The Effect of Marketing Mix, Hospital Image, and Patient Loyalty on Intention for Retreatment over Outpatient Care at Pasar Minggu Hospital during COVID-19 Outbreak

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The COVID-19 pandemic that has plagued Indonesia has affected the number of outpatient visits at Pasar Minggu Hospital. The several problems were found when the preliminary observations have been made. Here, the problems related to policies and regulations from the government and hospitals as well as patient complaints towards the services at the hospital. Thus, this study aimed to determine the effect of marketing mix, the hospital image, and patient loyalty on the patients’ intention of returning for outpatient care. This research was an associative quantitative research through hypothesis testing. The study population was patients who were treated in an outpatient care. The method used in data analysis was multiple linear regressions. Here, the regression coefficient value obtained showed that the patient loyalty regression coefficient (0.288) had the highest value compared to the marketing mix coefficient (0.052) and hospital image (0.191). These results indicated the effect of patient loyalty to the hospital is very high so that it is reliable. In addition, patient loyalty also has most affected the patients' intention for retreatment in outpatient care. Simultaneously and partially, the results of data analysis and hypothesis testing proved that there was a positive and significant effect between the marketing mix, the hospital image, and patient loyalty on the patients' intention of returning for outpatient care at Pasar Minggu Hospital during Covid-19 pandemic.

Keywords: Marketing mix, hospital image, patient loyalty, intention for re-treatment.

1. INTRODUCTION

The world which is faced with the Covid-19 pandemic, is currently affecting all sectors of life, including hospitals. This impact is exacerbated by the existence of problems related to policies and regulations from the government which also affect the survival of a hospital. The number of patient visits before Covid-19 was known to be relatively stable. The total number of visits in 2018 was 311,834 where the number of visits per month was 25,986. Furthermore, in 2019, the number of patient visits was known to be 307,844 or 25,654 per month. The number of visits has decreased significantly in 2020 as a result of the Covid 19 pandemic. In January, the number of visits was 23,685 which then decreased significantly in May 2020 with the number of visits of 7,177 per month. Apart from being caused by the Covid-19 pandemic, this decline was also caused by several other factors such as policies or regulations from the government in order to suppress the spread of Covid-19. This policy is related to limiting the number of patients who visit and also complaints caused mismatch of health services received as expected. The problem is added by the existence of competition between hospitals which is currently being developed. The intention to do retreatment (purchase intention) is one of the consumers buying behavior in which there is a match between the value of goods or services that can generate consumer interest to consume them again at a later date. In other words, the intention to do retreatment is a decision and action of the customer to visit again [1]. Some consumers do before making a purchase are as follows problem recognition, information research, evaluation of alternative, purchase decision, post purchase decision [2]. The marketing mix is a good marketing tool in a company where the company is able to control it so that it can influence market responses which are marketing targets, namely product, price, place, and promotion [3]. The image of the hospital plays an important role in influencing the community so that they have the intention to come to the hospital for treatment. The image of a hospital is the public's perception of the hospital or service products in the hospital [3]. Image is
the most important asset for an organization and plays an important role in the continuity of a hospital. During the COVID-19 outbreak, the current image of the hospital affected all the elements in it. Customer loyalty is a behavioral boost to make repeated purchases and build customer loyalty to a product [4]. A hospital that can provide good service so that it can meet patient expectations will make consumers return to repeat transactions at the hospital. Previous research on marketing mix had a positive impact on the intention for retreatment [5]. Similar to research conducted by concluded that there is a significant positive effect directly between images on patient re-interest [6]. A loyalty had a significant effect on the patient’s intention for retreatment [7]. The studies above show that the marketing mix, the image of the hospital, and patient loyalty are all factors that can affect the intention of customers to seek treatment again. Based on the above explanation, the researcher wanted to find out whether the marketing mix, hospital image and loyalty had an influence on the intention to return on outpatient care at Pasar Minggu Hospital in the midst of the Covid-19 outbreak.

2. METHODOLOGY

This research was a descriptive study with a quantitative approach. This study revealed the effect between variables consisting of independent variables and dependent variables. The independent variables in this study are marketing mix (X1), hospital image (X2) and patient loyalty (X3), while the dependent variable is the intention for retreatment (Y). A cross-sectional study design was used in this study. The data in the study were analyzed using multiple linear regression, which aims to predict the correlation, determine the direction and value of the effect given by the independent variables and the dependent variable. This research has received the ethical review of the Esa Unggul University Research Ethics Commission as an effort to protect human rights and welfare of the subject, with no. 0226-20.207 / DPKE-KEP / FINAL-EA / UEU / VIII / 2020.

A. Research Design

This research was quantitative associative with hypothesis testing. The data was collected using a survey method, by taking a sample from a population using a questionnaire as a primary data collection tool aims to examine the observed symptoms or phenomena. The assessment technique was carried out using a Likert scale with a maximum score of 5 and a minimum of 1. The tendency of respondents’ answers to each variable was determined based on the average score value from the Three Box Method calculation. The categories used for the assessment of respondents’ perceptions were: Low: 105-245, Moderate: 245.01 - 385, and High 385.01 - 525. The population used in this study was 105 outpatients at Pasar Minggu Hospital consisting of 105 respondents. Sampling from the population was done by using purposive sampling technique.

B. Variables Measuring

Variables were measured by distributing questionnaires and were based on variable indicators. The variable of intention for retreatment consists of the following indicators, plan to revisit (transactional), interest of reference visits (referential), ask for visit preferences (preferential) [8, 9, 10]. The marketing mix variable has the following indicators is product, place, price, promotion, Hospital image variables consist of indicators: Quality, Performance, Responsibility, Attractiveness. The patient loyalty variable has the following indicators such as Trust, Word of mouth, Emotion Commitment, Figure 1 shows the correlation of research variables is presented in the framework of the research constellation as follows [11, 12].

C. Hypothesis Research

Based on the research constellation, the hypotheses proposed in this research are as follows:

H1: Marketing mix, hospital image, patient loyalty simultaneously has a positive effect on the intention for retreatment in the outpatient care at Pasar Minggu Hospital during the Covid-19 outbreak.

H2: The marketing mix partially has a positive effect on the intention for retreatment at the outpatient care at Pasar Minggu Hospital during the Covid-19 outbreak.

H3: The hospital image partially has a positive effect on the intention for retreatment in the outpatient care at Pasar Minggu Hospital during the Covid-19 outbreak.

H4: Patient loyalty partially has a positive effect on the intention for retreatment in the outpatient care at Pasar Minggu Hospital during the Covid-19 outbreak.
3. RESULTS AND DISCUSSION

A. Validity and reliability tests
Instrumentation test calculations were performed using the SPSS program. The results of the validity test and reliability test for each indicator showed a correlation coefficient that is greater than the value of r table 0.3061 where the significance value of each indicator was <0.05. Therefore, the data are declared valid. The results obtained from reliability test showed the data were reliable where each variable fulfills the conditions alpha Cronbach’s with value of > 0.6.

B. Information of respondent data
The classical assumption test carried out with the results of the normality test showed that the data used had a significance value> 0.05, so it was concluded that all data in this study were valid. Respondent data related to the questionnaire given to 105 were dominated by female respondents, amounting to 50.5%. In terms of age, it was dominated by respondents aged 46-55 years. Based on education level, respondents who dominate who were respondents with high school education with a percentage of 43.8%. The occupations that dominate the 105 respondents were private employees and housewives, as many 30 people each.

C. Information of respondents’ answers
Descriptions of respondents’ answers were obtained from the total frequency of respondents in providing answers in each statement. These statements then were used to measure the research variable. The results of the descriptive analysis recapitulation are presented in Table I.

Table I. Responses of Respondents

<table>
<thead>
<tr>
<th>Variable</th>
<th>Index</th>
<th>Category</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Mix</td>
<td>499</td>
<td>High</td>
<td>4P activity as follows product, place, price, promotion is consisting of product, place, price, promotion is able to increase marketing mix activities.</td>
</tr>
<tr>
<td>Hospital Image</td>
<td>467</td>
<td>High</td>
<td>The quality of service that meets the expectations of the patient, the response time of the service, the appearance of the hospital and the hospital staff which is positive so that it creates a strong attractiveness to customers affects the number of patient visits to the hospital.</td>
</tr>
<tr>
<td>Patients Loyalty</td>
<td>471</td>
<td>High</td>
<td>By gaining public trust, having a strong emotional commitment to patients, and the marketing through word of mouth give a positive impact for the hospital.</td>
</tr>
<tr>
<td>Returning Patients for Treatment Care</td>
<td>469</td>
<td>High</td>
<td>The interest for returning, preferential, preferential visits affect the increase of the number of patient visits.</td>
</tr>
</tbody>
</table>

Based on the information in Table I above, it was found that the respondent's response to the marketing mix, hospital image, patient loyalty had a positive effect simultaneously on the patients' intention for retreatment in outpatients care at Pasar Minggu Hospital during the Covid-19 outbreak where the index value obtained was included in the high category. According to respondents, the marketing mix at the hospital can be a 4P activity that supports the patient's intention to revisit the hospital. The image of a hospital that shows the quality of service according to patient expectations, a good hospital view, responsibility, and strong attractiveness of the hospital to the community have an effect on the increasing number of patient visits. Patient loyalty means that the patient has high trust in the hospital where the hospital has a strong emotional commitment to the patient. Information about hospitals through word of mouth which is high is also one of the factors causes increased patient intention to come back to the hospital so that in the end the goals of the hospital organization is achieved.

D. Hypothesis Testing
The purpose of conducting linear regression analysis was to examine the effect of the independent variables, namely the marketing mix, the image of the hospital and patient loyalty to the dependent variable, the patients' intention for retreatment. Based on the data regression equation model, the multiple linear regression model proposed is Y = -1.258 + 0.052X1 + 0.191X2 + 0.288X3. The regression coefficient value obtained based on the regression analysis found that the patient loyalty regression coefficient (0.288) had the lowest value compared to the marketing mix regression coefficient (0.0, 0.052) and hospital image (0.191). The F test was carried out in this study which aims to test the hypothesis and determine the effect of independent variables simultaneously on the dependent variable. The F-test results showed that the calculated F value obtained was 83,841 with a sig. <0.05. This value indicated that the regression coefficient was significant, so it was concluded that the first hypothesis in this study was accepted. In other words, it means that if the marketing mix, hospital image and patient loyalty increase simultaneously, the patient's intention for retreatment in the outpatient care at Pasar Minggu Hospital during the Covid-19 outbreak will also increase. The purpose of the t test conducted in this study was to determine the effect partially, namely the marketing mix, the image of the hospital and patient loyalty to the dependent variable, namely the patients' intention for retreatment. The t-test conducted was a two-way test where the t-table value obtained was 1.66220. The results obtained from the t test are in the Table II below:

Table II. T-test Result

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>-1.258</td>
<td>0.052</td>
<td>0.191</td>
<td>0.288</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing Mix</td>
<td>-1.258</td>
<td>0.052</td>
<td>0.191</td>
<td>0.288</td>
<td></td>
</tr>
<tr>
<td>Hospital Image</td>
<td>-1.258</td>
<td>0.052</td>
<td>0.191</td>
<td>0.288</td>
<td></td>
</tr>
<tr>
<td>Patient Loyalty</td>
<td>-1.258</td>
<td>0.052</td>
<td>0.191</td>
<td>0.288</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.270</td>
<td>0.007</td>
<td>3.627</td>
<td>0.003</td>
<td></td>
</tr>
</tbody>
</table>

The information presented in the table above proves that the three independent variables, namely marketing mix, hospital image and patient loyalty partially have a
significant effect on the patients' intention for retreatment. The R2 value obtained from the test of the coefficient of determination showed n of 0.793 or 79.3%. The results obtained indicate that the patient's intention for retreatment is influenced by the marketing mix, hospital image, loyalty with a percentage of 79.3%, while the rest is influenced by other factors which are not tested in this study. The results of testing the first hypothesis have proven that there is a positive and significant effect simultaneously between the marketing mix, the image of the hospital, and patient loyalty towards the patient's intention for retreatment in the outpatient service at Pasar Minggu Hospital during the Covid-19 outbreak. If the marketing mix, the image of the hospital, and the patient's loyalty increase simultaneously, the intention of the patient for retreatment in the outpatient care at Pasar Minggu Hospital will also increase. The hypothesis was proven accepted by the calculation of the F test value of 83, 841 and the F table value of 2.70. From these results it is concluded that the hypothesis is accepted where the theory obtained with existing data in the field or hospital is appropriate. Analysis of the distribution of respondents using the three-box method shows that the highest index value is found in the variable of intention to regain the referential dimension, namely the statement "I would love to recommend this hospital to family, friends, relations, and others who need health services." The highest index value is 470. The lowest index value is in the patients' intention for retreatment, with an index value 468 in the statement "If I need health services, I will choose Pasar Minggu Hospital as an option for treatment because the services provided meets my expectations." There are 89% of patients agree that they will recommend this hospital to family, friends, relatives, and other people who need health services, and in contrast, 11% disagree with this statement which means that they will not recommend Pasar Minggu Hospital to other people. The results obtained are in line with the results of research by Bagas Herlambang Autopravira et al, 2018 which in their research concluded that marketing mix and image have a positive effect on repurchase intention. The same thing where it is found that there is a positive effect of service quality, word of mouth, customer loyalty on repurchase. The intention to repurchase is the intention and action of consumers to repurchase a product because they feel satisfaction from the product or service received in accordance with their expectations. Services or products that are already embedded in the hearts of consumers will make them continue their purchases or make repeat purchases. From the explanation above, it can be concluded that the marketing mix, hospital image and patient loyalty simultaneously have a positive effect on the patients' intention for retreatment. The three variables proved to be very positively influencing the patient's intention for retreatment in outpatient service. Thus, it is hoped that the role and maximum efforts as well as the synergy of the above variable activities can be maintained.

Based on the results of testing the second hypothesis, it has been proven that the marketing mix has a positive and significant effect on the intention for retreatment at the outpatient clinic of Pasar Minggu Hospital. This result is supported by the calculation results of multiple linear regression of 2.731 with a significant level of 0.007. The value of the R table obtained is 1.6602, so the conclusion is that the hypothesis is accepted. The accepted hypothesis shows that the marketing mix variable has a significant effect on the patients' intention for retreatment in the outpatient care at Pasar Minggu Hospital during the Covid-19 pandemic. Thus, it can be concluded that the theory obtained with the data in the field or hospital is met. The findings of this study are in line with the findings of marketing mix has an effect on patients' intention to seek retreatment. The findings in this study are also have a positive effect of marketing mix on repurchase intention. Based on the analysis of the distribution of respondents using the three-box method, the highest index value is in the marketing mix variable on the product dimensions with the statement item "In my opinion, hospital staff in carrying out their duties in the midst of Pandemic COVID-19 are in accordance with health protocols, such as using masks and washing hands before providing health services. "The statement item obtains an index value of 485. The lowest index value is found in the marketing mix variable with the place dimension where the index value obtained is 458. The lowest index value is indicated by the statement" In my opinion, Pasar Minggu Hospital has implemented a different route or access for COVID-19 patients and Non COVID-19. "Regarding this statement 87% of patients agreed with the separation of roads or access for Covid-19 and non-Covid-19 patients, but 13% expressed disagreement. These results show that there are still respondents who do not know the access and service flow for Covid-19 and Non-Covid-19 patients in hospitals.

The marketing mix is a marketing activity in an effort to meet consumer needs by paying attention to the level of consumer satisfaction in product use, place, price and promotion. It can be concluded based on the theory and research results that efforts and policies in strategic marketing activities are needed to maintain and increase the number of outpatient visits at Pasar Minggu Hospital, especially during the COVID-19 pandemic. Marketing activities of a hospital are urgently needed, as well as breakthroughs and innovations from the sector and good cooperation between hospital lines and competent human resources. If these four things are fulfilled, then the improvement of service quality which can have an impact on community satisfaction can be achieved. The satisfaction obtained by the community will make them has intention for retreatment at the hospital so that the achievement of the goals desired by the organization can be realized. Judging from the results of research and support from previous research, the researcher concluded that a marketing mix consisting of product, place, price, promotion can directly affect patients or the community.
regarding their intention for retreatment which will increase the number of outpatient visits at Pasar Minggu Hospital. The participation of leaders and strong organizational commitment will certainly greatly help hospitals to survive the COVID-19 pandemic.

The image of the hospital has a positive and significant effect on the patients’ intention for retreatment in the outpatient care of Pasar Minggu Hospital. This is based on the results of multiple linear regression calculations which obtained a value of 3,627 with a significant level of 0.000. The R table value obtained is 1.6602, so it can be concluded that the hypothesis is accepted. The hypothesis which has been accepted indicates that the hospital image variable has a significant effect on the patients’ intention for retreatment in the outpatient care of Pasar Minggu Hospital in the midst of the Covid-19 pandemic. The analysis of the distribution of respondents using the three-box method found the highest index value, namely 479, is in the hospital image variable in the responsibility dimension, in the statement of "I find it easy to complain if there is unsatisfactory service at Pasar Minggu Hospital." The lowest index value namely 452 is in the hospital image variable with the dimension of attractiveness, in the statement "I will continue to do retreatment at the Pasar Minggu Hospital and I do not want to move to another hospital". There are 86% of patients agree that Pasar Minggu Hospital will still be the community’s choice for treatment, but 14% disagree with this statement, which indicates that there are other hospitals that may be an option for patients.

An impression, feeling of the public towards a company which the impression is intentionally created from a product or service offered. Hospital image is the public perception of hospital service products. It can be concluded that the role of activities related to the image of the hospital is very much needed in the effort to maintain and increase the number of outpatient visits of the Pasar Minggu Hospital. It is known that 14% of patients stated there is another hospital that could be the patient’s choice. The results of this study are in line with the results of previous studies. A significant positive effect directly from image on patient interest in retreatment. Based on the research results obtained and previous research’s support, the researcher concluded that if the image of the hospital is better, the patients’ intention for retreatment will certainly increase as well. The results proved that patient loyalty had a positive and significant effect on the intention for retreatment in the outpatient care at Pasar Minggu Hospital. These results are supported by the multiple linear regression calculations with a value of 3.086 and a significant level of 0.003. The R table value obtained is 1.6602, so it can be concluded that the hypothesis is accepted. In other words, it has been proven that the patient loyalty variable has a significant effect on the intention for retreatment in the outpatient care at Pasar Minggu Hospital in the midst of the Covid-19 pandemic.

Based on the analysis of the distribution of respondents using the three-box method, the highest index value of 478 was obtained in the hospital image variable in the dimension of trust, namely "Pasar Minggu Public Hospital provides convenience in terms of patient requirements for treatment". The lowest index value with a value of 462, was in the patient loyalty variable with the dimension of emotion commitment, namely the statement "I will continue to have retreatment at the Pasar Minggu Hospital because the officers serve friendly and empathetic to patients." It is known that 88% of patients agree with the statement which says that hospital staff provides services with sympathy and empathy, but 12% disagree with this statement. The presence of respondents who disagree indicates that there are still officers who have not been maximal in providing empathy and sympathy when providing services to patients.

A consumer loyalty is presented in a consistent purchase of a product or service over time where there is a good attitude from them to recommend it to others to buy the product. Loyal patients will still maintain their choice and be loyal to the hospital while also recommending the hospital to others. Promotion through word of mouth in the end can increase the number of patient visits to the hospital to come for retreatment. Loyal patients are needed by the hospital in maintaining and increasing the number of patient visits in the hospital. The results of this study are the same as those stated in previous research results, a significant influence between loyalty and the intention for retreatment. There is a positive effect of loyalty on the intention to revisit the same hospital. However, 12% of patients still stated that they still lacked emotion commitment from hospital staff in providing health services. Therefore, a strategy and improvement of service excellence for officers is needed so that they can increase customer satisfaction and loyalty can grow to customers and make them have an intention to have retreatment at Pasar Minggu Hospital when needed. Efforts to increase customer satisfaction can help keep customers to choosing the same hospital. The researcher concludes that if the loyalty of wanting to go back to outpatient treatment at Pasar Minggu Hospital is high, then the number of visits will also increase. Hospital staff in providing health services are expected to be more committed to patients accompanied by empathy and sympathy so that patient loyalty to the hospital can continue. The findings obtained from this study as follow: Firstly, the marketing mix, the image of the hospital, and the loyalty of the patients, all of which have an effect on the patients’ intention for retreatment in the outpatient care at Pasar Minggu Hospital during COVID-19 outbreak. Secondly, marketing mix, hospital image, patient loyalty simultaneously affects the patient’s intention for retreatment in outpatient care at Pasar Minggu Hospital in the midst of the COVID-19 outbreak. Thirdly, among the independent variables consisting of marketing mix, hospital image, patient loyalty, the most influential on the dependent variable (intention to have
retreatment) is patient loyalty. The marketing mix affects the desire to seek treatment again, and the image of the hospital affects the desire to seek treatment again, patient loyalty affects the desire to seek treatment again at the outpatient treatment at Pasar Minggu Hospital in the midst of the COVID-19 outbreak.

Some suggestions based on the results of this study for the Pasar Minggu Hospital such as It is suggested to increase the number of outpatient visits in the midst of the COVID-19 outbreak through the implementation of the marketing mix and image of the hospital to grow the patient loyalty and provide higher health service quality. Thus, the goals of the hospital organization can be achieved. Here, a marketing mix in order to increase marketing activities through 4Ps (product, price, place, promotion) in the field of types or other health services. With the current provisions and policies from the government, namely limiting services in hospitals related to Covid-19, a strategy and reliability of human resources is needed to handle the situation and conditions of the hospital during the current Covid-19. What can be done regarding these problems is to coordinate across sectors in the hospital continuously so as to produce maximum service quality, delivery of clear and accurate information to the public, strong organizational commitment, and innovation and breakthroughs in the service product sector presumably able to make the hospital worthy to compete with other hospitals. Furthermore, the image of a hospital is formed from the public’s reputation for the hospital. A good image will affect the patient’s intention to have retreatment at the same hospital. A good image of a company is very important because it serves to maintain existing customer loyalty, or to attract the interest of other people who do not know what services at Pasar Minggu Hospital are like. This makes a customer satisfaction score an important point. Quality in providing services will have an impact on patient satisfaction which will then develop in society and form a positive image for the hospital. It is necessary to carry out continuous community surveys and activities to analyze the expectations and intention of patients when receiving the hospitals’ service so that a barometer can be found in improving the quality of hospital services. It is also hoped that the Pasar Minggu Hospital will be able to maintain good relations with the community, respond to the expectations of patients in an effort to improve the service quality for the community in a sustainable manner. In addition, a patient loyalty needs to be maintained by improving the quality of service to patients through providing customer-focused services. Improving the quality of hospital services will affect patient satisfaction and patient loyalty in a hospital. Things that need to be paid attention to by the hospital regarding the quality of service are conducting an examination of physical facilities and infrastructure, so that it is found which ones need to be improved. For example, the flow of patients and information as well as the specialist doctor’s practice hours that need to be clearly informed, the application of flow system, reliable doctors, waiting time or speed in providing services, the patient’s need for assurance and assurance and empathy when providing services. Patient satisfaction has an impact on their loyalty which is shown by purchasing the product repeatedly or using services at the same company. Loyalty is also proven when they continue to use the products or services even though there are product or service offers from other companies. Patient loyalty can also be reflected in their willingness to promote the related hospital to others, because the satisfaction they get after having hospital products or services. Thus, the growth and profits obtained by the hospital organization can increase. Overall, the effect on the marketing mix, the image of the hospital and patient loyalty if all three can synergize well, the goal of the hospital which in this case are to maintain and increase the number of patient visits on outpatient care can be achieved.

4. CONCLUSION

a. Activities and strategies regarding the marketing mix, hospital image and patient loyalty have been fully carried out at Pasar Minggu Hospital and as a whole have an effect on the intention to seek treatment again in patients. However, several factors are still found and need to be developed in an effort to improve marketing activities, the image of the hospital and patient loyalty so that the target of the hospital can be achieved. Here, the marketing mix has a positive effect on the patients’ intention for retreatment at the Pasar Minggu Hospital in the midst of the COVID-19 outbreak. Thus, a hospital image has a positive effect on the intention for having a retreatment at the outpatient care at Pasar Minggu Hospital during the COVID-19 outbreak. Even though there are policies outside hospital policies such as the appointment of the hospital as a Covid-19 Referral Hospital, the public’s assessment of the hospital remains good where there are still positive values related to the hospital image for the community. Furthermore, a patient loyalty has a positive effect on the patient’s intention to come and have retreatment in the outpatient care at Pasar Minggu Hospital.

After analyzing and observing all aspects of the hospital, especially for managerial parties and related leaders, they should discuss together to make a strategy, such as the hospital’s Business Plan in dealing with the Covid-19 pandemic to maintain and improve the continuity of the hospital. Another point that is equally important is evaluating and developing services in order to achieve the main goals of the hospital, related to the increase in the number of patient visits in outpatient care and the stability of the development of the hospital. Breakthroughs and innovations are also needed, for example with an integrated and sustainable system, organizational commitment to all lines in serving the community, namely the accuracy and speed of service time and quality human resources that can be obtained by conducting some training as needed, good team work and
totality in provide health services. Good relations with the community are also need to be maintained through several educational and information activities to the public and analyzing and following up if a patient's complaints are found so that the trust in the quality of hospital services can be maintained. Further researchers are expected to add research variables and take the sample as a whole, both patients with Health Social Security Administering Bodies insurance, general patients, and patients with other types of insurance. In addition, research with similar topics in organizations that have more patients or customers with a larger population and sample size can confirm the significance of the research results.

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