

# Analysis of Management Policy on Internal Customer Satisfaction Level in RSUD Jombang

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**Abstract-** Internal customer is one component of the hospital that must also be considered of the satisfaction. Many influential factors, one of which is management policy (payroll / reward system strategy, career development system and promotion system) to internal customer satisfaction level. The purpose of this research is to know the influence of management policy (payroll / reward system strategy, career development system and promotion system) to internal customer satisfaction level in RSUD Jombang. The research design used correlation analytics with the approach used is cross sectional. The population of all internal customers in RSUD Jombang are 481 internal customers with ASN status with 217 respondents taken with proportional cluster random sampling technique. Independent variables of management policy (payroll / reward system strategy, career development system and promotion system) and internal customer satisfaction are collected by questionnaire and analyzed by multiple linear regression. From the result of the research, it is found that most of the respondents considered that the payroll strategy is sufficient category, that is 143 respondents (65,9%), most of respondents assess the career development system including enough category that is 135 respondents (62,2%) and most of the respondents feel quite satisfied as customer is 138 respondents (63,6%) from total 217 respondents. The result of analysis is the influence of payroll to the level of satisfaction (p value 0,000 <0,05) with regression equation  $y = 29,201 + 2,369x_1$ , there is influence of career development to satisfaction level (p value 0,000 <0,05) with regression equation  $y = 29,201 + 0,357x_2$ , there is influence of promotion to satisfaction level (p value 0,000 <0,05) with regression equation  $y = 29,201 - 0,677x_3$ . and there is influence of management policy to internal customer satisfaction level (p value 0,000 <0,05) with regression equation  $y = 29,201 + 2,369x_1 + 0,357x_2 - 0,677x_3$ . This is because payroll systems, career development and promotion are the needs of every employee. It is concluded that in order to satisfy the internal customer, the management must pay attention to all aspects of management policy ranging from payroll system strategy, career development system and promotion system. It is recommended that the hospital manage the management system with careful planning and transparency.

**Index Terms-** Management policy (payroll, career development, promotion), internal customer satisfaction

## I. INTRODUCTION

Hospitals as a public service unit should be able to provide quality services for the achievement of patient satisfaction. For that one of the influential components is the human resources as executive staff, in addition to being demanded by the progress of science and technology. For the sake of the realization of a quality service in the management of hospital resources must be created a good quality of internal service because it is seen as a very decisive element in providing satisfactory service to the customer (customer satisfaction) (Indrayanti, 2011). A review of previous internal customer satisfaction data at Permata Bunda Hospital Medan in 2016 found that internal customers (nurses) were not satisfied with salary or reward of 18 people (58%), dissatisfied with 13 people (41,9%) promotion, dissatisfied to supervision 16 people (51,6%), not satisfied with the work itself 13 people (41,9%) while the most colleagues are satisfied as many as 13 people (41,9%); (42.1%), dissatisfied with the promotion of 9 people (47.4%), dissatisfied about the supervision of 10 people (52.6%), not satisfied with the work itself 7 people (36.8%) but they are satisfied with colleagues that is 6 people (31.6%); the quality of services provided by internal customers (nurses) on the most external customers is good category that is 18 people (43.9%) and the quality of service provided by internal customers (administrative staff) is the most good category is 17 people (41.5%) Castle, 2017.

Furthermore, the study of internal customer satisfaction data at RSUD Jombang East Java there is a tendency that employee job satisfaction (internal satisfaction) also decreased. This can be seen from the lack of employee attention to work time, tasks and tools, and increased levels of absenteeism in general (Study Introduction, 2017). Based on the factors that influence employee job satisfaction (internal satisfaction) among others according to Mangkunegara Minar (2009) job satisfaction related to management policy in terms of payroll, career development and effective promotion of employees in the organization. Other sources explain many factors that affect job satisfaction in an organization or company such as motivation and reward, opportunity to advance / promotion position, job security, salary, company and management, working conditions, reward and communication (Gilmer in Azka, 2015). The awarding of awards from the company or the organization is very instrumental in improving employee work satisfaction, because basically employees have the desire to get recognition for the results of his work (Azka, 2015).

The impact of internal dissatisfaction is the performance of employees to be down and ultimately impact on low customer satisfaction that eventually customers will not be loyal to the health care unit (hospital), will even spread negative news to other customers. According to Hallowel (Indrayanti, 2011), employee job satisfaction has a stronger linkage to the quality of internal services (non-economic needs) than to the economic needs of employees as well as wages and benefits. Ardana, et al. (Kusuma, 2014) states that low job satisfaction can cause negative impacts such as decreased work discipline, decreased enthusiasm and passion, and often make mistakes in the work resulting in decreased work productivity. Given the above issues, to increase internal satisfaction according to (Minangkaregara) (2009) implementation of a system of payroll and promotion fair and can meet the needs of workers in an organization will be able to improve job satisfaction, work motivation, performance, and work productivity. Based on the above description, the researcher is interested to conduct research by formulating in the title: "Management Policy Analysis (Payroll System Strategy / Reward / Career System and Career Promotion System) to Internal Customer Satisfaction Level at RSUD Jombang".

## II. MATERIALS AND METHODS

The research design used is correlation analytic design is a research design that aims to examine the relationship between variables. The approach used is cross sectional. According to Sandu Siyoto (2015), cross sectional research is a study to study the correlation dynamics between resiko factors with effects, by approaching observation or collecting data at a time (point time approach). In this study, the measurement of management policy variables (payroll / reward system strategy, career development system and promotion system) and internal customer satisfaction level are collected only one measurement and simultaneously or one time.

Location in this research is at RSUD Jombang. The study was conducted on December 17, 2017 to 17 February 2018. Independent variables were reward, career development, promotion and attachment level of internal customer satisfaction collected by questionnaire. Statistical analysis was performed using statistical techniques using multiple linear regression.

## III. RESULTS

This research applied with a sample of 217 respondents from RSUD Jombang. The result of univariate analysis was found that most of the respondents considered that the payroll strategy was sufficient category of 143 respondents (65.9%) of the total 217 respondents, the majority of respondents rated the career development system as sufficient category, 135 respondents (62.2%), most of respondents feel quite satisfied as internal customer in RSUD Jombang that is as many as 138 respondents (63.6%) from total 217 respondents. The result of multivariate analysis shows that there is influence of payroll / reward system strategy to internal customer satisfaction level in RSUD Jombang (p value 0,000 <0,05 then Ho is rejected.) The regression equation is  $y = a + b_1x_1$  or  $y = 29,201 + 2,369x_1$  This means that without the addition of payroll system strategy scores

(1) it will provide the possibility of increased satisfaction of  $29,201 + 2,369 (1) = 31,57$ , there is influence of career development system to internal customer satisfaction level (p value 0,000 <0,05 then Ho is rejected.) The regression equation is  $y = a + b_2x_2$  or  $y = 29,201 + 0,357x_2$ . That means without any addition of career development score (1) it will give the possibility of increase of satisfaction equal to  $29,201 + 0,357 (1) = 29,558$ , promotion to internal customer satisfaction level in RSUD Jombang (p value 0,000 <0,05 then Ho is rejected) .The regression equation is  $y = a + b_3x_3$  or  $y = 29,201 - 0,677x_3$  meaning that without adding promotion score position (1) will provide a possible decrease in satisfaction of  $29,201 - 0,677 (1) = 28,524$  and there is the influence of management policies (payroll / reward system strategy, career development system and promotion system) to internal customer satisfaction level at RSUD Jombang (p value 0,000 <0,05 then Ho is rejected). The regression equation is  $y = a + b_1x_1 + b_2x_2 + b_3x_3$  or  $y = 29,201 + 2,369x_1 + 0,357x_2 - 0,677x_3$ , meaning without adding salary score, career and promotion it will give satisfaction possibilities equal to  $29,201 + 0,357 (1) + 0,357 (1) - 0,677 (1)$  or 31.65.

## IV. DISCUSSION

### *Payroll / Benefit System Strategy*

The results showed most respondents considered that the payroll strategy is sufficient. This is because there are still respondents who stated that the salary received from this hospital has not been given in accordance with their work performance that is 91 respondents (41,9%) although most have stated according to achievement that is as much as 126 respondents (58,1%). Similarly, there is still a saying that the salary received from this hospital has not been able to meet the primary needs of 89 respondents (41%) although most have stated can meet the primary needs of 128 respondents (59%) of a total of 217 respondents. Furthermore, most of the respondents stated that the salary received from this hospital has not been guided by the government's minimum wage limit of 121 respondents (55.8%) although almost half of respondents stated that they have been guided by the government's minimum wage limit of 96 respondents (44, 2%). Likewise, most respondents stated that the salary received from this hospital has not been based on internal and external considerations of the institution of 109 respondents (50.2%) although a small proportion stated that the salary received from this hospital is based on internal and external considerations of the institution ie 108 respondents (49.8%) of a total of 217 respondents.

Likewise, there are respondents who stated that the service in this hospital is received to the executor yet, according to the performance of 102 respondents (47%) although most respondents stated that they have the same performance as 115 respondents (53%). Including almost half of the respondents stated that the reward or reward in this hospital has not run in accordance with the achievement of the employee that is 76 respondents (35%) although most have stated in accordance with the achievement of the employee that is as much as 141 respondents (65%) from a total of 217 respondents. Similarly, hospital points have not given rewards in the form of status, recognition, praise, satisfaction, self esteem, learning

opportunity, responsiveness, comfortable environment, 91 respondents (41.9%), the rest of the respondents stated that they have given reward in the form: status, recognition and so on that is as much as 126 respondents (58.1%). Similarly, there are still respondents who stated that the compensation as income in the form of money has not been given to the employee that is as much as 100 respondents (46.1%) the rest mostly stated that the compensation as income in the form of money has been given to the employee that is 117 respondents (53, 9%) out of a total of 217 respondents.

Including there are also employees who stated that the compensation as income in the form of direct goods has not been given to employees that is as many as 84 employees (38.7%) and the rest as many as 133 respondents (61.3%) stated already given to employees. Similarly, the compensation in the form of holiday allowance, pension money, clothing service, and excursion) a small number of respondents stated to the employees that as many as 76 respondents (35%) while the rest mostly stated already that as many as 141 respondents (65%) of the total 217 respondents.

The existence of various variations of respondents' answers about the reward system can be influenced by various factors such as respondent's gender, educational background and years of service. Based on the analysis results obtained at most almost half of female respondents with a payroll system assessment including enough category that is as much as 80 respondents (36.9%) of a total of 217 respondents. This is because women generally have high subjectivity to the problem of revenue. Therefore, the majority of them only judge sufficiently to the reward system that the hospital has given so far. Likewise with the educational background of the respondents, a bit much also affect the amount of rewards that they receive their current. Based on the analysis results obtained the most respondents educated DIII and S1 with assessment of the payroll system including enough categories of 57 respondents respectively (26.3%). This is due to the level of education D III or S1 of Nursing then they judge that the level of education including already high enough, should the payroll system should also be better. However, the reality is still not in accordance with the expected, so the majority judge that the reward system is still quite good.

Another factor that affects the assessment of the reward system is only sufficient category is related to the employment. Based on the analysis results obtained most respondents have tenure of 10-20 years by assessing that the payroll system including enough category that is as much as 90 respondents (41.5%). This is due to the 10-20 year working period is considered that they have worked long enough and certainly have much contribution to the progress of the hospital, so it should be more than what they receive today. On the other hand hospital also has not given reward more feasible considering the hospital as a unit of organization that is capital intensive, solid human resource requirement, and solid problem to be solved which all require funding support.

### ***Career Development System***

The results showed that most of the respondents considered that the career development system is insufficient category. This is caused by almost half of respondents stated that

not every employee get equal opportunity in every promotion position that is as much as 81 respondents (37,3%) from total 217 respondents. Similarly, almost half of respondents expressed disagreement if employees are satisfied with the existing promotion system in the company (hospital) with 76 respondents (35%). Also only half of the respondents who agreed if the training gained useful in developing career that is as much as 62 respondents (28.6%). Then, there are still a small number of respondents who strongly disagree and disagree if the training obtained enables employees in doing work at a higher career level that is each of 53 respondents (24.4%). Including only half of the respondents who agreed if his career could increase if diligent increase knowledge that is as much as 60 respondents (27.6%).

### ***Position Promotion System***

The results showed that most of the respondents considered that the promotion system of job title included enough category. This is due to a small percentage of respondents stated that the promotion system of employees in this hospital has not yet adhered to the principle of removal in positions higher than before that is 91 respondents (41.9%) although most of them stated that 126 respondents (58.1%) . Likewise, there is still a stating that the employee promotion system in this hospital has not adhered to the principle of relocation in a position that poses greater challenges than previous positions that is as much as 88 respondents (40.6%) although most stated already that as many as 129 respondents (59,4%). Another reason is that most of the respondents stated that the employee promotion system in this hospital has not embraced the principle of transfer in a position that gives greater responsibility than the previous position of 120 respondents (55.3%) and almost half of respondents stated that there are 97 respondents (44.7%). Including there are still a small number of respondents who stated that the employee promotion system in this hospital has not adhered to the principle of transfer in a position that gives greater authority than the position they occupied previously as many as 105 respondents (48.4%) although most stated already that is as many as 112 respondents (51.6%).

Another contributing factor is that there is still a small percentage of respondents who stated that the employee promotion system in this hospital has not yet adhered to the principle of transfer in a position which gives a higher status than the previous occupation of 100 respondents (46.1%) although most stated already that as many as 117 respondents (46.1%). Besides the above causes are also caused by a small number of respondents who stated that the employee promotion system in this hospital has not followed the principle of transfer in a position that provides greater benefits from the position they occupied previously as many as 74 respondents (34.1%) though most respondents stated that there were 143 respondents (65.9%). Including there are still a small number of respondents who stated that the employee promotion system has not been designed by the management in a fair and fair by giving equal opportunity and equal treatment to every employee achieving and fulfilling the requirement that is 89 respondents (41%) although majority of respondents stated that as many as 128 respondents (59%).

Another cause is almost half of the respondents stated that the employee promotion system has not considered the skills, abilities and responsibilities carried by the employee that is as much as 100 respondents (46.1%) although most respondents stated that 117 respondents (53.9%). Similarly, almost half of the respondents stated that the employee's promotion system at this hospital has not considered the experience, education, loyalty, honesty, responsibility, intelligence, work achievement, initiative and creative of 84 respondents (38,7%) although most respondents stated already that with 133 respondents (61.3%). The last factor is almost half of the respondents stated that the promotion of employees in this hospital has not considered the seniority system of employees that is as much as 75 respondents (34.6%) although most respondents stated that they have considered the seniority system of employees of 142 respondents (65.4%) from a total of 217 respondents.

The emergence of variation of respondents' answers about the promotion system of positions in the hospital is of course also influenced by various factors related to the characteristics of respondents either sex, educational background and years of service. Judging from the factors of sex, based on the analysis results obtained the most respondents female sex by assessing the promotion of positions including sufficient category that was 76 respondents (35%). This is because the majority of employees are also women and the competition among them is also accumulated so large that there are only among those who feel getting a good promotion and some who have not. Therefore, in general they also considered that the promotion system in this hospital is still sufficient. Judging from the educational background, based on the analysis results obtained the most respondents DIII educated by assessing that the promotion of positions including sufficient category that is as many as 57 respondents (26.3%). This is due to the proportion of employees with DIII education level is large enough that the opportunity to get a good job promotion also can not be done to all employees DIII. Therefore there are those who feel that the promotion system has been running well and of course there are also feel not run well. Therefore, the accumulation of promotion system in this hospital is still considered sufficient.

Judging from the factor of working period, based on the analysis results obtained most respondents have tenure of 10-20 years by assessing that the promotion of positions including sufficient category that is as much as 94 respondents (43.3%). This is also due to the fact that the majority of the respondent's working period is 10-20 years old, so it is only natural that someone has received a good job promotion and there are still some who have not. Therefore also there is a stating that the promotion system well, and of course there are also states that have not run well. Therefore, the accumulation of promotion system in this hospital is also considered sufficient by the respondents.

#### ***Level of Internal Customer Satisfaction in RSUD Jombang***

The results showed most respondents feel quite satisfied as an internal customer. This is because almost half of respondents stated that they are very dissatisfied with the work tasks at the hospital, which is 79 respondents (36%) and most of them are dissatisfied on this matter as 138 respondents (63,6%). Similarly there is still a very dissatisfied with the job assignment is called

giving the opportunity to learn that is as much as 39 respondents (18%) although most express satisfied to this matter that is 70 respondents (32,3%). Including almost half of the respondents were not satisfied with the work tasks while in this hospital enough train to accept responsibility that is as much as 85 respondents (39.2%). Similarly, almost half of the respondents expressed disagreement if the education obtained able to develop his career with 62 respondents (28.6%). Including disagreed with the assertion that the work achievement becomes a consideration in career development of employees that is 55 respondents (25.3%). Also do not agree if the opportunity to develop career open to all employees that is as many as 57 employees (26.3%). Including those who stated less agree if good cooperation and supported a good network will support the development of a better career that there are still 55 employees (25.3%), even disagree if the loyalty to the organization is also a benchmark in employee career development that is 79 respondents (36.4%).

Another reason is that there are still very dissatisfied if it is said that there is attention from the leadership to subordinates, that is 46 respondents (39.6%) although most stated very satisfied on this matter that is 86 respondents (39,6%). Including also almost half of respondents expressed very dissatisfied on the existence of good relationship from the leadership to subordinates that is as much as 75 respondents (34.6%).

In addition to these factors, other causes are still many respondents who are very dissatisfied to the good relationship of the leadership to subordinates that is as much as 75 respondents (34.6%), very dissatisfied with the supervision of 17 respondents (7.8%) and not satisfied as much as 50 respondents (23%) although most stated very satisfied that as many as 97 respondents (44,7%), including also very dissatisfied to opportunity to gain experience during work in this hospital that there are still 17 respondents (7, 8%) although very satisfied enough as many as 93 respondents (42,9%).

Similarly, other satisfaction indicators, such as very dissatisfied with the opportunity to improve their ability to work at this hospital are 23 respondents (10.6%), although there are 75 respondents (34.6%), including very dissatisfied with the opportunity to increase income while working in this hospital that is still there are 38 respondents (17,5%) although there are already very satisfied as much 81 responders (37,3%). Such conditions also occur in other satisfaction indicators. The existence of this variation of internal customer satisfaction is of course also influenced by many factors related to the characteristics of the respondents both sex, educational background and years of service. Judging from the factors of sex, based on the analysis results obtained the most respondents female sex with internal customer satisfaction including the category quite satisfied that is as much as 74 respondents (34.1%). This can be due to the female gender so in general there is not much demand for salary, career or other things from the organization, so that with the conditions that exist today the workplace is acceptable with full wisdom so that the feeling arises quite satisfied.

Judging from the educational background, based on the analysis results obtained the most respondents DIII educated with internal customer satisfaction including the category is quite satisfied as many as 60 respondents (27.6%). This can be caused by the level of education DIII then in career, reward, and other

support of course also there are still limitations. Therefore, according to its assessment the existing system is not yet fully able to provide maximum satisfaction, so in general only until the category of quite satisfied. Judging from the factor of working period, based on the analysis results obtained most respondents have a working period of 10-20 years with internal customer satisfaction including the category is quite satisfied that is as much as 79 respondents (36.4%). This is caused by the working period of 10-20 years then the respondent feels able to get facilities, career, rewards that fit with the needs and expectations. It turns out that obtained did not fully meet these expectations. Therefore, in general, the satisfaction rate only until the category is quite satisfied. This means that there is still a system that is considered not meet the needs and expectations of both aspects of payroll, career development and other facilities.

#### ***Effect of Payroll System Strategy on Internal Customer Satisfaction Level***

The influence of payroll / reward system strategy to the internal customer satisfaction level due to salary or income becomes one of the basic needs of every worker to meet the needs of life both primary and secondary needs and even tertiary. Everyone will want this and always expect an increase in income. If the expectation or need for income through the payroll / reward system matches or exceeds expectations, then the internal customer will be satisfied and vice versa if the expectations or needs are less or not appropriate it will result in dissatisfaction even very dissatisfied. The results of this study are in accordance with previous studies by Javed. et. al.; (Syahril, 2016) indicating there is a significant influence between intrinsic rewards and extrinsic on job satisfaction. Another study by Edirisooriya ; Syahril, 2016) also shows the same thing that there is a positive relationship between extrinsic rewards and intrinsic rewards on employee performance and satisfaction. The results of this study also in accordance with the opinion Ostroff (in Azka, 2015) which suggests that employee satisfaction and good working conditions have a significant relationship, then employees who feel satisfied usually they work harder and better. The results of this study also in accordance with the opinion of Wibowo in Kusuma (2014) which suggests that employees work in order to get reward or compensation. Mistakes in applying compensation or payroll systems will result in the emergence of de-motivation and the absence of job satisfaction among workers. If it happens then it can cause a decrease in performance both to workers and organizations. This is further reinforced by Khan, et al. and Gardner, et al. (Kusuma, 2014) who say that employee salary levels affect self-esteem and employee satisfaction, which ultimately affects employee performance.

#### ***Effect of Career Development System on Satisfaction Level***

The existence of the influence of career development system to the internal customer satisfaction level due to career development in general become the desire of every employee. Along with the increase of working period, work experience, competence and even education, the employees hope to develop a career well. If the career development system runs objectively, well, transparently and fairly then it will meet its expectations. The fulfillment of such expectations will bring satisfaction to the

employee and will otherwise be dissatisfied when the career development system is not objective. The results of research have shown significance relationships which means the better career development system hence more satisfied employees and vice versa. The result of this research is in line with previous research done by Ekayadi (Parimita, 2015) using three variables, namely motivation, career development and job satisfaction. In his research found that career development will increase employee job satisfaction. The results of this study are also in line with the concept that suggests that other factors that affect job satisfaction is career development. It is explained that clear career planning and career development in the organization can improve the work motivation of employees in conducting their work, so as to create a sense of satisfaction in carrying out their work (Nugroho and Kunartinah in Utomo, 2014).

The results of this study are also in line with previous research results by Ekayadi (Utomo, 2014) and Nugroho and Kunartinah (Utomo, 2014) who revealed that career development has a positive and significant impact on employee job satisfaction. This means that when an employee feels competence, achievement, a lot of work, and a developing career, it will meet expectations so they are satisfied with the existing system. Conversely, if the system of career development is not objective it will cause dissatisfaction among workers.

#### ***Influence of Promotion System on Satisfaction Level***

The existence of the influence of the promotion system on the internal customer satisfaction level due to promotion in general is transferring the ladder to a new position that ideally better, more secure, more respected and various other advantages. Surely this becomes the desire or hope or need each employee. If the desire or hope or the need can be fulfilled it will provide satisfaction to employees and vice versa. The results of this study in line with Hasibuan (2012) which suggests that the promotion of positions useful to provide recognition, position, and rewards services increasingly large to employees who work higher achievement. This can lead to personal satisfaction and pride, higher social status, and greater income. Therefore the results of the analysis also show the same thing with this opinion. Based on the analysis, it is known that the promotion system has an effect on the internal customer satisfaction of 0.9% (R Square Linear = 0.009). This shows there is a tendency of influence between the two variables ie the greater the score of promotion system positions the greater the internal customer satisfaction score and vice versa.

The results of this study are also in line with Simamora (2009) who said that the benefits of promotions are able to bring satisfaction. The results of his research show that opportunities for job promotion and very high levels of job satisfaction have significant clarity. This will strengthen the consistency of relationship or influence of promotion of position to internal customer satisfaction in a workplace, including in the hospital. The better the promotion of position in a hospital will be more satisfied internal customer and vice versa, when promotion is not objective, then employees will be more dissatisfied.

Influence of Management Policies (Payroll System / Rewards Strategy, Career Development System and Promotion System) on Internal Customer Satisfaction Level  
The result of analysis shows that both payroll / reward system

strategy, career development system and promotion system all have a significant influence on internal customer satisfaction. However, it can be seen that the most dominant factor as determinant customer satisfaction internal is the payroll system strategy / reward. This can be caused if the payroll is a payroll / reward system strategy that will feel the impact will be more because it will be felt by all employees. In contrast to the problems of career development systems and promotion systems, generally only perceived by certain employees. It can happen the system according to employees less open, less objective, not even close possibility there is a special message. This is a constraint to the creation of internal customer satisfaction although there is still significance of influence on internal customer satisfaction. Domination can be seen from the value of constants for each variable that is  $2.369x1 + 0.357x2 - 0.677x3$ . This shows that the greater the constant value, the higher the internal customer satisfaction score and vice versa.

## V. CONCLUSIONS AND RECOMMENDATIONS

Most respondents considered that the payroll strategy was inadequate. Most respondents considered that the career development system was insufficient category. Most of the respondents feel quite satisfied as an internal customer in RSUD Jombang. There is influence of payroll / reward system strategy to internal customer satisfaction level at RSUD Jombang (p value 0,000 <0,05 then  $H_0$  is rejected). The regression equation is  $y = a + b1x1$  or  $y = 29,201 + 2,369x1$ . There is influence of career development system to internal customer satisfaction level (p value 0,000 <0,05 then  $H_0$  is rejected). The regression equation is  $y = a + b2x2$  or  $y = 29,201 + 0,357x2$ .

There is influence of promotion system to internal customer satisfaction level in RSUD Jombang (p value 0,000 <0,05 then  $H_0$  is rejected). The regression equation is  $y = a + b3x3$  or  $y = 29,201 - 0,677x3$ . There is influence of management policy (payroll / reward system strategy, career development system and promotion system) to internal customer satisfaction level in RSUD Jombang (p value 0,000 <0,05 then  $H_0$  is rejected). The regression equation is  $y = a + b1x1 + b2x2 + b3x3$  or  $y = 29,201 + 2,369x1 + 0,357x2 - 0,677x3$ , meaning without adding salary score, career and promotion it will give satisfaction possibilities equal to  $29,201 + 0,357(1) + 0,357(1) - 0,677(1)$  or 31.65.

In order for this research is more useful it is advisable should the next researcher conduct research with the same theme with this research so that the results can be used as a comparison material with the results of this study. It is expected that the researcher will further study the internal customer's expectation of payroll / reward system, job promotion system and career development system that really expected by them through qualitative research.

Identify the constructs of a Journal – Essentially a journal consists of five major sections. The number of pages may vary depending upon the topic of research work but generally comprises up to 5 to 7 pages. These are:

- 1) Abstract
- 2) Introduction
- 3) Research Elaborations

- 4) Results or Finding
- 5) Conclusions

**In Introduction you can mention the introduction about your research.**

## VI. IDENTIFY, RESEARCH AND COLLECT IDEA

It's the foremost preliminary step for proceeding with any research work writing. While doing this go through a complete thought process of your Journal subject and research for it's viability by following means:

- 1) Read already published work in the same field.
- 2) Goggling on the topic of your research work.
- 3) Attend conferences, workshops and symposiums on the same fields or on related counterparts.
- 4) Understand the scientific terms and jargon related to your research work.

## VII. WRITE DOWN YOUR STUDIES AND FINDINGS

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### A. Bits and Pieces together

In this approach combine all your researched information in form of a journal or research paper. In this researcher can take the reference of already accomplished work as a starting building block of its paper.

#### Jump Start

This approach works the best in guidance of fellow researchers. In this the authors continuously receives or asks inputs from their fellows. It enriches the information pool of your paper with expert comments or up gradations. And the researcher feels confident about their work and takes a jump to start the paper writing.

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#### X. CONCLUSION

A conclusion section is not required. Although a conclusion may review the main points of the paper, do not replicate the abstract as the conclusion. A conclusion might elaborate on the importance of the work or suggest applications and extensions.

#### APPENDIX

Appendixes, if needed, appear before the acknowledgment.

#### ACKNOWLEDGMENT

The preferred spelling of the word "acknowledgment" in American English is without an "e" after the "g." Use the singular heading even if you have many acknowledgments.

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