

## **The Interactive effect of Internal Marketing of Human Resources of and Organizational Agility on Hotel Service Quality: A Field Study**

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### **Abstract :**

The main objective of this study is to examine the interactive effect of Internal Marketing of Human Resources and Organizational Agility on Hotel Service Quality in Algeria. Data were collected from 450 employees working in hotel establishments in Algeria rated three stars or above, using a questionnaire administered through purposive non-probability sampling. The questionnaire covered four dimensions of Internal Marketing of Human Resources: Organizational Power, Organizational Fit, Development of Emotional Intelligence, and Functional Flexibility. Organizational Agility was measured through three dimensions: Sensing Agility, Decision-Making Agility, and Execution Agility, in addition to the dependent variable, Hotel Service Quality. The data were statistically analyzed using the Statistical Package for the Social Sciences (SPSS v.21).

The results of multiple linear regression confirmed that each of the four dimensions of Internal Marketing of Human Resources and the three dimensions of Organizational Agility had a positive effect on Hotel Service Quality in Algeria. In addition, the results of stepwise linear regression produced a configuration that ranked these dimensions according to the magnitude of their positive effects. Sensing Agility and Development of Emotional Intelligence ranked highest, whereas Organizational Fit and Organizational Power ranked lowest. Within this positive interaction, Decision-Making Agility was excluded because it did not contribute to improving Hotel Service Quality. Several recommendations and directions for future research were subsequently proposed in relation to the subject of the study.

**Keywords:** Internal Marketing of Human Resources, Organizational Agility, Hotel Service Quality, Algerian Hotel Establishments.

## 1. Introduction

The tourism and hospitality sector constitutes an important pillar of economic activity and a strategic component of sustainable development in emerging economies. Its significance extends beyond the provision of accommodation and hospitality services to encompass its role as a competitive force that reflects the investment environment and its capacity for economic development. At the same time, the contemporary business environment is characterized by dynamism, complexity, and rapidly changing consumer preferences. Hotel establishments are therefore increasingly required to deliver services of exceptional quality that exceed guests' expectations while ensuring the sustainable use of resources and the achievement of strategic objectives.

Achieving these objectives depends not only on physical infrastructure and material resources but also, and fundamentally, on human resources. Hotel services are largely the product of behavioral and emotional interactions, as they are produced and consumed simultaneously through direct contact between human resources and external customers. In this respect, the philosophy of Internal Marketing of Human Resources regards employees as internal customers whose needs, expectations, and objectives must be identified and addressed within the organization.

However, Internal Marketing of Human Resources alone may not be sufficient unless it is supported by an organizational structure capable of adapting to changing circumstances. Dynamic capabilities, particularly Organizational Agility, enable organizations to sense changes in their environment, adapt to them, and respond with flexibility while maintaining effective decision-making. This makes it necessary to adopt an integrative perspective that considers the interactive effect of Internal Marketing of Human Resources and Organizational Agility and examines how the strategic relationship between the two may account for variations in Hotel Service Quality, particularly in light of the structural and administrative specificities of the Algerian context, where bureaucratic centralization exists alongside increasing openness to global developments.

### 1.1. Research Problem

The Algerian tourism and hospitality sector is undergoing a process of strategic transformation supported by government policies aimed at diversifying national sources of income and developing hotel infrastructure in accordance with international standards. Despite these efforts, Algerian hotel establishments, particularly those with higher classifications, continue to face the challenge of achieving sustained improvement in Hotel Service Quality.

The research problem therefore lies in the possibility of an administrative and behavioral gap that may constrain the factors contributing to outstanding service, particularly within the framework of strategic development orientations aimed at promoting tourism as an

alternative and complementary sector beyond dependence on hydrocarbons. Against this background, the present study focuses on integrating the interactions within the human resources work environment, as reflected in Internal Marketing of Human Resources, with the strategic practices embodied in Organizational Agility in hotel management.

Accordingly, the main research question is formulated as follows:

What is the interactive effect of Internal Marketing of Human Resources and Organizational Agility on Hotel Service Quality in Algeria?

This main question gives rise to the following subquestions:

- What are the levels of Internal Marketing of Human Resources, Organizational Agility, and Hotel Service Quality in Algerian hotel establishments?.
- What effect do the dimensions of Internal Marketing of Human Resources have on Hotel Service Quality?.
- What effect do the dimensions of Organizational Agility have on Hotel Service Quality?.
- What is the optimal statistical model for measuring the effects of the dimensions of Internal Marketing of Human Resources and Organizational Agility on Hotel Service Quality?.

## 1.2. Research Hypotheses

**H1:** Internal Marketing of Human Resources and Organizational Agility have a positive effect on Hotel Service Quality in Algeria.

**H1.1:** The dimensions of Internal Marketing of Human Resources have a positive effect on Hotel Service Quality in Algeria.

**H1.2:** The dimensions of Organizational Agility have a positive effect on Hotel Service Quality in Algeria.

**H1.3:** The dimensions of Internal Marketing of Human Resources and Organizational Agility differ in the magnitude of their positive effects on Hotel Service Quality in Algeria.

## 1.3. Research Objectives

The study seeks to achieve the following objectives:

- To identify the levels of Internal Marketing of Human Resources, Organizational Agility, and Hotel Service Quality in Algerian hotel establishments.
- To examine the interactive effect of Internal Marketing of Human Resources and Organizational Agility on Hotel Service Quality.
- To examine the effect of the dimensions of Internal Marketing of Human Resources on Hotel Service Quality.

- To examine the effect of the dimensions of Organizational Agility on Hotel Service Quality.
- To identify the most appropriate statistical model for measuring the effects of the dimensions of Internal Marketing of Human Resources and Organizational Agility on Hotel Service Quality.

#### **1.4. Research Methodology**

The study adopts a descriptive-analytical approach alongside a quantitative approach, Data were collected and statistically analyzed in order to obtain results that can be generalized to the institutions under investigation.

### **2. Theoretical Framework of the Study Variables**

The theoretical framework of the study examines three central constructs: Internal Marketing of Human Resources, Organizational Agility, and Hotel Service Quality.

#### **2.1 Internal Marketing of Human Resources**

Despite the extensive attention devoted to internal marketing, no universally accepted definition of the concept has yet been established. Some researchers trace its emergence to the 1950s, when Japanese quality managers began developing practices that subsequently contributed to its conceptualization. The concept gained further momentum in the late 1970s and early 1980s, after which numerous researchers and authors proposed different conceptualizations and definitions. Among the most prominent contributions is Berry's 1984 formulation, according to which internal marketing treats human resources as internal customers and internal jobs and products are designed to meet the wants and needs of these customers. From this perspective, organizations should focus on employees' needs and seek to meet them through appropriate activities in order to ensure a highly efficient workforce capable of contributing to customer satisfaction (Mohammed, Mahmud, & Tahir, 2018, p. 607).

Internal marketing is grounded in a fundamental premise: "For an organization to have satisfied customers, it must also have satisfied employees." Treating employees as customers is therefore considered an essential means of achieving customer satisfaction. In a similar vein, Gulman and Roberts (2005) described internal marketing in terms of a reciprocal exchange relationship, arguing that it seeks to foster employees' attachment to the brand and, consequently, enable them to persuade customers to develop a similar attachment (Latif & Baloch, 2015, p. 232).

Internal marketing is ultimately aimed at achieving a competitive advantage. Employees can constitute a source of added value to their organizations only when they are customer-oriented and understand and apply the principles of internal marketing. The importance of the internal supply chain from the customer's perspective indicates that organizational tasks cannot function as separate and isolated activities. Rather, all

organizational operations must be coordinated around core activities and oriented toward customer needs. Internal marketing therefore contributes to reducing conflict among organizational functions, particularly between production and marketing, by encouraging all functions to work together. It is consequently not the responsibility of a single function or department.

The implementation of Internal Marketing of Human Resources, however, is not an easy task, given the potential for conflict among functions and departments, particularly in the presence of persistent resistance to organizational change. At the same time, its emphasis on employees can enhance their motivation and reduce turnover. A motivated employee is more likely to experience job satisfaction and less likely to leave the organization, while also contributing to customer satisfaction. Internal marketing therefore plays an important role in directing human resource behavior toward desirable patterns (Živkovic, Fosic, & Pap, 2019, p. 5778).

The significance of internal marketing can be examined from both the employee and organizational perspectives. From the employee's perspective, the implementation of internal marketing promotes positive interactions among colleagues, which in turn contributes to improved relationships with external customers. From the organizational perspective, organizations that recognize the need to secure employees' support before customers make purchasing decisions have begun to develop sustainable and successful action plans. To achieve this, companies need to share information and recognize employees' contributions. Internal marketing is also important because it enables organizations to provide employees with training and development opportunities, retain them, provide managers with an organizational vision, and enhance motivation and inspiration (Latif & Baloch, 2015, p. 233).

Internal marketing encompasses several dimensions, The dimensions considered in the present study are outlined below.

### **2.1.1. Organizational Power**

Organizational power refers to the possession and exercise of control, capability, strength, and authority. It is closely associated with managerial leadership, particularly in terms of formulating visions, motivating human resources, and mobilizing support for organizational development initiatives. Organizational power contributes to organizational learning and the achievement of organizational objectives. It is often understood in terms of dependence, whereby a leader's power is determined by the degree of dependence of subordinates. It also encompasses subordinates' perceptions of the leader's authority and their active participation in the exercise of that authority. Unstable authority may constrain leaders' ability to distribute power among human resources, particularly when leaders are required to make difficult decisions under conditions of uncertainty (Rosita, Tialonawarmi, & Yacob, 2023, pp. 557,558).

### **2.1.2. Organizational Fit**

Organizational fit refers to the degree of compatibility between organizational values and culture and employees' values and needs. Employee-organization fit can be understood through four concepts. The first is values fit, referring to the compatibility between individuals' core values and those of the organization. The second is goals fit, referring to the compatibility between employees' goals within the organization and those of leaders and colleagues. The third is meeting employees' needs, which concerns the compatibility between employees' needs and strengths within the work environment and the organization's systems and structures. The fourth is the fit between personal and cultural characteristics, referring to the compatibility between employees' personalities and the organization's climate and culture. A high degree of employee-organization fit is intended to foster greater employee satisfaction and motivation (Putra, Aima, & Yulasma, 2023, pp. 6,7).

### **2.1.3. Development of Emotional Intelligence**

The development of emotional intelligence encompasses a broad range of strategies aimed at enhancing skills and abilities, ranging from the capacity to understand, perceive, and categorize emotions to the ability to express, regulate, and manage them. These activities address the four dimensions of emotional intelligence. The first is emotional perception, followed by emotional integration, namely, the ability to use emotions in cognitive thinking. The third is understanding, referring to the ability to identify why and how emotions arise, followed by emotion management, which involves self-regulation and openness to emotional growth. Four broad attributes of emotional intelligence have also been identified: self-awareness, self-management, social awareness, and social relationship management. These attributes have been shown to contribute to employees' emotional well-being (Tuyakova, Baizhumanova, Mustapaeva, Alekeshova, & Otarbaeva, 2022, p. 2).

### **2.1.4. Functional Flexibility**

Functional flexibility is a mechanism that enables human resources to perform multiple tasks across different positions by drawing on their knowledge, skills, and experience. Knowledge acquired and shared among members of the organization constitutes a primary driver of the development of functional flexibility, while employees' confidence in their ability to share and use knowledge provides a foundation for the motivation and empowerment required to perform assigned tasks in effective and innovative ways (Yasir & Majid, 2021, p. 291).

Achieving genuine flexibility requires identifying available opportunities and developing capabilities through training and experience. Accordingly, attitudes toward functional flexibility comprise two dimensions: willingness and ability to be flexible. Functional flexibility is also associated with the concept of employability, which refers to an employee's attractiveness in the labor market. Since employees with greater functional flexibility are more likely to acquire a broader range of skills, the following elements reflect

attitudes toward functional flexibility: willingness to change and combine jobs, work across several departments, and develop new competencies (Berg & Velde, 2005, p. 113).

## 2.2. Organizational Agility

The origins of organizational agility can be traced to two fundamental concepts: adaptability (responsiveness) and proactiveness. Organizational agility reflects an organization's ability to recognize environmental changes and respond to them rapidly by reshaping its resource base, business processes, and strategies. It also encompasses responsive capabilities aimed at adopting more efficient approaches in complex and changing environments, as well as the ability to anticipate and capitalize on opportunities through innovation and learning (Arsawan, Hariyanti, Atmaja, & Suhartanto, 2022, p. 2).

Organizational agility means that an organization is capable of rapidly reshaping its strategy, structure, processes, human resources, and technologies in ways that enable it to create value and protect its organizational value. Its indicators include customer satisfaction, collaboration, flexibility in human resources and information, and effective change management (Arifin & Purwanti, 2023, p. 39).

Several indicators are used to measure organizational agility, including the following (Arsawan et al., 2022, p. 2):

- Seizing opportunities in potential markets and reducing risks in order to establish a strategic intention to maintain production stability.
- Responding to environmental changes in order to cope with changing dynamics.
- Increasing flexibility in decision-making.
- Adapting resources, processes, and technology to meet changing environmental needs.
- Considering new pricing, marketing, manufacturing, and/or partnership practices.

Among the main characteristics and factors of agile organizations are the following (Vaszkun & Sziráki, 2023, pp. 395,396):

- **Agile Leadership:** This encompasses the responsibilities and identity of leaders in agile organizations, leadership approaches within agile teams, and the types of skills and competencies required of agile leaders. As in virtually any organizational transformation, the role of leadership and leadership skills appears to be critical to fostering the development of agile organizations.
- **Agile Culture:** This includes the development of a flexible culture, the influence of culture on agile teams, and the role of values and principles in building a flexible culture.
- **Agile Teams and Their Structure:** The formation, structure, and functions of agile teams, together with their business processes, constitute major themes in the literature on organizational agility. These include the development of high-performing, user-

centered agile teams, the importance of team dynamics and communication, and the coordination of work among distributed agile teams.

- **Flexibility of Activities and Practices:** A substantial body of literature addresses the various methodologies that can be employed to facilitate the implementation of organizational agility. These include team meetings, backlog management, continuous integration, continuous delivery, and test-driven development.

Academic discussions of agile organizations have highlighted several advantages associated with organizational agility. Nevertheless, concerns have also been raised regarding the possibility that agile organizations may become chaotic and poorly coordinated as a result of their emphasis on speed and flexibility, potentially at the expense of long-term planning and strategic thinking. In addition, the high intensity of work in agile organizations may lead to occupational burnout.

Organizational agility encompasses several dimensions, including the following (Almahirah, 2020, p. 1631):

- **Sensing Agility:** This refers to the organization's ability to scan, monitor, and anticipate events arising from environmental changes, including changes in customer preferences, the movements of new competitors, and emerging technologies, in a timely manner. It involves the careful monitoring of environmental events that may have a significant impact on the organization's strategy, competitive activities, and future performance. It includes activities such as obtaining information concerning environmental variables and distinguishing irrelevant information on the basis of predetermined criteria.
- **Decision-Making Agility:** This refers to the ability to collect relevant information from diverse interpretive sources, classify, structure, and evaluate it, and formulate action plans that guide the restructuring of resources and the introduction of new competitive actions. It encompasses interconnected activities through which environmental variables are interpreted, opportunities and threats are identified, relevant information is gathered from diverse sources, and principles and guidelines are developed for restructuring resources, controlling business processes, and launching new competitive actions in the market.
- **Execution Agility:** This refers to the ability to dynamically and radically restructure organizational resources, modify processes, and restructure supply relationships on the basis of actual plans, while introducing new and innovative products and services and new pricing models to the market in a timely manner. It encompasses a set of activities aimed at regrouping organizational resources and modifying business processes on the basis of the principles of action generated through the decision-making process.

### 2.3. Hotel Service Quality

Over an extended period, numerous researchers have developed different perspectives on the concept of service. Service quality is generally regarded as an external attribute perceived by consumers and associated with their experience during the service encounter. The intangible and heterogeneous nature of services makes the measurement of service quality more difficult than that of products. Consequently, customers tend to focus on the service production process, making it necessary to distinguish between the process of service delivery and the actual outcomes of the service, referred to as service quality. Service quality is considered a means of enhancing customer value, ensuring customer satisfaction, and maintaining customer retention and loyalty. Organizations can gain a competitive advantage by leveraging technology to enhance service quality and respond to market demand (Zia, 2023, p. 22).

The elements of hotel service quality are often both tangible and intangible. Tangible elements encompass all types of services associated with the comfort of the stay, the comfort and appearance of guest rooms, the overall interior design, and everything that is physically perceptible and visible to guests during their stay at the hotel. Intangible elements of service, meanwhile, exert a particularly significant influence on guest satisfaction, as well as on their loyalty and willingness to return to the hotel. These elements range from the tangible aspects of quality to the service staff and interpersonal relationships, particularly the interaction between service providers and guests. When a high-quality service is provided and guests' expectations are met, their loyalty and likelihood of returning increase. Satisfied guests are also more likely to share their positive experiences, thereby increasing the likelihood of attracting repeat customers whose satisfaction may, in turn, influence other potential guests. This contributes to strengthening the hotel's reputation and provides a means of gaining a competitive edge in both local and international markets (Gajić, Vukolić, Zrnić, & Dénes, 2023, p. 69).

Service quality is also regarded as a product of the interaction between customers and the various elements associated with the hotel organization. Within this context, several complementary and interrelated dimensions of hotel service quality have been identified, including the following (Ali, 2021, pp. 84–85):

- **Tangibility:** The physical evidence used to assess service quality, including equipment, facilities, employees' appearance, and communication materials.
- **Reliability:** The ability to deliver the service at the specified time and with the required accuracy, as well as the extent to which commitments are fulfilled.
- **Communication:** Listening to customers and keeping them informed of the latest developments in a language they can understand.
- **Responsiveness:** The ability to deal effectively with complaints and suggestions and to take the initiative in providing service in a welcoming manner.

- **Understanding Customers' Tourism-Related Needs:** The extent to which the service provider is able to identify and understand customers' tourism-related needs and provide them with special care and attention.
- **Competence:** The level of proficiency of service providers in terms of the skills and experience that enable them to deliver better service.
- **Credibility:** The institution's good reputation and the service provider's integrity and sincerity in dealing with customers.
- **Security and Accessibility:** The level of security provided during the hotel stay and the ease of reaching and accessing the hotel.
- **Empathy:** Providing customers with personal attention, showing understanding of their problems, and respecting their customs and traditions.
- **Physical Quality:** This encompasses the physical aspects of the service, such as the design of the building, equipment, and other physical facilities.
- **Institutional Quality:** The reputation and image of the hotel organization in the eyes of its customers.
- **Interactive Quality:** The quality that emerges from interactions between employees of the hotel organization and its customers.

### 3. Field Framework of the Study

The study covered the service sector, with hotel establishments selected as the setting for the field study. The questionnaire was distributed to 500 respondents during the first semester of 2024 in three-, four-, and five-star hotels. These establishments were selected because their organizational management structures are consistent with the three variables examined in the study, in addition to the changing work environment and the competitive conditions prevailing among hotels within these categories. Upon retrieval, 465 questionnaires were received. Following the screening process, the final sample was reduced to 450 respondents whose responses were valid for statistical analysis using SPSS v.21.

#### 3.1. Verification of the Validity of the Study Data

This involved testing the validity and reliability of the study variables.

##### 3.1.1. Internal Consistency Validity Test

The results of the internal consistency validity test for the three study variables are presented in Table 1.

**Table (1): Internal Consistency Validity Test**

| Variables | No | Correlation Coefficient | sig   | Variables      | No | Correlation Coefficient | sig   |
|-----------|----|-------------------------|-------|----------------|----|-------------------------|-------|
|           | .1 | 0,828                   | 0,000 | Development of | .9 | 0,782                   | 0,000 |

|                         |     |       |       |                        |     |       |       |
|-------------------------|-----|-------|-------|------------------------|-----|-------|-------|
| Organizational Power    | .2  | 0,857 | 0,000 | Emotional Intelligence | .10 | 0,78  | 0,000 |
|                         | .3  | 0,77  | 0,000 |                        | .11 | 0,825 | 0,000 |
|                         | .4  | 0,778 | 0,000 |                        | .12 | 0,81  | 0,000 |
| Organizational Fit      | .5  | 0,726 | 0,000 | Functional Flexibility | .13 | 0,806 | 0,000 |
|                         | .6  | 0,827 | 0,000 |                        | .14 | 0,79  | 0,000 |
|                         | .7  | 0,87  | 0,000 |                        | .15 | 0,746 | 0,000 |
|                         | .8  | 0,725 | 0,000 |                        | .16 | 0,793 | 0,000 |
| Sensing Agility         | .17 | 0,747 | 0,000 | Execution Agility      | .31 | 0,808 | 0,000 |
|                         | .18 | 0,739 | 0,000 |                        | .32 | 0,714 | 0,000 |
|                         | .19 | 0,774 | 0,000 |                        | .33 | 0,722 | 0,000 |
|                         | .20 | 0,799 | 0,000 |                        | .34 | 0,753 | 0,000 |
|                         | .21 | 0,732 | 0,000 | Hotel Service Quality  | .35 | 0,561 | 0,000 |
|                         | .22 | 0,719 | 0,000 |                        | .36 | 0,776 | 0,000 |
| Decision-Making Agility | .23 | 0,646 | 0,000 |                        | .37 | 0,658 | 0,000 |
|                         | .24 | 0,78  | 0,000 |                        | .38 | 0,733 | 0,000 |
|                         | .25 | 0,772 | 0,000 |                        | .39 | 0,752 | 0,000 |
|                         | .26 | 0,772 | 0,000 |                        | .40 | 0,771 | 0,000 |
|                         | .27 | 0,721 | 0,000 |                        | .41 | 0,757 | 0,000 |
|                         | .28 | 0,763 | 0,000 |                        | .42 | 0,601 | 0,000 |
| Execution Agility       | .29 | 0,78  | 0,000 |                        | .43 | 0,621 | 0,000 |
|                         | .30 | 0,841 | 0,000 |                        | .44 | 0,64  | 0,000 |

**Source:** Prepared by the researchers based on SPSS outputs.

The condition of internal consistency validity is satisfied because the correlation coefficients are positive and statistically significant at the 1% significance level (Sig. = 0.000 < 0.05).

### 3.1.2. Reliability Test

According to Rozali, Puteh, Yunus, Hamdan, and Latif (2022, p. 293), the reliability criterion based on Cronbach's alpha is considered satisfactory when its value exceeds 70%. This is illustrated in Table 2.

**Table (2): Reliability Test**

| Variables                             | Item | Cronbach's Alpha | Variables               | Item | Cronbach's Alpha |
|---------------------------------------|------|------------------|-------------------------|------|------------------|
| Organizational Power                  | 4    | 0,822            | Sensing Agility         | 6    | 0,845            |
| Organizational Fit                    | 4    | 0,797            | Decision-Making Agility | 6    | 0,834            |
| Development of Emotional Intelligence | 4    | 0,81             | Execution Agility       | 6    | 0,863            |
| Functional Flexibility                | 4    | 0,791            | Organizational Agility  | 18   | 0,931            |
| Internal Marketing of Human Resources | 16   | 0,909            | Hotel Service Quality   | 10   | 0,876            |

**Source:** Prepared by the researchers based on SPSS outputs.

Cronbach's alpha coefficients for the dimensions of Internal Marketing of Human Resources range from 79.1% to 82.2%, while those for Organizational Agility range from 83.4% to 86.3%. The coefficient for Hotel Service Quality is 87.6%. These values all exceed the 70% threshold. Thus, if the questionnaire were administered again under approximately the same conditions, the same responses would be obtained at rates of 90.9%, 93.1%, and 87.6%, respectively, for the three study variables: Internal Marketing of Human Resources, Organizational Agility, and Hotel Service Quality.

### 3.2. Descriptive Analysis of the Study Variables

The results for the means and standard deviations of the study variables are presented in Table 3.

**Table (3): Descriptive results of the study variables**

| Variables                             | Mean  | Standard Deviation | Variables               | Mean  | Standard Deviation |
|---------------------------------------|-------|--------------------|-------------------------|-------|--------------------|
| Organizational Power                  | 3,795 | 0,8656             | Sensing Agility         | 3,754 | 0,7318             |
| Organizational Fit                    | 3,700 | 0,8314             | Decision-Making Agility | 3,999 | 0,6371             |
| Development of Emotional Intelligence | 3,812 | 0,7932             | Execution Agility       | 3,824 | 0,7798             |
| Functional Flexibility                | 3,806 | 0,7417             | Organizational Agility  | 3,859 | 0,6466             |
| Internal Marketing of Human Resources | 3,778 | 0,6609             | Hotel Service Quality   | 3,777 | 0,6997             |

**Source:** Prepared by the researchers based on SPSS outputs.

The findings indicate a high level of Internal Marketing of Human Resources practices in the hotels under study. The highest level of attention is devoted to the Development of Emotional Intelligence, followed by Functional Flexibility and then Organizational Power, in addition to a high level of emphasis on Organizational Fit, which ranks last. The respondents also confirmed that the hotels under study possess a high level of Organizational Agility, with Decision-Making Agility ranking first, followed by Execution Agility, while Sensing Agility occupies the last position. In addition, the respondents confirmed their commitment to providing high-quality services in accordance with guests' wants, needs, and expectations.

### 3.3. Testing the Study Hypotheses

The first step is to verify whether the study variables follow a normal distribution. For sample sizes exceeding 300, skewness and kurtosis values may be used to determine the extent to which the distribution is normal without considering the Z value. Skewness values below 2.0 and kurtosis values not exceeding 7.0 are considered indicative of normality, according to Matore and Khairani (2020, p. 692).

**Table (4): Normality Test**

| <b>Variables</b>                      | <b>Skewness</b> | <b>Kurtosis</b> | <b>Variables</b>        | <b>Skewness</b> | <b>Kurtosis</b> |
|---------------------------------------|-----------------|-----------------|-------------------------|-----------------|-----------------|
| Organizational Power                  | -0,757          | 0,101           | Sensing Agility         | -0,37           | -0,031          |
| Organizational Fit                    | -0,634          | 0,093           | Decision-Making Agility | -0,743          | 0,802           |
| Development of Emotional Intelligence | -0,788          | 0,684           | Execution Agility       | -0,89           | 0,598           |
| Functional Flexibility                | -0,591          | 0,511           | Organizational Agility  | -0,599          | 0,22            |
| Internal Marketing of Human Resources | -0,476          | -0,139          | Hotel Service Quality   | -0,575          | 0,21            |

**Source:** Prepared by the researchers based on SPSS outputs.

The skewness values are below the benchmark value of 2, while the kurtosis coefficients do not exceed the benchmark value of 7. Accordingly, the study variables follow a normal distribution. The study hypotheses are therefore tested using multiple linear regression, employing both standard and stepwise procedures.

The second condition concerns the Durbin-Watson test, which is satisfied when its value is greater than -2 and less than 2, indicating the absence of multicollinearity

(Budiningih, Sukamto, & Mujiani, 2021, p. 1616). The third condition concerns the test for multicollinearity, which is satisfied when the variance inflation factor values are below 5 and all tolerance values are greater than 0.2 (Marcoulides & Raykov, 2019, p. 876).

### 3.3.1. Testing H1

This hypothesis is tested using multiple linear regression, the results of which are presented in Table 5.

**Table (5): Multiple linear regression results (Dependent Variable = Quality of hotel service)**

Services

| Model                                 |                | Sum of Squares               | Degrees of Freedom | Mean Squares              | Calculate d F Value | Sig   | R          | R <sup>2</sup>            | Durbin - Watson |
|---------------------------------------|----------------|------------------------------|--------------------|---------------------------|---------------------|-------|------------|---------------------------|-----------------|
| 1                                     | Regression     | 170,953                      | 2                  | 85,476                    | 782,283             | 0,000 | 0,882      | 0,778                     | 1,729           |
|                                       | Residual Error | 48,842                       | 447                | 0,109                     |                     |       |            |                           |                 |
|                                       | Total          | 219,794                      | 449                |                           |                     |       |            |                           |                 |
| Model                                 |                | Unstandardize d Coefficients |                    | Standar dized Coeffie nts | Calculated T Value  | Sig   | Toleranc e | Variance Inflation Factor |                 |
|                                       |                | A                            | Standar d Error    | Bêta                      |                     |       |            |                           |                 |
| Constant                              |                | 0,012                        | 0,097              |                           | 0,129               | 0,897 |            |                           |                 |
| Internal Marketing of Human Resources |                | 0,458                        | 0,043              | 0,433                     | 10,604              | 0,000 | 0,298      | 3,356                     |                 |
| Organizational Agility                |                | 0,527                        | 0,044              | 0,487                     | 11,916              | 0,000 | 0,298      | 3,356                     |                 |

**Source:** Prepared by the researchers based on SPSS outputs.

After verifying the conditions of the Durbin-Watson test and the multicollinearity test, the results show that the model associated with this hypothesis is statistically significant, as Sig. = 0.000 < 0.05, and the calculated F value of 782.283 exceeds the tabulated F value of 2.99. Accordingly, there is a positive interactive effect of Internal Marketing of Human Resources and Organizational Agility on Hotel Service Quality, with R<sup>2</sup> = 77.8%, together with a positive direct relationship, as indicated by R = 88.2%. With regard to the standardized Beta coefficients, Organizational Agility has a greater positive effect than Internal Marketing of Human Resources, as indicated by the respective coefficients of 48.7% and 43.3%. Accordingly, hypothesis H1 is accepted:

$$Y=0,012+0,458X_1+0,527X_2$$

### 3.3.2. Testing H1.1

This hypothesis is tested using multiple linear regression, the results of which are presented in Table 6.

**Table (6): Multiple linear regression results (Dependent Variable = Quality of hotel service)**

| Model                                 |                | Sum of Squares              |                | Degrees of Freedom        | Mean Squares       | Calculate d F Value | Sig       | Durbin-Watson             |
|---------------------------------------|----------------|-----------------------------|----------------|---------------------------|--------------------|---------------------|-----------|---------------------------|
| 1                                     | Regression     | 161,320                     |                | 4                         | 40,330             | 306,916             | 0,000     | 1,662                     |
|                                       | Residual Error | 58,475                      |                | 445                       | 0,131              |                     |           |                           |
|                                       | Total          | 219,794                     |                | 449                       |                    |                     |           |                           |
| Model                                 |                | Unstandardized Coefficients |                | Standardized Coefficients | Calculated T Value | Sig                 | Tolerance | Variance Inflation Factor |
|                                       |                | A                           | Standard Error | Bêta                      |                    |                     |           |                           |
| Constant                              |                | 0,307                       | 0,101          |                           | 3,036              | 0,003               |           |                           |
| Organizational Power                  |                | 0,097                       | 0,027          | 0,120                     | 3,594              | 0,000               | 0,540     | 1,851                     |
| Organizational Fit                    |                | 0,169                       | 0,029          | 0,201                     | 5,932              | 0,000               | 0,519     | 1,926                     |
| Development of Emotional Intelligence |                | 0,345                       | 0,028          | 0,391                     | 12,122             | 0,000               | 0,576     | 1,737                     |
| Functional Flexibility                |                | 0,306                       | 0,031          | 0,324                     | 9,807              | 0,000               | 0,547     | 1,827                     |

**Source:** Prepared by the researchers based on SPSS outputs.

After verifying the conditions of the Durbin-Watson test and the multicollinearity test, the results show that the model associated with this hypothesis is statistically significant, as  $\text{Sig.} = 0.000 < 0.05$ , and the calculated F value of 306.916 exceeds the tabulated F value of 2.37. Accordingly, the dimensions of Internal Marketing of Human Resources have a positive effect on Hotel Service Quality. With regard to the standardized Beta coefficients, Development of Emotional Intelligence has the strongest effect, followed by Functional Flexibility and then Organizational Fit, while Organizational Power has the weakest effect among the dimensions. Accordingly, hypothesis H1.1 is accepted:

$$Y=0,307+0,097X_1+0,169X_2+0,345X_3+0,306X_4$$

### 3.3.3. Testing H1.2

This hypothesis is tested using multiple linear regression, the results of which are presented in Table 7.

**Table (7): Multiple linear regression results (Dependent Variable = Quality of hotel service)**

| Model                   |                | Sum of Squares              |                | Degrees of Freedom        | Mean Squares       | Calculated F Value | Sig       | Durbin-Watson             |
|-------------------------|----------------|-----------------------------|----------------|---------------------------|--------------------|--------------------|-----------|---------------------------|
| 1                       | Regression     | 161,269                     |                | 3                         | 53,756             | 409,661            | 0,000     |                           |
|                         | Residual Error | 58,525                      |                | 446                       | 0,131              |                    |           |                           |
|                         | Total          | 219,794                     |                | 449                       |                    |                    |           |                           |
| Model                   |                | Unstandardized Coefficients |                | Standardized Coefficients | Calculated T Value | Sig                | Tolerance | Variance Inflation Factor |
|                         |                | A                           | Standard Error | Bêta                      |                    |                    |           |                           |
| Constant                |                | 0,325                       | 0,110          |                           | 2,961              | 0,003              |           |                           |
| Sensing Agility         |                | 0,454                       | 0,036          | 0,475                     | 12,695             | 0,000              | 0,427     | 2,343                     |
| Decision-Making Agility |                | 0,161                       | 0,045          | 0,147                     | 3,561              | 0,000              | 0,351     | 2,847                     |
| Execution Agility       |                | 0,289                       | 0,035          | 0,322                     | 8,191              | 0,000              | 0,387     | 2,584                     |

**Source:** Prepared by the researchers based on SPSS outputs.

After verifying the conditions of the Durbin-Watson test and the multicollinearity test, the results show that the model associated with this hypothesis is statistically significant, as Sig. = 0.000 < 0.05, and the calculated F value of 409.661 exceeds the tabulated F value of 2.60. Accordingly, the dimensions of Organizational Agility have a positive effect on Hotel Service Quality. With regard to the standardized Beta coefficients, Sensing Agility has the strongest effect, followed by Execution Agility, while Decision-Making Agility has the weakest effect among the dimensions. Accordingly, hypothesis H1.2 is accepted:

$$Y=0,325+0,454X_5+0,161X_6+0,289X_7$$

### 3.3.4. Testing H1.3

This hypothesis is tested using stepwise linear regression, the results of which are presented in Table 8.

**Table (8): Results of stepwise linear regression (Dependent Variable = Quality of hotel service)**

| Model                                 |                | Sum of Squares              |                | Degrees of Freedom        | Mean Squares       | Calculate d F Value | Sig       | Durbin -Watson            |
|---------------------------------------|----------------|-----------------------------|----------------|---------------------------|--------------------|---------------------|-----------|---------------------------|
| 6                                     | Regression     | 176,979                     |                | 6                         | 29,497             | 305,195             | 0,000     | 1,798                     |
|                                       | Residual Error | 42,815                      |                | 443                       | 0,097              |                     |           |                           |
|                                       | Total          | 219,794                     |                | 449                       |                    |                     |           |                           |
| Model                                 |                | Unstandardized Coefficients |                | Standardized Coefficients | Calculated T Value | Sig                 | Tolerance | Variance Inflation Factor |
|                                       |                | A                           | Standard Error | Bêta                      |                    |                     |           |                           |
| Constant                              |                | 0,072                       | 0,089          |                           | 0,812              | 0,417               |           |                           |
| Sensing Agility                       |                | 0,350                       | 0,031          | 0,366                     | 11,250             | 0,000               | 0,415     | 2,412                     |
| Development of Emotional Intelligence |                | 0,244                       | 0,027          | 0,277                     | 9,164              | 0,000               | 0,481     | 2,080                     |
| Functional Flexibility                |                | 0,162                       | 0,029          | 0,172                     | 5,573              | 0,000               | 0,464     | 2,155                     |
| Execution Agility                     |                | 0,090                       | 0,034          | 0,100                     | 2,610              | 0,009               | 0,298     | 3,360                     |
| Organizational Fit                    |                | 0,074                       | 0,026          | 0,088                     | 2,804              | 0,005               | 0,446     | 2,243                     |
| Organizational Power                  |                | 0,059                       | 0,024          | 0,073                     | 2,435              | 0,015               | 0,489     | 2,046                     |

**Source:** Prepared by the researchers based on SPSS outputs.

After verifying the conditions of the Durbin-Watson test and the multicollinearity test, the results show that the model associated with this hypothesis is statistically significant, as  $\text{Sig.} = 0.000 < 0.05$ , and the calculated F value of 305.195 exceeds the tabulated F value of 2.09. Accordingly, the dimensions of Internal Marketing of Human Resources and Organizational Agility were ranked in descending order according to the magnitude of their positive effects on Hotel Service Quality, with the exception of Decision-Making Agility, which was excluded from the regression equation. With regard to the standardized Beta coefficients, Sensing Agility retained its position as the dimension with the strongest effect, followed by Development of Emotional Intelligence, Functional Flexibility, Execution Agility, and Organizational Fit. Organizational Power had the weakest effect among the dimensions. Accordingly, hypothesis H1.3 is accepted:

$$Y = 0,072 + 0,350X_5 + 0,244X_3 + 0,162X_4 + 0,090X_7 + 0,074X_2 + 0,059X_1$$

Following the statistical analysis of the results, the most significant findings are discussed below. The positive interactive effect of Internal Marketing of Human Resources and Organizational Agility on Hotel Service Quality can be understood in terms of the complementary contribution of the two variables to improving the quality of hotel services in the Algerian hotels under study. This can be attributed to the fact that hotel service is, above all, the outcome of human and behavioral efforts. The implementation of effective Internal Marketing of Human Resources strategies by the targeted three-star and above hotels creates a work climate conducive to positive work outcomes, thereby encouraging human resources to exert additional effort in delivering high-quality services. In parallel, Organizational Agility strengthens the hotel's capacity to adapt rapidly to changing tourist requirements, while Internal Marketing of Human Resources ensures that employees are both psychologically and professionally prepared to implement such adaptation effectively.

Despite the considerable degree of complementarity between these two strategies in several respects, the managerial and practical explanation for the exclusion of Decision-Making Agility, among the dimensions of Organizational Agility, when interacting with the dimensions of Internal Marketing of Human Resources provides a particularly revealing indication of the nature of the hotel administrative environment in Algeria. This finding may be explained by the high degree of centralization that continues to characterize decision-making within hotel establishments. Frontline employees in Algerian hotels, particularly those working in reception and food service, may have limited opportunities to make immediate decisions without referring to their direct supervisors. They often lack sufficient authority to make immediate and independent decisions to resolve guests' problems as they arise and are consequently required to refer matters to senior management for approval. This bureaucratic pattern helps explain why Decision-Making Agility, despite appearing prominently among the dimensions of Organizational Agility, primarily reflects the implementation of external management strategies within hotel establishments and does not interact positively with the internal human resources strategies operating within these hotels. As a result, it did not produce a positive effect in conjunction with the four dimensions of Internal Marketing of Human Resources.

The findings also demonstrate the strong effects of Sensing Agility, Execution Agility, and Development of Emotional Intelligence on improving Hotel Service Quality. This can be attributed to the direct and daily interaction between employees and customers in Algerian hotels, which enables employees to develop a high capacity to rapidly sense and understand guests' requirements and expectations. It also enhances their flexibility in carrying out work tasks accurately as soon as they are assigned by management. This interaction is further reinforced by emotional intelligence, which helps employees regulate their emotions, cope with the pressures of hotel work, and respond appropriately to guests with different mentalities and attitudes. Together, these factors constitute a fundamental basis for creating a positive customer impression of the quality of the service provided, without overlooking the other positive interactions that emerged at lower levels. These were reflected in Organizational Fit and in the consolidation of such positive practices as part of the

organizational culture, thereby strengthening Organizational Power among the leaders of the Algerian hotel establishments under study.

#### 4. Conclusion

Based on the findings of the study, the positive aspects that should be reinforced, and the areas of weakness that require attention, the following research recommendations are proposed:

- Address the authority delegation gap by reducing excessive centralization in Algerian hotels through the adoption of genuine managerial empowerment and the granting of frontline employees flexible and carefully defined authority. This would enable them to make immediate decisions to resolve guests' complaints and respond to urgent needs without being required to refer every matter to senior management, thereby restoring Decision-Making Agility as a key pillar of service quality.
- Implement integrated material and non-material incentive packages that link individual performance to guest satisfaction, while establishing open communication channels through which employees can convey their views and aspirations to senior management, thereby strengthening their organizational loyalty.
- Strengthen continuous investment in emotional intelligence by incorporating regular specialized training programmes on emotion management, tourist psychology, and coping with occupational pressures into hotel training plans, thereby ensuring a high level of behavioral and psychological readiness among human resources.
- Update hotel classification standards in Algeria by incorporating indicators of Organizational Agility and the quality of human resources care, such as training rates and authority delegation, as core criteria for the classification of three-, four-, and five-star hotels, rather than relying exclusively on structural and material criteria.
- Develop tourism and hospitality education and training by updating the curricula of tourism institutes and higher schools in Algeria to incorporate contemporary management concepts such as strategic agility, internal marketing, and artificial intelligence in the hospitality sector.

This study also opens up several avenues for further research aimed at extending and deepening investigation of the subject, particularly within the Algerian context. One possible direction would be to conduct comparative research according to ownership structure by examining the same research topic across public hotels, private hotels, and international hotel chains operating in Algeria, such as Marriott, Hilton, and Sheraton. Further research could also introduce new mediating and moderating variables, such as servant leadership and knowledge sharing as a mediating variable, in order to gain a deeper understanding of the mechanisms through which human resources practices are transformed into outstanding service behaviors. Another promising direction would involve examining digital agility and artificial intelligence technologies in response to contemporary technological transformations.

In addition, future research could examine the interactive effect from a dual perspective by combining the assessment of human resources with that of customers, namely hotel guests, with regard to the quality of the services provided to them. Such an approach would allow for greater precision in evaluating the findings.

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