



Internal Service Quality as a Driver of Employee Satisfaction, Commitment, and Turnover Intention Exploring over focal role of Employee Well-Being

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The purpose of this study aimed to use paradigms to introduce “employee well-being” as a focal construct in the process by which internal service quality (ISQ) drives employee satisfaction, commitment and turnover intention. In this study, we use SEM analysis (Structural Equation Model) over 125 correspondents with filled a questionnaire. The scale carried out in this study uses a Likert scale consisting of a scale of one to five. The results of the study were ISQ has a positive effect on employee satisfaction & employee well-being in airlines company. This study is uses data from a single company in Tangerang, Indonesia and focuses on a few key constructs, which is restrict the generalizability of its findings. Moreover, no significant differences were found among the workers units.

Keywords: Employee commitment, Internal marketing, Employee turnover intention, Employee satisfaction, Employee well-being, Internal service quality.

1. INTRODUCTION

Today, companies in the service sector have started to appear in Indonesia. If in the past service companies were lagging behind manufacturing companies in the field of marketing use because service companies were small, or were professional businesses that did not use marketing or faced a lot of demand or little competition, now all of this has changed [1]. The service industry plays a vital role and is no longer at marketing area, but on the contrary, the service industry at this time has been developing and facing intense competition due to the growing number of competitors in the service sector is increasing [2].

The service sector grew 5.69 percent, higher than the national growth of 5.07 percent and other sectors Manufacturing 4.95 percent and Agriculture 2.59 percent [3]. Here, the service sector composition in national GDP increased by 40.6 percent in 2010 to 43.6 percent in 2017 while the agriculture and manufacturing sectors declined. Although the service sector provides a sizeable contribution to the economy in Indonesia, the increasingly intense competition will have a negative impact on the company itself. The competitiveness in an industry can be seen through The Five-Forces Model, one of which is

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Rivalry among competing firms or competition between similar companies. Competition among companies of this type is usually the strongest of the other five. The strategies pursued by a company can be successful only when the company seeks to provide a competitive advantage over the strategies pursued by other companies. Changes in strategy by one company can be met with replies, such as lowering prices, increasing quality, adding features, providing services, expanding guarantees, and increasing advertising. Traditionally one of the goals of marketing is to get customers, but in the highly competitive business world companies are forced to improve quality of service and customer retention. Usually the most influential factor on customer perceptions of the quality of external services is the role and contribution of service employees to the service process itself. Service employees have a dual role they are service providers for external customers but also internal customers who get services by individuals or other departments in the company. Smart companies should be able to predict the needs of their customers, focus on the company's ability to offer high quality services, and can see that the quality of internal services can be used as a tool to gain competitive advantage [4]. Internal service

quality (ISQ) can be defined as the quality of service perceived and provided by other units or employees in the company. Internal services build a network to all functional sections with the aim of providing services to external customers. Thus, providing quality service to external customers depends on providing quality of service throughout the company internal [5]. Thus, the employee and their supervisor in a manufacturing unit in Guangdong province of the People's Republic of China. However, this research has never been done at company of airlines in Indonesia.

2. METHODOLOGY

A. Internal Service Quality

Internal services are provided by an organization's employees to other employees working within the same organization [6]. Hence, the ability to manage task interdependencies and coordination with others within the organization is regarded as essential to help accomplish one's own work goals [7]. The corollary being the provision of superior internal services will enable the organization to operate as a network of individual functional units linked together for the purpose of satisfying external customers [8].

B. Employee Satisfaction

Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. Here, ES as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with he/she actually receives [9]. The employee satisfaction may be described as how pleased an employee is with his or her position of employment [10].

C. Employee Commitment

The commitment "is a psychological state that characterizes the employees' relationship with the organization and has implication for the decision to continue membership in the organization." Affective commitment dimension is representing the individual's emotional attachment to the organization [11]. Here, commitment is "the employee's emotional attachment to, identification with, and involvement in the organization". Organizational members, who are committed to an organization on an affective basis, continue working for the organization because they want to link closely with the same organization [12]. Members who are committed on an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization [13].

D. Turnover Intention

Turnover intention is considered "to be conscious and

deliberate willfulness to leave the organization" [14]. Turnover intention is the intention to resign from his or her current job and the tendency to seek employment in other organization of an employee [15]. In this regard, turnover intention represents that the personal estimate of the probability of an individual leaving work in the near future [16]. Turnover intentions are divided into two categories: voluntary turnover and involuntary turnover [17]. Voluntary turnover intention is the decision of an employee to leave the organization. Involuntary turnover intention, on the other hand, is the departure of an employee initiated by the employer [18].

E. Employee Well-Being

Today most of the organizations are highly concerned regarding the employee wellbeing. So, employee wellbeing is the hottest topic in the organization now a day. There is no clear definition for employee wellbeing but everyone can understand the meaning of this term. The most of the organization owners and managers realized that satisfied and healthy employees contribute the organizational productivity than others [19]. This reflects that employee wellbeing has considerable impact on performance and endurance of organizations in different ways. In here few authors describe that employee wellbeing cause to high job performance, organizational citizenship behavior, and flexible effort and reduce employee turnover and absenteeism [20, 21]. The managerial practices of the organizations are highly influence for the employee wellbeing [22]. The cognitive factors that affect the quality of life are likely to be linked to people 's perception of their own level of wellbeing [23]. Therefore, effective wellbeing (psychological) emphasizes the centrality of feelings about life. Employee wellbeing at work as the physical and mental health of the workforce [24]. That is, employees should be working in a stress-free and physically safe environment. Healthy organizations are critical for survival in this competitive global business environment. Essential factors leading to organizational and personal wellbeing involves open communication, team working and co-operation, flexibility, support, and a balance between work and personal life [25]. The purports that a significant relationship exists between attention to employees and superior organizational performance [26]. Introducing wellbeing at work into business and public sector organizations is likely to introduce a change in the organizational climate that makes room for innovative practices that can produce positive organizational outcomes.

F. Employee Satisfaction

According to Locke, job satisfaction can be said to be a pleasant or positive emotional state resulting from the assessment of one's work or work experience [27]. Employee job satisfaction has a stronger relationship to the quality of internal services (non-economic needs) than

to the economic needs of employees such as wages and benefits [28]. This is important because the work will provide more satisfaction to employees through the development of internal service quality, and subsequently employees will provide the best service for customers. The satisfied employees can provide high quality services both for companies and for external consumers, rather than employees who are dissatisfied with their work [29]. Therefore, the hypothesis is:

H₁. ISQ has a positive effect on employee satisfaction

G. Employee commitment

Employee commitment is the most popular topic in the management world because it is binding on employees and their companies. This also has a significant effect on performance. Employee commitment can be defined as the extent to which employees feel singled out by their company [30]. The employee commitment can be said as an affective response to the entire company and the level of attachment or loyalty felt by employees towards the company [31]. However, despite strong evidence of the effects of employee commitment on performance, there is still not much research that reveals the relationship between internal service quality and employee commitment. A high level of internal service quality will simplify the work of employees and help improve performance, which in turn will make employees more likely to affiliate and accept their companies. This result can be said as positive reinforcement and can be translated into employee commitment to the company [31]. So, the hypothesis is:

H₂. ISQ has a positive effect on employee commitment

H. Employee well-being

Employee welfare does not only consist of physical and mental elements but also includes spiritual and emotional aspects [32]. Poor employee welfare can affect the physical and psychological, its relationship with the company can have a negative impact on health insurance costs, productivity, absenteeism, and so forth [32]. As explained earlier, the possibility of internal service quality will have a direct effect on employee satisfaction (H1) and employee commitment (H2), because it affects employees to carry out their work effectively and efficiently. Eventually employees will demand and expect high quality internal services from their colleagues but tend to be frustrated if their needs are not met [33]. Conversely, employees will almost never experience psychological tension when the demands of their work are in accordance with the level of control that employees have over their own roles [33]. Here, the employees become dependent on coworkers, there is a possibility that have stress levels increase and welfare becomes worse. This can also be interpreted, the quality of internal services provided by coworkers can affect the welfare of employees. Therefore, the hypothesis is:

H₃. ISQ has a positive effect on employee well-being

I. Turnover Intention

The turnover intention is considered to be the intention to leave an organization or its department and similarly, the retention intention is regarded as the intention to stay in the organization or department, an employee is currently working there [34]. The behavior of employees and their job satisfaction level count much while regulating the direction of their job future, i.e. they could think of leaving the organization or department, or decide to continue to be the part of the organization or department in future. Studies conducted recently revealed that higher level of employee satisfaction is negatively correlated with the turnover intention, and thus has a positive correlation with the retention intention [34].

H₄. Employee satisfaction has a negative effect on employee turnover intention

Organizational commitment is acceptance and trust of employees in companies where employees work on the objectives of the company, thereby increasing loyalty, willingness, and pride in themselves will continue to work in the company. Aspects of commitments consisted of (i) affective commitment is a commitment that is based on emotional values of the company, (ii) Continuous commitment is a commitment that describes the needs of employees who want to continue working for the organization because the employee has no other alternative, and (iii) normative commitment is a commitment based on the employee's awareness of their own that work at the company is a responsibility that must be performed by these employees. The relationship between variables is negative, as stated can be suppress the organizational commitment on employee turnover intention, so that is considered to bind employees to the company. So, the hypothesis is:

H₅. Employee commitment has a negative effect on employee turnover intention

Prior studies have found that Job Satisfaction and Psychological Health are two key variables that seem to be significant predictors of Turnover. The JD-C model has been shown to predict health and both motivational and productivity outcomes. The employees who were low in both job satisfaction and well-being were less likely to remain in the organization and more likely to change not only their current jobs but also their occupation. Hence, the more positively employees perceive their job characteristics and work environment the more satisfied they tended to be. This study proposes that Job Satisfaction and Psychological Health will both be negatively related to Turnover Intention, hypothesis is:

H₆. Employee well-being has a negative effect on employee turnover intention

It is explained in the study that organizational commitment, job satisfaction, and well-being at work are the predictors of the coming out of turnover intentions. A study revealed that a positive impact of well-being on job satisfaction and negative impact on turnover intention [34]. Having satisfied their well-being at work, employees might be more productive, positively contributing to the organization's goals, and making intentions to leave minimized [34]. An employee well-being has a significant contribution to the enhancement of productivity and organizational performance [34]. Hence, it also enhances customer service, profitability, and minimizes employee turnover and absenteeism. Based on this above statement, it clearly states that the well-being of employee reduces the turnover intention. The definition of turnover intention has been defined as: "the conscious and deliberate willfulness to leave the organization". Ratcheting up of workloads and work time expectations that increase time pressure on all workers and also this gesture will increase the level of turnover. Employee's turnover is positively related to workload (time pressure). Hence, it also enhances customer service, profitability, and minimizes employee turnover and absenteeism. So, the hypothesis is:

H₇. Employee well-being positively moderate the impact of employee satisfaction and negatively moderate on employee turnover intention

The wellbeing in terms of six constructs including: a manageable workload; personal control over the job; support from colleagues and supervisors; positive relationships at work; a reasonably clear role and a sense of control of involvement in changes in the organization. In some cases, wellbeing is also defined in terms of strain. Strain is defined as psychological, physical or behavioral responses to stressors [35]. Commitment is a multidimensional construct in which affective and normative commitment are considered relatively more desirable from an organizational point of view. It can be assumed that an individual with a good sense of wellbeing may be emotionally rather than cognitively attached to an organization by evaluating their potential gain or loss, and that both affective and normative commitment belong to a positive affective mental state whilst continuance commitment can be linked to the cognitive domain of our personality. The meta-analysis showed that although all three components of commitment were negatively associated with turnover and thoughts of withdrawal from the organization, affective commitment was the most strongly related. So, the hypothesis is:

H₈. Employee well-being positively moderate the impact of employee commitment and negatively moderate on employee turnover intention

Based on six hypotheses above, we design correlation map (see Figure 1).

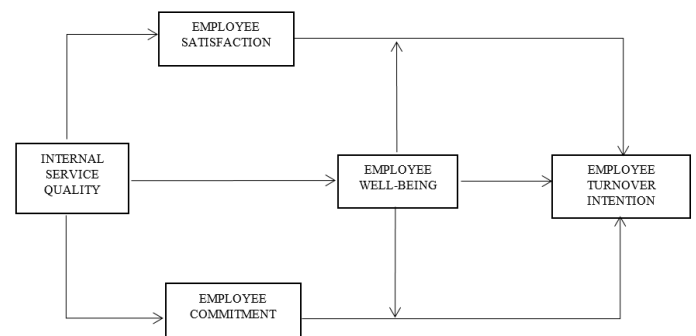


Figure 1. Hypothesis correlation map

As can be seen in Figure 1, the data from the workers in airlines company in Tangerang, Indonesia. This company was chosen because it is interesting to see the influence of the internal service quality provided by the company with its strong character as an airline company with a low-cost carrier system. The population and sample in this study were all employee of airline company in Tangerang, Indonesia. Sample size was determined using a reference developed by experts namely the number of samples = $n \times 5$. The questionnaire distributed in this study was $25 \times 5 = 125$ respondents. And the scale carried out in this study uses a Likert scale consisting of a scale of one to five. All the participants were assured about the anonymity and confidentiality of their data to ensure the accuracy and validity of their responses. The study has conducted a pre-test of 30 respondents using 2 methods, namely: validity test with reliability test. Two questionnaires were developed for this study, by adapting well-established scales for all the constructs. The employee questionnaire included a six-item scale for ISQ adapted from past research [35] in which the participants rated the service provided by the employees in other departments on six attributes (timeliness of response, follow-through, competence of employees, job knowledge, quality of interaction, level of cooperation); a five-item scale for employee satisfaction, a 13-item scale for employee commitment, a nine-item scale for employee well-being based on World Health Organization's Quality of Life (WHOQOL-BREF) and demographic variables (age, gender, education, marital status, service tenure and department name), also a three-item for employee turnover intention [35, 36]. All the scales used five-point Likert-type response formats (1 strongly disagree to 5 strongly agree).

3. RESULT AND DISCUSSION

The analysis of the structural model carried out has the aim of examining the relationship between latent variables in the research model, these results are also used to test hypotheses. This match test is carried out on the coefficient of structural equations with a significance

level of 0.05, then the value of t of the structural equation must be > 1.96 (see Figure 2 and Table I).

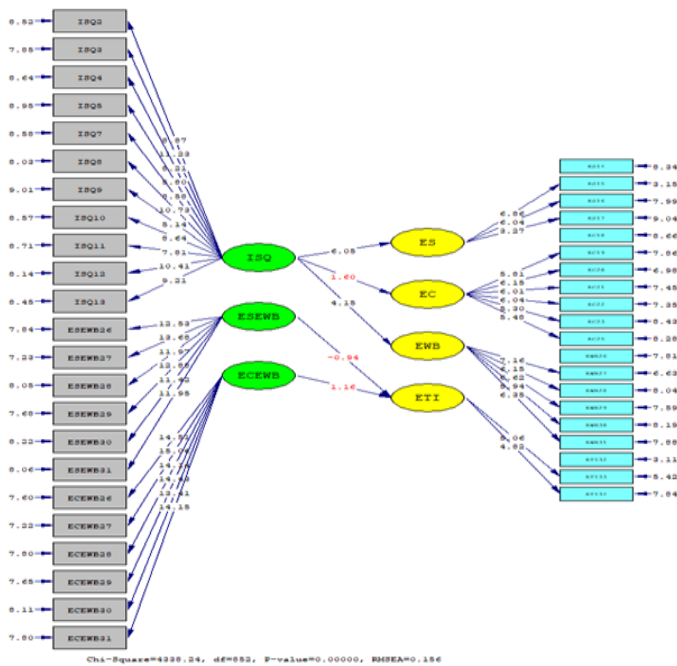


Figure 2. Path diagram T Value

Table I. Testing of Structural Model Relations

Hypothesis	Statement	t-score	Remarks
H ₁	ISQ has a positive effect on employee satisfaction	6.05	Supported
H ₂	ISQ has a positive effect on employee commitment	1.60	Not supported
H ₃	ISQ has a positive effect on employee well-being	4.15	Supported
H ₇	Employee well-being positively moderate the impact of employee satisfaction and negatively moderate on employee turnover intention	-0.94	Not supported
H ₈	Employee well-being positively moderate the impact of employee commitment and negatively moderate on employee turnover intention	1.16	Not supported

Based on the results of this test Hypothesis 1 (H₁), that the results of the analysis are supported by data which means that ISQ has positive affect on employee satisfaction. Hypothesis 2 (H₂), ISQ has a positive effect on employee commitment, but in this study the opposite was the case where service quality and employee commitment were not supported. Hypothesis 3 (H₃), that the results of the analysis are supported by data which means that ISQ has a positive effect on employee well-being. In Hypothesis 7 (H₇) and Hypothesis 8 (H₈) that the results of the analysis are not supported by the results of this study due to in the results of this study the value of the t-value is below 1.96. So, in this research Employee well-being has no positively moderate the impact of employee satisfaction and negatively on employee

turnover intention and also Employee well-being has no positively moderate the impact of employee commitment and negatively moderate on employee turnover intention. All these findings make a useful conceptual contribution to the current research on ISQ and its consequences by providing useful insights into the complex process by which ISQ affects employee satisfaction & well-being.

4. CONCLUSION

This study means that ISQ has a positive effect on employee satisfaction & employee well-being in airlines company. By giving ISQ, will increased their satisfaction & well-being and also help increased company productivity. Despite its useful theoretical and managerial contributions, this research has a few limitations that may restrict the generalizability of its findings, which future research may address. This study has several limitations which are taken into consideration for further research. This study uses a questionnaire as a measurement tool to collect respondents' data as needed. However, the questionnaire used has limitations such as bias in filling out questions. There is a possibility that the respondents did not fill out the truth or only filled in based on the ideal conditions expected and not the actual conditions that were happening. This can cause the measurements used not to describe the variables significantly. This study was conducted in a single industry (i.e. airlines company) and a single company located in a single region (i.e. Tangerang, Indonesia). Hence, the findings of this study may be influenced by the unique socio-economic and cultural characteristics of this region and may not be equally applicable to other countries and regions. Therefore, more research is needed in other industries and cultural settings to test the conceptual model introduced in this paper, to not only help validate these findings but to also lead to a more generalizable model. This study examines the employee perceptions about various aspects of ISQ in this study but prior research on service quality have also highlighted the importance of studying the expectations and the gap between expectations and perceptions as useful diagnostic tools for managers. Hence, future research in this area would find it useful to study both expectations and perceptions about ISQ to develop a more comprehensive model with all its antecedents and consequences. Also, this study did not find any significant variance between H₄, H₅, & H₆. This research is important because it examines complaints exclusively regarding the use of digital channels for loan application. On digital studies, recent studies have analyzed the effects of mobile banking on satisfaction; those studies have focused on issues. The results showed specifically analyze the use of mobile banking apps in terms of influencing satisfaction. Significant results were found when the direct effects of the proposed model were considered. The benefits offered by digital channels revealed positive coefficients with satisfaction. Other studies have also shown that these relations are positive and significant. Second, satisfaction directly influenced

the consequences of satisfaction with digital channels. However, for a more reliable representation of this model, selected focus on financial type companies should be used in future studies.

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