

Internal Marketing Impact On External Service Quality In Semeru Pine Forest (Spf) Tourist Atraction

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Abstract : *The purpose of this study is to find out the magnitude of the influence of internal marketing to improve the external service quality (ESQ). This study collect data from 144 respondents, which were used for analysis. The respondents were randomly selected to answer the questionnaire. The test used for the analysis is independent t-test and simple regression analysis. the result of regression statistic analysis shows that internal marketing has positive and significant effect on external service quality, meaning that if internal marketing (leadership, consultative, motivation, work unit, communication, and training) increases by one unit it will cause external service quality increase by 69.4%, and otherwise, the decline in internal marketing of one unit will lead to the decrease of ExternalServiceQuality. From the six factors of Internal Marketing (leadership, consultative, motivation, work standard, communication, and training) that reflect the success of marketing activities at Semeru Pine Forest (SPF) Tourism Attraction, the one which has the highest frequency is Sharing Communication. From the success of ExternalServiceQuality (reliability, Responsiveness, Assurance, Empathy, tangibles) at Semeru Pine Forest (SPF) Tourism Attraction, the one which has the highest frequency in ExternalServiceQuality is Responsiveness factor.*

Keywords: *Internal Marketing; External Service Quality ; Semeru Pine Forest (SPF)*

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I. Introduction

Internal marketing (IM) is a relatively new approach adopted by the company in order to improve the quality of products and services in achieving better performance levels. The company sees operational activities as important, especially an understanding of human resources. [1] A company with a new mindset has emerged by making employees as their customers which should be provided with quality services to ensure the success of a business.

At the same time, internal marketing is a service provider to effectively train and motivate employees associated with customers and all employees who are tasked with providing support services to work as a team to satisfy customers. The goal is to improve the service of employees who care about customers, thereby increasing customer satisfaction through the interaction of workers or customers [2] and [5].

Lombart [3] explains that the successful application of internal marketing principles is a prerequisite for effective external marketing. Marketing activities always culminate in delivering customer satisfaction, in this case tourism services. Tourism services, especially tourist attraction has 2 customers, namely internal customers, that are the tour employee, and the external customers, that are tourists, who always have to get the attention and good service. Assessment of internal marketing program is used to know the views of tourism employees on the treatment from the tour management that they received. This effort helps tour managers to discover what factors that need improvement to further analyze for the satisfaction of tourists.

Internal customers (Tour employees) are individuals in the organization of a tour served by internal managers that indicate that an organization consists of individual unit chains that linked together then the related unit is used to satisfy the external customer, i.e. tourists. Along with this customers' awareness, both external and internal, towards quality is important. In these conditions, tour organizations are required to improve all aspects of quality.

Organizations in tourism business activities are in desperate need of internal marketing activities to achieve marketing targets, inhibiting the efforts of internal marketing services that provide many benefits in achieving marketing success because it is more integrative and is an ongoing process [4]. The benefits of internal marketing in tourism service business include: Effective means to develop the company's competitive advantages because internal marketing provides an atmosphere of openness so as to enable the excavation of information, especially regarding the potential of human resources. Reduce any conflicts due to the fact that

every program and participation is emphasized in every decision. Facilitate innovation, because internal marketing is an ongoing process and motivates the tour managers to think creatively.

Otherwise tourism services often pay more attention to external marketing and interactive marketing, but internal marketing should also be given equal attention to increase external customer satisfaction. Internal marketing activities so far have not had much positive impact on ExternalServiceQuality (ESQ) on tourism service employees in serving tourists in tourism attraction. Until now Service quality or SERVQUAL has not been much understood by the operator of tourism destinations, so the value of tourists' satisfaction belonging to mediocre have not reached the value of maximum satisfaction, especially concerning the quality of tangibles services, namely the ability of a company in showing its existence to external parties, which includes the physical facilities of instrument and equipment (technology) and the appearance of its employees. Reliability, that is the ability of the company to provide services in accordance with the promise accurately and can be trusted. Responsiveness, that is a willingness to help and provide prompt (responsive) and appropriate service to the customer. Assurance (/ certainty), that is knowledge, courtesy, and the ability of company employees to cultivate the trust of customers to the company. Empathy, which is to give sincere and attention individually.

Most tourism service business is an intangible activity and that requires interaction between customers and service providers. It is not alone, the attention of service providers should focus on meeting the needs and desires of tourists, especially the quality of service so that tourists are satisfied and have a high loyalty to the service providers. To support it, it is necessary to have internal marketing because internal marketing is a marketing by service providers to effectively train and motivate the tour managers related to customers and all employees in charge of providing support services to work as a team to satisfy customers [2] [4], [5].

Internal marketing is expected to trigger and spur tour managers to think creatively in improving the quality of service externally to tourists and have one in common view to be more concerned to customers. High quality of service with more care to customers is expected to increase customers' satisfaction. Customers' satisfaction is the response or level of customer feeling after receiving and enjoy the service as a whole [2], [6], [8], [9] and [10]. High customers' satisfaction is ultimately expected to generate and increase customers' loyalty to service providers, thus high quality tourism services with more care to tourists is expected to be able to increase the satisfaction of tourists. Given the importance of internal marketing for service providers including tourism services, the purpose of this study is to find out the magnitude of the effect of internal marketing to improve external service quality (ESQ).

II. Literature Review

Internal marketing is marketing to internal customers within the company in order to provide motivation to the employee to work and to serve external customers which resulting in the value of external customer satisfaction. Some programs to implement internal marketing concepts are: (1) Training; (2) Management Support and Internal Interactive Communication; (3) Personnel administration tools and human resources management; (4) Developing a service culture, [4] and [5]. The key elements of internal marketing activities are: communication, training, education, and information.

Internal marketing activities can have a positive impact on external service quality (ESQ) on tourism service employees in serving tourists in a tourism attraction. Service quality or SERVQUAL, [7] is built on the comparison of two main factors: customer perceptions on the actual service they receive / perceived service with the service that the customer expects to get / expected service. If the actual service is more than the expected, then the service can be said to be very satisfactory. If the actual service equals the expectations, then the service is called satisfactory. But, if the actual service is lower than the expected, then the service can be said to be unsatisfactory. The dimension of service quality of tourism can refer to the service quality dimension in general, [7] the service quality consists of five dimensions: Tangibles, i.e. the ability of a company to show its existence to external parties, including physical facilities (buildings etc.), instrument, and equipment (technology) and the appearance of employees. Reliability, that is the ability of the company to provide services in accordance with the promise accurately and can be trusted. Responsiveness, that is a willingness to help and provide prompt (responsive) and appropriate service to the customer. Assurance (/ certainty), that is knowledge, courtesy, and the ability of the company's employees to cultivate the trust of customers to the company. Empathy, which is to give sincere and attention individually.

III. Material & Methodology

The data was obtained from questionnaire adopting Likert Scale from 1 to 5 where 1 stands for strongly agree and 5 stands for strongly disagree. The population for this study is consists of customers in green hotel, the respondents for this study are 144 were used for this analysis and the respondents have been pick up randomly to make the questionnaire easier to answer. This study aims to test hypothesis that internal marketing (IM) has positive and significant impact on hotel external service quality (ESQ)

The data accumulated from the various authentic sources (primary) was subjected to various statistical tools for verification and interpretations, such as, Descriptive Statistics (Mean, Standard Deviation and Percentile) were used to have a understanding on the basis of the respondents group. The data once collected was analysed by using the Statistic Program Social Sciences (SPSS). The tests used for analysis were independent t-test and simple regression analysis.

IV. Result and Discussion

Malang Regency is located on 112° 17'to 112° 57' East Longitude and 7° 44'to 8° 26' South Latitude. The part of this Regency in the north is bordering with Pasuruan Regency and Mojokerto Regency, in the east bordering with Probolinggo Regency and Lumajang Regency, in the west with Blitar Regency and Kediri Regency, while in the south with Hindia Ocean.

Malang Regency is the second largest regency in Java Island after Banyuwangi Regency. Most of the area is mountainous. The west and northwest are mountainous, with the peak of Mount Arjuno (3.339m) and Mount Kawi (2.651m). In this mountain range there is the spring of Brantas River, the longest river in East Java. The eastern part is the Bromo-Tengger-Semeru Mountain complex, with its peak of Mount Bromo (2,392 m) and Mount Semeru (3.676m). Mount Semeru is the highest mountain in Java Island. Malang city itself is in the basin between the two areas of the mountains.

Tourism potential in Malang Regency is known as the main tourist destination of East Java. Some interesting ecotourism places in Malang Regency are Mountain tourism, that covers; Mount Bromo through the Tumpang Village (sub-district Tumpang), Gubug Klakah Village –Sub-District Poncokusumo; Mount Semeru through Ngadas village, Sub-district Poncokusumo.

The growth of Local Tourists (Wisnus) and International Tourists (Wisman) in Malang Regency from 2009 until 2014 experienced fluctuations. For Wisnus and Wisman in 2010 until 2011 was increasing, but in 2012 decreased, then decreased again in 2012 and increased in 2013, and in 2014 it rose again.

The geographical area of Poncowisnojatu in Malang Regency is located in the eastern zone of Malang Regency with 5 Sub-districts including Pakis, Jabung, Tumpang, Poncokusumo and Wajak and Semeru Pine Forest (SPF) Tourism Attraction.

The existence of Semeru Pine Forest (SPF) Tourism Attraction as one of the new tourist destinations in Wajak District, Malang Regency has attracted tourists. This place has a cool and natural air. Semeru Pine Forest (SPF) is located at the foot of Mount Semeru, precisely in Arjosari Orchard, Sumberputih Village, Sub-District Wajak, Malang Regency. The distance is about 40 km from the center of Malang, it takes one-hour drive from Malang to HPS.

The route to the location of Semeru Pine Forest (SPF) is quite easy, just need to go to Sub-District Bululawang, Malang Regency. In the T-junction red lights in Kribet, turn east toward Jalan Raya Bakalan, Sudimoro. Then follow the main road until it finds the intersection of Jalan Raya Kedok, straight towards Tiban Mosque. After passing through the area of Tiban Mosque, meets Sumberputih Village, then get to the entrance of Semeru Pine Forest (SPF) Tourism Attraction.

This tourism spot is fairly new, though quite a lot of tourists are curious about this new tourist destination. Not only tourists who come from within the city or district of Malang, but also from outside the area of Malang. This is because Semeru Pine Forest attracts tourists by providing several spots for photography. One of the spot for photographs which is so coveted with visitors is the presence of umbrellas that hung among the pine trees. In addition, visitors can also bring a hammock to be installed on a pine tree trunk. In addition to relaxing, the hammock can be a cool photo spot. In addition, along the area to the photo spot there are several stalls.

So far there has been no requirements of admission tickets, so it's still free. It's only for visitors who bring vehicle who will be charged for vehicle parking rates. The managers of this tourism attractions that located in one hectare of pine forest area promises the completeness of the facility. Not only the existing facilities in the sights, but also access roads that will be repaired and facilitated by sign boards.

4.1 Respondents Profile

In overall demographics, over a period of 8 weeks in May 2017 to June 2017 the number of questionnaires that can be collected from two sample types representing Internal Marketing is the internal organization of ecotourism, i.e. a tourism conscious group having an interest in destination management organizations (DMOs), and for the external marketing samples (External service quality) are tourists who are visiting Semeru Pine Forest in Malang Regency. Tourists who visited Semeru Pine Forest (SPF) in Malang Regency were as many as 144 respondents who answered the questionnaire completely and have been considered for analysis. Approximately 56% of the sample (80 people) are male and 44% of the sample (64%) are women. In the type of occupation, 31% (45 people) of the tourists are working as civil servants, and 31% (99) tourists are working for private employers. Based on the living place, 59% (85) tourists come from Malang

around the city (Malang City / Regency and Batu City) and 41% (59 people) come from outside Malang Raya area.

4.2 Description of Internal Marketing (IM)

There are six indicators that can reflect the success of internal marketing activities at Semeru Pine Forest (SPF) Tourism Attraction. Internal Marketing (IM) has a quite good average success rate (3.77) with the standard deviation of 0.39. These six indicators can be detailed as follows: The leadership pattern implemented in Semeru Pine Forest (SPF) Tourism Attraction in average is good (3.79), the consultative model that has been done in carrying out activities in Semeru Pine Forest (SPF) Tourism Attraction in average has been good (3.86), the motivation of the SPF managers in tourism activities in the average is good (3.75), the working standard implemented in Semeru Pine Forest (SPF) Tourism Attraction in average is good enough (3.56), the form of communication implemented in Semeru Pine Forest (SPF) Tourism Attraction averaged as much as (3.91) which become the highest position than other indicators, and the training held at Semeru Pine Forest (SPF) Tourism Attraction in average is good (3.75). More details can be seen in the following table 1.

Table 1. Internal Marketing

Indicators	Mean	Std. Deviation
Leadership	3.79	0.53
Consultative	3.86	0.63
Motivation	3.75	0.60
Working Standard	3.56	0.51
Sharing Communication	3.91	0.57
Training	3.75	0.54
Internal Marketing	3.77	0.39

Responses of respondents on Leadership indicators (n = 144) of each statement item are as follows: the Management of Semeru Pine Forest (SPF) Tourism Attraction implements a system of democratic leadership and participation, there are 1% (7) disagree, 24.3% (35) quite agree, 69.4% (100) agrees, and 5.6% (8) strongly agree, on average 3.79% has meaning that respondents agree that the management of Semeru Pine Forest (SPF) Tourism Attraction implements a system of democratic leadership and participation.

Respondent's response on Consultative indicator (n = 144) from each statement item are as follows: the Management of Semeru Pine Forest (SPF) Tourism Attraction always conducts focus group discussion (FGD) and always consult if there is problems, 1% (7) disagree, 23.6 (34) agrees, and 11.8% (17) strongly agree, an average of 3.79% has the meaning that respondents agree that the Management of Semeru Pine Forest (SPF) Tourism Attraction always conducts focus group discussion (FGD) and always consult if there is problems.

Response of respondents to motivation indicator (n = 144) from each statement item are as follows: Management of Semeru Pine Forest (SPF) Tourism Attraction provides work incentive to improve morale in working for staff, there are 34.0% (49) quite agree, 56.9% (82) agree, and 9.0% strongly agree, on average 3.75% which means that respondents agree that the Management of Semeru Pine Forest (SPF) Tourism Attraction provides work incentive to improve the spirit in working for staff.

Responses of respondents to the Standard Working Indicators (n = 144) of each statement item are as follows: the Management of Semeru Pine Forest (SPF) Tourism Attraction has benchmarks in the defined work or target work, there are 43% (63) quite agree, 55.6% (80) agree, and 7% (1) strongly agree, on average 3.56% which means that respondents agree that the Management of Semeru Pine Forest (SPF) Tourism Attraction has benchmarks in the work or job target set by the tourism organization.

Response of respondents on Sharing Communication indicator (n = 144) from each statement item are as follows: the Management of Semeru Pine Forest (SPF) Tourism Attraction has connectivity with other tourism organizations and always communicate with tourism stakeholders, there are 20.8% (30) quite agree, 66.7% (96) agrees, and 12.5% (18) strongly agree, on average of 3.91% which means that respondents agree that the Management of Semeru Pine Forest (SPF) Tourism Attraction has connectivity with other tourism organizations and always intertwined communications with tourism stakeholders.

Responses of respondents to the training indicator (n = 144) of each statement item are as follows: the Management of Semeru Pine Forest (SPF) Tourism Attraction always be givendirectives and activities in the form of tourism education and training, there are 30.6% (44) quite agree, 63.9% (92) agree, and 5.6% (8) strongly agree, on average 3.75% which means that respondents agree that the Management of Semeru Pine Forest (SPF) Tourism Attraction always be givendirectives and activities in the form of tourism education and training.

Internal marketing indicators (leadership, consultative, motivation, work standards, communication, and training) in detail can be seen in the table 2 below:

Table 2. Internal Marketing Indicators

Indicators	Item
Leadership	The Management of Semeru Pine Forest (SPF) Tourism Attraction implements a democratic and participative leadership system
Consultative	The Management of Semeru Pine Forest (SPF) Tourism Attraction always conducts Focus Group Discussion (FGD) and always consult the arisen problem
Motivation	The Management of Semeru Pine Forest (SPF) Tourism Attraction provides work incentive to improve staff's spirit in working
Working Standard	The Management of Semeru Pine Forest (SPF) Tourism Attraction has benchmarks in the defined work or target work
Sharing Communication	The Management of Semeru Pine Forest (SPF) Tourism Attraction has connectivity with other tourism organization, and keep an intertwined communication with the stakeholders of tourism
Training	The Management of Semeru Pine Forest (SPF) Tourism Attraction always be given directives and activities in form of tourism education and training

4.3 Description of External Service Quality (ESQ)

Five indicators that can reflect the success of External Service Quality at Semeru Pine Forest (SPF) Tourism Attraction has a good average success rate (3.96) with standard deviation 0.37. The five indicators can be specified as follows: Reliability that has been implemented in Semeru Pine Forest (SPF) Tourism Attraction with average of (3.77) that has been good, Responsiveness that has been done in running the activities in SPF with a good average (3.97) and has become the highest position of other indicators, Assurance owned by managers in the tourism sector in SPF was good (3.88), the empathy held at the Semeru Pine Forest (SPF) Tourism Attraction has a quite good average as much as (3.95), the Tangibles held at Semeru Pine Forest (SPF) Tourism Attraction averaged as much as (3.96) and become the highest position of other indicators. More details can be seen in the following table 3.

Table 3. External Service Quality

Indicators	Mean	Std. Deviation
1. Reliability	3.77	0.52
2. Responsiveness	3.97	0.50
3. Assurance	3.88	0.54
4. Empathy	3.95	0.45
5. Tangibles	3.86	0.46
External Service Quality	3.96	0.37

Based on the result of regression statistics analysis obtained the model as follows: $Y = 1.308 + 0.694X_1$. The calculation result, Regression Coefficients X_1 is 0.694 with the meaning that if internal marketing increased by one unit, it will cause External Service Quality increased by 69.4% in Semeru Pine Forest (SPF) Tourism Attraction, and otherwise, any decrease in internal marketing by one unit will cause decrease in External Service Quality equal to 69.4%. Internal marketing variable has t test (12.66), at a level of significant level 99%, means that there is influence of internal marketing variable to External service quality variable in Semeru Pine Forest (SPF) Tourism Attraction. Regression results obtained by Correlations Coefficients ($R = 0.728$), means that the relationship between internal marketing and External service quality is strong because the value of r is close to 1.

The estimation of the regression equation tested partially by using t test is known that internal marketing variables positively and significantly influence to tourist satisfaction. The estimation of regression analysis shows that internal marketing variables have positive and significant effect on External service quality ($B = 0,728$) with significance $p = .000$, indicating that the higher internal marketing facility, the higher the level of external service quality.

The test result shows X_1 value is 12.662 and t-table is 2,476 ($n = 144$). Thus, the value of X_1 ($12.66 > 2.476$). It can be concluded that at significant level of 99%, there is influence between internal marketing to external service quality in Semeru Pine Forest (SPF) Tourism Attraction.

The results of the above-mentioned analysis show that internal marketing variables perceived through six indicators have a positive and significant influence, such as the opinions of some other researchers related to internal marketing, Hers [11] stated that the quality of external customer satisfaction can be achieved through internal customer satisfaction. Hers [12] explained in his research that internal marketing has a positive influence on company performance, as well as Eldeen and El-said [13] concluded that the organization has implemented internal marketing well and impacted the company.

Elsamen and Alshurideh [1] research using internal marketing dimension and internal quality service dimension concluded that there is a correlation between internal marketing dimension with internal quality service dimension. This is also supported by research result from Wang et al. [15] stating that internal marketing involving the effectiveness of training activities on employees affects customer satisfaction.

Therefore, this study aims to investigate the effective implications of Internal Marketing and internal quality towards internal customer's satisfaction in the tourism industry in Malang Regency. Based on the above explanation, then the problem in this study is as follows the formulation of the research questions.

These results are supported by the general opinion of previous researchers who said that internal marketing can improve the quality of service employees who care for customers, so that ultimately can improve customer's satisfaction. [2], [5] and [4]. Sharing Communication in the implementation of internal marketing has a major influence in improving the quality of service because the management of Semeru Pine Forest (SPF) Tourism Attraction has connectivity with other tourism organizations and always communicate with the tourism stakeholders in the form of ASIDEWI (Association of village tourism) activities and the occurrence of good communication between tourism managers with local governments in the district of Malang especially by the Department of Tourism and Culture.

The success of External Service Quality at Semeru Pine Forest (SPF) Tourism Attraction which has the highest average success rate of the factors is the Responsiveness that has been done in carrying out activities in Semeru Pine Forest (SPF) Tourism Attraction, the real form of Responsiveness is the management has the ability to provide services with fast and precise response in running the management of tourism destinations, especially in response to the needs, wishes and expectations of tourists.

V. Conclusion

Therefore, this study aims to investigate the effective implications of Internal Marketing and internal quality towards internal customer satisfaction in the tourism industry in Malang regency based on the formulation of the problem.

These results are supported by the general opinion of previous research that internal marketing can improve the quality of service employees who care for customers, so that ultimately can improve customer satisfaction. [2], [5] and [4]. Sharing Communication in the implementation of internal marketing has a major influence in improving the quality of service because the management of Semeru Pine Forest (SPF) Tourism Attraction has connectivity with other tourism organizations and always communicate with the tourism stakeholders in the form of ASIDEWI (Association of village tourism) activities and the occurrence of good communication between tourism managers with local governments in the district of Malang especially by the Department of Tourism and Culture.

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