

ABSTRACT

Surabaya Port Authority Hospital (SPA) has changed its status from a state owned enterprise under PT. Pelabuhan Indonesia III into an independent private hospital. Although the admission rate has increased since its privatisation, it did not necessarily mean a surplus at the inpatient Ward.

The purpose of this study was 1) to analyze the relationship between the internal marketing effort (to increase financial return) and the internal customer satisfaction, and 2) to formulate a recommendation to increase the hospital financial return and the internal customer satisfaction at SPA based on the result of the analysis. This was an observational study using cross sectional method. Done from April to July 2003, its population was SPA, the samples were managing directors, internal customers (general practitioners, specialist, part-timer practitioners) and external customers (patients) of SPA's Inpatient Ward. The total sampling was taken from managing directors, while simple random sampling was taken from internal and external customers.

The result showed that at present the cross selling method is only an appeal, not yet a hospital policy. Compensation is already a policy. The internal customers were not satisfied of their basic salaries, their functional allowance and telephone allowance.

A recommendation was formulated after an in-depth interview and a Focus Group Discussion. The SPA should make cross selling a written policy, inform all employees about compensation at SPA and reevaluate employees basic salaries, functional allowance and telephone allowance.

The conclusion was 1) there is unclear relationship between cross selling and financial return, and 2) there is a relationship between compensation and internal customer satisfaction.

Key words : internal marketing, cross selling, gain sharing, internal customer satisfaction.