CHAPTER 4
RESEARCH METHOD

In this chapter researcher will present the method that includes the approach conducted to answer the research objective mentioned in Chapter 1. The chapter starts with the research conceptual framework, research design, followed by the type and source of data, data collection, participants, analysis and measurement used in the research. The data collection process will then be explained and the applied sample selection is highlighted. The illustration of the data analysis is subsequently discussed and presented.

The research methodology used here is a concurrent triangulation strategy, which involves collecting quantitative and qualitative data simultaneously (Creswell, 2003). In this method, qualitative and quantitative approaches are used to confirm, cross-validate, or corroborate findings within a single study (Creswell, 2003).

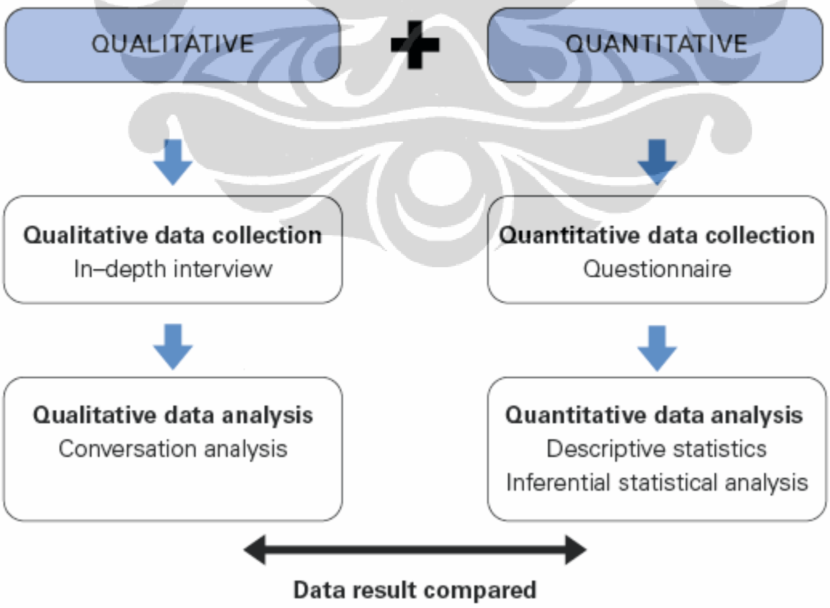

Figure 4.1 Concurrent Triangulation Strategy

Source: adapted from Creswell, 2003

The different characteristics of these two types of research are presented on the table below:

Table 4.1 Key Characteristic of Qualitative and Quantitative Research Method

Qualitative	Quantitative
The aim is a complete, detailed description.	The aim is to classify features, count them, and construct statistical models in an attempt to explain what is observed.
Researcher may only know roughly in advance what he/she is looking for.	Researcher knows clearly in advance what he/she is looking for.
Recommended during earlier phases of research projects.	Recommended during latter phases of research projects.
The design emerges as the study unfolds.	All aspects of the study are carefully designed before data is collected.
Researcher is the data-gathering instrument.	Researcher uses tools, such as questionnaires or equipment to collect numerical data.
Data is in the form of words, pictures or objects.	Data is in the form of numbers and statistics.
Subjective - individuals' interpretation of events is important, e.g., uses participant observation, in-depth interviews etc.	Objective – seeks precise measurement & analysis of target concepts, e.g., uses surveys, questionnaires etc.
Qualitative data is more 'rich', time consuming, and less able to be generalized.	Quantitative data is more efficient, able to test hypotheses, but may miss contextual detail.
Researcher tends to become subjectively immersed in the subject matter.	Researcher tends to remain objectively separated from the subject matter.

Source: http://wilderdom.com/research/QualitativeVersusQuantitativeResearch.html

Concurrent mixed model design classifies the basis of purpose of the study, which researcher thinks as an effective way to use both quantitative and qualitative methods (Figure 4.1), then it separates quantitative and qualitative data collection process, analyzes the data and then compares them to answer the research questions. The benefits of using these methods are to minimize single methods limitations, allow generalizations as well as in-depth examination, and increase trustworthiness. (Creswell, 2003)

The concurrent triangulation strategy allows researcher to do separate quantitative and qualitative methods as a means to offset the weaknesses inherent within one method with the strengths of the other method (Creswell, 2003). In this case, the quantitative and qualitative data collection is concurrent, happening in one phase of the research study. Creswell went on to say that a mixed method research problem may be one in which a need exists to both understand the relationship among variables in a situation and explore the topic in further depth.

Among the purposes for mixed-method evaluation design, Greene et al. (1989) highlighted five major ones that might enhance the evaluation as follows:

- Triangulation will tests the consistency of findings obtained through different instruments. In the case study, triangulation will increase chances to control, or at least assess some of the threats or multiple causes influencing our results.
- Complementarily clarifies and illustrates results from one method with the use of another method. In our case, in-class observation will add information about the learning process and will qualify the scores and statistics.
- Development results from one method shape subsequent methods or steps in the research process. In our case, partial results from the preprogram measures might suggest that other assessments should be incorporated.
- Initiation stimulates new research questions or challenges results obtained through one method. In our case, in-depth interviews with teachers and principals will provide new insights on how the program has been perceived and valued across sites.

- Expansion provides richness and detail to the study, exploring specific features of each method. In our case, integration of procedures mentioned above will expand the breadth of the study and likely enlighten the more general debate on social change, social justice, and equity in Brazil and the role of the public and private sector in this process.

Based on the purpose mentioned above, researcher aims to get diverse types of data that best provide understanding of research problem. This mixed method model is advantageous because it can result well-validated findings, and its concurrent data collection results in shorter data collection time period as compared to one of the sequential approaches (Creswell, 2003).

4.1 Research Conceptual Framework

According to Jou, Chou & Fu (2008) marketing procedures proposed by Kotler & Amstrong in 1999 and human resources training strategies by Collins & Payne in 1991 are used to differentiates internal marketing strategies into four steps (Figure 4.2):

- Information collection on the level of competition and employee needs: organizations that voluntarily gather information on employee's needs and investigate how their competitors treat these needs are logically seen as upholding employment-centered value.
- Determination of how this internal marketing is segmented: being aware of joint employment needs and attempting to differentiate the various needs.
- Design of internal marketing programs: setting up internal marketing programs that cater to employees with different needs.
- Management of internal marketing behavior: execution and control of internal marketing activities.

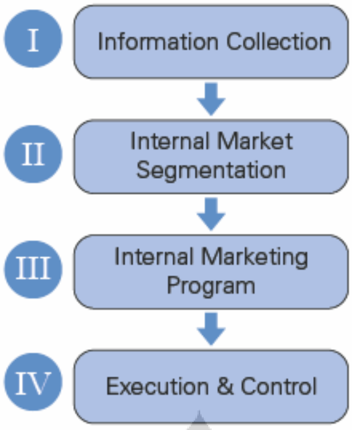

Figure 4.2. Steps in Internal Marketing Strategy

Source: processed by researcher (2009)

The four steps of internal marketing strategy above were expanded from the theoretical framework of Internal marketing. It projected dependent variable mentioned on chapter 2 (Figure 2.7). The measurement pool consisted of 65 five-point Likert–type questions based on the four categories above. Then, respondents to the 65-item survey were asked to rate the degree to which they agree with the item description, with 1 representing the lowest degree and 5 standing the highest. Then, this questions are pretested and only 34 items in this pool demonstrated significant statistical result in term of factor analysis and Cronbach's alpha test. The 34-items survey was given to the respondents twice within period of two weeks at the least. This time, 30 out of 34 items showed statistical significance. Then, the surveys of 34 items were distributed into 5 survey processes to various employees from various sectors of industry. Among 34 items, 12 showed acceptable consistency in their factor correspondence in all five surveys. Six latent factors were found with all factors accept one containing three or more items.

The conceptual framework here (Jou, Chou & Fu, 2008) resonates the four stages of internal marketing mentioned above, (Figure 3.3) where company collects information through benchmarking and paying attention to employee's needs; the information on employee's needs allow management to segment the "market" by providing program that tailor to individual needs; the job quality factor encompasses the product that management hopes to market at internal customers;

this product is communicated to internal customers through information sharing and promoted through promotional activities; the internal marketing campaign is then monitored and modified upon receiving feedback in upward communication.

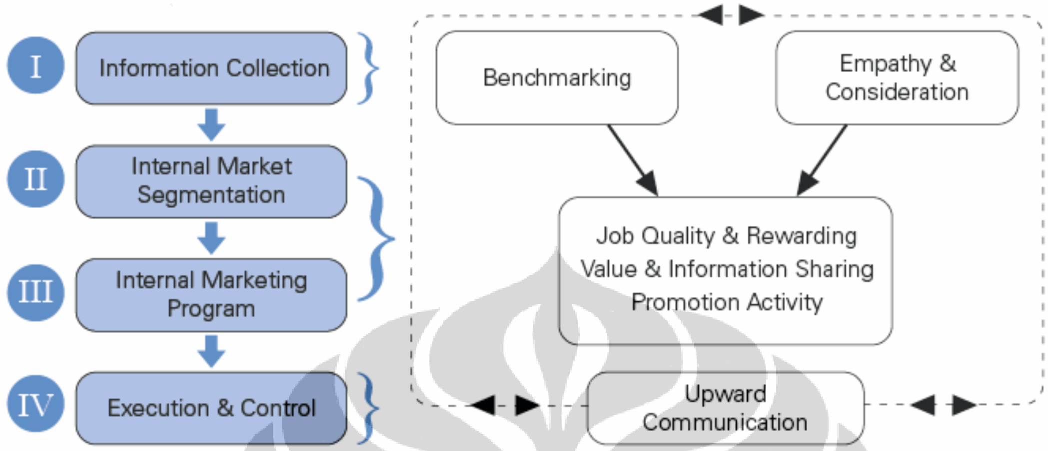

Figure 4.3. Research Conceptual Framework

Source: processed by researchers (2009)

The six latent factors used in this study as a construct to build interview protocol for the leader and to measure employee's perception of internal marketing are (Jou, et al, 2008):

- **Factor 1: Empathy and consideration**

  Item in this dimension involves personal attention from the employee's supervisor. By paying special attention to employee's personal needs, manager obtains information on what their internal customer desires for their jobs. Interaction with internal customers can also enable supervisor to garnet information on the customers' attitudes and behaviors. High empathy and consideration from direct supervisor allows the company to monitor the needs and motivations of its internal customers.

- **Factor 2: Benchmarking**

  Investigating and analyzing what competitors offer for their employees in an aggressive way to understand the expectation of a company's internal customers. This factor resonates with the first step of internal marketing in which marketers collect information of existing supply and demand.

- **Factor 3: Job quality and rewarding**

  This dimension deals with the product that manager is trying to market to internal customer known as the employee. All items involve the financial and emotional value associated with the employees' jobs. The focus is on work environment, fringe benefits and work atmosphere. By raising the quality of the product, manager encourages employees to pay higher long hour or stressful workload in order to stay on the job.

- **Factor 4: Upward communication**

  The opportunity for employee to communicate their dissatisfaction or suggestion to their managers plays an important role in how the internal customers view their product provider and how management may revise their internal product.

- **Factor 5: Value and information sharing**

  Internal programs provide a convenient venue for manager to convey organizational messages, mission and value to their subordinates. Through sending these information, supervisor steer employees to meet organizational goals, albeit high performance, commitment, or acculturation. In other words, internal programs provide a venue in which internal products can be handed over to employee.

- **Factor 6: Promotional**

  This dimension focuses on whether the company engages in promotional or public relation activities. Similar as internal programs, these activities serve the purpose of aligning employees with their organization's purposes and goals. These promotional activities are akin to advertisement campaigns, except these activities are directed toward internal instead of traditional customers

4.2 Research Design

This research is an adaptation of few journals "The role of leaders in internal marketing" published by *American Marketing Association* in 2009 and "Development of an Instrument to Measure Internal Marketing Concept" published by *Journal of Applied Management and Entrepreneurship* in 2008.

A research design as framework or blueprint for conducting the marketing research project, detailed the procedures necessary for obtaining the information needed to structure or solve marketing research problems (Malhotra, 2007). Research design can be classified into exploratory or conclusive (Figure 4.4). The objective of this research is to explore or search through a problem or situation to provide insights and understanding. Here, exploratory is used to develop initial hunches or insights, provide direction for any further research needed and to identify specific objectives or data needs to be addressed through additional research. The research processes are highly flexible and unstructured (Aaker et al, 2007; Malhotra, 2007).

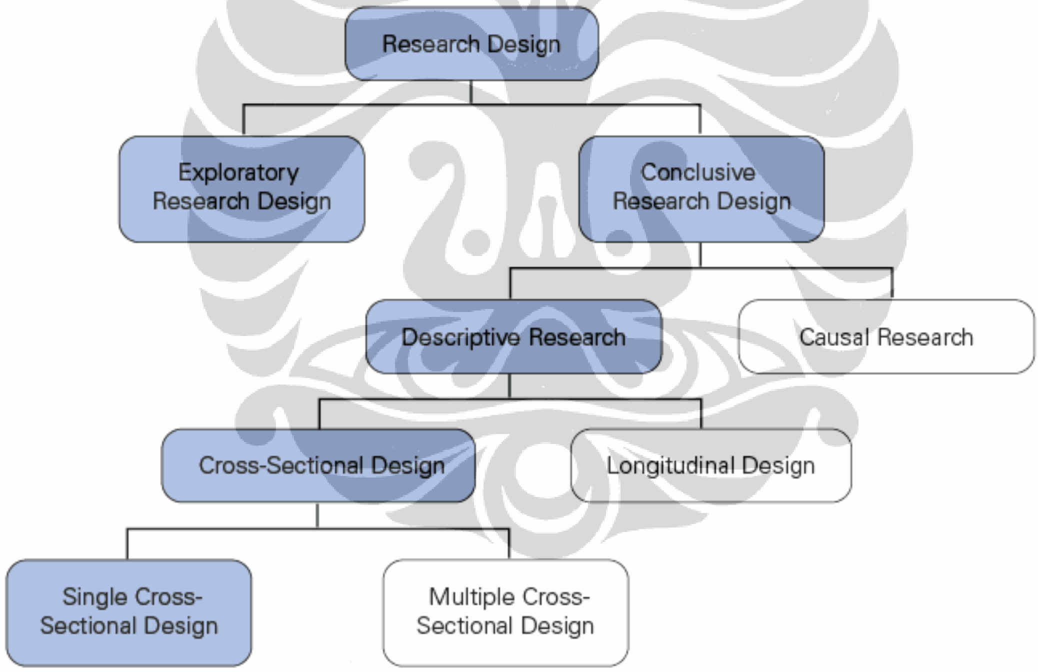

Figure 4.4. Classification of Marketing Research Designs

Source: Malhotra, N. (2007). *Marketing research: An applied approach*. New Jersey: Pearson Education, Inc., page 75.

Exploratory research is used to get deep understanding on the research question mentioned in chapter 1, to get a deeper understanding of leaders' view on the implementation of their organization's internal marketing. The uses of this exploratory research are (Malhotra, 2007):

- Formulate a problem or define a problem more precisely

- Identify alternative courses of action
- Develop hypotheses
- Isolate key variables and relationships for further examination
- Gain insights for developing an approach to the problem

According to Malhotra (2007) descriptive research can be used to:

- Describe the characteristics of relevant groups, such as consumers, salespeople, organizations, or market areas.
- Estimate the percentage of units in a specified population exhibiting a certain behavior.
- Determine the perceptions of product characteristics.
- Determine the degree to which marketing variables are associated.
- Make specific predictions.

Researcher also used conclusive research design as part of the whole research to get the view and measure the employee's perception on internal marketing implementation on the organization. In single cross-sectional designs, with only one sample of respondents, information is obtained from this sample only once (Malhotra, 2007). Here, researcher draws on the employees from Danareksa Persero to get a more specific measurement on the internal marketing strategy implementation and obtain the sample once.

4.3 Research Data

As it is stated previously on the methodology, researcher is using concurrent triangulation strategy that allows researchers to do separate quantitative and qualitative methods. Therefore, in this section, researcher would like to describe each data conducted in the research. (Figure 4.5)

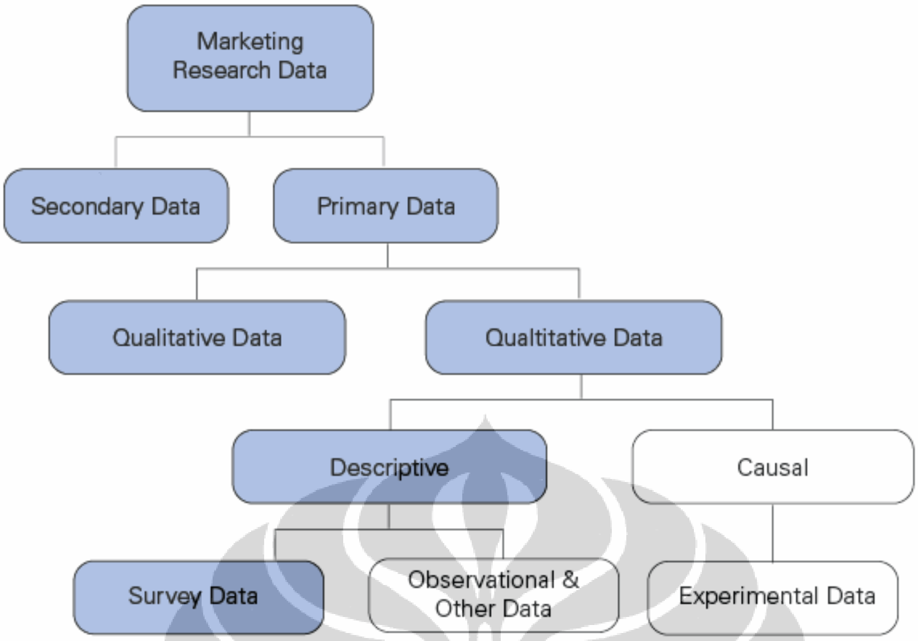

Figure 4.5. Classification of Marketing Research Data

Source: Malhotra, N. (2007). *Marketing research: An applied approach*. New Jersey: Pearson Education, Inc., page 137.

The type of research data used in this research is a mix of qualitative and quantitative data. Qualitative data research is done to obtain the basic feel for the problem before proceeding to the more analytical portion of the study. A variety of procedures in qualitative methods can be used in obtaining data for research classified as direct and indirect. (Malhotra, 2007). Qualitative data includes feelings, thoughts, intention, behaviour that took place in the past. Here, we are observing the behavior of leaders and their role in leading the way on their organization. Roles are defined as behaviour sets through which a person enects a status in relation to other members of a group (Mariampolski, 2001). Marketing role includes decision maker, influencer, negotiator and critic (ibid). These data are collected directly through in-depth interviews to know more about internal marketing and leaders' role in an organization that can not be directly observed and measured.

Moreover, quantitative data is done to obtain the perspective of employee which explain each factor being propose on the journal. Through this research data, researcher is aiming to make confirmation of the scale into Indonesia's company.

4.3.1 Primary Data

According to Malhotra (2007) primary data is data originated from reseracher for the specific purpose of addresing the research problem.

4.3.1.1 Qualitative Primary Data

In this study, researcher tried to formulate and define the problems within the area of research, by reflecting on how the role of leader impacts the internal marketing implementation within organizations. Researcher began the research by explaining the understanding of internal marketing from the perspective of leader, so as to present information for further development and knowledge. Here, researcher conducted descriptive data from survey method, using personal interviewing in form of in-depth interview with the source, CEOs. According to the classification of survey method (Figure 4.6), researcher executed in–home personal interviewing in context of doing the survey in these leaders' office.

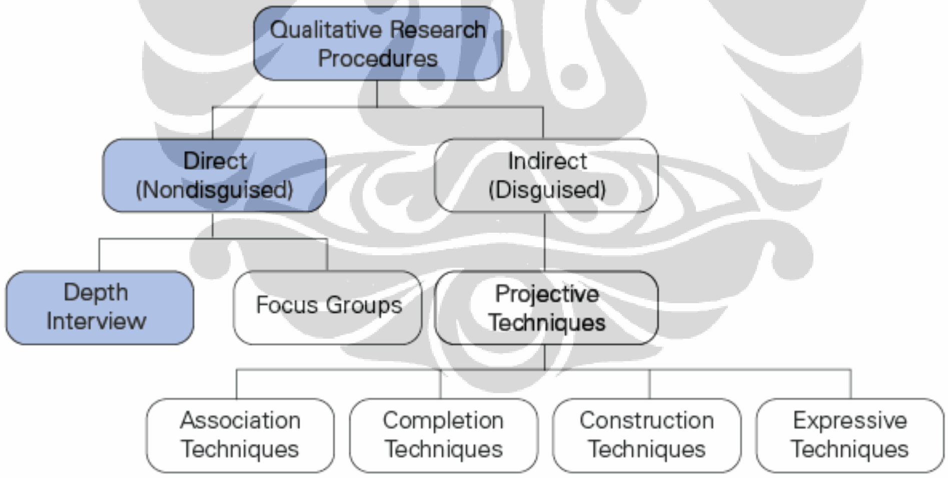

Figure 4.6. Classification of Qualitative Research Procedures

Source: Malhotra, N. (3rd ed.) (2009). *Basic marketing research: A decision–making approach*. New Jersey: Pearson Education, Inc, page 182.

According to Malhotra (2007), depth interview is an unstructured, direct, personal interview in which a single respondent is probe by interviewer to uncover underlying motivations, beliefs, attitudes and feelings on a topic. The interviews were aimed to get a deeper understanding of the interviewees' job, role and their views of internal marketing issues within the company. Individual in-depth interview is conducted face-to-face with the respondent in which the subject matter is being explored in detail. This is one of the reasons why interviews are conducted in this research, as well as one on one personal interview, which is to get deep qualitative information.

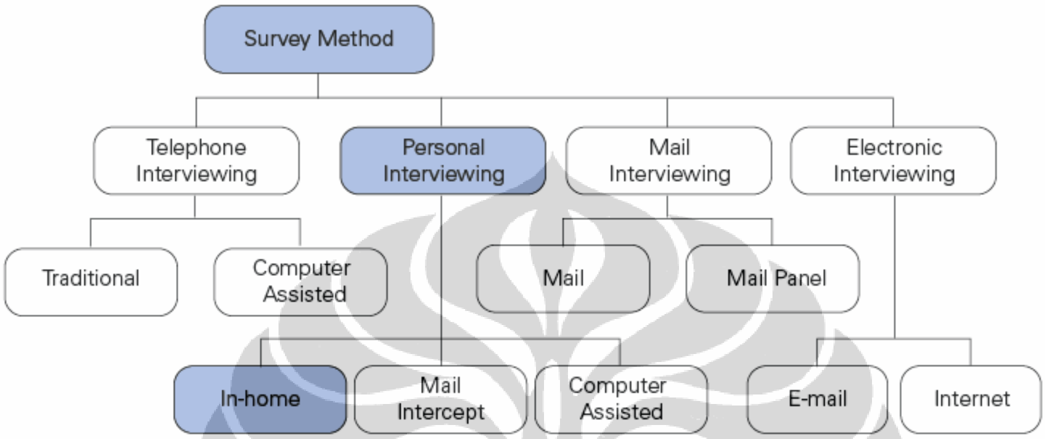

Figure 4.7. Classification of Survey Methods (Malhotra, 2009)

Source: Malhotra, N. (3rd ed.) (2009). *Basic marketing research: A decision–making approach*. New Jersey: Pearson Education, Inc, page 215.

Due to these CEOs tight schedules, the interview took less than an hour. On average, it lasted 30–45 minutes to get information related to internal marketing implementation of each company. Researcher categorized this interview as in-home interview in the context that the interview is conducted in the office of each CEO.

4.3.1.2 Quantitative Primary Data

Researcher established data from questionnaire adapted from “Development of an Instrument to Measure Internal Marketing Concept” Published by *Journal of Applied Management and Entrepreneurship* in 2008. First, researcher conducted a pretest to 31 MMUI student of non-regular classes; in which all the respondent already have working experience and are an employee by day. Then, the final questionnaire were distributed on Danareksa Persero to 40 employees from different levels. Mostly, the questionnaire is distributed to the employees from middle management with line of reasoning that they have involved in the company longer than the new entry level employees. This way they have more knowledge and understanding about their company.

4.3.2 Secondary Data

According to Booth (2008), secondary sources are research reports that use primary data to solve research problems, written for scholarly and professional audiences. This type of data is used to keep up with field, to frame problems by disputing other researchers' conclusions and to support the argument, because it could not be found in a primary source (Booth, 2008). Most textbooks are secondary sources; they report and summarize the primary sources. (Stacks, 2002).

- Literature and journals have been found regarding the alignment of internal communication, company’s vision and mission, company’s value, internal marketing and leader’s role. Therefore, we have attempted to explain this phenomenon primarily in a descriptive manner.
- Information search through internet, magazines, newspapers and other publication such as company’s profile are used to support researcher argument.

4.4 Sample Design and Procedures

According to Malhotra (2009), sample is a subgroup of the elements of the population selected for participation in the study. There are few steps to be considered in sampling procedures such as population, sample size, and sampling technique. Here are the descriptions of the two researches used, qualitative and quantitative.

4.4.1 Target Population

According to Malhotra (2007), target population is the collection of elements or objects that possess the information sought by the researcher and about which inferences are to be made. The target population should be defined in terms of elements, sampling units, extent, and time (Malhotra, 2007).

Here in this research, qualitative study's population are those leaders of company in Indonesia, this wide range provides different point of view required to the study from across industry sector. For this study, researcher managed to interview five CEOs from well known and well established company in Jakarta from various industry such as, printing (BUMN), financial capital market (BUMN), property, business service, and media. Quantitative study's population are the employee of Danareksa, involving 30 employees. This study is used to examine the dyadic tenure between the employee and CEO of Danareksa.

4.4.2 Sample size

Sample size refers to the number of element to be included in the study (Malhotra, 2009). There are different factors to be considered in determining the sample size for qualitative and quantitative research.

First, on the qualitative research (Malhotra, 2009), researcher needed to consider the importance of the decision, the nature of the research, the number of variable, the nature of analysis, sample size used in similar studies, and resources constrain. The samples are selected to generate maximum insights from small and non representative (Malhotra, 2007; Crouch & McKenzie, 2006). Based on the factors mentioned above, sample size in the qualitative research for this study is five CEOs from different industry's sector. Then, to get the perspective of the employee, researcher distributed questionnaires to the employee of the company in which the CEO were interviewed. This study involved 30 employees of Danareksa, mostly are from the middle management.

4.4.2 Sampling Techniques

Generally, sampling technique can be classified as non-probability and probability (Figure 4.8) and each category then classified into several sampling techniques (Malhotra, 2009)

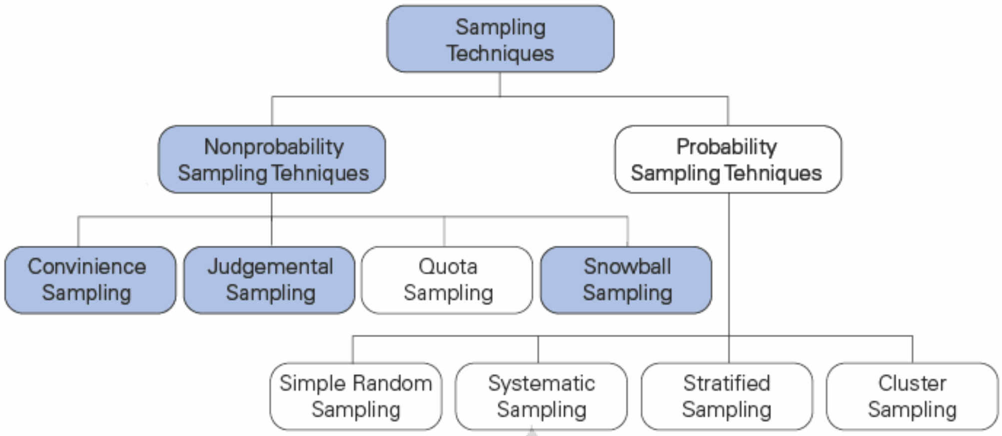

Figure 4.8. Classification of Sampling Techniques

Source: Malhotra, N. (2007). *Marketing research: An applied approach*. New Jersey: Pearson Education, Inc., page 332.

Here on the study, researcher is using non-probability sampling technique; convenience technique define as technique that attempts to obtain a sample of convenient elements, with the selection of sampling unit left primarily to the researcher; judgmental sampling define as population elements are purposively selected based on the judgment of the researcher; and snowball sampling define as subsequent sample are selected based on referrals or information provided by initial respondents.

Qualitative research in this study is using convenience and judgmental sampling. Four of five CEOs involved as participant in this study are lecturers in MMUI who happened to be CEOs on their company. And one of the CEO is referral from researcher's colleague. Sampling technique used in quantitative research is snowball sampling, as the CEO assigns the corporate communication department to discuss the process with researcher, and this department then distribute throughout the employees of the organization.

For the quantitative research, this study uses snowball sampling, where researcher distributes the questionnaires through corporate secretary division. Then, the respondent distributes the questionnaires to other employees across division in the organization, PT Danareksa (persero)

4.5 Measurements and Scaling

Measurement means assigning numbers or other symbols to characteristics of objects according to certain pre-specified rules (Malhotra, 2007). According to Malhotra (2007), measurement is the actual assignment of a number from 1 to 100 to each respondent. Scaling is the process of placing the respondents on a continuum with respect to their attitude toward department stores (Malhotra, 2007).

According to Malhotra (2007) there are two type of scaling technique:

- Comparative scales involve the direct comparison of stimulus objects. Comparative scale data must be interpreted in relative terms and have only ordinal or rank order properties.
- Non-comparative scales, each object is scaled independently of the others in the stimulus set. The resulting data are generally assumed to be interval or ratio scaled.

Figure 4.9 Six-point Likert Scale

Source: processed by researchers (2009)

Here in the study, quantitative research used is the most common noncomparative scaling, the Likert scale. Six point Likert scale (Figure 4.9) is used to avoid neutral answers. For qualitative research, researcher used data analysis process according to Miles and Huberman (1994) mentioned on the sub chapter below.

4.6 Interview Design

According to Anderson (1998), interview is defined as specialized form of communication between people for a specific purpose associated with some agreed subject matter. Interview can be conducted on all subjects by all types of interviews and they can range from informal incident source of data to the primary source of information used in research study. The advantage of using this method rather than using the written form is that it is easier for the respondent to engage in an interview than in completing a questionnaire. Interviewer can clarify question and probe answer from respondent with more complete information than in written form. The last and the most significant advantage is capturing the non-verbal cues including facial expressions, and tone of voice. Here, researcher would like to describe the type of interview, format and protocol.

These semi–structured or focused individual interviews are chosen to fit the busy executives, technical experts and thought of leaders. The interview lasted for around 30 to 45 minutes on average depending on the time schedule and availability of each CEO.

4.6.1. Interview Format

Interviewing for research must follow a plan related to the objectives one wants to achieve in the data collection (Anderson, 1998). The plan of interview is in a written form and functions as a guide which also known as interview protocol. This format purpose is to provide guidance on developing an effective interview protocol. The writing format was adapted from the book "Conducting in-depth interviews: a guide for designing and conducting in-depth interviews for evaluation input" written by Boyce and Neale in 2006.

Sequences in this one on one interview are:

- Pre-Interview

  This part contains introduction to the interview, purpose of the study and consent form to be signed by the interviewee and a witness as a validation that the interview took place at that specific time and place.
- Intensive Interview

  Conduct an intensive interview (semi-structured) with the participants, lasting for 30-40 minutes. This part contains of three parts. The first part consists of personal data of the participant. The second part consists of eight questions separated into two parts of; two general questions and six main questions build from factor referring to the journal used in this study.

Researcher also used probing technique to get clearer and more detailed answers.

- Post-Interview

  This is where researcher put extra notes of memorable things the participant said at different moments. Also, a small part of note consisting of personal emotional experience and any emotions researcher noticed in the participant.

4.6.2 Question Format

Open questions usually ask for board or general information, and are used in this protocol to help discovering the respondent's depth knowledge and priorities. This questions format involves eight umbrella questions as a development of the factor being mention on the reference journal (Appendix 1). Then, it is continued by probing questions to ask more explanation about the given answer.

4.6.3 Voice Recording

Researcher uses digital voice recorder (iPod, WAV digital voice memo recorder) in conducting the interviews. Tape recorders provide evidences of what the interviewee has said. Tape recorders are long-lasting and the verbal signals do not change whether you listen to them immediately after recording or three months later. One may listen to data in the tapes repeatedly without any loss of data. The digital type of data also helps researcher in writing the transcript and is less time-consuming then using a cassette tape.

At this stage, the voice data are labeled with the date of the interview and ended with the name of the interviewee to organize the filing. The WAV data is then transferred to MP3 format before sending the data to the transcriptionists.

4.6.4 Note Taking

Besides using the voice recorder to secure the interview data, researcher also prepares a paper at the back of the protocol to take important notes from the conversation (Patton, 2002). The use of a tape recorder does not eliminate the need for taking notes. The benefit that can be achieved by taking note taking during an interview are (Patton, 2002):

- Notes taken during the interview can help to formulate new questions as the interview progresses, particularly that it may be necessary to check what was said earlier.
- Taking notes about what is being said will facilitate later analysis, including locating important quotations from the tape itself.
- Notes are a back-up in the event that the tape recorder malfunctions or when the tape is erased inadvertently during transcription.

4.7 Questionnaire Design

4.7.1. Questionnaire Format

Questionnaire is defined as a structured technique for data collection that consists of a series of questions, written of verbal, that the respondent answer (Malhotra, 2009).

Sequences in this one on one interview are:

- Pre-Interview

  This part contains introduction to the questionnaire, purpose of the study and thank you notes for the respondents for spending their time in answering the question.
- Personal Information

  Here, researcher starts by giving an instruction on how to fill the questions, then it continues with personal question about the demographic and their position in the company.
- Main Question

  As the personal information ends, this part also starts with instructions of how to fill the form to avoid confusion. This part contains 27 questions adapted from main journal “Development of an Instrument to Measure Internal Marketing Concept” published by Journal of Applied Management and Entrepreneurship in 2008. Originally, there are only 26 questions. As one of the factor being measured only has two questions, researcher add one more question concerning benchmarking factor taken from Spiros Gounaris, “Antecedents of internal marketing practice: some preliminary empirical evidence” published by International Journal of Service Industry Management in 2008.

4.7.2. Question Format

The Questionnaire used in this study involves structured questions, prespecify the set of the response alternatives and the response format, using multiple-choice, dichotomous and scale. (Appendix 2) The multiple-choice and dichotomous questions are used in the beginning of the questionnaire for demographic data and questions related to their occupation. The main questions in the questionnaire are using six-point Likert scale.

4.8. Data Analysis

4.8.1 Qualitative Data Analysis

According to Holloway (1997), qualitative research data analysis means breaking down and searching for codes and categories, which are then reassembled to form themes. This analysis takes place from the beginning of data collection and the focus becomes progressively clearer.

Steps in analyzing qualitative research data involve (Holloway, 1997):

- Ordering and organizing the collected material
- Re-reading the data
- Breaking the material into manageable sections
- Identifying and highlighting meaningful phrases
- Building, comparing and contrasting categories
- Looking for consistent patterns of meanings
- Searching for relationship and grouping categories together
- Recognizing and describing patterns, themes and typologies
- Interpreting and searching for meaning

From the very beginning of the study, the data are scanned and organized. Then, it is continued with the search for regularities by re-reading the data, thoughts and observations. The first transcript is scanned and marked into sections of data then is given codes to the sentences or paragraphs, which contain the central theme of the study. Commonalities and similar codes are sorted and grouped together, and then researcher looks for consistent patterns in the transcript. In accordance with this study theme, internal marketing, researcher places together the thematically similar sets in order to find the links between categories, describes and finally summarizes them.

Through the categories set, researcher compares and reduces data to major construct to get board patterns of thoughts and behaviors. Then researcher puts link to the categories and themes drawn from the literature review mentioned in the previous chapter. The result is then compared to test the consistency of findings obtained through quantitative instruments. In the case study, triangulation will increase chances to control, or at least assess some of the threats or multiple causes influencing our results.

4.8.1.1 Component in Qualitative Data Analysis

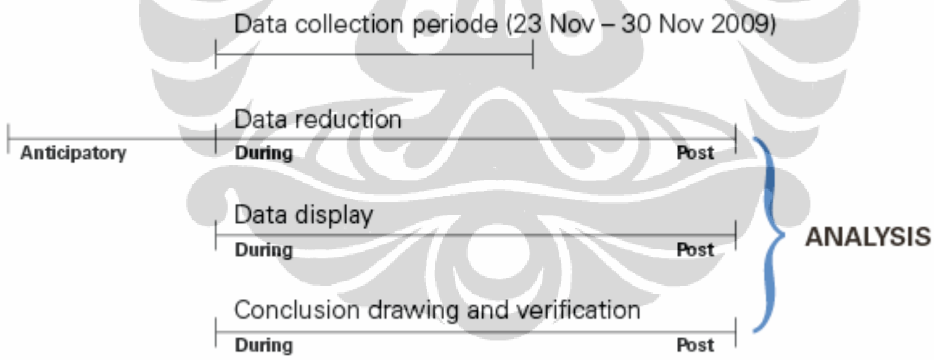

Figure 4.10. Component of Qualitative Data Analysis

Source: Adapted from Miles & Huberman,1994

Researcher adopts the processes in qualitative analysis framework developed by Miles and Huberman (1994) to describe the major phases of data analysis: data reduction, data display, and conclusion drawing and verification. (Figure 4.10)

- Data Reduction

  First, the mass of data has to be organized and somehow meaningfully reduced or reconfigured. Miles and Huberman (1994) described this first of their three elements of qualitative data analysis as data reduction. "Data reduction refers to the process of selecting, focusing, simplifying, abstracting, and transforming the data that appear in written up field notes or transcriptions." Not only do the data need to be reduced to get manageability, they also need to be transformed so they can be made intelligible in terms of the issues being addressed. In qualitative analysis, the analyst decides which data are to be singled out for description according to the principles of selectivity. The approach to data reduction is the same for intra-case and cross-case analysis.

In this study, researcher did an outsourcing for the data transcript from UI psychology undergraduate student and Enopi english teachers to manage the time for this thesis analysis. Then, researcher rechecks the transcript by listening to the recording and cross checks it with the transcript. Researcher then reads the transcript carefully and starts to do data reduction, separates, highlights, and gives code to the words that specified the sixth factors of internal marketing measurement.

- Data display

Data display is the second element or level in Miles and Huberman's (1994) model of qualitative data analysis. Data display goes a step beyond data reduction to provide "an organized, compressed assembly of information that permits conclusion drawing..." A display can be an extended piece of text or a diagram, chart, or matrix that provides a new way of arranging and thinking about the more textually embedded data.

At the display stage, additional, higher order categories or themes may emerge from the data that go beyond those that are first discovered during the initial process of data reduction. Data displays, whether in words or table forms, allow the researcher to do analysis and make a systematic patterns and interrelationships.

- Conclusion Drawing and Verification

  This activity is the third element of qualitative analysis. Conclusion drawing involves stepping back to consider what the analyzed data mean and to assess their implications for the questions at hand. Verification, integrally linked to conclusion drawing, entails revisiting the data as many times as necessary to cross-check or verify these emergent conclusions. "The meanings emerging from the data have to be tested for their plausibility, their sturdiness, their 'confirmability' - that is, their validity" (Miles and Huberman, 1994, p. 11).

  In this stage, researcher uses the data display, that has been put into criteria and category of factor to make a pattern, and flow of the sequence according to the research model mentioned previously in form of diagram.

4.8.1.2 Quality of Qualitative Research

Five issues concerning the standard for quality in qualitative research:

- Objectivity/Confirmatibility. According to Miles and Huberman (1994), the basic issue here can be framed as one of relative neutrality and reasonable freedom from unacknowledge reasercher biases.
- Reliability/Dependability/Auditability. The underlying issue here is whether the process of the study is consistent, reasonably stable over time and across researchers and methods. (Miles & Huberman, 1994)
- Internal Validity/Credibility/Autenticity. This part emphasis on validity as a process of checking, questioning, and theorizing, and not as a strategy for establishing rule-based correspondence between our findings and the "real word". (Miles & Huberman, 1994)
- External Validity/ Transferability/ Fittingness. According to Miles and Huberman (1994), it is more like translating, refuting, or synthesizing two or more studies of similar phenomena. It is a careful interpretation, not just "adding up."
- Utilization/Application/Action Orientation. Even when the study's findings are "valid" and transferable, we still need to know what the study

> does for its participants, both researchers and researched. (Miles & Huberman, 1994)

Here, researcher would like to state that the quality standard of this study is difficult to be measured because of a lot of limitations. One of the main issue is that researcher is not a trained interviewer. However, in this study researcher seeks for a tutor from UI graduate program student, master of psychology science. The tutoring covers the techniques in writing a good interview protocol, techniques of probing and data analysis.

4.8.2 Quantitative Data Analysis

In this study, researcher are using SPSS (Statistical Program for Social Science) For Windows version 14 in doing quantitative data analysis. Researcher uses several methods of descriptive statistic, based on Likert-scale statements, namely: reliability analysis, the frequency method, the average total score method, and the compute mean method. Overall, the data processing method is used to process the questionnaires that had been collected and seek answers to research questions that have been proposed in the previous chapter.

4.8.2.1 Factor Analysis

Factor analysis is a multivariant statistic method of data reduction. This method takes many variables and explains them with a few factors. (Malhotra, 2009). The purpose of factor analysis is to reduce multiple variables to a lesser number of underlying factors that are being measured by the variables.

Here in this study, the factor analysis is used to reduce a number of indicators into a smaller and more manageable number of factors. Factor analysis can create factor scores for each subject that represents these higher order variables, in which researcher seeks for the higher score of indictor explaining the six factors being measured for employee’s perspective of internal marketing implementation in Danareksa.

4.8.2.2 Reliability Analysis

Reliability can be defined as the extent to which measures are free from random error, the measure is perfectly reliable when (Malhotra, 2009) :

$$X_R. \text{ If } X_R = 0 \qquad (4,1)$$

This analysis is used in the pretest and also used in the final questionnaire distributed to Danareksa employee. The coefficient alpha, or Cronbach's alpha, is the average of all possible split-half coefficients resulting from different ways of splitting the scale items (Malhotra, 2009). This coefficient varies from 0 to 1, and according to Malhotra (2009), a value of 0.6 or less generally indicates unsatisfactory internal consistency reliability. Here in this study, researcher aims to use the indicator with coefficient alpha value more than 0,6.

4.8.2.3 Validity

The validity of a scale may be defined as the extent to which differences in observed scale scores reflect true differences among objects on the characteristic being measured, rather than systematic or random error (Malhotra, 2009). Perfect validity requires that there be no measurement error:

$$X_O = X_T, \; X_R = 0, \; X_S = 0 \qquad (4,2)$$

The requirement for observe scale to meet the validity analysis (Malhotra, 2007):

- Significancy Value < 0,05
- Kaiser-Meyer-Olkin (KMO) measure of Sampling Adequacy > 0,5
- Communalities > 0,5
- Component Matrix > 0,7
- Cummulative percentage > 50 %

Based on the requirement and condition above, researcher only selects the indicator with value according to the value specified above for the quantitative research.

4.8.2.4 Frequency Distribution

In statistics, a graph or data set is organized to show the frequency of occurrence of each possible outcome of a repeatable event observed many times. A frequency distribution can be graphed as a histogram or pie chart. Frequency distributions are particularly useful in summarizing large data sets and assigning probabilities.

Frequency can be described as the number of times a certain value or class of values occurs. In this frequency distribution, the raw data obtained from the questionnaires are put in table form with classes and frequencies. A set of intervals is usually adjacent and of equal width, into which the range of a statistical distribution is divided. Each of these intervals is associated with a frequency indicating the number of measurements. (Frequency, n.d.).

4.8.2.5 Average Total Score Method

This is one of the methods used in descriptive statistic to get the average respond to each indicators and the factors being observed in this study. One of the most common descriptive statistics used in research is by using range (Larson & Farber, 2004). To obtain this analysis, the respond from the questionnaire needs to be put in range with equation:

$$R_s = \frac{R_b - R_t}{R_b} \tag{4,3}$$

Where:

Rs = Range between score

Rb = Highest score

Rt = Lowest score

This study is using Six point Likert scale, therefore, the range between value is 0,83. (Figure 4.11)

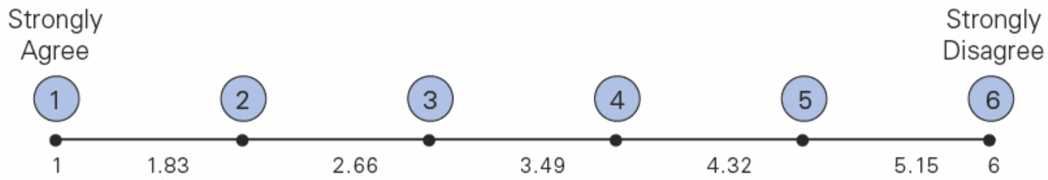

Figure 4.11. Average Total Score Range

Source: processed by researchers (2009)

Score 1 - 1,83 represent strongly agree

Score 1,84 - 2,66 represent agree

Score 2,67 – 3,49 represent tend to agree

Score 3,5 – 4,32 represent tend to disagree

Score 4,33 – 5,15 represent disagree

Score 5,15 – 6 represent strongly disagree

In this study, this method is used to get the average value from the answers given by the employee to be compared with the answer given by the leader, to find the match or to find the gap between the two researches (qualitative and quantitative) conducted.

CHAPTER 5
ANALYSIS AND FINDINGS

In this chapter researcher will present the analysis of consurrent triangulation strategy which involve two research method used in this study, qualitative and quantitative. Researcher will also describe brief profile of each research respondent, the perspective of each leader, also quantitative questionnaire in descriptive statistical and inferential. Here, researcher will analyse the data from qualitative reasearch by describing answer given by each leader.

5.1 Pretest

Pretest is conducted for the quantitative reasearch to 31 MMUI non-regular student; in which researcher ask a screening question to ensure that all the respondent are noted by an organization as employee by the time they filled the questionnaire. This pretest is done one time, only a day on 20 November 2009. The result then processed with SPSS (Statistical Program for Social Science) for Windows version 17 and SPSS for Mac version 16 for reliability, validity and factor analysis. Total of 26 question were adapted from the “Development of an Instrument to Measure Internal Marketing Concept” published by Journal of Applied Management and Entrepreneurship in 2008. Also additional one question from Spiros Gounaris, “Antecedents of internal marketing practice: some preliminary empirical evidence” published by International Journal of Service Industry Management in 2008.

From the result of this pretest, shows that indicator E3 were not significant and did not past the criterion of validity so the question then replace for the final questionnaire. The question for this indicator also taken from the same journal by Spiros Gounaris (2008). The other question were left the same, but to avoid leading and bias answer from respondent, researcher rotate the question and erase the subtitle of each group of question.

5.2 Profile of Respondent

5.2.1 Brief Profile of Qualitative Respondent

Table 5.1 Profile of CEO

	CEO 1	CEO 2	CEO 3	CEO 4	CEO 5
Gender	Male	Male	Male	Male	Male
Age	51 years old	48 years old	50 years old	63 years old	65 years old
Educational background	Master degree	Master degree	Master degree	Doctoral degree	Master degree
Industry sector	Financial service	Media	State-owned, Printing (Manufacture)	Property	Service
No. of employees	345 +	220 +	2900 +	350 +	800 +
Time period of working experience	24 years	23 years	23 years	41 years	34 years
Time period as CEO in the company	less than 3 years	less than 5 years	almost 2 years	2,5 years	27 years

Source: Summarized from in-depth interview (personal communication, 2009)

5.2.2 Quantitative Respondent

Respondents for this quantitative research are employee of Danareksa, most of them spend more than three years in the company. The reason of obtaining answer from this level employees is because those employee would have spend enough time to spend with the company and have more knowledge about the company they work. Therefore researcher requested to the coporate secretary department to mainly distribute the questionnaire to middle management level and also distribute the rest to entry level employee and senior management level. Total responden are 30 employees as it stated on the previous chapter.

Respondents'profile consist of gender, age, educational background, income, position in organization hierarcy and time period of working experience are describe below. Although on some of the questionnaires, few respondents did not completely fill the answer, for the reason of sensitivity and personal question such as income with five missing value.

5.2.2.1 Gender

From the questionnaires obtain the gender profile of the employees are almost equall male and female, male 48,1% compare to 51,9% for female respondents.

This percentage is gain from 27 answer out of 30 respondent, 13 male and 14 female.

Table 5.2 Gender of Respondents *

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	13	43.3	48.1	48.1
	Female	14	46.7	51.9	100.0
	Total	27	90.0	100.0	
Missing	System	3	10.0		
	Total	30	100.0		

Source: processed by researcher from SPSS data analysis output (2009)

5.2.2.2 Age

This profile question are fully answered without any missing value. Majority of employee are on the range of 35 – 40 years old, with 10 respondents equal 33.3% of all others. The range 26 – 30 years old and 31 – 35 are choose by 6 respondents equal 20%. Followed by range 41 – 45 years old choose by 5 respondents (16.7%) and > 46 years old choose by 3 respondents (10%).

Table 5.3 Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26 - 30	6	20.0	20.0	20.0
	31 - 35	6	20.0	20.0	40.0
	35- 40	10	33.3	33.3	73.3
	41 - 45	5	16.7	16.7	90.0
	> 46	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

Source: processed by researcher from SPSS data analysis output (2009)

5.2.2.3 Educational Background

Most of the respondents educational background is bachelor degree (Strata 1), with 19 respondents (63.3%) followed by master degree (Strata 2) with 7 respondents (23.3%), then at same percentage are high school and doctoral degree (Strata 3) with respectively 3 % (1 respondent) .

Table 5.4 Educational Background of Respondents *

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	1	3.3	3.3	3.3
	College (D1/ D3)	2	6.7	6.7	10.0
	Bachelor Degree (S1)	19	63.3	63.3	73.3
	Master Degree (S2)	7	23.3	23.3	96.7
	Doctoral Degree (S3)	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

Source: processed by researcher from SPSS data analysis output (2009)

5.2.2.4 Income

From the questionnaire distributed, 8 respondents (26.7 %) income fall on the range Rp. 6.500.000 – Rp. 9.999.999 followed by Rp. 3.000.000 – Rp. 6.499.999 with 7 respondents (23.3%) then Rp. 10.000.000 – Rp. 13.499.999 with 6 respondents and with respectively 2 repondents (6.7%) are Rp. 13.500.000 – Rp. 16.999.999 and > Rp. 17.000.000. There are five missing value in this question. Researcher may conclude that income is a sensitive matter to some people, that is why this question got the most missing value out of other question in the profile section.

Table 5.5 Income of Respondents *

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rp 3.000.000 - Rp 6.499.999	7	23.3	28.0	28.0
	Rp 6.500.000 - Rp 9.999.999	8	26.7	32.0	60.0
	Rp 10.000.000 - Rp 13.499.999	6	20.0	24.0	84.0
	Rp 13.500.000 - Rp 16.999.999	2	6.7	8.0	92.0
	> Rp 17.000.000	2	6.7	8.0	100.0
	Total	25	83.3	100.0	
Missing	System	5	16.7		
	Total	30	100.0		

Source: processed by researcher from SPSS data analysis output (2009)

5.2.2.5 Position in Organization Hierarchy

76.7% of the respondents are middle management level (23 respondents), followed by entry level with 16.7% (5 respondents) and 3.3% from the senior management with 1 respondent. The respondent'percentage is gained from 29 out of 30 respondents answer with one missing value.

Table 5.6 Position of Respondents in Organization Hierarchy *

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entry Level	5	16.7	17.2	17.2
	Middle Management	23	76.7	79.3	96.6
	Senior Management	1	3.3	3.4	100.0
	Total	29	96.7	100.0	
Missing	System	1	3.3		
	Total	30	100.0		

Source: processed by researcher from SPSS data analysis output (2009)

5.2.2.6 Time Period of Working Experience

Time period of respondents'working experience majority is 4 – 7 years with 12 respondent (40%) followed by 12 – 15 years with 7 respondents (23.3%). The respondent with experience less than 3 years and 8 – 11 years are 10% with 3 respondents. Only 2 respondents have experience more than 15 years which fall on 6.7% of all the answer.

Table 5.7 Time Period of Respondent Working Experience *

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 3 years	3	10.0	11.1	11.1
	4 - 7 years	12	40.0	44.4	55.6
	8 - 11 years	3	10.0	11.1	66.7
	12 - 15 years	7	23.3	25.9	92.6
	>15 years	2	6.7	7.4	100.0
	Total	27	90.0	100.0	
Missing	System	3	10.0		
	Total	30	100.0		

Source: processed by researcher from SPSS data analysis output (2009)
*) Individual numbers for categories may not add up to 30 because of missing values

5.3 Data Collection Process

5.3.1 Data Collection Process

This secondary data collection in this study are focusing on external data of Danareksa. The external data is obtained from Danareksa Annual Report 2007 downloaded from Danareksa'website. Also other annual report from IDX and Bapepam are aldo downloaded from websites of each organization to obtain the capital market industry overview. The literature study are taken from journals, articles, books, and thesis from MMUI library, Faculty of Economy UI-Depok' library.

5.3.2 Primary Data Collection

In this study researcher conducting triangulation concurrent strategy involving quantitative and qualitative research. For qualitative study researcher conduct in-depth interview with the leader. For quantitative reasearch, researcher established data from questionnaire adapted from "Development of an Instrument to Measure Internal Marketing Concept" Published by Journal of Applied Management and Entrepreneurship in 2008. The process of the data collection are specified on the next sub chapter.

5.3.2.1 Interview Process

The interview is arrange and conducted by researcher, starting with personal introduction with each CEO and giving a brief explanation of the thesis topic and request for participation in this research in form of interview. All of the CEOs give a good responds and agree to participate. At the time the interview protocol is fully developed, researcher then contact each CEO to arrange time and place for the interview. All of the interview take place in the CEO'office, conducted between 23 November – 30 November 2009.

Interview with CEO1 took place at 23 November 2009, around 9.30 AM and lasted around 30 minutes. As the time schedule was overlap between other meeting, the interview were pause for around 20 minutes than continued again until all of the answer need were collected. At the end of the interview, researcher ask permition to distribute 75 questionnaires, but then it was reduce to 40 questionnaires do to number of employee's in the headquater office are not sufficient. With full enthusiastic, CEO1 assign the vice president corporate relation to meet with the researcher to have some explanation about the task need to be done and questionnaire to be distribute to measure internal marketing from the employees'perspective.

Interview with CEO2 took place at 25 November 2009, delayed one hour from the time arranged previously so the interview start around 9.30 AM and lasted almost 30 minutes. Alike CEO1, while researcher conducting the interview the secretary interupted for a while to inform that someone already waited for the CEO for the next meeting. To get a depth information, researcher tried to ask the question as effective as it could to gather all of the information needed according to CEO role in implementing internal marketing in his company.

The third interview, took place at 25 November 2009, at 2.30 PM and lasted approximately 30 minutes. The industry of this company is differ from the others, that made the interview more interesting as the construct build in the interview protocol were not well projected in this company. The factor considering internal marketing were not established yet. The forth interview, was conducted on 26 November 2009 at 1.15 PM and lasted for almost an hour. The CEO4 of this property company is an academician in private university in Jakarta. He was excited and enthusiastic in discussing the topic and describing how and why not the company implement internal marketing.

The last interview took place at 30 November 2009, at 8.45 PM and ended around 10.30 PM. At the beginning the conversation is more of informal type, asking about other topic not related to internal marketing. Then the interview started to get more formal using the protocol as guide to conduct a semi-structured interview, the "real interview" lasted about an hour. CEO5 was very open in sharing and show researcher the books and tools the company used to improve the service to the client. Almost at the end of the interview, CEO5 also gave researcher opportunity to observe the process of employee's daily meeting which held twice per day, at the morning before they open the restaurant and at night just after the restaurant closed. From the observation, researcher have more information and get more insight about the internal marketing practices conducted by the company. The interview then continued, as the CEO5 show and explain the purpose of record book, fact sheet and other meeting book where information and communication of the company took place.

5.3.2.1 Questionnaire Distribution Process

The questionnaire distribution at Danareksa is conducted through corporate secretary department, in which researcher meet with the vice president of the corporate secretary department to explain about the data collection and the purpose of the study. The vice president agree to acquire 40 questionnaires and as promised researcher come back a day later to leave 40 set of questionnaires and highlighter as souvenir for the respondent. The data collection process took a while to be collected because several reasons, from 24 November – 9 December 2009. The first collection is on 3 December 2009 obtaining 17 valid questionnaires done by corporate secretary department. And the second collection is on 9 December 2009 to get 13 questionnaires, therefore researcher obtain total 30 valid questionnaires.

5.4 Data Analysis of Qualitative and Quantitative Research

5.4.1 Internal Marketing Factors’Code

This sub chapter will describe the six factors and its codes used on the questionnaire and interview protocol. According to Pallant (2005) those code were used to labeled the answer given by respondent in the analysis of the qualitative and quantitative data (Table 5.8).

Table 5.8 Internal Marketing Factor'code

FACTOR	CODE
Empathy and consideration	E
Benchmarking	B
Job quality and rewarding	J
Upward communication	U
Value and information sharing	V
Promotional	P

Source: processed by researcher (2009)

The factor above then decribe in few indicator, according to the number of question conducted on the questionnaire, specified as the table below (Table 5.9).

Table 5.9 Internal Marketing Indicator'code

INDICATOR	CODE
Future career development in the company.	E1
Understand what subordinates think about the way leader leads.	E2
Pays attention to family life subordinates.	E3
Makes efforts to become fully familiar with subordinate's work performance.	E4
Makes voluntary effort to know whether subordinate encounter problem at work.	E5
Company regularly seeks information on what salary are provided by companies in the same industry.	B1
Company regularly seeks information on what fringe benefits are provided by companies in the same industry.	B2
Company is aware of employment rates in the same industry.	B3
Company tries to make our work content interesting.	J1
Company offers us good fringe benefit.	J2
Company offers many opportunities of promotion.	J3
Company respect employees.	J4
Company is kind to employees.	J5
Company tries the best to give us comfortable work environment.	J6
Company provides us with good official channel of appeal.	U1
Company has sufficient channel for vertical communication	U2
Express opinions officially to branch manager via e-mail or suggestion box.	U3
Gain understanding on company's policies and activities through participating in formal meetings such as division meetings.	V1

Table 5.9 Internal Marketing Indicator'code (continued)

INDICATOR	CODE
Company often announces new policies to us by means of explanatory seminars.	V2
Company often uses educational training to express to corporate values and goals.	V3
Company often uses regular meetings that honor high-performance employees to send out messages to us.	V4
Utilized branch meetings to deliver to us work-relates corporate policies.	V5
Company often holds branch contests in an attempt to improve employee performance.	V6
Company often tries to raise our commitment to this organization through various external activities such as press conferences or adopting a street to clean and improve.	P1
Company often holds organization-wide sports events to increase chances of interactions between employees.	P2
Company often supports employees in their informal organization such as society clubs in an attempt to raise all employee's commitment to company.	P3
Direct supervisor always gives a feeling that subordinate should work the best for him/her.	P4

Source: processed by researcher (2009)

5.4.2 Analysis of Leaders'Perspective and Employee about Internal Marketing Factors

5.4.2.1 Leaders' Perspective on the Term Internal Marketing

The genaral questions ask to the leaders is their view and their own description about the term internal marketing. Main respondent, CEO of Danareksa perspective is specified on the table below (Table 5.10).

Table 5.10 Leader'perspective on Internal Marketing

Internal Marketing activities in the company	CEO'view / perspective / experience
Meaning of internal marketing	"basically internal marketing means that we have to make the people happy, I guess. By providing them the proper information, by providing them the proper education, by providing them the proper tools for them to work, if we cannot import all of these usually the subject or the employees will not be able to work accordingly or perform in a manner that is satisfactory" "Not happy, informed, fully informed. Because not all information are good information."

Source: Summarized from in-depth interview (personal communication, 2009)

From the respond given by CEO1, it implies that the purpose of internal marketing activity is provide a proper tools to employee order to perform their job. At first CEO1 stated that internal marketing is directed to make the employee happy but then corrected that it is not mainly about happiness but its directed to make the employee informed, then he added they have to be fully informed. Here CEO1 emphesized on information, on the other hand other leaders gave slightly different answer (Table 5.11). Only few of the CEO are familiar with the term but some still have confusion in defining this term. Even one of the CEO, said it frankly that he never heard about the term before because he is refering the term to other term which considered to be the tools of internal marketing itself.

> *" Saya mau tanya dulu, internal marketing tuh apa gitu? Yang saya tau kan ada* internal communication*, apakah itu yang dimaksud? Jadi* internal marketing *tuh apa? Saya baru denger ada istilahnya. Mungkin bisa dijelaskan? "*

The uncertainty of the topic then continued as the CEO3, think that the matter is the role of a specific department only. " Itu bukan human resource management ya? Bukan? Human resource development? " The other leader, CEO2 refering the same thing by stating the same department are responsible in this matter. "… we mainly do it through our Human Resources Department… "

While the other have their own words and bound it with practice in their company while answering this opening question. Here are the summary of the conversation

Table 5.11 Summary of Other Leader'perspective on Internal Marketing

Internal Marketing activities in the company	CEO'view / perspective / experience
Meaning of internal marketing	"... internal marketing meaning were inning to convince our stakeholder, meaning our employees, people who are working in the Jakarta Post to support the company's program. That's internal marketing"
	"... ya pengertian di sini saya bilang tadi internal communication itu, yang artinya kita mulai dengan menyusun visi-misi, lalu menyusun strategi sampai ke sasaran kerja individu."
	"... untuk bisa memuaskan pelanggan luar kan harus di dalamnya itu di-set up sedemikian rupa sistemnya, dan harus dijual ke dalam bahwa misalnya punya mindset service orientation... menurut saya itu internal marketing job juga dari seorang CEO. Bagaimana mengerahkan segenap jajaran di dalam, dalam rangka tadi, menciptakan sasaran bersama, yaitu customer satisfaction... total customer experience." "Menurut saya internal marketing, menjual gagasan bahwa kita ada di sini untuk melayani customer, gagasan itu kan perlu dijual di dalam."
	"Market itu ada dua, market pasar luar, external, dan market internal... pasar internal, itu adalah karyawan saya. Mereka juga konsumen... rumusnya kan konsumen itu harus dipuaskan. Saya harus memuaskan karyawan juga." "...menurut saya yang dimaksud internal bagaimana saya mengelola karyawan." "Perlakuan kepada konsumen luar itu memang agak berbeda dibandingkan dengan perlakuan kepada konsumen dalem... kalo external, puas yah makanannya enak, servicenya bagus. Yang internal? Yah perusahaan itu memberikan service yang bagus buat mereka... memberikan gaji yang cukup, kesejahteraan yang cukup, pendidikan, itu penting."

Source: Summarized from in-depth interview (personal communication, 2009)

Here from the perspective of CEO, researcher find that CEO3 have a slightly different answer as it mention above, one of the reason of this situation caught by researcher is because of the nature of government–owned company or public company in Indonesia most likely to have the same culture and nature within their corporate governance.

> *"Yang membedakan ya kayak Peruri ini, monopoli… jadi artinya dijamin income-nya, competitiveness-nya kurang… mungkin ada privilege. Yah, punya kelebihan-kelebihan fasilitas yang diberikan oleh pemerintah"*

This interview then continued with the second question about internal marketing position in the company and how does it stand. Here CEO1 directly implies the cross function of responsibilities in the implementation internal marketing, between corporate secretary and also internal helpdesk (Table 5.12).

Table 5.12 Leader'perspective of Internal Marketing Position In Organization

Internal Marketing activities in the company	CEO'view / perspective / experience
Internal marketing stands for...	"...it's under the corporate secretary, it is under also the helpdesk, because we have an internal helpdesk. In this situation if we want to provide information about the institution to the individual is through that helpdesk. It informs all sorts of new regulation, it informs all sorts of activities, it informs also what can and cannot be done in this institution."

Source: Summarized from in-depth interview (personal communication, 2009)

To make a clear explaination, one of the CEO give an example about the bad practice of Indonesian company

> *"Ya itu, kan mindset itu harus dirubah, dan internal marketing job-nya berat sekali menurut saya. Berat, dan jarang saya kira. Mungkin dugaan saya, sebagian besar perusahaan nasional itu nggak begitu. Contohnya Anda pergi ke bank, lihat tempat parkirnya, adanya tulisan direksi, direksi, direksi. Ya customer-nya di mana?"*

CEO4 also give a highlight of the responsibilities of internal marketing not only goes to one or spesific department but everybody in the company should involve and be informed about the importance of internal marketing

> *"…itu menurut saya memerlukan internal marketing… kita masih jauh dari situ karena tadi, ada yang bilang bahwa tugas marketing tuh ya udah di luar keluar, dan marketing kan selalu eksternal kan? Nah internalnya gimana tuh? kita harus melakukan internal marketing, bahwa tugas setiap orang itu adalah membantu tercapainya kepuasan pelanggan."*

Here is the summary of other CEO' perspective, they have various answer with one or two giving almost the same answer (Table 5.13).

Table 5.13 Summary of Other Leader'perspective of Internal Marketing Position in Organization

Internal Marketing activities in the company	CEO'view / perspective / experience
Internal marketing stands for...	"... it's clear, it's very important, since you need to make the employee's confidence and employee's support ... each other program that you are planning to do. They don't have to agree on that, but some of them was skeptic, but it is how we convince the skeptic. That the end they can support the company's program"
	"Nah lack-nya antara standar individu seperti apa... Itu kalau pengertian saya kan human resource development bisa isi gap-nya gitu. Ya begitu kalau di Peruri"
	"... kita kan sebagian jual jasa ya, misalnya penyewa kios, pembeli ataupun (...) yang sewa itu nggak mempunyai pengalaman yang enak ya, itu susah. Memang kita tuh ada bagian customers relation, memang menurut saya, itu hal yang sangat nggak mudah dicapai gitu. Biasa kan orang menganggap wah udah marketing urusannya orang marketing, padahal everybody mestinya harus ikut. Jadi saya kira memang itu perjuangan kita lah, kita mungkin masih jauh dari situ, masih ada orang yang sifatnya itu bukan urusan gue deh, kira-kira begitu."
	"Satu, memberikan pendidikan kepada mereka. Terus, memberikan kepastian jenjang karir kepada mereka. Jadi misalkan, yang sederhana aja seorang OB, dimungkinkan suatu saat dia menjadi cook. Terus, dengan pendidikan-pendidikan dia pinter, bukannya ga mungkin suatu saat dia akan menduduki kepala cabang. Dan itu, jadi ada pendidikan, jenjang karir, mustinya juga ada kesejahteraan yah, gaji yang cukup, ada askes, asuransi kesehatan, ada dana pensiun."

Source: Summarized from in-depth interview (personal communication, 2009)

5.4.2.2 Factor 1: Empathy and Consideration

Question in this dimension involve personal attention by paying attention to employee's personal needs, manager obtain information on what their internal customer'desire for their jobs.

A. Factor Empathy and Consideration From Employees' Perspective

Refering to table 5.14 in this factor, researcher manage five indicators in five questions. The output of the validity of indicator E3 proof to have a small value on communalities and component matrix, respectively valued at 0.244 and 0.494

which is under the standart of validity value 0.5 and 0.6. Indicator E3 in which mention about attention of supervisor to family life of the subordinates (Table 5.12).

Table 5.14 Validity and Reability Test Factor Empathy And Consideration

Indicator	Communalities	Component Matrix	KMO Measures of Sampling Adequacy	Sig	Total Variance Explained (%)	Cronbach α
E1	0.608	0.780	0.815	0,00	69.619	0.869
E2	0.861	0.928				
E3	0.244	0.494				
E4	0.894	0.945				
E5	0.875	0.935				

Source: processed by researcher from SPSS data analysis output (2009)

Reduction of the indicator E3 to obtain a better value, and the result output are KMO 0.797, persentage of total variance explained is 82.349% (Table 5.13), and Cronbach Alpha valued at 0,911 out of 4 items.

Table 5.15 Validity and Reability Test Factor Empathy And Consideration (Indicator E3 Deleted)

Indicator	Communalities	Component Matrix	KMO Measures of Sampling Adequacy	Sig	Total Variance Explained (%)	Cronbach α
E1	0.618	0.786	0.797	0,00	82.349	0.911
E2	0.881	0.938				
E4	0.907	0.952				
E5	0.888	0.943				

Source: processed by researcher from SPSS data analysis output (2009)

Researcher would like to analyze the output result of statistic descriptive of the mean from data tabulated on factor E, which consist of E1, E2, E4, and E5 (Table 5.16). Total mean of Factor E is valued at 2.89 which fall in the range 2,67 – 3,17 represent tend to agree.

Table 5.16 Statistic Descriptive of Mean Factor Empathy and Consideration

Indicator	Minimum	Maximum	Std. Deviation	Mean
E1	1	6	1.555	3.17
E2	1	5	1.155	2.67
E4	1	5	1.061	2.67
E5	1	6	1.196	2.87
		TOTAL	1.001	2.8417

Source: processed by researcher from SPSS data analysis output (2009)

B. Factor Empathy and Consideration From Leaders' Perspective

This factor include paying attention to employee's personal needs, and obtain information on what their internal customer'desire for their jobs. From CEO 1 perspective, the internal marketing practice in his company rely on the "red book", in which everything was recorded there.

> *"Kayak rapor, jadi you have your targets in the beginning of the year, and every one got it, kayak di SD, we call it the red book. Isinya basically the hard targets. Meaning budget bottom line. And then there are the soft target, evaluate character, attitude and behavior. Communication skills, team work, Attitude motivation tinggi atau rendah atau males-malesan. It's all in the red book."*

CEO1 also imply that the process of obtaining information can be informal as the environment of Danareksa allows open communication, employee can talk to their supervisor or even to the level above their supervisor at anytime besides on the regular meeting held by the company (Table 5.17).

Table 5.17 Leader'perspective of Factor Empathy and Consideration

Internal Marketing activities in the company	CEO'view / perspective / experience
Empathy and consideration	"The process is informal. Informal dalam arti kata mereka ngobrol, tapi everything is written down. So the thing that has to be written down are written down. Because, performance evaluation is basically the red book." "...when they're hired, that has been delivered, then you have it, we call it the red book, rapor merah. Your performance will be written down there, tapi both parties have to sign, the evaluator and the evaluee. Harus sama-sama tandatangan, meaning it's not one way… dia juga harus agree bahwa that is what they have achieved."

Source: Summarized from in-depth interview (personal communication, 2009)

C. Linkage and The Gap between Leader and Employee Perspective on Factor Empathy and Consideration

Here there are few point that, researcher would like to consider on indicator E3, E4 and E5. Indicator E4 in which involved familiarity with subordinates work performance. This indicator shows the highest value for the component matrix 0.952 and the mean at the highest range at 2.67, which represent tend to agree, at the range of 2.67 – 3.49. This is align with the leaders opinion that focus on the KPI system in the company, the red book. The fact is also supported by indicator E5 discussing about effort of supervisor to know whether subordinates encounter problem at work that show second highest value of component matrix and commonalities respectively, 0.888 and 0.943.

The culture built in the company run around circle of working performance and work related area only, while conversely employee felt that the company did not considered much in subordinates family life examine in the deleted indicator, E3. This can be categorized in Gap 3 delivery gap, in which it stated about the performance measurement, providing regular feedback to the team as well as individual employees. Overall the six factor examined, the total mean of this factor falls in the highest value at 2.841 (Appendix 3. Descriptive Statistics), which indicate that empathy and consideration at Danareksa is well implemented while it still leave spaces for the management to improve this factor.

D. Other Leader'Perspective of Factor Empathy and Consideration

The way the other company obtain this information is mostly the same by using survey for the employee regualarly, once a year or twice a year.

> *"Kita juga mau karyawan kita betah di perusahaan ini, makanya kita buat survey tahunan, setahun dua kali diberikan pada karyawan kita, direkturnya juga. Jadi kita tahu bagaimana cara pemimpinnya memberikan instrusi, apakah jelas, apakah penanganan untuk masalah yang terjadi cepat dilakukan"*

Interaction with internal custmers can also enable supervisor to get information on the customers'attitudes and behaviors. High empaty and consideration from direct supervisor allows the company monitor the needs and motivations of its internal customers. One CEO stated that this consideration sometimes still hard to obtain, as communication as the hard of implementation of internal marketing program is still an issue to the company.

> *"Kita nggak ada, kita pernah bikin, pernah sekali ada konsultan HRD, ya itu tadi, memang yang mereka harapkan memang dari HRD, kekurangan-kekurangan kita itu, komunikasi. Bahwa ada karyawan yang nggak jelas, komunikasi perusahaan, kayak tadi mungkin nggak cukup budaya tadi kan, ngomong, pernah ada keluhan, salah satu komunikasi, kedua misalnya kebijakan yang nggak jelas mengenai hal-hal tertentu, ada ketidakjelasan, ada pernah."*

It is strongly imply here that there are information gap between the top management, middle management and consumer-contact employee and organization are trying to minimized the gap by implementing several tools.

> *" Jadi yang saya tangkap sih memang gitu, komunikasi kita, orang bawah tuh nggak ngerti, orang bawah nggak ngerti juga jadi kerjanya tuh yah*

begitu-begitu sajaiharapkan nantinya, karena nggak jelasnya KPI. Nah itulah yang men-trigger kita bikin performance management system"

Interview with CEO5 allow researcher to do an observation in one of the meeting held by restaurant employees and their supervisor. The meeting mainly discuss about the integration of teams in the restaurant, each member may speak up and give suggestions upon the system. This way the supervisor could obtain the needs of the subordinates. Below are the view of CEO2, CEO3, CEO4 and CEO5 about the internal marketing factor empathy and consideration (Table 5.18)

Table 5.18 Summary of Other Leader'perspective of Factor Empathy and Consideration

Internal Marketing activities in the company	CEO'view / perspective / experience
Empathy and consideration	"Meeting, training, memos, and e-mail, internal communication... of course a lot of one on one meeting, how to convince them. Sometimes, when there is a major thing that we need to decide, we always involve the employee, therefore I need to talk to them personally. At least their leader, doesn't have to be supervisor but leader in division"
	"Pertama lisan, pada kesempatan-kesempatan rapat, pada upacara, tujuh belasan, lalu kita juga punya penerbitan internal, majalah per bulan" "(isi majalah) umumnya sih kegiatan perusahaan selama periode bulan itu, mengenai rencana kerja, penghargaan-penghargaan yang diperoleh, kemitraan, pemikiran-pemikiran inovatif, bisa dari saya, bisa dari direksi yang lain, bisa dari seluruh karyawan, komisaris bahkan juga pemegang saham"
	"Kita ada mekanisme meeting tentunya, regular meeting, rapat pimpinan yang dihadiri oleh CEO dan orang yang lapor kepada CEO, rapat koordinasi, di mana mereka rapat lagi ke bawah, rapat pimpinan. Yang kedua, kalau itu penting, maka dalam satu tulisan atau kebijakan, misalnya surat keputusan gitu, dan edaran"
	"Kita kan mempunyai rapat-rapat rutin. Di seluruh cabang-cabang itu ada yang namanya rapat koordinasi juga antar kepala cabang, seluruh cabang, sebulan sekali. Kemudian kalo di Bersih Sehat tuh ada rapat antar ibu-ibu, juga seluruh cabang." "Majalah dinding aja ada. Kalo memo buat disebarin ada, nanti itu ditempel di tempat pengumuman. mulai dari undangan kawinan, berita meninggal, berita lowongan kerja untuk cabang lainnya. Mereka setiap hari pagi dan sore, buat rapat rapat harian antar mereka (karyawan). Itu bagian dari peraturan dari perusahaan.

Source: Summarized from in-depth interview (personal communication, 2009)

5.4.2.3 Factor 2: Benchmarking

Investigating and analyzing what competitors offer for their employees in an aggressive way to understand the expectation of a company's internal customers. This factor resonates with the first step of internal marketing in which marketers collect information of existing supply and demand.

A. Factor Benchmarking From Employees'Perspective

Factor B consist of three indicators in three questions. Validity and reability analysis of this factor indicate value above the criterion mention on previous chapter (Table 5.19). Communalities valued above 0.5 respectively 0.898, 0.874, and 0.809. Component matrix above 0.7 respectively 0.948, 0.935, and 0.899. KMO measure of sampling adequacy valued at 0.738, percentage of total variance explained is 86.037%. The Cronbach Alpha valued at 0,918 out of 3 items.

Table 5.19 Validity and Reability Test Factor Benchmarking

Indicator	Communalities	Component Matrix	KMO Measures of Sampling Adequacy	Sig	Total Variance Explained (%)	Cronbach α
B1	0.898	0.948	0.738	0,00	86.037	0.918
B2	0.874	0.935				
B3	0.809	0.899				

Source: processed by researcher from SPSS data analysis output (2009)

Researcher would like to describe the mean of data tabulated from the questionnaire to factor B, which consist of B1, B2, and B3. Independently indicator B1 and B2 fall in the range tend to disagree and indicator B3 fall in the range tend to agree. Total mean of Factor B is valued at 3.444 which fall in the range 2,67 – 3,49 represent tend to agree.

Table 5.20 Statistic Descriptive of Mean Factor Benchmarking

Indicator	Minimum	Maximum	Std. Deviation	Mean
B1	1	6	1.380	3.60
B2	1	6	1.280	3.50
B3	1	6	1.223	3.23
		TOTAL	1.201	3.4444

Source: processed by researcher from SPSS data analysis output (2009)

B. Factor Benchmarking From Leader'Perspective

Investigating and analyzing what competitiors offer for their employees' expectation such as salary and fringe benefit. Here each company have their own system to capture the supply and demand of their internal market, done by internal or independent human resource consulting.

Table 5.21 Leader'perspective of Factor Benchmarking

Internal Marketing activities in the company	CEO'view / perspective / experience
The company obtain information from industry	"We look at the survey. Because there are surveys, misalnya Watson and Wyatt makes survey on officers for capital market or security company, we look at that." "And we have also surveys that is done externally, external companies yang evaluate divisionals. Artinya, the service provided by each division to other division. Jadi misalnya Human Resource di evaluate sama the whole other divisions. So, they're ratingnya berapa. Are they service slow atau apa. Vice versa. Misalnya divisi operation juga di evaluate sama all the others. Yang bikin statistiknya external, bukannya dari kita sendiri. to be independent."

Source: Summarized from in-depth interview (personal communication, 2009)

C. Linkage and The Gap Between Leader and Employee Perspective on Factor Benchmarking

The employee measurement on factor Benchmarking clearly lead indicator B1 has a strong loading, in which this indicator suggest about company's benchmarking on the salary. This indicator align with what the leader presented that the company regularly seek for survey made by external consultant.

The gap here were not obvious, according to the both data qualitative and qualtitative, but there is a finding on the leader perspective that Danareksa also survey divisionally and gave rating to each division, this can be seen as internal benchmarking. The positive side of this culture is giving a healthy competitive environment among the employee, to built oness, and close bond between employee and their supervisor also sense of belonging to the team and organization.

D. Other Leader'Perspective of Factor Benchmarking

Here are the summary of other leader'perspective on the factor benchmarking where the company need to obtain information abaout the offering other company done in the same industry as the company (Tabel 5.22).

Table 5.22 Summary of Other Leader'perspective of Factor Benchmarking

Internal Marketing activities in the company	CEO'view / perspective / experience
The company obtain information from industry	"Not really, but sometimes we, we do benchmarking from others. External. Internal, we discuss it, but not to the feeling, as we have to, to find other resources" "About the new job being created in the same industry, we have to follow the track."
	"Kita cuma satu-satunya dari segi laba paling tinggi kalau di antara BUMN percetakan, kita paling tinggi, jadi mungkin malah kita yang jadi benchmark. Tapi kita benchmark ke luar negri, yang perusahaan sejenis juga. Ya, nggak serius benchmark-nya." "...tahun ini seandainya kita mau coba-coba ber-CSR, dari sisi itu kita mulai melakukan benchmarking, tapi belum serius gitu ya, belum fokus lah misalnya, kita ikut tender di luar negri, di situ harganya sekian-sekian, menjadi catatan kita"
	"Oh, susah. Pertama data kita nggak ada. Nah itu kan ada benchmarking internal, yang dilakukan oleh kantor pusat. Misalnya benchmarking terpusat, rasio-rasio yang diukur, rasio biaya promosi kita berapa persen, itu kita dikontrol oleh sana. Kita sendiri nggak punya, kita nggak punya ide" "Salary karyawan itu termasuk yang kita perbaiki, ketidakpuasan karyawan juga, sistem salary yang nggak jelas waktu itu. Sebenernya ada sistem, cuma sistemnya itu nggak dijalankan. Kita baru panggil konsultan nih, baru selesai, sistem, sistem, salary system sudah berdasarkan standar internasional lah sistemnya."
	"yah kalo research itu juga kita lakukan meskipun agak malulah kalo dibilang research, terkesan seolah-olah penelitian. Kita kan ngikutin aja arus, misalkan sebagai contoh, kita kan tidak memberikan gaji yang UMR ya, lebih tinggi dari UMR." "...misalnya ada kenaikan BBM, bahkan sebelum BBM naik, karyawan sudah kita naikkan gajinya. Terus kemudian juga, kita kan memberikan fasilitas-fasilitas pendukung seperti asuransi, jaminan hari tua, nah itukan juga semacam research juga yah, kenapa saya berikan itu, meskipun bukan research. Artinya, oh karyawan kalau saya berikan jaminan itu, kerjanya lebih tenang, jadi mereka enggak keluar masuk"

Source: Summarized from in-depth interview (personal communication, 2009)

These CEO shows the same pattern that the first priority to measure is the dimensions from the monetary side such as salary and fringe bonus. They also put on the same view that this type of benchmarking are easier to make. From informal conversation between researcher and mentor, president director of Pembangunan Jaya, Trisna Muliadi, there are other measurement need to be done and to be consider primarily is something can not be measured monetarily (Muliadi, T., personal conversation, 2009). "Wah, kalo dari sisi finansial gampang, saya tinggal tanyakan pada perusahaan lain atau pada teman-teman saya. Akan di dapat dengan cepat, perusahaan ini memberikan sekian, perusahaan ini sekian". In additional, this leader imply confusion and uncertainty:

> *"Tapi ini pun masi menjadi dilema buat kami, misalnya yang ditanyakan gaji direktur antara perusahaan A dan B pasti punya standart dan load pekerjaan yang berbeda, ini khan berpengaruh terhadap gaji. Jadi tidak bisa disamakan semua. Tapi biasanya dari hasil survey yang sudah dibuat oleh konsultan, tidak secara khusus. Hanya untuk pembanding di industri kita ini seperti apa, tapi untuk yang benar-benar ideal, sulit. Jadi akhirnya kembali lagi ke perusahaan tersebut yang menentukan"*

While internally the company do measurement of the performance to give a benchmarking to other division within the company, which give a healthy competitiveness among the division. Therefore researcher would like to draw a pattern here that it is one of indicator need to be measured in this benchmarking is the internal performance of one division to other division should set a place other then the bechmarking done in the industry level.

> *"…ada nilainya nanti antara tiap divisi nanti kita bandingkan, divisi mana yang paling baik dalam menangani masalah dalam divisi, kita juga lihat bagaimana mereka menangani keluhan dan keperluan dari divisi lain, jadi antar divisi dan departemen juga kita buat"*

5.4.2.4 Factor 3: Job Quality and Rewarding

This dimension deals with the product that manager is trying to market to internal customer as known as the employee. Questions involve the financial and emotional value associated with the employees'jobs. Hence the focus on work environment, fringe benefits and work atmosphere. By raising the quality of the product, manager encourage employees to pay higher cost such as long hour or stressful workload in order to stay on the job.

A. Factor Job Quality and Rewarding From Employees' Perspective

Factor J consist of six indicators described in six questions. Validity and reability analysis of this factor is describe as communalities valued above 0.5 respectively 0.726, 0.784, 0.825, 0.808, 0.506, and 0.785 (Table 5.23). Component matrix above 0.7 respectively 0.852, 0.885, 0.908, 0.899, 0.712, and 0.886. KMO measure of sampling adequacy valued at 0.876 above the criterion of 0,5, percentage of total variance explained is 73.912% above the criterion 50%. The Cronbach Alpha valued at 0,927 out of 6 items above the criterion of 0.6.

Table 5.23 Validity and Reability Test Factor Job Quality and Rewarding

Indicator	Communalities	Component Matrix	KMO Measures of Sampling Adequacy	Sig	Total Variance Explained (%)	Cronbach α
J1	0.726	0.852	0.876	0,00	73.912	0.927
J2	0.784	0.885				
J3	0.825	0.908				
J4	0.808	0.899				
J5	0.506	0.712				
J6	0.785	0.886				

Source: SPSS data analysis output (2009)

Researcher would like to describe the mean of data tabulated from the questionnaire to factor J. Above all other indicator being examine, indicator J5 have the smallest standard deviation of 0.83 with in the range of minimum 1 represent strongly agree and maximum 4 represent tend to disgree. In the questionnaire, indicator J5 examined "company is kind to employees", it can be said that overall respondents refering Danareksa as company that is kind to the employees. Total mean of Factor J is valued at 3.20 which fall in the range 3,00 – 3,53 represent tend to agree with standard deviation at 0.973. (Table 5.24)

Table 5.24 Statistic Descriptive of Mean Factor Job Quality and Rewarding

Indicator	Minimum	Maximum	Std. Deviation	Mean
J1	1	6	1.165	3.23
J2	1	6	1.196	3.13
J3	1	6	1.358	3.53
J4	1	6	1.179	3.30
J5	1	4	0.830	3.00
J6	1	6	1.017	3.00
		TOTAL	0.973	3.20

Source: SPSS data analysis output (2009)

B. Factor Job Quality and Rewarding From Leader' Perspective

Every organization have their own system and rules in applying this factor on the practice of giving a job to employee by considering the quality and also the reward of those employee'achievement. CEO1 describe that Danareksa used KPI as indicator to give compensation to the employee and also to evaluate the employee if he/she does not meet the qualification. Other than that, CEO1 also decribe about how the company increase the job quality and keep the employee motivated in doing their job, he imply a term Corporate Governance (Table 5.25).

Table 5.25 Leader'perspective of Factor Job Quality and Rewarding

Internal Marketing activities in the company	CEO'view / perspective / experience
Job Quality & Rewarding	"We have performance indicator, namanya KPI. So, six mothly and yearly akan dilihat whether they have reached, achieved their KPI capability atau tidak. If they reach, or they exceeded, yah tentu akan di compensate lebih baguslah.. Tapi kalau tidak harus di evaluate, kenapa tidak" "Usually, three. First and foremost of course compensation. Second is education and information. The third is basically the sense of belonging as a team and institution. Because without the teamwork it's going to be difficult. Sense of belonging means you have the sense of purpose, there's an ambience, that is conducive towards the working environment. Mainly, right now, we call it corporate governance. Corporate governance means you have transparency, you have independency, you have integrity and the rest."

Source: Summarized from in-depth interview (personal communication, 2009)

Furthermore, CEO1 also describe the punishment or the action taken if the employee did not meet the qualification as he mention that the company adopted two way in evaluating the employee. First is what the company categorized as one's capabilities and the other is one's willingness (Table 5.26)

Table 5.26 Leader'perspective of Factor Job Quality and Evaluation

Internal Marketing activities in the company	CEO'view / perspective / experience
Job Quality & Punishment	"We see it in two ways. One, it's matter that they want or don't want to do. Or the can or cannot do. Jadi satu kemampuan, satu kemauan. If it's because of kemampuan, tidak mampu, then we have to train them, we have to educate them. Tapi kalo masalah kemauan than that's a professionalism issue. You are suppose to do it, than you don't do it, than you have to be reminded. Disini standardnya BUMN, ada SP1, SP2, SP3."

Source: Summarized from in-depth interview (personal communication, 2009)

C. Linkage and The Gap Between Leader and Employee Perspective on Factor Job Quality and Rewarding

Danareksa offers many opportunities of promotion are exemine in indicator J3 in which it shows the highest value on the SPSS output on Communalities at 0.825 and Component Matrix at 0.908. This indicator represent the biggest value of other indicator, by mean that Danareksa is providing the employee with sufficient steps in one's career development.

Leader highlighted that the rewarding in the company involved three part, first is compensation; second are education and information; and the third is the sense of belonging as a team or institution. From leader'perspective there are other things, not only about the rewarding but also the punishment. There certain system and measurement that Danareksa conducted in order to evaluate one's performance. For the matters that involve with one's capabilities, Danareksa will provide education and training. But for other matter, the company set the rules according to BUMN with warning letters.

D. Other Leader'Perspective of Factor Job Quality and Rewarding

Other leader also mention the indicator they are using to measure employee performance, therefore employees get reward and compensation according to his/her performance and achievement. But two of the organization have not implement those system and in the progress of having their employee' performance management measurement. The reward system is based on qualitative dimension, in which the supervisor of each division and department give a subjective opinion of their employee.

One of the government-owned company'leader frankly said that everybody in the company realize that compensation system in the company are very much different from other company. As everybody in this country knows the bad image of culture in Indonesia' government offices. This judgement is almost the same as one of private company, where the CEO imply that the company have not put the system for compensation. Therefore, compensation are given based on "feeling" and "closeness" to the authority.

Although Danareksa is an SEO institution, but the privatization of Danareksa may triger the company to bring their brand promise externally to their markets and customers that why the company are manage differently with other SEO institution. The summary of these leaders perspective presented on table 5.27.

Table 5.27 Summary of Other Leader'perspective of Factor Job Quality and Rewarding

Internal Marketing activities in the company	CEO'view / perspective / experience
Job Quality & Rewarding	"Well, if you have a good performance and you'll, then you'll be rewarded" "... we have human resources, scale through the handbook, what you called competence assessment. There are two things. One is for the performance, working performance, and then the second one is how employees can meet the competence standard. So every year, we have two assessments; one's to measure how good they execute the plan, that then the second one is how would they match the competence index"
	"Uhmm, selama ini tidak ada itu, boleh dibilang. Jadi, selama ini ya istilah kami tuh di sini Sama Rata Sama Rasa. Sekarang saya mulai menerapkan, dan mungkin baru tahun depan baru bisa, sekarang kita masih dalam proses penyiapan, dimulai tahun depan, pakai balance score card, sampai ke individu ya, jadi sasaran kerja perusahaan sampai ke individu. Nanti di situ diukur pencapaian targetnya, gitu. Cara mengukurnya ya gitu"
	"Nah itu tadi. Yah, tadi kan saya bilang bahwa kita baru memulai performance management system, jadi selama ini subjektif, agak sulit diukur, belum ada indikator atau performance management system. Ya nanti setiap orang itu, setiap jabatan punya key performance indicator." "...mengkategorisasi karyawan tiga, lebih dari baik, baik, dan kurang. Istimewa, baik, kurang. Jadi waktu memberikan bonus, itu dasarnya itu. Tiap tahun kita, formulanya kita ubah. Keadilan, feedback, kasian juga nggak dapet. Nah, sebaliknya kita juga adil, bagi orang yang dapet kurang, itu biasanya yang ngebelain atasannya, ini karena semangat kesukuan itu, departementalisme masih kuat, tentunya orang bagian A pengen karyawannya semua dapet, nah itu kalau ada yang menurut penilaian kita nggak dapet, dia boleh bela, tapi di forum rapat tadi, rapat pimpinan, jelasin kenapa orang ini nggak dapet."
	"...dari peraturan perusahaan, memotivasi karyawan itu keliatan dari peraturannya, ada jenjang karir yang jelas, itu kan juga memotivasi. Terus kemudian ada reward and punishment, itu juga memotivasi gitu." "Yang paling susah tuh kan menemukan, memergoki karyawan membuat prestasi, itu yang sulit." Nah tapi ada, jadi kalo membuat kesalahan kita hukum dengan kita kasi kartu kuning gitu, tetapi kita juga punya kartu hijau, yang diberikan kalo karyawan membuat prestasi, termasuk memberikan kartu merah, kalo udah kartu merah yah dikeluarin berarti."

Source: Summarized from in-depth interview (personal communication, 2009)

Other than that, from an informal conversation with CEO of a construction company in Jakarta, that the hardest part of providing employee with emaotional value, something that is non-financial (Muliadi, T., personal conversation, 2009). He stated:

> *" Bagaimana cara kita mengukur suasana kerja yang baik. Bagaimana kita bisa membandingkan dengan perusahaan lain, belum tentu pembanding yang ada adalah perusahaan yang* apple-to-apple *dengan kita. Sampai sekarang saya masi tidak tahu bagaimana cara mengukur sisi* non-financial *ini"*

One of the CEO also stated that the company have certain company' rules to create a healthy working environment, so that the employee have to maintain a good relationship with each other.

> *"tapi untuk lingkungan kerja mereka itu dipaksakan atau diharuskan antar mereka itu harus bisa berkomunikasi, harus bisa bergaul. Contohnya, kalau ada orang berantem, ga ditanya siapa yang salah, dua-duanya keluar, kan mereka ga ada yang berani berantem. Itu masuk dalam peraturan perusahaan."*

5.3.2.4 Factor 4: Upward Communication

The opportunity for employee to communicate their dissatisfaction or suggestion to their managers plays an important role in how the internal customers view their product provider and how management may revise their internal product.

A. Factor Upward Communication From Employees' Perspective

Factor U consist of three indicators in three questions. Validity and reability analysis of factor U communalities valued above 0.5 respectively 0.779, 0.940, and 0.898. Component matrix above 0.7 respectively 0. 779, 0.940, and 0.898. KMO measure of sampling adequacy valued at 0.738, percentage of total variance explained is 76.545%. Out of 3 items analyzed, the Cronbach Alpha valued at 0,837.

Table 5.28 Validity and Reability Test Factor Upward Communication

Indicator	Communalities	Component Matrix	KMO Measures of Sampling Adequacy	Sig	Total Variance Explained (%)	Cronbach α
U1	0.606	0.779	0.632	0,00	76.545	0.837
U2	0.883	0.940				
U3	0.807	0.898				

Source: SPSS data analysis output (2009)

Out of 30 respondents the total mean of data tabulated from the questionnaire to factor U is valued at 3.233 with range 3.13 – 3.40 represent which represent tend to agree.

Table 5.29 Statistic Descriptive of Mean Factor Upward Communication

Indicator	Minimum	Maximum	Std. Deviation	Mean
U1	1	5	0.950	3.17
U2	1	6	1.042	3.13
U3	1	6	1.329	3.40
		TOTAL	0.971	3.233

Source: SPSS data analysis output (2009)

B. Factor Upward Communication From Leader'Perspective

Most the indicator mention here, were already mention by the leader on one or two of the other factor above. Here CEO1, stated that communication is the main point of delivering and serving the internal market, as he also mention he would labeled himself in the range between 7 or 8 out of scale of 10 in term of communication (Table 5.30).

Table 5.30 Leader'perspective of Factor Upward Communication

Internal Marketing activities in the company	CEO'view / perspective / experience
Upward Communication	"...just a little bit difficult if you have access to your supervisor once a year, ga mungkin? So they can come at anytime. And we do have an escalation system. Misalnya, you're my boss, I talk to you, i'm not satisfied, I can link one higher up. To make it a more open environment aja."

Source: Summarized from in-depth interview (personal communication, 2009)

C. Linkage and The Gap Between Leader and Employee Perspective on Factor Upward Communication

Here in the employee perspective, researcher would like to highlight the highest value of communalities and component matrix, respectively 0.883 and 0.940 of the indicator U2 examining about the vertical communication in Danareksa. This result is align with the perspective shared by CEO, in which he stated that Danareksa is an open environment and employee have escalation system, so employee are encourage to speak to the supervisor whenever problem occurred. Other then that as it is already stated above that the company have a regular meeting as evaluation according to the red book mention on the factor empathy and consideration to provide this kind of vertical communication.

D. Other Leader'Perspective of Factor Upward Communication

One of the CEOs added that the communication within the organization stops at certain level in the organizational hierarcy structure, message coming from CEO, then to the top management only stays in the middle, that make the employee at the low level are not well inform about information delivery within the company.

> *"Kesimpulan saya mengenai ketidakjelasan, terutama karyawan garis bawah, ketidakjelasan dan kurang komunikasi. Kemampuan-kemampuan kita ini di tengah-tengah ini sebagai perantara management ke bawah mungkin juga…"*

On the other hand there also something to consider about Indonesian culture where, there is still a strong value of always obeying the authority so they are afraid to even speak for themselves. One of the CEO indicate that: "Kita lebih lagi, kan karena kita budaya feodal banget di sini. Mana berani sih bawahan ngomong sama atasan? Nggak usah ini, berdebat aja nggak berani apalagi mau macem-macem kan?"

This factor show the information gap happened in organizational communication. As it mention above, that the ability and competency of a leader in a company play important role to minimized the gap. It is crucial to deliver the message right to the employee in order to deliver it right to the end customer, the external customer of the company.

Table 5.31 Summary of Other Leader'perspective of Factor Upward Communication

Internal Marketing activities in the company	CEO'view / perspective / experience
Upward Communication	"There's always dialogue. So there's two way communication. Yea, well it's openness, I mean the dialogue is sharing. Give and take. We give something, we take something we need. It's always in dialogue."
	"...ya konseling. Karyawan kepada atasannya, dan sebaliknya juga ya, dua arah gitu. Tapi kadang-kadang juga langsung ke dirut juga sih lewat e-mail, atau lewat sms. Bisa ketemu juga langsung karena saya selalu membuka, ini, membuka akses, kepada seluruh karyawan gitu"
	"Ya, komunikasi vertikal. Makanya kita lagi godok programnya, one idea a week. Tiap minggu harus satu ide, termasuk ide itu, kalau dia nggak puas, usulin. Intinya tuh adalah demi perbaikan. Tujuan itu, supaya karyawan melakukan kerja yang lebih baik, organisasi jadi lebih baik." "...bisa naik ke atas, bahkan sampai ke saya. Bikin surat, surat kaleng, bikin sms ke saya. Jadi ada mekanisme, karena saya bilang siapa pun boleh, kalau takut dateng bikin surat, surat kaleng boleh, sms kaleng boleh, boleh aja. Dan kita nggak persoalkan itu kaleng apa nggak formatnya tapi isinya."
	"Kita masi punya yang namanya fact sheet. Fact sheet itu kalo menemukan sesuatu, baik pelanggaran maupun pujian ditulis disitu... nanti ditindaklanjuti." "Kalau karyawan itu bisa sms langsung handhphone saya, manager operasionalnya. Kalau surat kaleng, telpon kaleng yah bisa, langsung sms. Komunikasi antar perusahaan itu kan penting. Manager operasionalnya itu saya anjurkan untuk dekat sama anak-anak. Nah jadi kalau mau curhat itu yah kayak sama ibunya atau sama bapaknya. Kalau enggak gitu kan bagaimana mereka saling kenal? apa keinginannya karyawan?"

Source: Summarized from in-depth interview (personal communication, 2009)

5.4.2.6 Factor 5: Value and Information Sharing

Internal programs provide a convinient venue to convey organizational messages, mission and value to employee. Through sending these information, company through the manager and supervisor steer employees to meet organizational goals, albeit high performance, commitment, or acculturation.

A. Factor Value and Information Sharing From Employees' Perspective

Factor V consist of six indicators explained in six questions. Validity and reability analysis of this factor is describe as (Table 5.32) communalities valued above 0.5 respectively 0.726, 0.784, 0.825, 0.808, 0.506, and 0.785. Except for indicator V1 valued at 0.263, the component matrix of this factor'indicator are above 0.7 respectively 0.902, 0.893, 0.786, 0.889, and 0.879. KMO measure of sampling adequacy valued at 0.876 above the criterion of 0,5, percentage of total variance explained is 64.325% above the criterion 50%. The Cronbach Alpha valued at 0,881 out of 6 items.

Table 5.32 Validity and Reability Test Factor Value and Information Sharing

Indicator	Communalities	Component Matrix	KMO Measures of Sampling Adequacy	Sig	Total Variance Explained (%)	Cronbach α
V1	0.929	0.263	0.833	0,00	64.325	0.881
V2	0.820	0.902				
V3	0.900	0.893				
V4	0.690	0.786				
V5	0.858	0.889				
V6	0.793	0.879				

Source: SPSS data analysis output (2009)

Indicator V1 show below criterion value which mean factor analysis is not appropriate. Therefore indicator V1 were reduce, the result output are KMO 0.866, persentage of total variance explained is 76.157% and Cronbach Alpha valued at 0,920 out of 5 items (Table 5.33). All of the value matched the criterion and the factor analysis for factor Value and Information Sharing is appropriate.

Table 5.33 Validity and Reability Test Factor Value and Information Sharing (Indicator V1 Deleted)

Indicator	Communalities	Component Matrix	KMO Measures of Sampling Adequacy	Sig	Total Variance Explained (%)	Cronbach α
V2	0.817	0.904	0.866	0,00	76.157	0.920
V3	0.828	0.910				
V4	0.596	0.722				
V5	0.812	0.901				
V6	0.754	0.868				

Source: SPSS data analysis output (2009)

Researcher would like to describe the mean of data tabulated from the questionnaire to factor V, which consist of V2, V3, V4, V5 and V6. Total mean of Factor V is valued at 3.23 which fall in the range 3.13 – 3.49 represent which tend to agree with standard deviation at 0.969.

Table 5.34 Statistic Descriptive of Mean Factor Value and Information sharing

Indicator	Minimum	Maximum	Std. Deviation	Mean
V2	1	6	1.196	3.47
V3	1	6	1.358	3.30
V4	1	6	1.167	3.13
V5	1	6	1.373	3.33
V6	1	6	1.223	3.23
		TOTAL	1.118	3.29

Source: SPSS data analysis output (2009)

B. Factor Value and Information Sharing From Leader' Perspective

This part, the question is asking about the CEOs personal values and visions and how those visions as a message comes to implementation. CEO1 stated that people is one of the important pillar, the company need to watch carefully, as here in the context of internal marketing, it is the assets of the company in obtaining organization'goal (Table 5.35).

Table 5.35 Leader'perspective of Factor Value Sharing

Internal Marketing activities in the company	CEO'view / perspective / experience
Value of the organization	"The vision is always to be, to make the institution the prime choice in the market. So if they want to do something about capital market, the first thing they remember is Danareksa." "what the institution need is three important pillars. It's called people, capital and reputation. If you are missing one, jadinya pincang. You have the people, you don't have the money or the reputation, or the capital, susah. You have the capital, you don't have the people, yah susah. You have the money, the capital, but you don't have the reputation yah susah juga, nobody believes in you. Kan begitu. So it's people, capital and reputation. Three pillars, those must be watched carefully."

Source: Summarized from in-depth interview (personal communication, 2009)

Thesedays, information sharing within the company is not a big issue anymore, things are getting more and more sophisticated as the internet, communication tools make the world seems smaller and easier to reach even on delivering message to different branch out of town can be done in second. CEO1 point out that computer did the most information sharing within the company (Table 5.36).

Table 5.36 Leader'perspective of Factor Information Sharing

Internal Marketing activities in the company	CEO'view / perspective / experience
Information sharing	"Basic information goes through the virtual world, cyber space, from computers, from emails, from blackberry, basically it's computer driven, unless there are specific information that has to be provided than we call them up. It's like a cityhall meeting, jadi dipanggilin semua, in room, but with today's technology we don't really need that, actually. "...awal tahun, or akhir tahun, but we do have regular meetings, there are weekly meetings, there are monthly meetings, there are quarterly meetings, yang basically deliver all that."

Source: Summarized from in-depth interview (personal communication, 2009)

C. Linkage and The Gap Between Leader and Employee Perspective on Factor Value and Information Sharing

The indicator V1 were deleted off the factor as the communalities and the component matrix were not sufficient to meet the criterion of validity. This indicator examined about gaining understanding on company policies and activities through formal meeting. On the other hand, the highest communalities and component matrix 0.828 and 0.901 is indicator V3 examining education training to express corporate values and goals. It can be said that Danareksa most of the time socialized the value and goal in form of education training.

The gap here refers to the Gap 4, Internal Communication Gap, the opinion of the leader that the basic information such as policies in the Danareksa goes through virtual and cyber space from emails and BB messaging system. This is seen as the reason and the gap of indicator V1. The leader also mention the three important pillars in Danareksa, people, capital and reputation. The statement imply that Danareksa have put concern not only to as a profit oriented company but also to the stakeholders, its employee and reputation to shareholders and customers.

D. Other Leader'Perspective of Factor Value and Information Sharing

One of the CEO stated the challenge to implement the company vision and mission depends on the realizations and strategy that align to organizations objectives. Here he imply that integration between employee in the company need to be on the same line as the leader'direction

> *"Jembatan antara visi dan nanti bagaimana merealisasikan visi itu kan. Itu yang saya kira, ya harus diakui kita belum ada program yang betul-betul integrated, tertulis, sehingga, kita lagi menyusun juga sekarang, kita akan masukkan intinya langkah kita adalah bikin dalam performance management system kita itu ada unsur-unsur itu."*

To bring the different perspective of the leader, here are the summary of the in–depth interview conducted with four other CEO (Table 5.37).

Table 5.37 Summary of Other Leader'perspective of Factor Value and Information Sharing

Internal Marketing activities in the company	CEO'view / perspective / experience
Value and information sharing	"Our vision is to prepare the organization to sustainable. See the organization surviving and thriving uhmm, even if we have to transform, from the newspaper corporation to, proudly media company." "And how I carry out, yea of course I work on it, I try to implement plan including convincing my colleague, as well as, building the new organization structure" "Well, we're not like factory, we don't have strict rules here, but we have guidance, employee's handbook, and then to ensure that everyone understand it, of course again the human resources department do the training. And every year we have two assessments"
	"Visinya membuat perusahaan ini menjadi world class. Misinya memproduksi barang-barang yang berkualitas tinggi untuk kebanggaan bangsa, satu, quality, yang kedua pride untuk bangsa" Dalam men-develop hal tersebut waktu itu saya melibatkan sampai dua level di bawah direksi ya, bahkan, tiga level di bawah direksi. Level pertama kepala divisi, level keduanya kepala departemen, dan level ketiganya kepala seksi"
	"Visi kita ingin orang yang di sini, baik sebagai penyewa maupun pembeli, pedagang maupun orang yang tinggal, dia bisa mendapatkan tempat yang mempunyai nilai. Didefinisikan tempat hunian atau tempat berusaha yang nyaman, yang aman tentunya, menyenangkan, dan menguntungkan." "Ya artinya, secara formal terstruktur kita ngomong bahwa ini customer is, kita harus iniin, gitu-gituan, sering terjadi. Cuma sampai bentuk yang vision workshop, mission workshop, kita belum bikin itu"
	"Ya disampaikan mula-mula visi itu kan ditentukan dulu, ditulis, kemudian disebarluaskan. Macem-macemlah komunikasinya ntar dengan karyawan, misalkan dengan rapat-rapat, dalam briefing, atau dengan tertulis. Ya tertulis jelas yah. Terus kemudian itu diberikan secara lisan juga. Jadi tertulisnya juga, karena kita kan sudah pake ISO."

Source: Summarized from in-depth interview (personal communication, 2009)

5.4.2.7 Factor 6: Promotional

This dimension focus on the company engages in promotional or public relation activities. Similar as internal programs, these activities serve the purpose of aligning employees with their organization's pusrpose and goals. These promotional activities are akin to advertisement campaigns, except these activities are directed toward internal instead of traditional custmers

A. Factor Promotional From Employees'Perspective

For this factor, indicators used to explain is describe in four questions. The output of the validity of indicator P3 proof to have a small value on communalities and component matrix, respectively valued at 0.244 and 0.49 which is under the standart of validity value 0.5 and 0.6. Indicator P3 in which mention about how the direct supervisor always gives a feeling that subordinate should work the best for him/her. (Table 5.38).

Table 5.38 Validity and Reability Test Factor Promotional

Indicator	Communalities	Component Matrix	KMO Measures of Sampling Adequacy	Sig	Total Variance Explained (%)	Cronbach α
P1	0.601	0.775	0.718	0,00	62.624	0.799
P2	0.676	0.822				
P3	0.445	0.667				
P4	0.783	0.885				

Source: SPSS data analysis output (2009)

Reduction of the indicator P3 to obtain KMO of 0.718 become 0.681 but a better value of persentage of total variance explained from 62.624% to is 72.753% (Table 5.39), and Cronbach alpha valued at 0.799 out of 4 items and after item P4 deleted Cronbach alpha valued at 0.811 out of 3 items.

Table 5.39 Validity and Reability Test Factor Promotional (indicator P3 deleted)

Indicator	Communalities	Component Matrix	KMO Measures of Sampling Adequacy	Sig	Total Variance Explained (%)	Cronbach α
P1	0.717	0.847	0.681	0,00	72.753	0.811
P2	0.659	0.812				
P4	0.806	0.898				

Source: SPSS data analysis output (2009)

Data tabulated from the questionnaire to factor P, which consist of P1, P2, P3, and P4 describe that total mean of Factor P is valued at 3.122 which fall in the range 3.13 – 3.30, represent tend to agree.

Table 5.40 Statistic Descriptive of Mean Factor Promotional

Indicator	Minimum	Maximum	Std. Deviation	Mean
P1	1	6	1.179	3.30
P2	1	6	1.230	2.93
P4	1	6	1.167	3.13
		TOTAL	1.015	3.122

Source: SPSS data analysis output (2009)

B. Factor Promotional From Leaders'Perspective

The activity of training and development sometimes only on the thecnical side to perform on the job better, these days many company steps a bit higher by giving not only technical training and development but also the soft skills of their employeee.

> *"Career development terlalu bervariasi antara satu perusahaan dengan lainnya. Disini kami ada target untuk memperbaiki performance sebesar 3–4% tiap tahunnya. Kami berikan beasiswa berupa short course, tahun lalu kita kirim satu orang dan tahun ini juga akan ada lagi."*

> *"Program ini adalah program kerja sama kami juga dengan Pemda DKI, eksekutif program ini diberikan pada level direksi umumnya sifatnya soft skills. Mereka diberi kebebasan untuk menentukan program yang akan dipilih tentunya dengan persetujan perusahaan. Untuk ikatan kerjanya lima tahun"*

There also many informal and ritual done by company as the culture of this country to celebrate every national holiday especially on religious holiday, tujuhbelasan (independence day), and other cultural event. Here are the summary of leader'experience in raising employees commitment and oneness in the organization (Table 5.41).

Table 5.41 Leader'perspective of Factor Promotional

Internal Marketing activities in the company	CEO'view / perspective / experience
Raising the commitment & motivate employee	"A lot. There are formal activity like education, training. Informal like sports, like gathering. We are a very ritualistic culture. Iya, keagamaan, Christmas, apalah. Indonesia liburnya mungkin paling banyak dari negara-negara lain. 5 religion, 5 holiday"

Source: Summarized from in-depth interview (personal communication, 2009)

C. Linkage and The Gap Between Leader and Employee Perspective on Factor Value and Information Sharing

The gap here in the indicator P3 examined about the supports employees in their informal organization (such as society clubs) in an attempt to raise all employee's commitment to company. Here from the leader mention about raising the commitment and motivation of the employee were done through other channel not society club. This refer to the gap analysis of Gap 2, Standard Gap and Gap 4, Internal Communication Gap.

Indicator P4 examined the supervisor always gives a feeling that subordinate should work the best for him/her provided the factor with the highest value. This indicates that Danareksa has a culture where the employee is responsible for the job assigned by one's supervisor.

D. Other Leader'Perspective of Factor Promotional

All of the other leaders agree that compensation and rewarding are viewed as tools to motivate in raising the commitment and motivation of the employee. The opinion of these leader imply that factor Promotional directly link to factor Job Quality and Rewarding. The summary of other leaders'perspective are shown at the table below (Table 5.42).

Table 5.42 Summary of other leader'perspective of factor upward communication

Internal Marketing activities in the company	CEO'view / perspective / experience
Raising the commitment & motivate employee	"Uhmm, motivate? Ok, we have gathering, employee's party, family outing, we also have training, we have, we have uhmm, I think basic, that's basic need yea, I mean openness actually, that's something to motivate the employees, being open"
	"...biasanya ya lewat tips, ke dua lewat apa ya, gathering , family gathering, terus ada pelatihan, pelatihan yang bersifat khususnya ke team building ya, seperti outbound gitu ya, team building, outbound gitu, dan itu dilakukan rutin di Peruri. Setahun sekali minimal, kadang-kadang bisa dua kali gitu. Minimal satu tahun sekali"
	Oh iya, kita, kita ini, kita ada sistem bonus, sebagai contoh kita akan ngirim besok sekitar dua puluhan lebih orang proyek kita pergi ke Bangkok. Di samping ada monetary incentive ya? Insentif, mereka dapat bonus. Kalau teman-teman orang yang kerja di sini, yang bisa savings listrik dia dapat bonus, gitu. Jadi ada system reward-nya dalam bentuk moneter maupun yang non moneter. "
	Nah, trus kemudian memotivasi tadi yah, kita berikan kesejahteraan yang cukup yah, trus dikasi askes, dikasi pensiun, nah itu kan memotivasi toh. Terus diperhatikan kalau berprestasi, terus ada jenjang karir yang jelas, di samping itu yah briefing-briefing jelas donk. Rutin itu, briefing itu rutin. Harus. Yang saya bilang, ada rapat mingguan, ada rapat bulanan, ada rapat 3 bulanan. Saya sendiri sering kok memberikan motivasi itu sering, dalam setiap kesempatan.

Source: Summarized from in-depth interview (personal communication, 2009)