Analysis of Internal Marketing Effect on Employee's Job Satisfaction (Study in The Oberoi Hotel - Bali) Dyah Ratri Satiti*

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ABSTRACT

Tight competition between companies with others makes marketing become one of tool that company needs to improve. Many successful companies are because they can implement the concept of marketing well. It is not only about how to sell the product to customer, but also make the customer itself become loyal and satisfy with product offered. Customer itself consists of two kinds, which are external and internal customer. Internal customers are the people in the company itself; it can be partner or employee. Implementation of internal marketing is the company trying to make their employees as their external customer. This study aims to investigate the influence of the relationship between internal marketing and job satisfaction of employees with independent variables that consist of training, motivation, empowerment, and communication.

This study categorized in explanatory research, based on the fact that the purpose of this study was to clarify the relationship and influence of several variables that have been defined. This study examines employees of The Oberoi Hotel - Bali. A questionnaire used to collect data with 128 samples from employee in level R.L.5 to R.L.12 selected by probability sampling. The research instrument was tested by validity and normality test. To analyze the data, regression analysis method that including multicolinearity, heteroscesdasticity, and normality test are used. Results from this study are motivation and communication has a significant effect to employee job satisfaction.

Keywords : marketing, internal customer, internal marketing, job satisfaction.

Background of the Study

Nowadays, marketing becomes the important thing for companies' success. Tight competition between companies with others makes marketing become one tool that company needs to improve. Many successful companies are because they can implement the concept of marketing well. It is not only about how to sell the product to customer, but also make them become loyal and satisfy with product offered. One of marketing component is communication, how companies communicate their value of product to customers and make customer got fulfilled their expectation trough this product.

According to Dutta (2010), there are two kinds of customers, external and internal customer. External customers are people that purchase the product or service that

from the company. Internal customers are the people in the company itself (it can be partner or employee) that company provides the service too in order to deliver the company's product or services. From here we can see that actually the employee inside the company is also the customer.

Gregory (2009) stated that employee satisfaction is essential to the success of any business. A high rate of employee satisfaction is directly related to a lower turnover rate. There are numerous reasons that can be used to explain about why employees can become discouraged with their jobs and resign, including high stress, lack of communication within the company, lack of recognition, or limited opportunity for growth.

Recent literature has emphasized the importance of the internal marketing of service organizations. Internal marketing is important to organizations because it is related to employee job satisfaction and organization commitment (Al-Hawary *et al* (2013); Kameswari and Rajyalakshmi (2012)). Futhermore, Kameswari and Rajyalakshmi found that internal marketing dimensions (training and skill development activities, work environment, superior support, coworker support and recognition) had a significant impact on the satisfaction level of employees of State Bank of India.

Hogg, Carter and Dunne (1998), mentioned that dimensions of internal marketing measurement are: communication, staff training; appraisal and feedback; and customer consciousness. Ahmed and Rafiq (2003) distinguish these dimensions into: strategic rewards; internal communications; training and development; organizational structure; senior leadership; physical environment; staffing; selection and succession; inter-functional coordination; incentive systems; empowerment; and operational/process changes. Moreover, Tsai and Tang (2008) identify the key elements of internal marketing including service training programs, performance incentives, and vision for service excellence.

In Indonesia, Bali is one of cities that grow rapidly in tourism industry and become the tourism icon of Indonesia. In 1978, The Oberoi Hotel was officially opened in Bali and become more developed each year until now. Recently, The Oberoi Hotel – Bali awarded as Top 25 Hotels in Indonesia (Ranked 4th) by TripAdvisor, Travellers' Choice Awards 2013. Other achievements from customers voting make this hotel become the best choice and make people believe that good service comes from the people inside the company.

Through the official website of The Oberoi (http://www.oberoihotels.com/about_us/group_profile.asp) mentioned that "A distinctive feature of The Group's hotels is their highly motivated and well trained staff who provide exceptionally attentive, personalised and warm service" means that The Oberoi involve their employees as their marketing tools to attract the customers.

The purpose of this study is to understand the internal marketing process inside The Oberoi Hotel – Bali and the effects on employee job satisfaction, the result of this research will show the factors affecting employee job satisfaction and can be used as a consideration by marketing and human resource managers of The Oberoi Hotel - Bali.

Based on the previous literature by Al-Hawary *et al* (2013), they identified four dimensions of internal marketing; they are training, work environment, communication, and reward and recognition system. These dimensions also will used in this study to identify the effect on employee job satisfaction.

Literature Review

Service Marketing Triangle

The service marketing triangle helps service marketers to address these challenges. There are three points in triangle that represent organization, customers, and employees. Between each of three points of the triangle different marketing processes such as external marketing, interactive marketing, and internal marketing must be successfully carried out for service processes to succeed and to build and maintain relationship with the internal and external customers.



Source: Zeithaml and Bitner (2006)

External Marketing

External marketing is the link between an organization and its customers. It represents the promises which organizations make to their customers with reference to products or services they offer. Organizations make promises to customers concerning their offerings and how delivery of the offering will be conducted. The external communication activities o the service provider plays a key role in the formation of customers' expectations, because their expectations are affected by the service provider's direct and indirect marketing messages (Kasper *et al.*, 1999:216).

For service organization, factor such as service employees, organization image and visible structures, and the actual services process itself, from the basis for customers' expectations of the offering and the delivery thereof. Customers' expectations and experiences fuse, therefore much of their final belief is drawn from the environment in which they receive the service and the personalities and behavior of the people they encounter during service processes (Irons, 1994:14).

Interactive Marketing

Interactive marketing process is about keeping the promises made by the organization to the customer along with delivering a quality service to the customer. It is the actual contact between the service employees and the customers and is called the "moment of truth" or service encounter. It is decisive moment in the service process where organizations actually show what they can do and how they meet the set expectations (Kasper *et al*, 1999:11).

In service organizations, the marketing has shifted from the offering to the customers to the interaction that takes place between the service employees and the customers. Through their interactions with employees, customer form a perception of the integrity of an organization's service promises. They furthermore use the interaction to assess the value of the offering, and to make the decision to purchase or repeat the purchase of an offering. From a customer's point of view, this is the most important stage of the service delivery process as it is during this process that they receive the value they actually desire.

Service organizations must therefore ensure that their service employees have the skills and ability to perform the service to meet the customers' expectation (Kurtz and Clow, 1998:117). The reliability of the services is tasted every time a customer interacts with employees and the service provider.

Internal Marketing

For many service industries, the quality of service delivered to customers is very closely related to the performance of employees. The internal marketing came to prominence during the 1980s and describes the application of marketing techniques to audiences within the organization. Through internal marketing, the organization reveals that it consists of individuals and departments who are considered to be each other's customers (Kasper *et al.*, 1999:371).

Every organization can be considered to be a marketplace consisting of a diverse group of employees who engage in exchanges between each other (Foreman and Money, 1995). In order to have their needs met; employees are often dependent upon internal services provided by other departments or individuals within their organization.

Based on Amstrong & Kotler (2007:226), internal marketing means that the service firm must effectively train and motivate its customer-contact employees and supporting service people to work as a team to provide customer satisfaction. Marketers should get everyone in the organization to be customer-centered. In fact, internal marketing must precede external marketing.

Helman and Payn (1992:4) divided the internal marketing steps into three different parts:

1) Marketing of employee: creating motivation in employee to achieve better performance and to improve the relations between internal and external customers. 2) Marketing of an internal function: marketing of the organizational different units as long as they understand well their roles in relation to organization units.

3) Marketing of organization products and services to employee.

Employees do not only provide a service to the external customers but also to each other within the organization. Promises are easy to make, bit unless organizations have internal systems in place to ensure the delivery thereof, service processes cannot succeed. The success of internal service system is dependent on the relationship between the organization and the employees (Kasper *et al.*, 1993:371). Employees who understand their functions within the organization are more likely to create a harmonious work environment that will pave the way for less role ambiguity, less conflict, and more satisfied employees in the workplace.

Employee Job Satisfaction

Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place (Davis *et al.*, 1985).

The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

Frederick Herzberg (1959), theorized that employee satisfaction has two dimensions: "hygiene" and motivation. Hygiene issues, such as salary and supervision, decrease employees' dissatisfaction with the work environment. Motivators, such as recognition and achievement, make workers more productive, creative and committed.

Hygiene issues, according to Herzberg, cannot motivate employees but can minimize dissatisfaction, if handled properly. In other words, they can only dissatisfy if they are absent or mishandled. Hygiene topics include company policies, supervision, salary, interpersonal relations and working conditions. They are issues related to the employee's environment. Motivators, on the other hand, create satisfaction by fulfilling individuals' needs for meaning and personal growth. They are issues such as achievement, recognition, the work itself, responsibility and advancement. Once the hygiene areas are addressed, said Herzberg, the motivators will promote job satisfaction and encourage production.

Hypothesis

Based on the literature and previous research, the hypotheses in this study are as follows :

- 1. Claimed that the internal marketing dimension consist of training (X_1) , motivation (X_2) , empowerment (X_3) , and communication (X_4) simultaneously affects to employee job satisfaction in Oberoi Hotel & Resort – Bali.
- 2. Claimed that the internal marketing dimension consist of training (X_1) , motivation (X_2) , empowerment (X_3) , and communication (X_4) partially affects to employee job performance in Oberoi Hotel & Resort Bali.
- 3. Claimed that training (X_1) is a dominant affection to employee job satisfaction in Oberoi Hotel & Resort Bali.

Research Metodology

Type of Research

Based on the formulation of the problem and research objectives, the type of study is explanatory research. Explanatory research uses to test hypotheses of whether there is an influence of internal marketing to employee job satisfaction. Hence, in this study an explanation of the causal relationship between the independent variables consisting of training (X_1) , motivation (X_2) , empowerment (X_3) , and communication (X_4) with employee's job satisfaction (Y) as the dependent variable was given. Population is the entire subject of research. The population in this study is all employees in level R6, R7, R8, R9, R10, R11, and R12 of The Oberoi Hotel - Bali consisting of 188 staffs and to determine the sample size used calculation of Slovin's formula. This formula is used because the population earned less than 500 people (Kriyantono 2006, 160). The total sample used is 126.

Sampling Technique

The sampling technique in this study used probability sampling. Probability sampling is a sampling technique when elements in population have a known chance of being chosen as subjects in the sample. Simple random sampling is method where every element in the population has a known and equal chance of being selected as a subject (Sekaran, 2009:270).

Research Variable

In this study the variables used are the internal marketing which identified with (X) as independent variable and employee job satisfaction are identified with (Y) as dependent variable.

Data Collection Method

Data collection method used in this study is questionnaires.

Data Analysis Technique

Data obtained from questionnaires subsequently processed and analyzed to validity and reliability test to know whether the questionnaire used is valid and

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Classical Test Theory

One of analysis tool that is used to test hypotheses in this study is multiple regression linier. Multiple regressions linier should fulfill the assumptions that determined in order to generate the values of the coefficients as unbiased estimator. So that the model can be analyzed and can provide results representative then the model must satisfy the classical assumptions, which are: no symptoms of multicollinearity, heterocedastisity, and autocorrelation. It means that the estimated parameters should be BLUE (best, linear, unbiased, estimators). If the parameter estimates are not BLUE, there should be a generalization of the model so that the estimate can be justified statistically.

Data Analysis Method

This study used multiple regression analysis to know the effects of internal marketing with variables are training, motivation, empowerment, and communication to employee job satisfaction in The Oberoi Hotel - Bali.

This study used multiple regression analysis to know the effects of internal marketing with a number of variables, namely motivation, empowerment, and communication to employee job satisfaction in Oberoi Hotel & Resort - Bali. Regression equation model which is supposed to meet the requirements of the classical assumptions, among others: normal distribution, there is no multicollinearity and heterocedastisity. Regression analysis is used to measure the effect of more than one independent variable toward the dependent variable. Formula of multiple regression is stated as follows:

$$Y = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4 + e$$

Description :

- *Y* : Employee Job Satisfaction
- *a* : constant
- *b* : regression coefficient
- X_1 : training
- X_2 : motivation
- X_3 : empowerment
- X_4 : communication
- *e* : standard error

Hypotheses Testing

Hypotheses test aims to determine the effect of variables - independent variables simultaneously, partial, and dominant against the dependent variable. Hypotheses testing is done by the F test and t test, standardized or Beta coefficient (β).

Findings and discussion

Research Object

The object in this study is The Oberoi Hotel – Bali which is one of five-star hotels in Bali under Oberoi Group. The Oberoi Group is a hotel company with its head office in Delhi. Oberoi, dounded in 1934, owns and operates 30 hotels and three cruisers in five countries (India, Egypt, Saudi Arabia, Mauritius, and Indonesia) adds value and distinction to their host countries. The research place itself located in Seminyak Beach, Jalan Kayu Aya, Denpasar, Bali, Indonesia 80361.

Characteristic of Respondent

T study involved employees in The Oberoi Hotel – Bali started from employees in R.L.5 until R.L.12 as respondents, then the data need to be identified first based on employee gender, education, and age. In this study 128 questionnaires were distributed. For more details, characteristic of the respondents in this study can be described as follows:

Gender	Frequency	Education	Frequency
Female	36	Senior high school	22
Male	92	Diploma	81
TOTAL	128	Bachelor	23
		Higher education	2
		TOTAL	128

Age	Frequency
< 25 (less than 25)	74
25 - 35 (25 until less than 25)	26
35 – 45 (25 until 45)	15
> 45 (more than 45)	13
TOTAL	128

Source: Processed Data in 2013.

Validity and Reliability Test

Based on the validity test, it is known that all research items whether dependent variable or independent variable has significantly greater value than the critical r-value of 0.714. The result is showing that all statement items above are valid. Based on the table result above, it can be stated that the research instruments are reliable, because the value of Cronbach's Alpha is 0.875 is greater than 0.60.

Result of Model Assumption Test Non multicollinearity Test

For detect if there is any multicollinearity or not, can be seen from Variance Inflation Factor (VIF). If the value of VIF > 10 shows the indication of multicollinearity, and of VIF < 10 non multicollinearity is indicated. Based on result, each independent variable showing VIF value is less than 10, so that assumption of non multicollinearity is fulfilled.

Heteroscesdasticity Test

Based on the scatter plot graph above, it can be seen that the spots spread randomly with no specific pole such as up and down or clumped together. The spots were spreading randomly whether above or under 0 number in T-axis. With this result, it can be concluded that there was no heterocedacity problem occurred.

Normality Test

Regression model fulfils normality assumption if residual caused by regression model is normally distributed. Kolmogorov-Smimov is used to detect normality. If the result is greater than 0.05 means that normal distribution happened, but if the result is smaller than 0.05 meaning that normal distribution does not happened. Based on the result, it is found that the significant value was 0.175, meaning that normality assumption test was fulfilled.

Multiple Regression Analysis

Regression analysis was used to obtain the influence of the independent variables to dependent variable $(X_1, X_2, X_3, \text{ and } X_4 \text{ on } Y)$. In processing the data using multiple linier regression analysis, several steps were performed relationship between the independent and dependent variables. Based on the results of data processing by using SPSS software, the summary is obtained follows:

The regression model found is:

$Y = 4.720 + 0.277X_1 + 0.555X_2 + 0.090X_3 + 0.364X_4$

Whereas:

- Y : Job satisfaction
- X_1 : Training
- X₂ : Motivation
- X₃ : Empowerment
- X₄ : Communication

Variable	b	t _{value}	Significance	Explanation		
Constant	4.720					
X1	0.277	1.822	0.071	No significant		
X ₂	0.555	3.912	0.000	Signifcant		
X ₃	0.090	0.405	0.686	No significant		
X_4	0.364	3.212	0.002	Signifcant		
α	= 0.02	50				
R	= 0.69	90				
$(Adj. R^2)$	= 0.43	59				
F-value	F-value = 27.911					
F-table $(F_{4,123,0.05}) = 2.445$						
Significance	Significance $= 0.000$					
t-tabel (t _{96, 0.}	$_{.05}) = 1.9^{\circ}$	79				

Hypothesis Testing First Hypothesis (F test)

Based on result, calculated F value of 27.911 and a significance value of

0.000 were obtained. Because the calculated F value was greater than the F table value (27.911 > 2.445) or the significance value was less than alpha 5% (0.000 < 0.050), then the hypothesis H₀ was rejected and it was concluded that there were jointly significant effect of the variable training (X₁), motivation (X₂), empowerment (X₃), and communication (X₄) to the variable job satisfaction (Y) with a rate of 5% error margin.

Second Hypothesis Testing (t test)

The result showed a partial test results on variables training (X_1) , motivation (X_2) , empowerment (X_3) , and communication (X_4) to job satisfaction variable (Y). From the table it can be explained as follows:

1. The Influence of training (X_1) to job satisfaction (Y)

T value obtained of variable training was 1.822. Because the calculated t was smaller than t table (1.822 < 1.972), then the hypothesis H_0 was accepted. It could be said that the training variables (X₁) had a significant effect on the variable job satisfaction (Y).

2. The Influence of Motivation (X_2) to job satisfaction (Y)

T value obtained of variable motivation was 3.912. Because the calculated t was greater than t table (3.912 > 1.979), then the hypothesis H₀ was rejected. It could be said that the variable motivation (X₂) had a significant effect on the variable job satisfaction (Y).

3. The Influence of Empowerment (X_3) to Customer Satisfaction (Y)

T value obtained of variable communication was 3.212. Because the the calculated t was greater than t table (3.212 > 1.975), then the hypothesis H₀ was rejected. It could be said that the variable communication (X₄) had a significant effect on the variable job satisfaction (Y).

4. The Influence of Communication (X_4) to Customer Satisfaction (Y)

T value obtained was 3.212 and significance value of 0.002. Because the value of t is greater than t table (3.212 > 1.975) or the significance value is less than alpha 5% (0.002 < 0.050), then the hypothesis H₀ is rejected and it can be said that the variable communication (X₄) significant effect on the variable job satisfaction (Y).

Third Hypothesis Testing (*Standardized* β coefficients)

To determine the independent variables that have the most influence on job satisfaction variables (Y), it can be done by comparing the standardized regression coefficient (Standardized β) between independent variable with each other. Independent variables are the most dominant influence on the Customer Satisfaction variable (Y) which has the greatest Standardized β coefficients.

Variable	Coefficient Standardized β	Remarks
Training (X_1)	0.162	No significant
Motivation (X_2)	0.330	Significant
Empowerment (X ₃)	0.0.32	No significant
Communication (X ₄)	0.298	Significant

Source: processed data in 2013

Based on result, the motivation variable (X_2) was a variable which had the greatest Standardized β coefficients. This means that customer satisfaction (Y) was more influenced by motivation variable (X_2) than the other independent variables. Thus, the hypothesis training variable (X_1) which had a dominant influence on job satisfaction (Y) in The Oberoi Hotel - Bali was rejected. This result was different from the previous research of Al-Hawary, *et al* (2013) that considered training variable as dominant effect. This is because the case study used is different. In Al-Halwary, *et al* (2013) research of the internal marketing effect to job satisfaction in bank industry where most employees in this industry regarded the training more necessary rather than employees in this research.

Discussion

Internal marketing means involving all employees in effective marketing programmers by enabling them to understand their role within the marketing process. Improving the quality of internal marketing will get a lot of attention for the employee. This is because the internal marketing can be used as a tool to achieve a competitive advantage. With an increase in internal marketing, it can increase employee loyalty. Employees who have been loyal to the company will also affect employee loyalty.

Hospitality industry is a field that specializes in delivering services to direct customers. It ensures that the recipients are well treated to ensure that they enjoy their leisure time. Some of these fields include hotel. Hotel industry in Indonesia also has significant growth in recent years. Based on statistic data from BPS (*Badan Pusat Satistik*), in 2012 it was recorded that in Indonesia there were more than 15,000 accommodation places provided. That number comes from sum of two types of hotel which are hotel with star (from 1- 5) with total 1,623 and other accommodations 14,375. This number is predicted to increase significantly in 2013.

Indonesia that has great geographic location and is supported by many tourism places also become a trigger for hotel industry to develop more in each period, especially in Bali, tourism is the icon of this island. The supports from government also become the biggest effect to develop tourism and hotel industry here. This phenomena also cause the increasing number of employees in hotel industry.

In Bali, there are many institutions that offer education in tourism field such as food and beverage production, housekeeping, hotel management, etc. Here the company will select the most suitable and best people for them to be hired because the employees have a big impact to service delivered in this industry. Job satisfaction becomes one of the important things that service industry cannot ignore, the employee satisfaction will affect the employee performance.

This research tries to find out the answer of three problems stated. Firstly, the aim of this research is to know if internal marketing that consist of independent variables training, motivation, empowerment, and communication partially affects the employee's job satisfaction. Secondly, it is to know that each independent variable partially affects employee's job satisfaction. And lastly, it is to know which independent variable that is most dominant in influencing job satisfaction in The Oberoi Hotel - Bali. The result shows that all independent variables (training, motivation, empowerment, and communication) simultaneously influenced on dependent variable (job satisfaction) significantly.

From the second problem, the result from this study shows that not all independent variables (training, motivation, empowerment, and communication) partially influenced on dependent variable (job satisfaction) significantly. Then, the result from the third problem shows that training was not the most dominant influence to employee's job satisfaction, but motivation gaves more effect to dependent variable (job satisfaction) in The Oberoi Hotel - Bali. Each factor of independent variables will be explained comprehensively below:

1. Training (X_1)

Indicators of training in this study refers to the importance of training itself to each individual in the company, the company itself, and the effectiveness of training itself to employee performance. Training programs that were run in Oberoi Hotel - Bali were language, behavioral, functional (skill based), and cross training. Each training was divided based on the level of employee whether staff or/and executive or functionally (general or function). A possible explanation for this inconsistency was due to inadequacy of practical and effective trainings, lack of employees' willingness to be instructed, failure to hold regular courses, not targeted trainings, not planned trainings, and not assessing the real training needs. This result is contrary with the previous research by Al-Hawary, *et al* (2013). It can also be explained by Marslow's theory, where most of employees in The Oberoi Hotel - Bali still considered the basic level of needs, which is basic needs, security, and social needs. However, training itself is including in the highest level of hierarchy needs which is self-actualization.

2. Motivation (X₂)

Indicators of motivation in this study refer to salary and bonus/reward system. When employee got enough or more salary, annual bonus, and any reward from company when they did extraordinary work, they would feel satisfied and secure in their job.

A factor that caused this result was because mostly the employees in this company were still under 25 years old and in range 25 - 35 years old. The financial motivation still became the first factor that could affect their job satisfaction. Based on item correlation matrix, salary would give good status of employees who work in this company.

3. Empowerment (X₃)

Indicators of empowerment in this study refer to the support given by supervisor and role of employees to take decision. Empowerment means participation is a process by which influence is shared among individuals who are otherwise hierarchical unequal. This finding was not consistent with research result implemented by Al-Hawary, *et al* (2013). This result caused by employees who were in level R.L.10 and R.L.11 and who had limitations in developing self and freedom in decision-making since the employees at this level generally had a regular working system without a lot of opportunities to express opinions. In this case, it can be concluded that employees in The Oberoi Hotel - Bali felt that the support and empowerment in working itself were not strong factors to make them satisfied with their job.

4. Communication (X_4)

Indicators of communication in this study refer to salary and bonus/reward system. When employee get enough or more salary, annual bonus, and any reward from company when they do extraordinary work, they will feel satisfied and secure in their job.

Communication is a process where the employees in the organization can transmit their information, ideas, opinions and plans to other employees or supervising managers. Good communication that run in The Oberoi Hotel - Bali between supervisor to employee, employee to supervisor, and employee to employee or supervisor to supervisor with clear SOP created effectiveness in working. This result supports previous research by Al-Hawary, *et al* (2013).

The research result includes several strategies to implement internal marketing especially in hospitality industry. First, motivation; the majority of employees still felt that the amount of salary and bonus/reward system could increase job satisfaction in company, the manager can adjust the system of bonus/reward that could they gave to loyal employees in their company.

Second, communication; good communication between supervisor - employee, employee - supervisor, and among employees in same department or not, were able to increase employee job satisfaction because the information inside the company ran well and created effectiveness in working environment.

Third, training; in service company, each employee had to know well about the company and the service that they offered to external customer. Training was a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job. The manager of human resource should have been more aware to the impact of training and job satisfaction to their employees.

Lastly, the empowerment where supervisor gave support and plat form for employee to participate decision making process, taking actions, and solving any problems or conflicts during job in logical way to create the sense of belonging of employee to the company itself and to create job satisfaction.

Conclusion

The research result several things include strategy to implementation internal Understanding employee's job satisfaction towards internal marketing was able to made company to create best strategy. This study was about finding the relationship between employee job satisfactions and internal marketing with variable training, motivation, empowerment, and communication in hospitality industry. Therefore it can be concluded as follows:

- 1. Internal marketing simultaneously influenced employee's job satisfaction significantly.
- 2. The greatest factor that influenced employee's job satisfaction was motivation, followed by communication factor.
- 3. Other factors such outside training, motivation, empowerment, and communication were also able to influence employee job satisfaction.

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STATISTIC RESULT

Regression

Regression						
Descriptive Statistics						
Mean Std. Deviation N						
Υ	23.5781	3.62539	128			
X1	17.1172	2.11713	128			
X2	11.2188	2.15880	128			
X3	7.7656	1.30706	128			
X4	19.7656	2.96830	128			

		Cor	relations			
		Y	X1	X2	X3	X4
Pearson Correlation	Y	1.000	.545	.596	.414	.594
	X1	.545	1.000	.558	.411	.623
	X2	.596	.558	1.000	.468	.539
	X3	.414	.411	.468	1.000	.540
	X4	.594	.623	.539	.540	1.000
Sig. (1-tailed)	Y		.000	.000	.000	.000
	X1	.000		.000	.000	.000
	X2	.000	.000		.000	.000
	X3	.000	.000	.000		.000
	X4	.000	.000	.000	.000	<u> </u>
Ν	Y	128	128	128	128	128
	X1	128	128	128	128	128
	X2	128	128	128	128	128
	Х3	128	128	128	128	128
	X4	128	128	128	128	128

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method				
- 1	X4, X2, X3, X1 ^a		Enter				
a. All requested variables entered.							

b. Dependent Variable: Y

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.690 ^a	.476	.459	2.66719	1.821

a. Predictors: (Constant), X4, X2, X3, X1 b. Dependent Variable: Y

	ANOVA®						
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	794.211	4	198.553	27.911	.000 ^a	
	Residual	875.008	123	7.114			
	Total	1669.219	127				

a. Predictors: (Constant), X4, X2, X3, X1 b. Dependent Variable: Y

Coefficients^a Model Standardized Unstandardized Coefficients Coefficients В Std. Error Beta t Sig. 4.720 2.059 2.292 (Constant) .024 1 X1 .277 .152 .162 1.822 .071 X2 .555 .330 3.912 .142 .000 X3 .090 .222 .032 .405 .686 .364 3.212 .298 .002 X4 .113

a. Dependent Variable: Y

Coefficients ^a				
Model Collinearity Statistics			Statistics	
		Tolerance VIF		
1	(Constant)			
	X1	.542	1.847	
	X2	.597	1.675	
	X3	.664	1.506	
	X4	.495	2.019	

a. Dependent Variable: Y

Collinearity Diagnostics^a

Model	Dimension			Variance Proportions		
		Eigenvalue	Condition Index	(Constant)	X1	X2
1	1	4.950	1.000	.00	.00	.00
	2	.019	16.197	.16	.01	.81
Amount	- 3	.015	18.020	.13	.07	.01
	4	.010	22.284	.35	.01	.12
	5	.006	29.459	.36	.91	.06

a. Dependent Variable: Y

Collinearity Diagnostics^a

Model	Dimension	Variance Proportions		
		X3	X4	
1	1	.00	.00	
	2	.03	.00	
	- 3	.86	.00	
	4	.06	.68	
	5	.05	.31	

a. Dependent Variable: Y

Residuals Statistics ^a						
	Minimum	Maximum	Mean	Std. Deviation	N	
Predicted Value	16.6257	28.5811	23.5781	2.50073	128	
Std. Predicted Value	-2.780	2.001	.000	1.000	128	
Standard Error of Predicted Value	.283	.934	.509	.136	128	
Adjusted Predicted Value	16.6254	28.5172	23.5726	2.50640	128	
Residual	-11.78944	7.24002	.00000	2.62485	128	
Std. Residual	-4.420	2.714	.000	.984	128	
Stud. Residual	-4.512	2.808	.001	1.006	128	
Deleted Residual	-12.28480	7.74587	.00553	2.74577	128	
Stud. Deleted Residual	-4.919	2.890	003	1.032	128	
Mahal. Distance	.442	14.595	3.969	2.774	128	
Cook's Distance	.000	.171	.009	.025	128	
Centered Leverage Value	.003	.115	.031	.022	128	

a. Dependent Variable: Y

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
Ν		128
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.62484777
Most Extreme Differences	Absolute	.098
	Positive	.072
	Negative	098
Kolmogorov-Smirnov Z		1.104
Asymp. Sig. (2-tailed)		.175

a. Test distribution is Normal.b. Calculated from data.

Charts

Histogram Dependent Variable: Y Mean = 2.08E-16 Std. Dev. = 0.984 N = 128 40 30-Frequency 20-10 0-4 -6 ó -4 -2 ż

Regression Standardized Residual

Correlations

		Cor	relations			
		x1.1	x1.2	x1.3	x1.4	X1
x1.1	Pearson Correlation Sig. (2-tailed)	1	.403 ^{**} .000	.235 ^{°°} .008	.142 .110	.688 .000
	Ν	128	128	128	128	128
x1.2	Pearson Correlation Sig. (2-tailed)	.403 ^{°°} .000	1	.555 ^{°°} .000	.314 .000	.804 [°] .000

	N	128	128	128	128	128
x1.3	Pearson Correlation	.235	.555	1	.387	.738
	Sig. (2-tailed)	.008	.000		.000	.000
	Ν	128	128	128	128	128
x1.4	Pearson Correlation	.142	.314	.387	1	.599
	Sig. (2-tailed)	.110	.000	.000		.000
	Ν	128	128	128	128	128
X1	Pearson Correlation	.688	.804**	.738	.599	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	Ν	128	128	128	128	128

**. Correlation is significant at the 0.01 level (2-tailed).

		Correlation	s		
		x2.1	x2.2	x2.3	X2
x2.1	Pearson Correlation	1	.134	.241	.611
	Sig. (2-tailed)		.132	.006	.000
	Ν	128	128	128	128
x2.2	Pearson Correlation	.134	1	.330	.726
	Sig. (2-tailed)	.132		.000	.000
l	N	128	128	128	128
x2.3	Pearson Correlation	.241**	.330**	1	.759**
	Sig. (2-tailed)	.006	.000	l I	.000
l	N	128	128	128	128
X2	Pearson Correlation	.611**	.726	.759**	1
	Sig. (2-tailed)	.000	.000	.000	
	Ν	128	128	128	128

**. Correlation is significant at the 0.01 level (2-tailed).

	Correlations					
		x3.1	x3.2	Х3		
x3.1	Pearson Correlation	1	.139	.665		
	Sig. (2-tailed)		.118	.000		
	Ν	128	128	128		
x3.2	Pearson Correlation	.139	1	.832		
l	Sig. (2-tailed)	.118		.000		
	Ν	128	128	128		
X3	Pearson Correlation	.665	.832	1		
	Sig. (2-tailed)	.000	.000			
l	Ν	128	128	128		

**. Correlation is significant at the 0.01 level (2-tailed).

			Correlation	S			
		x4.1	x4.2	x4.3	x4.4	X4.5	X4
x4.1	Pearson Correlation	1	.415	.118	.282	.367	.654
	Sig. (2-tailed)		.000	.186	.001	.000	.000
	Ν	128	128	128	128	128	128
x4.2	Pearson Correlation	.415	1	.205	.176	.285	.640**
	Sig. (2-tailed)	.000		.020	.047	.001	.000
	Ν	128	128	128	128	128	128
x4.3	Pearson Correlation	.118	.205	1	.312**	.105	.617**
	Sig. (2-tailed)	.186	.020		.000	.238	.000
	Ν	128	128	128	128	128	128
x4.4	Pearson Correlation	.282	.176	.312	1	.168	.654
	Sig. (2-tailed)	.001	.047	.000		.058	.000
	Ν	128	128	128	128	128	128
X4.5	Pearson Correlation	.367	.285	.105	.168	1	.561
	Sig. (2-tailed)	.000	.001	.238	.058		.000
	Ν	128	128	128	128	128	128

X4	Pearson Correlation	.654	.640	.617	.654	.561	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	Ν	128	128	128	128	128	128

**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

		Corr	elations			
		Y1	Y2	Y3	Y4	Y5
Y1	Pearson Correlation	1	.215	.249	.281	.274**
	Sig. (2-tailed)		.015	.005	.001	.002
	Ν	128	128	128	128	128
Y2	Pearson Correlation	.215	1	.434	.360	.326
	Sig. (2-tailed)	.015		.000	.000	.000
	Ν	128	128	128	128	128
Y3	Pearson Correlation	.249	.434	1	.477	.456
	Sig. (2-tailed)	.005	.000		.000	.000
	Ν	128	128	128	128	128
Y4	Pearson Correlation	.281	.360	.477	1	.555
	Sig. (2-tailed)	.001	.000	.000		.000
	Ν	128	128	128	128	128
Y5	Pearson Correlation	.274	.326	.456	.555	1
	Sig. (2-tailed)	.002	.000	.000	.000	
	Ν	128	128	128	128	128
Y6	Pearson Correlation	.285	.416	.377	.434	.366
	Sig. (2-tailed)	.001	.000	.000	.000	.000
	N	128	128	128	128	128
Y	Pearson Correlation	.564	.705**	.726	.732	.691**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	128	128	128	128	128

*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).

		Y6	Y
Y1	Pearson Correlation	.285**	.564
	Sig. (2-tailed)	.001	.000
	Ν	128	128
Y2	Pearson Correlation	.416	.705
	Sig. (2-tailed)	.000	.000
	N	128	128
Y3	Pearson Correlation	.377	.726
	Sig. (2-tailed)	.000	.000
	N	128	128
Y4	Pearson Correlation	.434	.732
	Sig. (2-tailed)	.000	.000
	N	128	128
Y5	Pearson Correlation	.366	.691
	Sig. (2-tailed)	.000	.000
	N	128	128
Y6	Pearson Correlation	1	.698
	Sig. (2-tailed)		.000
	Ν	128	128
Y	Pearson Correlation	.698	1
	Sig. (2-tailed)	.000	
	Ν	128	128

Correlations

**. Correlation is significant at the 0.01 level (2-tailed).

Reliability Scale: ALL VARIABLES Case Processing Summary

Case Processing Summary				
		N	%	
Cases	Valid	128	100.0	
	Excluded ^a	0	.0	
	Total	128	100.0	

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

	Cronbach's Alpha Based on				
Cronbach's Alpha	Standardized Items	N of Items			
.875	.880	20			

Item Statistics					
	Mean	Std. Deviation	Ν		
x1.1	4.0938	.90002	128		
x1.2	4.1641	.76103	128		
x1.3	4.3047	.68227	128		
x1.4	4.5547	.63752	128		
x2.1	4.0078	.91786	128		
x2.2	3.8906	1.09569	128		
x2.3	3.3203	1.05691	128		
x3.1	4.1953	.73236	128		
x3.2	3.5703	.98559	128		
x4.1	4.0625	.83948	128		
x4.2	3.8750	.90493	128		
x4.3	3.6016	1.13179	128		
x4.4	3.7734	1.05901	128		
X4.5	4.4531	.80216	128		
Y1	3.8203	.91732	128		
Y2	3.5313	1.08633	128		
Y3	3.9063	.89123	128		
Y4	4.0938	.79800	128		
Y5	4.1484	.73270	128		
Y6	4.0781	.86588	128		

Inter-Item Correlation Matrix

	x1.1	x1.2	x1.3	x1.4	x2.1	x2.2	x2.3	x3.1
x1.1	1.000	.403	.235	.142	.152	.354	.341	.163
x1.2	.403	1.000	.555	.314	.201	.192	.394	.295
x1.3	.235	.555	1.000	.387	.373	.192	.322	.353
x1.4	.142	.314	.387	1.000	.208	.347	.237	.137
x2.1	.152	.201	.373	.208	1.000	.134	.241	.337
x2.2	.354	.192	.192	.347	.134	1.000	.330	.125
x2.3	.341	.394	.322	.237	.241	.330	1.000	.254
x3.1	.163	.295	.353	.137	.337	.125	.254	1.000
x3.2	.303	.084	.243	.207	.099	.372	.292	.139
x4.1	.347	.452	.448	.332	.296	.333	.332	.377
x4.2	.401	.384	.253	.217	.210	.280	.314	.203
x4.3	.308	.250	.301	.232	.139	.263	.364	.228
x4.4	.130	.164	.194	.153	.034	.257	.185	.159
X4.5	.159	.264	.379	.290	.177	.254	.088	.264
Y1	.345	.155	.113	.199	.133	.388	.328	.029
Y2	.206	.284	.364	.185	.312	.314	.365	.106
Y3	.188	.348	.397	.245	.193	.336	.392	.233
Y4	.163	.273	.367	.237	.106	.444	.198	.238
Y5	.313	.365	.334	.261	.256	.334	.263	.356
Y6	.142	.363	.333	.277	.069	.308	.291	.075

	Inter-Item Correlation Matrix							
	x3.2	x4.1	x4.2	x4.3	x4.4	X4.5	Y1	Y2
x1.1	.303	.347	.401	.308	.130	.159	.345	.206
x1.2	.084	.452	.384	.250	.164	.264	.155	.284
x1.3	.243	.448	.253	.301	.194	.379	.113	.364
x1.4	.207	.332	.217	.232	.153	.290	.199	.185
x2.1	.099	.296	.210	.139	.034	.177	.133	.312
x2.2	.372	.333	.280	.263	.257	.254	.388	.314
x2.3	.292	.332	.314	.364	.185	.088	.328	.365
x3.1	.139	.377	.203	.228	.159	.264	.029	.106
x3.2	1.000	.166	.354	.361	.245	.188	.315	.288
x4.1	.166	1.000	.415	.118	.282	.367	.240	.162

x4.2	.354	.415	1.000	.205	.176	.285	.229	.236
x4.3	.361	.118	.205	1.000	.312	.105	.204	.423
x4.4	.245	.282	.176	.312	1.000	.168	.225	.119
X4.5	.188	.367	.285	.105	.168	1.000	.197	.146
Y1	.315	.240	.229	.204	.225	.197	1.000	.215
Y2	.288	.162	.236	.423	.119	.146	.215	1.000
Y3	.268	.460	.415	.189	.286	.313	.249	.434
Y4	.222	.285	.224	.146	.184	.413	.281	.360
Y5	.165	.394	.361	.300	.125	.233	.274	.326
Y6	.243	.307	.344	.281	.097	.277	.285	.416

Inter-Item Correlation Matrix						
	Y3	Y4	Y5	Y6		
x1.1	.188	.163	.313	.142		
x1.2	.348	.273	.365	.363		
x1.3	.397	.367	.334	.333		
x1.4	.245	.237	.261	.277		
x2.1	.193	.106	.256	.069		
x2.2	.336	.444	.334	.308		
x2.3	.392	.198	.263	.291		
x3.1	.233	.238	.356	.075		
x3.2	.268	.222	.165	.243		
x4.1	.460	.285	.394	.307		
x4.2	.415	.224	.361	.344		
x4.3	.189	.146	.300	.281		
x4.4	.286	.184	.125	.097		
X4.5	.313	.413	.233	.277		
Y1	.249	.281	.274	.285		
Y2	.434	.360	.326	.416		
Y3	1.000	.477	.456	.377		
Y4	.477	1.000	.555	.434		
Y5	.456	.555	1.000	.366		
Y6	.377	.434	.366	1.000		

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum
Item Means	3.972	3.320	4.555	1.234	1.372
Inter-Item Correlations	.268	.029	.555	.526	19.003

Summary Item Statistics				
	Variance	N of Items		
Item Means	.097	20		
Inter-Item Correlations	.010	20		

Item-Total Statistics								
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted			
x1.1	75.3516	87.584	.462	.412	.870			
x1.2	75.2813	87.968	.534	.506	.868			
x1.3	75.1406	88.327	.575	.532	.867			
x1.4	74.8906	90.523	.432	.285	.871			
x2.1	75.4375	89.524	.334	.313	.874			
x2.2	75.5547	84.202	.535	.425	.867			
x2.3	76.1250	84.646	.535	.390	.867			
x3.1	75.2500	90.425	.374	.338	.872			
x3.2	75.8750	86.976	.447	.356	.870			
x4.1	75.3828	86.585	.568	.501	.866			
x4.2	75.5703	86.546	.523	.405	.868			
x4.3	75.8438	85.298	.459	.426	.870			
x4.4	75.6719	88.411	.333	.250	.875			
X4.5	74.9922	89.236	.415	.331	.871			
Y1	75.6250	87.953	.429	.313	.871			
Y2	75.9141	84.804	.509	.455	.868			
Y3	75.5391	85.526	.598	.494	.865			
Y4	75.3516	87.663	.527	.547	.868			
Y5	75.2969	87.801	.570	.504	.867			
Y6	75.3672	87.305	.502	.413	.868			

Scale Statistics						
Mean	Variance	Std. Deviation	N of Items			
79.4453	96.170	9.80664	20			