

The Influence of Service Marketing Mix to Hotel Occupation Rate and Brand Image as Moderator Variable

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Abstract: This study aims to determine the effects of the marketing mix (people, physical evidence, promotion, and process) and brand image on occupation rates of three-star hotels in Jakarta. The design of this study is descriptive and explanative quantitative, with the multivariate analysis method. The study sample was 100 respondents. Collecting data was conducted using a questionnaire instrument and were analyzed with structural equation models. The results of this study conclude that; (1) People and promotion variables have no significant effect on brand image, while physical evidence and process variables have a significant effect; (2) People variable directly has no significant effect on hotel occupation rate, while physical evidence, promotion, and process variables directly have a significant effect; (3) Brand image variable has a significant effect on hotel occupation rate; and (4) Through brand image, the overall marketing mix, namely people, physical evidence, promotion, and process variables have a significant effect on hotel occupation rate.

Keywords: marketing mix, brand image, occupation rate

1. INTRODUCTION

Currently, hotel industry is developing very competitively (Hhoemaker & Lewis, 1999; Daun & Klinger, 2006; Kandapully & Hu, 2007), so that hotel services are becoming a commodity (Cai & Hoston, 2004; Matilla, 2006), which can be distinguished between services offered by a hotel with other hotels (Bowen & Shumaker, 2005; Peterson & Iyer, 2006). The marketing mix is the heart of the company's plan (Rangkuti, 2007), a set of tools to achieve marketing objectives to meet its target market (Kotler in Jefkins, 2003).

Similarly, brand image or branding is one of the most important trends in the global marketing industry (Forgacs, 2006), and is also an important factor as a booster for the creation of corporate success (Kotler, 2008).

To build a brand image, a company does not need to be complicated, but it is enough to form and develop an image through a marketing mix strategy (Riaz, 2012). For the survival of the company in a competitive market, building and maintaining brand image loyalty is very important (Mellen et al, 1996; McMullan & Gilmore, 2008). Brand image has an important role in the service industry, especially the hotel industry, in which competitive services are considered identical in terms of performance, price, and availability (Shuiling and Kapferer, 2004).

This study aims to conduct analysis, data collection, and information related to the marketing mix variables (people, physical evidence, promotion, process), brand image, and hotel occupancy rate.

2. LITERATURE REVIEW

2.1. Brand Image

Image and corporate identity are two different things, although they are closely related (Selame and Selame, 2000 in Nurjanah, 2017). Image is a summary of the beliefs, ideas, and impressions that customers perceive an object (Kotler and Keller, 2012), which is dynamic and complex, different from one organization to another (Nguyen and LeBlane, 2002). Meanwhile, identity describes what exists in the company or the identity that is displayed, while the image shows people's perceptions of that identity. Corporate identity has two main elements, namely the name or brand and the logo (Gregory et al, 1999).

Brand image, as an element of corporate identity, is defined as the way people perceive a brand impression (Kotler & Keller, 2008), which can stick to a person's mind for a long time. The ability to build a good brand image can create consumer demand and loyalty. The image that is formed through advertising must reflect the real identity of the company. Image advertising is a company's effort to prepare consumers to recognize the updated products or new products that they will market (Gregory et al, 1999). Among employees, the image needs to be disseminated so that they have a positive perception of the company (Gray, 2005). Philosophically, image is the belief, idea, and impression owned by someone (Kotler and Keller (2012).

2.2. Marketing Mix

The service marketing mix is a set of marketing tools (Kotler, 2012) as a combination of product offerings, prices, promotions, distribution, people (Gitman and McDaniel (2009), location, processes, and physical evidence used to achieve a service marketing plan objectives (Kalb, 2007). In dealing with a marketing strategy, the combination of elements of the marketing mix will realize the various plans that have been set out in the company's service marketing program. In Doyle (1998), it is explained that the marketing mix of services, including hospitality services, includes: product, place, process, promotion, people (executive staff), process, and physical evidence.

Within the company, marketing mix activity has a position as the vanguard to realize the company profits (Hamid, 2011). Cravens and Piercy (2009) explain that a marketing strategy is a company step that starts from analyzing, developing a strategy, and implementing it to build a market vision that can provide benefits, setting the right target market, and positioning the company to build customer value in each target market.

Product. Service products encompass all elements of service delivery, either tangible or intangible, which create value for customers that include three main components (Lovelock and Wrigth, 2011), namely: (1) Core product, the ability to provide benefits to solve customer problems; (2) Additional services, facilitate and reinforce the value for the overall customer experience; and (3) Delivery process, relating to the delivery of the core product and all additional services. Aspects that can strengthen additional services include (1) Consulting, relating to customer needs and developing appropriate solutions; (2) Friendliness, an expression of joy when serving new customers and old customers; (3) Storage, a place to store something when a customer visits a service place; and (4) Exceptions, additional services outside of the customer service delivery process..

The formulation of the definition of service quality is based on the company's efforts to meet customer expectations (Kotler and Keller, 2012) which include: (1) Will expectation, the expected service; (2) Should expectation, the reasonable service obtained, and (3) Ideal expectation, the ideal service obtained. Service quality is an attitude that is formed from the results of a comprehensive evaluation of the company's service performance in the long term (Zeithaml et al, 1988).

To provide satisfaction for customers, the products the company offers must be of high quality. Quality has several levels of assessment, namely: universal, cultural, social, and personal. Judging from its dimensions, there are various views of experts on the dimensions of service product quality. Zeithaml and Bitner (2011) state that the dimensions of service quality include: (1) Reliability, services provided to consumers by the promises offered; (2) Responsiveness, the ability of employees to help customers responsively; (3) Assurance, having knowledge, competence, politeness, trustworthiness and risk-free characteristics of employees; (4) Empathy, having excellent attention when serving customers; and (5) Tangibles, having physical facilities to serve customers.

Meanwhile, Gronroos (2011) states that the dimensions of service quality include: (1) Technical or outcome, related to what is accepted by consumers; (2) Functional or related process, relating to how services are delivered or presented; and (3) Corporate image, related to the company's image in the eyes of consumers. On the other hand, Fitzsimmons and Fitzsimmons (2011) propose four dimensions to assess the service quality, namely: (1) Care and concern, which relates to a consumer's feelings of full attention and concern for the company; (2) Spontaneity, the real action from employees which shows a strong desire and spontaneously provide solutions to consumer difficulties; (3) Problem solving, the personal contact skills to carry out tasks carefully according to the established procedures; and (4) Recovery, a special effort if the service process is running abnormally or unexpectedly.

If the service quality is done online (E-S-QUAL), then there are four dimensions in it (Tjiptono et al, 2008), namely: (1) Efficiency, the ease and speed to access and use the company website; (2) Fulfillment, the accuracy of service promises for the availability and timely delivery of products; (3) System availability, the site engineering functionality that operates as intended; and (4) Privacy, the site security level and protection of customer information. Meanwhile, the service quality that it covers, or E-recovery service quality (E-RecS-QUAL) includes (1) Responsiveness, the handling problems and returning products effectively through the relevant site mechanism; (2) Compensation, the site's ability to compensate customers for problems that occur; and (3) Contact, the availability of assistance via telephone or online staff.

Price. Price is defined as the amount of money and/or other (non-monetary) aspects that contain certain utilities required to obtain a product (Tjiptono et al, 2008). While Kotler and Keller (2012) define price as the value that consumers exchange for the benefit of consumption, use, or ownership of goods or services. A product is demanded and has a price because it has utility. There are five main types of utility for a product, namely: form utility, place utility, time utility, information utility, and possession or ownership utility.

Price plays an important role of (1) The economy, price is the basic regulator in the economy, because it affects the allocation factor and production factor; (2) The consumers, price as a consideration to buy a product; and (3) The company, price is the only element of the marketing mix that generates revenue.

Judging from the goal, the price set is to support a primary demand-oriented marketing strategy, if the company believes that lower prices can increase the number of purchases, and re-purchase in certain forms or categories (Tjiptono et al, 2008). Meanwhile, in the view of Lovelock and Wrihth (2011), the types of goals for pricing goods or services include (1) profit-oriented goal; (2) volume-oriented goal; (3) image-oriented goal; and (4) price-stability goal.

The success of pricing is determined by several factors, including price elasticity of market demand and company demand, competitor actions and reactions, costs and consequences for profitability, and product line policies (Tjiptono et al, 2008). There are several approaches in pricing strategies (Zeithaml and Bitner, 2011), namely: (1) Strategies based on new products, carried out through skimming pricing and penetration pricing; (2) Strategies based on established products, carried out by maintaining, lowering and increasing prices; (3) Flexible pricing strategy, different pricing in different markets according to segmentation; (4) Leasing strategy, a contract agreement between the owner of the assets and those who utilize the assets; and (5) Price leadership strategy, the price is set by a leading company which is then followed by follower companies.

In terms of intangibility, inseparability, variability, and perishability, pricing for service products is different from that of physical products. In this regard, eight aspects differentiate it (Lovelock and Wrihth, 2011), namely: (1) The services do not result in the transfers of physical ownership; (2) The input and output variables. The unit of service or service consumption is not easily identifiable, while the cost and value may differ for each customer; (3) The heterogeneity of services limits consumer understanding of service prices; (4) The service provider is unwilling and/or unable to estimate the price; (5) The desires of individual customers are very diverse; (6) The services are difficult to evaluate; (7) The time factor required; and (8) The availability of electronic and physical distribution channels may be responded differently by the consumers.

One solution considered effective in setting service prices is through a value strategy. The basic principle of this strategy is to directly link the price paid by customers with the value they receive. There are three types of pricing strategies that are interrelated (Batesson and Hoffman, 2011), namely: (1) Satisfaction based pricing, emphasizing the risks resulting from intangibility factors that lead to customer perceptions of failure to purchase services; (2) Relationship pricing, an effort to maintain and improve relationships with customers; and (3) Efficiency pricing, the main aspect of this strategy is understanding, managing and reducing costs.

Promotion. Promotion is an organizational tool to inform, persuade, and remind consumers, either directly or indirectly, about its products and brands (Kotler and Keller, 2012). Broadly speaking, the main activities of the promotional mix include (1) Sales promotion, which aims to increase demand,

the performance of intermediary marketers, and support and coordinate personal sales and advertising activities; (2) Advertising, providing persuasive information, reinforcement, reminder, and trying to convince buyers that they have made the right choice; (3) Personal selling, the delivery process to persuade consumers to buy products through personal communication; (4) Public relations, public relations with all stakeholders widely; and (5) Direct marketing, direct marketing communications to individual consumers so that these messages are responded directly.

In the view of other experts, such as Lovelock and Wright (2011), Zeithaml and Bitner (2011), and Fitzsimmons and Fitzsimmons (2009) state that service products can be done in various ways, namely: (1) Messages are conveyed through traditional marketing channels, such as advertising, public relations, live exhibitions, sales promotions, personal selling, and exhibitions; and (2) Messages sent via the internet, such as company websites and online advertisements.

To make an optimal contribution to the company's goals, each promotion method must be formulated as a strategy for a promotional mix by taking into account the following factors (Kotler and Keller, 2012): (1) Product, considering product character, how the product is purchased, consumed, and perceived; (2) Market, paying attention to the product life cycle; (3) Customers, promotions that are prepared must be tailored to the attitudes and behavior of individual customers and organizations; (4) Budget, adjusting to the available budget; and (5) Marketing mix, adjusted to other marketing mix factors.

Companies that do direct marketing online are interactive marketing systems by using various communication media to increase direct responses that are specific and measurable (Tjiptono et al, 2008). This program is designed to achieve several alternative goals, namely: (1) Encouraging leads or product trials; (2) Improving the quality of relationships with customers; (3) Retaining customers; and (4) Reactivating former customers.

Distribution. Tjiptono et al (2008) define distribution and sales as various marketing activities that seek to facilitate and ease the delivery of goods and services from producers to consumers so that they use them as needed. Meanwhile, Lovelock and Wright (2011) define distribution as a series of organizational participation that performs the functions needed to deliver goods or services from the seller to the end buyer. From these two definitions, distribution can be constructed as a marketing activity process that is capable of: (1) Creating added value to products through marketing functions; and (2) Streamlining the flow of marketing channels physically and non-physically.

Distribution deals with determining and managing the distribution channels used by companies or service supervisors to market goods and services so that the product can arrive as promised. In general, strategic and tactical distribution in distribution management can be classified into six categories (Tjiptono, 2008), namely: (1) Structure of distribution channels; (2) Distribution coverage; (3) Multiple distribution channels; (4) Modification of distribution channels; (5) Development of distribution channels; and (6) Conflict management in the distribution channels.

In a general sales service cycle, distribution involves three interrelated streams (Lovelock and Wright, 2011), namely: information and promotion flow, negotiation flow, and product flow. Meanwhile, in terms of distribution options to serve customers, according to Lovelock and Wright (2011); Zeithaml and Bitner (2011) include: (1) Customers visit service places; (2) Service supervisor visits the customer; (3) Service transactions are carried out remotely, and (4) Use of different channels to deliver the same service. With the consideration of cost efficiency and product image creation, to determine the number of intermediaries to be used in an area there are three types, namely: exclusive distribution, intensive distribution, and selective distribution.

Participant (People). Participants are all company employees who have a direct role in all company activities, especially in the presentation of services to influence buyers. In the eyes of customers, employee attitudes are a manifestation of the company's image (Gron Roos, 2011). So all those involved in the service of purchasing must be customer-oriented. The implication for service companies is that they must recruit and retain employees who have workability, attitude, commitment, motivation, job satisfaction, and can build good relationships with consumers (Batesson and Hoffman, 2011).

Participants not only play an important role in performing the operational functions of a service

company but also play an important role in making direct relationships with consumers. The behavior of employees who are directly involved in service companies will determine the quality of the services offered and the company's image. There are two important elements in this participant (Fitzsimmons and Fitzsimmons, 2011), namely: (1) Service people, employees whose activities are to procure services and sell them with excellent service quality; and (2) Consumers, the elements that provide perceptions or experiences to other potential customers about the quality of services they have purchased from the company..

In the eyes of customers, employees are the embodiment of service brands, so that positive customer perceptions will affect brand image and marketing performance through efforts to increase customer satisfaction when communicating with employees (Kotler and Keller, 2012).

Process. Processes are all combinations of service activities, which generally include work schedules, mechanisms, activities, and routines in which the service is produced and delivered to consumers. In the view of Bateson and Hoffman (2011), the process is an activity that shows how services are provided to consumers during a purchase transaction. Gronroos (2007) distinguishes the process in two ways, namely: (1) Complexity, which relates to the stages of the process; and (2) Divergence, related to changes in the stages of the process. The implication for marketers is that there are four options in changing the process, namely: (1) Changing diversity, the impact is the reduced costs, increasing productivity, and ease of distribution; (2) Increasing diversity, which means increasing customization and flexibility in production so that prices increase; (3) Reducing complexity, consequently tends to be more specialized; and (4) Increasing complexity, meaning that it is more inclined to market penetration by adding to the services provided.

Service quality innovations carried out by the company are crucial for customer satisfaction. Therefore, Goswami and Mathew (2005) define innovation as economic and social success thanks to the introduction of new ways or new combinations of old ways to formulate the inputs into autos that result in radical changes in the perceived use of consumer's value ratio to the benefits of a product. and the price set by the manufacturer.

Physical Evidence. Physical evidence plays a real role in influencing consumer decisions to buy and use the service products offered. The elements contained in physical facilities include physical buildings, equipment, tool, colors of the logo, and other items that are integrated with the services provided such as tickets, covers, and labels. Three ways can be used in managing physical evidence (Gron Roos, 2007), namely: (1) An attention creating medium, differentiating by making physical facilities that attract consumers; (2) As a message creating medium, making symbols or signals to intensively communicate to the audience about the uniqueness of the product; and (4) An effect creating a medium, making something different from the product being offered. Lovelock and Wright (2011) suggest that the elements of physical evidence include interior and exterior facilities where the service process takes place.

2.3. Customer Behavior

Decision making is an important process that affects consumer behavior, so companies need to understand. Schiffman and Kanuk (2007) in Thalib (2014) have the view that decision making is a system consisting of inputs, processes, and outputs.

There are three stages in the consumer decision-making process, namely: (1) The stage of recognizing a need; (2) The stage of seeking information before buying; and (3) The stage of assessment of alternatives. All stages of the decision-making process are influenced by the company's marketing efforts as an internal factor and the social-culture of the environment, and the buyer's psychological condition as external factors.

For a company, customers are an asset to the company's sustainability. There are four groups of company customers (Berry and Parasuraman (1997), namely: (1) First-time customers, customers who use the product for the first time; (2) Short-time customers, customers in one period; (3) Long-time customers, customers that include several periods; and (4) Customer loss. Whether a customer is satisfied or not is determined by, among others, customer value and satisfaction. Joo (2007) in Thalib (2014) define customer value as the exchange of customer purchases between what is received and what is sacrificed. Customer expectations and needs are a fundamental element to create customer

value.

According to Butz and Goodstein (1996), that customer value can indicate an emotional bond that is formed between the customers and the producers, after the customer uses an important product or service produced by the manufacturer and finds that the product provides additional value. The value that a customer receives is related to the following four things: (1) Low or cheap price; (2) Everything that consumers want in a product or service; (3) The quality that consumers receive at the paid price; and (4) What is gained from what is given.

Chan et al (2003) classified the definition of customer satisfaction based on three perspectives, namely based on products, sellers, and consumers. Based on the product, Best (2002); Kotler and Koller (2012); Parasuraman and Grewal (2000) define customer satisfaction as a response to evaluate the perceived difference between the expectations and the perceived performance of a product. Based on the seller, Anderson and Kotler (2008); Best (2002); Oliver (1997); Bateson and Hoffman (2008) explain that customer satisfaction is an evaluative assessment after consuming a certain purchase event. Meanwhile, based on consumers, Arkon (2006); Gronroos (2007); Formell (1992); Jonson (2007) directs their definition to a comprehensive evaluation based on the overall purchase and consumption experience with a product over time.

Meanwhile, Oliver (1997) classifies customer satisfaction based on five perspectives, namely: (1) Normative deficit, emphasizing the ratio between actual outcomes and culturally acceptable results; (2) Equity, emphasizing the ratio of the acquisition obtained from social exchange if the gain is not the same as the aggrieved party will be dissatisfied; (3) Normative standards, emphasizing the ratio between actual results and consumer standard expectations; (4) Procedural fairness, emphasizing fair treatment received by consumers; and (5) Attributional, satisfaction determined by the presence or the absence of disconfirmation and the source of the cause.

To build a service process that satisfies customers, the company needs to understand the factors that can be used to evaluate satisfaction (Lovelock and Wright (2011), namely: performance, features, reliability, conformance and specification, durability, serviceability, aesthetics, and perceived quality.

3. HYPOTHESES AND RESEARCH MODEL

Based on the description above, several research hypotheses can be formulated and simplified in the research model diagram as follows:

- H1 : People have a significant effect on brand image
- H2 : Physical evidence has a significant effect on brand image
- H3 : Process has a significant effect on brand image
- H4 : Promotion has a significant effect on brand image
- H5 : People have a significant direct effect on the hotel occupancy rate
- H6 : Physical evidence has a significant direct effect on the hotel occupancy rate
- H7 : Process has a significant direct effect on the hotel occupancy rate
- H8 : Promotion has a significant direct effect on the hotel occupancy rate
- H9 : Brand image has a significant effect on the hotel occupancy rate
- H10 : People have a significant indirect effect on the hotel occupancy rate
- H11 : Physical evidence has a significant indirect effect on the hotel occupancy rate
- H12 : Process has a significant indirect effect on the Occupancy Rat hotel
- H13 : Promotion has a significant indirect effect on the hotel occupancy rate

The theoretical description and results of previous studies that are relevant to this research and formulated in a hypothesis can be simplified by a research model diagram as follows:

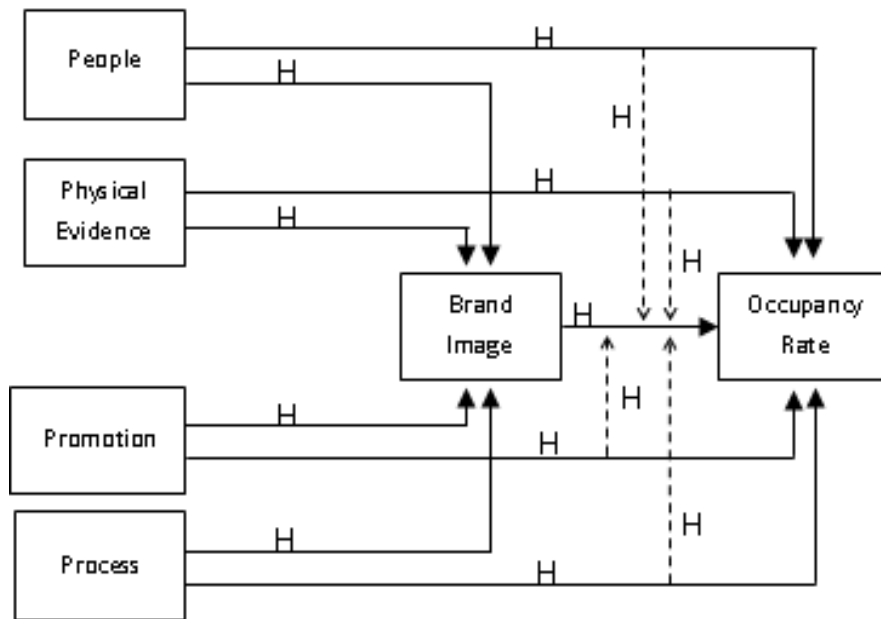


Figure1. *Research Model*

4. METHODOLOGY

The research design in this study is descriptive and explanative quantitative. While the population in this study was the level of users of three-star hotel rooms in Jakarta before the corona outbreak. This study uses a non-probability purpose sampling method, with a sample size of 100 respondents. The technique of collecting data is through surveys by using a questionnaire instrument based on a Likert scale.

This study uses a structural equation modeling (SEM) statistical analysis technique based on the partial least square (PLS) method. The SEM-PLS method is used for limited samples and non-strict data assumptions (Hair, et al, 2010). Because SEM-PLS does not calculate the significance test directly, the significance level is calculated by using bootstrapping assistance.

5. RESULT AND DISCUSSION

5.1. Model Evaluation on SEM-PLS

SEM-PLS is a statistical method that consists of a structural model and a measurement model. The evaluation of the SEM-PLS model consists of two stages, namely: (1) Evaluation for the estimation of the measurement model; and (2) Evaluation of the structural model. The order of evaluation of this model must be considered because the model results from SEM-PLS must be confirmed to measure what was previously assumed, capable to measure a latent variable before finally concluding a relationship between latent variables (Trujillo, 2009).

5.1.1. Measurement Model (Outer Model)

The outer model describes the specification of the relationship between latent variables and their indicators. In other words, that outer model defines how each indicator relates to its latent variable. To check whether the indicators of each construct measure what should be measured, it is necessary to test convergent validity and discriminant validity.

Convergent Validity

The indicators that need to be presumed on convergent validity are indicator reliability and construct reliability (Peter, 1981). Indicator reliability is checked by using the construct loading value. Based on the results of processing (Figure 2 and Table 1) by using the recommended value limit of 0.7, for the existing latent variables then physical items numbers 2, 3, 4, 5, 6 and 7, promotional items numbers 4 and 5, process item number 3 will be dropped from the calculation because they have loading factor value below 0.7. Therefore, it will be reprocessed without including all items that have been dropped. After being reprocessed several times, the loading factor values are all above 0.7 (Figure 3 and Table 2).

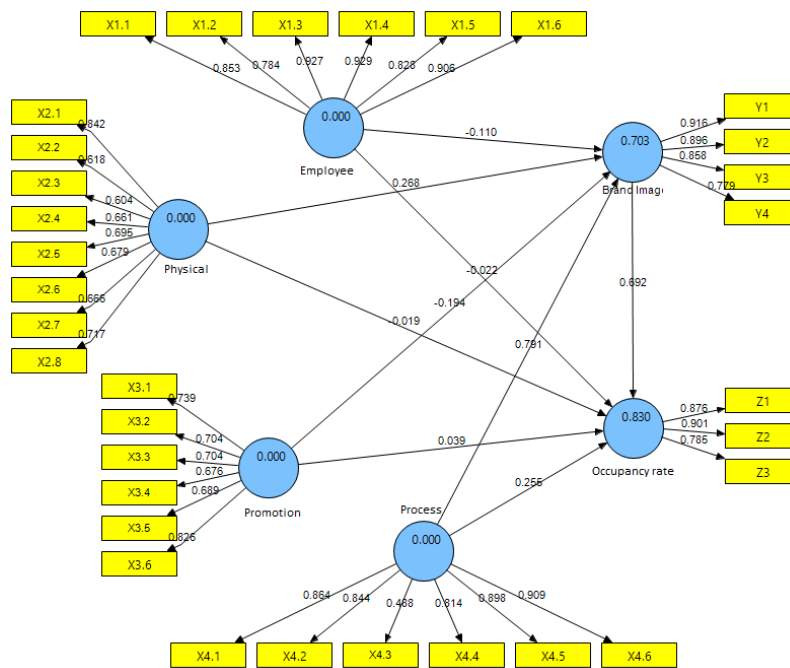


Figure 2. PLS Item Algorithm and Latent Variables

Table 1. Loading Factor Values of All Items

Item	Loading	Item	Loading	Item	Loading
X1.1	0.85345	X2.6	0.679344	X4.3	0.488096
X1.2	0.784373	X2.7	0.666227	X4.4	0.813848
X1.3	0.926732	X2.8	0.71728	X4.5	0.8977
X1.4	0.928963	X3.1	0.738616	X4.6	0.908631
X1.5	0.827659	X3.2	0.704073	Y1	0.916098
X1.6	0.906335	X3.3	0.703552	Y2	0.895886
X2.1	0.841837	X3.4	0.676288	Y3	0.85832
X2.2	0.617813	X3.5	0.689046	Y4	0.778876
X2.3	0.604394	X3.6	0.825941	Z1	0.876407
X2.4	0.661101	X4.1	0.863863	Z2	0.90061
X2.5	0.695451	X4.2	0.84415	Z3	0.785467

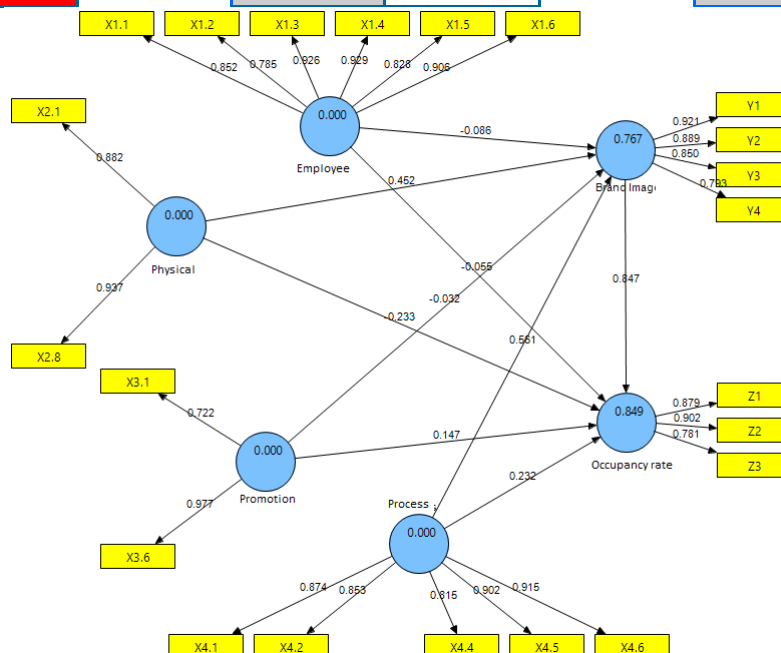


Figure 3. Item PLS Algorithm and Latent Variables (Final Stage)

Table 2. Loading Factor Values of All Items (Final Stage)

	Loading		Loading		Loading
X1.1	0.85245	X3.1	0.721598	Y1	0.920924
X1.2	0.784524	X3.6	0.977218	Y2	0.889402
X1.3	0.926491	X4.1	0.873832	Y3	0.849678
X1.4	0.928611	X4.2	0.852804	Y4	0.792841
X1.5	0.828442	X4.4	0.815369	Z1	0.879392
X1.6	0.906406	X4.5	0.902287	Z2	0.902158
X2.1	0.882126	X4.6	0.914701	Z3	0.781043
X2.8	0.936731				

Construct reliability is checked by using two measures, namely: (1) Composite reliability (CR); and (2) Average variance extracted (AVE). The threshold of a good CR is above 0,6 and AVE is above 0,5 (Bagozzi and Yi, 1998).

Table 3. Value of Composite Reliability and AVE

	AVE	Composite Reliability
Employee	0.76179	0.950287
Physical	0.827806	0.905715
Promotion	0.73783	0.846249
Process	0.761297	0.940899
Brand Image	0.747422	0.921878
Occupancy Rate	0.732416	0.891073

Based on Table 3, it can be seen that all the construct values for both CR and AVE are above the threshold values, namely 0,6 and 0,5 so that the constructs are adequate. Thus, these results can be concluded that there is no convergent validity problem in the model being tested. Therefore, the next test can be done, namely discriminant validity.

Discriminant Validity

Discriminant validity of construct items was checked by using cross-loadings (Vinzi et al, 2010). The value of cross-loadings was obtained by calculating the correlation between the core components of each latent variable with each indicator block and all items in the model. The Cross-loading value is the correlation between each construct and the item of each construct.

The correlation of constructs with items was compared with items from other constructs. If the correlation of the construct indicators has a higher value than the correlation of other construct indicators, then the construct is said to have high discriminant validity. The following (Table 4) is the output of Smart PLS for cross-loading the construct and its items:

Table 4. Cross Loading

	Employee	Physical	Promotion	Process	Brand Image	Occupancy Rate
X1.1	0.85245	0.026559	0.533726	0.243956	0.069665	0.081637
X1.2	0.784524	0.128445	0.581878	0.399779	0.148417	0.28445
X1.3	0.926491	0.424867	0.529775	0.446839	0.345754	0.278912
X1.4	0.928611	0.395269	0.73821	0.498561	0.400923	0.380901
X1.5	0.828442	0.358219	0.52835	0.491087	0.315006	0.27892
X1.6	0.906406	0.325563	0.728759	0.479042	0.32023	0.457898
X2.1	0.527989	0.882126	0.611581	0.572949	0.594325	0.499294
X2.8	0.196507	0.936731	0.250982	0.666732	0.81782	0.649477
X3.1	0.552053	0.227947	0.721598	0.441855	0.093967	0.21078
X3.6	0.68704	0.461104	0.977218	0.551318	0.484838	0.53473
X4.1	0.329826	0.376822	0.3867	0.873832	0.539435	0.613382
X4.2	0.623491	0.438504	0.548932	0.852804	0.536859	0.646402
X4.4	0.373209	0.501998	0.47151	0.815369	0.527199	0.525601
X4.5	0.453599	0.714134	0.52546	0.902287	0.93125	0.865932
X4.6	0.481157	0.825542	0.54933	0.914701	0.830484	0.786611

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Y1	0.255715	0.878815	0.389872	0.779485	0.920924	0.817925
Y2	0.377862	0.590522	0.463717	0.736438	0.889402	0.804152
Y3	0.472824	0.561238	0.425393	0.817524	0.849678	0.837281
Y4	0.057214	0.700587	0.161535	0.394918	0.792841	0.602946
Z1	0.326677	0.564599	0.563649	0.673999	0.733891	0.879392
Z2	0.382944	0.513234	0.490603	0.715054	0.755548	0.902158
Z3	0.264541	0.565553	0.229372	0.691753	0.801287	0.781043

Table 4 shows that the loading value of each item against its construct is greater than the value of cross-loading with other constructs. From the results of the cross-loading analysis, it appears that there is no discriminant validity problem.

According to Ghazali (2008), discriminant validity can be tested by comparing the value of the square root of AVE with the correlation value between constructs. The following is the calculation result. From Table 5, it can be seen that the square root value of AVE (main diagonal) is greater than that of the correlation of each construct so that it can be said that there is no problem regarding discriminant validity.

Table 5. Correlation of Latent Variables and Square Roots of AVE

	Employee	Physical	Promotion	Process	Brand Image	Occupancy Rate
Employee	0.872806					
Physical	0.369839	0.909838				
Promotion	0.714499	0.443065	0.858970			
Process	0.519479	0.686133	0.573060	0.872523		
Brand Image	0.349927	0.790996	0.428597	0.808056	0.864536	
Occupancy Rate	0.380438	0.640919	0.500109	0.812224	0.894051	0.855813

5.1.2. Evaluation of the Structural Model (Inner Model)

After having obtained confidence that there are no problems with the measurement model, the next step to be done is an evaluation of the structural model. One of the evaluations of the structural model is to look at the strength of the independent variables of the entire model. The power of the independent variable is checked by looking at the square value of multiple correlations (R²) of the existing dependent variable.

Table 6. Value of R² Dependent Variable

	R Square
Brand Image	0.767007
Occupancy Rate	0.849038

From Table 6, it can be seen that the R² value for the Brand Image variable is 0.7670. It means this value indicates that the variation of brand image can be explained by the construct variables (employee, physical, promotion, and process) of 76.70%, while the remaining 23.30% is influenced by other variables not included in the research model.

The R² value for the occupancy rate variable is 0.8490. It means that the occupancy rate variations can be explained by the construct variables (employee, physical, promotion, process, and brand image) of 84.90%, while the remaining 15.10% is influenced by other variables not included in the research model.

According to Ghazali (2008), the inner model evaluation can also be done by examining the value of predictive relevance (Q²). Q² measures how well the observed value is generated by the model and also the parameter estimates. A Q² value of more than zero indicates that the model has a predictive relevance value, on the other hand, a Q² value that is less than zero indicates that the model lacks predictive relevance. The following is the Q² value obtained from the calculation results.

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2)(1 - R_2^2) \\
 &= 1 - (1 - 0.7670)(1 - 0.8490) \\
 &= 0.9648
 \end{aligned}$$

From the results of these calculations, a value Q^2 of 0.9648 or greater than zero is obtained, so it can be said that the model obtained has predictive relevance.

The final step in the inner model evaluation is to evaluate the overall model which cannot be done in SEM-PLS. To solve this problem, Tenenhaus et. al. (2004) proposed global criteria for goodness-of-fit (GoF) that could be used to validate the SEM-PLS model globally. He proposes the formulation as follows:

$$\begin{aligned}
 GoF &= \sqrt{(\overline{AVE}) * (\overline{R^2})} \\
 &= \sqrt{(0.7614) * (0.8080)} \\
 &= 0.7844
 \end{aligned}$$

From the calculation, the results obtained a GoF of 0.7844. According to Tenenhaus (2004), small GoF value = 0, 1, medium GoF value = 0, 25 and large GoF value = 0, 36.

From the testing R^2 , Q^2 and GoF, it can be seen that the model formed is robust so that hypothesis testing can be carried out.

5.2. Pengujian Hipotesis

In this study, 13 hypotheses will be tested as previously stated. Table 7 below shows the results of the relationship between the constructs of the intended hypothesis (hypotheses 1 to 9). To decide whether the hypothesis is statistically significant or not, it will be compared between the t-statistical value and the t-table value. If the t-statistic value is more than the t-table value, then the hypothesis is statistically significant. By doing a two-way test and with a significance level of 5 percent, the t-table value is 1.96. From the t-statistic value in Table 7, it can be seen that six t-statistic values are greater than 1.96 or there are six significant relationships.

Table 7. Path Coefficients (Mean, StDev, T-Values)

	Coefficient	Standard of Error	T Statistics	
Employee -> Brand Image	-0.085941	0.075239	1.14224	Not Significant
Physical -> Brand Image	0.452151	0.078699	5.745312	Significant $\alpha=0.05$
Promotion -> Brand Image	-0.031561	0.072016	0.438241	Not Significant
Process -> Brand Image	0.560551	0.085653	6.544477	Significant $\alpha=0.05$
Employee ->Occupancy Rate	-0.055223	0.036236	1.523955	Not Significant
Physical ->Occupancy Rate	-0.233206	0.078332	2.977158	Significant $\alpha =0.05$
Promotion ->Occupancy Rate	0.146681	0.069756	2.102782	Significant $\alpha=0.05$
Process ->Occupancy Rate	0.232097	0.066963	3.466033	Significant $\alpha=0.05$
Brand Image -> Tingkat Hunian	0.847426	0.100226	8.455169	Significant $\alpha=0.05$

From Table 7 above, the variable coefficient of both employee and promotion to the brand image has a negative relationship. This means that the lower the professionalism of employees in providing services to customers, the less attractive and the less effective the company's promotions are, then both variables will reduce the hotel's brand image in the eyes of customers. Meanwhile, both physical evidence and process variables have a positive relationship with the brand image. This means that the more complete and the more quality physical evidence, the better and the faster the service process is provided to customers, and the higher the brand image in the eyes of customers.

The employee variable coefficient and physical evidence on hotel occupancy rates have a negative relationship. This means that the lower the professionalism of employees, the less complete and the less quality physical evidence, both variables will reduce hotel occupancy rates. Meanwhile, both promotion and process variables have a positive relationship with hotel occupancy rates. This means that the more attractive and the more effective the promotion is carried out by the company, the better and the faster service process provided to customers, and the more the hotel occupancy rate will increase. Likewise, the coefficient of brand image on hotel occupancy rates has a positive

relationship. This means that the higher the brand image in the eyes of customers, the more hotel occupancy rate will increase.

5.3. Mediation Test

This mediation test is often used to answer hypothesis 10 to hypothesis 13. This test describes a relationship process model with an intermediate variable between the causal variable and the outcome variable. Once a relationship between two variables has been established, it is customary for researchers to consider the role of other variables in this relationship.

The mediation test carried out in this study is to use the formulation by Sobel (1986) or known as the Sobel test. The Sobel test is significant if the value of the Sobel test statistic (z-count) is greater than that of the z-table with the significance level being used. In this mediation test, a two-way test will be used, and with a significance level of 0.05. Therefore, the mediation test will be significant or H0 is rejected if the z-count is more than z-table = 1.96.

The first mediation analysis conducted was whether there was a significant effect on the employee occupancy rate mediated by brand image. Figure 4 and Table 8 below show the resulting relationships with SEM-PLS.

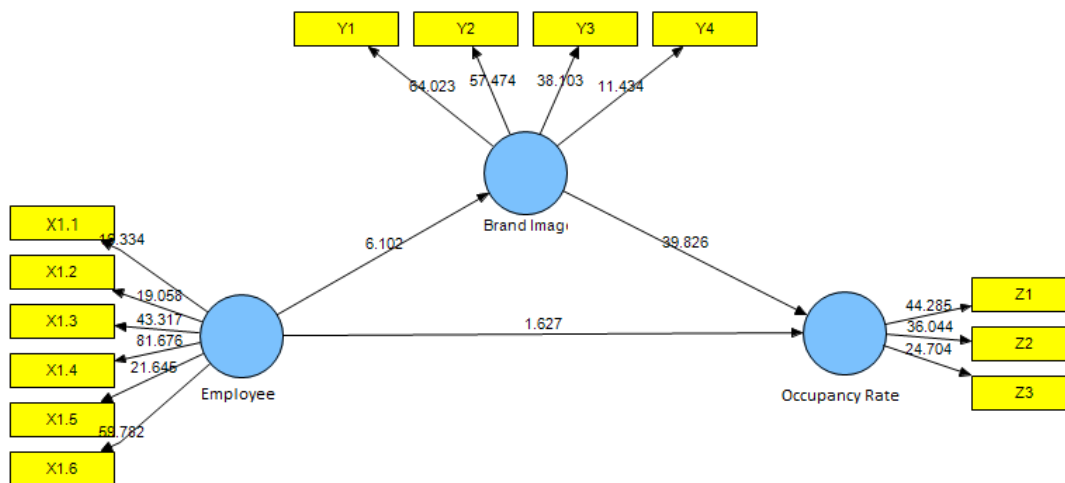


Figure 4. Employee Relationship to Occupancy Rate Mediated by Brand Image

Table 8. Employee Path Coefficient - Occupancy Rate with Brand Image Mediator

	Coefficient	Standard Error
Employee -> Brand Image	0.363548	0.059575
Brand Image ->Occupancy Rate	0.880577	0.022111
Employee ->Occupancy Rate	0.058273	0.035812

From Table 8 it can be calculated the value of the single test statistic as follows:

$$\begin{aligned}
 z - \text{hitung} &= \frac{a * b}{\sqrt{\{b^2 * [se(a)]^2\} + \{a^2 * [se(b)]^2\}}} \\
 &= \frac{(0.3635) * (0.8806)}{\sqrt{[(0.8806^2) * (0.0596^2)] + [(0.3635^2) * (0.0221^2)]}} \\
 &= 6.0320
 \end{aligned}$$

By using the significance level $\alpha = 0.05$, the z-table is 1.96. Because the calculated z-value = 6.03 is greater than that of the z-table = 1.96, then H0 is rejected. In other words, brand image can mediate the relationship between employees and occupancy rates.

The next mediation analysis is whether there is a significant effect of physical variables on the occupancy rate mediated by the brand image variable. The variable brand image can be said to

mediate the effect of physical variables on the occupancy rate if the Sobel test statistical value is greater than that of the z-table with the significance level used. Figure 5 and Table 9 show the resulting relationships with SEM-PLS.

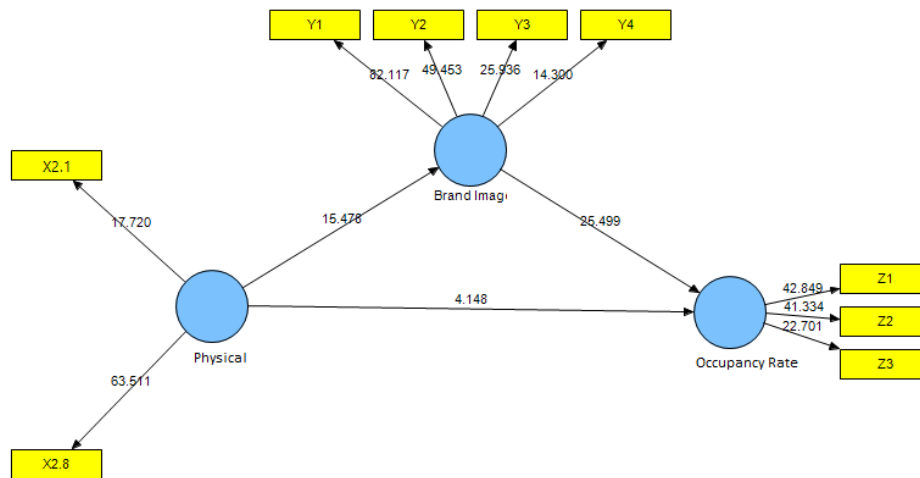


Figure 5. Physical Relationship to Occupancy Rates Mediated by Brand Image

Table 9. Path Coefficient of Physical-Occupancy-Level with Brand Image Mediator

	Coefficient	Standard Error
Physical -> Brand Image	0.7976	0.0515
Brand Image ->Occupancy Rate	1.0414	0.0408
Physical ->Occupancy Rate	-0.1878	0.0453

From Table 9, the Sobel test statistical value can be calculated as follows

$$z - hitung = \frac{a * b}{\sqrt{\{b^2 * [se(a)]^2\} + \{a^2 * [se(b)]^2\}}}$$

$$= \frac{(0.7976) * (1.0414)}{\sqrt{[(1.0414^2) * (0.0515^2) + [(0.7976^2) * (0.0408^2)]]}$$

$$= 13.2314$$

By using the significance level $\alpha = 0.05$, the z-table is 1.96. Because the calculated z-value = 13.2314 is more than the z-table = 1.96, H0 is rejected. In other words, that brand image can mediate the relationship between physical and occupancy levels.

The variable brand image can be said to mediate the effect of the promotion variable on the occupancy rate if the Sobel test statistical value is greater than that of the z-table with the significance level used. Figure 6 and Table 10 show the resulting relationships with SEM-PLS.

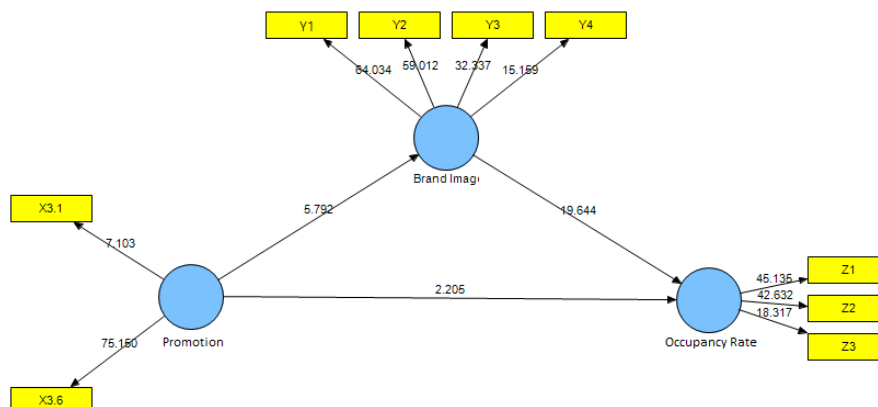


Figure 6. Promotion relationship to occupancy rate mediated by brand image

Table 10. Path Coefficient of Promotion-Occupancy with Brand Image Mediator

	Coefficient	Standard Error
Promotion -> Brand Image	0.434638	0.075037
Brand Image ->Occupancy Rate	0.839482	0.042734
Promotion ->Occupancy Rate	0.134358	0.060925

From Table 10, the Sobel test statistical value can be calculated as follows

$$z - hitung = \frac{a * b}{\sqrt{\{b^2 * [se(a)]^2\} + \{a^2 * [se(b)]^2\}}}$$

$$= \frac{(0.4346) * (0.8395)}{\sqrt{[(0.8395^2) * (0.0750^2)] + [(0.4346^2) * (0.0427^2)]}}$$

$$= 5.5558$$

By using the significance level $\alpha = 0.05$, the z-table is 1.96. Because the value of z-count = 5.5558 is more than the value of z-table = 1.96 then H0 is rejected or it can be said that brand image can mediate the relationship between promotion and occupancy.

The variable brand image can be said to mediate the effect of process variables on the occupancy rate if the Sobel test statistical value is greater than the value of the z-table with the significance level used. Figure 7 and Table 11 show the resulting relationships with SEM-PLS.

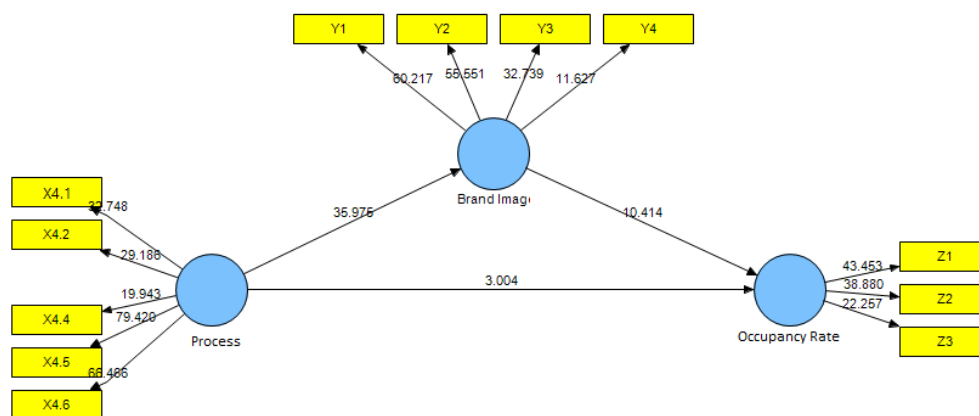


Figure 7. Relationship between Process and Occupancy Rate with the Mediation of Brand Image

Table 11. Path Coefficients of Process-Occupancy Rate with Brand Image Mediator

	Coefficient	Standard Error
Process -> Brand Image	0.817575	0.022726
Brand Image ->Occupancy Rate	0.713125	0.068475
Process ->Occupancy Rate	0.230056	0.076572

Table 11 shows the estimation results of the mediation test between the process variables on the occupancy rate and the mediator variable of brand image. From Table 11, the Sobel test statistical value can be calculated as follows

$$z - hitung = \frac{a * b}{\sqrt{\{b^2 * [se(a)]^2\} + \{a^2 * [se(b)]^2\}}}$$

$$= \frac{(0.8176) * (0.7131)}{\sqrt{[(0.7131^2) * (0.0227^2)] + [(0.8176^2) * (0.0685^2)]}}$$

$$= 10.0037$$

By using the significance level $\alpha = 0.05$, the z-table is 1.96. Because the value of z-count = 10.0037 is more than the value of z-table = 1.96, then H_0 is rejected or it can be said that brand image can mediate the relationship between the process and the occupancy rate.

The description of the hypothesis test results above shows that: (1) People and promotion variables each of which has no significant effect on brand image. This is not in line with the hypothesis, that people and promotion variables each of which has a significant effect on brand image; (2) Physical evidence and process variables each of which has a significant effect on brand image. This is in line with the hypothesis that the physical evidence and process variables each of which has a significant effect on brand image; (3) People variable has no significant effect directly on hotel occupancy rates. This is not in line with the hypothesis proposed, that the people variable directly has a significant effect on hotel occupancy rates; (4) Physical evidence, promotion, and process variables, each of which directly has a significant effect on the hotel occupancy rate. This is in line with the proposed hypothesis that physical evidence, promotion, and process variables each of which directly has a significant effect on the hotel occupancy rate; (5) The brand image variable has a significant effect on hotel occupancy rates. This is in line with the hypothesis, that brand image has a significant effect on hotel occupancy rates; and (6) People, physical evidence, promotion, and process variables indirectly or mediated by the brand image variable, each of which has a significant effect on hotel occupancy rates. This is in line with the hypothesis that the four variables indirectly have a significant effect on hotel occupancy rates.

6. CONCLUSION, MANAGERIAL IMPLICATIONS, AND SUGGESTIONS

6.1. Conclusion

Following the objectives of this study, namely to examine the effect of the marketing mix on hotel occupancy rates mediated by brand image, then the results of this study can be formulated into the following conclusions:

1. People and promotion variables each have no significant effect on brand image. This means that the lower the professionalism of employees in serving customers, and the less attractive and ineffective the company's promotions are, the lower the brand image will be.
2. Physical evidence and process variables each of which has a significant effect on brand image. This means that the better the physical provision and the better and faster the service process is performed by the company, the better and the hotel brand image increases in the eyes of customers.
3. People variable has no significant effect directly on the hotel occupation rate. This means that the lower the professionalism of employees in serving customers, the lower the hotel occupation rate.
4. Physical evidence, promotion, and process variables, each of which directly has a significant effect on the hotel occupation rate. This means that the better the employees are in providing services, the more attractive and effective promotions are carried out, and the better and the faster the service process, the more the hotel occupation rate will be achieved.
5. Brand image variable has a significant effect on the hotel occupation rate. This means that the better the brand image is assessed by the customer, the more the hotel occupation rate will increase.
6. Physical evidence, promotion, and process variables indirectly or mediated by brand image variables, each of which has a significant effect on the hotel occupation rate. This means that the better the ability to manage the four marketing mix variables by making the brand image a moderating variable, the more hotel occupation rate will increase.

6.2. Managerial Implications

From the results of this study, it was revealed that the people and promotion variables had no significant effect on brand image, while the physical evidence and process variables had a significant effect. People variable has no significant effect directly on hotel occupation rate, while physical evidence, promotion, and process variables each directly have a significant effect. The brand image variable has a significant effect on the hotel occupation rate. Mediated by brand image, the overall

marketing mix, namely people, physical evidence, promotion, and process variables has a significant effect on hotel occupation rates.

The results of this study provide several managerial implications for management in hotel management

1. Marketing mix is a marketing strategy in building a brand image and increasing the hotel occupation rate. Although from the results of this study people have no significant effect on brand image and hotel occupation rate, conceptually people are a determining factor. Consequently, there are several important things for management to do, namely: (1) Strictly applying standard operating procedures in services; (2) Consistently remaining committed to the importance of understanding the determinants of service quality, namely: reliability, responsiveness, confidence, empathy, and tangibility; (3) Improving the competence of service employees through programmed and continuous training; and (4) Providing a fair and appropriate level of compensation.
2. Attractive and educational promotions, honesty, and the right choice of media are effective means of building a brand image. Although the results of this study indicate that promotion has no significant effect in building a brand image, the implication is that promotion must be carried out on target, taking into account the following factors: (1) Product; product characteristics, the way the product is purchased, consumed, and perceived; (2) Market; pay attention to the stages of the product life cycle; (3) Customers; promotions must be tailored to the attitudes and behavior of customers; (4) Budget; promotion options should be adjusted to the available budget; and (5) Marketing mix; promotions are adjusted to other marketing mix factors.
3. Brand image or corporate image shows people's perceptions of corporate identity. A good identity is an important factor in forming a positive corporate image. If the company makes the company's brand image as a strategic choice in increasing hotel occupation rate, then its implication of the chosen strategy must result in (1) Visionary leadership qualities; (2) Customer-oriented policies; (3) Superior HR management policies; (4) Productive management of company assets; (5) Effective and efficient service process management; (6) Creating customer and employee satisfaction; (7) Social responsibility; and (8) Good business results are popularized to form positive perceptions of society and have concern.

6.3. Suggestions

Concerning the benefits of the study both for the development of science (theoretical) and for the management of the company (practical), the suggestions given are as follows:

1. For the development of science, this study needs to be followed up with further research, especially to reduce limitations or to enrich this research. It is related to the use of basic research theories and instruments, increasing the number of research samples, expanding research areas and segments, adding variables, or using different data analysis techniques.
2. For company management, market management, monitoring, and evaluation of brand image and hotel occupation rate should be done regularly. So that the brand image is getting better and the hotel occupation rate can be maximized. Evaluation is mainly carried out regarding all elements of the marketing mix. And certainly by paying attention to the level of competition, economic development, and technological progress.

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