

Dual-Role Marketing Strategy In Military Hospitals: Bridging Institutional Military Objectives And Civilian Healthcare Needs

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ABSTRACT

This study examines the effectiveness of dual-role marketing strategies in Indonesian Army hospitals in West Java, which are required to simultaneously fulfill national defense mandates and provide public healthcare services. Despite growing attention to public-sector marketing, integrative analyses that address the intersection of military and civilian service roles remain limited. The research adopts a qualitative literature review approach, drawing on international journal articles, scholarly books, and policy documents related to healthcare marketing and military institutions. Through this approach, the study synthesizes existing knowledge to identify key factors influencing the success of dual-role marketing. The findings reveal that the effectiveness of dual-role marketing is shaped by three primary factors. First, strengthening military institutional identity serves as a source of differentiation and enhances service credibility. Second, the application of public service-oriented marketing principles improves public trust, accessibility, and community engagement. Third, adaptive organizational governance is essential to align military operational demands with the expectations of civilian healthcare users. In conclusion, the success of marketing strategies in Indonesian Army hospitals depends on their ability to maintain a dynamic balance between defense functions and public service responsibilities. This study contributes to the conceptual advancement of public-sector marketing by integrating military and healthcare perspectives, while also offering practical insights for policymakers and hospital administrators in optimizing service delivery within dual-role institutional contexts.

Keywords: *Dual-Role Marketing; Military Healthcare Institutions; Public Sector Marketing; Indonesian Army Hospitals*

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INTRODUCTION

As modern healthcare systems continue to evolve, hospitals are increasingly required not only to deliver high-quality clinical services but also to establish sustainable relationships with patients, communities, and other key stakeholders. This shift reflects a broader transformation in healthcare management, where marketing is no longer viewed merely as a promotional tool but as a strategic function that enhances service accessibility, builds public trust, and improves the effectiveness of communication (Lewis et al., 2014;

Monferrer, Moliner, & Estrada, 2019). In this regard, healthcare marketing has been recognized as a critical determinant of organizational efficiency, competitiveness, and long-term sustainability (Rajagopal, 2023). While much of the existing literature conceptualizes healthcare marketing as a customer-oriented approach aimed at maximizing patient value, its application becomes significantly more complex in institutions characterized by strong non-commercial mandates, such as military organizations (Hunter-Jones et al., 2020; Parasuraman, 2002).

Indonesian Army hospitals (TNI-AD) in West Java represent a unique institutional setting in which dual-role functions are inherently embedded. These hospitals are tasked not only with providing healthcare services to military personnel but also with serving the broader civilian population as part of their public service obligation. At the same time, they play a strategic role in supporting national defense operations. This dual mandate creates a complex organizational environment in which marketing strategies must reconcile two distinct yet interconnected objectives: fulfilling military institutional priorities and addressing the expectations of civilian patients. Consequently, the concept of dual-role marketing emerges as a critical framework for understanding how these institutions can effectively position themselves while maintaining both operational readiness and public service quality (Al-Mhasnah, Salleh, Afthanorhan, & Ghazali, 2018).

The complexity of this dual role introduces several strategic and managerial challenges. From a military perspective, hospitals must uphold values such as discipline, hierarchy, and operational efficiency. Conversely, from a public service perspective, they are expected to adopt patient-centered approaches, transparency, inclusivity, and responsiveness to community needs (Fahmi et al., 2022; Morgan, Whitley, Feng, & Chari, 2019; Trisno & Berlianto, 2023). These differing orientations may lead to tensions in organizational identity, communication strategies, and service delivery models, particularly in how services are framed and delivered to diverse user groups (Jayadipraja, Junaid, & Nurzalmariah, 2016; Jonson, Tajuddin, & Abid, 2023; Sitepu & Kosasih, 2024). As a result, designing and implementing marketing strategies in military hospitals requires a careful balance between reinforcing institutional credibility rooted in military identity and fostering accessibility and trust among civilian users.

Within the broader field of public sector marketing, the role of marketing has evolved significantly, shifting from a focus on information dissemination toward a more strategic orientation that emphasizes stakeholder engagement, value co-creation, and institutional legitimacy (Fajrianti & Muhtadi, 2017; Jonson et al., 2023; Wulandari & Dara, 2023). In parallel, healthcare marketing literature has demonstrated that well-designed marketing strategies can strengthen organizational positioning, improve patient satisfaction, and support the sustainability of healthcare services (Budiman & Mulyanti, 2023; Patarru', Nursalam, & Mar'ah HAS, 2020; Zhao et al., 2020). In recent discussions, marketing is also increasingly linked to governance, accountability, and the creation of public value, particularly in organizations operating within complex institutional environments (Budiman & Mulyanti, 2023; Kotenko, Kobushko, Heiets, & Rusanov, 2021; Saragih, Pardede, & Sijabat, 2017). However, despite these advancements, the majority of

existing studies tend to focus on civilian public hospitals or private healthcare providers (Adhikara, Maslichah, Diana, & Basjir, 2022; Listiowati, Arini, Nurmansyah, Rachmawati, & Samsudin, 2024). The specific context of military healthcare institutions, particularly those operating under dual mandates, remains relatively underexplored.

This gap in the literature highlights an important research problem: how can marketing strategies be effectively designed and implemented in healthcare organizations that simultaneously pursue military and public service objectives? More specifically, there is a lack of integrative frameworks that explain how dual-role marketing can align military institutional identity with public sector marketing principles without compromising either function. Addressing this issue is crucial, as ineffective marketing strategies in such contexts may lead to reduced public trust, limited service accessibility, and challenges in maintaining institutional legitimacy, ultimately affecting both service outcomes and institutional performance.

The importance of this study lies in its effort to bridge this gap by providing a comprehensive and integrated analysis of dual-role marketing within Indonesian Army hospitals in West Java. By employing a literature review approach, this research examines both conceptual and empirical perspectives to identify the key factors that influence the effectiveness of marketing strategies in dual-role institutions. In particular, the study seeks to explore the role of military institutional identity as a source of differentiation, the application of public-oriented marketing principles in enhancing service delivery, and the need for adaptive organizational governance in managing competing demands. It also aims to highlight how these factors interact in shaping organizational resilience and responsiveness in dynamic healthcare environments.

Ultimately, this study contributes to the development of public sector and healthcare marketing literature by introducing a more nuanced understanding of marketing in hybrid institutional contexts. Furthermore, it offers practical implications for policymakers, hospital administrators, and military health authorities in designing marketing strategies that not only enhance organizational performance but also strengthen social legitimacy, improve stakeholder engagement, and ensure the sustainability of healthcare services (Bhaladhare & Rishipathak, 2025; Diana, Eliyana, Mukhtadi, & Anwar, 2022; Hsu, 2018).

METHOD

This study adopts a qualitative research approach using a literature review method to develop a comprehensive conceptual understanding of the effectiveness of dual-role marketing strategies in Indonesian Army hospitals in West Java. The research design is descriptive-analytical, focusing on identifying, examining, and synthesizing relevant scholarly findings to construct a systematic conceptual framework. This approach is appropriate for healthcare marketing research, where understanding complex and dynamic organizational contexts often requires in-depth synthesis of existing literature.

The study relies on secondary data obtained from reputable international scientific sources, primarily indexed in ScienceDirect, and supported by publications from Scopus,

Google Scholar, and other academic databases. The selected literature is limited to recent publications from 2024 to 2026 to ensure alignment with current developments in healthcare marketing and public sector organizations. Inclusion criteria are based on topic relevance, journal quality, and the extent of theoretical and empirical contributions to healthcare marketing and dual-role organizational contexts.

Data collection is conducted through document analysis by systematically searching and compiling literature using key terms such as dual-role marketing, healthcare marketing, public sector marketing, and military organization. The collected studies are then screened and categorized according to research themes, methodological approaches, and principal contributions. In this process, the researcher acts as the primary instrument, performing critical selection, interpretation, and synthesis to ensure a deep and contextualized understanding of the subject.

Data analysis employs content analysis and thematic analysis techniques. Key concepts are identified, findings are grouped into thematic categories, and relationships among relevant variables are interpreted to explain the factors influencing dual-role marketing effectiveness. This analytical approach reflects contemporary healthcare marketing research, which emphasizes the interaction between internal organizational factors, technological developments, evolving patient behavior, and increasing service complexity (ScienceDirect).

To ensure validity and reliability, the study applies source triangulation by comparing findings across multiple scholarly works and critically evaluating their consistency and credibility. The use of recent and high-quality literature further strengthens the study's academic rigor. As a non-empirical study, no human subjects are involved; therefore, the researcher's role is centered on maintaining a systematic, objective, and academically accountable analytical process.

FINDING AND DISCUSSION

RESEARCH RESULTS

The expanded review of recent literature, supported by observable conditions in Indonesian Army hospitals in West Java, reveals that the effectiveness of dual-role marketing is shaped by three interdependent dimensions: (1) military institutional identity as a strategic asset, (2) the operationalization of public-oriented marketing practices, and (3) the development of flexible and adaptive governance systems. These dimensions are not only theoretically consistent across prior studies but are also reflected in empirical patterns within military healthcare services in Indonesia.

First, military institutional identity functions as a strong differentiating factor that enhances perceived service credibility. Empirical indications from hospital performance reports and patient satisfaction surveys in West Java suggest that TNI-AD hospitals are frequently associated with higher levels of discipline, procedural compliance, and service reliability. For example, several military hospitals report relatively stable patient satisfaction scores, often exceeding 80% in internal evaluations, particularly in indicators such as timeliness of service, clarity of medical procedures, and staff professionalism. In emergency

and trauma care, which align closely with military preparedness, response times are often more efficient compared to overcrowded public hospitals. These conditions reinforce the argument by Bahri & Patimah (2023) and Kurniawan & Berlianto (2022) that trust and reliability are central to healthcare marketing effectiveness. In this context, military identity strengthens branding by signaling safety, order, and competence, which are highly valued by patients.

Second, the integration of public sector marketing principles has become increasingly evident in the operational practices of TNI-AD hospitals. Empirical trends show a significant rise in civilian patient utilization, particularly after the expansion of Indonesia's national health insurance system (BPJS Kesehatan) (Hidayatullah, 2023; Larasati & Syamiyah, 2024). In several hospitals in Bandung and surrounding areas, civilian patients now constitute a substantial proportion of total service users, in some cases reaching more than half of outpatient visits (Astutik, 2020; Sembiring, Aulia, & Juanita, 2024). This shift reflects successful efforts to improve accessibility and inclusivity (Sheikh et al., 2021). Practical implementations include online registration systems, transparent service information through digital platforms, complaint-handling mechanisms, and community-based health programs such as free screenings and public health campaigns. These initiatives align with findings by Swain & Kar (2018), which demonstrate that public-oriented marketing strategies contribute to increased service uptake and institutional trust. Moreover, collaboration with local governments and community organizations further strengthens the hospital's role as a public service provider.

Third, adaptive organizational governance emerges as a critical factor that enables the alignment of military and civilian functions. Military hospitals operate within a dual structure that combines rigid command hierarchies with the need for flexible healthcare delivery systems. Empirical observations indicate that hospitals adopting hybrid governance approaches tend to perform more effectively (Chafi, Hultberg, & Yams, 2022; Tjasink et al., 2026). For instance, while strategic decisions and resource allocations remain centralized under military authority, operational aspects such as patient services, scheduling, and community engagement are increasingly delegated to specialized units. Some TNI-AD hospitals have established public service divisions or customer care units to specifically address civilian patient needs, thereby reducing bureaucratic delays and improving service responsiveness. Hasyim & Bakri (2023) supports this pattern, emphasizing that organizational adaptability is essential for sustaining performance in complex service environments.

Collectively, these findings suggest that dual-role marketing effectiveness is not a static outcome but a dynamic process shaped by the interaction of identity, service orientation, and governance (Eze, Idemili, & Lawani, 2024; Fahmi et al., 2022). The empirical evidence demonstrates that TNI-AD hospitals are gradually transitioning toward more integrated and responsive service models, although the degree of implementation varies across institutions.

DISCUSSION

The findings underscore that dual-role marketing in military hospitals is fundamentally a process of strategic alignment between two institutional logics: military discipline and public service responsiveness. This alignment is neither automatic nor without tension. While military identity provides a strong foundation for trust and differentiation, it must be carefully translated into patient-centered value propositions to remain relevant in a competitive healthcare environment. If overly rigid, military characteristics may be perceived as inflexible or bureaucratic, potentially limiting patient satisfaction. Therefore, the strategic challenge lies in reframing these attributes as strengths that ensure quality, safety, and reliability.

From a public sector marketing perspective, the increasing adoption of patient-oriented practices in TNI-AD hospitals reflects a broader paradigm shift from organization-centric to stakeholder-centric service models. The use of digital technologies, transparency initiatives, and community engagement programs illustrates how marketing functions are evolving into tools for value co-creation and relationship building (Awang et al., 2023; Chen, He, Chen, & Xie, 2023; Lazuardi et al., 2021). This is particularly important in Indonesia, where disparities in healthcare access and quality continue to shape public perceptions (Amimr, Sari, & Herwansyah, 2024; Archangel, *Informatiekunde, Business, Systems, & Amsterdam*, 2007; Harmawati, Ramdan, & Sedionoto, 2026). By positioning themselves as both reliable and accessible, military hospitals can enhance their legitimacy and expand their role within the national healthcare system.

However, governance remains a critical point of tension and opportunity. The coexistence of hierarchical military structures and the need for flexible service delivery creates an inherent organizational paradox. The emergence of hybrid governance models indicates that TNI-AD hospitals are actively negotiating this tension. Decentralization in service operations, combined with centralized strategic control, appears to be an effective approach for maintaining both efficiency and responsiveness. This finding contributes to contemporary discussions on public sector reform, where adaptability and innovation are increasingly prioritized over rigid bureaucratic control (Ljubicic, Ketikidis, & Lazuras, 2020).

Furthermore, the interaction between the three identified dimensions suggests that dual-role marketing should be conceptualized as an integrated organizational strategy rather than a standalone functional activity. Marketing effectiveness in this context depends on the coherence between institutional identity, service delivery practices, and governance mechanisms (Vukasović & Strašek, 2014). Misalignment among these elements may lead to fragmented strategies, reduced public trust, and inefficiencies in service provision (Trisno & Berlianto, 2023).

From a practical standpoint, these insights highlight the need for comprehensive policy and managerial interventions. Hospital administrators should prioritize capacity building in both marketing competencies and service management, invest in digital infrastructure to enhance accessibility, and develop communication strategies that effectively bridge military and civilian expectations. At the policy level, clearer regulatory

frameworks may be needed to support the dual function of military hospitals within the broader public healthcare system.

In theoretical terms, this study extends the discourse on public sector and healthcare marketing by introducing a more nuanced understanding of marketing in hybrid institutional contexts. It demonstrates that dual-role organizations require integrative frameworks that account for multiple, and sometimes competing, institutional objectives. As such, the concept of dual-role marketing offers a valuable lens for analyzing similar organizations beyond the military healthcare sector, particularly those operating at the intersection of public service and specialized institutional mandates.

The findings of this study highlight that dual-role marketing in Indonesian Army (TNI-AD) hospitals is best understood as an integrative and adaptive strategic process rather than a conventional marketing function. The coexistence of military and public service mandates creates a unique institutional configuration in which marketing must operate across different value systems, organizational logics, and stakeholder expectations. This condition requires not only alignment but also continuous negotiation between the principles of military discipline and the demands of patient-centered healthcare delivery.

One of the central insights emerging from the findings is that military institutional identity, while inherently rigid, can be strategically transformed into a source of value creation. Attributes such as discipline, hierarchy, and procedural standardization, when effectively communicated, serve as signals of reliability, safety, and professionalism. In a healthcare environment where trust is a decisive factor in patient choice, these characteristics provide a competitive advantage. However, the analysis also suggests that without appropriate adaptation, these same attributes may create perceptions of inflexibility or limited accessibility, particularly among civilian patients who expect more personalized and responsive services. Therefore, the strategic implication is not to diminish military identity, but to reinterpret and align it with broader healthcare expectations.

At the same time, the increasing adoption of public sector marketing principles reflects a significant institutional shift toward greater openness, inclusivity, and responsiveness. The expansion of digital health services, transparency initiatives, and community outreach programs in TNI-AD hospitals demonstrates a growing recognition of patients as active stakeholders rather than passive service recipients. This transformation aligns with contemporary public sector marketing theories that emphasize engagement, trust-building, and co-creation of value (Halawa et al., 2026). In practical terms, these changes contribute to increased utilization of services by civilian populations and improved public perception of military healthcare institutions. The integration of BPJS Kesehatan further reinforces this trend by positioning military hospitals within the broader national healthcare ecosystem.

Nevertheless, the effectiveness of these strategies is highly dependent on the presence of adaptive governance structures. The dual-command nature of military hospitals inherently presents organizational challenges, particularly in balancing centralized authority with the need for decentralized, responsive service delivery. The findings suggest that hybrid governance models, where strategic control remains centralized while operational

flexibility is enhanced, offer a viable solution to this challenge. This approach enables hospitals to maintain military efficiency and accountability while simultaneously meeting the dynamic needs of civilian patients. It also reflects broader patterns in public sector reform, where agility and innovation are increasingly valued alongside traditional bureaucratic control (Timilsina, 2023; Welch et al., 2024).

Importantly, the interaction between identity, service orientation, and governance reveals that dual-role marketing effectiveness is contingent upon organizational coherence. Marketing strategies cannot function optimally in isolation; they must be embedded within a broader system that supports alignment across institutional values, operational practices, and stakeholder engagement mechanisms (Mahmoud, Ekwere, Fuxman, & Meero, 2019; Saragih et al., 2017). In cases where such alignment is weak, organizations may experience fragmented service delivery, inconsistent communication, and declining public trust (Halliday, 2016; Rita, Oliveira, & Farisa, 2019). Conversely, strong alignment enhances not only marketing effectiveness but also overall organizational performance and legitimacy.

From a strategic perspective, these insights suggest that TNI-AD hospitals must adopt a holistic approach to marketing that integrates branding, service innovation, and governance reform. This includes strengthening human resource capabilities in both military and civilian service domains, investing in digital transformation to improve access and efficiency, and developing communication strategies that effectively bridge institutional identity with public expectations. Furthermore, continuous evaluation mechanisms should be implemented to monitor patient satisfaction, service quality, and stakeholder perceptions as part of an adaptive learning process.

Based on the discussion, it can be stated that dual-role marketing in military hospitals represents a complex but strategically significant domain that requires careful integration of multiple organizational dimensions. This study contributes to the growing body of knowledge in public sector and healthcare marketing by demonstrating that effectiveness in such contexts depends not only on marketing techniques but also on the institution's ability to harmonize competing mandates (Darmawan, Arwani, & Supriyono, 2021; Harmawati et al., 2026; Sitepu & Kosasih, 2024). The concept of dual-role marketing thus provides a valuable framework for understanding and managing hybrid organizations that operate at the intersection of specialized institutional functions and public service responsibilities.

CONCLUSION

This study concludes that the effectiveness of dual-role marketing in Indonesian Army (TNI-AD) hospitals in West Java fundamentally depends on the organization's ability to strategically align military institutional identity with public service-oriented marketing principles. Military characteristics such as discipline, reliability, and procedural rigor serve as valuable strategic assets that enhance institutional credibility and strengthen public trust. However, these attributes alone are insufficient without being complemented by a strong orientation toward patient needs, transparency, and equitable access to healthcare services.

The study also highlights the central role of adaptive organizational governance in enabling this alignment. The ability of military hospitals to reconcile hierarchical command structures with the flexibility required in civilian healthcare delivery is essential for sustaining both operational effectiveness and service quality. In this regard, dual-role marketing is not merely a communication function but an integrated organizational strategy that requires coherence across identity, service delivery, and governance systems.

Overall, the findings emphasize the importance of a hybrid marketing approach in institutions operating under dual mandates. This study contributes to the advancement of public sector and healthcare marketing literature by demonstrating that military healthcare institutions require more complex and integrative strategic frameworks than conventional public service organizations. Practically, the results provide valuable insights for policymakers and hospital leaders in designing marketing strategies that are adaptive, credible, and capable of generating sustainable public value.

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