

# Enhancing Textile Industry's Employee Satisfaction through Market Sensing Capability and Internal Marketing Practice

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## Abstrak

Menyadari pentingnya kepuasan karyawan dalam organisasi mana pun, penelitian ini diujicobakan untuk mencegah pengaruh Praktik Pemasaran Internal dan kapabilitas Penginderaan Pasar terhadap kepuasan karyawan dalam konteks industri tekstil Indonesia sebagai salah satu kriteria industri yang berkembang pesat di pasar Asia. Dorongan di balik studi ini adalah untuk menguji hubungan antara praktik pemasaran internal, Kapabilitas Penginderaan Pasar, dan Kepuasan Karyawan. Lebih lanjut, penelitian ini berencana untuk melihat bagaimana Kongruensi Budaya memoderasi hubungan antara Kepuasan Karyawan melalui Praktik Pemasaran Internal dengan Kapabilitas Penginderaan Pasar dengan memajukan model penelitian. Sesuai dengan kebutuhan studi ini, metodologi kuantitatif dipilih, dengan metode tujuan 323 karyawan dipilih dan dianalisis. Dengan menggunakan pendekatan survei berbasis web dipilih data yang berupa kuesioner terstruktur. Model persamaan struktural dioperasikan untuk hasil pada AMOS yang mendukung hubungan hipotetis antara semua hipotesis. Studi ini akan memandu para manajer perusahaan tekstil untuk menyadari betapa pentingnya kepuasan karyawan dan bagaimana mereka dapat meningkatkan praktik mereka untuk memperkuat kepuasan karyawan. Studi ini juga berkontribusi dalam literatur Kongruensi budaya dan kemampuan penginderaan pasar. Hal tersebut tidak lepas dari keterbatasan khususnya dalam hal ukuran sampel dan variabel yang dapat diatasi di masa mendatang..

Kata kunci: Kepuasan Karyawan, Praktik Pemasaran Internal, Kemampuan Penginderaan Pasar, Kesesuaian Budaya.

## Abstract

Recognize the importance of employee satisfaction in any organization, this study is piloted to forestall the effect of Internal Marketing Practice and Market Sensing capability on employees' satisfaction in the context of the Indonesian textile industry as one of the fast-growing industry criteria in Asian markets. The drive behind this study is to examine the relationship between Internal marketing practice, Market Sensing Capability, and Employee Satisfaction. Furthermore, this study plans to see that how Cultural congruence moderates the relationship between Employee Satisfaction through Internal Marketing Practice along with Market Sensing Capability by advancing a research model. According to this study's requirement, the quantitative methodology is chosen, with purposive method of 323 employees was selected and analyzed. By using a web-based survey approach was selected for data, entailing of structured questionnaire. A structural equation model was operated for results on AMOS that supported the hypothetical relationship between all hypotheses. This study will guide the managers of textile firms to recognize that how important is employee satisfaction and how they can improve their practices to strengthen employee satisfaction. This study also contributes in cultural Congruence and market sensing capability literature. It is not free from limitations specifically in terms of sample size and variables that can be addressed in the future.

Keywords: Employee Satisfaction, Internal Marketing Practice, Market Sensing Capability, Cultural Congruence.

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## INTRODUCTION

Employees are considered as the primary market and important resource that determining successful a business or industry (Hakimah et al., 2019). Employees are the best assets of a firm that drive the sustainability of firm performance and employee satisfaction with their jobs has been the research interest object that often investigates by many scholars (Bailey et al., 2016). Marketing sensing capability (MSC) and internal marketing practice (IMP) have been considering as a tool for encouraging employee satisfaction and performance in the organization. In this context, culture plays a favorable part and the employees of different beliefs, values, and norms have to overcome their perceived cultural norms when they work together in an organization (Irfan et al., 2019). Cultural congruence (CC) refers to the distance between the cultural needs of employees and the competencies offered by the organization. It results in promoting effective collaboration among the employees and the organization by generating a greater work environment in a multicultural context (Nugraha & Jabeen, 2020).

According to Rashed (2013), culture has been considering as meanings and symbols that shows action, interpretation, and experience that orients the way in which people act, think, and feel in their life. Cultural diversity often generated negative effects and caused adverse behavioral outcomes such as stereotyping, misunderstandings, and perceived inequality (Shaban, 2016). Employees from diverse cultures need to overcome their perceived cultural differences, and they may find it demanding to integrate their norms, values, and different backgrounds in order to work together (Nugraha et al., 2019). In order to encourage employees to work efficiently in a cross-cultural scope, cultural congruence (CC) should implement as a set of congruent behaviors and attitudes to avoid communication barriers and misunderstandings among employees (Costantino et al., 2009). Lack of cultural congruence among employees indirectly affects employee satisfaction and comfortability in the environment workplace (Huang & Rundle-Thiele, 2015).

The textile industry is one of the mainstay manufacturing industries that makes a substantial contribution to employment and economic growth in Indonesia (Nugraha & Hakimah, 2019). According to Indonesia Statistics (2020), Income

from the export of clothing and textile commodities by Indonesia's textile industry gained approximately 13.6% over 2012-2019, from 6.10 billion USD to 7.07 billion USD. The most importer countries of Indonesian textile products are the USA, Japan, Germany, South Korea, and China that contributed about 75,8% of the total textile sector revenues in 2019. This achievement is inseparable from technology innovation, supply chain management, marketing performance, and the development of human capital that continuously improved following challenges and threats face by this sector (Hakimah et al., 2019). One of the practical innovations in Indonesia's textile industries is improving the marketing sensing capability (MSC) and internal marketing practice (IMP) for their employee.

The overall process of employee satisfaction (ES) and internal market practice has been considerably gaining attention from academic researchers for the past few years (Kanyurhi & Akonkwa, 2016). Though it is seen that even now an employee satisfaction gap exists in the Textile sector as the number of employees working as successful team members, however, on the rise is still less as compared to satisfied employees in this sector (Chen et al., 2020). Haghhighikhah et al. (2016) suggested that in response to this satisfaction gap, the contextual and significant factors influencing the overall satisfaction process of workers should need to be evaluated in detail.

Since the efforts on ES and its related concepts are limited as well as sparse, therefore, the study needs to be completed on the ES of the Textile sector of Indonesia. Sohail and Jang (2017) Conducted empirical research to evaluate the empirically determined antecedents and results of culture congruence of organizations and proposed further evaluation into these factors mainly by conducting outcross-nation analysis and testing. Therefore, the understanding and investigation of cultural congruence from employees are significant. So, to respond to these gaps and limitations in the previous study, this research investigates the overall impact of different culture and marketing practice factors, which is mainly a unique integration of factors and variables. This research has specific study objectives which are as given:

- a) The foremost aim of the study is to investigate the overall impact of internal marketing practice (IMP) on employee satisfaction ES in the Textile sector of Indonesia.
- b) The second objective is to analyze the significant impact of market sensing capability (MSC) on the employee satisfaction level in the Textile sector of Indonesia.
- c) The third aim is to evaluate the moderating role of cultural congruence in the nexus between internal marketing practice and ES in the Textile industry of Indonesia.
- d) The final goal of the study is to investigate the moderating impact of CC on the interplay between MSC and the ES in the Textile industry of Indonesia.

Many previous studies have paid a huge contribution to finding ways and means to create such abound that may enable the employees to build a satisfactory relationship with industries and organizations. The current study is a detailed description and thoroughly covers the gaps that the previous studies were unable to cover in their work. The following study has analyzed the motivation and innovation methods and the strategies that may enhance a positive relationship among the employees and the industries (Fitri et al., 2019). This study has a very strong impact and has a scope in the future. This research is very helpful in finding new ways to create collaboration and relationships among the employees and the management as well. This research can be very helpful for large industries or small businesses as well. This research has significance and scope as it is accepted positively in all sectors of business and industries.

The paper comprises five major chapters as they are detailed as an introduction, review of literature, research methodology, results, discussion, concluding remarks. These chapters express the steps taken to complete the research as the introduction chapter expresses the topic, purpose, objective, and the statement of the topic or issue about which the reach has been conducted. A literature review is an analytical summary of the previous work in this field. The research methodology is meant to the pattern or the methods used to obtain data and results show that what has been achieved or obtained and the impact thoroughly. The last chapter is about discussion and conclusion about the findings.

## **LITERATURE REVIEW**

### **Job satisfaction theory**

Hackman et al. (2005) suggested the job satisfaction (JS) theory and model, which is broadly used as a significant framework to investigate how particular job settings and cultural settings impact job outcomes which further impact job satisfaction (Kam et al., 2017). The five basic job satisfaction factors can be combined to develop a motivational potential score for an employee job, which can mainly be used as an index of probably a job is to influence an employee's behavior and attitudes at a job (Smith & DeNunzio, 2020).

According to Wang (2020), not every employee is equally affected by the motivational potential score of a job, because individuals who are high in development need strength are generally affected by the job satisfaction factors. A meta-evaluation of the researches that investigates the framework of the theory and model gives some significant support for the authenticity of this theory. Moreover, the given theory of job satisfaction is the model of job design that incorporates all the aspects of the business sector and it also gives a set of implementing principles for enhancing employee satisfaction level in firm settings (Ullah et al., 2018).

The actual version of this theory suggests a model of five basic job satisfaction levels and characteristics which majorly derived by cultural settings of the firm and some marketing factors that mainly affect five job concerned consequences such as motivation, satisfaction, turnover, performance, and absenteeism through some psychological conditions like experienced roles, knowledge of results and experienced meaningfulness. Following the final version of this theory, five basic job satisfaction factors should prompt three significant psychological conditions, which mainly lead to different favorable personal as job outcomes. According to Oliveira and Scherbaum (2017) in the light of this theory, the moderator's knowledge and skill, cultural settings, and context satisfaction should moderate the linkage between JS and the psychological conditions and the results and outcomes.

### **The relationship between internal marketing practice (IMP) and employee satisfaction (ES)**

Internal marketing (IM) initially appeared to secure the provision of high-quality, significant, and consistent service (Bailey et al., 2016). The overall process of IM has gone through a foundation process mainly including three

connected processes and steps such as employee-focused, organization focus, and customer-focused Sarker and Ashrafi (2018). Nevertheless, despite the quick developing discussion on the IM practice idea the Chu and Jung (2020), there is no equal satisfaction on its introduction, its impacts, and how to execute it. Thus, through a critical review of different introductions, Rony and Suki (2017) IM practices are mainly defined as significant management and controlling concept of behaving employees of the firm as internal clients and also to coordinate, range and provoke them to job towards customer satisfaction (CS) majorly through inner association governance and control in the given research.

According to Jeong and Lam (2016), an organization with an IM practice and strategy treated its employees as internal customers who must be persuaded of an organization's vision and value just as significantly as an external type of customer. The major objective of IM practices is to align every aspect of a firm's internal functions to secure they are as able as possible to give the value of employees and customers which directly influences the overall process of employee satisfaction (Vaseer & Shahzad, 2016). This is mainly because if a sector or firm can function in a standardized and coordinated way, that firm can give a more significant experience to their employees which positively affects the satisfaction level of employees (Akram et al., 2011). The above relationship between IM strategies and employee satisfaction level is supported by the theory of job satisfaction; this is mainly because the job satisfaction theory states that internal type of marketing promotes the significant level of employee engagement with the firm objectives, which further impact the level of JS of employees. Therefore, the above discussion developed the following hypothesis:

**H1:** Internal marketing practice positively influences the level of employee satisfaction.

### **The relationship between market sensing capability (MSC) and employee satisfaction (ES)**

According to Lin, Sanders, Sun, Shipton, and Mooi (Lin et al., 2020) capabilities and abilities majorly be defined as critical collections of abilities and combined learning process, mainly conducted through firm marketing practices that secure significant management of operational

activities (Bouguerra et al., 2017). One capability is demonstrated to be difficult in creating successful and profitable firms; the market sensing capability (MSC), which is typically an ability or property of the company to be interpreted of modification in its internal market and also to evaluate significantly responses to its marketing steps (Brown et al., 2019).

Moreover, according to existing literature, MSC mainly refers to an organization or sector's ability to incorporate market intelligence practices that can majorly be developed through informal as well as formal processes from different public and personal sources that majorly affect the extent of satisfaction of firm employees (Ahmed et al., 2017). Normally, MSC is very critical in establishing market and employee focus and so, finally, employee performance and satisfaction (Eşitti & Kasap, 2020). The above association between MSC and ES is also supported by the theory of job satisfaction because this theory found that marketing factors and firm marketing strengths can mainly influence the job performance of employees. Hence, the following hypothesis is suggested based on the above findings:

**H2:** There is a significant relationship between market sensing capability and employee satisfaction level.

### **The moderating role of cultural congruence in the relationship between internal marketing practice (IMP) and employee satisfaction (ES).**

According to Bunjak, Černe, and Wong (2019), there is a direct influence of IM in building the satisfaction of the employees within an organization. It has been explained by Newton and Mazur (2016) that it is important for an organization to maintain its culture so that all the employees can share their ideas, beliefs, norms and can easily communicate with other employees. Kim, Song, and Lee (2016) explains that internal marketing is considered as a cultural framework that acts as a tool to achieve the strategic alignment among the marketing and front-line employees, and according to Park and Tran (2018), it results in increasing the satisfaction of the employees related to their jobs. It has been elaborated by Jung (2018) that internal marketing is considered as a collection of policies concerned with human resource and the

procedures that helps in treating the employees as the internal market.

Ren and Chadee (2017) described that the cultural congruence in an organization results in building a consideration about how the internal market will be enhanced to improve the satisfaction of the workers. The research conducted by Lim et al. (2019) states that the management of internal marketing and cultural congruence is the responsibility of senior managers or administrators. Imani et al. (2020) has stated that ES has a great impact on the performance of a business and the ability to gain a competitive advantage. It has been proved by the theory of job satisfaction that the characteristics and the levels of job satisfaction result in enhancing the cultural congruence in an organization and leads to the favorable outcomes of the job. Therefore, the study proposes the following hypothesis:

**H3:** Cultural congruence plays as a significant moderator in the relationship between internal marketing practice and employee satisfaction.

**The moderating impact of cultural congruence on the relationship between Market sensing capability (MSC) and employee satisfaction (EF)**

According to Lee et al. (2017), culture settings as collective meanings and signs develop individuals' experience, action, and clarification, these also exhibit how individual thought, experience, and act in the organizational settings. The textile industry is becoming worldwide in that there is a significant number of several cultural mixes between the services of different textile

firms. Park and Kim (2017) evaluated, and realized the significant impacts of cultural settings on the communication level and behavior of multicultural firms, which might affect the satisfaction level of workers. Bachmann et al. (2016) found that a firm's lack of information and meaning of workers' requirements and cultural backgrounds can mainly consequence in insignificant coaching and trivial performance enhancement. Though, when it comes to MSC in the textile industry, even if culture puts impact remains unknown.

Moreover, the insignificant impacts of cultural settings are typically included with unfavorable behavioral consequences at the job mainly such as perceived inequality, misunderstanding, stereotyping and bias Haslam et al. (2020) to secure workers to complete task significantly in a diverse cultural aspect, cultural congruence (CC) majorly acts as a combination of congruent behaviors and attitudes that accommodate between employee's of the firm to reduce the level of communication hurdles and misunderstanding. Therefore, CC plays a positive moderator in improving the level of satisfaction among employees of the firm. Thus, based on the above findings and arguments they present research proposes the following hypothesis:

**H4:** The overall impact of marketing sensing capability on employee satisfaction is significantly moderated by cultural congruence.

**Research Framework**

Based on the hypotheses development discussed earlier, our research framework can be illustrated such as Figure 1.



Figure 1. Research Framework.

**METHODOLOGY**

**Questionnaire design**

This study has incorporated a questionnaire-based survey to collect data from Textile Industry working in Indonesia to test the developed

hypothesis. The questionnaire was designed by experts to make sure questionnaire is valid and appropriate for respondents. This questionnaire is grounded on existing literature and scales. The questionnaire is designed in five parts. The first

step is introduction to research that briefly expounds the research topic and purpose for better understanding of respondents. This part also requires respondent's information such as age, gender, qualification and experience. The second step is consisted of questions that measured the internal marketing practices of Textile firms by adapting 12 items in total from different past scales by different researchers. Internal marketing practices are measured in four dimensions in this study that are authorized autonomy, internal communication, reward and value of needs. For measuring authorized autonomy three items were derived from Fu (2013), three items were adapted from Foreman and Money (1995) to measure internal communication. For evaluation of rewards, three items scale was selected from Huang and Rundle-Thiele (2015), three items were drawn from Fu (2013) to gauge value of needs.

In third step, we encompassed items to estimate employee's perception of cultural congruence. Total three items were adapted from Costantino, Malgady, and Primavera (2009). In fourth step was designated for employee satisfaction for which three items were taken from Yeh (2014). In last section, marketing sensing capability was evaluated by 5 items from Cohen and Levinthal (1990). All these items were recorded on five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

### Research development

The finalized questionnaire was pilot tested on a group of textile firm employees to check the expected responses and see if is there any issue in questionnaire content or not. After pilot testing, the

web-based questionnaire survey was launched in Indonesian Textile firms across Indonesia. Purposive sampling technique was used to recruit sample respondents that meet our criteria, a total of 323 employees from 15 Textile firms were incorporated into the sample for data collection. The questionnaires were administered through the internet by sending links on WhatsApp and Facebook. Total 600 questionnaires were filled by respondents but 135 questionnaires were not valid and 150 questionnaires were automatically dropped from the sample as they were filled before the minimum time set by the website. Finally, 323 questionnaires were retained for analysis.

## ANALYSIS AND RESULT

### Respondents profile

There are 323 valid questionnaires reverted and it was considered adequate for data analysis. The data also showed demographics in which male were in majority 52.3% and females 47.7%. It shows that males tend to work more in Textile firms because they possess the basic skills related to the Textile firm's operation. Most of the employees were between 41 and 50 years old (30.0%). Some were 31 to 40 years old (29.7%) and 21 years to 30 years old (25.1%) only 15.2% were above 50 years of age. So it can be inferred that Textile firms in Indonesia prefer experienced workforce and the average age of their cabin crew is 31 to 50 years old. In addition, the data discovered that 40 (12.4%) respondents were graduated, 140 (43.3%) respondents were post-graduated and 106 (32.8%) respondents have done masters. 37 (11.5%) respondents didn't mention their education.

Table 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
IntMarPr	323	1.00	5.00	3.4489	1.08561	-.609	.136
MarSenC	323	1.00	5.00	3.5257	1.12307	-.786	.136
CultCong	323	1.00	5.00	3.5098	1.16577	-.679	.136
EmplSat	323	1.00	5.00	3.5480	1.16453	-.759	.136
Valid N (listwise)	323						

Descriptive statistics were estimated to summarize the sample features quantitatively that are presented in above table named as table 1. In descriptive statistics, N shows the total number of the objectives in a sample where N is 323 for the current study, minimum and maximum values monitor

outlier and difference in variables. In present data, all values range from 1 minimum and 5 maximum statistics which is evidence that variables are free-range from outlier and no difference between variables is noticed. Descriptive statistics also measured data tendency by computing mean, Mean

values of the internal marketing practices is 3.4489, market sensing capability is 3.5257, cultural congruence is 3.5098, and employee satisfaction is 3.5480. All mean values are inclined towards 4.00 which designate that majority of respondents were

strongly agreed with the statements. In due course, data normality was also calculated by skewness test and the values ranged between -1 and +1 that is normal distribution default range, so data normal distribution was confirmed.

Table 2. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.943
Bartlett's Test of Sphericity	Approx. Chi-Square	8293.453
	df	253
	Sig.	.000

KMO and Bartlett's Test results are also showed in data analysis to confirm that the sample size is adequate or not. The Kaiser-Meyer-Olkin Measure of Sampling came out as .943 for Sampling which is near to 1 which supports sample

usefulness, in addition, Bartlett's Test of Sphericity indicates 8293.453 as Approx. Chi-Square and 253 degrees of freedom with .000 level of significance which is satisfactory for confirmation of sample adequacy in reference to threshold values.

Table 3. Rotated Component Matrix

Construct	Component			
	1	2	3	4
MP1	.830			
MP2	.853			
MP3	.867			
MP4	.885			
MP5	.898			
MP6	.884			
MP7	.868			
MP8	.838			
MP9	.852			
MP10	.856			
MP11	.813			
MP12	.855			
SC1		.734		
SC2		.802		
SC3		.858		
SC4		.872		
SC5		.827		
CC1			.821	
CC2			.864	
CC3			.856	
ES1				.833
ES2				.861
ES3				.884

Rotated Component Matrix computes factor loading representing the reliability of variables. Total 23 items are industrialized for four variables proposed in research models, each variable is analyzed by Confirmatory Factor Analysis. In view of given results in table 3 it is clear that All items carry factor

loading more than cutoff value of 0.8 such as employee satisfaction loading elasticities from ES1=.833 and ES3 =.884 which satisfies the criteria of > 0.7 and prove that items are free from error of cross loading thus scale and items are reliable and valid.

Table 4. Convergent and Discriminant Validity

	CR	AVE	MSV	MaxR(H)	CC	MP	SC	ES
CC	0.930	0.815	0.359	0.935	<b>0.903</b>			
MP	0.924	0.761	0.238	0.983	0.358	<b>0.872</b>		
SC	0.935	0.744	0.359	0.986	0.599	0.488	<b>0.862</b>	
ES	0.929	0.814	0.336	0.988	0.580	0.412	0.517	<b>0.902</b>

A convergent validity test is adopted to measure the internal consistency and reliability of variables of a research model. Findings claim that market sensing capability attains the highest composite reliability as 0.935 which specifies that is highly consistent and reliable. The employee has the lowest composite reliability among current variables which is 0.929. Cultural congruence is displaying maximum AVE which is 0.815 whereas market sensing capability got minimum AVE which is 0.744. CR and AVE values of every variable reside limited

range of (0.5 to 0.7) which is confirmation of the presence of convergent validity in data. Next, Discriminant Validity is also calculated disjointedly to see either they are unrelated or not, the findings are presented diagonally to plainly display the variance between each variable. 0.903 for Cultural congruence, 0.872 for internal marketing practice, 0.862 for market sensing capability, 0.902 for employee satisfaction, the changing values indicate the Discriminant Validity of data.

Table 5. Model Fit Indices

CFA Indicators	CMIN/DF	GFI	IFI	CFI	RMSEA
Threshold Value	≤ 3	≥ 0.80	≥ 0.90	≥ 0.90	≤ 0.08
Observed Value	1.947	0.895	0.975	0.975	0.054

Model fit Indices gauge the fitness of the research model to confirm that the model and data fit together. All the values were found to be within limits of threshold criteria, such as discrepancy function CMIN/DF = 1.947 which is lower than or equal to 3,

the goodness of fit index GFI = .870 same or bigger from .80, comparative fit index CFI and incremental fit index IFI is 0.975 more than 0.9 and RMSEA= 0.054 that is below 0.8 thus the fitness of model is confirmed

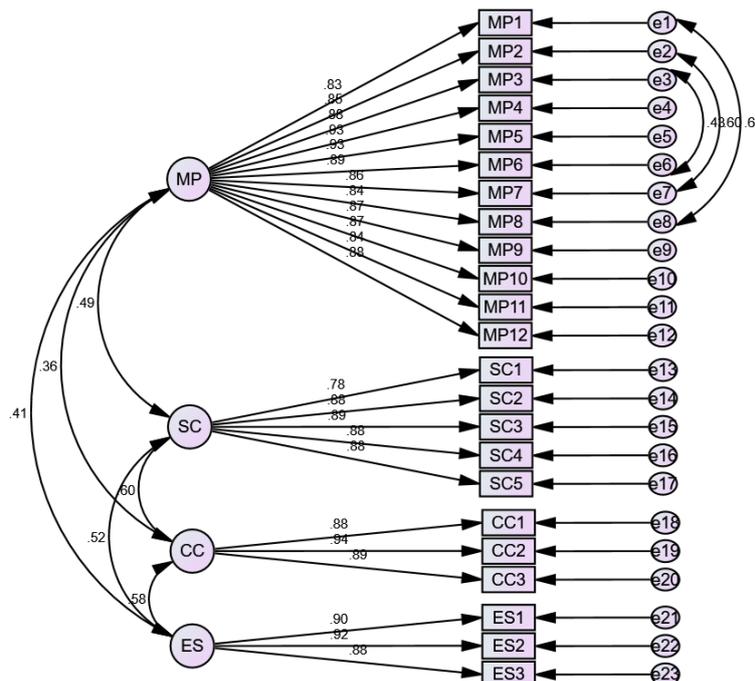


Figure 2. Confirmatory Factor Analysis

Table 6. Structural Equation Modeling

Regression		Estimate	S.E.	C.R.	P value
EmplSat	← IntMarPr	.219	.058	4.073	.000
EmplSat	← MarSenC	.382	.056	7.099	.000
Moderation		Estimate	S.E.	C.R.	P
ZEmplSat	← IMPxCC_Int1	.036	.041	.739	.460
ZEmplSat	← MSCxCC_Int2	.103	.045	2.031	.042

Table 6 revealing the results obtained from SEM to appeal final results to appraise the relationship of the variables among the research model. It was exposed that internal marketing practice has a direct positive relationship with employee satisfaction as a one-unit increase in internal marketing practice will cause employee satisfaction to be added by 21.9 % which ultimately leads towards acceptance of a proposed hypothesis. Similarly, marketing sense capability also holds a

direct and positive relationship with employee satisfaction because results show that if sensing capability is enlarged by 1 unit it will raise employee satisfaction by 38.2% so this is approved. The moderating impact of cultural congruence on employee satisfaction is also significant as an increase of a single unit in both will lead employee satisfaction to be enhanced by 3.6 percent and 10.3 percent so all hypotheses are accepted and our research model is validated to be valid.

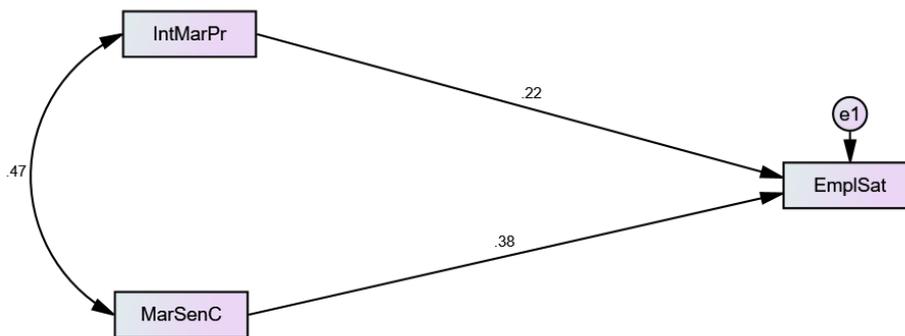


Figure 3. Structural Equation Modelling

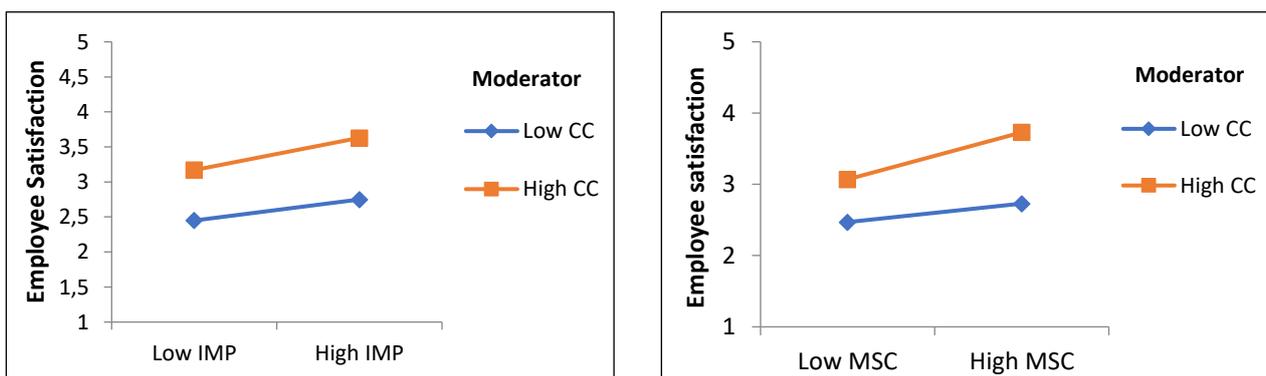


Figure 4. Moderation.

## DISCUSSION AND CONCLUSION

This study is directed in Indonesia, and the main reason for this is to identify the issues faced by Textile firm’s employees due to employee satisfaction. This study has explored the impact of marketing capability of these firms such as internal

marketing practice, market sensing capability, and cultural Congruence on employee satisfaction. In today’s competitive corporate culture, every organization wants to adopt practices and policies in their business to ensure employee satisfaction to retain its compatible employees. To investigate the

consequences of marketing capability and practices on employee satisfaction level hypotheses were established. The first hypothesis is developed to check the relationship between internal marketing practices and employee satisfaction which was supported by results and confirmed that it has a significant relationship. Through internal marketing practices, a firm can motivate its employees which leads to increased employee satisfaction. The results were consistent with Huang and Rundle-Thiele (2014) study of measuring internal market activities findings which also claimed a positive and significant relationship between internal marketing practices and employee satisfaction. Shiu and Yu (2010) also stated that internal marketing practices involve different tactics such as rewarding employees, job autonomy, and open communication for sharing ideas and views that encourage employees to engage in the organization and boost employee satisfaction. When an employee takes part in marketing campaigns, shares his opinions, and rewarded for his behavior it elicits employee motivation and satisfaction the Second hypothesis is marketing sensing capability significant impact on employee satisfaction that was approved by results which indicate a significant relationship between market sensing capability and employee satisfaction.

The findings of this study showed that employee satisfaction can be enhanced by letting employees analyze the market to voice their views that can help firms to keep with emerging market trends. Hypothesis for moderation relationship was also developed and results accepted this hypothesis and confirmed that cultural congruous moderates the link between market practice and employee satisfaction because understanding the cultural values, beliefs, and needs of employees makes them feel a part of an organization that firm care for them. Being aware of employee's cultural backgrounds facility firms to establish internal marketing practices that are in accordance with cultural values and beliefs to eventually increase employee satisfaction. Furthermore, Chen et al. (2020) also discovered the same conclusions that cultural congruous has a significant moderate effect on internal marketing practice and employee satisfaction. The moderation effect of cultural congruous on market sensing capability and employee satisfaction is also found to positive thus this hypothesis is also accepted it indicated that cultural congruous enhance employee satisfaction that stimulates employee market sensing capability which is in line with Newton and Mazur (2016) general findings.

Taking into account the results it can be concluded that employee satisfaction is a key focus of many organizations that are significantly linked with marketing practices and marketing sensing capability

through cultural congruous as a moderator. This study will mark theoretical addition in the literature related to internal marketing practices. This study is a few of the attempts that have linked market sensing with employee satisfaction and cultural congruous so it will add to the literature for better understanding. This study also reinforces some practical implications that are helpful for Textile firms. Findings can guide managers to establish strategies to satisfy the cultural needs of employees that will stimulate employee satisfaction. Understanding this study is also beneficial for improving firm market sensing capability to monitor changes in the market to survive in competition.

This study has involved only a few Textile firms of Indonesia there for the sample size is small, in the future it will be appropriate to include another Textile from the overall ASEAN region to increase sample data. Another limitation is the sampling technique purposive sampling restricts the generalization of findings so they can be changed in the future. Future researchers can also expand the research area by adding variables such as customer satisfaction.

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