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THE INFLUENCE OF E-WOM AND HOSPITAL IMAGE ON PATIENT SATISFACTION AND LOYALTY AT GENERAL HOSPITAL ROYAL PRIMA MEDAN

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Abstrak

Rumah sakit harus beradaptasi dengan perubahan permintaan layanan kesehatan dengan menerapkan strategi pemasaran yang efektif, termasuk electronic word of mouth (E-WOM) dan memperkuat citra rumah sakit. Upaya ini bertujuan untuk meningkatkan kepercayaan publik dan mendorong penggunaan kembali layanan kesehatan. Penelitian ini mengkaji pengaruh E-WOM dan citra rumah sakit terhadap kepuasan dan loyalitas pasien di RSU Royal Prima Medan. Pendekatan deskriptif kuantitatif dengan desain cross-sectional digunakan dalam penelitian ini. Populasi penelitian terdiri dari 8.001 pasien yang mengunjungi RSU Royal Prima Medan pada tahun 2023. Menggunakan metode Structural Equation Modeling (SEM), sampel sebanyak 200 pasien dipilih untuk dianalisis. Data diproses melalui analisis univariat, bivariat, dan multivariat. Hasil penelitian menunjukkan bahwa sebagian besar responden adalah laki-laki (62,5%), berusia 35-49 tahun (35,5%), berpendidikan sekolah menengah (55%), dan tidak bekerja (31,5%). Analisis menunjukkan bahwa E-WOM berpengaruh signifikan terhadap kepuasan dan loyalitas pasien, sementara citra rumah sakit juga memiliki pengaruh kuat terhadap kedua variabel tersebut. Secara bersamaan, E-WOM dan citra rumah sakit berkontribusi terhadap kepuasan dan loyalitas pasien secara keseluruhan. Di antara faktor-faktor tersebut, citra rumah sakit muncul sebagai variabel yang paling dominan mempengaruhi kepuasan dan loyalitas pasien. Memperkuat reputasi rumah sakit dan memanfaatkan E-WOM dapat meningkatkan kepercayaan pasien dan loyalitas jangka panjang terhadap layanan kesehatan.

Kata Kunci: E-WOM, Citra Rumah Sakit, Kepuasan Pasien, Loyalitas Pasien

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Abstract

Hospitals must adapt to changing healthcare demands by implementing effective marketing strategies, including electronic word of mouth (E-WOM) and strengthening hospital image. These efforts aim to increase public trust and encourage the reuse of healthcare services. This study examines the influence of E-WOM and hospital image on patient satisfaction and loyalty at RSU Royal Prima Medan. A quantitative descriptive approach with a cross-sectional design was used. The study population consisted of 8,001 patients who visited RSU Royal Prima Medan in 2023. Using the Structural Equation Modeling (SEM) method, a sample of 200 patients was selected for analysis. Data were processed through univariate, bivariate, and multivariate analysis. Findings indicate that most respondents were male (62.5%), aged 35-49 years (35.5%), had a high school education (55%), and were unemployed (31.5%). The analysis revealed that E-WOM significantly influences patient satisfaction and loyalty, while hospital image also has a strong effect on both variables. Simultaneously, E-WOM and hospital image contribute to overall patient satisfaction and loyalty. Among these factors, hospital image emerges as the most dominant variable affecting patient satisfaction and loyalty. Strengthening hospital reputation and leveraging E-WOM can enhance patient trust and long-term loyalty in healthcare services.

Keywords: E-Wom, Hospital image, Patient satisfaction, Patient loyalty

INTRODUCTION

Hospitals are institutions that provide diagnostic and therapeutic services to treat various diseases, both surgical and non-surgical (Ari Rulianti et al., 2023). In the era of globalization, hospitals not only prioritize social missions but must also manage business aspects to face increasingly fierce competition due to open market policies, population growth, and increasing health problems (Zuhriyah et al., 2024). The demand for health services that focus on community satisfaction encourages hospitals to build effective marketing strategies, one of which is through electronic word of mouth (E-WOM) (Anjani et al., 2022). Electronic Word of Mouth (E-WOM) is a form of digital communication that includes various types of content created and shared by consumers online (Ellen & Tunjungsari, 2019). E-WOM is not only limited to textual reviews, but also includes recommendations, comments, user experiences, photos, videos, and



various other forms of digital content related to a product or service. This communication can occur across a variety of digital platforms, including official hospital websites, social media (such as Facebook, Instagram and Twitter), online health forums, healthcare-specific review apps and other digital platforms.

This diversity of platforms allows patients to share their experiences more comprehensively and reach a wider audience compared to traditional word of mouth (Kartika & Ganarsih, 2019). Barusman's research (2019) shows that E-WOM has a positive and significant influence on purchasing decisions, while Kartika's research (2019) reveals that E-WOM also has a significant effect on consumer loyalty (Amrita, 2022). The influence of electronic word of mouth (E-WOM) on patient decision-making occurs through several sequential stages. Initially, prospective patients actively search for information about healthcare services on various digital platforms, such as social media, hospital websites, and review forums, to assess the experiences of previous patients. During this stage, they evaluate multiple aspects, including the credibility of the source, consistency of reviews, and the relevance of the information to their personal healthcare needs. Next, they compare feedback from different sources to construct a perception of the hospital's service quality. This perception plays a crucial role in shaping their final decision regarding healthcare selection (Nilawati, 2022).

Additionally, hospital image, which encompasses beliefs, impressions, and perceptions held by patients, is significantly influenced by E-WOM (Husin et al., 2024). When patients share their experiences—whether positive or negative—on digital platforms, these testimonials directly impact the perceptions of potential patients and their willingness to seek services at a particular hospital (Izza et al., 2021). Hospital image is an invaluable intangible asset that contributes to a hospital's reputation and competitive advantage (Purwati & Maricy, 2021). Research by Febri (2019) indicates that hospitals with high positive E-WOM sentiment generally maintain a stronger image and experience higher occupancy rates (Janah & Maharani, 2024). Patient satisfaction, which arises from the comparison between service expectations and actual experiences, has a reciprocal



relationship with electronic word of mouth (E-WOM). Satisfied patients are more likely to share their positive experiences online, influencing the expectations and satisfaction of future patients (Etlida et al., 2023).

Meanwhile, patient loyalty, defined as a commitment to continuously using hospital services, is formed through a complex interaction between personal experiences, satisfaction, and information gathered through E-WOM (Masnitarini & Thamrin, 2022). In modern hospital marketing strategies, E-WOM plays a critical role not only in influencing healthcare selection decisions but also in shaping hospital image, increasing patient satisfaction, and fostering long-term loyalty. Understanding the mechanisms and impact of E-WOM is essential for hospital management to maintain competitiveness in the digital era (Etlida et al., 2023). Loyal patients are invaluable assets for hospitals, as they contribute to service utilization while also acting as promoters by recommending the hospital to others. To foster patient loyalty, hospitals must consistently deliver high-quality services that meet or exceed patient expectations, ultimately ensuring satisfaction. Patients who repeatedly use hospital services over time can be classified as loyal patients (Masnitarini & Thamrin, 2022). Based on this background and previous research findings, this study aims to analyze "The Effect of E-WOM and Hospital Image on Patient Satisfaction and Loyalty in Visits to Royal Prima Medan General Hospital."

THEORETICAL BASIS

Internal service quality reflects employees' level of satisfaction with the services they receive within the organization, which can vary depending on the task as well as the work environment. In the context of hospitals, improving internal service quality is essential to create a productive and harmonious work environment, which ultimately has an impact on improving external service quality (Siburian, 2023). One way this can be done is by focusing on human resource development, such as conducting continuous training to improve competencies, providing clear career development programs, and providing rewards and incentives for employees who perform well to increase work motivation (Rusvitawati,



2022). In addition, building a positive organizational culture is also necessary by fostering effective communication between management and employees, encouraging teamwork between departments, and instilling positive and relevant corporate values. To ensure the effectiveness of these efforts, the hospital also needs to implement a clear performance measurement system through key performance indicators (KPIs) and conduct regular evaluations to measure achievements and provide constructive feedback. With these measures, it is hoped that the quality of internal services can be continuously improved so as to have a positive impact on employee satisfaction and services for patients (Sutantio & Meilani, 2023).

Internal Service Quality is a strategic approach used by companies to evaluate and improve the quality of services provided to employees, aiming to enhance job satisfaction and overall company performance (Siswandi, 2024). Key indicators of Internal Service Quality include effective collaboration between superiors and subordinates, job fit based on employee abilities, and the appropriate use of technology to support work efficiency. Additionally, self-control abilities—such as behavioral, cognitive, and decision control—play a crucial role in fostering employee loyalty. Effective supervisory control systems and the management of role conflict and ambiguity are also essential in creating a productive and enjoyable work environment (Izza et al., 2021). Meanwhile, workload refers to the set of tasks assigned to employees within a specific timeframe (Purwati & Maricy, 2021). An excessive workload, caused by an imbalance between tasks and available manpower, can negatively impact performance, while an insufficient workload may lead to inefficiencies (Janah & Maharani, 2024). Workload is influenced by external factors, such as physical and mental task demands, environmental conditions, and work organization, as well as internal factors, including gender, age, health, and psychological aspects like motivation and job satisfaction (Muhamad Zaki Aryatama et al., 2024). Understanding these factors helps organizations optimize workload distribution, improve employee well-being, and enhance productivity.



Job satisfaction refers to a person's general attitude towards their job, which includes positive or negative feelings towards the job and work environment. According to Sutrisni (2019), someone with a high level of job satisfaction shows a positive attitude towards their job (Haninah Hanim & Heru Baskoro, 2023). Hasibuan (2020) explains that job satisfaction is an emotional attitude that is pleasant and loves work, which is reflected in work morale, discipline, and work performance. Robbins (2019) also defines job satisfaction as positive feelings about work resulting from an evaluation of the characteristics of the job. That job satisfaction includes the level of a person's feelings about whether he likes or dislikes his job, which can be seen from the attitude towards work and the work environment. Suyatno et al. (2020) suggest that job satisfaction involves company involvement, financial status, and intrinsic satisfaction, while Izza et al. (2021) describe job satisfaction as the gap between expectations and reality of benefits obtained at work. Based on these definitions, it can be concluded that job satisfaction is a set of feelings and attitudes of employees towards their work, which includes satisfaction obtained from interactions with the work environment and an assessment of the job itself (Izza et al., 2021).

Job satisfaction is influenced by various factors, including individual, psychological, social, physical, financial, and non-physical environmental factors. Individual factors include personality, career opportunities, and the level of happiness in one's life, which affect job satisfaction (Sunarta, 2019). Psychological factors relate to mental states, such as interests, health, and peace of mind at work. Social factors include interactions between coworkers and superiors, as well as social relationships outside of work that can influence feelings of enjoyment towards work (Suryani, 2022). Physical factors involve aspects of the work environment, such as equipment, lighting, temperature, and room comfort. Financial factors relate to employee welfare, such as salary, benefits, and job security, while non-physical environmental factors include company policies and good management that can create stable working conditions and increase employee satisfaction (Amrita, 2022).

Indicators of job satisfaction include several important aspects that contribute to employees' positive feelings towards their jobs. First, the job



itself, which includes opportunities to learn, take responsibility and find interesting tasks. Work that matches an employee's skill set can improve work effectiveness and results (Sugandi, 2018). Second, the salary provided as a reward for work, which should be sufficient to meet the employee's basic needs and motivation, and be assessed fairly and in accordance with the effort given. Third, the opportunity to get a promotion, which is related to improving performance and expertise, provides motivation and higher morale. Fourth, supervision, which relates to the supervisor's ability to provide technical support and appropriate leadership, which can increase employee satisfaction. Finally, coworkers, which are an important factor in building a solid and supportive team, thus creating a pleasant work environment and increasing job satisfaction (Astutik & Liana, 2022).

The impact of job satisfaction on employee behavior has been widely studied, with various results showing that job satisfaction or dissatisfaction can affect various aspects of employee behavior and performance. According to Priansa (2021), some of these impacts include: first, performance, where good employee productivity can increase job satisfaction through rewards such as salary and promotion. Second, Organizational Citizenship Behaviour (OCB), which is extra-role behaviour that shows support for colleagues or the organization. Third, withdrawal behavior, which includes absenteeism or a desire to change jobs due to dissatisfaction. Fourth, burnout, which occurs when employees experience emotional exhaustion and low motivation. Fifth, physical and mental health, where high job satisfaction is associated with better mental health and longevity. Sixth, counterproductive behavior, which is behavior detrimental to the organization that often stems from dissatisfaction and frustration. Lastly, life satisfaction, which suggests that work life and personal life influence each other, and factors at work can influence life outside of work as well as vice versa (Donni, 2018).

RESEARCH METHODS

This research is a quantitative descriptive study with a cross sectional design that aims to analyze the factors that influence the variables studied through simultaneous data collection. According to Sinambela (2021),



quantitative research uses numbers to process data in producing structured information, with research characteristics that are fixed from start to finish, develop pre-existing problems, and adapt problems to realities in the field (Lijan, 2021). This research will be conducted at RSU Royal Prima Medan, with a population of 623 medical and non-medical employees. The sampling technique uses Proportional Random Sampling, where the sample is taken proportionally according to the population size of each generation randomly, so that each element has the same opportunity to be selected (Nurwulandari & Darwin, 2020). By using 37 indicators in the questionnaire, the minimum number of samples taken is 185 based on Hair (2019), which is 5 times the number of indicators. This research was conducted from May to August 2024.

Data collection in this study utilized three primary techniques: questionnaires, literature study, and documentation. Questionnaires served as the main tool for gathering data, employing checklists and rating scales to assess respondents' behaviors and attitudes (Hardani et al., 2020). The Likert scale was used to measure respondents' perceptions regarding predefined social phenomena (Wiratna, 2020). The literature study involved reviewing journals, books, and previous research relevant to the topic, enriching the study with theoretical and empirical insights. Documentation complemented data collection by providing records such as hospital organizational structures, historical backgrounds, and profiles of RSU Royal Prima Indonesia, ensuring additional contextual support. The research instruments, particularly questionnaires and documentation, played a vital role in examining the effects of Internal Service Quality and Workload on Job Satisfaction at RSU Royal Prima Medan (Ardiansyah et al., 2023). The research procedure consisted of three stages: preparation, implementation, and evaluation. The preparation phase involved designing the questionnaire, while the implementation phase covered sample selection, obtaining respondent consent, data collection via Google Forms, and documentation for research validation. The evaluation stage included data processing and analysis. The research adhered to quantitative methodology steps, including data collection, verification, coding, entry



into SPSS, and statistical analysis to generate meaningful conclusions about the studied relationships.

In this study, data analysis was conducted using univariate, bivariate, and multivariate analysis. Univariate analysis was used to describe the characteristics of respondents through frequency distribution and percentage of each variable. The results are presented in a frequency and percentage distribution table. Bivariate analysis was used to determine the effect or correlation between two variables, using the Chi-Square test, and if the 2x2 contingency table did not meet the requirements, the Fisher Exact Test was used. Data retrieval decisions were made based on p-values, with a p-value ≤ 0.05 indicating an effect, while a p-value > 0.05 indicating no effect. Multivariate analysis used logistic regression test to evaluate more than one independent variable, as well as determine the most dominant variable associated with the dependent variable. Variables with a p-value < 0.25 were included in this analysis, and variables with $p > 0.05$ were excluded in stages (Kartika & Ganarsih, 2019).

RESULTS AND DISCUSSION

Results

1. Validity and Reliability Analysis

This research began with comprehensive validity and reliability testing of the questionnaire to ensure the quality of each question across all variables. The validity test results demonstrated that all question items on variables X1, X2, and Y had calculated r-values exceeding the r-table value (0.361), confirming their validity. The reliability test yielded similarly positive results, with all variables showing Cronbach's alpha coefficients above 0.6 (X1: 0.880, X2: 0.767, Y: 0.781). These results establish a strong foundation for the research instrument's reliability and validity, indicating its ability to consistently measure the intended variables and produce dependable results for further analysis.



Table 1. Reliability Test

Variables	Cronbach Alpha	Description
X1	0,880	Relib
X2	0,767	Relib
Y	0,781	Relib

2. Internal Service Quality Analysis

The univariate analysis of Internal Service Quality revealed compelling results among the study participants at RSU Royal Prima Medan. Out of 185 respondents, a significant majority (165 respondents, 89.2%) reported positive perceptions of internal service quality, while only a small portion (20 respondents, 10.8%) indicated dissatisfaction. This overwhelmingly positive response suggests that the hospital's internal service systems are effectively meeting employee needs and expectations. These findings provide valuable insights for hospital management regarding the success of their current internal service frameworks and potential areas for continued improvement.

Table 2. Internal Service Quality

Internal Service Quality	n	%
Good	165	89,2
Not so good	20	10,8
Total	185	100

3. Workload Distribution Assessment

Analysis of the workload variable demonstrates an encouraging pattern in workload distribution at RSU Royal Prima Medan. The vast majority of employees (160 respondents, 86.5%) reported experiencing manageable workload levels, while only 25 respondents (13.5%) indicated high workload levels. This distribution suggests effective workload management strategies implemented by the hospital administration. The predominantly low workload perception indicates successful resource allocation and task distribution, potentially contributing to reduced workplace stress and improved operational efficiency.



Table 3. Workload

Workload	n	%
High	25	13,5
Low	160	86,5
Total	185	100

4. Job Satisfaction Analysis

The job satisfaction data reveals a highly positive workplace environment at RSU Royal Prima Medan. An overwhelming majority of employees (163 respondents, 88.1%) expressed satisfaction with their work conditions, while only 22 respondents (11.9%) reported dissatisfaction. This high satisfaction rate suggests successful implementation of employee-focused policies and effective management practices. The results indicate that the hospital has created a work environment that meets employee expectations and promotes positive workplace experiences, contributing to overall organizational effectiveness.

Table 4. Job Satisfaction

Job Satisfaction	n	%
Satisfied	163	88,1
Less Satisfied	22	11,9
Total	185	100

5. Internal Service Quality Impact

The bivariate analysis using Chi-Square testing revealed a significant correlation between internal service quality and job satisfaction. When internal service quality was rated as good, 158 employees (85.4%) reported satisfaction, while only 7 (3.8%) expressed dissatisfaction. Conversely, when internal service quality was perceived as poor, merely 5 employees (2.7%) reported satisfaction, while 15 (8.1%) expressed dissatisfaction. The statistical significance ($p=0.000$) firmly establishes the strong relationship between these variables.



Table 5. Effect of Internal Service Quality on Job Satisfaction

Internal Service Quality	Job Satisfaction				Total		Description
	Satisfied		Less Satisfied		n	%	
	n	%	n	%			
Good	58	85,4	7	3,8	165	89,2	P= 0,000
Not so good	5	2,7	15	8,1	20	10,8	
Total	163	88,1	22	11,9	185	100	

6. Workload Impact Analysis

The bivariate analysis examining workload's influence on job satisfaction produced significant findings. Among employees reporting high workload, only 9 (4.9%) expressed satisfaction, while 16 (8.6%) reported dissatisfaction. In contrast, under low workload conditions, 154 employees (83.2%) indicated satisfaction, with only 6 (3.2%) expressing dissatisfaction. These results, supported by a significance value of 0.000, demonstrate the substantial impact of workload management on employee satisfaction levels.

Table 6. Effect of Workload on Job Satisfaction

Workload	Job Satisfaction				Total		Description
	Satisfied		Less Satisfied		n	%	
	n	%	n	%			
High	9	4,9	16	8,6	25	13,5	P= 0,000
Low	154	83,2	6	3,2	160	86,5	
Total	163	88,1	22	11,9	185	100	

7. Multivariate Analysis Results

The multivariate analysis, employing logistic regression, evaluated the combined effects of independent variables on job satisfaction. The analysis included variables meeting the p-value threshold (≤ 0.05) from the bivariate analysis. Results confirmed that both internal service quality and workload significantly influence job satisfaction at RSU Royal Prima Medan, with a combined significance value of 0.000. This comprehensive analysis strengthens the individual findings from previous analyses and



provides a more complete understanding of factors affecting employee satisfaction.

Table 7. Multivariate Analysis Results

Variables	Sig
Internal Service Quality (X1)	0,000
Workload (X2)	

8. Variable Impact Assessment

The odds ratio analysis revealed Internal Service Quality (X1) as the dominant influencing factor, with a value of 9.015, compared to Workload (X2) at -7.522. This substantial difference in impact values provides clear direction for management priorities in improving employee satisfaction. The results emphasize the critical role of internal service quality in shaping overall job satisfaction levels among hospital employees.

Table 8. Independent variables that have the most influence on the dependent variable

Variables	Odds Ratio
Internal Service Quality (X1)	9,015
Workload (X2)	-7,522

9. Comprehensive Findings

The research presents consistent findings across all analytical approaches - univariate, bivariate, and multivariate. The high percentage of job satisfaction (88.1%) aligns with positive internal service quality ratings (89.2%) and manageable workload levels (86.5%). Statistical analysis confirms these relationships, with internal service quality emerging as the primary influencing factor. These findings provide RSU Royal Prima Medan's management with evidence-based guidance for enhancing employee satisfaction through focused improvements in internal service quality and continued effective workload management.

Discussion

Internal service quality is a very important factor in determining employee job satisfaction in an organization, including at RSU Royal Prima



Medan. The results showed that most respondents (89.2%) rated the quality of internal services at the hospital as good, while 10.8% rated it as poor. The cross tabulation results showed that of those who rated internal services as good, 158 people (85.4%) were satisfied, while only 7 people (3.8%) were dissatisfied. Conversely, of those who rated internal services as poor, only 5 people (2.7%) remained satisfied, while 15 people (8.1%) were dissatisfied. The Chi-square test showed a significance value of 0.000, indicating a significant influence between internal service quality and employee job satisfaction at RSU Royal Prima Medan. This indicates that the better the internal services provided by the hospital, the higher the level of employee job satisfaction.

This research is in line with previous studies that show a relationship between internal service quality and job satisfaction. Ismiyatul et al. (2021) found that good internal service quality at Ahmad Yani Surabaya Islamic Hospital has a positive effect on employee job satisfaction. Similarly, research conducted by Arya et al. (2023) at XYZ Bojonegoro Hospital showed similar results. Internal service quality is not just about meeting employees' administrative needs, but also includes aspects of communication, appreciation of performance, and interpersonal relationships within the organization. When employees feel they are getting good internal services, they tend to be more motivated at work, have lower stress levels, and show greater commitment to the organization. Therefore, effective management of internal services is an important strategy in improving job satisfaction.

Internal service quality can be defined as employee satisfaction with various forms of services provided by the organization to support their work. These services can include managerial policies, facilities provided, communication systems, and support from superiors and coworkers. Good internal services will create a comfortable work environment and support productivity. Conversely, poor internal services can lead to job dissatisfaction, stress, and even increase employee turnover. Every organization has its own characteristics and challenges in providing optimal internal services. Therefore, periodic evaluation of the internal



service system is necessary so that it can be continuously adjusted to the needs of employees.

In addition to internal service quality, workload is also a factor that affects employee job satisfaction. The results of the study at RSU Royal Prima Medan showed that most respondents (86.5%) felt that their workload at the hospital was low, while 13.5% felt that their workload was high. From the cross tabulation results, among employees with high workload, only 9 people (4.9%) were satisfied, while 16 people (8.6%) were dissatisfied. Meanwhile, among employees with low workload, 154 people (83.2%) were satisfied, and only 6 people (3.2%) were dissatisfied. The Chi-square test showed a significance value of 0.000, which means there is a significant influence between workload and employee job satisfaction. This finding indicates that the higher the perceived workload, the lower the level of employee job satisfaction (Tcanty Indrianti et al., 2024).

This research is in line with the findings of Arya et al. (2023) which showed the effect of workload on employee job satisfaction at XYZ Bojonegoro Hospital. In addition, Hikmat (2019) also found a relationship between high workload and lower levels of nurse job satisfaction. Sutantio & Meilani (2023) asserted that excessive workload can cause stress, fatigue, and reduced employee productivity. Too high a workload can reduce the balance between work life and personal life, making it easier for employees to experience burnout. Therefore, hospital management needs to implement effective workload management strategies, such as fair division of tasks, adjustment of work schedules, and improvement of human resources so that workload can be distributed optimally (Wijaya, 2024).

Overall, this study confirms that internal service quality and workload are the two main factors affecting employee job satisfaction at RSU Royal Prima Medan. Good internal services can increase job satisfaction, while high workload can decrease job satisfaction. Therefore, hospital management needs to pay attention to these two factors in an effort to improve employee welfare. Improving internal services can be done by improving communication, rewarding employees, and providing facilities that support work comfort. Meanwhile, workload management can be done by setting balanced tasks and ensuring that the number of workers is



sufficient to avoid excessive workload. By paying attention to these factors, RSU Royal Prima Medan can create a more conducive work environment and improve overall employee performance and job satisfaction.

CONCLUSION

From the results of the study, the majority of respondents aged 31-40 years as many as 91 people (49.2%), female gender as many as 145 people (78.4%), have the last education S1 as many as 99 people (53.5%), and have a length of work more than 2 years as many as 153 people (82.7%). This study also shows that there is a significant influence between internal service quality on job satisfaction at RSU Royal Prima Medan, with a p-value of $0.000 < 0.05$. Similarly, there is a significant influence between workload on job satisfaction at RSU Royal Prima Medan, with a p-value of $0.000 < 0.05$. The variable that most influences job satisfaction at RSU Royal Prima Medan is internal service quality (X1).

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