

PENELITIAN

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Pengaruh Orientasi Pasar Dan Integrasi Organisasi Terhadap
Keunggulan Daya Saing Berkelanjutan :
studi layanan *Hospitality* Rumah Sakit
Umum Untuk Pasien VIP Di Jabodetabek



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ABSTRAK

Orientasi pasar merupakan strategi bisnis dengan pendekatan *market driven* berdasarkan pemahaman dan reaksi terhadap pilihan-pilihan dan perilaku pemain di struktur pasar yang ada, yang mendorong kapabilitas dinamis untuk membentuk *superior customer value* yang lebih baik dibandingkan pesaing. Pada penelitian ini konsep tersebut dilengkapi dengan integrasi organisasi yang mempunyai efek sinergis pada operasionalisasi orientasi pasar. Keterbatasan sumberdaya yang dimiliki organisasi yang berorientasi pasar mengakibatkan kerentanannya dalam menghadapi ketidakpastian perubahan permintaan pasar. Dimana pendorong orientasi pasar yaitu integrasi internal ini diimplementasikan melalui aktivitas-aktivitas yang mengarah pada pengefisian dan pemberdayaan sumber daya melalui pengajaran, pelatihan, komunikasi internal, pemotivasi, penghargaan, dan melalui manajemen kualitas internal, serta kapabilitas melalui koordinasi interdepartemen dan program kerja yang efisien sesuai dengan strategi yang dilakukan organisasi, serta komitmen terhadap tujuan organisasi.

Penelitian ini bertujuan untuk melihat implikasi penerapan orientasi pasar dalam menciptakan layanan unggul dan kepuasan pasien dengan menerapkan integrasi internal sebagai manajemen kualitas internal yang memungkinkan sumber daya lebih fleksibel, fokus pada inovasi dan tujuan yang berdampak pada individu mengembangkan *technical skill*, *human skill*, dan *conceptual skill* melalui program-program yang diterapkan untuk memenuhi kebutuhan layanan unggul yang selalu berubah, karena perubahan teknologi, persaingan, dan pengetahuan yang bertambah maju. Hubungan yang dibangun pada penelitian ini adalah antara integrasi organisasi, orientasi pasar, layanan hospitality, kepuasan pasien dan daya saing berkelanjutan yang dihubungkan dengan pemanfaatan tempat tidur rumah sakit oleh pasien baru.

Sampel yang digunakan berjumlah 970 pasien VIP baru dan 271 pimpinan rumah sakit dari 55 rumah sakit umum di Jabodetabek yang dipilih dengan metode stratifikasi. Analisis data dilakukan dengan menggunakan analisis faktor, analisis deskriptif, analisis korelasi bivariat, general linear model (GLM), dan analisis of variances (Anova) dengan software SPSS 15.0. Dari 10 hipotesis yang diuji, 10 hipotesis dinyatakan diterima atau terbukti secara empiris pada sampel rumah sakit. Rangkuman hasil pengujian hipotesis adalah sebagai berikut: (1) masing-

masing variabel laten utama berkorelasi positif dengan variabel laten utama lainnya signifikan pada $\alpha = 0.05$ dan $\alpha = 0.1$, (2) orientasi pasar berdampak pada daya saing berkelanjutan dengan mediating faktor integrasi organisasi, layanan hospitality dan kepuasan pasien signifikan pada $\alpha = 0.05$. Kontribusi penelitian bagi disiplin manajemen strategik adalah penerapan strategik marketing yaitu orientasi pasar sebagai *market driven* dalam menciptakan kapabilitas unik integrasi organisasi, layanan hospitality, dan kepuasan pasien total yang berdampak pada keunggulan daya saing.

Keywords : Integrasi organisasi, orientasi pasar, layanan hospitality, kepuasan pasien, dan daya saing berkelanjutan.

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