

# The Role of Servqual and Trust on Mediating Internal Marketing Relationship with Outpatient Loyalty at Udayana University Hospital

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**Abstract:** In order to support service marketing communication optimally, a comprehensive marketing activity needs to be carried out. Internal Marketing is an internal marketing communication activity by seeing employees as consumers. Internal Marketing is the premise, to be able to provide high quality services, employees must first understand the company's objectives which delivered through internal marketing communications. The subjects of this study were employees of the Universitas Udayana Hospital as internal responders of service providers, and outpatients at Universitas Udayana Hospital as external respondents who received outpatients health services. The sampling technique used in this study is non probability judgmental sampling with a total sample of 140 internal respondents and 140 external respondents. Model testing is carried out using SEM (Structural Equation Modelling). The results of testing hypotheses through statistics show that all the effects of variable relationships in this study show a positive and significant effect. Servqual and Trust have a partial role mediating the influence of Internal Marketing with Loyalty. The better the implementation of Internal Marketing, the better is Servqual and Trust, which directly increases the Outpatient Loyalty at Udayana University Hospital. The theoretical implications of the results of this study can complement the marketing literature and will add new knowledge about evaluating the influence of a variable based on the relationship value of the four variables examined in this study (Internal Marketing, Servqual, Trust and Loyalty). The practical implications of this study can be considered by Universitas Udayana Hospital Management in decision making. This research has helped strengthen research that has been done previously by other researchers.

**Keywords:** Internal Marketing, Servqual, Trust, and Loyalty.

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## I. INTRODUCTION

Hospital health facilities are generally established for non-profit purposes. It is intended to maintain the existence of hospital managers. In addition, good governance is needed to be able to produce optimal service returns. Health services are services that are different from services in the form of goods. The quality of services provided is still low, so it has not been able to produce the services expected by patients. The quality of care is at the core of marketing strategies in health services as a means of achieving typical competencies in an increasingly competitive market [1]. Internal marketing (IM) is a strategic weapon that can help service marketers to achieve high quality service [2]. To find out the condition of health services and outpatient responses at Udayana University Hospital, a pre-survey was conducted consisting of hospital employees and outpatients at Udayana Hospital, each with 30 people.

The results of the pre-outpatient survey showed that 56% of respondents thought they were neutral about the quality of services provided, and 50% of respondents thought they were neutral, trusted and loyal to the services provided. As many as 53% of hospital employees agreed to the implementation of IM in Unud Hospital. IM has a positive and significant influence on market orientation [3]. This positive influence means that the better the application of IM in an organization, the better the implementation of market orientation in the organization. The service marketing literature has highlighted

this with the fact that it is very important to have the right personnel in the service delivery process that has an impact on perceived service quality [4]. Evaluating service quality from a patient perspective is important [5]. Service quality is an overall assessment or customer attitude regarding service, which refers to the level and direction of the difference between customer expectations and perceptions of service performance. Attracting or getting new customers is important, but it will be cheaper to keep existing customers today [6].

Customer loyalty is a measure of health service institutions on measuring the success of hospital marketing activities. Trust is the strongest variable that has an impact on loyalty [6]. The more consumers trust a company's products or services, the more likely they are to recommend it to others in other words, trust has a positive effect on recommendations. The purpose of this study is, 1) To determine the effect of IM with Servqual outpatients in Unud Hospital. 2) To find out the effect of IM with the Trust of outpatients at Unud Hospital. 3) To determine the effect of Servqual with Outpatient Loyalty in Unud Hospital. 4) To find out the influence of Trust with Outpatient Loyalty at Unud Hospital. 5) To find out the influence of Servqual with the trust of outpatients at Unud Hospital. 6) To find out the effect of IM with outpatient loyalty at Unud Hospital. 7) To explain the role of Servqual and Trust mediating the relationship of IM with the Outpatient Loyalty at Unud Hospital.

## **II. LITERATURE REVIEW**

### ***A. Conceptualization of IM***

IM has gained momentum in the service market in recent years, where IM is a strategic weapon that can help service marketers to achieve high quality services [2]. IM's basic premise is to have satisfied customers, companies must first have satisfied employees [4]. IM is holistic, it plays a role in all functions and operations in an organization [7]. IM is a 'total' managerial approach to coordination and integration. IM is the task of recruiting, training and motivating competent employees who want to serve their customers well [8]. IM is one of HRM's actions to maintain excellent staff [9]. All types of organizations can use IM to facilitate the implementation of external marketing strategies or other organizational strategies. The concept of human resources is customers, will be best enjoyed through contributions from marketing and human resources, because they reflect the general roots of each discipline in psychological theory [9]. IM measurement indicators in this study used the research indicators of Huang et al., (2015) by selecting the IM indicator which has the highest factor loading value.

### ***B. Servqual***

Health care is a unique service industry, patients need high-quality services. Services provided by hospital staff can affect patients, family and friends [4]. Servqual represents the perception of quality, which influences customer judgment and decisions about the overall superiority of the entity. Chahal and Kumari revealed the most popular Servqual measurement tool developed by Parasuraman et al [10]. Initially covering ten dimensions such as tangibility, reliability, responsiveness, communication, credibility, security, competence, politeness, understanding, and access dimensions, which are redefined and transformed into five useful dimensions such as tangibles, reliability, responsiveness, assurance and empathy in 1988. Servqual is an important component in organizational strategic planning. If hospital Servqual decreases, patients will see and will move to other health care providers [11]. The Servqual measurement indicator in this study uses the Yousapronpaiboon and Johnson (2013) research indicators by selecting the Servqual indicator which has the highest factor loading value [1].

### ***C. Trust***

Trust is a concept that has been identified as a fundamental factor that supports the relationship marketing theory [12]. Trust on health workers in hospitals is a factor of trust in hospitals generally. Similar to the opinion of Moliner Sumaedi that in the context of health care services, patient trust is an important factor that should be managed effectively [13]. Mechinda defines trust as consumers' expectations of service providers in delivering company promises [6]. The aspect of trust in health services in hospitals is the level of patient confidence in the ability of the hospital to meet patient expectations or the extent to which patients trust the expertise of the hospital. Rabbanee et al., describe trust consists of two different dimensions, such as cognitive and affective dimensions, he explained cognitive trust has a rational view that can be described as the willingness of partners to rely on the competence and reliability of service providers [14]. Affective trust holds an emotional view that is described as a perception of the actions of partners that intrinsically motivate others to keep in touch. Trust measurement indicators in this study use the research indicators Lien et al. (2014) by selecting the Trust indicator which has the highest factor loading value [12].

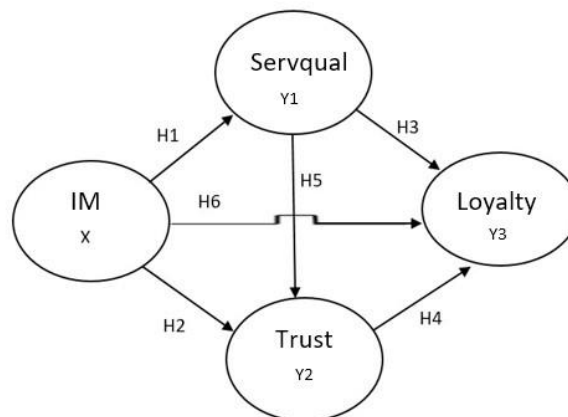
#### D. Loyalty

Hospitals must manage their patients' loyalty effectively [15]. There are two basic approaches to defining customer loyalty [16]. They are stochastic and deterministic approaches. The stochastic approach views consumer loyalty as behavior manifested in the purchasing department, frequency of purchases, repeat purchases, recommendations, repurchase intentions. While the deterministic approach discusses consumer loyalty as an attitude that is manifested through customer preferences, purchase intentions, supplier patronization, and willingness to provide recommendations. ELSamen et al. revealed that consumer loyalty is only a behavior to overcome the fact that customer behavior is not always a reflection of their attitudes. Certain factors can cause customers to "act" faithfully while their attitude is negative or neutral towards a certain product or brand.

Dimiyati argues that patient loyalty is believed to be the last estuary of a hospital marketing service journey, because loyal patients can be a positive basis for buying and selling products or services produced by the hospital continuously in the long run [17]. Kiseleva et al. considers that, loyalty is not a tactic but a business strategy, the philosophy of loyalty is to create value, not to make a profit [18]. This opinion is supported by Stan et al. that loyalty can be of great value to the company as well as to consumers [19]. Indicators of measuring Loyalty in this study use the research indicators Ahmed et al. (2017) by selecting the Loyalty indicator which has the highest factor loading value [4].

### III. HYPOTHESES

Based on the research objectives supported by various variables that have been identified from several studies, a concept of the relationship between IM, Servqual, Trust and Loyalty of outpatients at the Unud Hospital can be built as follows:



#### Research hypotheses

- H1: The relationship of IM (X) has a positive and significant effect with Servqual (Y1).
- H2: The relationship of IM (X) has a positive and significant effect on Trust (Y2)
- H3: Servqual (Y1) relationship has positive and significant effect on Loyalty (Y3).
- H4: Relationship of Trust (Y2) has a positive and significant effect on Loyalty (Y3).
- H5: Servqual (Y1) relationship has a significant positive effect on Trust (Y2).
- H6: The relationship of IM (X) has a positive and significant effect on loyalty (Y3).
- H7: The Role of Servqual (Y1) and Trust (Y2) Mediating the Relationship of IM (X) with Loyalty (Y3).

### IV. RESEARCH METHODS

This research is included in the research category using a quantitative approach based on the logico-hypotheco-verivative paradigm positivism, [20] based on empirical objects that are causal or causal in nature, with structured work plans to seek an explanation of the relationship between the variables IM, Servqual, Trust and loyalty of outpatients in Unud Hospital. From these variables, then sought how much influence exogenous variables on endogenous variables. Respondents from this study were patients who had enjoyed outpatient services with a minimum of two visits with a minimum level of junior secondary education. Patients 1 month - 12 years can be represented by the patient's parents as

indirect service users. Some say that at least 10% of the total population is to determine the sample size, the opinion is considered inappropriate by Rahyuda, the sample size depends on the variation of the population. The number of samples of this study were 140 respondents each consisting of internal employees for the measurement of IM variables and outpatient service patients, as respondents measuring the variables Servqual, Trust and Loyalty. This study uses a statistical analysis tool SEM (structural equation modeling) is a multi-variate analysis technique that is widely used in social science. SEM is a statistical technique that is able to solve multilevel models simultaneously, which emphasizes his attention on the existence of reciprocal influence (recursive)[21].

**V. RESULT AND DISCUSSION**

The research instrument used to measure the Internal Marketing (IM), Servqual, Trust and Loyalty variables is valid because all indicators have a correlation value (r) above 0.3 with a significance below 0.05. Cronbach’s Alpha value for Internal Marketing (IM), Servqual, Trust and Loyalty is greater than 0.70. So it can be stated that all variables have met the reliability or reliability requirements.

**TABLE I: LOADING FACTOR**

	<b>IM</b>	<b>Servqual</b>	<b>Trust</b>	<b>Loyalitas</b>
X.1	0,763			
X.2	0,816			
X.3	0,871			
X.4	0,831			
X.5	0,885			
X.6	0,850			
Y1.1		0,853		
Y1.2		0,831		
Y1.3		0,874		
Y1.4		0,805		
Y1.5		0,730		
Y2.1			0,828	
Y2.2			0,830	
Y2.3			0,867	
Y2.4			0,863	
Y3.1				0,770
Y3.2				0,855
Y3.3				0,798
Y3.4				0,872

Source: Data processed, 2019

Table 1. shows that the value of the outer model meets the convergent validity criteria where all indicators have a loading factor above 0.50. It can be concluded that the construct has good convergent validity.

**TABLE II: CROSS LOADINGS**

	<b>IM</b>	<b>SERVQUAL</b>	<b>TRUST</b>	<b>LOYALTY</b>
X.1	0,763	0,237	0,251	0,367
X.2	0,816	0,297	0,349	0,404
X.3	0,871	0,350	0,386	0,378
X.4	0,831	0,286	0,316	0,267
X.5	0,885	0,280	0,381	0,445
X.6	0,850	0,347	0,398	0,376
Y1.1	0,346	0,853	0,680	0,558
Y1.2	0,279	0,831	0,649	0,482
Y1.3	0,352	0,874	0,647	0,563

Y1.4	0,264	0,805	0,604	0,469
Y1.5	0,224	0,730	0,600	0,465
Y2.1	0,385	0,635	0,828	0,581
Y2.2	0,288	0,652	0,830	0,452
Y2.3	0,376	0,688	0,867	0,515
Y2.4	0,366	0,659	0,863	0,638
Y3.1	0,214	0,449	0,426	0,770
Y3.2	0,351	0,535	0,552	0,855
Y3.3	0,355	0,433	0,465	0,798
Y3.4	0,506	0,603	0,653	0,872

Source: Data processed, 2019

Table 2. explains that the cross loading value indicates a good discriminant validity. This can be seen from the value of the correlation indicator to the construct (loading factor) is higher than the correlation value of the indicator with other constructs.

**TABLE III: COMPOSITE RELIABILITY**

Construct	Composite Reliability
<i>Inernal Marketing</i>	0,933
<i>Servqual</i>	0,911
<i>Trust</i>	0,910
Loyalty	0,895

Source: data processed, 2019

The composite reliability value of all constructs is above 0.70 then it has fulfilled the reliable criteria. Another way to test reliability is to compare the root value of the Average Variance Extracted (AVE) of each construct with the correlation between constructs and other constructs.

**TABLE IV: AVE VALUE**

Construct	AVE	AVE Root
<i>Internal Marketing</i>	0.700	0.837
<i>Servqual</i>	0.672	0.820
<i>Trust</i>	0.718	0.847
Loyalty	0.680	0.825

Source: data processed, 2019

The AVE roots in the AVE table will be compared with the correlation values between the independent variables as shown in the following table.

**TABLE V. CORRELATION BETWEEN LATEN VARIABLES**

Construct	Inernal Marketing	Servqual	Trust	Loyalty
<i>Inernal Marketing</i>	1,000	0,361	0,420	0,449
<i>Servqual</i>	0,361	1,000	0,777	0,622
<i>Trust</i>	0,420	0,777	1,000	0,649
Loyalitas	0,449	0,622	0,649	1,000

Source: data processed, 2019

Correlation between latent variables Shows that the AVE roots of each construct are far greater than the value of the correlation of these constructs with other constructs so that it can be said that the data are reliable.

**TABLE VI: R-SQUARES VALUE**

Variables	R Square
Servqual	0,130
Trust	0,626
Loyalty	0,490

Source: data processed, 2019

The R-square value of the Servqual variable of 0.130 in Table 5.13 can be interpreted that 13.0% of the variability of the Servqual construct is explained by the Internal Marketing variable, while the remaining 87% is explained by other variables. The Trust variable has an R Square value of 0.626 which means that 62.60% of the Trust variability is explained by the Internal marketing and Servqual variables, while the remaining 37.4% is explained by variables outside the model. Likewise, the Loyalty variable has an R Square value of 0.490 which means that 49.00% of the variability is explained by Internal Marketing, Servqual and Trust, while 51.00% is explained by variables outside the model.

**TABLE VII: PATH COEFFICIENTS (MEAN, STDEV, T-VALUES)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
IM -> LOYALITAS	0,203	0,203	0,075	2,698	0,007
IM -> SERVQUAL	0,361	0,359	0,093	3,869	0,000
IM -> TRUST	0,160	0,159	0,052	3,106	0,002
SERVQUAL -> LOYALITAS	0,278	0,279	0,120	2,322	0,021
SERVQUAL -> TRUST	0,719	0,716	0,049	14,786	0,000
TRUST -> LOYALTY	0,348	0,350	0,111	3,127	0,002

Source: data processed, 2019

The results of the first hypothesis testing showed that the influence of Internal Marketing on Servqual showed a path coefficient of 0.361 with a t-statistic value of 3.869 and a p value of 0.000. The t-statistic value is greater than the t-table value of 1.96 which indicates that there is a significant influence between the Internal Marketing variables on Servqual. The path coefficient shows that Internal Marketing has a positive influence on Servqual, meaning that the better Internal Marketing the Servqual will be better. This means that the first hypothesis was accepted. The better implementation of Internal Marketing has an influence on Servqual given to outpatients at the Unud Hospital, it is also increasing. The results of this research are the same as the findings of Yang et al. where found an IM relationship has a significant positive effect on Servqual [22]. The results of testing hypothesis one justifies the opinion of J Varey and Lewis that IM is intended as a way and effort to attract employees and motivate employees who are 'service oriented' and 'customer conscious' to help improve service quality / Servqual.

The results of the second hypothesis testing show that the influence of Internal Marketing on Trusts shows a path coefficient of 0.160 with a t-statistic value of 3.106 and a p value of 0.002. The t-statistic value is greater than the t-table value of 1.96 which indicates that there is a significant influence between the Internal Marketing variables on Trust. The positive path coefficient shows that Internal Marketing has a positive influence on Trust, meaning that the better Internal Marketing the Trust will be better. This means that Hypothesis 2 is accepted. The better the Internal Marketing, the Trust of outpatient patients at the Udayana Hospital also increased. These findings are the same as Ottinger's opinion in Ahmed where to be able to compete in a market that requires a very high quality of service, Trust will grow externally when the company is successfully promoted internally [4].

The results of testing the third hypothesis showed that the influence of Servqual on Loyalty showed a path coefficient of 0.278 with a t-statistic value of 2.322 and a p value of 0.021. The t-statistic value is greater than the t-table value of 1.96 which shows that there is a significant influence between Servqual variables on Loyalty. The positive path coefficient indicates that Servqual has a positive influence on Loyalty, meaning that the better Servqual, the Loyalty will also



increase. This means that Hypothesis 3 is accepted. The better Servqual, the Loyalty will also increase. Afridi and Haider; Lin; Lai and Nguyen also found the effect of a positive and significant relationship between Servqual and Consumer Loyalty variables in their research [23][24][25]. Servqual is an important component in organizational strategic planning. If hospital Servqual decreases, patients will see and will move to other health care providers [11].

The fourth hypothesis testing results show that the influence of Trust on Loyalty shows a path coefficient of 0.348 with a t-statistic value of 3.127 and a p value of 0.002. The t-statistic value is greater than the t-table value of 1.96 which indicates that there is a significant influence between the Trust variable on Loyalty. The positive path coefficient indicates that Trust has a positive influence on Loyalty. The better the Trust, the Loyalty will also increase. This means Hypothesis 4 is accepted. The better the Trust, the Loyalty will also increase. Srawar et al. also found that Trust positively and significantly affected Loyalty, similar to Sik Sumaedi et al. also stated that there was a relationship between Trust variables and patient loyalty [13]. Mechinda (2010) states that Trust is the strongest variable that has an impact on Loyalty. The more consumers trust a company's products or services, the more likely they are to recommend it to others [6].

The fifth hypothesis testing results show that the influence of Servqual on Trust shows a path coefficient of 0.719 with a t-statistic value of 14.786 with a p value of 0.000. The t-statistic value is greater than the t-table value of 1.96 which indicates that there is a significant influence between the Servqual variable on Trust. The path coefficient shows that Servqual had a positive influence on the Trust. The better Servqual, the Trust will also increase. This means Hypothesis 5 is accepted. The better Servqual, the Trust will also increase. Hou revealed that Servqual's direct influence on Trust had a positive and significant effect, to support nurses in providing excellent service to patients must be supported by a disciplined attitude that is capable of supporting Trust in patient [11].

The sixth hypothesis testing results show that the influence of Internal Marketing on Loyalty shows the path coefficient of 0.203 with a t-statistic value of 2.698 with a P value of 0.007. The t-statistic value is greater than the t-table value of 1.96 which indicates that there is a significant influence between the Internal Marketing variables on Loyalty. The path coefficient shows that Internal Marketing has a positive influence on Loyalty. The better Internal Marketing, the Loyalty will also increase. This means that Hypothesis 6 is accepted. The better Internal Marketing, the Loyalty will also increase. Sukotjo believes IM can directly increase consumer loyalty [26]. This opinion is also supported by Ganjavi et al. in his research which states IM has a positive and significant impact on Loyalty [27].

**TABLE VIII: INDIRECT EFFECT**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
IM -> SERVQUAL -> LOYALTY	0,100	0,100	0,051	1,970	0,049
IM -> TRUST -> LOYALTY	0,056	0,055	0,026	2,187	0,029

Source: data processed, 2019

The results of the seventh hypothesis testing show the indirect relationships that exist in the model of Table 5.15, showing all of these indirect relationships have a P value below 0.05 which means that the mediating variable significantly mediates the relationship. Servqual and Trust significantly mediate the relationship between Internal Marketing and Loyalty. The calculation result of VAF (variance account for) Servqual variable as IM mediating variable with Loyalty is 33.08%, and Trust variable as IM mediating variable with Loyalty is 21.52%. The value of VAF > 20% and <= 80% has meaning, there is partial mediation . This means Hypothesis 7 is accepted. The results of the calculation of the effect of mediation variables indicate the effect of mediation partially. Rabbanne et al. found evidence that Trust mediates the relationship between company efforts and consumer loyalty [14]. These results are the same as Osarenkhoe et al. found that Servqual has a mediating effect on loyalty [28], and Osman and Ilham found that Trust also has a mediating effect with partial loyalty [29].

## VI. CONCLUSION AND RECOMMENDATIONS

The relationship between IM and Servqual shows a significant positive effect, which means that the better the implementation of Internal Marketing at Udayana University Hospital, the Servqual or the quality of outpatient services provided will also increase. By providing information exposure in an appropriate manner to employees through Internal

Marketing, employees of Udayana University Hospital will be motivated to provide good quality or service. The relationship between IM and Trust shows that there is a positive and significant influence between Internal Marketing variables on Trust. The better Internal Marketing, the Trust will also be better. With the implementation of the Internal Marketing program, employees are motivated to provide good service so that the Udayana University Hospital consumer trust in outpatient services provided will increase. Servqual or the quality of services provided at Udayana University Hospital has a positive and significant influence on Loyalty, this means that the better Servqual, the Loyalty will also increase. Good service which is assessed from the Servqual indicator can lead to the attitude of Loyalty patients at Udayana University Hospital. Trust has the influence of a positive and significant relationship with Loyalty, meaning that the higher the Trust, the Loyalty will also increase. The level of trust or high level of outpatient confidence can increase the loyalty of outpatient patients at Udayana University Hospital.

Relationship between Servqual and Trust shows the influence of positive and significant relationship. This means that the better the quality or service quality provided by employees of Udayana University Hospital, the Trust or trust of outpatients at Udayana University Hospital will also increase. The quality of outpatient services at Udayana University Hospital in this study was able to increase the trust or trust of outpatient patients at Udayana University Hospital. IM with Loyalty shows the effect of a positive and significant relationship means that, the better Internal Marketing at Udayana University Hospital, the loyalty of outpatients at Udayana University Hospital will also increase. Servqual and Trust positively and significantly mediate the relationship between Internal Marketing and Loyalty partially. Quality of service or Servqual and trust or outpatient trust are able to play a role in the mediation relationship between Internal Marketing and Outpatient Loyalty at Udayana University Hospital partially, this means that there are other variables that play a role in mediating the relationship between Internal Marketing variables and Loyalty of outpatient patients walk in Udayana University Hospital.

Referring to the results of this study, a number of suggestions were made, namely the management of Udayana University Hospital should continue to support the implementation of Internal Marketing to hospital employees. And continue to maintain Servqual or quality of services provided to patients who visit for treatment at Udayana University Hospital. The management of Udayana University Hospital can make the trust or trust of patients seeking treatment at Unud Hospital as an attitude variable that must be maintained in an effort to increase customer loyalty for outpatients at Udayana University Hospital.

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