

Customer Satisfaction as a Mediator of Digital Marketing and Spiritual Value on Patient Loyalty

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Abstract

This study examines the mediating role of customer satisfaction in the relationship between digital marketing, spiritual value, and patient loyalty in pesantren-based hospitals. A quantitative approach using Structural Equation Modeling-Partial Least Squares (SEM-PLS) was applied. Data were collected from 160 patients at Yasyfin Darussalam Gontor Hospital using a structured Likert-scale questionnaire. The findings show that digital marketing and spiritual values significantly influence customer satisfaction. Spiritual value directly impacts patient loyalty, whereas digital marketing influences loyalty indirectly through satisfaction. Customer satisfaction was the strongest mediator. Integrating digital marketing strategies with spiritual services enhances patient satisfaction and loyalty. Customer satisfaction plays a key role in linking these factors to the long-term loyalty of patients. This study contributes to the literature by demonstrating the combined impact of digital marketing and spiritual care on patient loyalty, highlighting the importance of addressing both technological and emotional needs in healthcare settings. This study is limited by its focus on a single hospital with a sample size of 160 patients. The cross-sectional design restricts the ability to capture changes in patient loyalty over time, and other influencing factors such as service quality were not considered.

Keywords: Digital Marketing, Loyalty, Satisfaction, Spiritual Value

1. INTRODUCTION

The healthcare sector in Indonesia has undergone significant transformation in recent years. Hospitals no longer function solely as medical service providers but also as service organizations that must be capable of building comprehensive patient experiences. Modern patients are increasingly critical in evaluating service quality and have higher expectations regarding accessibility, information transparency, and comfort during the service process. [Afendi \(2021\)](#) explains that from a modern marketing perspective, service organizations must create relevant value for customers to maintain long-term relationships. This value is functional, emotional, and symbolic. In the hospital context, perceived value influences patient satisfaction, which contributes to loyalty.

Customer loyalty is defined as the commitment to continue using a service in the future. [Aupia, Taufandas, Ikhwan, Sapwal, and Bukhari \(2024\)](#) state that loyalty develops through a gradual process, beginning with a cognitive evaluation of service quality, progressing into emotional attachment, and eventually forming behavioral commitment. Thus, loyalty does not emerge instantly but is formed through consistent experience. However, advances in digital technology have changed the way people seek health-related information. [Almaraz, Saiz, Baumann, and Moreno Martín \(2024\)](#) state that digital marketing enables organizations to create two-way interactions with customers using digital platforms. In the hospital context, official websites, social media, and online registration systems make it easier for patients to obtain information before visiting the hospital.

However, the effectiveness of digital marketing in forming loyalty is not always direct. [Mayasari and Rachmat \(2025\)](#) found that digital marketing strategies first influence patient satisfaction before ultimately affecting their loyalty. This finding indicates that satisfaction functions as a psychological mechanism linking communication strategies to long-term commitment. Recent studies have highlighted that patient loyalty to healthcare services is increasingly influenced by a combination of service quality, patient experience, and organizational communication strategies ([Maulana & Fathurahman, 2025](#)). In the healthcare sector, loyalty is not merely reflected in repeated visits but also in patients' willingness to recommend healthcare institutions to others and to maintain long-term relationships with healthcare providers. This indicates that healthcare organizations must understand the multidimensional nature of patient expectations to build sustainable relationships with their patients.

Furthermore, patient experience has become a critical determinant of satisfaction and loyalty. A comprehensive experience that integrates digital and offline interactions influences how patients evaluate healthcare services ([Verhoef, Kannan, & Inman, 2015](#); [Wolf, Niederhauser, Marshburn, & LaVela, 2021](#)). Service quality plays an essential role in shaping patients' perceptions of healthcare providers. Previous studies have indicated that responsiveness, empathy, and assurance significantly affect patient satisfaction and influence patients' intention to revisit healthcare facilities. When healthcare providers demonstrate professional competence combined with empathetic communication, patients tend to develop a stronger emotional attachment to the institution. As a result, patient satisfaction increases and contributes to the formation of long-term loyalty to healthcare providers.

In addition, the development of digital technologies has transformed the healthcare environment by enabling patients to access information and interact with healthcare institutions more easily ([Gopal, Suter-Crazzolara, Toldo, & Eberhardt, 2019](#)). Digital platforms, such as hospital websites, social media, and online appointment systems, allow patients to obtain information about healthcare services before visiting a hospital. The availability of transparent and accessible information helps reduce uncertainty and strengthens patients' trust in healthcare providers. Furthermore, digital communication has become a strategic tool for healthcare institutions to improve patient engagement ([Lo Presti, Testa, Marino, & Singer, 2019](#)). Through digital platforms, hospitals can provide real-time information, respond to patient inquiries, and deliver health education efficiently. This interaction not only enhances the patient experience but also contributes to stronger relationships between patients and healthcare institutions.

Another important aspect that influences patient loyalty is the emotional and psychological support provided during the healthcare process. Patients who receive medical treatment and emotional support tend to perceive healthcare services more positively. Emotional engagement plays a significant role in shaping patients' evaluations of healthcare experiences and contributes to satisfaction and loyalty development. Beyond technology, *pesantren*-based hospitals have different characteristics than general hospitals. [Bożek, Nowak, and Blukacz \(2020\)](#) explain that spirituality contributes significantly to individual psychological well-being. In healthcare services, spiritual values can provide inner peace and help patients cope with the emotional stress of treatment.

[Humaini \(2023\)](#) showed that the implementation of spiritual care in Islamic hospitals significantly affects patient satisfaction and loyalty. This finding confirms that the spiritual dimension can serve as a differentiation factor that strengthens the relationship between patients and healthcare institutions. Although many studies have examined the influence of digital marketing on satisfaction and loyalty in general hospitals, the integration of digital strategies and spiritual dimensions into a single structural model remains limited. Most studies separate marketing variables and religious aspects as independent factors without simultaneously testing the mediating role of Customer Satisfaction (CS). Furthermore, empirical research on *pesantren*-based hospitals using SEM-PLS is rare.

Therefore, this study offers novelty by testing an integrative model that combines digital marketing and spiritual value to explain customer loyalty through the mediating mechanism of satisfaction. This study is expected to enrich the value-based healthcare marketing literature. Based on the explanation above, this study aims to examine the impact of digital marketing and spiritual values on customer loyalty, with customer satisfaction acting as a mediating variable at Yasyfin Darussalam Gontor Hospital. Although prior studies have examined digital marketing and patient loyalty as well as the role of spiritual care in healthcare services, most studies have treated these variables separately. Limited research integrates digital marketing and spiritual value within a single model, particularly in hospitals based on *pesantren*. Moreover, the mediating role of customer satisfaction in linking these two dimensions to patient loyalty remains to be explored. Therefore, this study addresses this gap by developing an integrative model that combines technological (digital marketing) and spiritual dimensions, with customer satisfaction as a mediating mechanism. This approach provides a more comprehensive understanding of how healthcare institutions can build sustainable patient loyalty.

2. LITERATURE REVIEW

2.1 Digital Marketing

According to the literature, digital marketing plays a crucial role in enhancing communication, accessibility, and transparency between healthcare providers and patients. When hospitals provide accurate and easily accessible information through digital platforms, patients can form clearer expectations and perceive the service more positively ([Kitsios, Stefanakakis, Kamariotou, & Dermentzoglou, 2023](#)). This improved perception contributes to higher satisfaction and strengthens patients' trust and engagement, which ultimately influences their intention to revisit and recommend the hospital to others. Therefore, digital marketing is expected to positively affect customer satisfaction and loyalty.

H_1 : Digital marketing positively affects customer satisfaction

H_2 : Digital marketing positively affects customer loyalty

Digital marketing has become an essential strategy for service organizations, including healthcare institutions, to communicate with their customers ([Radu et al., 2017](#)). Compared to traditional marketing approaches, digital marketing allows organizations to deliver information faster, more interactively, and more personalized. Through digital channels, such as websites, social media platforms, and mobile applications, hospitals can provide real-time updates regarding medical services, doctor schedules, and health information that support patient decision-making processes.

In the healthcare context, digital marketing functions not only as a promotional medium but also as a communication platform that enhances patient engagement ([Zillul & Shoeb, 2025](#)). Patients increasingly rely on digital platforms to evaluate healthcare providers before making treatment decisions. When hospitals provide accurate and transparent information through digital channels, patients tend to perceive them as more credible and trustworthy. The availability of digital information contributes significantly to the formation of positive patient perceptions of healthcare institutions.

Furthermore, digital marketing plays an important role in improving service accessibility. Online registration systems, digital consultation services, and interactive social media communication enable patients to interact with healthcare providers conveniently. This convenience enhances the overall patient experience and strengthens the relationship between healthcare institutions and patients. Consequently, the effective implementation of digital marketing strategies can significantly influence patient satisfaction and long-term loyalty to healthcare services. Recent studies emphasize that digital marketing plays a crucial role in fostering customer engagement and loyalty by creating interactive and personalized communication ([Dwivedi et al., 2021](#); [Hollebeek & Macky, 2019](#)).

2.2 Spiritual Value in Healthcare Services

In this study, spiritual value is conceptualized as the extent to which healthcare services incorporate religious principles, spiritual support, and a faith-based environment that fulfills patients' emotional and psychological needs. It includes dimensions such as spiritual care, a religious atmosphere, and support for worship practices. Spiritual value in healthcare services refers to the application of religious principles that provide emotional and psychological support to patients. [Jones, Simpson, Briggs, and Dorsett \(2016\)](#) explained that spirituality helps individuals find meaning in illness experiences, increasing resilience and optimism.

In *pesantren*-based hospitals, spiritual values are manifested through a religious atmosphere, spiritual support, and adequate worship facilities ([Susilowati, Suharti, & Sugiarto, 2025](#)). This approach addresses not only the physical aspects but also the patients' inner well-being. Spiritual value is an important aspect of holistic healthcare services, particularly in faith-based hospitals. The presence of spiritual support, a religious atmosphere, and opportunities for worship can provide emotional comfort and reduce patients' psychological stress during treatment. When patients feel that their spiritual needs are acknowledged and fulfilled, they tend to evaluate healthcare services positively, leading to higher satisfaction. Furthermore, spiritual experiences may create a deeper emotional attachment to healthcare providers, strengthening patient loyalty. Therefore, spiritual value is expected to positively influence both customer satisfaction and loyalty.

*H*₃: Spiritual value positively affects customer satisfaction

*H*₄: Spiritual value positively affects customer loyalty

In hospitals with religious or faith-based backgrounds, spiritual values are often integrated into daily healthcare practices ([Olorunfemi, Agbaje, Abiodun, Ayeni, & Osunde, 2024](#)). These values may be reflected in the availability of worship facilities, spiritual counselling services, religious guidance, and the presence of a religious atmosphere within the hospital environment. Such practices allow patients to feel spiritually supported during the treatment process, significantly enhancing their emotional well-being. Previous studies have indicated that the fulfilment of spiritual needs can positively influence patient satisfaction. Patients who feel that their spiritual beliefs are respected and supported by healthcare providers tend to perceive healthcare services positively. Spiritual care can strengthen the emotional connection between patients and healthcare institutions, which ultimately contributes to the development of patient loyalty ([Tribudhi & Nabila, 2026](#)).

2.3 Customer Satisfaction

Customer satisfaction is an emotional evaluation that arises after customers compare their perceived service performance with their initial expectations. Satisfaction occurs when the perceived performance meets or exceeds expectations. In healthcare services, satisfaction is determined not only by medical outcomes but also by interactions during the service delivery. [Setiono and Hidayat \(2022\)](#) identified five core dimensions using the Servqual Model such as reliability, responsiveness, assurance, empathy, and tangibility. Customer satisfaction is widely recognized as a key determinant of customer loyalty in the service industry. According to expectation-confirmation theory, customers who perceive that services meet or exceed their expectations are more likely to develop positive attitudes and behavioral intentions toward them. In healthcare services, satisfied patients tend to revisit hospitals and recommend them to others. Therefore, customer satisfaction is expected to positively affect customer loyalty.

*H*₅: Customer satisfaction positively affects customer loyalty

Customer satisfaction is widely recognized as one of the most important determinants of customer loyalty in service industries ([Islam, Ahmed, Rahman, & Al Asheq, 2021](#)). In healthcare services, patient satisfaction reflects the overall evaluation of the healthcare experience, including interactions with medical staff, administrative processes, service efficiency, and perceived quality of medical treatment. When patients perceive that healthcare services meet or exceed their expectations, they are more likely to develop positive attitudes toward healthcare providers. In addition to clinical outcomes, interpersonal communication between healthcare professionals and patients plays a crucial role in shaping patient satisfaction. Patients tend to evaluate healthcare services based on how healthcare providers communicate, show empathy, and respond to patient concerns ([Bhimasta, Surya, & Pramudita, 2025](#)). Therefore, effective communication and compassionate care are essential components of satisfying healthcare experiences. Furthermore, satisfied patients are more likely to engage in positive behavioral outcomes, such as recommending healthcare services to others and returning for future treatments. These behavioral intentions are particularly important in the healthcare sector, where long-term relationships between patients and healthcare providers are essential for sustainable organizational performance.

2.4 The Mediating Role of Customer Satisfaction

In consumer behavior models, satisfaction is often considered a mediating variable. Loyalty develops through the evaluation stages of experience. Customer satisfaction also plays an important role as a mediating variable in explaining how service-related factors influence the loyalty of customers. Digital marketing and spiritual value may not directly lead to loyalty unless they first create a satisfying patient experience ([Faridi, Curatman, & Siddiq, 2025](#)). Satisfaction is a psychological evaluation process that bridges the relationship between service attributes and behavioral outcomes. When patients experience satisfaction, the influence of digital marketing and spiritual value on loyalty becomes stronger ([Hasan, Kristia, Sopyan, Yan, & Nuraini, 2025](#)). Therefore, customer satisfaction is expected to mediate the relationship between digital marketing and customer loyalty, and between spiritual value and customer loyalty.

*H*₆: Customer satisfaction mediates the relationship between digital marketing and customer loyalty

*H*₇: Customer satisfaction mediates the relationship between spiritual value and customer loyalty

The mediating role of customer satisfaction has been widely discussed in the consumer behavior literature. Satisfaction acts as an intermediary mechanism that explains how service-related factors influence customer loyalty (Shankar & Jebarajakirthy, 2019). In healthcare services, various service attributes, such as service quality, communication strategies, and emotional support, may not directly lead to patient loyalty unless they first create a satisfying patient experience. In this context, customer satisfaction functions as a psychological evaluation process in which patients compare their expectations with the actual service experience they receive. Satisfaction is generated when healthcare services successfully meet or exceed patient expectations (Tapa, 2025). This satisfaction subsequently strengthens patients' commitment to healthcare providers and increases the likelihood of repeat visits and recommendations. Therefore, understanding the mediating role of customer satisfaction is essential for healthcare organizations aiming to build sustainable relationships with their patients. By focusing on strategies that enhance patient satisfaction, healthcare institutions can indirectly strengthen patient loyalty and improve their long-term competitive advantages.

2.5 Research Conceptual Framework

The research model integrates two independent variables, namely digital marketing and spiritual value, with customer satisfaction as a mediating variable and customer loyalty as the dependent variable. The model assumes that digital approaches and spiritual experiences influence customer loyalty directly and indirectly through customer satisfaction, as can be seen Figure 1.

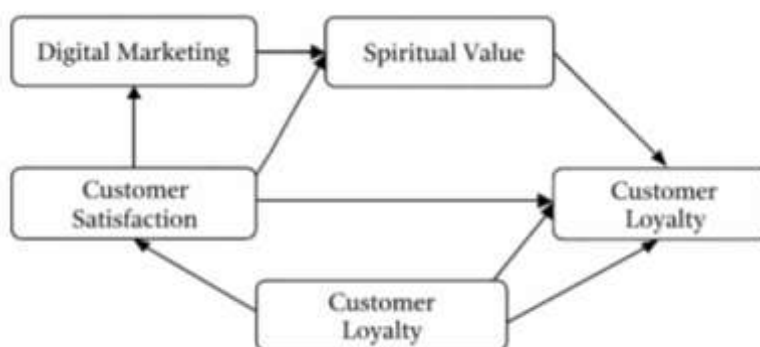


Figure 1. Research conceptual framework

3. METHODOLOGY

3.1 Research Design

This study adopted a quantitative approach with a cross-sectional design. A cross-sectional design was used to evaluate the relationships among variables at a specific point in time.

3.2 Population and Sample

The population of this study included all outpatients at Yasyfin Darussalam Gontor Hospital aged at least 17 years who had used the hospital's services. Purposive sampling was used as the sampling technique. This approach was chosen because respondents were required to meet specific criteria to provide appropriate evaluations of the variables under study. The sample size was determined based on the guidelines of Hair and Alamer (2022) for the SEM-PLS analysis. With 14 indicators, the minimum sample size was calculated as 10 times the largest number of indicators, resulting in at least 140 respondents. This study involved 160 respondents to improve the model's reliability.



3.3 Research Instrument

The instrument used in this study was a closed-ended questionnaire employing a 1–5 Likert scale to measure the variables. Each variable was measured using several indicators that were adapted to the conditions of the hospital, based on *pesantren* (Islamic boarding school) values.

3.4 Data Analysis Technique

The analysis was conducted using Structural Equation Modeling based on Partial Least Squares (SEM-PLS). [Hair and Alamer \(2022\)](#) explained that PLS-SEM is suitable for models involving latent variables and medium sample sizes. The analysis was conducted in the following stages:

1. Evaluation of the outer model (validity and reliability).
2. Evaluation of the inner model (relationships between variables).
3. Testing the coefficient of determination (R^2).
4. Significance testing through bootstrapping.
5. Mediation testing (indirect effects).

4. RESULTS AND DISCUSSION

4.1 Measurement Model Evaluation

The measurement model was evaluated to ensure that each indicator could validly and reliably represent its latent construct. The assessment included tests for convergent validity, construct reliability, and discriminant validity.

Table 1. Convergent validity test results (outer loading)

Variables	Outer Loading Range	Description
Digital Marketing	0.863 – 0.922	Valid
Spiritual Value	0.848 – 0.918	Valid
Customer Satisfaction	0.933 – 0.955	Valid
Customer Loyalty	0.871 – 0.951	Valid

As shown in Table 1, all indicators show outer loading values greater than 0.70. This indicates that each indicator can adequately represent the construct being measured. Therefore, all indicators met the criteria for convergent validity.

Table 2. Reliability and Convergent Validity Test Results

Variables	Cronbach’s Alpha	Composite Reliability	AVE
Digital Marketing	0.963	0.969	0.722
Spiritual Value	0.931	0.941	0.663
Customer Satisfaction	0.973	0.976	0.782
Customer Loyalty	0.977	0.981	0.776

Table 2 shows that all constructs have Cronbach’s Alpha and Composite Reliability values greater than 0.70. In addition, the Average Variance Extracted (AVE) values were above 0.50. These findings indicate that the research instrument has a high level of reliability and adequate convergent validity.

Table 3. Discriminant validity test results (HTMT)

Construct Relationship	HTMT Value
Digital Marketing – Spiritual Value	0.831
Digital Marketing – Customer Loyalty	0.897
Spiritual Value – Customer Satisfaction	0.891

Table 3 shows all HTMT values were below the 0.90 threshold. This indicates that each construct is clearly distinct and does not overlap with others. Therefore, the model met the requirements for discriminant validity.

4.2 Structural Model Evaluation

After confirming the validity and reliability of the measurement model, the next step involved analyzing the structural model to assess the strength of the relationships among the latent variables.

Table 4. R-square values

Endogenous Variables	R-Square
Customer Satisfaction	0.824
Customer Loyalty	0.931

Table 4 shows the R-squared value of 0.824 indicates that digital marketing and spiritual value can explain 82.4% of the variance in customer satisfaction. The R-squared value of 0.931 shows that the model explains up to 93.1% of the variance in customer loyalty. These values fall into the very strong category, indicating that the research model has an excellent explanatory power. The R-squared values indicate that the model has a strong explanatory power. The R^2 value of 0.824 for customer satisfaction suggests that digital marketing and spiritual value jointly explain a substantial proportion of patient satisfaction. This indicates that both technological and spiritual dimensions are critical determinants of patients' evaluation of healthcare services. The R^2 value of 0.931 for customer loyalty reflects an exceptionally high level of explanatory power, meaning that customer satisfaction, digital marketing, and spiritual value collectively provide a comprehensive explanation of patient loyalty behavior. These findings imply that patient loyalty in this context is highly predictable when both experiential (satisfaction) and value-based (spiritual and digital) factors are considered.

4.3 Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping method to evaluate the significance of the relationships between the variables.

Table 5. Hypothesis testing results (direct effect)

Relationship	Coefficient (β)	T-Statistic	P-Value	Decision
Digital Marketing → Customer Loyalty	0.184	2.218	0.026	Accepted
Digital Marketing → Customer Satisfaction	0.453	4.605	0.000	Accepted
Spiritual Value → Customer Loyalty	0.172	2.001	0.045	Accepted
Spiritual Value → Customer Satisfaction	0.502	4.860	0.000	Accepted
Customer Satisfaction → Customer Loyalty	0.648	5.876	0.000	Accepted

Based on Table 5, all direct relationships among the variables show positive and significant effects, as the p-values are less than 0.05. Customer satisfaction had the strongest influence on loyalty, with a coefficient of 0.648. This indicates that satisfaction is the primary determinant of patient loyalty. Digital marketing and spiritual value also have significant effects on customer satisfaction. This means that digital communication strategies and the implementation of religious values in service delivery can enhance patients' positive experiences.

4.4 Mediation Testing

Table 6. Mediation test results (indirect effect)

Mediation Path	Coefficient (β)	T-Statistic	P-Value	Description
Digital Marketing → Customer Satisfaction → Customer Loyalty	0.290	3.976	0.000	Significant Mediation

Spiritual Value → Customer Satisfaction → Customer Loyalty	0.321	3.380	0.001	Significant Mediation
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Table 6 shows the mediation test results indicate that customer satisfaction significantly mediates the effects of digital marketing and spiritual values on customer loyalty. Thus, patient loyalty is not formed directly but rather through an evaluation process of service experiences that leads to satisfaction. These findings reinforce the assumption that customer satisfaction serves as a psychological mechanism linking service strategies to patients' long-term commitment to hospitals. These results confirm that customer satisfaction is a key underlying mechanism that translates service attributes into behavioral outcomes. In other words, digital marketing and spiritual value do not automatically lead to loyalty unless patients experience satisfaction first. This highlights that satisfaction is not merely an outcome variable but a central process through which patients evaluate and internalize their service experiences before forming loyalty intentions.

4.5 Discussion

In addition, the findings of this study emphasize the strategic importance of digital communication in healthcare. In the contemporary healthcare environment, patients increasingly rely on online platforms to obtain information before deciding to visit hospitals. Digital channels, such as hospital websites, social media platforms, and online appointment systems, reduce information asymmetry between patients and healthcare providers. When patients perceive that information is easily accessible and reliable, their confidence in hospitals increases. This perception ultimately contributes to higher levels of satisfaction, which in turn influences loyalty. These findings support [Kannan \(2017\)](#) argument that digital marketing is not only a communication tool but also an essential element in shaping customer experience and perceived service value.

Furthermore, the role of spiritual value in this study highlights the importance of integrating emotional and psychological aspects into health care services. Hospitals that incorporate spiritual values into their service environment can create a more holistic patient experience. In many cases, patients who undergo medical treatment experience anxiety, uncertainty, and emotional stress. The presence of spiritual support, a religious atmosphere, and spiritual counselling can help reduce these psychological burdens. Spirituality plays an important role in improving psychological resilience and emotional stability, particularly in stressful situations such as illness. Therefore, integrating spiritual values into *pesantren*-based hospitals can provide a unique competitive advantage that distinguishes them from other healthcare institutions.

Another important implication of this study is related to the mediating role of customer satisfaction. The findings demonstrate that satisfaction is a critical mechanism linking service strategies to long-term customer loyalty. Although digital marketing and spiritual value have direct effects on loyalty, their influence becomes stronger when they are mediated by satisfaction. Loyalty development model, which states that loyalty emerges through a sequential process of cognitive evaluation and emotional responses. In healthcare services, patient loyalty is shaped by accumulated service experiences rather than a single interaction.

From a managerial perspective, these findings provide practical insights into hospital management. First, hospitals should strengthen their digital presence by providing accurate, transparent, and easily accessible information on digital platforms. Effective digital communication can help hospitals build trust and improve patients' initial perceptions before they receive medical services. Second, healthcare institutions, particularly those with Islamic or *pesantren* backgrounds, should continue developing spiritual-based service approaches. This may include providing religious counselling, spiritual assistance, and adequate worship facilities that support patients' psychological well-being.

Moreover, the integration of digital technology and spiritual service values may create a unique service ecosystem in healthcare organizations. When technological convenience is combined with emotional and spiritual support, patients are more likely to perceive their service experience as meaningful and memorable. Such experiences can strengthen the emotional attachment between patients and healthcare institutions, ultimately leading to stronger loyalty. Therefore, hospitals should

view digital innovation and spiritual care not as separate strategies but as complementary elements in delivering value-based healthcare services.

4.6 Managerial Implications

From a managerial perspective, healthcare institutions should prioritize integrating digital and spiritual service strategies. First, hospitals must strengthen their digital infrastructure by ensuring that websites, social media platforms, and online service systems provide accurate, timely, and user-friendly information. This will improve patient accessibility and initial trust before service encounter. Second, healthcare providers, especially those with a religious foundation, should institutionalize spiritual care as part of standard service delivery. This includes providing trained spiritual counsellors, facilitating religious practices, and creating supportive spiritual environments. Such efforts can enhance patients' emotional comfort and overall service experience. Third, hospital management should focus on improving patient satisfaction as a strategic priority, as it has proven to be the strongest determinant of loyalty. Continuous monitoring of patient feedback, service quality improvement, and staff training in empathetic communication are essential to achieve this goal.

4.7 Practical Challenges

Despite their potential benefits, implementing these strategies may present several practical challenges. First, the development of digital infrastructure requires significant financial investment and technical expertise, which may not be readily available in all healthcare institutions in India. Second, integrating spiritual care into healthcare services requires trained personnel and standardized procedures, which may vary depending on the organizational capacity and cultural context. Balancing technological efficiency with human-centered and spiritual care is challenging. Overemphasis on digitalization may reduce personal interaction, while insufficient integration of spiritual values may limit holistic care effectiveness. Therefore, healthcare institutions must carefully design strategies that align technological advancements with patients' emotional and spiritual needs.

5. CONCLUSIONS

5.1 Conclusion

This study confirms that digital marketing and spiritual value are important determinants of customer satisfaction and loyalty in healthcare service. Customer satisfaction plays a crucial mediating role, indicating that patient loyalty is primarily formed through the evaluation of the service experience. The integration of digital technology and spiritual services provides a comprehensive approach to improving the patient experience and strengthening long-term relationships.

5.2 Research Limitations

This study had several limitations. First, the research was conducted only at Yasyfin Darussalam Gontor Hospital, which may limit the generalizability of the findings to other healthcare institutions with different organizational characteristics. Second, this study used a cross-sectional design, which means that data were collected at a single point in time. Therefore, this study cannot fully capture the changes in patient perceptions, satisfaction, and loyalty over time. Third, the research model only included digital marketing and spiritual value as the main predictors of customer loyalty. Other potential variables, such as service quality, trust, and hospital brand image, were not included in the model.

5.3 Suggestions and Directions for Future Research

Future research should expand the scope of the study by including multiple hospitals with different organizational backgrounds, such as public, private, and Islamic hospitals. Comparative studies may provide deeper insights into how spiritual values function as competitive advantages in healthcare services. Further studies should incorporate additional variables, such as service quality, trust, brand image, and patient experience, to develop a more comprehensive customer loyalty model.

Future researchers are encouraged to apply a longitudinal research design to observe changes in patient satisfaction and loyalty over time.

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AUTHOR CONTRIBUTIONS

All authors contributed to the development of this study. AR was responsible for the conceptualization, data collection, and manuscript drafting. M contributed to the research design, data analysis, and methodological validation. TCW provided supervision, critical revisions, and the final approval of the manuscript.

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