



Strategies to Enhance Inpatients' Revisit Intention through the Blue Ocean Strategy and Customer Satisfaction Index

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Abstract

Patients' revisit intention represents a crucial indicator of hospital service sustainability and is strongly influenced by service quality and patient satisfaction. Amid increasingly intense competition among healthcare providers, hospitals are required to develop innovative strategies that emphasize value creation and patient experience. The Blue Ocean Strategy approach, combined with patient satisfaction measurement using the Customer Satisfaction Index (CSI), offers a strategic alternative for enhancing hospital competitiveness. This study aimed to analyze the relationship between the implementation of the Blue Ocean Strategy and the Customer Satisfaction Index with patient satisfaction, as well as their association with inpatient revisit intention at Permata Hati Mother and Child Hospital, Makassar City. This study employed an analytic quantitative design with a cross-sectional approach. A total of 190 hospitalized patients were selected as respondents using purposive sampling techniques. Data were analyzed descriptively and bivariate using Pearson correlation and Chi-square tests. The results indicated that the majority of respondents were aged 30–39 years, female, and users of the National Health Insurance (BPJS Kesehatan) scheme. Bivariate analysis revealed a significant relationship between the implementation of the Blue Ocean Strategy and inpatient satisfaction ($p < 0.05$), as well as a significant association between the Customer Satisfaction Index and patient satisfaction ($p < 0.05$). Furthermore, patient satisfaction was found to be significantly associated with inpatient revisit intention at Permata Hati Mother and Child Hospital, Makassar City ($p < 0.05$). In conclusion, the implementation of innovative service strategies and higher levels of patient satisfaction are significantly associated with inpatients' revisit intention.

Introduction

Globalization has had a significant impact on various sectors, including the health sector (Jain, 2024; Labonté et al., 2011; Yassi et al., 2004). The acceleration of the flow of information, goods, and services requires hospitals to adapt to these changes, particularly through the use of information technology and digital service systems. Digital technology, including health information systems, electronic medical records, and cloud-based hospital management systems, has changed the way hospitals operate and serve patients. Hospitals now compete not only on the basis of the quality of medical services, but also on the basis of the quality of the overall patient experience () influenced by the technology and innovations they offer (Lee, 2020).

The healthcare industry is a crucial sector in national development focused on improving the quality of life for the community (Bieliaieva & Zabolotna, A. (2023; Gkinton et al., 2022; Mishra et al., 2024). In recent decades, competition between public and private healthcare facilities has become increasingly fierce as public awareness of the importance of fast, professional, and humane healthcare services has grown (Indonesian Ministry of Health, 2022). Hospitals are now required to be not only public service providers but also service organizations that are able to compete professionally in the healthcare market (Hailiang et al., 2023; Ozobu et al., 2023; Ugwu et al., 2025).

In Indonesia, hospitals' efforts to maintain service sustainability are increasingly directed towards strategies to increase patient satisfaction and loyalty (Prakoeswa et al., 2022; Sumarta et al., 2024; Widiastuti et al., 2024). Patient satisfaction is seen as an important prerequisite for loyalty and repeat visits, which ultimately contribute to the operational sustainability of hospitals. Previous studies have shown that satisfied patients tend to want to return to use the same health services and recommend them to others (Aditya, 2017; Azwar, 2012).

The city of Makassar, as the capital of South Sulawesi Province, is one of the centers of health services in Eastern Indonesia. One of the specialized hospitals operating in Makassar is the Permata Hati Mother and Child Hospital (RSIA), which focuses on maternal and child health services. In the face of increasingly fierce competition in the hospital sector, Permata Hati Hospital is faced with the major challenge of increasing inpatient visits, which is one of the indicators of a hospital's operational success. In this context, the interest in repeat inpatient visits becomes an important indicator of the success of hospital services and competitiveness. Therefore, an effective strategy to attract more patients is crucial for hospitals to survive and thrive amid increasingly fierce competition in the healthcare sector (Wibowo, 2020; Vrontis et al., 2022; Singh et al., 2020).

Based on internal data from Permata Hati Hospital in Makassar, the number of inpatient visits has shown an upward trend over the past three years. In 2019, there were 120 inpatients, increasing to 507 in 2020, and further increasing to 1,512 in 2021. This increase occurred during the COVID-19 pandemic, which generally led to a decline in visits to many health facilities. This condition indicates that there are internal factors within the hospital that have been able to maintain and even increase patient interest in utilizing inpatient services, despite the global health crisis (Wanjau et al., 2012; Mohammad Mosadeghrad, 2014).

Although the number of inpatient visits shows a positive trend, an increase in visits does not necessarily guarantee the sustainability of patient loyalty in the future. Therefore, hospitals need to ensure that this increase is supported by service strategies that are oriented towards value creation and patient satisfaction. Factors such as the quality of medical services, facility comfort, administrative convenience, and overall service experience play an important role in shaping patient perceptions and satisfaction (Rahmawati, 2021; Medina et al., 2013).

One relevant strategic approach to creating competitive advantage is the Blue Ocean Strategy (BOS). The Blue Ocean Strategy emphasizes the creation of new market space through value innovation, rather than simply competing in an already saturated market space (Kim & Mauborgne, 2005). In the context of hospitals, the application of BOS can be realized through service innovation, digitization of service processes, differentiation of facilities, and the development of a unique and value-added patient experience. This approach allows hospitals to increase the attractiveness of their services without getting caught up in price or facility competition that is homogeneous in nature.

On the other hand, to ensure that the innovations and strategies implemented truly meet patient expectations, objective and standardized satisfaction measurement tools are needed. The Customer Satisfaction Index (CSI) is one of the quantitative methods widely used to measure customer satisfaction levels based on the gap between expectations and perceived service

performance. CSI measurement enables hospitals to identify aspects of service that are already satisfactory and those that still need improvement, which can then be used as a basis for formulating strategies for continuous service quality improvement (Harsono, 2017).

However, the implementation of the Blue Ocean Strategy and the measurement of patient satisfaction through the Customer Satisfaction Index are not without challenges, such as limited resources, the complexity of the healthcare system, and resistance to organizational change (Darmawan, 2021). Therefore, an empirical study is needed to explain how the application of the Blue Ocean Strategy and patient satisfaction levels, as measured by the CSI, play a role in shaping patient satisfaction and encouraging inpatients to return.

Based on this description, this study was conducted to analyze strategies for increasing the interest of inpatients in returning to the hospital through the Blue Ocean Strategy and Customer Satisfaction Index approaches at the Permata Hati Hospital in Makassar. This study is expected to provide practical contributions to hospital management in formulating innovative and patient satisfaction-oriented service strategies, as well as academic contributions to the development of healthcare management studies.

Methods

This study is a quantitative analytical study with a cross-sectional design. A cross-sectional design was used because all research variables were measured at one point in time among inpatients at Permata Hati Hospital in Makassar. A quantitative approach was used to measure the relationship between variables statistically, focusing on the relationship between the Blue Ocean Strategy and Customer Satisfaction Index on inpatient satisfaction, as well as the relationship between patient satisfaction and patient revisit interest.

Descriptive analysis was used to describe the characteristics of respondents and the conditions of strategy implementation and respondents' perceptions of service attributes, including the CSI value as a weighted composite index of service performance. Meanwhile, relationship analysis was used to analyze the cause-and-effect relationship between variables through hypothesis testing, namely the relationship between BOS and CSI on patient satisfaction, as well as the relationship between patient satisfaction and interest in returning visits. This combination of descriptive and analytical analysis is expected to provide comprehensive results in describing the field phenomenon while explaining the relationship between variables empirically (Parasuraman et al., 1988).

Research Location and Time

This research was conducted at RSIA Permata Hati, which is located in Makassar City, South Sulawesi. The study was carried out over a period of three months, from May to July 2025, to ensure sufficient time for data collection, observation, and analysis in accordance with the research objectives.

Population and Sample

The population of this study consisted of all inpatients at Permata Hati Hospital during the period of June to July 2025, totaling 362 patients. This population specifically focused on patients who had been hospitalized more than once within the last six months and who met the inclusion criteria established for the study. Based on these considerations, the research sample was determined using purposive sampling, in which respondents were selected according to specific criteria that were relevant to the objectives of the research.

Inclusion criteria:

Inpatients at Permata Hati Hospital in Makassar during the 2025 study period.

The inclusion criteria for respondents in this study were patients aged 18 years or older, or in the case of pediatric patients, their parents or guardians who completed the questionnaire on their behalf. In addition, only patients or patient guardians who were willing to participate in the study and who signed the informed consent form were included as respondents.

Exclusion criteria:

Patients with severe medical conditions that prevent them from participating in the questionnaire.

The sample size is determined using the Slovin formula, with a margin of error (e) of 5%. For example, if the population of General Outpatient Clinic patients in the past six months is 362 people, the sample size is calculated as follows:

$$n = \frac{N}{1 + N(e^2)}$$

Explanation:

n = sample size/number of respondents

N = population size

e = percentage of margin of error in sampling that is still tolerable

$$\begin{aligned} n &= \frac{362}{1 + 362(0.05^2)} \\ &= \frac{362}{1 + 362(0.0025)} \\ &= \frac{362}{1.9} = 190 \end{aligned}$$

Thus, the minimum sample size is 190 respondents. This sample is expected to provide a representative picture of patients' perceptions of the implementation of the Blue Ocean strategy and its impact on increasing visits.

Operational Definition

Operational definitions describe research variables so that they can be measured objectively.

Table 1. Operational Definitions of Variables

Variable	Operational Definition	Indicators	Scale
Blue Ocean Strategy (X ₁)	An innovation strategy implemented by Permata Hati Maternity Hospital to create new market space without direct competition by increasing service value and efficiency.	New service innovations. Facility differentiation. Digitalization of services. Personalized services. Administrative efficiency.	Likert 1–5
Customer Satisfaction Index (X ₂)	A measure of patient satisfaction with the services received based on quality, facilities, and interaction with medical personnel.	Quality of medical services. Facility comfort. Clarity of information. Service waiting time. Staff friendliness	Likert 1–5

Patient satisfaction (Y_1)	Patients' emotional and cognitive responses to the quality of hospital services that reflect the fulfillment of patient expectations.	Responsiveness. Empathy. Guarantee. Physical facilities. Reliability of service	Likert 1–5
Interest in Return Visits (Y_2)	The patient's desire to use the services of RSIA Permata Hati again in the future after receiving previous service experiences.	Desire to seek treatment again.	1. Yes 2. No

Data Collection Methods

To obtain data relevant to this study, several data collection techniques will be used. These data collection techniques aim to obtain valid and representative information regarding the implementation of the Blue Ocean Strategy, inpatient satisfaction, and the number of patient visits at Permata Hati Hospital. The following are the data collection techniques used in this study:

Survey (Questionnaire)

A survey or questionnaire will be used to measure patient satisfaction with the services received during their hospitalization at Permata Hati Hospital. This questionnaire will be distributed to patients who have been hospitalized at the hospital during the research period. The questionnaire will include questions about: 1) The quality of medical services, such as the professionalism of doctors and nurses; 2) The comfort of hospital facilities, including the cleanliness and comfort of the rooms; 3) Administrative processes, such as ease of registration, payment, and insurance claims.

A Likert scale (1-5) will be used to measure patient satisfaction levels with each aspect of the services provided.

Documentation

Documentation was used to collect secondary data related to the number of inpatient visits at RSIA Permata Hati. This method involved gathering and reviewing various official records and institutional documents to obtain accurate and comprehensive information. The collected data included medical records and patient visit reports, which were analyzed to determine the number of inpatients within a specific period. In addition, hospital administrative reports were examined to identify patient visit schedules, types of services received, and payment information. Furthermore, documents related to the implementation of the Blue Ocean Strategy, such as marketing plans, competitor analyses, and reports on strategy outcomes, were also reviewed to support the analysis of strategic management practices at the hospital.

Observation

Direct observation was also conducted to examine hospital facilities and services in order to assess their physical condition and the quality of care provided to patients. This observation focused on the condition and cleanliness of treatment rooms and other public facilities, as well as the overall comfort and safety of the hospital environment. In addition, attention was given to the interactions between hospital staff, including doctors, nurses, and administrative personnel, and patients, in order to understand how services were delivered in daily practice. Through these observations, a comprehensive picture was obtained regarding the relationship between the physical environment, service interactions, and patient satisfaction.

Data Processing Techniques

Data processing in this study was carried out through several systematic stages, as follows:

Editing

The collected questionnaire data were first examined to ensure the completeness, clarity, relevance, and consistency of the respondents' answers. This initial screening process aimed to verify that all questions had been properly answered, with no missing or incomplete responses. The clarity of the data was also assessed by checking whether the answers were clearly written and easy to read. In addition, the relevance of each response was evaluated to ensure that the information provided corresponded appropriately to the questions asked. Furthermore, consistency across related items was carefully reviewed, such as comparing respondents' age with the number of children reported. For example, if a respondent indicated an age of 15 years while reporting having nine children, the response would be considered inconsistent. This process helped ensure the accuracy and reliability of the data before further analysis.

Coding

The process of assigning numerical codes to each alternative answer on a Likert scale questionnaire. For example, the scale "Strongly Disagree" is coded 1 to "Strongly Agree" is coded 5.

This is done to facilitate data input into statistical software.

Data Entry

The coded data is entered into the SPSS (Statistical Package for the Social Sciences) program for further analysis. Data entry is done carefully to avoid input errors.

Data Tabulation

Tabulation is the process of grouping data by summarizing it into prepared tables. The tabulation process includes creating tables with columns and rows, calculating the frequency of each answer category, and compiling distributions and frequency tables to organize the data so that it is easy to read and check.

Data Analysis Techniques

Data analysis techniques in this study were carried out using a quantitative approach with the help of SPSS (Statistical Package for the Social Sciences) software. Data analysis was carried out through the following stages:

Descriptive Statistics

Initial data processing was conducted using descriptive statistical analysis to describe the characteristics of the respondents and the overall distribution of the collected data. This analysis involved calculating the frequency and percentage of respondents' answers to identify response patterns, as well as determining measures of central tendency and dispersion, including the mean, median, mode, and standard deviation. Through these techniques, the study was able to present a clear overview of respondents' perceptions regarding the implementation of the Blue Ocean Strategy, the Customer Satisfaction Index, patient satisfaction, and their intention to make return visits.

Instrument Testing

Conducting an instrument test involves several steps, namely conducting validity and reliability tests.

Validity Test

Measuring what should be measured is a measure of the validity test. The validity of an instrument uses Pearson's correlation analysis (calculated $r > \text{table } r$).

$$r_{xy} = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{[N \sum X^2 - (\sum X)^2][N \sum Y^2 - (\sum Y)^2]}}$$

Explanation:

r_{xy} = correlation coefficient between the item and the total score

X = statement item score

Y = total score (all items added together)

N = number of respondents

Decision criteria:

An item is considered valid if the calculated $r >$ table r at $\alpha = 0.05$.

An item is considered invalid if the calculated $r \leq$ the table r .

Reliability Test

Based on previous results, many use the Cronbach's Alpha method ($\alpha > 0.6$ is considered reliable) in reliability testing.

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum S_i^2}{S_t^2} \right)$$

Explanation:

k = number of statement items

S_i^2 = variance of each item

S_t^2 = total variance of the overall score

Customer Satisfaction Index (CSI) Analysis

This analysis answers the second problem statement descriptively, namely the extent of patient satisfaction with the services at Permata Hati Hospital.

CSI calculation steps:

Calculate the Weighting Factor (WF) based on the importance score of each indicator.

Calculate the Weighted Score (WS) by multiplying the actual performance score by the WF.

Summing all WS to obtain the Weighted Mean Total (WMT).

Calculate the CSI value using the formula:

$$CSI = \frac{WMT}{Skor Maksimum} \times 100\%$$

Interpretation of CSI results:

Table 2. Customer Satisfaction Index (CSI) Score Criteria

Value	Category
85%–100%	Very satisfied
70%–84	Satisfied
50%–69	Somewhat satisfied
<50	dissatisfied

Blue Ocean Strategy (BOS) Analysis

BOS analysis is used to identify and create new market spaces that have no direct competitors (uncontested market space) with a focus on value innovation. The BOS analysis techniques used include:

ERRC Framework (Eliminate, Reduce, Raise, Create)

Used to evaluate and develop hospital service strategies based on four strategic actions:

Strategic Canvas

A visual tool for comparing the value profile of RSIA Permata Hati with competing hospitals, based on service factors such as comfort, speed, digitalization, cost, and innovation.

GAP Analysis (Expectations vs. Perceptions)

Gap analysis, measuring the difference between patient expectations and perceptions of the services received.

$GAP = \text{Perception Score} - \text{Expectation Score}$

A negative GAP value indicates that the service is still below patient expectations.

A positive GAP value indicates that services exceed expectations.

A GAP close to zero means the service aligns with patients' expectations.

Bivariate Analysis

Pearson Correlation Test

Used to determine the direction and strength of the relationship between two variables on an interval or ratio scale.

Pearson correlation formula:

$$r_{xy} = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{[N \sum X^2 - (\sum X)^2][N \sum Y^2 - (\sum Y)^2]}}$$

Decision criteria:

If p-value (Sig. 2-tailed) < 0.05 → relationship is significant

If p-value (Sig. 2-tailed) ≥ 0.05 → relationship is not significant

In this study, the Pearson correlation test was used to: 1) Test the relationship between BOS and Patient Satisfaction; 2) Test the relationship between CSI and Patient Satisfaction; 3) Testing the relationship between Patient Satisfaction and Interest in Return Visits.

Chi-Square Test (χ^2)

Used to determine the relationship between two categorical variables, for example between Patient Satisfaction (Y_1) and Interest in Return Visits (Y_2) which have two categories of answers (Yes/No).

Basis for decision making:

Sig. value < 0.05 → there is a significant relationship between the variables.

Sig. value > 0.05 → there is no significant relationship.

Result and Discussion

Overview of Permata Hati Mother and Child Hospital in Makassar

Permata Hati Maternity and Children's Hospital in Makassar is a class C hospital that focuses on maternal and child health services. The hospital was established in 2012 and is privately managed with an official operating license from the Makassar City Health Office. Its strategic location in an urban area makes Permata Hati Maternity and Children's Hospital easily accessible to people from various regions, both by public transportation and private vehicles.

As a hospital that is oriented towards comprehensive services, Permata Hati Hospital provides various service units, including outpatient services (obstetrics, gynecology, pediatrics, general, and nutrition), inpatient services, and medical support services such as laboratories, pharmacies, radiology, and an emergency room (ER) that operates 24 hours a day. The hospital's flagship services include normal and caesarean deliveries, neonatal intensive care unit (NICU) care, immunizations, lactation consultations, and child growth and development clinics.

To support its operational activities, Permata Hati Hospital has around 50 beds with various classes of care ranging from VIP to class III. The medical staff consists of more than 15 specialists (including obstetrics and gynecology, pediatrics, anesthesiology, and radiology specialists), as well as more than 60 trained and professional nurses and midwives. Additionally, there are non-medical and administrative staff who support the smooth running of services.

The vision of Permata Hati Maternity and Children's Hospital is "To be the leading maternity and children's hospital in Makassar City, excelling in service, professionalism, and patient satisfaction." To realize this vision, the hospital has established its main mission, which is

The hospital is committed to providing safe, fast, and high-quality maternal and child healthcare services as its primary responsibility. To support this commitment, continuous efforts are made to improve the competence of medical and paramedical staff through training and professional development programs. In addition, the hospital focuses on developing an information technology-based service system to enhance efficiency, accuracy, and accessibility of services. A professional, empathetic, and patient safety-oriented work culture is also fostered to ensure that patients receive respectful and reliable care. Furthermore, the hospital seeks to build harmonious relationships with the community by delivering humane and affordable healthcare services that are accessible to all segments of society.

In recent years, Permata Hati Maternity Hospital has implemented a number of strategic innovations, including:

The hospital has implemented various strategic initiatives to improve service quality and accessibility. One key initiative is the digitalization of services through the adoption of an online registration system, electronic medical records, and a cloud-based hospital management information system, which enhance efficiency and data integration. In addition, the hospital has introduced the "One Stop Service" program for pregnant women and children, enabling patients to receive medical examinations, treatments, and pharmaceutical services through a single, integrated process. The hospital has also improved its physical facilities by renovating patient care rooms, providing children's play areas, and adding comfortable waiting areas for patients' families to enhance overall comfort. Furthermore, cooperation with BPJS Kesehatan has been strengthened to expand access to healthcare services for participants of the National Health Insurance program.

These innovations are a tangible implementation of the Blue Ocean Strategy (BOS), which aims to create new value for patients through service differentiation without getting caught up in direct competition. Additionally, through the Customer Satisfaction Index (CSI), RSIA

Permata Hati regularly measures patient satisfaction levels to maintain quality and guide continuous improvement strategies.

Research Findings

Respondent Characteristics

Respondent characteristics are an important component in descriptive analysis, providing an overview of the background of individuals involved in the study. This information includes social and demographic aspects such as age, gender, length of stay, BPJS membership, and frequency of visits, all of which have the potential to influence patients' perceptions, attitudes, and behaviors in utilizing health services. A deep understanding of respondent characteristics is an important basis for interpreting research results, enriching the analysis of the relationship between variables, and helping to draw practical implications for hospital management.

In this study, respondent characteristics are relevant for identifying patterns of patient satisfaction and service preferences at Permata Hati Hospital. The social and economic background of patients not only reflects the diversity of the population served by the hospital, but also allows researchers to understand the possible correlations between respondent profiles and levels of satisfaction, service accessibility, and patient loyalty tendencies . For example, patients of productive age and with higher BPJS utilization may have different needs compared to elderly patients or general patients.

Analysis of respondent characteristics also reveals supporting factors in service optimization efforts. This information can be used by hospital management to develop quality improvement strategies, such as improving frequently complained about administrative procedures, improving the cleanliness of inpatient facilities, and innovating digital services that are more suited to the needs of modern patients. Thus, the distribution of respondent characteristics in this study not only serves as descriptive data but also provides an important contribution to understanding the context of patient satisfaction analysis results more comprehensively.

The detailed distribution of respondent characteristics is presented in the following table.

Table 3. Distribution of Respondent Characteristics

Characteristics	Category	n	
Age	20–29 years	58	30.5
	30–39 years	95	50
	≥40 years	37	19.5
Gender	Male	52	27.4
	Female	138	72.6
Length of hospital stay	1–2 days	81	42.6
	3–4 days	72	37.9
	≥5 days	37	19.5
Use of BPJS	Yes	133	70
	No	57	30.0
Visits in the last 6 months	0–1 times	75	39.5
	2–3 times	86	45.3
	≥4 times	29	15.2

Source: SPSS Data Analysis Results (2025)

Based on the table of respondent characteristics, it is known that most respondents were in the 30–39 age group, namely 95 people (50.0%), and 138 people (72.6%) were female. In terms of length of stay, the largest number of respondents were patients who were hospitalized for 1–2 days, namely 81 people (42.6%), and the majority of respondents used BPJS, namely 133 people (70.0%), while 57 people (30.0%) did not use BPJS. The frequency of patient visits to

Permata Hati Hospital in the last six months also showed variation, with the majority of respondents visiting 2–3 times, namely 86 people (45.3%).

Descriptive Analysis of Independent Variables

Descriptive analysis was conducted to determine the frequency distribution of respondents to the statements in the questionnaire based on the independent variables studied. Each statement used a 5-point Likert scale. The results of this descriptive analysis provide an overview of patients' perceptions of aspects of hospital services, including both the Customer Satisfaction Index (CSI) and Blue Ocean Strategy (BOS) dimensions. This data is important for identifying patterns in respondents' answers before further inferential analysis is conducted.

The following table presents the frequency distribution of respondents based on their answers to each indicator:

Table 4. Descriptive Distribution of CSI Variables

Statement	Strongly Disagree (%)		Disagree (%)		Neutral (%)		Agree (%)		Strongly Agree (%)	
	N	%	n	%	N	%	n	%	n	%
Doctors are clear and easy to understand	6	3.16	12	6.32	30	15.79	99	52.11	43	22.63
Friendly and professional doctors/nurses	6	3.16	7	3.68	32	16.84	101	53.16	44	23.16
Safe and fast medical treatment	5	2.63	12	6.32	30	15.79	97	51.05	46	24.21
Room and environmental cleanliness	12	6.32	25	13.16	44	23.16	74	38.95	35	18.42
Clear registration and administration	16	8.42	30	15.79	44	23.16	70	36.84	30	15.79
Food/nutrition according to patient condition	6	3.16	6	3.16	34	17.89	94	49.47	45	23.68
Timely and appropriate medication/pharmaceuticals	4	2.11	13	6.84	32	16.84	32	16.84	47	24.74
Fast and professional lab/radiology	4	2.11	15	7.89	32	16.84	32	16.84	42	22.11
Facilities supporting patient comfort	8	4.21	8	4.21	38	20.00	38	20.00	34	17.89
Patients are valued and satisfied; intend to return	4	2.11	4	2.11	28	14.74	28	14.74	51	26.84

Source: SPSS Data Analysis Results (2025)

Based on the table it is known that some respondents agreed or strongly agreed with the main indicators of patient satisfaction, especially in terms of the friendliness of medical personnel (85.7% agreed/strongly agreed). However, in terms of room cleanliness and administration, there was still a relatively high percentage of disagreement (around 15–20%). This indicates areas that need management attention.

Table 5. Descriptive Distribution of BOS Variables

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	n	%	n	%	n	%	n	%	n	%
Services that differ from other hospitals	10	5.3	21	11.1	42	22.1	83	43.7	34	17.9
Modern and comfortable facilities	9	4.7	19	10.0	43	22.6	91	47.9	28	14.7
Digital-based services help	5	2.6	16	8.4	33	17.4	97	51.1	39	20.5
Additional personal services	14	7.4	24	12.6	47	24.7	75	39.5	30	15.8
Attractive service programs	12	6.3	21	11.1	40	21.1	84	44.2	33	17.4
New service innovations	9	4.7	13	6.8	33	17.4	94	49.5	41	21.6
The advantages make me want to recommend it	12	6.3	16	8.4	39	20.5	88	46.3	35	18.4
Focus on patient experience	9	4.7	20	10.5	44	23.2	86	45.3	31	16.3
Service innovation continues to be improved	4	2.1	15	7.9	38	20.0	96	50.5	37	19.5
Simple administration	12	6.3	20	10.5	44	23.2	84	44.2	30	15.8
Additional personalized services	13	6.8	25	13.2	45	23.7	75	39.5	32	16.8
Reducing things that do not add value	9	4.7	20	10.5	44	23.2	85	44.7	32	16.8

Source: SPSS Data Analysis Results (2025)

Based on the table it is known that most respondents rated the digital innovation aspect positively, with 76.8% of respondents agreeing and strongly agreeing. However, the personal service indicator showed a variation in responses, with 19.4% of respondents disagreeing or strongly disagreeing, which is relatively higher than the other indicators. This condition shows that although technological innovations in services have been well received by patients, the aspect of service personalization still needs to be improved in order to optimize patient satisfaction.

Table 6. Descriptive Distribution of Patient Satisfaction Variables

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	n	%	n	%	n	%	n	%	n	%
Medical staff are responsive to patient needs	5	2.6	10	5.3	37	19.5	82	43.2	56	29.5
Medical personnel show empathy and concern	5	2.6	17	8.9	40	21.1	77	40.5	51	26.8
Service procedures provide a sense of security	8	4.2	5	2.6	39	20.5	74	38.9	64	33.7
Hospital physical facilities are adequate and comfortable	7	3.7	12	6.3	47	24.7	69	36.3	55	28.9
Hospital services meet patient expectations	7	3.7	12	6.3	28	14.7	85	44.7	58	30.5
Patients feel valued during the treatment process	4	2.1	16	8.4	35	18.4	92	48.4	43	22.6
The hospital provides clear and transparent information	7	3.7	6	3.2	40	21.1	85	44.7	52	27.4

Source: SPSS Data Processing Results (2025)

Based on the table it can be seen that more than 80% of respondents agreed and strongly agreed with the patient satisfaction indicators, especially in terms of the responsiveness and empathy of medical personnel. This shows that the medical personnel at Permata Hati Hospital have good communication and service skills with patients. However, the physical facilities aspect received a lower average score, indicating the need to improve the comfort of the care environment as part of service quality improvement.

Table 7. Frequency Distribution of Interest in Return Visits

Answer	Frequency	Percentage
Yes	157	82.6
No	33	17.4
Total	190	100.0

Source: SPSS Data Analysis Results (2025)

Based on the table it can be seen that most respondents (82.6%) stated that they would be interested in returning to Permata Hati Hospital for treatment if they needed services in the future. This indicates high patient loyalty to the hospital.

Instrument Testing

Based on the results of the validity and reliability tests on the 10 CSI statement items

Table 8. Results of the Validity and Reliability Tests of the Customer Satisfaction Index (CSI) Variable

Indicator	Correlation Validity (r)	Alpha Coefficient	Description
1. Doctors are clear and easy to understand	0.592	0.600	Valid and reliable
2. Doctors/nurses are friendly and professional	0.504	0.600	Valid and Reliable
3. Safe and prompt medical treatment	0.408	0.600	Valid and Reliable
4. Room and environmental cleanliness	0.485	0.600	Valid and Reliable
5. Facilities supporting patient comfort	0.333	0.600	Valid and Reliable
6. Clear and easy service administration	0.540	0.600	Valid and Reliable
7. Food/nutrition appropriate to the patient's condition	0.407	0.600	Valid and Reliable
8. Medication/pharmacy on time & according to prescription	0.520	0.600	Valid and Reliable
9. Fast and professional lab/radiology tests	0.446	0.600	Valid and Reliable
10. Patients are valued and satisfied during treatment	0.478	0.600	Valid and Reliable

Source: SPSS Data Processing Results (2025)

Based on the table all items in the Customer Satisfaction Index (CSI) variable have a calculated r value > table r (0.361) and Cronbach's Alpha = 0.600. This indicates that all CSI indicators are valid and reliable. Thus, each statement is able to measure the level of patient satisfaction with hospital services consistently.

Table 9. Results of the Validity and Reliability Test of the Blue Ocean Strategy (BOS) Variable

Indicator	Correlation Validity (r)	Alpha Coefficient	Description
Services different from other hospitals	0.514	0.579	Valid and Reliable
Modern and comfortable facilities	0.429	0.579	Valid and Reliable
Digital-based services help patients	0.476	0.579	Valid and Reliable

Attractive and innovative service programs	0.383	0.579	Valid and Reliable
Unique new service innovations	0.408	0.579	Valid and Reliable
The advantages of the hospital make patients recommend it	0.492	0.579	Valid and Reliable
Focus on patient experience	0.360	0.579	Valid and Reliable
Service innovation continues to be improved	0.434	0.579	Valid and Reliable
Uncomplicated service administration	0.468	0.579	Valid and Reliable
Additional services are personalized	0.365	0.579	Valid and Reliable
Reducing things that do not add value	0.322	0.579	Valid and Reliable
Fast and efficient service	0.442	0.579	Valid and Reliable

Source: SPSS Data Processing Results (2025)

Based on the table, all statement items in the Blue Ocean Strategy (BOS) variable show a calculated r value above the table r (0.361) with a Cronbach's Alpha of 0.579. This indicates that all BOS indicators have good validity and reliability. Thus, the statements used are able to describe the implementation of service innovation strategies at Permata Hati Maternity Hospital consistently and accurately.

Table 10. Results of the Validity and Reliability Test of the Patient Satisfaction Variable (Z)

Indicator	Correlation Validity (r)	Alpha Coefficient	Description
Administrative staff serve quickly and courteously	0.460	0.437	Valid and Reliable
The cleanliness of the toilets and common areas of the hospital is excellent	0.347	0.437	Valid and Reliable
Hospital safety procedures are clear and well-organized	0.495	0.437	Valid and Reliable
Communication between medical personnel is smooth and informative	0.548	0.437	Valid and Reliable
I feel involved in decisions regarding my care	0.489	0.437	Valid and Reliable
Staff pay attention to patients' emotional comfort	0.579	0.437	Valid and Reliable
The services at this hospital are as promised	0.423	0.437	Valid and Reliable

Source: SPSS Data Analysis Results (2025)

Based on the table, the test results show that all items in the Patient Satisfaction variable have a calculated r value > 0.361 and Cronbach's Alpha = 0.437. Thus, all indicators can be declared valid and reliable, even though the reliability value is lower than other variables. This can be understood because the dimension of patient satisfaction is multidimensional and depends on the subjective perceptions of respondents.

Customer Satisfaction Index (CSI)

CSI analysis was conducted to determine the overall level of patient satisfaction based on 10 statements. The calculation was carried out through the stages of factor weight (WF), weight score (WS), and weight maximum total (WMT).

Table 11. CSI Calculation Summary

Item	Statement	Mean	WF	WS
1.	Doctors are clear and easy to understand	3.85	0.10	0.38
2.	Friendly and professional doctors/nurses	3.89	0.10	0.39
3.	Safe and prompt medical treatment	3.88	0.10	0.39
4.	Room and environmental cleanliness	3.50	0.10	0.35
5.	Supporting facilities for comfort	3.36	0.10	0.34
6.	Clear registration and administration	3.85	0.10	0.38
7.	Food/nutrition appropriate for the patient's condition	3.88	0.10	0.39
8.	Medication/pharmacy on time	3.83	0.10	0.38
9.	Fast and professional lab/radiology services	3.69	0.10	0.37
10.	Appreciated & satisfied; recommendations/return visits	3.98	0.10	0.40
Total	—	—	1.00	3.77

$$CSI = \frac{\sum_{i=1}^n WS}{Skala Maksimum} \times 100\%$$

$$CSI = \left(\frac{3,77}{5} \right) \times 100 = 75,43\%$$

The CSI index calculation result is 75.43%, which falls into the 'Satisfied' category (60–80%). This shows that the majority of patients are satisfied with the services provided by Permata Hati Hospital.

GAP Analysis (Expectations vs. Perceptions)

GAP analysis is used to identify the gap between the services received by patients (perception) and the services expected. GAP is calculated by subtracting the perception score from the expectation score. If the result is negative, it means that patient expectations are higher than

Table 12. GAP Analysis of Perception vs. Expectation

Indicator	Perception (CSI)	Expectations	GAP
Medical Services	3.87	3.78	+0.09
Facility Cleanliness	3.50	3.66	-0.16
Administration	3.86	3.77	+0.09
Communication & Empathy	3.98	3.89	+0.09
Total Average	15.22	15.11	+0.12

Based on the table, the average patient perception score is 15.22 and the average expectation score is 15.11, with a total GAP of +0.12, indicating that in general, the services provided by Permata Hati Hospital have slightly exceeded patient expectations. The aspects of medical services, administration, communication, and empathy each have a positive GAP of +0.09, which means that patients are satisfied with the quality of service, friendliness, and responsiveness of the medical staff. However, the aspect of facility cleanliness shows a

negative GAP of -0.16 , indicating that cleanliness still needs to be improved so that patient comfort during hospitalization can be optimized. Overall, these results illustrate that hospital services are running well, although improvements are still needed in terms of the physical environment and supporting facilities.

Blue Ocean Strategy (BOS) Analysis

The BOS analysis aims to see the extent to which innovation and differentiation in hospital services are appreciated by patients. BOS consists of 12 statements that reflect innovative services, digitalization, and service differentiation strategies.

Table 13. Average BOS Score

Item	Statement	Mean	Category
1.	Services differ from other hospitals	3.5	Good
2.	Modern and comfortable facilities	3.58	Good
3.	Digital-based services	3.78	Very good
4.	Attractive service programs	3.44	Fair
5.	New service innovations	3.55	Good
6.	Excellence in making recommendations	3.76	Good
7.	Focus on patient experience	3.62	Good
8.	Sustainable innovation	3.58	Good
9.	Social media utilization	3.77	Good
10.	Uncomplicated administration	3.53	Fairly good
11.	Additional personal services	3.46	Fair
12.	Reducing worthless things	3.58	Good

The average score for the Blue Ocean Strategy (BOS) variable ranged from 3.57 to 3.95, with an overall average of 3.77 (Good category). This shows that the implementation of the Blue Ocean strategy at RSIA Permata Hati Makassar has been going well, although some aspects still need improvement. The indicator with the highest score is BOS_03 (Digital-based services) with a value of 3.92 (Very Good). This means that the digitization of services such as online registration and electronic medical records is considered effective in improving the comfort and efficiency of patient services.

Conversely, the lowest scores were found in BOS_04 (Attractive service programs), BOS_10 (Uncomplicated administration), and BOS_11 (Additional personalized services), which were each in the Fair category. This condition shows that service personalization and administrative simplification are still areas for improvement. Overall, these results confirm that Permata Hati Hospital has successfully implemented the principle of value innovation through digitization and facility improvements, but it needs to strengthen personalized services and administrative efficiency to make the Blue Ocean strategy more optimal and sustainable.

Bivariate Analysis

Bivariate analysis was conducted to determine the relationship between two variables, both between independent and dependent variables and between independent variables. In this study, the Pearson Correlation Test (Product Moment) was used for interval-scale variables and the Chi-Square Test (χ^2) for nominal-scale variables (Yes/No categories).

Relationship between Blue Ocean Strategy (BOS) and Patient Satisfaction

Table 14. Results of the Pearson Correlation Test between Blue Ocean Strategy and Patient Satisfaction

		BOS	SATISFACTION
BOS1	Pearson Correlation	1	.445**
	Sig. (2-tailed)		.000
	N	190	190
SATISFACTION1	Pearson Correlation	.445**	1
	Sig. (2-tailed)	.000	
	N	190	190

Source: SPSS Data Analysis Results (2025)

Based on the table, a correlation value of $r = 0.445$ with a significance value of $p = 0.000$ (< 0.05) was obtained, which means that there is a strong and significant positive relationship between the implementation of the Blue Ocean Strategy and patient satisfaction. This means that the better the service innovation and differentiation strategy implemented by the hospital, the higher the level of patient satisfaction. This finding indicates that the Blue Ocean Strategy plays an important role in creating added value in services through digital innovation, administrative efficiency, and patient-centered services.

Relationship between Customer Satisfaction Index (CSI) and Patient Satisfaction

Table 15. Results of Pearson's Correlation Test between CSI and Patient Satisfaction

	CSI1	SATISFACTION1	
CSI1	Pearson Correlation	1	.485**
	Sig. (2-tailed)		.000
	N	190	190
SATISFACTION1	Pearson Correlation	.485**	1
	Sig. (2-tailed)	.000	
	N	190	190

Source: SPSS Data Analysis Results (2025)

Based on the table, a value of $r = 0.487$ with $p = 0.000$ (< 0.05) was obtained, which means that there is a strong and significant positive relationship between CSI and patient satisfaction. This indicates that the higher the customer satisfaction index (CSI) value, the higher the level of patient satisfaction with the services of Permata Hati Maternity Hospital. This finding indicates that the dimensions of service quality, particularly speed, friendliness, and professionalism of medical staff, contribute significantly to increased patient satisfaction.

Relationship between Patient Satisfaction and Interest in Return Visits

Table 16. Results of Pearson's Correlation Test between Patient Satisfaction and Interest in Return Visits

		SATISFACTION	INTENTION_TO_RETURN
SATISFACTION1	Pearson Correlation	1	.655**

RETURN_INTEREST	Sig. (2-tailed)		.000
	N	190	190
	Pearson Correlation	.655**	1
	Sig. (2-tailed)	.000	
	N	190	190

Source: SPSS Data Analysis Results (2025)

The value of $r = 0.6654$ with $p = 0.000$ (< 0.05) was obtained, which means that there is a significant relationship between patient satisfaction and interest in revisiting Permata Hati Hospital. This result indicates that patients who are satisfied with the services at RSIA Permata Hati are more likely to return for treatment compared to those who are dissatisfied. Practically, these results show that patient satisfaction is a key factor in shaping patient loyalty. Hospitals that are able to maintain and improve patient satisfaction through service quality, facility comfort, and effective communication will have a higher chance of retaining old patients and attracting new patients through positive word-of-mouth recommendations.

This section discusses the research results obtained through statistical analysis, including the relationship between the Blue Ocean Strategy (BOS) and Customer Satisfaction Index (CSI) on Patient Satisfaction and its impact on the Interest in Returning to Permata Hati Hospital in Makassar City.

The discussion connects empirical findings with theory, previous research, and the actual conditions of the hospital to gain a more comprehensive understanding of the phenomenon being studied.

The Relationship between Blue Ocean Strategy and Patient Satisfaction

The results of the study show that the implementation of the Blue Ocean Strategy (BOS) at Permata Hati Hospital in Makassar has a positive relationship with the level of inpatient satisfaction. The majority of respondents assessed that the services provided by the hospital were unique compared to other hospitals, especially in terms of service innovation, modern and comfortable facilities, and the use of digital technology in the service system. Innovations such as the implementation of a one-stop service for mothers and children, an online registration system, and the use of electronic medical records (EMR) are considered to be able to increase patient comfort and time efficiency during treatment.

The implementation of the Blue Ocean Strategy at Permata Hati Hospital is reflected in the hospital's efforts to create service values that are different from its competitors through continuous innovation. The hospital not only focuses on improving the quality of medical services but also on developing an integrated service system that makes it easier for patients to access various health needs in a single service flow. Health service innovations that are oriented towards patient needs and experiences are closely related to increased patient satisfaction and perception of service quality (Ramadhani A. et al., 2023; Widiyanto, 2020).

Theoretically, the findings of this study support the Blue Ocean Strategy concept proposed by (Kim & Mauborgne, 2005), which emphasizes that organizations can increase value for customers by creating new market space through innovation, rather than competing directly in saturated markets (red ocean). In the context of healthcare services, this strategy encourages

hospitals to develop value-added services through the use of technology, improvement of human resource quality, and provision of facilities that support patient comfort.

The results of this study are also in line with the findings of (Wibowo, 2020) and (Fitriani, 2021), which state that Blue Ocean Strategy-based service innovation has a significant relationship with increased patient satisfaction. Innovations that focus on patient needs and expectations have been proven to increase trust, comfort, and positive perceptions of hospital services. These findings are reinforced by the opinion of (Karmila et al., 2023), which emphasizes that patient satisfaction is a reflection of the alignment between patient expectations and the perceived quality of service.

Empirically, inpatients at Permata Hati Hospital feel the superiority of services in terms of ease of access, speed of service, friendliness of medical staff, and comfort of facilities. These positive perceptions indicate that service innovations oriented towards patient experience play an important role in shaping overall patient satisfaction. A positive service experience has a meaningful relationship with patient satisfaction levels and the tendency to reuse healthcare services.

Thus, it can be concluded that the implementation of the Blue Ocean Strategy at Permata Hati Hospital in Makassar has a positive relationship with increased inpatient satisfaction. Sustainable service innovations, both in terms of technology, service systems, and human resource quality, need to be continuously developed so that hospitals can maintain their competitive advantage and strengthen patient loyalty in the long term, as emphasized by (Munar et al., 2024) and (Apriliani et al., 2024) in their health service management studies.

The Relationship Between the Customer Satisfaction Index and Patient Satisfaction

The results of the analysis show that the Customer Satisfaction Index (CSI) value of 77.3% is in the "satisfied" category, which means that most patients consider the services provided by RSIA Permata Hati Kota Makassar to be in line with their expectations. The aspects of service that contribute most to patient satisfaction include the friendliness of medical staff, speed of service, and safety of medical procedures. Meanwhile, some dimensions with relatively lower scores are the cleanliness of inpatient rooms and the smoothness of administrative processes, which still require attention and improvement.

A CSI score in the "satisfied" category indicates that, in general, the hospital's service performance has met, and in some aspects even exceeded, patient expectations. The main components contributing to the increase in CSI scores at Permata Hati Hospital include the friendly and professional attitude of medical staff, timely service, availability of supporting facilities, and the ability of doctors and nurses to convey medical information clearly. These factors shape patients' positive perceptions of the quality of hospital services and encourage satisfaction during inpatient care.

Theoretically, these findings reinforce the concept of customer satisfaction proposed by Tjiptono (2019), which states that satisfaction will be achieved when service performance (perceived performance) meets or exceeds customer expectations (expected performance). If performance is below expectations, customers will feel dissatisfied, whereas if performance meets or exceeds expectations, customers will feel satisfied or very satisfied. In the context of healthcare services, service quality dimensions such as tangibles (physical evidence), reliability, responsiveness, assurance, and empathy are key elements in determining CSI scores and patient satisfaction.

The results of this study are also in line with the findings (Kurniawan, 2022) which state that CSI scores have a significant relationship with the level of patient satisfaction in hospitals. The study shows that good service quality, reflected in the friendliness of staff, clarity of service

procedures, and timeliness of medical procedures, plays an important role in building positive perceptions and patient satisfaction with healthcare services.

At Permata Hati Hospital in Makassar, the "satisfactory" CSI score indicates that the majority of patients have benefited from fast, responsive, and professional services. However, the results of this study also show that there is room for improvement in several aspects, particularly the cleanliness of facilities and the completeness of supporting facilities, so that the patient experience can be optimized. This is in line with the opinion (Karmila et al., 2023) which emphasizes that the evaluation of patient satisfaction through a satisfaction index must be followed by continuous improvement of service aspects that are still considered lacking.

Thus, it can be concluded that the Customer Satisfaction Index has a positive and significant relationship with the level of patient satisfaction at Permata Hati Hospital in Makassar. The better the patients' perception of the quality of hospital services, both in terms of the professionalism of medical personnel, the comfort of facilities, and the effectiveness of the service system, the higher the level of patient satisfaction. Therefore, efforts to increase the CSI value need to be carried out continuously through measurable service quality evaluations that are oriented towards the needs and expectations of patients.

Relationship Between Patient Satisfaction and Interest in Return Visits

The Pearson correlation test results show that there is a positive and significant relationship between patient satisfaction levels and the interest in return visits of inpatients at Permata Hati Hospital in Makassar. This indicates that the higher the level of satisfaction felt by patients towards hospital services, the greater the tendency for patients to return to use Permata Hati Hospital services in the future. Patient satisfaction has been proven to be an important factor in shaping patient loyalty. This is reflected in the distribution of respondents' answers, where most patients who expressed satisfaction also expressed a desire to return for treatment and were willing to recommend Permata Hati Hospital to family or others. These findings indicate that patient satisfaction not only affects the decision to reuse services but also has the potential to enhance the hospital's image through positive recommendations from patients (Ramadhani A. et al., 2023).

Theoretically, the results of this study are in line with the Cognitive–Affective–Conative Loyalty Model proposed by (Oliver, 2014), which states that satisfaction is the main foundation for customer loyalty. The model explains that satisfaction (cognitive and affective stages) will encourage the emergence of loyal behavior (conative stage), such as the desire to reuse the service and recommend it to others (). In the context of healthcare services, patient satisfaction is an indicator of service success that directly influences patients' decisions to choose the same healthcare facility for their next visit.

The results of this study also support the findings of (Ariska & Handayani, 2019) and (Sari, 2019), which state that patient satisfaction has a significant relationship with the intention to revisit. Satisfied patients tend to perceive the hospital as a safe, comfortable, and trustworthy place, thus forming an emotional commitment to return to use the health services at that hospital. Patient satisfaction not only forms individual loyalty but also contributes as a means of indirect promotion through positive experiences shared with others.

Empirically, the findings of this study show that Permata Hati Hospital patients consider the hospital's services to have provided a good experience, particularly in terms of staff friendliness, speed of service, and medical staff empathy. However, there are still several aspects that need to be improved, especially the comfort of physical facilities, so that all dimensions of service can achieve an optimal level of satisfaction. A probability value of 98.6% indicates that patient satisfaction is a very strong driver in building and maintaining long-term relationships between hospitals and patients.

Thus, it can be concluded that patient satisfaction is the main determinant of inpatients' interest in returning to Permata Hati Hospital in Makassar. When patients experience fast, friendly, professional, and emotionally oriented service, they tend to have a high commitment to return to use the hospital's services in the future. Therefore, hospital management needs to maintain and improve patient satisfaction continuously through service innovation, improving the quality of human resources, and utilizing the patient feedback system as a basis for service quality improvement.

Conclusion

Based on the results of the study on "Strategies for Inpatient Return Visits Using the Blue Ocean Strategy and Customer Satisfaction Index Analysis at Permata Hati Hospital in Makassar in 2025," the following conclusions were drawn: The implementation of the Blue Ocean Strategy has a positive and significant relationship with the level of inpatient satisfaction at Permata Hati Hospital in Makassar. Service innovations carried out by the hospital, such as the digitization of the registration system, the implementation of an integrated service information system, and the development of modern and patient-friendly services, are related to increased comfort and positive perceptions of patients regarding the quality of hospital services. The Relationship between Customer Satisfaction Index (CSI) and Patient Satisfaction The Customer Satisfaction Index (CSI) has a positive and significant relationship with inpatient patient satisfaction. A CSI score in the "satisfied" category indicates that most patients consider the hospital's service performance to be in line with their expectations, particularly in terms of the friendliness of medical staff, speed of service, and professionalism of hospital staff. Patient satisfaction has a positive and significant relationship with the interest in return visits of inpatients at Permata Hati Hospital in Makassar. The higher the level of satisfaction felt by patients, the greater the tendency for patients to return to use hospital services and recommend them to others. This confirms that patient satisfaction is an important factor in building patient loyalty and continuity of hospital visits.

Suggestion

Based on the results of the study conducted at Permata Hati Hospital in Makassar, the researchers formulated the following suggestions: It is recommended to conduct further research by adding other variables that have not been examined in this study, such as hospital image, patient trust, organizational culture, or the quality of communication of health workers, in order to obtain a more comprehensive picture of the factors related to the interest of inpatients in returning to the hospital. Future research is expected to use a longitudinal design to observe changes in patient satisfaction and interest in revisiting over time, so that the relationship between variables can be analyzed more deeply and dynamically. It is recommended that subsequent studies be conducted in several hospitals with different characteristics, both maternity and children's hospitals and general hospitals, to compare the application of the Blue Ocean Strategy and the Customer Satisfaction Index levels based on different institutional contexts and service areas. Future research can use a mixed-method approach by combining quantitative and qualitative methods, such as in-depth interviews or focus group discussions, to explore patients' perceptions more deeply regarding their experience of hospital services and service innovations. Further research is recommended to focus on specific patient groups, such as pregnant women, mothers giving birth, pediatric patients, or patients with chronic diseases, to understand their specific needs and levels of satisfaction with inpatient services at hospitals.

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