

# THE INFLUENCE OF DIGITAL MARKETING AND SERVICE ACCESSIBILITY ON THE PERFORMANCE OF PRIMARY CLINIC

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## ABSTRACT

*In the era of increasingly fierce global competition, people's demands for excellent service or high-quality services encourage health facilities to improve performance in their services, one of which is digital marketing. Digital marketing in the form of online media is in great demand by internet users without face-to-face meetings. Digital marketing helps a company promote and market its products and services. Apart from digital marketing, access to services is also an important thing that needs to be considered in services so that organizational performance is mainly related to distance and service costs. This study aims to determine digital marketing and service accessibility on the performance of Primary Clinic. This was an analytic verification research method with sampling technique used is purposive sampling, consist of 100 people. Data collection was carried out by distributing questionnaires as the main data collection. The analysis technique used in this study is multiple regression analysis. The study suggest that digital marketing and service accessibility have a significant effect, both partially and simultaneously on clinical performance. This means that by carrying out digital marketing and access to affordable services to the community, will improve the performance level of the Primary Clinic. Digital marketing efforts need to be improved and updated to provide information to the wider community regarding the services available at the Primary Clinic, and access to services, especially in terms of speed and costs, should be adjusted to the market target of the clinic itself.*

**Keyword:** *Digital marketing, globalization, organizational performance, primary clinic, service accessibility, service quality*

## 1. INTRODUCTION

Digital marketing has become the currently trending method to reach potential customer. With different types of platforms such as websites, social media, email, etc., digital marketing has proven effective and efficient to market your products directly into the customer eyes in a relatively short amount of time [1], [2]. A number of researches has provided a strong foundation in the effectiveness and efficiency of digital marketing implementation in today's business performances. Based on research by Krisitana and Fietroh [3], digital marketing provided positive impacts on the performance of a company, through strategic options provided to attract customers. Another research by Veleva and Tsvetanova [4] mentioned that digital marketing incorporate novel techniques based on information exchange and communications, that leads to high organizational performances. Similarly, Nair and Gupta [5] also concluded that digital marketing is provides new ways to communicate and market your products, especially with the emergence of AI and other digital tools.

Healthcare marketing is not very different. The problems faced by healthcare sectors besides to optimize its quality, is to improve customer accessibility and knowledge regarding their service scopes and variations [6]–[8]. The performance of healthcare organization is often limited by a number of factors, but the main factors are prices and distance. In the last year, the most strategic issues consist of accessibility improvement, health and nutritional improvement, disaster management, essential medicinal accessibility and availability, infectious diseases management, and health workers requirements fulfillment [9]–[11]. Research by Sandora et al. [12] mentioned that accessibility factor plays significant influence on healthcare performance, even more significant than technological advances and healthcare knowledge. Healthcare facilities with further distance from their customer will decrease their accessibilities, and in the long-term, their performances. Performance can be defined as accomplishment or the degree of results generated by an organization in certain period of time [13]–[17]. It is an important indicator of organizational achievements both individually and organizationally.

Organizational performance is an important aspect that determines absence rates. High employee performance will improve task finishing rates both quality and quantity. Most of the tasks will be finished in a relatively shorter amount of time. High performance will also determine organization's profitability level. The higher the performance, the higher the profitability level will become, especially in healthcare organization that emphasizes service quality and speed. The type of mostly utilized Indonesian healthcare based on the data presented by Hidana [18] is Public Health Centre, followed by Midwife services, hospital, and medical doctor practices. On the other hand, based on the level of healthcare facility utilization, West Java is the area with the highest level of utilization, meanwhile Jakarta is known as the area with the least utilization of healthcare facilities.

In Sukabumi City of West Java Province, there are at least 21 clinics, 15 public health centres, and 6 hospitals. The data shows that the level of healthcare facility demands are quite high than any other cities in West Java Province. The high demand leads to high competition between healthcare facilities. These facilities are constantly improving their service quality to enhance the level of patients' visitation and profitability. Jalur Farma primary clinic is a private clinic in Sukabumi City that provides healthcare services for the people in Pelabuhan 2 area. The clinic is fitted with 24 hours ECU, general medical doctors, dentists, and other supporting facilities. The clinic is open to both general and insured patients. The clinic was established 11 years ago and currently still operating as one of the most visited clinics in the area due to its high-quality services and competitive prices. However, in 2021, there are a slight decrease of patients' visitation in this clinic, which also affect its profit generation ability. The situation escalates during Covid-19 situation, where the number of patients' visitation is at the lowest. Based on the data provided by Jalur Farma Primary clinic, there is a significant visitation increase before 2020 with the average 28,000 to 30,000 visitations. However, the level of visitation decreases at exactly September 2021 with decrease level of 9.9%.

**Table -1:** Patients' Visitation Level in Jalur Farma Primary Clinic

No	Year	Number of Visits	Increases (+)/Decreases (-)
1	2017	20,780	-
2	2018	25,000	+ 4,220
3	2019	32,277	+ 7,277
4	2020	34,149	+ 1,872
5	2021	30,768	- 3,381

The decrease level of visitation has reduced Jalur Farma Primary Clinic performance due to lack of operational activities. The situation has motivated the clinic to improve their marketing strategies by implementing digital marketing strategies, especially in the aspects of price and facilities, and their service accessibility, to boost the clinic's organizational performance. This study aims to investigate the impact of digital marketing and service accessibility on organizational performance, especially in healthcare facility.

## 2. LITERATURE REVIEW

Digital Marketing helps a company promote and market their products and services. Digital Marketing can also create or open new markets that were previously closed due to time constraints, ways of communication, or distance. Digital marketing activities include Business to Business (B2B) and Business to Consumers (B2C) activities [19]–[21]. In general, digital marketing activities are more associated with B2C because the intended purchasing activities are practiced by end customers. In this case, the retail transactions are conducted with individual customers so the

purchase decision is made by individuals. Academics identified the digital marketing capabilities to seven core which are strategic approach, performance improvement process, management buy-in, resourcing and structure, data and infrastructure, integrated customer communications and customer experience [22], [23].

Digital marketing requires personalization. The concept of personalization is part of the marketing mix contained in the need to recognize and identify certain customers to build relationships. It is very important to be able to identify the company's customers at the individual level and collect all possible information about them, in order to know the company's market and to be able to develop customized products and services. It also needs high level of privacy. Privacy is an element of the marketing mix that is closely related to personalization [24]. When a company collects and stores information about its potential customers, a problem arises as to how and by whom this information is used. The main task that must be carried out when implementing an internet marketing strategy is to create and develop policies over access procedures for information gathering [25], [26]. Customer service is also important in digital marketing activities because customer service is one of the activities required to support transactional situations. To achieve strong branding results, digital marketing requires community [27], [28]. Community is a group of entities that interact for the same purpose. Business customers or clients can become part of the communities in which they interact. Therefore, community development is a task that all businesses undertake. To conduct transactions, it requires a site. We have to agree that internet marketing interactions occur on digital media. Both interactions and relationships also need a suitable place, which is available anytime and anywhere, namely a digital location for digital interaction. This location can be called a site or a website. Every aspect of digital marketing must be fitted with security measures. Security function is an important function when transactions are initiated and carried out through internet channels [28]–[30]. Security of data collection, storage of customer data and transactions.

Based on research by Irawati et al. [31], there are at least four measurable dimensions of digital marketing. The dimensions are as follow:

- Cost, which is one of the promotion techniques that have a high level of efficiency so as to reduce costs and transaction time.
- Incentive Program, which consists of interesting programs that provide advantages in every promotion activity. These programs are also expected to be able to provide more value to the company.
- Site design, which is an attractive display in digital marketing media that can provide positive value to the company.
- Interactive, is a relationship between the company and consumers who can provide information and can be received properly and clearly.

Blunden dan Black [32] mentioned that Accessibility is a concept that combines a geographical land use regulatory system with a transportation network system that connects it. Accessibility is a measure of convenience or convenience regarding how land use locations interact with each other and how easy or difficult these locations are to be reached through a transportation network system. Meanwhile Levesque, et al. [33] revealed that Access is the opportunity to identify health needs, to seek health services, to reach, to obtain or use health services, and to actually have a need for health services that can be met. According to Thomas and Penschansky [34], accessibility dimensions consist of availability, accessibility, accommodation, and affordability.

Availability means available and sustainable (Available) meaning that all types of health services needed are not difficult to find, and their presence in the community is available when needed. Relationship of volume, types of services available and resources to volume and type of patient needs. This refers to the adequacy of the supply of doctors, dentists and other providers; facilities such as clinics and hospitals; and specific programs and services such as mental health and emergency care. Accessibility in question is from the point of location. Thus, in order to realize good health services, the distribution of health facilities is very important. Health services that are concentrated in urban areas only, and meanwhile are not found in rural areas, are not good health services. Relationship between provider location and patient location, taking into account transport resources and travel time, distance and cost. Accommodation represents the relationship between the way in which resources are organized to receive patients (including appointment systems, operating hours, facility walk-in, telephone service) and the client's ability to accommodate these factors and their perception of their suitability. On the other hand, affordability is easily related to cost. To be able to realize a situation like this, efforts must be made to pay for health services in accordance with the economic capacity of the community. Health services are expensive and therefore only a small part of society can enjoy, not good health services. The relationship between the price of services and the insurance provider or the patient's income requirements, ability to pay and existing health insurance. Patients' perception of appropriateness relative to total cost is an issue here, as is their knowledge of price, total cost. The level of accessibility to health services is measured using several variables based on demand factors and supply factors. Demand factors include the number of visits to health care facilities, population, inpatient utilization, and emergency unit utilization [35],

[36]. Supply factors include the number of general practitioners, specialist doctors, and service facilities. Increasing access and at the same time equalizing it can be an accelerated step towards achieving equity (justice) in the performance of the health system.

Organizational performance is the result of individual or group work within an organization that is adjusted to the authority and responsibility given in a legal way, according to law, morals and ethics as an effort to achieve organizational goals [37]. Performance is the result of work or in the form of work performance, even though performance has a broad meaning, because performance does not only talk about work results, it includes the process in the work. Performance is the result of work that has a significant relationship with the achievement of the organization's strategic goals, the level of customer satisfaction and the contribution it makes to the economy [38]. In discussing organizational performance, it is always differentiated regarding private organizations and public organizations. The indicators used to measure organizational performance between private and public can also be said to be different. To distinguish a particular organization is a private organization or a public organization there are also indicators. There are three indicators that are generally used as a measure of the extent to which a profit-oriented organization's performance are efficiency, effectiveness, and economization [39]. With regard to organizational performance measures, suggests that the assessment of organizational performance is an activity to compare between the actual results obtained with the planned. The goals that the organization wants to achieve are examined, which ones have been fully achieved (100%), which are above the standard (target) and which are below the target or not fully achieved [40].

### 3. RESULTS AND DISCUSSION

Based on research conducted on 100 respondents who had been treated at the Chanel Farma clinic, the following results were obtained. From the research results it was found that the average score for 13 questions from the digital marketing variable (X1) was 36.48. Then the research score is  $36.48/13 = 2.81$ . So, when viewed from the continuum line, the value is included in the good category. Based on the results of the research that has been done, digital marketing at the Jalur Farma Primary Clinic, Sukabumi City, is in the good category (research score of 2.81). This can be explained that most promotions through digital marketing are consistently carried out by the Jalur Farma Primary Clinic, Sukabumi City. Jalur Farma Primary Clinic where digital marketing is used in order to increase promotions related to health services provided to the community. Digital marketing is used by the primary clinic as a means of direct contact with customers, as a means of promoting service types and products, recording customer desires, conveying responses to customers and as a basis for making decisions in transactions. In addition, social media is also useful as an online discussion forum, monitoring customer progress, customer surveys, recording the needs of dealers/agents, displaying photos of health service products.

From the research results it was found that the average score for 15 questions from the service accessibility variable (X2) was 41.90. Then the research score is  $41.90/15 = 2.79$ . So, when viewed from the continuum line, the value is included in the good category. Based on the results of the research that has been done, the accessibility of services at the Jalur Farma Primary Clinic, Sukabumi City, is in the good category (research score of 2.79). This can be explained that in general, access to get services at the Jalur Farma Primary Clinic, Sukabumi City, is quite easy, the location is accessible by either private or public vehicles, and the costs are affordable but of good quality. In relation to this theory and based on the results of the research, the Jalur Farma Primary Clinic, Sukabumi City, has easy access to services by the public because it is located near a main road and is passed by public vehicles. In addition, the Clinic is located in the heart of Sukabumi City, making it easier for people from various directions to reach it. In addition, the price/service fee is cheap but still prioritizes excellent service quality.

Based on the results of the research that has been done, the performance of the Jalur Farma Primary Clinic in Sukabumi City is in the good category (research score of 2.82). This can be explained that in general the work/performance achievement of the Jalur Farma Primary Clinic in Sukabumi City is in accordance with the expectations of the organization and the community, where the values of efficiency, effectiveness and economy in general have been fulfilled. The success expected by an organization is of course different, such as the Jalur Farma Primary Clinic where the expected performance is the efficiency of using the budget in providing work tools and work operations. In addition, the value of effectiveness in terms of service time is also a priority in services at the Jalur Farma Primary Clinic. Economic value is one of the factors expected in service to customers where the Jalur Farma Primary Clinic empowers existing employees to provide services to customers. Apart from that, the Jalur Farma Primary Clinic saves money in terms of providing supporting infrastructure for services, such as buying cheap but high-quality work tools.

The significance value of Digital Marketing (X1) on clinical performance (Y) is  $0.010 < 0.05$  and the calculated T value is  $2.643 > T$  table value of 1.985, meaning that there is a significant effect of digital marketing on clinical

performance. The significance value of Service Accessibility (X2) to clinical performance (Y) is  $0.000 < 0.05$  and the T-value is  $6.592 >$  the T-table value is 1.985, meaning that there is a significant effect of service accessibility on clinical performance. Based on hypothesis testing using the F test (Simultaneous Test) to see the effect of the two independent variables Digital Marketing (X1) and Service Accessibility (X2) simultaneously on the dependent variable Clinical Performance (Y) it is known that  $F_{table} = 3.09$ . The test results obtained a significance value of  $0.000 < 0.05$  and a calculated F value of  $68.428 > 3.09$ . So, there is a significant influence of Digital Marketing (X1) and Service Accessibility (X2) on Clinical Performance (Y). From the results of statistical calculations performed, the coefficient of determination (R Square) is 0.585 or 58.5%. So, it can be concluded that digital marketing and service accessibility variables contribute to changes in clinical variables by 58.5%. While the performance is influenced by other factors that are not examined in the study amounted to 41.5%. Other factors that affect performance and are not observed in this study include: work climate, compensation, leadership, and others. The results of statistical calculations show that digital marketing has an effect on increasing clinical performance by 14.85%; while service accessibility has an effect on increasing clinical performance by 43.65%. Based on the test results and hypotheses in this study, it was found that digital marketing and service access variables significantly influence clinical performance variables. The magnitude of the influence of the independent variables (digital marketing and service accessibility) on the dependent variable (performance effectiveness) is 0.585 (58.5%). This shows that with good and continuous digital marketing and easy and affordable service access for the community, this will improve the performance of the Jalur Farma Primary Clinic in Sukabumi City. Based on partial hypothesis testing, information was also obtained that digital marketing variables had a significant effect on clinical performance variables. The use of the internet in promotion (digital marketing) will show the ease of promotion, transactions, reduced costs and speed up the transaction process. The internet that is used as a business strategy is commonly referred to as digital marketing. Some companies feel that the use of digital marketing is more profitable than traditional or conventional marketing, so several companies are starting to switch to digital marketing which can be done at any time, easy to transact, can be worldwide, and economical in promotional activities.

#### 4. CONCLUSIONS

Digital marketing activities conducted by Jalur Farma Primary Clinic in Sukabumi City has provided decent results. The implementation effectiveness can be shown by the increased visitation levels after the implementation of digital marketing activities. However, there are still a number of aspects to be improved and enhanced namely service quality, service time punctuation, queue lines, and healthcare service accessibility. The location and price factors possess no problems for Jalur Farma Primary Clinic in Sukabumi City, but it should be able to accommodate the potential customers in general. Additional services such as maternal, pregnancy, and baby services would become great additions for the clinic to improve its accessibility and patients' satisfaction levels. Digital marketing implemented by Jalur Farma Primary Clinic in Sukabumi City still focuses on providing information. In the future it should also emphasizes on customer service and information centre, to increase patients' loyalty and interest in the long-term.

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