



UNIVERSITAS INDONESIA

**INTERNAL MARKETING IMPLEMENTATION
FROM LEADERS AND EMPLOYEES PERSPECTIVE:
QUALITATIVE AND QUANTITATIVE APPROACH**

THESIS

**PELLY SIANOVA
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**FACULTY OF ECONOMICS
MAGISTER OF MANAGEMENT
JAKARTA
JANUARY 2010**



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Submitted in partial fulfillment of the requirements to obtain the degree
of Magister Management

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JANUARY 2010**

CERTIFICATE OF AUTHORSHIP / ORIGINALITY

I certify that this thesis has not already been submitted for any degree and is not being submitted as part of candidature for any other degree.

I also certify that the thesis has been written by me and that any help that I have received in preparing this thesis and all sources used, have been acknowledged in this thesis.

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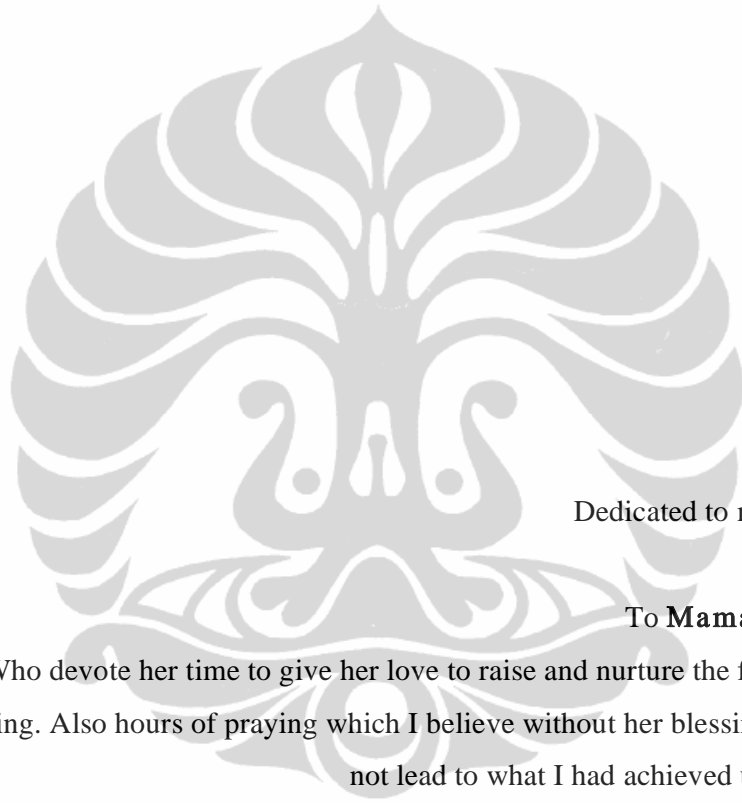
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Πάντα ῥεῖ καὶ οὐδὲν μένει
Everything flows, nothing stands still

Heraclitus of Ephesus, c. 535–c. 475 BCE



Dedicated to my parents,

To **Mama Susanty**

Who devote her time to give her love to raise and nurture the family with her warm caring. Also hours of praying which I believe without her blessing it would not lead to what I had achieved until today.

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(1938 – 2008)

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“The best thesis is a finished-thesis, nothing more”

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At the end, I realize all of the imperfection a human can be, and here I am sending you all my expression of regret for the entire mistakes that I ever made. Please contact me at sianova@yahoo.com, I'm up to any suggestions, questions, or critics regarding this thesis.

Everyone I met in this life has made me what I am today, no coincidence, nor serendipity, everything must have a purpose.

Pelly Sianova

AUTHOR PERMISSION AGREEMENT FOR ACADEMIC PUBLICATION

I am submitting my thesis for inclusion in the University of Indonesia.

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Attainment : Thesis

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ABSTRACT

Name : Pelly Sianova
Program : Magister of Management, Faculty of Economics,
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Title : Internal Marketing Implementation from Leaders and Employees
Perspective: Qualitative and Quantitative Approach

In Indonesia, the internal marketing concept is not area in which marketer concern of, many ignore this and concern more of the external marketing. Indonesia macro economic stability that was maintained until end of the year 2009, here researcher explore the industry of capital market, case study of PT. Danareksa (persero). The purpose of this thesis are exploring the leader's role, measuring from the employee's perspective, then examining the gap of factors considered in the implementation of internal marketing. The research method used is concurrent triangulation strategy, involves collecting quantitative and qualitative data simultaneously to confirm, cross-validate, or corroborate findings. Despite the small sample of the quantitative data, PT. Danareksa need to focus on closing the gap between organization objective and employee' expectation concerning internal marketing.

Keywords:

internal marketing, internal marketing mix, gap analysis, service marketing, marketing strategy, concurrent triangulation strategy

ABSTRAKSI

Nama : Pelly Sianova
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Universitas Indonesia
Title : Implementasi Marketing Internal dari Perspektif Pemimpin dan
Karyawan: Pendekatan Kualitatif dan Kuantitatif

Di Indonesia, konsep marketing internal belum menjadi pusat perhatian para marketer, banyak yang tidak menghiraukan dan lebih memusatkan pada marketing eksternal. Keadaan ekonomi makro Indonesia pertahankan stabil hingga akhir tahun 2009, sehingga peneliti melakukan eksplorasi di industri pasar modal Indonesia melalui studi kasus PT. Danareksa (persero). Tujuan tesis ini adalah mengeskplorasi pemimpin, mengukur dari perspekif karyawan kemudian melihat gap antar faktor-faktor yang diteliti dalam implementasi marketing internal. Metode penelitian yang digunakan adalah strategi *concurrent triangulation*, yang meliputi pengumpulan data kualitatif dan kuantitatif secara bersamaan untuk mengkonfirmasi, melakukan validasi silang atau melakukan verifikasi. Walaupun penelitian ini peneliti nilai memiliki keterbatasan dalam jumlah sampel kuantitatif yang kecil, PT Danareksa (persero) perlu memfokuskan untuk menutup gap antara tujuan perusahaan dan ekspektasi karyawan yang terkait dengan marketing internal.

Kata Kunci:

marketing internal, bauran marketing internal, analisis gap, marketing jasa, strategi marketing, strategi *concurrent triangulation*

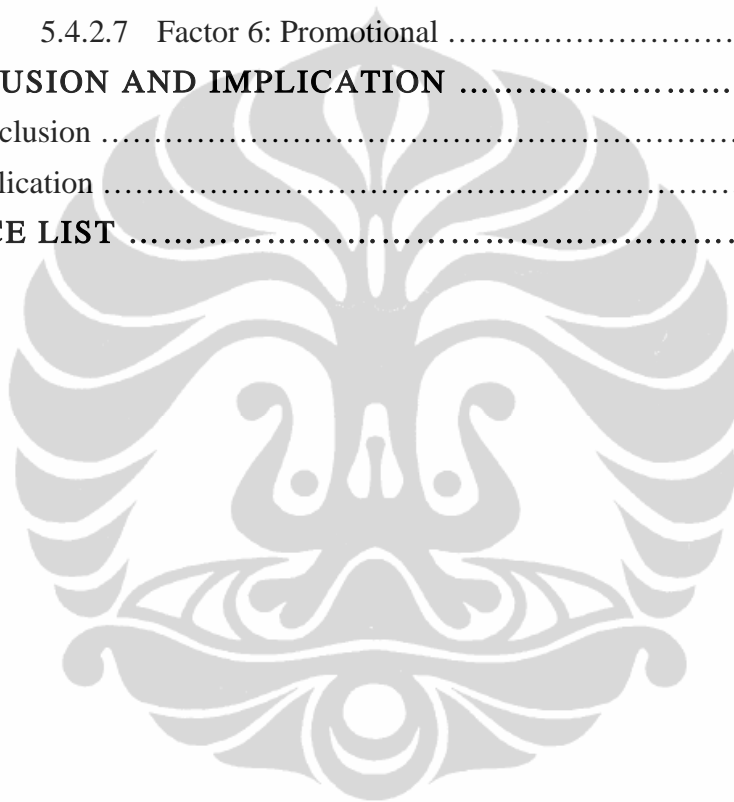
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