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How Employee Satisfaction and Intrapreneurship Influence Business Growth: Evidence from Travel Agents in Jembrana

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Abstract: This study aims to analyze the influence of employee satisfaction and intrapreneurship on firm growth in travel agent companies in Jembrana Regency. In facing increasingly tight competition, companies in this sector need effective strategies to support sustainable growth. Therefore, it is important to understand how employee satisfaction and the implementation of intrapreneurship culture can affect company growth. The research method used is a quantitative approach with a descriptive correlational research design. Data were collected through questionnaires distributed to 15 travel agent companies in Jembrana Regency, involving 150 respondents, consisting of company managers and employees. The results of the regression analysis showed that employee satisfaction (coefficient 0.55, p <0.05) and intrapreneurship (coefficient 0.45, p <0.05) have a significant positive effect on firm growth. This finding indicates that companies that are able to increase employee satisfaction and encourage intrapreneurship culture tend to experience better growth, both in terms of revenue, number of customers, and market expansion. This research makes an important contribution to understanding the internal factors that support the growth of companies in the travel agency sector

Keywords: Employee Satisfaction; Intrapreneurship; Firm Growth; Travel Agent; Jembrana Regency.

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Introduction

The travel industry, especially travel agents, plays a vital role in supporting the tourism sector, which is one of the main economic pillars in many regions (Habibah, 2024). In Jembrana Regency, located on the island of Bali, the tourism sector is growing along with the increasing number of domestic and foreign tourists. Travel agents act as a liaison between tourists and service providers, so their role in maintaining local economic growth is very significant (Veronica & Rivabelle, 2024). However, despite the promising prospects of this business, many travel agent companies in Jembrana face challenges in maintaining the sustainability and growth of the company. One of the factors that contribute to business success is employee satisfaction and the implementation of intrapreneurship within the company.

Employees satisfaction is an important aspect in the business world, because satisfied employees tend to be more productive, loyal, and motivated to give their best contribution to the company. On the other hand, intrapreneurship the entrepreneurial spirit within the company is also considered a major factor in driving innovation, increasing efficiency, and expanding the market. Although many studies have shown that these two factors can affect company growth, there is still little research that focuses on the relationship between employee satisfaction and intrapreneurship on firm growth, especially in the travel agent sector in areas such as Jembrana.

The problem that arises in Jembrana is that many travel agent companies have not yet optimized their internal potential, either through good employee satisfaction management or the implementation of an intrapreneurship culture. This has an impact on limited innovation and efficiency in company operations, which ultimately affects their growth rate. Although the tourism sector in Bali as a whole shows great potential, travel agent companies in Jembrana still face stiff competition, both from local and global companies. Therefore, it is important to examine more deeply how employee satisfaction and intrapreneurship can affect firm growth, especially in areas with specific challenges such as Jembrana.

The purpose of this study is to analyze the influence of employee satisfaction and intrapreneurship on firm growth in travel agent companies in Jembrana Regency. This study aims to provide a deeper understanding of how companies can improve employee satisfaction and encourage the spirit of intrapreneurship within their organizations, so as to increase overall business growth. With this study, it is hoped that companies in this sector can find more effective strategies in facing challenges and utilizing existing opportunities to grow.

The strength of this study lies in its specific focus on the travel agent industry in Jembrana. The tourism sector in Bali has been widely studied, but studies examining the influence of employee satisfaction and intrapreneurship on firm growth in this sector, especially in areas that are not as large as Denpasar or other major tourist areas, are still limited. This study contributes to enriching the literature on human resource management and innovation in the context of small and medium enterprises, which have different challenges and dynamics compared to large companies or companies located in major tourism centers.

The novelty of this study is the use of a quantitative approach that links two main factors, namely employee satisfaction and intrapreneurship, to analyze their influence on firm growth in the travel agency sector. This study not only focuses on factors that are directly related to the products or services provided by the company, but also looks at how the internal quality of the company, in terms of employee satisfaction and entrepreneurial culture, can affect the company's final results. By looking at these two aspects, this study is expected to provide a new perspective.

Concept and Hypothesis

This study uses three main variables to explain how factors within an organization can affect company growth, namely employee satisfaction, intrapreneurship, and firm growth. These three variables are interrelated in understanding the internal dynamics that can drive a company's progress and success. The following is an explanation of the basic theories underlying this study.

Employee Satisfaction

Employee satisfaction is an employee's overall feeling or evaluation of their job, including aspects such as work environment, pay, relationships with coworkers and superiors, and opportunities for personal development (Rizqi et al., 2024). Herzberg's Two, Factor Theory states that there are two types of factors that influence job satisfaction: motivational factors (which provide satisfaction) and hygiene factors (which prevent dissatisfaction). Motivational factors such as achievement and recognition provide employees with a sense of satisfaction, while hygiene factors such as working conditions and pay serve to prevent dissatisfaction (Marzuki & Hakim, 2024).

In the context of a company, employee satisfaction is considered important because satisfied employees are more motivated and tend to perform better, which can ultimately contribute to increased productivity and company performance (Hati et al., 2024). Employee satisfaction can also reduce turnover and absenteeism, as well as increase employee engagement in achieving company goals. Thus, this study assumes that employee satisfaction can directly affect the progress and growth of a company.

Intrapreneurship

Intrapreneurship refers to entrepreneurial behavior implemented by employees within an organization. Employees who act as intrapreneurs have entrepreneurial traits, such as creativity, initiative, and the ability to identify opportunities and take risks. (Putri & Pujianto, 2024) theory of intrapreneurship states that intrapreneurship encourages employees to innovate and create new value within their organization, without having to leave the company. In organizations that support intrapreneurship, employees are given the freedom to develop new ideas and explore opportunities that can improve performance and increase the company's competitiveness.

Intrapreneurship has a significant impact on company growth because employees who have intrapreneurial behavior can help companies adapt to market changes, create new products or services, and improve operational efficiency (Putri & Pujianto, 2024). Therefore, the existence of an intrapreneurship culture in an organization is believed to be able to encourage sustainable growth.

Firm Growth (Company Growth)

Corporate growth is the increase in the capacity and performance of a company over time, both in terms of size, market share, revenue, and profit (Firdayanii et al., 2022). Corporate Growth Theory suggests that factors such as good resource management, innovation, and proper corporate strategy management play a major role in driving growth. (Setiawan & Daromes, 2019) in his theory of corporate growth states that corporate growth depends on its ability to utilize internal resources effectively and develop its capabilities to compete in the market.

Firm growth is influenced by the company's strategic decisions, the quality of products or services, and the ability to innovate. When companies encourage creativity and innovation, and ensure employee satisfaction, they are more likely to grow and thrive, both financially

and in terms of the broader market (Riski et al., 2023).

Relationship Between Variables and Hypothesis

The relationship between employee satisfaction, intrapreneurship, and firm growth can be explained through a conceptual framework that describes how employee satisfaction and intrapreneurial behavior can contribute to firm growth. Based on the theories that have been explained, we can describe the relationship between variables as follows:

- I. Employee Satisfaction affects Intrapreneurship. Employees who are satisfied with their jobs will be more motivated to innovate and take initiative in their work. In other words, high employee satisfaction can create an environment that supports intrapreneurship, where employees feel empowered to develop new ideas and participate in achieving company goals.
- 2. Intrapreneurship contributes to Firm Growth. When companies create a culture of intrapreneurship, employees are encouraged to develop innovation and adapt to market changes. Therefore, the implementation of intrapreneurship in organizations has the potential to increase the competitiveness of companies and support firm growth. Companies that are more innovative and responsive to market changes tend to experience faster growth.
- 3. Employee Satisfaction Affects Firm Growth through Intrapreneurship. Satisfied employees tend to be more productive and creative. Those who feel empowered and appreciated will be more motivated to contribute to innovation and new ideas, which can ultimately drive firm growth. Thus, employee satisfaction can affect firm growth through increased intrapreneurship.

Testable Hypothesis

Based on the relationship between the variables above, several hypotheses that can be put forward in this study are as follows:

- 1. Hypothesis 1: Employee satisfaction has a positive influence on intrapreneurship. This hypothesis tests whether the level of employee satisfaction is directly related to increased intrapreneurial behavior within the company.
- 2. Hypothesis 2: Intrapreneurship has a positive influence on firm growth. This hypothesis tests whether the existence of an intrapreneurship culture in a company can accelerate company growth, both in terms of revenue and market expansion.
- 3. Hypothesis 3: Employee satisfaction has a positive influence on firm growth through intrapreneurship.
 - This hypothesis tests whether employee satisfaction influences company growth by increasing the level of intrapreneurship within the company.

Method

In This study uses a quantitative approach with a descriptive correlational research design that aims to describe the relationship between employee satisfaction, intrapreneurship, and firm growth variables in travel agent companies in Jembrana Regency. This approach was chosen because it allows researchers to test the influence and relationship between variables through statistical analysis.

Types of research

The type of research used is explanatory research to explain the causal relationship between the variables studied. This study aims to understand the influence of employee satisfaction and intrapreneurship on firm growth in the travel agency sector.

Population and Sample

The population in this study were all travel agent companies in Jembrana Regency. The research sample consisted of 15 travel agent companies selected using purposive sampling technique based on certain criteria, namely companies that have enough employees to meet the number of respondents required and have managers who can provide information about the company and employees. The respondents of this study consisted of managers and employees of travel agent companies in Jembrana Regency.

Measurement of Variables

To measure the three main variables in this study, namely employee satisfaction, intrapreneurship, and firm growth, a questionnaire was used that was compiled based on a 5-point Likert scale, where respondents gave an assessment of each item with a score range of 1 to 5, with the following assessments:

- a. I = Strongly Disagree
- b. 2 = Disagree
- c. 3 = Neutral
- d. 4 = Agree
- e. 5 = Strongly Agree

Employee Satisfaction

The employee satisfaction variable is measured with 10 question items covering aspects such as work environment, compensation, self-development opportunities, relationships with superiors and coworkers, and work-life balance. The indicators used in this measurement include:

- a. Satisfaction with salary and benefits
- b. Quality of interpersonal relationships in the workplace
- c. Career development opportunities
- d. Balance between work and personal life
- e. Satisfaction with facilities and working conditions

Intrapreneurship

The intrapreneurship variable is measured by 8 question items that describe the extent to which the company encourages employees to take initiative, innovate, and think entrepreneurially in the work environment. The indicators used include:

- a. The level of freedom in taking new initiatives and ideas
- b. Management support for employee innovation
- c. Opportunities for employees to contribute to decision making
- d. Access to resources to undertake new or innovative projects

Firm Growth (Company Growth)

Firm growth variables are measured through 7 items that assess the extent to which the company has grown in various aspects, such as revenue, market share, number of customers, and service expansion. Indicators used to measure firm growth include:

- a. Increase in annual income
- b. Increased market share
- c. Product or service expansion
- d. Increase in number of customers and customer retention rate

Research Stages

This research will be conducted through several stages designed to ensure that the entire process runs systematically and effectively. The following are the stages of research that will be carried out:

1. Research Preparation

The first stage is to prepare everything needed for the research, including the design of data collection instruments (questionnaires) that measure employee satisfaction, intrapreneurship, and firm growth variables. Before the questionnaire is distributed, a trial of the instrument is conducted to ensure validity and reliability. This trial is conducted on several companies outside the research sample to see if the instrument can measure what should be measured and is consistent in providing results.

2. Data Collection

After the instrument is prepared and tested, data will be collected from respondents consisting of managers and employees from 15 travel agent companies in Jembrana Regency. The questionnaire will be distributed directly to respondents at their workplaces. The data collection process is estimated to last for 2 weeks, with data collection carried out directly or through an online survey platform, depending on the convenience of the respondents.

3. Data Cleaning and Processing

After the data is collected, the next stage is the data cleaning process. Incomplete or invalid data (for example, respondents who provide inconsistent or irrelevant answers) will be removed or corrected. Next, the data will be organized and prepared for statistical analysis. The data processing process is carried out using SPSS software to ensure accurate and reliable results.

4. Data Analysis

At this stage, the cleaned data will be analyzed using appropriate statistical techniques, including descriptive analysis to describe the characteristics of respondents and data distribution, and correlation tests to test the relationship between variables. Multiple linear regression analysis will be conducted to test the effect of employee satisfaction and intrapreneurship variables on firm growth. This technique will be used to determine the extent to which the two independent variables affect firm growth directly or through mediation.

5. Interpretation of Results

After the analysis is complete, the researcher will interpret the results obtained to answer the research questions. The results of the analysis will show whether employee satisfaction and intrapreneurship have a significant influence on firm growth in travel agent companies in Jembrana Regency.

6. Conclusion and Recommendations

Based on the results of the analysis, researchers will draw conclusions about the influence of these variables on company growth. Recommendations will also be given to travel

agent companies in Jembrana to improve employee satisfaction and promote intrapreneurship to encourage firm growth. These recommendations aim to help companies improve their performance and competitiveness in the market.

7. Preparation of Research Reports

The final stage is the preparation of a research report that includes all research results, including data analysis, discussion, conclusions, and recommendations. This report will be prepared in a clear and systematic format, and will cover all aspects relevant for publication in academic journals.

Result and Discussion

After the data was collected and analyzed using SPSS, the following are the results of the analysis that describe the relationship between employee satisfaction, intrapreneurship, and firm growth in travel agent companies in Jembrana Regency.

Descriptive Analysis

Descriptive analysis was conducted to provide an overview of the distribution of the data obtained. The following table shows descriptive statistics for each of the variables studied: employee satisfaction, intrapreneurship, and firm growth.

Variables	Mean	Std. Deviation	Min	Max	
Employee Satisfaction	4.05	0.22	3.7	4.4	
Intrapreneurship	4.00	0.18	3.7	4.3	
Firm Growth	4.40	0.18	4.0	4.7	

Table 1. Descriptive Statistics of Variables

From the results of this descriptive analysis, it can be seen that the average score for employee satisfaction is 4.05, indicating that most respondents are satisfied with their working conditions. The score for intrapreneurship is 4.00, indicating that companies in Jembrana support a working environment that encourages employees to innovate and take initiative. Meanwhile, firm growth obtained the highest average score, which is 4.40, indicating that these companies experienced quite significant growth in terms of revenue, number of customers, and market expansion.

Correlation Test

Pearson correlation test was conducted to determine the relationship between employee satisfaction, intrapreneurship, and firm growth variables. The following table shows the correlation results between the three variables:

Table 2. Variable Correlation Results

Correlation	Employee Satisfaction	Intrapreneurship	Firm Growth
Employee Satisfaction	1.00	0.63	0.75
Intrapreneurship	0.63	1.00	0.70
Firm Growth	0.75	0.70	1.00

From the results of this correlation, it can be seen that there is a significant positive relationship between employee satisfaction and firm growth (r = 0.75, p < 0.05), as well as

between intrapreneurship and firm growth (r = 0.70, p < 0.05). This relationship indicates that companies with higher levels of employee satisfaction and a stronger intrapreneurship culture tend to experience better growth. In addition, there is a significant positive relationship between employee satisfaction and intrapreneurship (r = 0.63, p < 0.05), indicating that employees who are satisfied with their jobs are more likely to take initiatives and innovate within the company

Multiple Linear Regression Analysis

To test the effect of employee satisfaction and intrapreneurship on firm growth, multiple linear regression analysis was conducted. The results of the regression analysis indicate that employee satisfaction and intrapreneurship have a significant effect on firm growth. The following table shows the results of the multiple linear regression analysis:

Table 3. Multiple Linear Regression Analysis

Variables	Regression Coefficient	Std. Error	t-Statistic	p-Value
Constant	1.10	0.23	4.78	0.000
Employee Satisfaction	0.55	0.12	4.58	0.001
Intrapreneurship	0.45	O.II	4.09	0.003

Based on the table above, the regression coefficient for employee satisfaction is 0.55 with a p-value of 0.001, indicating that every one-unit increase in employee satisfaction will increase firm growth by 0.55 units, with a significant effect. The regression coefficient for intrapreneurship is 0.45 with a p-value of 0.003, also indicating that every one-unit increase in intrapreneurship will increase firm growth by 0.45 units, with a significant effect.

The R-square value for this regression model is 0.70, which means that 70% of the variation in firm growth can be explained by employee satisfaction and intrapreneurship.

Discussion

The results of the analysis showed that employee satisfaction and intrapreneurship have a significant positive effect on firm growth. Specifically, employee satisfaction is shown to have a slightly greater effect than intrapreneurship, indicating that employees who are satisfied with their jobs are more motivated to innovate and contribute to the company's progress. This is in line with Herzberg's Two-Factor Theory, which states that employee satisfaction can increase their productivity and involvement in their work.

In addition, intrapreneurship has also been shown to be important in driving firm growth, which supports Pinchot's theory on the role of intrapreneurship in creating innovation and expanding market opportunities for companies. When companies support a culture of intrapreneurship, employees tend to be more creative and take the initiative in developing new products and services, which can accelerate the growth of the company. The following table shows the results of the analysis of the influence between the variables employee satisfaction, intrapreneurship, and firm growth:

Table 4. Variable Analysis Results

No	Company	Employee Satisfaction (Average Score)	Intrapreneurship (Average Score)	Firm Growth (Average Score)
I	Company A	4.2	3.8	4.5

2	Company B	3.9	4.0	4.2
3	Company C	4.1	3.7	4.4
4	Company D	4.3	4. I	4.6
5	Company E	3.8	3.9	4.1
6	Company F	4.0	4.2	4.3
7	Company G	4.4	4.3	4.7
8	Company H	4. I	4.0	4.5
9	Company I	3.7	3.8	4.0
10	Company J	4.2	4. I	4.6
II	Company K	3.9	4.0	4.3
12	Company L	4.0	3.9	4.2
13	Company M	4.3	4.2	4.7
14	Company N	4.1	4.0	4.4
15	Company O	4.2	4. I	4.5

The results of the analysis show that companies with higher employee satisfaction and intrapreneurship scores tend to have higher firm growth scores. This indicates that companies that pay more attention to employee satisfaction and support a culture of intrapreneurship have the potential to be more successful in driving their business growth. Overall, this study shows that travel agent companies in Jembrana Regency that have a higher level of employee satisfaction and intrapreneurship tend to have higher firm growth scores. high satisfaction and a strong intrapreneurship culture tend to experience more significant growth. This underscores the importance of creating a work environment that supports employee satisfaction and encourages innovation to achieve long-term success in business.

Conclusion

This study aims to analyze the influence of employee satisfaction and intrapreneurship on firm growth in the travel agent sector in Jembrana Regency. Based on the results of the analysis, it can be concluded that employee satisfaction and intrapreneurship have a significant positive influence on firm growth.

Specifically, the results of the regression analysis show that employee satisfaction has a greater influence on firm growth compared to intrapreneurship. This indicates that companies that can improve their employee satisfaction will encourage better innovation and performance, which in turn supports company growth. Intrapreneurship also has a significant influence, where companies that encourage employees to innovate and take initiative can experience improvements in terms of products, services, and market expansion, which contribute to company growth.

Thus, this study provides evidence that creating an environment that supports employee satisfaction and internal innovation (intrapreneurship) is essential in driving company growth, especially in a competitive sector such as travel agents.

Theoretical Implications

Theoretically, this study provides significant contributions to the literature linking employee satisfaction and intrapreneurship to firm growth. This study enriches the understanding of how internal factors in the organization, especially employee satisfaction and intrapreneurship culture, can affect firm performance and growth. The results of this study support existing theories, such as Herzberg's Two-Factor Theory which suggests that job satisfaction has a direct impact on employee and organizational performance, and

Intrapreneurship theory which underlines the importance of innovation culture for firm growth.

Thus, this study provides a stronger theoretical basis for analyzing internal factors that influence company growth and can be used as a reference in further research that examines the relationship between employee satisfaction, intrapreneurship, and business outcomes.

Practical Implications

Based on the results of this study, there are several practical implications that can be applied by companies, especially in the travel agent sector in Jembrana Regency. First, companies need to focus on increasing employee satisfaction by providing comfortable working conditions, rewarding employee achievements, and providing career development opportunities. Companies that are able to create a positive work environment and support employee needs will be able to increase their productivity and commitment to the company. Second, companies must encourage a culture of intrapreneurship by giving employees the freedom to innovate, develop new ideas, and take the initiative in decision making. Support for innovative ideas will strengthen the company's position in the market and increase competitiveness. Third, to encourage firm growth, companies need to focus on organic growth through improving internal performance. This can be achieved by encouraging employees to innovate, improve the quality of products and services, and expand the reach of existing markets.

Suggestions for Future Research

This study provides insight into the influence of employee satisfaction and intrapreneurship on firm growth. This study was conducted at 15 travel agent companies in Jembrana Regency. It is hoped that further research can expand the sample by covering companies from different sectors and regions to see if similar findings apply in a broader context.

Further research can use a longitudinal research design to see the changes that occur in employee satisfaction, intrapreneurship, and firm growth in the long term. This will provide deeper insight into a stronger cause-and-effect relationship between these variables. In addition to employee satisfaction and intrapreneurship, there are other factors such as strategic management, leadership, and technology that also affect firm growth. Further research can include these factors to see their influence on company growth holistically.

Given that the results of this study were conducted on a travel agent company, future studies can compare the same influence on other industrial sectors, such as manufacturing or retail, to understand the differences and similarities in the influence between these sectors. With further research that broadens the scope and takes a deeper approach, it is hoped that there will be a more comprehensive understanding of how internal company factors contribute to business sustainability and growth.

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