

## Internal Marketing and Work Satisfaction of Service Quality in K.H. Hayyung Hospital Selayar District

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### ABSTRACT

Internal marketing and job satisfaction are known as variables that affect service quality. This study aims to analyze the effect of internal marketing and job satisfaction on service quality in KH Hayyung General Hospital, Selayar Islands Regency, where indicators of internal marketing are employee education and training, employee empowerment, appreciation, employee cooperation, rewards. The work authorities are seen from indicators of employment, rewards, opportunities for promotion, supervision, co-workers, recognition and working conditions. Service quality is seen from internal environment indicators, activities, individuals, privacy, physical and mental needs, community access, employee relations and recording. This research method is quantitative by collecting data in the form of a questionnaire. The samples in this study were 120 employees and hospital patients by using SEM (Structural Equation Model). The results of this study indicate that internal marketing has a positive and significant effect on service quality, internal marketing has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on service quality, and internal marketing through job satisfaction has a positive and significant effect on service quality in RSUD KH Hayyung, Selayar Regency. From the results of the study it can be concluded that internal marketing and job

satisfaction can affect the quality of service at K. H. Hayyung General Hospital, Selayar Regency.

**Keywords:** Internal marketing, job satisfaction, service quality

### 1. INTRODUCTION

A hospital is one form of organization that is engaged in the field of health services where one of the efforts made is to become a reference destination for lower-level services. For this reason, hospitals need to maintain the quality of their services to the people in need. Tjiptono, F (2011). Internal marketing has been empirically proven to have an effect on service quality as stated by Saad et al. (2006) found that information, communication and employee empowerment have a positive effect on service quality. Based on previous research said that internal marketing through job satisfaction can improve service quality so that it can increase customer satisfaction. Lopiyoadi (2001).

In Lilo's study (2008) it was found that internal marketing has a direct effect on service quality, this can be seen from the analysis results obtained significant positive coefficient value 0.215, Tstat = 2.048 and Pvalue = 0.041, meaning that higher internal marketing will result in improved service quality. Research by Ahmed, et al., (2002) says that successful internal marketing can increase job satisfaction, pride in the organization and will provide employee positive behavior. Snipes's research, et al.,

(2005) states that job satisfaction significantly predicts service quality. Sukotjo (2005) also found that employee job satisfaction has a positive effect on service quality.

Judging from the number and type of staff of the RSUD doctor. K.H. Hayyung is not yet in accordance with Minister of Health Regulation 129 of 2008 concerning minimum hospital service standards. In accordance with the Permenkes, type C hospitals must have 4 basic specialists, but at K. H. Hayyung Hospital only have 1 (one) basic specialist, a surgeon. The number of nurses is in accordance with the standards, namely as many as 81 nurses, but there are still nursing staff with SPK education status, while according to minimum service standards, nursing staff in hospitals are at least D3 educated. The number of employees who attended education for the last three years 2009-2011 was one person each, including training in anesthesia training, and health analyst. While the number of employees involved in training during 2009-2011. This study aims to analyze internal marketing and job satisfaction on service quality in K. H. Hayyung General Hospital, Selayar Regency in 2013.

## **2. MATERIALS AND METHODS**

### **2.1 Location and design of the study**

The study was conducted at K. H. Hayyung General Hospital, Selayar Regency, which was held in March 2013. The approach of this study was to use a quantitative approach where the type of research used was observational.

### **2.2 Population and Samples**

The study population was employees and patients from the RSUD. K. H. Hayyung, Selayar Regency. Sample selection is done through purposive sampling and stratified sampling methods. The samples in this study were employees and patients in the hospital. K. H. Hayyung Selayar Regency which consists of 120 people each.

### **2.3 Data collection**

The data needed in this study is data regarding employee perceptions of the influence of internal marketing and employee job satisfaction on service quality. Data collection in this study was carried out in several ways: Interviews with related parties, conducting observations directly to the research location, giving questionnaires to the party concerned. The questionnaire used in this study contained two parts, consisting of questionnaires for employees and questionnaires for customers. The first questionnaire for employees about internal marketing and second about job satisfaction. The researcher gave a questionnaire to patients in the K.H Hospital. Hayyung Kepulauan Selayar about the quality of service.

### **2.4 Data analysis**

Data processing and analysis of results outline consists of descriptive analysis, testing the measurement model, testing the structural model, testing the overall model and analyzing the influence between variables, Kusnendi (2008). There are three programs used in data processing and analysis of results, namely the Excel program, SPSS 17 and AMOS 16. The Excel program is used for inputting data and calculating the construct reliability. The SPSS program is used in calculating descriptive analysis and outliers testing. The AMOS program is used in testing measurement models, testing structural models, testing overall models and analyzing influence between variables. Santoso (2007).

## **3. RESEARCH RESULT**

### **3.1 Characteristics of Employee Respondents**

Table 1 description of sex in K.H Hospital employees. Hayyung Selayar Islands is an important thing related to the description of existing human resources. Based on the results of the field obtained in the form of an overview of the sex of the K.H Hospital employee.

**Table 1. Frequency Distribution of General Characteristics of Employee Respondents K.H. Hayyung, Hospital Selayar Regency**

Respondents Characteristics	Employee	
	n	%
<b>Sex</b>		
Male	43	35,8
Female	77	64,2
<b>Age</b>		
< 30 year	51	42,5
30-40 year	53	44,5
41-50 year	14	11,7
>50 year	2	1,7
<b>Working period</b>		
< 5 year	63	52,5
5-10 year	36	30
11-15 year	17	14,2
16-20 year	2	1,7
>21 year	2	1,7
<b>Education</b>		
D III	57	47,5
S1	58	48,3
Other	5	4,2
<b>Employee status</b>		
Permanent	103	85,8
Contract	17	14,2

Hayung Selayar Islands shows that the majority of employees are female as many as 77 people (64.2%), then male sex as many as 43 people (35.8%). This shows that female gender is more dominant than men, this human resource will support the improvement of the quality of services in the K.H Hospital. Hayung Kepulauan Selayar. Based on the field results obtained an overview of the education of K.H Hospital employees. Hayung Selayar Islands shows that the highest number of employees with S 1 education is 58 people (48.3), then educated by DIII as many as 57 people (47.5%) and others with 5 people (4.2%). This shows that in general the level of education of employees is good.

Employee work period of less than 5 years is 63 people (52.5%), while work period of 5 - 10 years is 36 people (30%), work period of 11-15 years is 17 people (14.2%), period work for 16-20 years as many as 2 people (1.7%) then the work period of more than 20 years as many as 2 people (1.7%). Employee work period is generally the biggest between work periods under 5 years, this condition shows that there are still relatively many new employees. The productive age of employees shows that 30-40 years as many

as 53 employees or 44.2%, this illustrates the enthusiasm for work needs to continue to be encouraged and possible because of the support of employees. Retention status shows that employee status is dominated by permanent employees of 103 or 85.8% while contract employees are only 17 (14.2%). For clearer employment status data.

### 3.2 Characteristics of Customer Respondents

Table 2 description of the sex of the K.H Hospital patient. Hayung Selayar Islands shows the most patients are female as many as 65 people (54.2%), then male sex as many as 55 people (45.8%). An overview of the types of work of K.H Hospital patients.

**Table 2. Frequency Distribution of General Characteristics of Patients Respondents K.H. Hayyung, Hospital Selayar Regency**

Respondents characteristics	Employee	
	n	%
<b>Sex</b>		
Male	55	45,8
Female	65	54,2
<b>Occupation</b>		
PNS	55	45,8
TNI/Polri	2	1,7
Private	13	10,8
Farmer / fisher	21	17,5
Other	29	24,2
<b>Education</b>		
Not graduate Basic	14	11,7
Basic Sc	12	10
Junior high Sc	9	7,5
Senior High Sc	34	28,3
Diploma/bachelor	51	42,5

Hayung Selayar Islands shows the highest number of civil servant patients as many as 55 people (45.8%), then other jobs as many as 29 people (24.2%). An overview of the education level of K.H Hospital patients. Hayung Selayar Islands shows the most patients with diploma / undergraduate education as many as 51 people (42.5%) and the lowest is elementary school education as many as 12 people (10%).

Analysis of Structural Equation Modeling. Figure 1 shows that five indicators are on internal marketing that the loading factors are eligible.

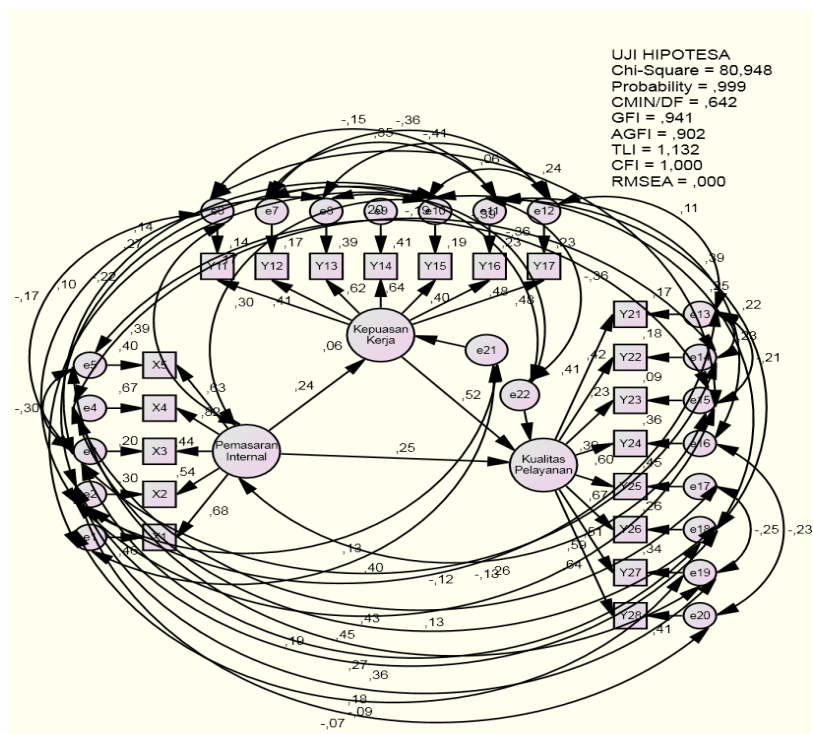


Figure 1. Structural Equation Model Revised

This illustrates that the five indicators can describe latent variables well. Of the five indicators that make the biggest contribution are awards to employees (X4) with LF 0.789, employee education and training (X1) of 0.659, teamwork development (X3) of 0.498, development of reward systems (X5) of 0.649, employee empowerment (X2) with LF of 0.546 and the smallest contribution is an indicator of team work development (X3) of 0.498. Similarly, the significance level of  $\alpha$  is 5% and the probability of the indicator is smaller than required ( $P < 0.05$ ). This indicates that the indicators built are significantly a dimension of the factors formed.

Job satisfaction with seven indicators shows that the loading factor meets the requirements. This illustrates that the seven indicators can describe latent variables well. Of the seven indicators that make the biggest contribution are Supervision (Y1.4) with LF of 0.692, then Promotion (Y1.3) of 0.622, Recognition (Y1.6) of 0.510, Workers (Y1.5) of 0.427, Employment (Y1.1) of 0.421, Working

conditions (Y1.7) with LF of 0.420 and the smallest contribution is the Rewards indicator (Y1.2) of 0.402. Similarly, the significance level of  $\alpha$  is 5% and the probability of the indicator is smaller than required ( $P < 0.05$ ). This indicates that the indicators built are significantly a dimension of the factors formed. Service quality shows that the eight indicators meet the requirements. This illustrates that the eight indicators can describe latent variables well. Of the eight indicators that make the biggest contribution are physical and mental health needs (Y2.5) of 0.716, then the relationship / staff (Y2.7) is 0.623 then recording (Y2.8) is 0.600, privacy (Y2.4) is equal to 0.547, community access (Y2.6) of 0.521, activity (Y2.2) of 0.408, environment (Y2.1) of 0.376, and the smallest contribution is Individuality (Y2.3) of 0.356. This result is supported by a significance level of 5% and the probability of the indicator is smaller than required ( $P < 0.05$ ). This indicates that the indicators built are significantly an indicator of the variables formed.

Table 3 shows that the final model is acceptable. To test the hypothesis, analyze the effect of internal marketing and job

satisfaction on the quality of services at the K.H Hospital.

**Table. 3 Results of Computing Criteria for Goodness of Fit Indices for Testing Variables Internal Marketing and Job Satisfaction with Service Quality (Revised)**

Criteria	Cut of Value	Computation results Model	Evaluation of Model
Chi-Square	Expect small	80,948	Good
Probability	$\geq 0,05$	0,999	Significant
CMINDF	$\leq 2,0$	0,642	Good
GFI	$\geq 0,90$	0,941	Good
AGFI	$\geq 0,90$	0,902	Good
TLI	$\geq 0,95$	1,132	Good
CFI	$\geq 0,95$	1,000	Good
RMSEA	$\leq 0,08$	0,000	Good

Hayung Island. The following screen is presented in the path coefficient which shows the causal relationship between these variables. Table 4 can be seen that from the three lines all show a relationship that has a significant effect.

**Table 4 Testing the Variable Hypothesis of Internal Marketing and Job Satisfaction Towards Quality of Service.**

Lane	Lane Coefficient	Critical Ratio	Probability	Remark
Internal marketing → Job Satisfaction	0,238	1,967	0,049	Significant
Job Satisfaction → Service quality	0,520	2,304	0,021	Significant
Internal marketing → Service quality	0,249	1,982	0,048	Significant

This is supported by a significance level of  $\alpha$  of 5% and a smaller probability required ( $P < 0.05$ ).

#### 4. DISCUSSION

The influence of internal marketing on service quality shows that the path coefficient of internal marketing factors on service quality has a positive direction with a coefficient of 0.249. The path is significant which can be seen from the probability value of 0.048 smaller than required ( $p < 0.05$ ), where if the probability is smaller or equal to 0.05 it is stated to be significant whereas if the probability value is greater than 0.05 it is declared insignificant. Thus, the first formulation of the question questions: "Does internal marketing have a positive and significant effect on service quality in the K.H Hayung Hospital Selayar Hospital?" Has been answered, then the first hypothesis states that internal marketing has a positive and significant effect on service quality in K.H Hospital. Hayung Kepulauan Selayar, accepted. This illustrates that K.H Hospital employees. Hayung Kepulauan Selayar,

addresses that internal marketing is a positive thing and can improve service quality. From the internal marketing indicators that contribute the most is the award to employees with a loading factor of 0.84.

Preston's previous research, et al. (2002) addressed issues related to internal marketing. They argue that recruitment; training, developing and motivating staff are important components of internal marketing and feel that this has an impact on improving service quality. The influence of internal marketing on job satisfaction shows that the path coefficient of internal marketing factors on job satisfaction has a positive direction with a coefficient value of 0.238. The path is significant which can be seen from the probability value of 0.049 smaller than required ( $p < 0.05$ ), where if the probability is smaller or equal to 0.05 it is declared significant whereas if the probability value is greater than 0.05 it is declared insignificant. Thus, the second problem formulation questions: "Does internal marketing have a positive and significant effect on job satisfaction in K.H

Hospital. Hayung Islands of Selayar? "Has been answered, then the second hypothesis which states that internal marketing has a positive and significant effect on job satisfaction in K.H Hospital. Hayung Islands of Selayar, accepted.

This illustrates that K.H Hospital employees. Hayung Selayar Islands responds that internal marketing is a positive thing and can be a factor in job satisfaction. Supervision is an indicator that contributes the most to job satisfaction with a value of 0.64. The demand for better and friendlier supervision of employees is one of the factors that can drive employee job satisfaction. This finding is supported by data of employees who have less than 5 years working period of 63 or 52.5%, thus requiring better supervision or supervision. Mentoring or supervision for new employees is very necessary to maximize the results of their work, the intended supervision is how the seniors or leaders participate in helping and giving direction to other employees in a friendly way and no one will feel intimidated.

Employee job satisfaction presents a relationship attitude and employee evaluation of the work environment as a whole and reflects the success of one company in providing an expected workplace environment for employees, demand for skill utilization, social value, achievement, and acts as an indicator of consideration for fairness and appropriateness of regulation an organization (Shimizu, Eto, et al., 2005). The effect of job satisfaction on service quality shows that the path coefficient of job satisfaction factors on service quality has a positive direction with a coefficient of 0.520. The pathway is significant which can be seen from the probability value of 0.021 smaller than required ( $p < 0.05$ ), where if the probability is smaller or equal to 0.05 it is declared significant whereas if the probability value is greater than 0.05 it is declared insignificant. Thus, the formulation of the third problem that asks: "Does job satisfaction have a positive and significant

effect on the quality of services in the K.H Hospital. Hayung Islands Selayar? "Has been answered, then the third hypothesis which states that job satisfaction has a positive and significant effect on the quality of service in the K.H Hospital. Hayung Kepulauan Selayar, accepted.

This illustrates that K.H Hospital employees. Hayung Kepulauan Selayar responded that job satisfaction is a positive thing and can improve the quality of servants. The facts in the field illustrate that physical and mental needs contribute the most to service quality variables with a value of 0.670, this reality illustrates that patients need services that prioritize hospitality and family without neglecting the physical support of services. Paulin, et al., (2006) tested the model of comparing antecedents of job satisfaction variables to service quality as a whole affecting service quality, but in this study also seen organizational commitment variables, which in this study job satisfaction as an intervening variable.

The influence of internal marketing on service quality through job satisfaction shows that the path coefficient of internal marketing factors on service quality through job satisfaction has a positive direction with a coefficient of 0.124. Thus, the fourth problem formulation questions: "Does internal marketing have a positive and significant effect on service quality through job satisfaction?" Has been answered, then the fourth hypothesis which states that internal marketing has a positive and significant effect on service quality through job satisfaction, is accepted. This illustrates that K.H Hospital staff. Hayung Islands Selayar, addressing that internal marketing if supported by job satisfaction, can improve service quality. Internal marketing in KUD Hospital. Hayyung is a very important thing to note, this can be seen from the job satisfaction of employees in the hospital which is still lacking so that the quality of services provided has not provided a better effect for the hospital.

## 5. CONCLUSIONS AND RECOMMENDATIONS

Based on the research, it can be concluded that: Internal marketing has a significant positive effect on service quality, internal marketing has a significant positive effect on job satisfaction, job satisfaction has a significant positive effect on service quality, and internal marketing has a significant positive effect on service quality through job satisfaction. K.H Hospital. Hayyung in order to further improve internal marketing in this case, especially appreciation for employees and improve supervision in order to create job satisfaction for each employee that can have an impact on the quality of service in the hospital. For further researchers it is recommended to conduct research in private companies or other agencies.

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