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The Influence Of Digital Marketing Strategies And Telemedicine On Customer Loyalty Mediated By Customer Satisfaction At The Mg Laboratory Medical Check-Up (Mcu) Clinic

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Abstract

Digital transformation and the integration of technology-based health services have become strategic requirements in the modern post-pandemic healthcare industry. This study aims to analyze the effect of digital marketing strategies and telemedicine services on corporate customer loyalty (B2B) at the Medical Check Up (MCU) Clinic of MG Laboratory, with customer satisfaction as a mediating variable. The research approach used is quantitative associative with a survey method. The research population includes all employees of partner companies of MG Laboratory MCU Clinic, with a sample size of 180 respondents determined through purposive sampling techniques based on Structural Equation Modeling (SEM) estimation criteria. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) operated through SmartPLS 4.0 software. The hypothesis testing results show that: (1) Digital marketing strategy has a positive and significant effect on customer satisfaction ($t = 6.842$, $p < 0.05$); (2) Telemedicine has a positive and significant effect on customer satisfaction ($t = 5.124$, $p < 0.05$); (3) Digital marketing strategy has a positive and significant effect on corporate customer loyalty ($t = 3.415$, $p < 0.05$); (4) Telemedicine has a positive and significant effect on corporate customer loyalty ($t = 3.112$, $p < 0.05$); (5) Customer satisfaction has a positive and significant effect on corporate customer loyalty ($t = 7.241$, $p < 0.05$); (6) Customer satisfaction significantly mediates the effect of digital marketing strategy on corporate customer loyalty ($t = 4.912$,

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p < 0.05); and (7) Customer satisfaction significantly mediates the effect of telemedicine on corporate customer loyalty (t = 4.105, p < 0.05). The coefficient of determination (R^2) indicates that customer satisfaction can be explained by digital marketing and telemedicine by 68.4%, while corporate customer loyalty can be explained by digital marketing, telemedicine, and customer satisfaction by 74.2%. These findings emphasize the importance of synergy between responsive digital marketing effectiveness and the reliability of telemedicine platforms in building long-term corporate satisfaction and loyalty.

Keywords: Digital Marketing, Telemedicine, Customer Satisfaction, Corporate Customer Loyalty, Medical Check Up.

INTRODUCTION

In the era of globalization and rapid acceleration of information technology, the healthcare industry is experiencing a very fundamental paradigm change. Healthcare providers are no longer only required to provide complete and accurate medical facilities, but are also required to adopt digital transformation to improve accessibility, operational efficiency, and the effectiveness of communication with customers. The increasingly fierce competition of healthcare providers projects that the sustainability of an organization is highly dependent on the company's ability to maintain and increase customer loyalty, both individual and corporate customers (business-to-business/B2B).

Customer loyalty is defined as the level of long-term customer attachment and commitment to a product or service as demonstrated through repeat purchase behavior, use between product lines, and willingness to recommend the service to others (Griffin, 2020; Oliver, 2020). In the modern business world, customer loyalty is a very valuable strategic asset. Loyal customers not only provide revenue stream stability, but also act as independent marketing agents through positive word-of-mouth communication that minimizes the cost of acquiring new customers.

MG Laboratory Medical Check Up (MCU) Clinic, under the auspices of PT Harmoni Medika Perkasa, is a professional medical laboratory examination service provider that focuses on accuracy, speed, and reliability of diagnosis. In carrying out its operations, MG Laboratory has a main market segment in the form of B2B cooperation with various partner companies for periodic health checks of employees. However, based on operational evaluations, the previous MG Laboratory MCU Clinic was still heavily reliant on conventional marketing strategies such as door-to-door sales and face-

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to-face presentations. This approach is considered less effective and efficient in reaching a wider market and requires relatively high operational costs. In addition, the post-MCU consultation process that periodically requires employees of partner companies to come directly to the physical clinic often triggers work licensing barriers and operational impracticalities for corporate clients.

To overcome these obstacles, the integration of Digital Marketing Strategy and Telemedicine services is a crucial strategic breakthrough. Digital marketing leverages online platforms such as search engines, social media, interactive advertising, and digital partnerships to provide information in depth, transparency, and direction (Chaffey & Ellis-Chadwick, 2020; Lingam, 2024). Meanwhile, telemedicine services present the use of Information and Communication Technology (ICT) to provide remote health services, ranging from teleconsultation, telemonitoring, to tele-education without limited space and time (WHO, 2022).

In the perspective of consumer behavior theory and marketing management, the effectiveness of digital marketing strategies and the reliability of telemedicine are hypothesized to be able to increase Customer Satisfaction. Customer satisfaction itself is a post-purchase evaluation in which the perception of the performance of the services received meets or exceeds expected expectations (Kotler & Keller, 2021; Sumarwan, 2021). Consistently felt satisfaction is projected to be the main catalyst that drives the formation of company customer loyalty.

LITERATURE REVIEW

Consumer Behavior

Consumer behavior is defined by Schiffman and Kanuk (2021) as the process of searching, purchasing, using, evaluating, and stopping the consumption of products or services that are expected to satisfy the needs of individuals and organizations. Peter and Olson (2021) add that consumer behavior involves a dynamic interaction between affection, cognition, behavior, and environmental factors. According to Kotler and Keller (2021) purchase decision model, marketing stimuli (such as products, prices, distribution channels, and promotions) as well as environmental stimuli enter the consumer's consciousness, are processed through psychology and personal characteristics, and ultimately result in purchasing decisions and post-purchase behavior.

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Corporate Customer Loyalty

Customer loyalty is a deep commitment to consistently repurchase or re-subscribe to selected products/services in the future (Lovelock & Wirtz, 2020; Oliver, 2020). In the B2B segment, a company's customer loyalty is characterized by four main dimensions according to Griffin (2020): (1) Regular reuse; (2) Buying between product or service lines; (3) Refer services to other companies or partners; and (4) Demonstrate immunity to competitors' persuasion. Oliver (2020) proposes a hierarchy of loyalty through four successive stages: cognitive, affective, conative, and action loyalty.

Customer Satisfaction

Kotler and Keller (2021) define customer satisfaction as a person's feeling of happiness or disappointment that arises after comparing the performance of the impression (outcomes) against previous expectations. Based on the theory of Expectation Confirmation (Sumarwan, 2021; Supranto, 2021), if service performance exceeds expectations, then there will be positive disconfirmation that results in high satisfaction. According to Tjiptono (2020) and Lupiyoadi (2021), customer satisfaction in the healthcare industry is measured through three main dimensions: (1) Service quality (accuracy and attitude of officers); (2) Price (competitiveness and value suitability); and (3) Complaint and suggestion handling system.

Digital Marketing Strategy

Digital marketing includes the use of internet-based technologies, devices, and media platforms to achieve communication and marketing goals (Chaffey & Ellis-Chadwick, 2020; Lingam, 2024). Digital marketing allows for precise targeting, broad audience reach, and operational cost efficiency (Andy et al., 2020; Morissan, 2021). Referring to the framework of Wolfinbarger and Gilly in Safitri et al. (2023), digital marketing strategies are measured through four dimensions: (1) Reliability (ease of access and suitability of product information); (2) Website Design (clarity of information, ease of ordering, and diversity of choices); (3) Customer Service (responsiveness, communicative, and solution intelligence); and (4) Security/Privacy (security of personal data and transactions).

Telemedicine

Telemedicine is synthesized as the delivery of remote health services utilizing Information and Communication Technology (ICT) that connects health professionals

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with patients or between fellow medical staff (Drury & Lazuardi, 2021; Lelyana, 2024). Based on the World Health Organization (WHO) classification in Rahman (2021), telemedicine variables are measured through four dimensions: (1) Teleconsultation (ease and speed of online medical consultation); (2) Telemonitoring (periodic monitoring of health status); (3) Teleradiology (accuracy of analysis and opinion of remote specialists); and (4) Tele-education (provision of education and structured health direction).

Hypothesis Development

1. The Influence of Digital Marketing on Customer Satisfaction: Ease of access to information and responsive services on digital media increases customer value perception (Anita et al., 2025; Rajab et al., 2025). So H_1 was proposed: Digital marketing strategies have a positive effect on customer satisfaction.
2. Influence of Telemedicine on Customer Satisfaction: The flexibility of remote consultations saves client company operational time, improving service satisfaction (Alabdali & Husain, 2023; Tiara & Antonio, 2022). H_2: Telemedicine has a positive effect on customer satisfaction.
3. The Influence of Digital Marketing on Customer Loyalty: Intensive digital communication fosters emotional bonds and subscription commitments (Ilyas et al., 2021). So it was proposed H_3: Digital marketing strategy has a positive effect on the loyalty of the company's customers.
4. The Influence of Telemedicine on Customer Loyalty: The reliability of medical digital platforms creates repetitive usage habits (Puspitasari et al., 2026). Therefore, it was submitted H_4: Telemedicine has a positive effect on the loyalty of the company's customers.
5. The Effect of Customer Satisfaction on Customer Loyalty: Satisfied customers tend to maintain long-term partnership relationships (Putra et al., 2024). So H_5 was proposed: Customer satisfaction has a positive effect on the loyalty of the company's customers.
6. The Role of Customer Satisfaction Mediation: Satisfaction is the link between digital marketing experience and the effectiveness of telemedicine with post-purchase loyalty (Lokantari & Kristaung, 2022; Sholeh & Chalidyanto, 2021). H_6 & H_7 are proposed: Customer satisfaction mediates the influence of digital marketing and telemedicine on a company's customer loyalty.

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RESEARCH METHODOLOGY

This study uses a quantitative approach with a correlational/associative design (Cooper & Schindler, 2022; Creswell & Creswell, 2021). The survey method was applied to collect primary data from a structured sample with a questionnaire as the main instrument. The measurement of indicators was carried out using a 5-point Likert Scale, ranging from Strongly Disagree (score 1) to Strongly Agree (score 5).

The population in this study is all employees who work for corporate partner companies of the MCU MG Laboratory Clinic. The sampling technique was carried out using purposive sampling. Referring to the Structural Equation Modeling (SEM) sample guidelines according to Hair et al. (2021) and Ghozali (2021), the ratio of the number of samples to parameter indicators is at least 5:1. Considering that the total indicators in this study amounted to 32 items (10 Digital Marketing indicators, 8 Telemedicine indicators, 6 Customer Satisfaction indicators, and 8 Customer Loyalty indicators), the minimum sample number needed is 5 × 32 = 160 respondents. To prevent data defects or unreturned questionnaires, the number of samples determined and analyzed in this study was enlarged to 180 respondents.

The operationalization of variables in this study summarizes the latent constructs, dimensions, operational indicators, and measurement scales used in detail in Table 1.

Table 1. Operationalization of Research Variables

Latent Variable	Operational Dimensions	Measurement Indicators	Scale
Digital Marketing Strategy (X_1)	1.Reliability 2.Website Design 3.Customer Service 4. Security	1. Ease of portal access 2. Product display suitability 3. Service info clarity 4. Ease of order processing 5. Diversity of package options 6. Admin/sales responsiveness	Likert (1-5)

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		7. Communicative communication 8. Quick handling solution 9. Security of personal data 10. Security of digital transactions	
Telemedicine (X_2)	1. Teleconsultation 2. Telemonitoring 3. Teleradiologi 4. Tele-education	1. Ease of consultation schedule 2. Physician response speed 3. Monitoring of MCU result trends 4. Periodic checking routine 5. Accuracy of diagnostic analysis 6. Clarity of specialist opinion 7. Access digital health education 8. Clarity of medical action directives	Likert (1-5)
Customer Satisfaction (Z)	1. Quality of Service 2. Service Pricing 3. Complaint Handling	1. Timeliness of the examination 2. Friendly & professional attitude of staff 3. Competitive price compared to other clinics 4. Price compatibility with quality	Likert (1-5)

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		5. Speed of complaint response 6. Clarity on the handling of suggestions	
Company Customer Loyalty (Y)	1. Reuse 2. Line Usage 3. Recommendations 4. Immune to Competitors	1. Frequency of regular use 2. Repeated usage commitment 3. Purchase additional medical plans 4. Not moving to another clinic 5. Recommend to business partners 6. Encourage other companies to pair up 7. Stay loyal when prices rise 8. Unaffected by competitor promotions	Likert (1-5)

Quantitative data analysis was tested using variant-based Partial Least Squares Structural Equation Modeling (PLS-SEM) technique using SmartPLS 4.0 software (Ghozali, 2021). PLS-SEM testing includes two main stages:

1. Evaluation of the Outer Model (Measurement Model): Tested the convergent validity (outer loading > 0.70 and Average Variance Extracted/AVE > 0.50), discriminant validity (Fornell-Larcker Criterion and cross-loadings), and construct reliability (Cronbach's Alpha > 0.70 and Composite Reliability > 0.70).
2. Evaluasi Inner Model (Structural Model): Menguji koefisien determinasi (R^2), effect size (f^2), predictive relevance (Q^2), serta signifikansi koefisien jalur (path coefficient) melalui prosedur bootstrapping dengan 5.000 subsampel pada tingkat signifikansi α = 5% (t-table = 1,96).

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RESULT

Description of Respondent Characteristics and Variables

Based on the results of data collection of 180 employee respondents from the partner company of the MCU MG Laboratory Clinic, the majority of respondents were in the productive age of 26-40 years (64.4%), male (58.3%), with the dominant education level of Bachelor/S1 (62.8%). In terms of positions, respondents were represented by operational staff (45.0%), supervisors (32.2%), and management/HRD (22.8%).

Descriptive analysis showed that all measured variables were in the very good/high category. The Digital Marketing Strategy variable obtained an average score of 4.28; Telemedicine obtained an average score of 4.22; Customer Satisfaction obtained an average score of 4.35; and the Company's Customer Loyalty obtained an average score of 4.31.

Evaluation of Measurement Model (Outer Model)

The results of the outer model analysis confirmed that all indicators had an outer loading value above the limit criterion of 0.70 (ranging from 0.742 to 0.915). In addition, the Average Variance Extracted (AVE) value of the entire variable is above 0.50. The reliability test showed Cronbach's Alpha and Composite Reliability values exceeding the 0.70 threshold. Details of the results of the outer model test are presented in Table 2.

Table 2. Results of Outer Model Evaluation (Convergent Validity & Reliability)

Larent Variable	Loading Range	AVE	Cronbach's Alpha	Composite Reliability
Digital Marketing Strategy (X_1)	0,754 - 0,892	0,678	0,942	0,951
Telemedicine (X_2)	0,742 - 0,885	0,654	0,921	0,936
Customer Satisfaction (Z)	0,781 - 0,915	0,712	0,918	0,937

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Company Customer Loyalty (Y)	0,763 - 0,904	0,689	0,935	0,946

Discriminant validity testing using the Fornell-Larcker criterion showed that the square root value of AVE (square root of AVE) for each latent variable was greater than the correlation value between that latent variable and the other latent variables in the model. This proves that all constructs have excellent discriminant validity.

Structural Model Evaluation (Inner Model)

A. Model Goodness-of-Fit Test

The inner evaluation of the model was carried out by checking the values of R-Square (R^2), f-Square (f^2), and Stone-Geisser Q-Square (Q^2):

1. R-Square (R^2): The Customer Satisfaction (Z) variable had an R^2 of 0.684 (68.4%), which indicates that customer satisfaction is strongly explained by digital marketing and telemedicine. The Company's Customer Loyalty variable (Y) has an R^2 of 0.742 (74.2%), indicating a very high level of predictive ability.
2. Effect Size (f^2): Digital Marketing to Satisfaction (f^2 = 0.385 - large category); Telemedicine to Satisfaction (f^2 = 0.245 - medium); Satisfaction with Loyalty (f^2 = 0.412 - large).
3. Q-Square Predictive Relevance: The calculation of Q^2 yields a value of 0.812
4. (> 0), proving that the constructed structural model has a highly relevant and accurate prediction of relevance.

B. Hypothesis Testing and Pathway Analysis

The results of the direct effects and indirect effects hypothesis test obtained from the bootstrapping procedure with SmartPLS 4.0 are summarized in Table 3 and Table 4.

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Table 3. Direct Effects Hypothesis Testing Results

Hypothesis	Direct Relationship Pathway	Original Sample (O)	t-Statistics	p-Values	Decision
H_1	Digital Marketing Customer ➡ Satisfaction	0,485	6,842	0,000	Accepted
H2	Telemedicine ➡ Customer Satisfaction	0,392	5,124	0,000	Accepted
H3	Pemasaran Digital ➡ Loyalitas Pelanggan	0,274	3,415	0,001	Accepted
H4	Telemedicine ➡ Loyalitas Pelanggan	0,241	3,112	0,002	Accepted
H5	Kepuasan Pelanggan ➡ Loyalitas Pelanggan	0,458	7,241	0,000	Accepted

Table 4. Indirect Effects (Mediation) Hypothesis Testing Results

Hypothesis	Mediation / Indirect Pathway	Original Sample (O)	t-Statistics	p-Values	Decision
H_6	Digital Marketing ➡ Satisfaction ➡ Loyalty	0,222	4,912	0,000	Accepted

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H_7	Telemedicine ➡ Satisfaction ➡ Loyalty	0,180	4,105	0,000	Accepted

DISCUSSION

The Influence of Digital Marketing Strategies on Customer Satisfaction

The results of statistical testing prove that digital marketing strategies have a positive and significant effect on customer satisfaction ($\beta = 0.485$, $t = 6.842$, $p < 0.05$). This shows that the more effective, structured, and transparent the digital marketing platform managed by the MCU MG Laboratory Clinic, the higher the level of satisfaction felt by corporate customers. The ease of searching for MCU inspection package information, price clarity, and promptness of customer service via digital media provides a positive experience that meets client expectations. These findings are in line with previous research by Anita et al. (2025) and Rajab et al. (2025) which confirmed the dominant role of digital marketing in driving consumer satisfaction.

The Influence of Telemedicine on Customer Satisfaction

Telemedicine was shown to have a positive and significant effect on customer satisfaction ($\beta = 0.392$, $t = 5.124$, $p < 0.05$). The flexibility of the post-MCU teleconsultation and the reliability of the telemonitoring system provide exceptional practicality for the employees of the partner companies. Employees do not need to take up work time to come directly to the clinic to discuss the results of laboratory tests. The speed and accuracy of specialist medical opinions remotely reinforce the added value of the service. These results support the studies of Tiara and Antonio (2022) and Alabdali and Husain (2023) which confirm that the quality of telemedicine platforms contributes significantly to patient satisfaction.

The Influence of Digital Marketing Strategy on Company Customer Loyalty

Digital marketing strategies have a positive and significant effect directly on the company's customer loyalty ($\beta = 0.274$, $t = 3.415$, $p < 0.05$). Continuous digital communication channels allow MG Laboratories to build close relational attachments with the HRD management of partner companies. Periodic health education programs and digital informative content foster corporate confidence to renew annual cooperation

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contracts (repeat orders). These findings reinforce the theories of Chaffey and Ellis-Chadwick (2020) as well as the empirical research of Ilyas et al. (2021).

The Influence of Telemedicine on Corporate Customer Loyalty

The results of the analysis showed that telemedicine had a positive and significant effect on the company's customer loyalty ($\beta = 0.241$, $t = 3.112$, $p < 0.05$). The provision of integrated telemedicine access is a differentiation of competitive advantage for MG Laboratories. Partner companies feel that they get efficient added value, so they are reluctant to switch to competitor laboratories (switching barrier). These findings support the research results of Puspitasari et al. (2026).

The Effect of Customer Satisfaction on Company Customer Loyalty

Customer satisfaction was proven to have the most dominant positive and significant effect on the company's customer loyalty ($\beta = 0.458$, $t = 7.241$, $p < 0.05$). The satisfaction felt for the accuracy of laboratory results, price clarity, and the friendliness of the medical staff creates a long-term commitment. Satisfied corporate customers will recommend MG Labatorium to their business network as well as expand the scope of employees' MCU packages. These results confirm the findings of Putra et al. (2024) and Oliver (2020).

The Role of Customer Satisfaction Mediation

Indirect effect testing proved that customer satisfaction significantly mediated the influence of digital marketing strategies ($\beta = 0.222$, $t = 4.912$) and telemedicine ($\beta = 0.180$, $t = 4.105$) on the company's customer loyalty. The nature of mediation in this model is partial mediation, where digital marketing and telemedicine can affect loyalty directly or indirectly by first creating optimal customer satisfaction. This supports the integrative models of Lokantari and Kristaung (2022) and Sholeh and Chalidyanto (2021).

CONCLUSION

Based on the analysis of the data and the discussion of the research results, it is concluded that:

1. Digital marketing strategies have a positive and significant effect on customer satisfaction of MCU MG Laboratory Clinic.

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2. Telemedicine has a positive and significant effect on customer satisfaction of MCU MG Laboratory Clinic.
3. Digital marketing strategy has a positive and significant effect on customer loyalty of MCU MG Laboratory Clinic company.
4. Telemedicine has a positive and significant effect on the loyalty of MCU MG Laboratory Clinic customers.
5. Customer satisfaction has a positive and significant effect on customer loyalty of the MCU MG Laboratory Clinic company.
6. Customer satisfaction significantly mediates the influence of digital marketing strategies on a company's customer loyalty.
7. Customer satisfaction significantly mediates the influence of telemedicine on the company's customer loyalty.

RECOMMENDATION

Based on the findings of the research, several academic and practical suggestions were presented:

1. For MCU Laboratory Clinic Management: It is recommended to continue to improve the quality of the website and digital application interface to be more user-friendly, accelerate digital customer service response time, and expand the MCU result telemonitoring feature that can be accessed instantly by the HRD management of partner companies.
2. For the Next Researcher: It is expected to expand the scope of research variables by adding relationship commitment, price perception, or brand equity variables, as well as expanding the research sample to a wider geographical scope throughout Greater Jakarta.

MANAGERIAL IMPLICATIONS

This research provides substantive managerial implications for decision-makers at the MCU MG Laboratory Clinic. The integration between responsive digital marketing and a reliable telemedicine platform is no longer just an operational option, but a key competitive advantage strategy. Management should allocate investment budgets proportionately to IT infrastructure development, digital communication training for doctors/staff, and the formation of a digital B2B marketing team that specifically serves corporate needs.

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