority service. Many patients were disappointed with the queuing system that did not separate BPJS and non-BPJS patients, and considered Hermina Hospital's services to be not special. The findings show that patient decisions are heavily influenced by psychological and social factors. The compulsion to choose Hermina Depok Hospital because of corporate cooperation illustrates the problem

of social factors, while dissatisfaction with services reflects psychological factors. This shows the weak brand image of Hermina Depok Hospital in the minds of patients.

Overall, the downward trend in the number of patients in 2023 is influenced by various factors such as psychological, social, and brand image. Although there are studies that state these factors have no effect, the results of this survey show the urgency to conduct further research. The hypotheses proposed in this study focus on examining the factors that influence patient decisions in the context of Hermina Depok Hospital. The study posits that psychological factors have a significant impact on the brand image of Hermina Depok Hospital, and similarly, social factors are also believed to affect the hospital's brand image. Furthermore, it is hypothesized that psychological factors influence patients' decisions to visit the hospital, while social factors are also expected to play a role in shaping these decisions. In addition, the brand image of Hermina Depok Hospital is thought to influence patients' choices regarding their visits. Ultimately, the study proposes that psychological factors, social factors, and brand image simultaneously exert an influence on the patients' decisions to visit Hermina Depok Hospital.

METHOD

This research was conducted at Hermina Depok Hospital, located at Jl. Siliwangi No. 50, Depok, Pancoran Mas District, Depok City, West Java 16436. The research took place over a period spanning from May to November 2024. Employing a quantitative approach, this study utilized a causality research design to explore the relationships between psychological factors, social factors, brand image, and patient decision-making. The population targeted in this study consisted of outpatients of Hermina Depok Hospital. For the sampling technique, a non-probability sampling method was applied, specifically convenience sampling, to obtain responses efficiently. The determination of the sample size referred to the guidelines proposed by Hair et al. (2019), which suggest multiplying the number of questionnaire indicators by five observations. With a total of 26 indicators, the minimum sample required was 130 respondents. Accordingly, the study successfully collected data from 130 participants. For data analysis, the Partial Least Square (PLS) method was used with the assistance of SmartPLS software version 3, allowing for the evaluation of complex relationships between latent variables in the proposed research model.

RESULTS AND DISCUSSION

The results of the recapitulation of respondent characteristics show that of the 130 patients involved in the study, the majority of respondents were female, with a total of 94 people (72.3%), while men only numbered 36 people (27.7%). In age groups, respondents over 40 years old were the highest category, reaching 40 people (30.8%), followed by those aged 31-35 years as many as 36 people (27.7%). In terms of education, respondents with a bachelor's degree dominated, namely 81 people (62.3%), while those with postgraduate education were recorded as the fewest, only 5 people (3.8%). Finally, in the employment category, private employees were the largest group with 64 people (49.2%), while respondents who were not working recorded the lowest number, namely 34 people (26.2%).

Descriptive Analysis

The resulting index numbers show a lower range score of 32.5 and an upper range of 130, resulting in a range for each section of 32.5 which will be used as a list of index interpretations, namely low/not good (32.5 – 65), moderate/quite good (65.1 – 97.5) and high/good (97.6 – 130).

Patient Visit Decision

Table 1. Three Box Method Analysis of Patient Visit Decision Variable (Y)

DIMENSIONS	INDEX	CATEGORY
PROBLEM INTRODUCTION	101.50	High
INFORMATION SEARCH	93, 63	Moderate
ALTERNATIVE EVALUATION	97.88	High
AVERAGE INDEX OF PATIENT VISIT DECISION	97.76	High

Source: Primary Data, 2024

Based on Table 1 shows the highest dimension is "Problem Recognition" with a score index reaching 101.50 in the high category and the lowest dimension is "Information Search" with a score index of 93.63 in the medium category. Overall, the average index of patient decision to visit is 97.67 in the high category.

Psychological Factors

Table 2. Three-Box Method Analysis of Psychological Factor Variables (X1)

DIMENSIONS	INDEX	CATEGORY
PERCEPTION	105.13	High
KNOWLEDGE	104.25	High
MOTIVATION	104.50	High
ATTITUDE	102.00	High
AVERAGE INDEX OF PSYCHOLOGICAL FACTORS	103.97	High

Source: Primary Data, 2024

Based on Table 2 shows the highest dimension in the psychological factor is "Perception," with a score index reaching 105.13 in the high category. The lowest dimension is "Attitude," although it is still considered high with a score of 102.00. Overall, the average index of psychological factors reaches 103.97 in the high category.

Social Factors

Table 3. Three-Box Method Analysis of Social Factor Variables (X2)

DIMENSIONS	INDEX	CATEGORY
CONFORMITY	101.63	High

FULFILLMENT	101.13	High
COMPLIANCE	100.25	High
AVERAGE INDEX OF SOCIAL FACTORS	101.00	High

Source: Primary Data, 2024

Based on Table 3 shows the highest dimension in the social factor is "Conformity," with a score index reaching 101.63 in the high category. The lowest dimension is "Compliance," although still high, with a score of 100.25. Overall, the average index of the social factor reaches 101.00 in the high category.

Brand Image

Table 4. Three-Box Method Analysis of Brand Image Variable (Z)

DIMENSIONS	INDEX	CATEGORY
CONFESSION	99.63	High
REPUTATION	101.50	High
AFFINITY	99.88	High
AVERAGE INDEX OF BRAND IMAGE	100.33	High

Source: Primary Data, 2024

Table 4 shows that the highest dimension in the brand image aspect is "Reputation," with a score index reaching 101.50 in the high category. The lowest dimension is "Recognition," which, although still in the high category, recorded a score index of 99.63. Overall, the average brand image index reached 100.33 in the high category.

Table 5. Average Matrix Analysis Three-Box Method

NO	VARIABLES	R	S	T	BEHAVIOR
1	Psychological factors			*	Driven
2	Social factors			*	Affected
3	Brand Image			*	Credible
4	Patient's Decision to Visit			*	Decide

Source: Data Processing Results by Researchers, 2024

Based on the table, psychological factors have a high category index, indicating that patients feel encouraged to use hospital services. Meanwhile, social factors are in the high category, indicating that patients feel influenced by the social environment and interactions that occur. On the other hand, brand image is also in the high category, indicating that the hospital is considered credible by patients. The patient's decision to visit the hospital is high, indicating that patients have the decision to visit the hospital.

Outer Model Evaluation

Convergent Validity test results for each variable in this study. All items in the tested variable construct have a loading factor value greater than 0.70, indicating that the collected data is valid and has good convergent validity. For psychological factors, all items (X1.1 to X1.8) show valid loading factor values, with the highest value in item X1.1 (0.857) and the lowest in item X1.8 (0.712). This indicates a strong contribution from psychological factors in the research model.

Furthermore, the items in the social variables (X2.1 to X2.6) also have valid loading factor values, with item X2.2 having the highest value (0.869) and item X2.3 the lowest (0.749), indicating that all social aspects tested are relevant and significant. For the brand image variable (Z1.1 to Z1.6), all items are also valid, with the highest value on item Z1.3 (0.825) and the lowest on item Z1.6 (0.733), indicating the importance of brand image in the context of this study. Meanwhile, for the patient's decision to visit variable (Y1.1 to Y1.6), all items show valid loading factor values, with the highest value on item Y1.2 (0.792) and the lowest on item Y1.6 (0.719), confirming the support of the factors tested for patient's decision to visit.

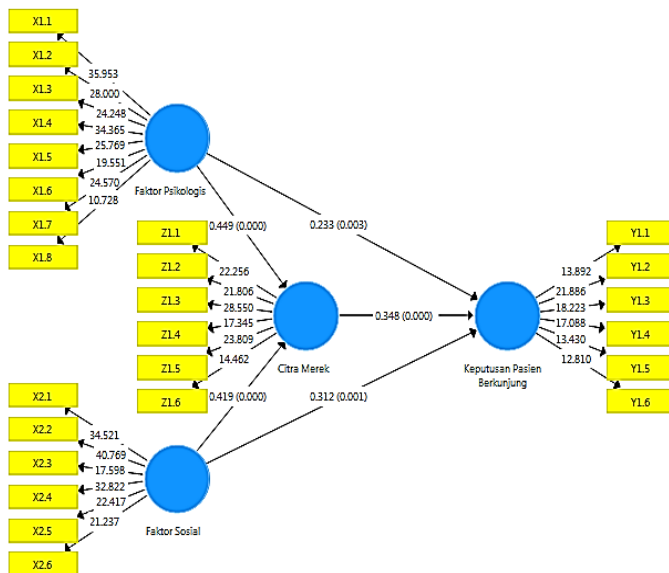
The results of the Average Variance Extracted (AVE) test for each variable, where the expected AVE value must be greater than 0.50 to be considered valid. Psychological factors have an AVE value of 0.661, indicating good validity, meaning that most of the variance in its items can be explained by the construct. Social factors show an AVE value of 0.670, confirming the relevance of this variable in explaining patient decisions. Brand image has an AVE value of 0.599, which although slightly lower than the previous two variables, still meets the validity criteria. Finally, the AVE value of 0.564 for patient visit decisions indicates that this variable is also valid in the context of the study.

The results of the Composite Reliability and Cronbach's Alpha tests, which aim to determine the reliability of the data in this research model. This reliability test is important to assess how reliable and trustworthy the measuring instrument used is. The expected Composite Reliability (CR) value is greater than 0.7, although a value of 0.6 is still acceptable. Meanwhile, the Cronbach's Alpha value is expected to be more than 0.6. The results show that for the psychological factor variable, the Cronbach's Alpha value is 0.926 and the Composite Reliability is 0.940, both of which indicate that this variable is reliable. The social factor variable also showed good results, with a Cronbach's Alpha value of 0.901 and a Composite Reliability of 0.924, indicating that this variable is also reliable. For the brand image variable, the Cronbach's Alpha value reached 0.865 and the Composite Reliability was 0.899, indicating good reliability. Finally, for the patient's decision variable to visit, the Cronbach's Alpha value is 0.848 and the Composite Reliability is 0.886, which also indicates that this variable is reliable. Overall, all variables in this study showed a high level of reliability, supporting the validity of the research model.

The Goodness of Fit (GoF) assessment shows two main indicators, namely the Standardized Root Mean Square Residual (SRMR) with a value of 0.074 indicating a fairly good model fit, because it is below the threshold of 0.08 and the Normed Fit Index (NFI) with a value of 0.770 indicating an adequate model fit, because the value is below the general threshold of 0.90 which is usually indicated as a good fit. It can be concluded that overall the model has a fairly good level of model fit (GoF).

Inner Model Evaluation

The construction of the structural model test path diagram in this study uses 2 exogenous variables, 1 endogenous variable, and 1 intervening variable which describes the relationship between variables as shown in the following Figure.



Picture 1. Inner Model Test Results

The results of the Determination Coefficient test show that brand image has an R-square value of 0.670 in the strong category. This value indicates that the contribution of independent variables, namely psychological factors and social factors, in explaining the variability of brand image is classified as strong with a contribution of 67%. Furthermore, the patient's decision to visit shows a value of 0.678 which is classified as strong. This value indicates that the contribution of independent variables, namely psychological factors, social factors, and brand image, in explaining the variability of patient decisions to visit is classified as strong, with a contribution of 67.8%.

The results of the simultaneous hypothesis test obtained F count 88.42 > F table 2.68, which means that the variables of psychological factors, social factors, and brand image simultaneously influence the patient's decision to visit, with a contribution of 67.8%.

Table 6. Direct Influence Test Results

VARIABLES	ORIGINAL SAMPLE (O)	P VALUES
PSYCHOLOGICAL FACTORS - -> BRAND IMAGE	0.449	0,000
SOCIAL FACTORS -> BRAND IMAGE	0.419	0,000
PSYCHOLOGICAL FACTORS - -> PATIENT'S DECISION TO VISIT	0.233	0.003
SOCIAL FACTORS -> PATIENT'S DECISION TO VISIT	0.312	0.001
BRAND IMAGE -> PATIENT'S DECISION TO VISIT	0.348	0,000

Source: Primary Data, 2024

DISCUSSION

This study examines how psychological, social, and brand image factors simultaneously and partially influence patients' decisions to visit Hermina Hospital Depok. The results of hypothesis testing show that all three variables have a significant influence on patient visit decisions. This means that to increase the number of patient visits, the hospital needs to strengthen all three aspects simultaneously or individually. First, in terms of psychological factors, the analysis shows that there is a positive influence on the hospital's brand image. This indicates that patients' perceptions, motivations, and attitudes toward the services provided contribute significantly to shaping the hospital's image in the public's mind. In the three-box analysis method, it was found that the highest dimension in psychological factors was perception, where patients felt that doctors conducted thorough examinations and provided accurate diagnoses. Trust in the competence of doctors is an important foundation in forming a positive perception of the hospital. However, the attitude dimension was the lowest, although still in the high category. Patients felt that doctors were friendly, but felt that doctors' understanding of their emotional experiences was not yet fully optimal. Thus, although psychological factors play an important role in shaping brand image, there is still a need for improvement in the aspect of empathetic communication between doctors and patients.

These results are supported by Schiffman and Kanuk (2010), who state that psychological factors include individual responses to attitude objects, which are influenced by personal needs. Kotler and Keller (2016) add that psychological factors are also influenced by the living environment and past experiences. Previous studies, such as those by Negara et al. (2020) and Liang et al. (2024), support this finding, emphasizing that psychological perceptions and information processing greatly influence the formation of a service brand image. Second, social factors were also found to have a positive effect on brand image. The three-box analysis showed that the conformity dimension was the highest, reflecting that patients viewed doctors as professionals who were serious in handling their complaints. This created trust in hospital services. However, the lowest dimension is compliance, indicating that there are still challenges in convincing patients to make follow-up visits or check-ups as recommended by medical professionals. This suggests the need for better educational approaches to improve patients' understanding of the importance of adhering to medical instructions.

Theoretically, this is consistent with Cialdini's (2009) view that social factors can influence individual behavior change through social influence. Baron et al. (2006) and Stangor & Walinga (2015) also explain that social interaction plays a role in changing a person's attitudes, beliefs, and perceptions. Empirical studies by Cham et al. (2022) and Al-Hasan (2023) also support the importance of social influence on public perception of hospital services. Thus, strengthening social interaction between patients, whether with doctors, family, or fellow patients, is an important step in strengthening the image of the hospital. Psychological factors also have a direct influence on patients' decisions to visit Hermina Depok Hospital. In the psychological factors dimension, attitude is the lowest dimension. This indicates that doctors' understanding of patients' emotional conditions still needs improvement. Many patients feel that doctors do not fully understand the

anxiety or fear they experience. This can impact the emotional support patients need during the treatment process. Therefore, strengthening empathy and interpersonal communication is important in improving patient satisfaction and visit decisions.

These findings align with the theories of Peter and Olson (2010) and Blackwell et al. (2006), which emphasize that psychological factors such as perception, motivation, and attitude significantly influence consumer behavior intentions. Gil & Choi (2019) and Vainikka (2022) further add that understanding patients' psychological conditions is a crucial foundation in determining healthcare service choices. Therefore, effective communication and strong relationships between doctors and patients are key to creating a positive experience for patients, which will ultimately encourage them to decide to visit the hospital. Furthermore, the influence of social factors on patient visit decisions is also significant. Despite the high conformity dimension, the compliance dimension in social factors was again highlighted with the lowest score. This indicates that although patients acknowledge the professionalism of doctors, they are not fully motivated to follow doctors' recommendations, such as routine check-ups. This emphasizes the importance of education and a more persuasive approach in conveying the importance of patient compliance for their long-term health.

Theories by Cialdini (2009), Baron et al. (2006), and Blackwell et al. (2006) support that social norms and influence from others play a significant role in individual decisions. Previous studies by Singh et al. (2022), Shah et al. (2021), and Zhang et al. (2020) also indicate that social influence plays an important role in patients' decisions when choosing a hospital. Therefore, strengthening social communication and creating positive testimonials from previous patients are highly effective strategies. Meanwhile, brand image has also been proven to significantly influence patients' decisions to visit. The lowest dimension in brand image is “recognition” or awareness of the hospital's services. Although patients are aware that the hospital has complete facilities and demonstrates a commitment to patient satisfaction, there is still a gap between patients' expectations and their actual experiences. Therefore, improving communication and promotion strategies regarding hospital services is important to make patients feel more valued and cared for.

According to Aaker (2009), brand image is the perception and reputation of a brand embedded in consumers' minds. Kotler & Keller (2016) emphasize that brand image shapes impressions and beliefs that form the basis for decision-making. This finding is reinforced by Vimla & Taneja (2021), Mandagi et al. (2024), and Rihayana et al. (2022), all of whom affirm that brand image plays a significant role in influencing patients' decisions to choose specific healthcare services. Therefore, Hermina Depok must continue to build a positive reputation through excellent service, consistent communication, and promotions that address patients' emotional needs. Finally, the simultaneous hypothesis testing results indicate that psychological, social, and brand image factors collectively influence patients' decisions to visit Hermina Depok Hospital. This aligns with Kotler & Armstrong's (2014) theory, which states that purchasing decisions are influenced by problem recognition, information search, and alternative evaluation. In this context, patients evaluate various hospitals based on personal experience, social input, and perceptions of service reputation.

These findings are also supported by studies by Shukla (2022), Cetin  et al. (2021), Bahadori et al. (2019), Dealey (2021), and Ali et al. (2019), which indicate that consumer decisions in choosing healthcare services are greatly influenced by a combination of internal and external factors. Hospitals that are able to manage these factors strategically will be more successful in attracting and retaining patients. Therefore, it is important for hospitals to continuously evaluate patient needs, build empathetic communication, and create consistent and high-quality service experiences. Overall, this study shows that the integration of psychological, social, and brand image factors is an important foundation in influencing patient visit decisions. Hermina Depok, as a healthcare institution, can improve the quality of its services by focusing on these aspects to create long-term loyalty and trust from the community.

CONCLUSION

The conclusion of this study shows that psychological, social, and brand image factors simultaneously have a significant influence on patient decisions to visit Hermina Depok Hospital, contributing 67.8%. Both psychological and social factors influence brand image, which in turn impacts patient decisions. In addition, brand image is the most dominant variable in increasing patient decisions. The managerial implications of this study indicate that Hermina Depok Hospital needs to make improvements in several areas to improve patients' decision to visit. First, in psychological factors, management should focus on additional training for doctors and medical staff on empathy and better communication with patients. Second, for social factors, marketing management needs to implement community education programs on the importance of health and adherence to treatment to improve social norms that support patient adherence. Third, related to brand image, management should also implement marketing strategies that emphasize service quality, patient safety, and satisfaction to build a positive image of the hospital.

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