

THE INFLUENCE OF DIGITAL MARKETING AND INTELLECTUAL CAPITAL ON ORGANIZATIONAL PEFORWANCE WITH CONSUMEER SATISFICATION AS A MODERATING VARIABLE

Frans Sudirjo¹⁾, Rieneke Ryke Kalalo²⁾, Eva Yuniarti Utami³⁾, Tuti Sulastri⁴⁾, Wira Prmana Putra⁵⁾

¹Universitas 17 Agustus 1945 Semarang, Indonesia

E-mail: frans-sudirjo@untagsmg.ac.id

²Universitas Kristen Indonesia Tomohon, Indonesia

E-mail: rinrykekalalo2@gmail.com

³ Universitas Sebelas Maret, Indonesia

E-mail: eva.yuniarti.utami@staff.uns.ac.id

⁴Universitas Islam 45, Indonesia

E-mail: tutisulastri1909@gmail.com

⁵ Universitas YPIB Majalengka, Indonesia

E-mail: wirapramanaputra1804@gmail.com

Abstract

Organizational performance is the thing that companies pay the most attention to and is the most important goal compared to other goals that must be well maintained and achieved by an organization/company. There are a number of factors that can influence organizational performance, including digital marketing and intellectual capital. In contrast to a number of previous studies, this research adds the Consumer Satisfaction variable which the researchers believe can strengthen the influence of the independent variable on the dependent variable used in this research. This research is quantitative research with an explanatory approach. In this research, primary data was distributed to 250 employees of PT. Indofood with employee criteria in the fields of HRD, Human Resources and Finance spread throughout Indonesia. The data used was analyzed with smart PLS 3.0 software. The results of this research show that the Digital Marketing and Intellectual Capital variables have a positive relationship and have a significant influence on the Organizational Performance variable because the p-values are below the significance level and point in a positive direction. Apart from that, the Consumer Satisfaction variable can moderate the relationship between the Digital Marketing variable and the Organizational Performance variable and the Intellectual Capital variable with the Organizational Performance variable

Keywords: *Digital Marketing, Intellectual Capital, Organizational Peformance, Consumer Satisfication*

1. INTRODUCTION

The role of information technology in various business activities is increasingly important, especially information technology which is a means of exchanging information. Currently, there are far more media used to promote tourism than in previous periods and advances in information technology are one of the driving factors. Tourism businesses such as hotels are one of the business worlds that use information technology. The development of the times requires business people to be able to make this change into a strength in carrying out their business operational activities. If not, it can be said that the business actor is lagging behind the

times. Therefore, hotels as a form of accommodation services business that provides lodging services, food and beverage providers and other service facilities, all of whose services are intended for the general public, are highly required to apply technology in this business. The company's ability to utilize digital marketing optimally is expected to be able to improving the performance of the company, especially in the hotel industry, where in this case we know it as organizational performance. Organizational Performance is a key aspect in much research in management literature because it plays an important role in developing, implementing, and monitoring strategic plans and determining future direction(Liesander & Dharmayanti, 2017).

Terdapat sejumlah faktor yang peneliti yakini dapat mempengaruhi secara mutlak Organizational Performance yakni Digital Marketing dan Intellectual Capital. Marketing Institute Digital mendefinisikan pemasaran digital sebagai penggunaan teknologi digital untuk menciptakan komunikasi yang terintegrasi, sasaran dan terukur yang membantu untuk memperoleh dan mempertahankan pelanggan sambil membangun hubungan yang lebih mendalam dengan mereka. Pemasaran digital meliputi pemasaran langsung, yang memperlakukan pelanggan sebagai individu dan mendefinisikan mereka tidak hanya oleh karakteristik individu tetapi juga oleh bagaimana mereka berperilaku, dan pemasaran interaktif, yang memiliki kemampuan untuk mengatasi individu dan kemampuan untuk mengumpulkan dan mengingat respon bahwa individu. (Kim, C., 2010) menetapkan empat dimensi Digital Marketing yang dapat disebutkan sebagai berikut: a) Cost / Transaction, b) Interactive c) Incentive Program d) Site Design.

There are a number of previous studies (Liesander & Dharmayanti, 2017); (Putri et al., 2022); (Astuti & Ratnawati, 2020) & (Laksana & Dharmayanti, 2018) show that the Digital Marketing variable has a significant influence on the Organizational Performance variable. Apart from using the Digital Marketing variable, this research also uses the Intellectual Capital variable on the Organizational Performance variable. One of the most important intangible assets in the information and knowledge era is intellectual capital. Intellectual capital, by Nahapiet and Gosha (Santosa, 2007), refers to the knowledge and abilities possessed by a social collectivity, such as an organization, intellectual community, or professional practice. Intellectual capital represents valuable resources and the ability to act based on knowledge (Santosa, 2007)

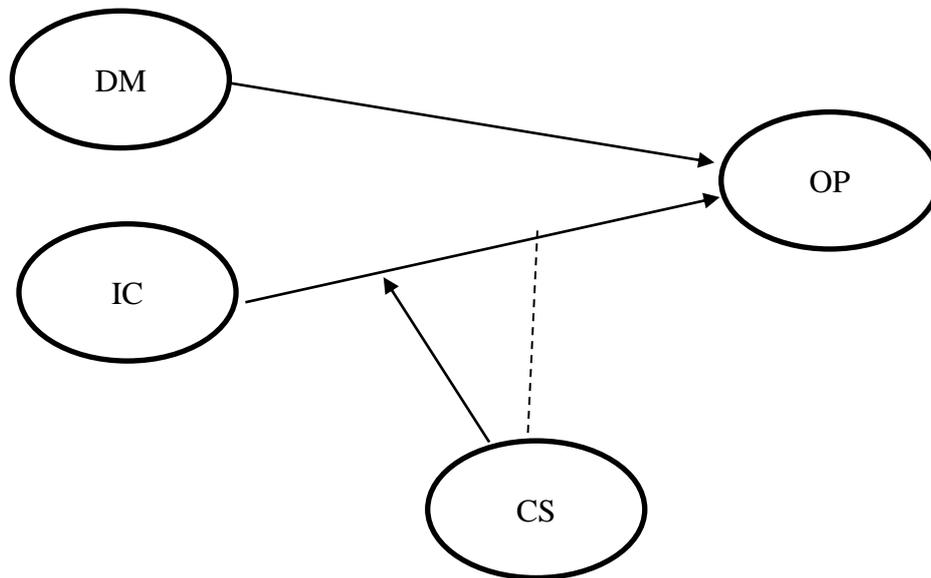
Intellectual capital is an asset in the form of knowledge, human resources and technology that can increase a company's competitiveness. Sirojudin and Nazaruddin [(Sirojudin, G., 2016)stated that intellectual capital has an important role in supporting the business success of a company. Bontis(Sirojudin, G., 2016)states that intellectual capital that supports the success of a company can be divided into 3 main parts, namely: human capital, organizational capital (structural capital), customer capital (relational capital or customer capital).). The three components of intellectual capital are things that companies pay attention to. Based on previous research, namely research from (Sirojudin, G., 2016)and (Baroroh., 2017) found that intellectual capital had an effect on company performance, but the results were different from research from (Widarjo, 2011) which found that intellectual capital had no effect on company performance. According to (Raharjo Halim & Wijaya, 2020)that intellectual capital is a technology management process that specializes in calculating a company's prospects in the future. Intellectual capital can also be defined as an intangible asset which is a resource containing knowledge, which can influence the performance of a company in the future (Pramestiningrum, 2013).

There are a number of studies that show (Hendriani, 2011); (Santosa, 2007); (Lubis & Ovami, 2020) & (Raharjo Halim & Wijaya, 2020) if the Intellectual Capital variable has a positive relationship and a significant influence on the Organizational Performance variable. Different from previous studies, this research adds the Consumer Satisfaction variable which researchers believe can moderate the influence of the Digital Marketing and Intellectual Capital variables on the Organizational Performance variable.

2. RESEARCH METHOD

Organizational performance is something that companies desire to achieve maximum results (Supriyanto, 2019). So that organizational performance can run optimally, there are a number of factors that influence it, namely Digital Marketing and Intellectual Capital by adding the Consumer Satisfaction variable which researchers believe can moderate the influence of these two variables on Organizational Performance (Jonathan Sarwono, 2016). This research is quantitative research with an explanatory approach. The data used in this research is primary data that researchers obtained from distributing questionnaires and interviews with employees in the fields of finance, HR and HRD. PT. Indofood is spread throughout Indonesia. The data used was analyzed with smart PLS 3.0 (Sugiyono, 2019).

Figure 1
Model Hypothesis



Noted: :

DM: Digital Marketing

IC: Intellectual Capital

CS: Consumer Satisfaction

OP: Organizational Performance

Hypothesis

1. The Influence of Digital Marketing on Organizational Performance
2. The Influence of Intellectual Capital on Organizational Performance
3. Consumer Satisfaction Can Moderate The Influence of Digital Marketing on Organizational Performance
4. Consumer Satisfaction Can Moderate The Influence of Intellectual Capital on Organizational Performance

3. RESULTS AND DISCUSSION

3.1. Result

Validity Test

The use of primary data in primary data must first go through stages of validity testing by testing each question item distributed in the questionnaire. This research consists of 28 question items that must be tested for validity as follows (Sarstedt et al., 2014):

Table 1
Validity Test

Variable	Question Item	Loading Factor
Digital Marketing (X1)	Digital Media influences the number of requests	0.813
	The more frequently a company innovates, the greater the potential for organizational/company performance	0.841
	Digital Marketing is a strategy commonly used by companies to improve their performance	0.827
	Digital marketing has a significant impact on organizational performance	0.841
	Digital marketing that can influence organizational performance is a creative type of digital marketing	0.851
	Digital marketing must be modified as creatively as possible so that it has an impact on organizational performance	0.838
	Digital marketing must be maximized on every digital platform so that marketing can be maximized	0.829
	Digital marketing can be used	0.817

	to reach consumers who are far from the company location	
Intellectual Capital (X2)	Employees believe that capital is not only in the form of money	0.849
	Intellectual capital is very necessary in creating new innovations	0.838
	Intellectual capital can ultimately influence organizational performance	0.847
	Intellectual Capital can make every other sector active	0.837
	Intellectual capital is something that must be considered by every employee and superior	0.825
	The company vision is easier to achieve with good intellectual capital	0.831
	Intellectual capital can influence	0.829
	Intellectual capital is more effectively used than financial capital	0.839
Consumer Satisfaction (Z)	Products that are made as well as possible are aimed at customer satisfaction	0.901
	The company's vision ultimately boils down to customer satisfaction	0.921
	Good organizational performance is also determined by customer satisfaction	0.930
	Consumer satisfaction is the most determining factor in assessing whether an intellectual model is good or not	0.944
	Consumer satisfaction is an indicator that can assess the success or failure of a company's digital marketing	0.937
	Consumer satisfaction is	0.949

	closely related to intellectual capital, digital marketing, organizational performance	
Organizational Performance (Y)	Organizational performance can be influenced by Intellectual Capital	0.859
	Organizational performance can be influenced by digital marketing	0.889
	Organizational performance depends on consumer satisfaction	0.897
	Organizational performance is closely related to consumer satisfaction	0.905
	Intellectual capital is needed more than financial capital to improve organizational performance	0.910
	Digital marketing that can influence organizational performance to the maximum is digital marketing that reaches potential consumers	0.907

Valid : > 0.70

Realibility Test

Based on the results of table 1 of the validity test above, it can be concluded that there are 28 items consisting of 8 variable question items, 8 Digital Marketing variable question items, 8 Intellectual Capital variable question items, 6 Consumer Satisfaction variable question items, and 6 variable question items. After the validity test stage and all variables are confirmed to be valid, the next stage is to test whether each variable is reliable by knowing the value of a construct (Cronbach's Alpha) and the actual value of a construct (Composite Reliability) (Ghozali, 2016):

Table 2
Realibility Test

Variable	Cronbach Alfa	Composite Reliability	Noted
Digital Marketing	0.802	0.842	Reliaible
Intellectual Capital	0.827	0.867	Reliaible
Consumer Satisfication	0.939	0.979	Reliaible
Organizational Peformance	0.901	0.952	Reliaible

Reliable : > 0.70

3.2 Discussion

Path Coefisien

The final stage is after 28 question items consisting of 8 question items for the Digital Marketing variable, 8 question items for the Intellectual Capital variable, 6 question items for the Consumer Satisfaction variable, and question items for the valid Organizational Performance variable and 4 reliable variables. Next, namely the path coefficient stage to determine the direction of the relationship and whether or not the independent variable has a significant effect on the dependent variable and whether the variable can moderate the influence of the two variables (Ghozali, 2016):

Table 3
Path Coefisien

	Variable	P-Values	Noted
Direct Influence	DM-> OP	0.009	Acceptable
	IC -> OP	0.002	Acceptable
Indirect Influence	CS*-> DM -> OP	0.000	Acceptable
	CS*-> IC -> OP	0.000	Acceptable

Significant Level : < 0.05

H1: The Influence of Digital Marketing on Organizational Performance

Currently, digital marketing is one of the most effective strategies for marketing products and in the end it will have an impact on organizational performance because as more products are sold, finances will be stable, targets will be easily achieved, and ultimately organizational/company performance will increase. This is in line with the coefficient results in table 3 above which shows that the Digital Marketing variable has a positive relationship and a significant influence on the Organizational Performance variable because the p-values are positive and are below the 0.05 significance level, namely 0.009. This is in line with research (Liesander & Dharmayanti, 2017); (Putri et al., 2022); (Astuti & Ratnawati, 2020) & (Laksana & Dharmayanti, 2018). Thus, the first hypothesis in this research can be **accepted**.

H2: The Influence of Intellectual Capital on Organizational Performance

Apart from Digital Marketing, the most fundamental and determining factor that influences organizational performance is the Intellectual Capital factor. It is Intellectual Capital that determines what programs should be implemented, what type of digital marketing is most effective, and other things that can improve organizational/company performance. Based on this, table 3 of the path coefficients shows that the Intellectual variable has a positive relationship and a significant influence on the Organizational Forum variable because the p-values are positive and are below the 0.05 significance level, namely 0.002. This is in line with research (Hendriani, 2011); (Santosa, 2007); (Lubis & Ovami, 2020) & (Raharjo Halim & Wijaya, 2020). Thus, the second hypothesis in this research can be accepted.

H3: Consumer Satisfaction Can Moderates The Influence of Digital Marketing on Organizational Performance

The first hypothesis above shows positive results and a significant influence. However, the author believes in another theory, if the influence of the Digital Marketing variable on Organizational Performance is moderated by the Consumer Satisfaction variable, the influence will be more significant because no matter how good the digital marketing is done to reach potential consumers and no matter how creative the marketing method is, it will not be effective if it is not accompanied by Consumer Satisfaction. Therefore, the results of the table

of the three path coefficients above show that the Consumer Satisfaction variable can moderate the influence of the Digital Marketing variable on the Organizational Performance variable because the p-values are positive and are below the 0.05 significance level, namely 0.000. This result shows a quite significant shift in value compared to the direct test of 0.009. Thus the third hypothesis in this research can **be accepted**.

H4: Consumer Satisfaction Can Moderates The Influence of Intellectual Capital on Organizational Performance

The second hypothesis above shows positive results and a significant influence. However, the author believes in another theory, if the influence of the Intellectual Capital variable on Organizational Performance is moderated by the Consumer Satisfaction variable, the influence will be more significant because no matter how good the intellectual capital you have and no matter how creative the resulting ideas are, they will not be effective if they are not accompanied by Consumer Satisfaction. Therefore, the results of the table of the three path coefficients above show that the Consumer Satisfaction variable can moderate the influence of the Intellectual Capital variable on the Organizational Performance variable because the p-values are positive and below the 0.05 significance level, namely 0.000. This result shows a quite significant shift in value compared to the direct test of 0.002. Thus the third hypothesis in this research can **be accepted**.

4. CONCLUSION

Based on the results of the explanation above, it can be concluded that the Digital Marketing and Intellectual Capital variables have a positive relationship and have a significant influence on the Organizational Performance variable because the p-values are below the significance level and point in a positive direction. Apart from that, the Consumer Satisfaction variable can moderate the relationship between the Digital Marketing variable and the Organizational Performance variable and the Intellectual Capital variable with the Organizational Performance variable.

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