

THE EFFECT OF INTERNAL SERVICE QUALITY AND WORKLOAD ON JOB SATISFACTION AT ROYAL PRIMA GENERAL HOSPITAL

Devi Anita Sari¹, Chrismis Novalinda Ginting², Sri Wahyuni Nasution³

^{1,2,3} Universitas Prima Indonesia, Medan, Indonesia

Corresponding Email Author: sriwahyuninasution@unprimdn.ac.id³
saridevianita49@gmail.com¹, chrismis@unprimdn.ac.id²,

Abstract

Job satisfaction is the difference between expectations and reality of the benefits obtained at work. In general, job satisfaction reflects a person's attitude towards their work. Qualified human resources who have good performance are difficult to obtain, because job satisfaction is influenced by various factors, such as Internal Service Quality and workload. This study aims to analyze the effect of Internal Service Quality and workload on job satisfaction at RSU Royal Prima Medan. This research is a descriptive quantitative study with a cross-sectional design. The study population involved 623 employees of RSU Royal Prima Medan, both medical and nonmedical. The sample was taken using systematic sampling method, with a minimum number of 185 respondents based on the calculation of 5 times the number of indicators (37 indicators). Data collection was conducted through questionnaires, and data analysis included univariate, bivariate, and multivariate analysis. The results showed that the majority of respondents were 31-40 years old (49.2%), female (78.4%), had the latest education S1 (53.5%), and had a length of work of more than 2 years (82.7%). Bivariate analysis shows that Internal Service Quality has a significant influence on job satisfaction with a p-value of 0.000 (<0.05). Similarly, workload significantly influenced job satisfaction with a p-value of 0.000 (<0.05). Multivariate analysis shows that the Internal Service Quality factor is the most dominant variable affecting job satisfaction at RSU Royal Prima Medan. Internal service quality and managing workload to improve employee job satisfaction.

Keywords: *Internal service quality, Workload, Job statisfaction*

Corresponding Author	Sri Wahyuni Nasution		
Article History	Submitted: 24 January 2025	Accepted: 23 February 2025	Published: 27 February 2025

INTRODUCTION

Hospitals, as health care institutions, not only focus on healing and recovering patients but also on improving overall service quality. One key aspect in achieving this is the development of qualified human resources (G. Y. Lestari, 2022). Continuous training is essential to enhance employee competence and knowledge, ensuring they can provide optimal services aligned with advancements in health science and technology (Utami et al., 2024). Additionally, a well-structured career development program is necessary to motivate employees in improving performance and professionalism. Clear career opportunities and continuous training support ensure that health workers are always prepared to deliver the best patient care, ultimately enhancing service quality and patient satisfaction (B et al., 2023). Internal service quality is also a crucial factor in organizational success, particularly in fostering customer satisfaction and loyalty. Hospitals must establish a positive organizational culture by promoting effective communication between management and employees, encouraging teamwork and collaboration between departments, and instilling positive corporate values. This shared vision strengthens commitment to service excellence, leading to increased staff satisfaction and improved external service quality. Employees, as internal customers, should be valued as key assets, as their job satisfaction directly impacts productivity and service quality (Goula et al., 2022).

Internal service quality plays a vital role in creating a productive work environment and supporting employee satisfaction, particularly in hospitals, where it directly impacts both staff performance and patient care quality (N. Lestari & Golo, 2021). To enhance internal service quality, hospitals must focus on human resource development, performance measurement, information technology utilization, and patient satisfaction. Continuous training is essential to improve medical personnel's



competence, while structured career development programs and incentives help maintain motivation and loyalty (Ramadani, 2023). Additionally, fostering a positive organizational culture through open communication, teamwork, and shared corporate values strengthens commitment to service excellence (Winata, 2016; Amrita, 2022). Implementing structured performance measurement systems, such as Key Performance Indicators (KPIs), allows hospitals to objectively evaluate employee performance, provide constructive feedback, and recognize achievements. Regular performance assessments ensure continuous improvement in service delivery. Furthermore, leveraging information technology optimizes hospital operations by improving data accessibility, enhancing interdepartmental coordination, and streamlining administrative and medical processes. Efficient technology use minimizes human error and accelerates service delivery, ultimately enhancing both internal workflows and patient care (Nilawati, 2022). By integrating these strategies, hospitals can create a high-performing, satisfied workforce, leading to improved overall service quality and patient satisfaction.

The primary goal of improving internal service quality in hospitals is to enhance patient satisfaction. Hospitals must regularly conduct patient satisfaction surveys to identify areas needing improvement and implement a structured complaint management system to ensure swift and professional resolution of patient concerns, thereby increasing trust and satisfaction (Husin et al., 2024). A comprehensive approach to internal service quality improvement includes human resource development, performance measurement, technology utilization, and patient satisfaction enhancement. By adopting the right strategies, hospitals can create a more productive work environment and improve healthcare service quality. Additionally, job satisfaction plays a crucial role in employee performance, encompassing factors such as company involvement, financial conditions,



job status, and intrinsic satisfaction (Izza et al., 2021). Employee satisfaction arises when expectations align with workplace realities. Meanwhile, workload is defined as the set of tasks assigned to employees within a given period, impacting their obligations and overall performance (Purwati & Maricy, 2021). An excessive workload due to insufficient staffing can decrease productivity, while an overly light workload can also be detrimental (Leonardo, 2018). Therefore, maintaining a balanced workload is essential for optimizing employee performance and sustaining service quality in hospitals (Janah & Maharani, 2024).

According to data from the Ministry of Health of the Republic of Indonesia (2018), 28.3% of nurses perform tasks outside the nursing concept, 23.5% handle administrative work, and only 48.2% focus on nursing duties. The decline in healthcare service quality is influenced not only by workforce competency but also by excessive workloads that lead to physical and mental fatigue among nurses. An increase in patient visits, coupled with a limited number of nurses, can negatively impact nursing care quality and the Bed Occupancy Rate (BOR). Several factors contribute to nurses' workload, including the number of patients under their care, the alignment of education with job responsibilities, proper shift management, and the availability of adequate facilities to support task completion (Etlida et al., 2023). Furthermore, staffing shortages, excessive administrative duties, unclear task distribution, and the lack of a Hospital Management Information System (SIMRS) add to the burden, increasing stress levels and reducing work efficiency. Additional factors, such as low motivation and non-nursing-related tasks, further exacerbate workload challenges (Masnitarini & Thamrin, 2022). Based on these concerns, this study examines "The Effect of Internal Service Quality and Workload on Job Satisfaction at RSU Royal Prima Medan" to analyze how these variables influence employee satisfaction and performance.



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 company strategy to evaluate and improve the quality of services provided to employees, aiming to enhance job satisfaction and overall company performance (Izza et al., 2021). Key indicators include effective collaboration between superiors and subordinates, job fit with employee competencies (employee job fit), and the appropriate use of technology to support work (technology job fit). Additionally, self-control abilities, including behavioral, cognitive, and decision-making control, play a crucial role in increasing employee loyalty. Effective supervisory systems, as well as managing role conflict and role ambiguity, contribute to a productive and supportive work environment (Izza et al., 2021). Meanwhile, workload refers to the tasks assigned to



employees within a specific time frame (Purwati & Maricy, 2021). Excessive workload due to an imbalance between tasks and staffing can reduce performance, while overly light workloads may also be detrimental (Janah & Maharani, 2024). Workload can be physical, mental, or social, and each employee has different capacities to handle it (Mutiarra et al., 2022). External workload factors include workstation conditions, environmental settings, job complexity, and work shifts, while internal factors involve age, health, motivation, and psychological aspects (Siti Nur Aisah, 2023; Widiatoro & Gaol, 2024). Maintaining workload balance is essential for optimal employee performance.

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. Psychological factors relate to mental states, such as interests, health, and peace of mind



at work (Laia, 2022). Social factors include interactions between coworkers and superiors, as well as social relationships outside of work that can influence feelings of enjoyment towards work. 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. 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 was conducted using three main techniques: questionnaires, literature study, and documentation. First, questionnaires were employed to gather data through checklists and rating scales, allowing researchers to measure respondents' behaviors and attitudes (Hardani et al., 2020). This study used a Likert scale to assess respondents' attitudes, opinions, and perceptions related to predetermined social phenomena (Wiratna, 2020). Second, literature study was conducted



by reviewing relevant journals, books, and previous research to deepen understanding of the topic under investigation. This method helps strengthen the theoretical foundation and supports data interpretation. Third, documentation was utilized to obtain records and important information, such as the organizational structure, history, and profile of RSU Royal Prima Medan, which serve as supporting data for this research. Meanwhile, research instruments are essential tools used to collect accurate data and achieve optimal research outcomes (Ardiansyah et al., 2023). In this study, the instruments consisted of questionnaires and documentation. The questionnaire was designed to measure respondents' perceptions of Internal Service Quality, Workload, and Job Satisfaction, while documentation provided supplementary information from existing records at RSU Royal Prima Medan. The combination of these methods ensures comprehensive and reliable data collection.

This quantitative research procedure was carried out in three stages: preparation, implementation, and evaluation. In the preparation stage, the researcher developed a guideline questionnaire to be distributed to respondents. The implementation stage involved determining the research sample, obtaining consent from respondents, collecting data via Google Forms, grouping and processing data, and documenting research activities. The final stage, evaluation, entailed processing and analyzing the collected data to draw conclusions. The research preparation process followed five steps: data collection through questionnaires, completeness checking to ensure validity and reliability, coding variables, entering data into SPSS, and processing data using statistical software. Data analysis was conducted using univariate, bivariate, and multivariate methods. Univariate analysis described respondent characteristics using frequency and percentage distribution tables. Bivariate analysis examined relationships between two variables using the Chi-Square test, and when a 2x2 contingency table did



not meet the requirements, the Fisher Exact Test was applied. Decisions were based on p-values, with $p \leq 0.05$ indicating significance. Multivariate analysis employed logistic regression to assess multiple independent variables and identify the most dominant predictor of the dependent variable. Variables with $p < 0.25$ were included in the model, while those with $p > 0.05$ were excluded in stages (G. Y. Lestari, 2022).

RESULTS AND DISCUSSION

Results

Table 1. Reliability Test

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

This research began with validity and reliability tests of the questionnaire to ensure the quality of each question on the existing variables. The validity test results showed that all question items on variables X1, X2, and Y had a calculated r-value greater than r-table (0.361), indicating that all questions in the questionnaire were valid. Additionally, the reliability test results showed that all variables had Cronbach's alpha coefficients greater than 0.6, where variable X1 had a value of 0.880, X2 of 0.767, and Y of 0.781. This indicates that the questionnaire has good reliability and can be used for further research. This testing becomes an important foundation to ensure the research instrument can measure what should be measured consistently and reliably.

Table 2. Internal Service Quality

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



The univariate analysis of the Internal Service Quality variable shows an interesting distribution among respondents. Of the total 185 respondents who participated in the study, the majority, namely 165 respondents (89.2%), stated that the quality of internal services was good, while only 20 respondents (10.8%) rated the quality of internal services as not so good. These results indicate that in general, employees of RSU Royal Prima Medan have a positive perception of the quality of internal services provided by the organization. This finding becomes an important indicator for hospital management in evaluating the effectiveness of the internal service system that has been implemented, while providing an overview of employee satisfaction levels with various aspects of internal services they receive in carrying out their daily tasks.

Table 3. Workload

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

Regarding the workload variable, the research results show a quite positive pattern. The majority of respondents, namely 160 people (86.5%), stated that the workload at RSU Royal Prima Medan was relatively low, while only 25 respondents (13.5%) considered the workload high. This distribution illustrates that hospital management has successfully implemented an effective and proportional work distribution system. This condition is very beneficial for the organization because well-distributed workload can help prevent work stress, fatigue, and various other negative impacts that may arise due to excessive workload. This also indicates that the hospital has considered the capacity and capabilities of employees in task distribution.



Table 4. Job Satisfaction

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

In terms of job satisfaction, the data shows that the majority of employees feel satisfied working at RSU Royal Prima Medan. Of the total respondents, 163 people (88.1%) expressed satisfaction with their work, while only 22 people (11.9%) felt less satisfied. This high level of job satisfaction is a positive indicator showing that the hospital has succeeded in creating a conducive work environment and meeting employee expectations. This high job satisfaction can be important capital for the organization in improving employee performance, loyalty, and productivity. It also reflects the effectiveness of various policies and programs implemented by management in managing human resources.

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	

Bivariate analysis using the Chi-Square test shows a significant relationship between internal service quality and job satisfaction. When



internal service quality is good, 158 employees (85.4%) feel satisfied and only 7 employees (3.8%) feel less satisfied. Conversely, when internal service quality is not good, only 5 employees (2.7%) are satisfied and 15 employees (8.1%) feel dissatisfied. The statistical test yielded a significance value of 0.000, which is less than 0.05, confirming a significant influence between internal service quality and employee job satisfaction. This finding emphasizes the importance of maintaining and improving internal service quality as a key factor in creating employee job satisfaction.

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	

The bivariate analysis results for the workload variable also show interesting and significant patterns. Among employees with high workload, only 9 people (4.9%) feel satisfied, while 16 people (8.6%) feel less satisfied. Conversely, among employees with low workload, 154 people (83.2%) express satisfaction and only 6 people (3.2%) are less satisfied. The Chi-Square test yielded a significance value of 0.000, which is less than 0.05, proving a significant influence between workload and job satisfaction. This shows that workload is an important factor that needs to be considered in efforts to improve employee job satisfaction.

Table 7. Multivariate Analysis Results

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



Multivariate analysis using logistic regression was conducted to evaluate the simultaneous influence of independent variables on the dependent variable. The initial stage of analysis involved variable selection based on bivariate analysis results, where variables with $p\text{-value} \leq 0.05$ were included in multivariate modeling. The analysis results show that both independent variables, namely internal service quality and workload, together have a significant influence on job satisfaction at RSU Royal Prima Medan with a significance value of $0.000 < 0.05$. This finding strengthens the previous bivariate analysis results and provides a more comprehensive understanding of factors affecting job satisfaction.

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

Based on the odds ratio analysis, the internal service quality variable (X1) has the highest value of 9.015, while the workload variable (X2) has a value of -7.522. These results indicate that internal service quality has a greater influence on job satisfaction levels compared to the workload variable. This finding becomes strategic information for hospital management in determining priority policies and human resource development programs. By understanding that internal service quality is the dominant factor, management can focus on efforts to improve aspects of internal service to optimize employee job satisfaction.

Overall, this research produces consistent and mutually supportive findings between univariate, bivariate, and multivariate analyses. The high percentage of job satisfaction (88.1%) aligns with the high quality of internal service (89.2%) and low workload (86.5%). The significant relationship between these variables is confirmed through statistical tests, with internal service quality being the most influential factor. These research results provide a strong empirical basis for RSU Royal Prima Medan's management in developing strategies to improve employee job satisfaction, with a



primary focus on improving internal service quality and effective workload management.

Discussion

The results of this study indicate that internal service quality significantly affects job satisfaction among employees at RSU Royal Prima Medan. A majority of respondents (89.2%) considered the internal service quality provided by the hospital to be good, while 10.8% rated it as poor. Cross-tabulation analysis showed that among employees who perceived the internal service as good, 158 people (85.4%) were satisfied, while only 7 people (3.8%) were dissatisfied. Conversely, among those who considered the service quality poor, only 5 people (2.7%) were satisfied, while 15 people (8.1%) were dissatisfied. The Chi-square test results indicated a significance value of 0.000, confirming a significant relationship between internal service quality and job satisfaction at the hospital.

This finding aligns with previous studies, such as research by Ismiyatul et al. (2021) at Ahmad Yani Islamic Hospital Surabaya and Arya et al. (2023) at XYZ Bojonegoro Hospital, which both concluded that internal service quality influences employee satisfaction. Internal service quality is crucial as it directly impacts employees' perceptions of the organization and their overall work experience. High-quality internal services foster a positive work environment, which enhances job satisfaction and ultimately improves organizational performance. Conversely, poor internal service quality may lead to dissatisfaction and reduced motivation among employees, negatively affecting productivity and service delivery in healthcare settings (Anwar et al., 2024).

Internal service quality encompasses various aspects, including communication between superiors and subordinates, job fit, technological support, and managerial control. These factors contribute to creating a conducive work environment, allowing employees to perform their duties effectively and feel valued by the organization. Hospitals must continuously assess and enhance their internal service quality to ensure employees remain satisfied and motivated in their roles. Effective internal



services not only improve employee retention but also lead to better patient care and hospital efficiency.

Additionally, the study examined the relationship between workload and job satisfaction at RSU Royal Prima Medan. The results showed that most respondents (86.5%) felt that their workload was manageable, whereas 13.5% perceived it as excessive. Cross-tabulation analysis indicated that among employees with high workloads, only 9 people (4.9%) were satisfied, while 16 people (8.6%) were dissatisfied. In contrast, among those with lower workloads, 154 people (83.2%) reported being satisfied, while only 6 people (3.2%) expressed dissatisfaction. The Chi-square test revealed a significance value of 0.000, demonstrating a significant effect of workload on job satisfaction.

This finding is consistent with previous studies, such as Arya et al. (2023) and Hikmat (2019), which also found that excessive workload negatively impacts job satisfaction in healthcare settings. Workload refers to the tasks and responsibilities assigned to employees within a given timeframe. If employees can complete their tasks efficiently without excessive strain, workload does not become a major issue. However, when workload surpasses an employee's capacity, it leads to fatigue, stress, and dissatisfaction, ultimately affecting job performance. Proper workload management is crucial to maintaining a productive and motivated workforce in hospitals. In conclusion, internal service quality and workload both play significant roles in shaping job satisfaction among employees at RSU Royal Prima Medan. Hospitals must implement strategies to improve internal service quality while ensuring balanced workloads for their employees. By fostering a supportive work environment and managing workloads effectively, healthcare institutions can enhance employee well-being, boost job satisfaction, and improve overall hospital performance (Hadiati et al., 2023).

CONCLUSION

The results of this study indicate that the majority of respondents are in the age range of 31-40 years (49.2%), are female (78.4%), have the last education S1 (53.5%), and have worked more than two years (82.7%). From

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the results of statistical analysis, it was found that internal service quality has a significant influence on job satisfaction at RSU Royal Prima Medan with a p value of 0.000 ($p < 0.05$). The same applies to workload, which also has a significant effect on job satisfaction with a p value of 0.000 ($p < 0.05$). Of the two variables, internal service quality (X1) is the most dominant factor in influencing employee job satisfaction. This finding confirms that improving the quality of internal services, such as working relationships between superiors and subordinates, job suitability with skills, and adequate technological support, can increase job satisfaction of health workers in hospitals.

This study provides an important scientific contribution in the field of human resource management in the health sector, particularly in improving the welfare of health workers through improving internal service quality and workload management. By using systematic quantitative methods, this study was able to empirically prove the relationship between internal service quality and workload on job satisfaction. These results can be the basis for hospitals in designing better policies, such as improving work facilities, providing managerial training, and improving hospital information systems to reduce the administrative burden of health workers. In addition, this study also emphasizes the importance of regular evaluation of the factors that influence job satisfaction so that health workers remain motivated and can provide optimal service to patients.

Although this study provides valuable findings, there are some limitations that need to be noted. Firstly, this study was only conducted in one hospital, namely RSU Royal Prima Medan, so the results may not be generalizable to other hospitals with different working conditions. Secondly, this study used quantitative methods with questionnaires as the main tool for data collection, which may lead to respondent perception bias and lack of in-depth exploration of other factors that may be influential. Qualitative approaches, such as in-depth interviews or case studies, can complement the results of this study by providing more comprehensive insights. In addition, external factors such as hospital policies, incentive



systems and economic conditions may also affect job satisfaction but were not addressed in this study. Therefore, further research with a broader scope and more diverse approaches is highly recommended to gain a deeper understanding of the factors affecting health workers' job satisfaction.

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