

Indonesian public hospitals' online reputation: Mapping identity and communication dimensions

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ABSTRACT

Background: Background: Effective communication is instrumental in reputation building, shaping public perception of an organization. The principle extends to hospitals, which are increasingly benefiting from online media. The concept of online reputation is related to the perception of hospital credibility and image cultivated through digital platforms. This includes key components such as public trust, patient engagement, and institutional transparency. However, an important gap in the existing literature is the absence of a comprehensive analysis systematically mapping reputation of public hospitals across Indonesia. **Purpose:** This research aims to map reputation of public hospitals in Indonesia as reflected in online media. The necessity was evident in the sustained negative public perception of several hospitals. **Method:** This research was conducted quantitatively through content analysis with a sample of 100 public hospitals. The unit of analysis was online media content, namely website, Instagram, Facebook, and YouTube of Central Public Hospitals (Rumah Sakit Umum Pusat/RSUP) and Regional Public Hospitals (Rumah Sakit Umum Daerah/RSUD) from July 1-31, 2024. The two dimensions measured were corporate identity and communication activities. In-depth interviews were also conducted. **Results:** This research reported reputation map for RSUP and RSUD in Indonesia. The results showed that A-class hospitals consistently fell in the top quartile (Q1). However, reputation map suggested a more even distribution across Q1 to Q4 for B and C-class hospitals. Only one B-class and C-class hospitals were in Q4 and Q1 or Q2, respectively. **Conclusion:** Indonesian public hospitals used Instagram for interactivity and website for formal information to enhance reputation through corporate identity and communication. **Implications:** This research contributes to the development of reputation theory, particularly in hospital industry, and suggests that hospitals build a strong reputation through online media.

Keywords: Digital communication; digital media; health communication; hospital reputation; online media

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INTRODUCTION

Reputation is the collective perception established by the public concerning an organization or individual, largely influenced by actions, achievements, and communication strategies (Fombrun, 2018). In hospital industry, establishing a strong reputation is achievable through several key strategies. These include providing high-quality services, ensuring the professionalism of medical and hospital personnel, enhancing positive patient experiences, and engaging in adept communication across offline and online platforms. A good reputation helps organization gain public trust, enhances patient loyalty, attracts skilled medical professionals, and enables partnerships with government agencies and private institutions. In this context, hospitals with a positive image receive funding, accreditation, and policy support to ensure long-term sustainability.

Healthcare is a crucial aspect of achieving Sustainable Development Goals (SDGs), precisely goal number 3, which emphasizes the importance of ensuring healthy lives and promoting well-being regardless of socioeconomic status, geographic location, or other disparities (United Nations, 2024). In Indonesia, efforts to achieve universal health coverage are outlined in mission number 1

of the National Long-Term Development Plan (RPJPN) 2024-2045, which emphasizes the importance of health (Bappenas, 2024). Indonesia has experienced two significant events in the history of health system, namely the COVID-19 pandemic and the epidemiological transition, shaping the need to accommodate the capacity of healthcare (Alfarizi & Zalika, 2023). These events show the urgency of healthcare system resilience, digital transformation in medical services, and equitable access to facilities across urban and rural areas.

The alignment between national health strategies and global goals such as the SDGs reinforces the importance of continuous evaluation, innovation, and governance reform in Indonesia's healthcare system. These efforts must also include strategic communication and reputation management to ensure that the community perceives public hospitals as credible, responsive, and trustworthy institutions.

Despite the efforts, achieving inclusive and equitable health outcomes has been challenging. Various obstacles have been reported, including reputation of hospitals. However, reputation of Central Public Hospitals (Rumah Sakit Umum Pusat/RSUP) and Regional Public Hospitals (Rumah Sakit Umum Daerah/RSUD) in Indonesia have been negatively perceived

(Hassani, 2024). Patient satisfaction levels in private hospitals are higher than in the public counterparts across all service categories (Akbar et al., 2020). Factors contributing to negative perception include long waiting times, overcrowding, inconsistent service quality, and limited availability of specialized treatments. Additionally, inadequate patient communication, lack of transparency in service procedures, and reports of medical malpractice impact public trust.

These challenges indicate that reputation is not solely shaped by service availability, but also by how effectively hospitals manage communication, transparency, and patient engagement. Public hospitals often face structural limitations, such as resource constraints, bureaucratic inefficiencies, and limited technological adoption, which hinder efforts to improve patient-centered care. Furthermore, disparities in digital communication strategies have exacerbated these reputational issues, as many public hospitals lack consistent branding, responsiveness, and interactive features on online platforms. In contrast, private hospitals are more agile in adopting customer-oriented digital strategies, leading to greater perceived responsiveness and reliability. Addressing reputational concerns, therefore, requires a multidimensional approach, including internal organizational reforms, capacity-building for

healthcare personnel, and strategic use of digital communication to enhance public perception. Rebuilding trust in public hospitals is essential for achieving universal health coverage and equitable access to quality care, particularly in Indonesia's decentralized healthcare system.

A strategic method is needed to address the issue and enhance reputation of public hospitals. A situational analysis and a needs assessment serve as the foundational steps, leading to a subsequent evaluation of public hospitals' online self-presentation. Areas for improvement can be identified by developing reputation map, becoming more effective, inclusive, and sustainable healthcare providers. The strategy should also include targeted communication efforts, improved patient engagement, and transparent reporting of hospital performance. Strengthening digital presence, responding proactively to patient feedback, and using social media for health education can enhance public trust.

These contribute to achieving the national and SDGs related to health. Moreover, digital transformation plays a critical role in shaping reputation. Social media, official website, and patient feedback platforms help hospitals build transparency and trust. Effective online engagement, combined with quality healthcare services, also strengthens reputation. In this context, crisis communication strategies must

be implemented to manage negative perceptions proactively.

Public hospitals in Indonesia are categorized into four classes, namely A, B, C, and D. According to the Ministry of Health, Indonesia, in 2010, the classification was based on the quality of services, human resources, equipment, facilities, as well as administrative and management aspects. A-class hospitals must meet several criteria, such as having 4 essential medical specialist services, 5 medical specialist support services, 12 medical specialist services, and 13 medical subspecialty services. These hospitals are expected to provide clinical (intensive care, blood services, nutrition, pharmacy, instrument sterilization, and medical records) and non-clinical services (laundry, catering, facility maintenance, waste management, warehouse, ambulance, communication, mortuary services, firefighting, medical gas management, and clean water supply). Furthermore, 24/7 emergency services must be ensured to conduct resuscitation and stabilization according to standards.

B-class hospitals are expected to possess the requisite facilities and capacity to deliver general medical services. This includes, at a minimum, 4 essential and supporting medical specialist services, 8 additional medical specialist services, and 2 medical subspecialty services. Dental, nursing, midwifery, as well as

clinical and non-clinical support services, must be provided.

C-class hospitals are equipped with facilities for providing general medical services, with 4 essential and supporting specialist services. These hospitals must be able to conduct 24-hour emergency, dental, nursing, and midwifery as well as clinical and non-clinical support services.

D-class hospitals are required to have the facilities and capacity to provide general and essential medical specialist services. Additionally, 24-hour emergency, nursing, midwifery, as well as clinical and non-clinical support services are also offered. Hospital reputation determines the perception of the public, patient choice, and attitude toward the organization.

In Indonesia, hospital classification affects service capabilities and influences public trust and patient satisfaction. A-class and B-class hospitals are often perceived as having better facilities and medical expertise. In contrast, C-class and D-class hospitals may struggle with limited resources and negative public perceptions. Patient-centered care, transparent communication, and service quality improvements must be considered to enhance reputation. Digital engagement, including responsive online platforms and social media presence, can help in the management of image

and building of public trust.

Quality medical services are provided by hospitals when subjected to the influence of a strong reputation. Therefore, reputation drives positive conversations about the organization, services, and employees (Blomgren et al., 2016). This variable includes visibility, reliability, sustainability, product or service excellence, management quality, social responsibility, and financial resilience (Fombrun, 2018). Hospitals strive to provide information through various communication activities and take necessary actions to maintain and enhance a positive reputation (Nugraha et al., 2020).

Communication channels such as face-to-face interactions, call centers, mobile applications, and online media can be used to build reputation. Healthcare institutions, particularly public hospitals, significantly enhance the ability to build strong patient relationships and improve public perception through persuasive communication (Novianti & Desiana, 2023). Effective communication from call centers has prevented patient switching intentions (Kussusanti et al., 2022). Similarly, medical mobile applications accommodate patient questions and complaints (Kussusanti et al., 2021). Hospitals use automated chatbots to provide instant responses, reducing patient frustration. Active engagement on social media by responding to comments and sharing health

tips is essential for maintaining a positive reputation.

Online media is used to optimize public communication and improve service delivery by providing information (Priyatna et al., 2020) to positively impact recovery satisfaction (Kussusanti et al., 2019). Digital transformation improves efficiency, enhances transparency, and promotes public engagement in the government sector. Public relations is key in supporting and maximizing electronic media effectiveness (Fardiah et al., 2024). Similarly, the education sector leverages digital public relations to manage information through sharing, optimizing, managing, and engaging (Qurniawati et al., 2024). Communication strategies must be continuously adapted to meet evolving patient expectations and technological advancements. Hospitals strengthen patient trust, streamline operations, and improve overall service efficiency by using digital tools. A well-managed reputation enhances patient satisfaction, loyalty, and better healthcare outcomes.

Existing research on public communication in the digital era has focused on using social media for health promotion. Several public hospitals in West Java have conducted health promotions for external audiences using website such as Instagram, Facebook, and YouTube (Anisa, Yustikasari, & Dewi, 2023).

The use of social media for health promotion in Tangerang Regency is most commonly achieved through website, Instagram, email, and Facebook (Vionita & Prayoga, 2021). The public enthusiastically seeks reliable health information, specifically from official accounts. Social media positively impacts knowledge, patient satisfaction, publicity, hospital development, and marketing strategies (Haq et al., 2020).

Online platforms such as website and social media facilitate better relationships between hospitals and patients, consistent with communication objectives, target audiences, brand positioning, and evaluation (Aguerrebere et al., 2022). At the international level, extensive research has been conducted on hospital reputation. The perceptions of healthcare communication professionals were examined in the Netherlands regarding the adoption of social media in the healthcare sector using CARE (Control, Accessibility, Responsiveness, Engagement) model (Chaudhri, et al., 2021). Reputation of cancer hospitals in the United States was evaluated through website, Facebook, Twitter, and YouTube, using corporate identity, communication activities, and engagement assessment categories (Aguerrebere et al., 2022).

Online reputation refers to the perception of hospital credibility and image through digital

platforms, including elements such as public trust, patient engagement, and institutional transparency (Senyapar, 2024). Patients are able to assess the effectiveness, reputation, and service quality of healthcare providers by using online service information to make better-informed decisions (Lu et al., 2025). A literature review examined the online reputation of cancer hospitals in Spain, leading to the development of the MedPac Model for online corporate communication (Aguerrebere et al., 2020). Additionally, research on online reputation management in Turkish hospitals used brand equity theory (Senyapar, 2024).

These studies highlight the importance of strategic online presence in shaping institutional credibility and public perception. Online reputation management has evolved as a critical component of healthcare communication, emphasising the need for hospitals to actively monitor and respond to digital narratives. Integrating digital feedback mechanisms, social media engagement, and transparency in service delivery plays a pivotal role in reinforcing patient trust and loyalty. Consequently, hospitals must adopt evidence-based online reputation management strategies to enhance competitiveness and ensure alignment with the expectations of increasingly informed and digitally literate stakeholders.

Research focusing on Indonesian public

hospitals remains limited despite extensive analyses on hospital reputation and public communication in the digital era. Given the increasing reliance on online health information, understanding the mechanisms by which hospitals use digital platforms to shape reputation is essential. In Indonesia, social media platforms have become crucial for hospitals to disseminate health education, promote services, and manage patient interactions. However, challenges persist, including misinformation, limited digital literacy among certain demographics, and inconsistent content strategies.

Effective reputation management requires a comprehensive method beyond social media presence. Reputation-building efforts should incorporate crisis communication strategies, patient-centered engagement, and transparent reporting of performance indicators. Research suggest that hospitals actively responding to patient inquiries and complaints online experience higher trust levels and improve public perceptions. Several previous research identified a gap regarding mapping reputation of public hospitals through website and social media. This gap is supported by a bibliometric analysis using Vos Viewer, the collection of journal articles from Google Scholar between 2020 and 2024, and the Publish or Perish software using the keyword ‘hospital

communication reputation’. Even though there are existing research on hospital reputation and communication among the 200 articles reviewed, scholarly investigations focusing on social media are relatively recent and remain limited. The research gap lies in the absence of previous analyses mapping reputation of public hospitals in Indonesia. Therefore, this research aims to examine online reputation mapping through the presence on website such as Instagram, Facebook, and YouTube. Patients show interest in website and Facebook (Lee et al., 2016), while Instagram is increasingly used by the public and hospitals as a source of health information and a tool for public engagement, respectively (Anisah et al., 2021). Facebook is the most widely used social media platform in the world. Furthermore, YouTube is the best social media platform for sharing videos, which is useful for healthcare organization when disseminating scientific content (Ekapertiwi et al., 2023).

The collected data are analyzed to measure and map reputation of public hospitals based on identified indicators. The results are interpreted to understand the strengths and weaknesses of public hospital reputation and identify areas for improvement. This method produces reputation map of public hospitals to take concrete steps in line with sustainable development goals and a commitment to quality healthcare.

The novelty lies in the content analysis of online media to map reputation of public hospitals in Indonesia. Based on the description, this research aims to fill the gap by creating reputation map of public hospitals in line with the orientation toward health independence. A practical framework has also been provided for public hospitals to improve reputation through strategic digital communication. These insights are valuable for administrators, policymakers, and healthcare communication professionals seeking to build stronger and reputable healthcare institutions. The application of this framework enables public hospitals to systematically align their communication strategies with institutional goals, thereby fostering transparency, accountability and sustained public confidence.

RESEARCH METHOD

This research used a quantitative method and content analysis supplemented by interviews. Content analysis was conducted on symbols, images, and films to describe the content of a message. Quantitative content analysis was characterized by objectivity, systematic nature, and replicability. In addition, this analysis focused on observable content to provide summaries or general overviews of message characteristics. As a systematic

method, specific stages were followed to formulate research objectives, conceptualize and operationalize concepts, develop a coding sheet, determine the population and sample, train coders, calculate the final reliability score from the coding results, as well as input and analyze data (Eriyanto, 2011). This descriptive research provided a detailed account of a specific message or text. Content analysis was used solely for description, portraying the aspects and characteristics of a message. The characteristics of descriptive research comprised describing ongoing phenomena, presenting results in the form of words or images, answering why or how questions, and failing to test hypotheses.

The population consisted of website, Facebook, Instagram, and YouTube online media used by Indonesian public hospitals for overall digital communication with patients (Kotsenas et al., 2018). The method used was non-probability sampling to take samples with specific considerations.

Based on 2021 data, there were 96 RSUP and 694 RSUD hospitals in Indonesia (Putri, 2023). A sample of 100 RSUP and RSUD with website, Facebook, Instagram, and YouTube was taken. Approximately 15, 45, 34, and 6 out of the entire sample were A-class, B-class, C-class, and D-class hospitals. Content analysis was conducted on uploads from July 1-31, 2024. Interviews were conducted with sources from 3

public hospitals and 1 relations consultant.

The online data search method was a searching procedure for data through the Internet or other network media. Coders conducted the assessment to read the text and fill out the provided coding sheet (Eriyanto, 2011). A value of 1 was given when an online medium contained the specified indicator, otherwise, 0 was given. A value of 1 was assigned when an online medium contained the specified indicator, while 0 was given in its absence. This binary coding approach enabled structured analysis and facilitated quantitative comparison across different media platforms. The procedure ensured consistency, objectivity, and replicability in identifying the presence of corporate identity and communication activity indicators.

This research adopted content analysis through the performance indicators to examine the methods used by Indonesian public hospitals in managing online media for information dissemination and reputation enhancement (Aguerreberre et al., 2022). Reputation index calculation was conducted through 17 indicators in corporate identity and communication activity dimensions. Corporate identity dimension consisted of 10 indicators, namely corporate logo, link to other media, vision and mission, hospital description, doctor's description, admission procedure, disease information,

awards, news, and address. Meanwhile, the communication activities dimension comprised 7 indicators, namely contact information, live streaming, call center, hashtag, email/Facebook message/Instagram direct message/Youtube comment, complaint channel/Facebook and Instagram interactive feature/Youtube short, and testimonials.

Informants in this research were obtained from 3 hospitals and 1 from public relations consultant. They included: (1) Windhy Jayanti (WJ), Junior Public Relations Officer, RSUP Surakarta, (2) Sasongko Adhi Nugroho (SAN), General Manager, Administration, and Housekeeping, RSUP Surakarta, (3) Tritho Santo (TS), Head of Public Relations and Promosi Kesehatan Rumah Sakit (PKRS), RSUD Prambanan, (4) Lilis Qouliyah (LQ), Head of Public Relations and PKRS, RSUD Banten, (5) Neneng Herbawati (NH), Chief Executive Officer, IGICO, public relations consultant in Jakarta.

RESULTS AND DISCUSSION

This research constructed hospital reputation map using seventeen indicators in corporate identity and communication activity dimensions. Corporate identity consisted of 10 indicators, namely corporate logo, link to other media, vision and mission, hospital

Table 1 Hospital Corporate Identity in Online Media

No.	Indicator	Website	Facebook	Instagram	Youtube
1.	Corporate logo	97%	78%	82%	79%
2.	Link to other media	81%	62%	76%	30%
3.	Vision mission	89%	14%	24%	5%
4.	Hospital's description	94%	38%	24%	24%
5.	Doctor's information	77%	40%	83%	17%
6.	Admission procedure	75%	34%	91%	34%
7.	Diseases information	43%	43%	82%	34%
8.	Awards	75%	41%	83%	12%
9.	News	84%	98%	100%	42%
10.	Address	40%	98%	94%	18%

Source: Research result, 2025

description, doctor's description, admission procedure, disease information, awards, news, and address. Furthermore, communication activity comprised 7 indicators, including contact information, live streaming, call center, hashtag, and testimonials, as well as other indicators adjusted to the online media platforms of website, Facebook, Instagram, and YouTube. Table 1 shows data for A, B, C, and D-class hospitals. Figures 1, 2, 3, and 4 report the distribution of reputation data for each class.

On website, 97% of hospitals reported a corporate logo, followed by a description (94%) and vision and mission (89%). In contrast, the indicators least presented by hospitals on website were awards (40%) and disease-related information (43%). Corporate identity also appeared on Facebook social media platform. Approximately 90% of hospitals shared news

and listed the address on Facebook, while vision and mission was the lowest frequently featured indicators, appearing on only 14% of hospital pages. All hospitals (100%) shared news on Instagram, with the address appearing as the next most frequent indicator, featured by 94%. Meanwhile, vision and mission (24%) and hospital description (24%) were the lowest indicators on Instagram. Regarding corporate identity, most hospitals reported a corporate logo (79%), followed by news (42%) on YouTube. Conversely, only 5% showed vision and mission on the platform.

WJ acknowledged the importance of building reputation through corporate identity and stated,

“With the transformation from a lung hospital to RSUP Surakarta in 2019, it became the Public Relations' task to change the brand image from a specialized lung hospital to a general hospital. In connection with this, social media and website were

utilized. We have a cross-functional team that we focus on to manage the website and Instagram (social media).” (Informant WJ, personal interview, August 5, 2024).

Regarding the corporate logo, TS reported that,

“The use of blue color identifies calmness, and white color identifies cleanliness. It is similar to what is applied in hospitals, which must be sterile, have infection prevention, and be clean. White and blue colors in hospital rooms are intended to give a more spacious and bright impression, even though the room size is small and has minimal light. This color tone is also applied in online media content.” (Informant TS, personal interview, September 2, 2024).

NH reported the importance of logos and colors as a corporate identity, stating that,

“A company logo is necessary to reflect an identity that can influence public perception of the organization. Companies can change their logos and identity colors to transform their image more positively. Changes in logos and colors can reflect a cultural transformation, thereby impacting public perception of the company.” (Informant NH, personal interview, August 29, 2024).

In addition to the corporate logo, hospital description, news, and address, other prominent corporate identity elements were information and admission procedures of doctors on Instagram and Facebook. These served as the main characteristics of hospital services. According to LQ, information about schedules was the most required item by patients who are followers of social media. The provision of accurate and up-to-date doctors’ schedules was

essential to operations and shows a commitment to the patient-centered vision and mission.

All public hospitals clearly stated the vision and mission on the website. However, the information was hardly visible on the other three social media due to different characteristics. The content of the vision and mission was more suitable for a website than social media. However, on social media such as Instagram, Facebook, and YouTube, the interpretation of the vision and mission could be translated through the content delivered.

Only 43% and 34% of hospitals showed website and Facebook pages relating to disease information. Conversely, 82% presented disease information on Instagram. RSUD Prambanan provided content such as disease-related tips or question-and-answer sessions with specialist doctors through IG Live by observing current trends. TS suggested that,

“For example, at this time, we want to discuss Mpox or Monkeypox, we need to consider from which perspective. If other hospitals have already discussed the symptoms of the disease, we should look at it from a different angle, such as how to prevent ourselves from getting Mpox. Therefore, we need to observe trends by reading news or threads that are currently popular daily.” (Informant TS, personal interview, September 2, 2024).

RSUD Banten followed a similar method since the current trend in skin health and aesthetics prompted the organization of

Table 2 Hospital Communication Activity in Online Media

No.	Indicator	Website	Facebook	Instagram	Youtube
1.	Contact information	93%	80%	98%	33%
2.	Live	21%	26%	44%	63%
3.	Call center	79%	61%	80%	49%
4.	Hastag	33%	59%	59%	36%
5.	E-mail/FB message/IG Direct message/Youtube comment	82%	92%	100%	86%
6.	Complaint channel/FB & IG interactive feature/YouTube short	59%	59%	100%	85%
7.	Testimonial	37%	57%	57%	17%

Source: Research result, 2025

educational events, such as live Q&A sessions on Instagram with dermatologists. For message channels, the analysis considered the presence of an email address, message links, direct messaging features, and comment sections on hospital website, Facebook, Instagram, and YouTube, respectively. Additionally, the availability of a complaint channel, interactive features, and the use of Shorts were assessed. Table 2 shows the complete data on the distribution of the seven indicators in the communication activity dimension.

A total of 93%, 50% and 98% hospitals listed contact information out of the seven indicators on website, Facebook, Instagram, and YouTube, respectively. This contact information could be a telephone, WhatsApp, or an online chat number.

Another interesting result from the communication activity dimension was the

difference in the four online media hospitals used to build reputation. On YouTube, live streaming was widely used by hospitals (63%). Meanwhile, only 21%, 26%, and 44% adopted the concept on website, Facebook, and Instagram, respectively. IG Live was conducted with segments named “Pacaran,” which represented RSUD Prambanan Bicara Kesehatan, and “Romansa,” or Ngobrol Masalah Kesehatan Berdasar Fakta, as a platform for interactive communication.

Hospitals use various online media platforms to improve communication with the public. However, each platform has different communication features to suit the characteristics of each platform. For example, website are used to convey news and more formal information compared to social media. YouTube is widely used to explain online reservations, tutorials, health education, and the

latest services, including YouTube Shorts and live streaming, as stated by TS.

“For YouTube, we have a talk show program called Kasmara, which is short for Kencana Sehat Bersama RSUD Prambanan. We also have educational content, health tutorials, and a situational comedy (sitcom) called Obrols, short for Obrolan Sehat. For example, the show is made like a drama to debunk some myths circulating in society.” (Informant TS, personal interview, September 2, 2024).

On website media, 59% of hospitals provided channels for submitting complaints. According to NH from IGICO, this was important for maintaining reputation, as reported below.

“There needs to be an exceptional officer who is always ready to respond to patient complaints. We could also use medical students or specially trained staff to respond. Medical students can answer these responses or complaints, and even a doctor can help respond to the complaint, which is more technical. Doctors can change their profession to become content creators who educate people about health.” (Informant NH, personal interview, August 29, 2024).

Other communication activities widely carried out through website included email (82%), message links on Facebook (92%), direct messages on Instagram (100%), and comment columns on YouTube (86%) and Shorts (85%). This link provided a place for the public to send messages and ask about services, or make complaints.

All hospitals (100%) used interactive features such as stories, reels, polls, questions,

quizzes, and Facebook. Meanwhile, YouTube provided YouTube Shorts, polls, and live chat. These features enabled online media interactive communication platforms between hospitals and the public.

Another communication activity widely carried out by hospitals was live content. On website, live content provided was connected to YouTube channels or Podcasts through the Spotify platform. The content was available on Facebook and Instagram as FB and IG Live, respectively.

Another indicator used by 59% on Facebook and Instagram online media was hashtags. Similarly, the testimonial indicator was adopted by 57% hospitals as a communication activity on Facebook and Instagram. Testimonials were the direct expression of opinions from customers published in the media for a wider audience.

LQ acknowledged the importance of hospitals building reputation through corporate identity and communication activities. This individual stated that hospitals, including RSUD Banten, were obliged to provide information on activities, superior services, doctor schedules, supporting equipment, and satisfaction surveys serving as a branding, marketing, and promoting media.

All of informants reported that the use of website was mandatory but required a higher level of interactivity. Hospital website are

limited to viewing doctor schedules and making appointments. Therefore, NH suggested the implementation of a hybrid system to maximize the use. Patients seeking treatment do not require physical contact since consultation can be carried out through the website. This increases the use of website and creates two-way communication.

According to SAN, the benefits of website were maximized to increase public exposure by searching for keywords related to hospital name through Google and facilitating online registration. A Google search using the keyword RSUP Surakarta provided direct access to the website through the link shown in the results. RSUP Surakarta maintained a dedicated management and IT team to ensure that the public could easily access the website, particularly for online registration purposes.

Regarding the utilization of online media, LQ stated that hospitals using social media enhanced reputation and developed a positive experience for patients and the community. The Public Relations department was responsible for building a strong brand image, maintaining reputation, engaging users, and increasing public awareness. The officer had a role in handling complaints and responding to patient feedback, as stated by LQ.

“Public relations officers have various tasks, including responding to or handling complaints. Public relations officers must

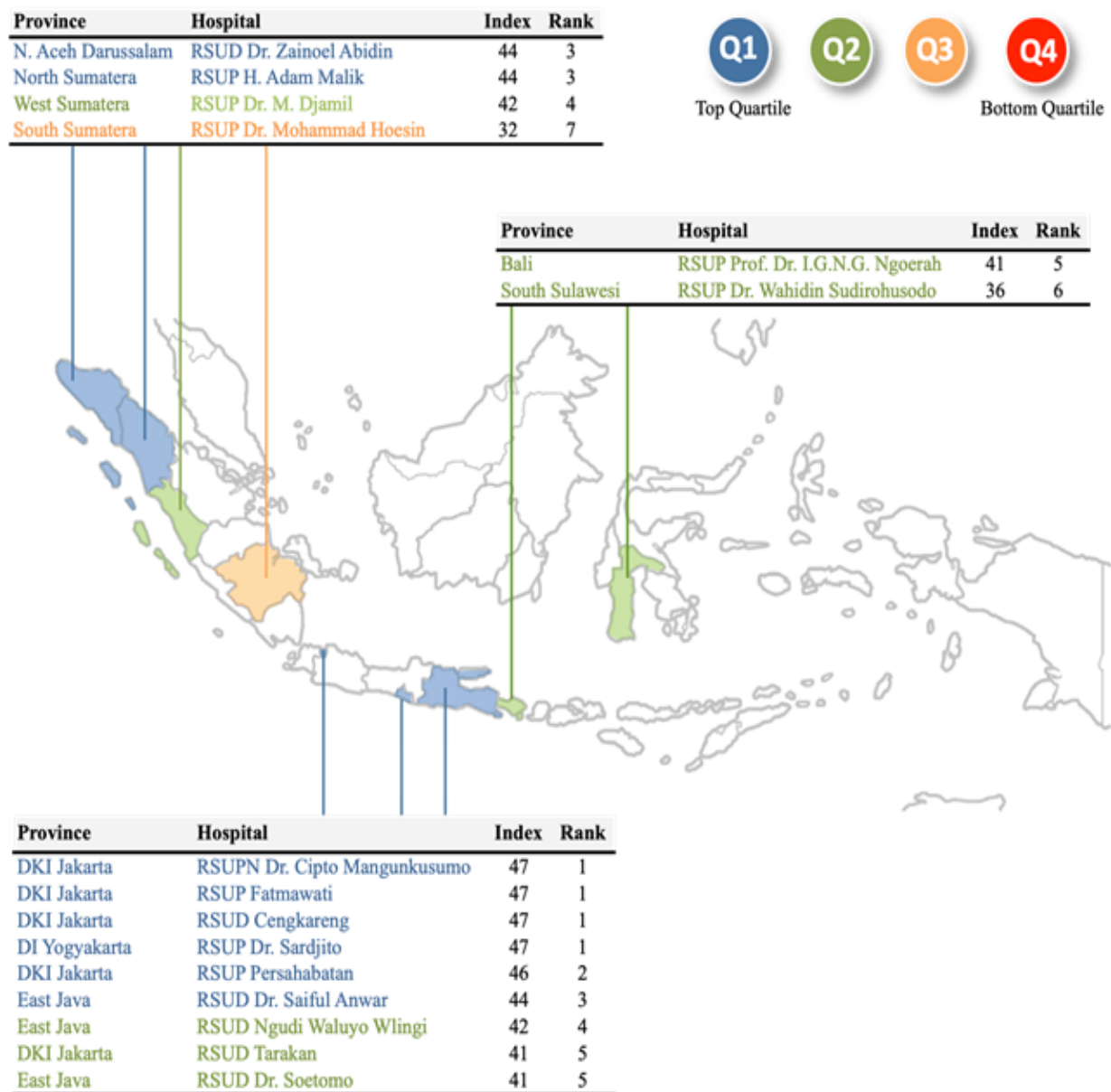
communicate well and know what kind of response to give when dealing with angry, complaining consumers. If there is a slight problem, it immediately goes to public relations. Public relations also steps in even though a patient’s family is not being attended to, or a patient is neglected.” (Informant LQ, personal interview, August 29, 2024).

Instagram was the most frequently used compared to Facebook and YouTube since the platform was easier, cheaper, and more effective. The platform allowed hospitals to communicate visually with the audience through attractive photos, videos, and interactive content. Additionally, engagement was also higher than other social media since informative posts, captions, and infographics attracted public interest.

This research created index values to group reputation map into A, B, C, and D-class. Reputation index was created with a value range of 0 to 68 and 17 indicators across the social media platforms. However, the lowest and highest index values found were 21 and 50, respectively. From the value range, four quartiles were created, namely Q1, Q2, Q3, and Q4 for index values 20-27, 28-35, 36-42, and 43-50, respectively.

Approximately 8, 6, 1, and a few of the 15 A-class hospitals were in Q1, Q2, Q3, and Q4 categories, respectively. The four reputation maps showed a clear relationship between the

A-class Hospital Reputation Map



Source: Research result, 2025

Figure 1 A-Class Hospital Reputation Map

index and hospital class. A-class hospitals were predominantly in Q1 quartile, while D-class counterparts had no representation in Q1 or Q2.

Figure 1 shows that RSUPN Dr. Cipto Mangunkusumo, Fatmawati Hospital, Cengkareng Regional Hospital, and Dr. Sardjito are in first place with an index value of 47.

These hospitals have included several corporate identities and carried out communication activities on online media platforms to build a good reputation.

In this research, 45 hospitals were categorized as B-class. The results showed that all quartiles of reputation index were

B-class Hospital Reputation Map



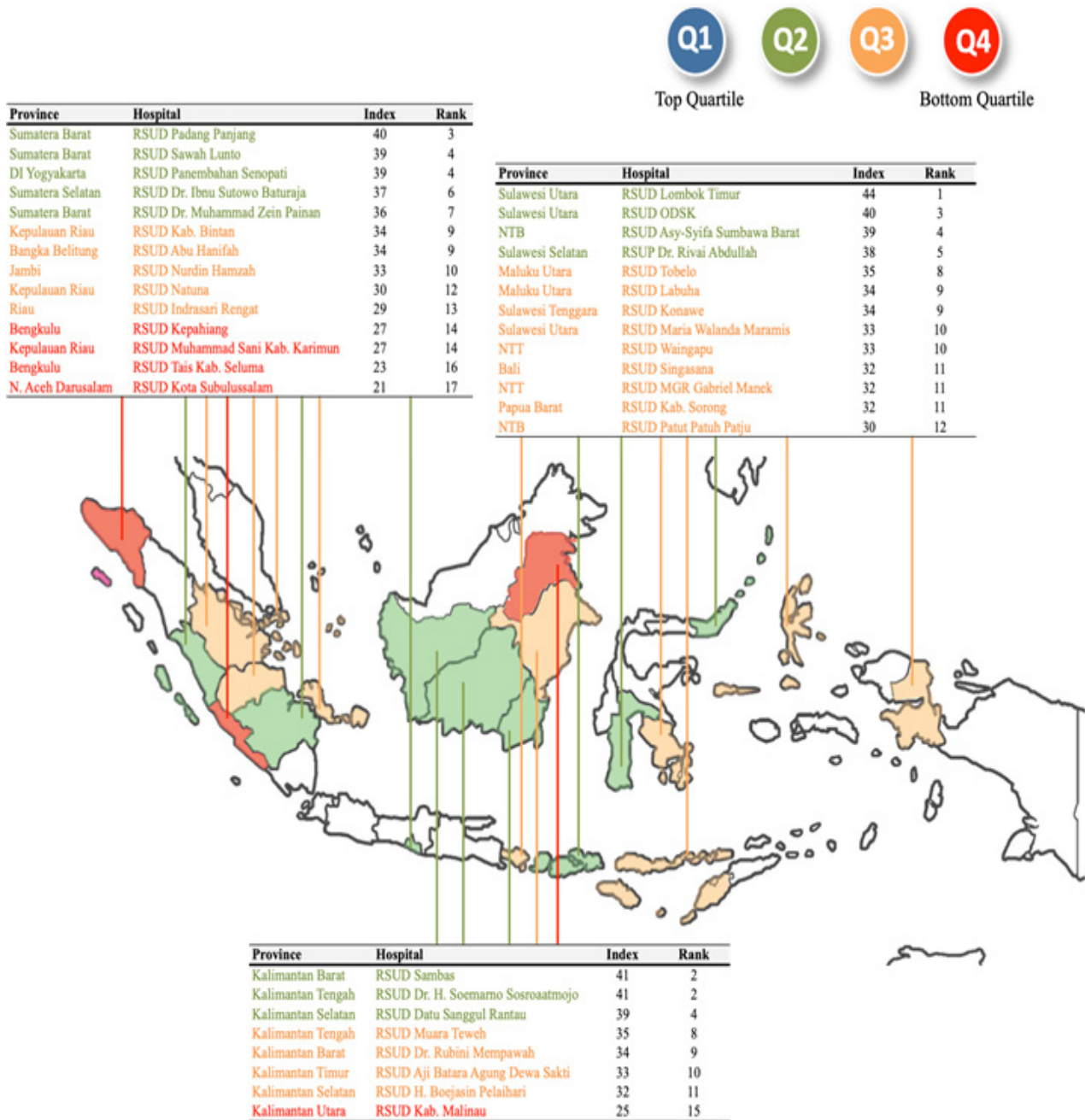
Source: Research result, 2025
Figure 2 B-Class Hospital Reputation Map

represented, with 16, 19, 9, and 1 hospitals in Q1, Q2, Q3, and Q4. RSUD Dr. Iskak Tulungagung and RSUP Dr. Kariadi ranked first with reputation index score of 50 among all B-class hospitals. These two hospitals achieved

the highest reputation index among all hospitals analyzed, despite being classified as B-class. Figure 2 shows reputation map for B-class hospitals.

The next was C-class, which consisted

C-class Hospital Reputation Map



Source: Research result, 2025

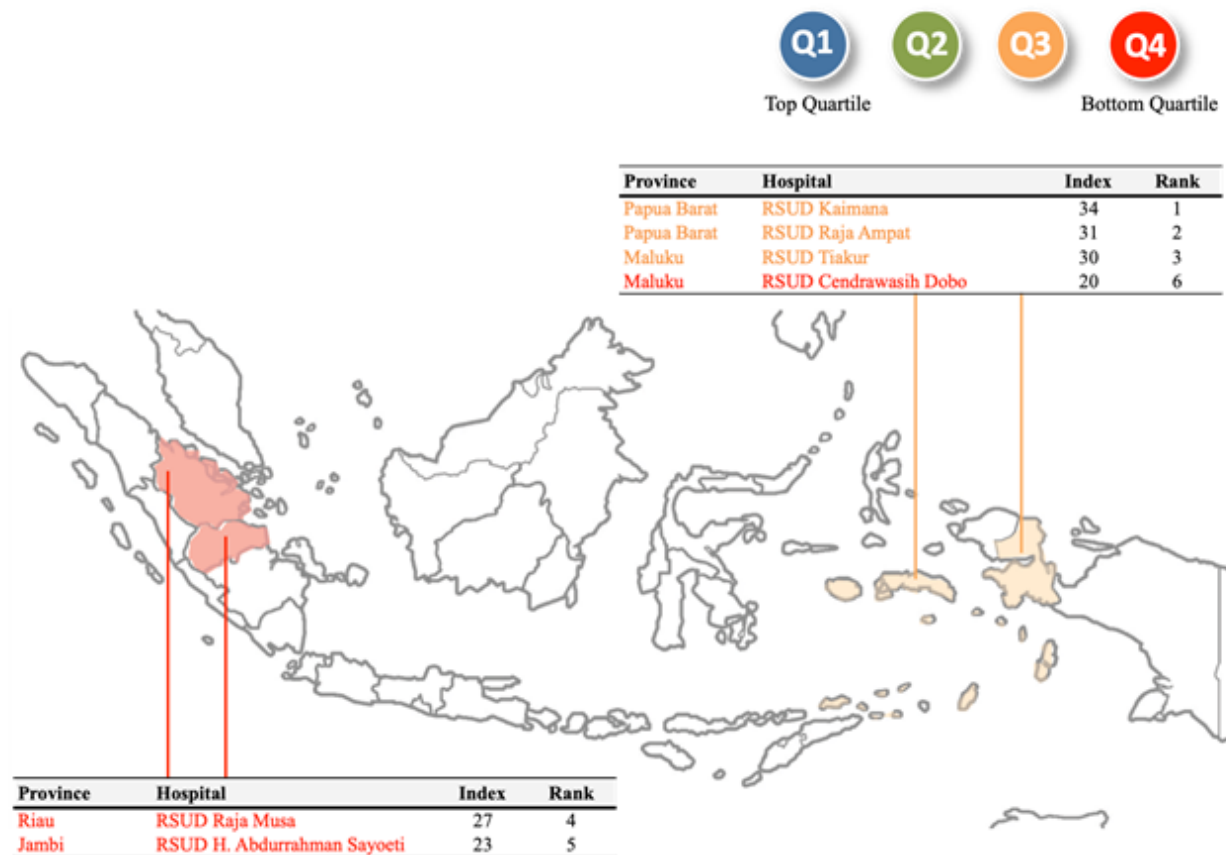
Figure 3 C-Class Hospital Reputation Map

of 34 hospitals. Only 1, 12, 18, and 4 C-class hospitals were in Q1, Q2, Q3, and Q4 quartiles. The complete reputation map for C-class hospitals is shown in Figure 3.

D-class hospitals were the smallest

category, comprising only 6 hospitals. Reputation index was predominantly in Q3 and Q4, with 3 hospitals falling into each quartile. RSUD Kaimana in West Papua Province was reported as the top-performing D-class hospital,

D-class Hospital Reputation Map



Source: Research result, 2025

Figure 4 D-Class Hospital Reputation Map

achieving reputation index score of 34. Figure 4 shows reputation map for all D-class hospitals in Indonesia.

From all of this research, online hospital reputation can be discussed, starting with corporate identity to communicate intentionally and unintentionally through various signals. Identity includes design aspects such as logos, colors, fonts, and architecture, as well as intangible elements, namely behavior, culture, values, mission, communication style, and associations. These can be achieved through

figures, charities, affiliations with political parties or other organization through donations or sponsorships (Wood & Sumerville, 2020). In line with the definition, Indonesian public hospitals have reported identity through corporate logo, link to other media, vision and mission, hospital's description, doctor's information, admission procedure, disease information, awards, news, and address.

The results show that the most prominent elements in online media platforms are the corporate logo, hospital description, news, and

address. The logo has the highest score among the four elements. Previous research has stated that logos convey associations between a brand and oneself, from the organization to consumer identity (Erjansola et al., 2021). Furthermore, logos have other purposes besides simply being a symbolic reminder of a particular company or product. Symbolic and functional benefits are also provided in line with the organization.

Another prominent corporate identity frequently shown on Facebook and Instagram is news that presents activities undertaken by hospital. Examples include activities with external parties such as visits from officials, benchmarking from other hospitals, collaborations with medical professionals from abroad, or health education activities for patients and families. Internal stakeholders, such as doctors, nurses, or hospital management, can also receive the news. The consistent uploading of such content aligns with findings that emphasize the importance of strategic communication in shaping public perception (Aguerreberre et al., 2022). These include external communication initiatives such as public relations, marketing, or events (Triemstra et al., 2018), personal branding campaigns focused on several key employees to become brand ambassadors, promotion of public image on social media platforms (Kotsenas et al., 2018), as well as collaboration to improve stakeholder perception

and performance (Cua et al., 2017).

An organization mission can be defined as the primary goal pursued by hospitals in the medium term (Aguerreberre et al., 2022). Vision is a unique statement that distinguishes an organization from other institutions. Meanwhile, vision is a statement about the ideal condition to be achieved in the future. Mission is a specific statement that guides the performance of managerial tasks to achieve short-term, medium-term, and long-term goals. This statement is developed by considering internal goals and providing clear direction.

Regarding communication activities, access to interactive communication can enhance reputation by improving the relationships with patients and providing responsive services. This is in line with CARE (Control, Accessibility, Responsiveness, Engagement) model of social-mediated communication, which provides a comprehensive perspective on the use of social media by healthcare organization and the practical implications for reputation management (Chaudhri et al., 2021). Effective use of social media facilitates timely information dissemination and fosters meaningful dialogue, empathy, and transparency between institutions and stakeholders. This dynamic engagement contributes to trust-building processes essential for sustaining positive public perception and ensuring long-term institutional legitimacy in

the healthcare sector.

Hospitals use corporate online media as strategic communication channels to strengthen reputation and institutional credibility. Furthermore, online media, such as website, Instagram, Facebook, and YouTube, serve as an important source of communication, enabling more dynamic interactions with stakeholders. These platforms play a key role in shaping the credibility of the brand. Hospitals are advised to use website for promotion and deliver content showing the scientific expertise of medical staff (Aguerrebere et al., 2024).

The use of various interactive features on social media has been proven to enhance reputation (Szwajca, 2017; Kaul et al., 2015) of different organization (Pakura & Rudeloff, 2020). On YouTube, this communication activity is presented through live streaming, complete with live chat, which has advantages in direct interaction with consumers, content flexibility, and the ability to reach a broader audience in real-time. Several research have shown that live streaming can create trust and generate engagement (Yudha et al., 2022), as well as customers' consumption behavior and intention with the advantages (Yang, 2021).

In healthcare, live streaming enables hospitals to disseminate health education, promote transparency, and humanize institutional services by showcasing real-time

interactions between healthcare professionals and the public. This form of communication also allows for immediate feedback, clarification of misinformation, and building an emotional connection with audiences. When strategically managed, live streaming becomes a powerful tool for information dissemination, strengthening institutional legitimacy, and fostering long-term relationships with stakeholders. Therefore, integrating live streaming into hospital communication strategies can significantly enhance digital engagement and reinforce positive public perceptions.

The effectiveness of hashtags has been reported in building public awareness and shaping positive perceptions (Laestadius & Wahl, 2017). Testimonials influence consumer purchasing interest by providing information about a product or service (Vildayanti et al., 2022). In healthcare, hashtags and testimonials serve as strategic tools for digital advocacy, enabling institutions to humanize their services and amplify patient voices. These elements contribute to narrative construction, enhance message credibility, and support reputation-building efforts by fostering engagement and emotional connection with broader online audiences.

Hospitals' use of social media can influence reputation through continuous interaction between the organization and stakeholders.

Social media allows hospitals to disseminate information rapidly, interact directly with patients, and build trust (Chaudhri et al., 2021). Trust is the belief in the ability, integrity, and goodwill of an organization. Reputation and trust function as two mutually supporting pillars. Therefore, the maintenance of reputation through consistent service and transparent communication can build and maintain patient and public trust.

CONCLUSION

In conclusion, this research was conducted to develop reputation map for public hospitals in Indonesia, using two dimensions, namely corporate identity and communication activity. A total of 17 indicators were analyzed from website, Facebook, Instagram, and YouTube online media. Hospital content on the platforms were analyzed by scoring the presence of indicators on each platform. The corporate identity dimension consisted of 10 indicators, namely hospital logo, link to other media, vision and mission, hospital description, doctor's description, admission procedure, disease information, awards, news, and address. The result showed that almost all hospitals reported logos on online media. In this context, website and Instagram possessed the highest scores for logos, hospital descriptions, and news.

The communication activity dimension included 7 indicators, namely contact info, live streaming, call center, hashtag, message link, interactive feature, and testimonials. Instagram was the most frequently used social media platform to show interactive features, with 100% of hospitals using direct messages, stories, polls, and quizzes. The use of content, such as live streaming on Instagram and YouTube Shorts, was also implemented in health education programs. Hashtags and testimonials were adopted as practical communication tools on Facebook and Instagram, with more than 50% of hospitals using the strategy to build awareness and a positive image among the public.

Based on the research data, hospitals in Indonesia were classified into A, B, C, and D-classes. Hospitals were divided into four quartiles based on reputation index value obtained from corporate identity and communication activity. The results showed that A-class hospitals tended to occupy the top quartile (Q1) and were not in Q4. This showed good reputation management on various online media platforms. Reputation map for B-class hospitals was diverse, with a distribution from Q1 to Q4. Only one hospital was in Q4, while RSUD Dr. Iskak Tulungagung and RSUP Dr. Kariadi received the highest score with reputation index of 50. Even though reputation

map for C-class hospitals was diverse, only one was in Q1. Meanwhile, D-class hospitals were only in the lower quartiles, namely Q3 and Q4.

Indonesian public hospitals used online media to enhance reputation. Corporate identity introduced hospitals to the public, while communication activity was carried out to engage users. Each medium had strengths and weaknesses in conveying information and building reputation. Instagram was the most widely used platform for public hospitals in Indonesia. This platform was very interactive, while website was reported as the most formal and comprehensive source of information than other online media. The weakness in corporate identity and communication activity included the inconsistency in visual identity and communication style across various platforms, as well as the underutilization of interactive features and community engagement tools.

Further research should be suggested to develop research on reputation through online media by expanding the dimensions measured. In addition, other dimensions, such as customer satisfaction, service quality, and public trust, can be added as additional variables. This will provide a more comprehensive image of reputation in the digital era.

In practical terms, a strong reputation can be built through online media. Hospitals must ensure that logos, colors, and other visual design

elements are consistent across all communication channels, including website, social media, brochures, and advertisements. A clear and consistent visual identity creates a professional impression and is easily recognizable by the public. All published content on website, Facebook, Instagram, or YouTube must reflect core values and use a consistent communication style. In communication activities, hospitals are advised to make greater use of interactive features and live streaming with a focus on health education. Efforts to obtain many positive testimonials from the public are also needed to increase trust.

Moreover, collaboration between communication teams and medical professionals is essential to ensure the accuracy and relevance of content delivered to the public. Integrating patient-centered narratives, health literacy considerations, and culturally appropriate messaging can further enhance engagement and strengthen the hospital's reputation. Continuous evaluation and adaptation of digital strategies are also crucial in responding to the rapidly evolving digital landscape and audience expectations. As digital communication becomes increasingly integral to public service delivery, hospitals must institutionalize strategic communication planning as part of overall governance to sustain trust, credibility, and long-term reputational growth in the healthcare sector.

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