

## Internal Marketing as a Basic in Building Job Satisfaction and Service Quality in Non-Star Hotel in Denpasar

I Gede Rihayana<sup>1</sup>, Putu Pradiva Putra Salain<sup>2</sup>, Putu Agus Eka Rismawan<sup>3</sup>

Mahasaraswati University Denpasar<sup>1,2,3</sup>

Jl. Kamboja 11A Denpasar 80112, Indonesia

Correspondence Email: [igederihayana@unmas.ac.id](mailto:igederihayana@unmas.ac.id)

ORCID ID: <https://orcid.org/0000-0001-9499-7734>

### ABSTRACT

This study aims to analyze the phenomenon of competition in the field of providing hotel lodging services, where the growing development of tourism causes the growth rate of tourism accommodation such as hotels to also increase. This causes non-star hotels as one of the providers of hospitality services to also improve to face this competition by changing the system they have in order to still have an advantage over their competitors. In this study using respondents as many as 91 people with quantitative analysis and testing the research path test was carried out using the Partial Least Square (Smart PLS) 2.0 analysis tool. Based on the results of the research analysis, it was found that internal marketing had a significant positive effect on job satisfaction, job satisfaction had an insignificant positive effect on service quality, and internal marketing had a significant positive effect on service quality. The implementation of this research is to maintain and improve internal marketing by rewarding work performance, to increase job satisfaction by listening more to the suggestions given by employees, and to maintain and improve service quality by always giving personal/special attention to guests who stay and understand the special needs of staying guests. In addition, the results of this study also create a gap for further research, where the relationship between internal marketing and service quality has no significant positive effect.

**Keywords:** Denpasar, Hotel, Internal Marketing, Job Satisfaction, Service Quality

**JEL Classification Codes:** M31, J28, L84

### INTRODUCTION

Tourism has become one of the industries in the world and is the mainstay in generating foreign exchange in various countries. The number of international tourists and foreign exchange earnings fluctuated, even though the world was rocked by various crises such as the Gulf crisis, the economic crisis and the threat of terrorists. In Indonesia, tourism is required to be able to adapt itself to developments that will occur on a national, regional and international scale, both concerning socio-cultural aspects, defense and security (Hankam), as well as science and technology (Science). The success of Indonesia's tourism development is determined by at least three main pillars, namely: 1) success in product development, 2). success in marketing, and 3).

success in creating human resources, including the tourism community.

Bali has many nicknames, including the last paradise (The Last Paradise) or the tourists' paradise (Tourist Paradise). Foreign and domestic tourist visits reached an average of 2.5 million per year before the 2003 Bali bombings, so that Bali was awarded by Tripadvisor as the Top Traveler's Choice Destination in Asia and is ranked number 4 in the world (Thebalisun, 2020). The tourism industry is the backbone of Bali's economic development, and is Bali's mainstay in filling Regional Original Income (PAD). The high number of tourists who come to Bali attracts many local and foreign investors to invest their funds in Bali. Hospitality is one of the service industries that play an important role in the success of the world of tourism. Even international standard hotels are competing to build their properties in Bali.

The addition of star hotels on the island of Bali is very beneficial for the Bali provincial government because it is able to help increase PHR which results in an increase in PAD for the province of Bali but also creates an imbalance between star and non-star hotels. This needs to be given attention by the government in creating comprehensive empowerment strategies in order to create a good business climate in the hospitality sector, so that the competitive climate becomes conducive.

To win the competition, Non-Star Hotel Management must always look for the latest ideas and innovations will continue to be developed to create an extraordinary experience for customers, so that they are able to compete for consumers, because currently the service quality of Non-Star Hotels in Denpasar is still low. It is evident from the expressions of disappointment and public complaints through Trip Advisor on the Internet about the service of Non-Star Hotels in Denpasar, as well as from the results of interviews by researchers with several guests who have stayed. This condition is not favorable for the Management of Non-Star Hotels in Denpasar because in the future the community will be more realistic in choosing tourist accommodation services. For those who can afford it, they will look for better hotels, for example choosing a 3-star or 5-star hotel.

In addition, the conditions in which the company must work continuously by following various conditions are constantly changing. Customers demand more than just the core product. They want to share the values and attitudes of the service company. Here demands the extent to which the company is able to employ staff with high competence, motivation and commitment. To develop and create a holistic and more immersive customer experience, a good cooperation function between employees is needed, as well as a successful interaction between employees and management. One of the efforts to achieve the organization's goals, both profit-oriented and non-profit, is that there must be a commitment from the management to that goal and it needs to be marketed to employees on all lines or called Internal marketing so that all parties have the same view. On the other hand, there must be empowerment of employees and create pleasant working conditions in order to achieve job satisfaction so that employees are able to produce quality services.

Internal marketing is a relatively new approach adopted by companies in order to improve the quality of products and services in order to achieve a better level of performance. The company views internal operational activities as important, especially understanding the company's human resources (Hidayat & Laily, 2017). Internal marketing means that managers must view employees as customers, view their work as products, and try to design these products as best they can to meet consumer tastes. Therefore, to promote a high-contact service business, use the concept of internal marketing, in order to be able to offer better, more satisfying services, with a more professional level of employee competence, and more effective services Internal marketing is considered as a tool to treat employees as customers (Zaman, Javaid, Arshad, & Bibi, 2012). According to Jarvi (2012, p.36) internal customers are individuals from other departments in the organization served by internal suppliers.

Ribhan (2011) said that the positive effect resulting from internal marketing means that employees will provide maximum income rather than minimal effort, this method is more satisfying to the external needs and desires of consumers. Internal marketing is a prerequisite for effective external marketing. It shows that an organization consists of a chain of individual units, which are linked together, then these related units are used to satisfy external customers. At the same time, quality awareness of external and internal customers is equally important (Kotler & Keller, 2012). The importance of employee focus where every employee in the company has their own responsibility to create superior customer value. The important relationship between employees (internal customers) and internal marketing is also emphasized in the concept of relational marketing and the concept of service marketing.).

Mathis & Jackson (2010) state that quality is one of the performance elements that can measure work performance. This definition emphasizes the orientation of meeting customer expectations. Mittal & Gera (2012) service quality is a customer's assessment of overall service excellence that has been hypothesized as an estimate based on the difference between perceived performance and customer expectations. In an effort to retain customers, companies need to try to maintain the quality of their services so that customers continue to use the services or products offered by the company (Maladi, et al 2019), If we succeed in providing services that satisfy customers, then we can increase customer loyalty (Maisarah, et al 2020) and directing customers to use our products again (Mahmud & Wolok, 2020). Albari and Kartikasari (2019) which states that service quality has the greatest positive influence on customer satisfaction so that this will have a new impact, namely customer loyalty to a product. According to Sumarwan, Noviandi and Kirbrandoko (2013), the approach to service quality using the Servqual model is built on a comparison of two main factors, namely customer perceptions of the service received with the expected service. Measured by a five-dimensional model, namely Reliability, Responsiveness, Assurance, Empathy, Tangibles.

Sukotjo (2012); Rod & Ashill (2010) and Abomaleh and Zahari (2014) in their research found that management commitment has a direct positive effect on service quality

perceived by customers. This means that management has a high commitment in providing the best service standards for its customers (Setiawati and Tjahyono, 2017). Management commitment to service quality does not only have a direct effect on job satisfaction but also on empowerment (Hartline & Ferrell, 1996). Employee empowerment is very important, because in the face of competition and service, every organization must have a competitive advantage in its human resources. Empowerment carried out by the company can be used as a means to strengthen the ability and commitment of the workers. The purpose of holding empowerment is to bring out the potential and modalities that exist in employees and maximize them so that employees become independent and improve their performance, which in turn provides value that is beneficial to employees and the organization (Fardhilla & Murkhana, 2018). Management has a strategic role in the empowerment process as an agent of change, furthermore empowerment is believed to be able to increase flexibility, speed of task completion and employee motivation to provide employee job satisfaction (Brashear, Boles, Bellenger & Brooks, 2003). Empowerment is one way to develop employees through employee involvement, namely by giving sufficient authority, responsibility to complete tasks and make decisions (Herrenkohl, et al, 1999 in Priyanto, 2007). Empowerment in terms of serving customers means giving supervisors or workers permission to prioritize customers over other problems in the organization (Kreitner & Angelo, 2005).

Snipes, Oswald, Armenakis & Latour (2005) also found that empowerment has an effect on job satisfaction. Priyanto (2007) found that empowerment (work empowerment and psychological empowerment) had no effect on job satisfaction. The reason for this difference is that the work and psychological empowerment created are not matched by an increase in salary. Furthermore, Snipes, Oswald, Armenakis & Latour (2005) explained that job satisfaction alone is not enough to trigger changes to improve service quality because from the employee's perspective a sense of empowerment has a positive effect on attitudes and behavior responses.

Some of the results of the research above show that employee job satisfaction is an intervening variable for the influence of internal organizational variables on service quality. Employee job satisfaction is a positive emotional state of employees which is the result of evaluating one's work experience (Mathis & Jackson, 2010). Meanwhile, Robbins (2006) defines job satisfaction as an individual's general attitude towards his work. A person with a high level of job satisfaction shows a positive attitude towards the job otherwise someone who is dissatisfied with his job shows a negative attitude towards the job.

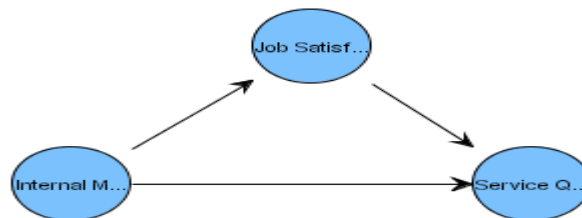
Conceptually, job satisfaction tends to be broad because it includes all the characteristics of the work itself and the work environment that can make you feel appreciated, supported and satisfied. According to research conducted by Hella (2011), job satisfaction has a significant effect on service quality because employees who are satisfied with their work tend to do their best to complete their work and the same is expressed in research conducted by Kiragu (2015). which states that job satisfaction has a significant effect on the quality of services provided to consumers.





Job satisfaction reflects employees' feelings about their work (Syed, 2010). The same thing is expressed in the results of research conducted by Kee, et.al. (2021) that employee job satisfaction is very influential for a company to produce high quality products. Snipes, Oswald, Armenakis and Latour (2005) explained that job satisfaction itself is not enough to trigger changes to improve service quality because from the employee's point of view, a sense of empowerment has a positive effect on attitude and behavioral responses. The results of their research found that the feeling of being empowered by employees affects service quality through job satisfaction. According to Suwatno and Priansa (2011), job satisfaction is how individuals feel about their work resulting from individual attitudes towards various aspects contained in their work. Griffith, Harvey and Lusch (2006) state that job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. Job satisfaction is a positive feeling about one's job which is the result of evaluating its characteristics. Based on the background and literature review, the formulation of the hypothesis can be described as follows:

**Figure 1.** Conceptual Framework



## RESEARCH METHOD

This research data is quantitative data taken by distributing questionnaires to non-star hotels in Denpasar. Where used 91 respondents as a sample with data analysis techniques using Partial Least Square (PLS). From the number of questionnaires, all questionnaires were returned along with available data, so that all questionnaires could be analyzed as supporting research data. Analysis of the characteristics of respondents in this study based on gender, age, last education level, and working period as shown in Table 1.

**Table 1.** Respondent Characteristics

No	Result	Amount	Percentage
1	Gender		
	▪ Male	56	61,53
	▪ Female	35	38,47
	<b>Total</b>	<b>91</b>	<b>100</b>
2	Age		
	▪ 18 - 26	31	34,06

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	▪ 27 - 35	28	30,76
	▪ 36 - 44	21	23,07
	▪ 45 >	11	12,11
	<b>Total</b>	<b>91</b>	<b>100</b>
3	Last Education		
	▪ Senior High School	47	51,64
	▪ Diploma	25	27,47
	▪ Bachelor	19	20,89
	<b>Total</b>	<b>91</b>	<b>100</b>
5	Working Period		
	▪ 2 - 6	38	41,75
	▪ 7 - 11	34	37,36
	▪ 12 - 16	19	20,89
	<b>Total</b>	<b>91</b>	<b>100</b>

Based on Table 1, it can be shown that most of the respondents are male, which is 61.53%. While the rest are female, which is 38.47%. When viewed from the age group of respondents, most of the respondents are between 18 years old and 26 years old, which is 30.76%. In the next order is the age group of 27 years to 35 years which is equal to 26.37%. Next is the age group of 36 to 44 years, which is 23.07%, and only 12.11% is the age group above 45 years.

Judging from the education level of the respondents, most of their last education was high school, which was 51.64%, 27.47% was Diploma education, and the rest was at Bachelor level as much as 20.89%. Meanwhile, if viewed from the period of service, the majority have a working period of between 2 years to 6 years, which is 41.75%. The rest have a working period of 7 years to 11 years by 37.36% and with a working period of 12 years to 16 years by 20.89%.

## RESULTS AND DISCUSSION

### Test instrument of validity and reliability

The validity of this study tested by using product moment correlation with *cut off*  $\geq 0.30$ . Reliability means the level of confidence in the results of a measurement used; *Cronbach's coefficient alpha* is which indicates how far the items in the study are positively correlated with one another. The values of *Cronbach's alpha* ranged from 0 to 1. Reliability refers to the value of *Cronbach's alpha* with a *cut off*  $\geq 0.60$ .

**Table 2.** Test Results of Convergent Validity (Outer Loading)

Indicators	Marketing Internal	Service Quality	Job Satisfaction
X1	0.694		
X2	0.914		



X3	0.926		
X4	0.802		
X5	0.626		
Y11			0.678
Y12			0.799
Y13			0.654
Y15			0.869
Y22		0.767	
Y23		0.788	
Y24		0.582	
Y25		0.800	

The test results in Table 2 above show that all values of *Cronbach's coefficient alpha* have above 0.6, it can be concluded that this measurement fulfills the validity requirements.

**Table 3.** Test Results of Discriminant and Composite Reliability

Variable	Average variance extracted (AVE)	Composite Reliability	Description of
Internal Marketing	0.642	0,898	Valid
Quality Service	0.547	0,793	Valid
Job Satisfaction	0.635	0,895	Valid

The test results in Table 5 show that all roots AVE in the research variable have a value greater than 0.5, it can be concluded that this measurement fulfills the requirements of discriminant validity. And the result above shows that the values of the composite reliability from three variables that make up the research model are all above 0.70. This means that all the reflexive indicators that make up the research model are reliable.

#### The goodness of fit-model-test

Testing of goodness of Fit-model of the inner workings by using the value of  $Q^2$  predictive-relevance ( $Q^2$ ) to test against variables, so that it can be seen how much influence the variable exogenous to variable endogenous. Rated  $R^2$  each endogenous variable in this study can be seen in Table 4 below:

**Table 4.** Value of  $R^2$  Endogenous

Variables Dependent variable	$R$ -square
Internal Marketing	
Service Quality	0.700
Job Satisfaction	0.534

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Value  $Q^2$  predictive-relevance obtained by the formula:  
 $Q^2 = 1 - (1 - R_1^2)(1 - R_2^2) = 1 - (1 - 0.700)(1 - 0.534)$   
 $Q^2 = 1 - (0.300)(0.466) = Q^2 = 1 - 0.139$   
 $Q^2 = 0.860$

The calculation results show a predictive-relevance value of 0.860 ( $> 0$ ). This means that 86% of the variation in the job satisfaction variable can be explained by the variables used in the research model, namely internal marketing and service quality, while the remaining 14% is explained by other variables outside the research model.

### Inferential Analysis

This study used *Partial Least Square (PLS)* to test and analyze the research hypotheses that have been previously stated. In the PLS, the relationship of structural model among latent variables is called the *inner model figure*, while the measurement model is called the *outer*.

**Table 5.** The Results of Hypothesis Test

	Original sample estimate	Mean of subsamples		T-Statistic	Result
Internal Marketing → Service Quality	0,691	0,589		3,423	Significant
Job Satisfaction → Service Quality	0,047	0,290		0,770	Not Significant
Internal Marketing → Service Quality	0,731	0,668		4,001	Significant

Table 5 shows that hypothesis 1 (H1), which states that internal marketing has a positive and significant effect on service quality, is acceptable. Likewise, hypothesis 2 (H2) which states that job satisfaction has a significant positive effect on service quality is acceptable, while hypothesis 3 (H3) which states that internal marketing has a positive and significant effect on job satisfaction is acceptable.

In a significant assessment, if the value of T Statistics  $> 1.96$ , the hypothesis is accepted. It means that independent variable influences dependent variable from its path coefficients. This hypothesis test is performed by SEM Analysis assisted by Smart PLS 2.0. M3 software. The critical ratio of T-statistics serves as the main reference. The Tstatistic value higher than 1.960 (two-tailed) equals to the p-value (Kula, et al. 2021).

### Hypothesis 1: Internal marketing has a positive and significant effect on Service Quality.

The results of hypothesis testing with PLS showed a path coefficient of direct effect of internal marketing on service quality with a value of 0.769 and t-statistics is 3,423. The t-statistics value of 3,423 is greater than 1,896 (alpha 5%), thus the effect of internal marketing on service quality is significant. Thus, hypothesis 1 (H1) which stated that internal marketing has a significant positive effect on service quality is received. This



implies that better internal marketing can improve service quality. The results of this study are not in line with the results of previous studies related to service quality conducted by Sadeghloo and tirgaar (2013) and; Mfonte, Douanla and Fangue (2019) which concluded that internal marketing had a positive and significant effect on service quality.

**Hypothesis 2: Job satisfaction has a significant positive effect on service quality.**

Hypothesis testing with the Structural Equation Model approach *PLS* showed a path coefficient of direct effect of job satisfaction on service quality showing a value of 0.047 with t-statistics is 0.047. Because of t-statistics value of 0.770 is smaller than 1.96 (alpha 5%), then hypothesis 2 (H2), which states that job satisfaction has a significant positive effect on service quality, cannot be accepted or rejected. This implies that an increase in job satisfaction does not have a real impact on improving service quality. The results of this study are not in line with the results of previous studies conducted by Yee, Yeung and Cheng (2008); Hella, (2011) who concluded that employee job satisfaction is able to improve service quality.

**Hypothesis 3: Internal Marketing has a significant positive effect on Job Satisfaction.**

Hypothesis testing used *PLS* resulted in a path coefficient of direct influence of organizational commitment on service quality showing a value of 0.731 with a t-statistic of 4.001. Because of t-statistics of 4.001 is greater than 1.896 (alpha 5%), then hypothesis 3 (H3) which states that internal marketing has a significant positive effect on job satisfaction can be accepted. This implies that internal marketing that is done well can help to increase job satisfaction. The results of this study are in line with the results of previous studies related to internal marketing and job satisfaction conducted by Kanyurhi and Akonkwa (2016).

## CONCLUSIONS

The implication of this research is that there are several previous research results related to internal marketing, job satisfaction and service quality. From the results, it showed that internal marketing, employee job satisfaction and service quality are all perceived very well by employees of non-star hotels in Denpasar. This research also provides important implications related to the theory of internal marketing which is associated with job satisfaction and service quality. The results of this study strongly support previous studies, especially those related to internal marketing with job satisfaction and service quality. Based on the research problems, it can be concluded that 1). Internal marketing has a significant positive effect on job satisfaction. This indicates that the better internal marketing will be able to increase job satisfaction, 2). Job satisfaction has no significant positive effect on the quality of the work. This indicates that the increase in job satisfaction has not had an impact on improving service quality significantly, and 3). Internal marketing has a significant positive effect on service quality. This indicates that better internal marketing will be able to improve service quality.

Based on the results and conclusions in this study, some suggestions can be taken to improve service quality and job satisfaction through internal marketing as follows, 1). Maintaining and improving internal marketing by rewarding employees' work performance so that employees can be more motivated at work, 2). Increasing job satisfaction by listening more to suggestions given by employees, so that employees can feel valued and have the same contribution and rights as other employees in helping to develop the company where they work, and 3). Maintaining and improving service quality by always giving personal and special treatment to guests and understanding all guests' special needs.

The implication of this research is that there are several previous research results related to internal marketing, job satisfaction and service quality. From the results of the analysis, it shows that the assessments made on internal marketing, employee job satisfaction and service quality have all been well perceived by employees of non-star hotels in Denpasar. This becomes important for this research so that it can be used as a relevant answer to be used in this research. Other things that can be obtained in this study also provide important implications related to the theory of internal marketing associated with job satisfaction and service quality. Another important thing in this study is that there are still limitations, where the relationship between internal marketing and service quality has insignificant results. This finding can be a gap for further research and redevelopment on internal marketing and service quality by using other variables to get a different research result and enrich the research literature on internal marketing.

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