

The Organizational Commitment And Its Relationship With Internal Marketing, Organizational Culture, And Job Satisfaction

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ABSTRACT

Organizational commitment is the fundamental factor essential to organizational success. This study aims to 1) examine the differences in organizational commitment levels based on demographic factors, 2) develop and validate the causal relationship model of internal marketing, organizational culture, job satisfaction and organizational commitment. A mixed method of both quantitative and qualitative research was employed. Data was collected through a questionnaire for 622 personnel of the administrative center of the southern border provinces of Thailand, and through 6 focus group discussions. The findings revealed that organizational commitment is significantly different based on tenure. The personnel who worked less than 5 years are less committed than those who worked longer. The results also found that internal marketing, organizational culture and job satisfaction have positive direct and significant effects on organizational commitment. Furthermore, job satisfaction mediates the relationship between internal marketing and organizational commitment. These implied that organization executives should prioritize effective internal marketing and develop a strong organizational culture in order to reinforce both job satisfaction and organizational commitment. Enhancing the job satisfaction of personnel can also raise their organizational commitment.

Keywords: Organizational Commitment, Internal Marketing, Organizational Culture, Job Satisfaction

INTRODUCTION

The operations of both public and private organizations rely on personnel. They become a core of each organization, and are also considered to be the most important resource that must be maintained by organizations because they are the spearhead to help an organization thrive. (Nurjanah, Pebianti & Handaru, 2020; Paais & Pattiruhu, 2020). Today's organization faces a rapidly changing and globalized external environment. Therefore, if an organization has personnel

that are full of knowledge, ability, and job skills along with a positive attitude towards work and organization, these would facilitate the operation of the organization to be efficient and effective. Government organizations such as The Administrative Center of the Southern Border Provinces of Thailand integrate projects of government agencies that work for problem-solving and development in southern border provinces. This organization is prioritizing on human resource management in order to achieve its important national mission. The Office

of the Public Sector Development Commission promoted and supported all government agencies to use the key performance indicator of public sector management quality award as a guideline to drive government 4.0 wherein government agencies should continuously improve their all-around facets, emphasize the personnel focus on work achievement and good services to people. The intent is to upgrade the quality of the Thai bureaucracy to have the potential and capabilities equivalent to the international level. One of the categories for assessing bureaucratic 4.0 is human resource focus including personnel's organizational commitment and its antecedents (Office of the Public Sector Development Commission, 2019).

Enhancing organizational commitment in order to retain personnel and performance for an organization is important to the human resources management as it reflects the willingness of personnel to involve in and to be part of a particular organization (Werang & Pure, 2018). Importantly, organizational commitment has a strong positive and significant relationship to work performance (Soomro & Shah, 2019). Personnel with a degree of organizational commitment may be engaged in many desired behaviors which bring benefits to an organization (Alzubi, 2018). A higher level of organizational commitment reduced turnover intention of personnel as well (Mathieu, Lacoursière, & Raymond, 2016; Meilisa & Bernarto, 2020). In order to achieve a high commitment of personnel to the organization, it is necessary to identify the factors affecting organizational commitment. The human resource management of the Southern Border Provinces Administrative Center focuses on internal marketing to support personnel and enhance their efficiency for service delivery. As well as emphasizing building a good organizational culture and enhancing the personnel's job satisfaction. This is to strengthen the organizational commitment of personnel and to improve the quality of public administration. From

a preliminary study in the context of government agencies, there has not been empirically validated the relationship between internal marketing, organizational culture, job satisfaction, and organizational commitment. Therefore, this present work aspires to bridge this gap, developing and validating a causal relationship between internal marketing, organizational culture, job satisfaction, and organizational commitment. Additionally, examining the differences in the organizational commitment levels based on demographic factors of personnel in the Southern Border Provinces Administrative Center. The intent is to enrich the perspectives for developing human resource strategies in terms of organizational commitment which will lead to efficient work performance, the efficiency of personnel, and success in important national missions of the organization to solve problems and develop the area in the southern border provinces of Thailand.

LITERATURE REVIEW AND CONCEPTUAL MODEL

A conceptual model was constructed to identify the causal relationship between internal marketing, organizational culture, job satisfaction, and organizational commitment. The conceptual model was developed based on the social exchange theory which logically connected the model's variables.

Social Exchange Theory

Social exchange theory (SET) is the term given to a group of approaches for understanding social interactions in which reciprocal exchange is important. This theory was a major theoretical trend in American sociology throughout the 1970s, despite its older historical foundations. Sociologists continue to be intrigued with this theory by employing a multidisciplinary approach, relying on either behavioral psychology or neoclassical economic theory to develop it (Barbalet, 2017). The exchange is a social

behavior that exchanged in both economically and socially form. Exchanging is based on analyzing cost and benefit or weighing benefits against the costs. In an organization, the social exchanges between employers and employees describe the social interactions in exchange for both objects and mentally, for example, compensation, advancement opportunity, recognition, cooperation, and so on. Exchange is based on the norm of reciprocity. This is a social rule that states people must repay according to the kind given to them by others when perceiving that they have been cared for by another person, there is an obligation that rewards that person for good (Blau, 1964). Therefore, treating personnel as internal customers, in term of internal marketing, build a positive organizational culture, and enhancing job satisfaction, this might lead to organizational commitment of personal in return back.

Organizational Commitment

Various literature defined organizational commitment in a variety of ways. As attention was focused on increased organizational performance, new research into the concept of commitment became more intense and focused. Mowday, Steers, & Porter (1979) defined organizational commitment as a behavioral approach, in which an employee shows his or her commitment via binding personal behaviors or overt demonstrations of commitment. They also described organizational commitment as an attitudinal approach, in which an employee connects with the organization to the point where the individual's goals and vision are inextricably linked. Meyer and Allen (1991) defined organizational commitment as a psychological approach that explains the employee's relationship with the organization and the consequences of his or her decision to stay on as a member. In addition, organizational commitment has been conceptualized as an employee's

participation in, sense of belonging to, and emotional attachment to an organization (Allen & Meyer, 1996). Therefore, organizational commitment is an important concept in management (Kaplan & Kaplan, 2018; Alzubi, 2018). In the organizational commitment study of Meyer and Allen (1991), a three-component nature of organizational commitment was developed. It was comprised of 1) affective commitment refers to the perception by employees of their emotional link to the organization and show a deep sense of involvement with the organization. 2) continuance commitment refers to an awareness of the costs related with leaving the organization. 3) normative commitment is the normal obligation to the organization. It is a sense of ethical obligation tying the employee to the organization morally.

Organizational commitment can be affected by demographic factors or the individual's personal characteristics that include such information as gender, age, educational level, income level, organizational tenure, and so on. There are many studies embodying demographic and perceptual variables which showed their significant influences on organizational commitment. Meyer and Allen (1997) stated that the individual's personal characteristics such as gender, age, and experience influenced organizational commitment. Similar evidence has also presented by other scholars (e.g. Lee, Park, & Baker, 2018; Visanh & Xu, 2018). The result of the study done by Azeem (2010) indicated that age and job tenure are the significant determinants of organizational commitment. In the study of Iqbal (2010) reported that length of service and education level were significantly related to organizational commitment, whereas no relationship was found between age and organizational commitment. In this research, demographic factors were studied to compare the differences in

levels of organizational commitment of personnel.

Internal Marketing

Internal marketing has derived from the management in the service sector and many scholars have been investigated this context. Berry, Hensel, and Burke (1976) first proposed the concept of internal marketing to solve the problem of consistent delivery of good service. This concept compares work as product and employees as internal customers. Recognizing the importance of employees, treating them as internal customers, and aiming to satisfy their needs is internal marketing. The purpose is to encourage employees and establish the concept of serving customers (Lee, 2020). Internal marketing, in other words, is the concept of considering employees as internal customers and satisfying their needs as well (Chiu, Won & Bae, 2020). Effective internal marketing therefore generates successful external marketing (Lee, 2020). Chang and Chang (2007) indicated that internal marketing comprised of the five elements which are incentives, training, staff empowerment, administrative support, and internal communication. This can be called the internal marketing mix that is using for taking care of internal customers.

There are numerous studies showing that internal marketing has a positive relationship with organizational commitment (Suprihanto, Wrangkani & Meliala, 2018; Ramos, 2018). It has been shown to have highly significant positive effects on employees' commitment to their organization. (Bailey, Albassami, & Al-Meshal, 2016). Other studies also confirmed that internal marketing has positive effects on organizational commitment (Ismail & Sheriff, 2017; Marques, Leal, Marques, & Cabral, 2018). Internal marketing can be the most effective way to gain the loyalty and long-term commitment of qualified, talented, and experienced personnel (Balta, 2018). It plays a significant role in explaining organizational commitment of employees

(Tsai & Wu, 2011). Organizations with high internal marketing in management are rewarded with positive and committed workforces. Higher levels of internal marketing have greater impact on organizational commitment (Yu, Yen, Barnes, & Huang, 2019). As the literature provides evidence that internal marketing has a positive influence on organizational commitment, the following hypothesis is formulated from such a relationship.

Hypothesis 1: Internal marketing has a positive and significant effect on organizational commitment.

In addition, there is variation in the effect of internal marketing factors on job satisfaction. It can be deduced that the stronger the internal marketing practice, the better the level of employee satisfaction. In other words, satisfying employees can be easily achieved through internal marketing (Sarker & Ashrafi, 2018). Along these lines, some studies have shown that internal marketing has a positive influence on job satisfaction (Sohail & Jang, 2017; Sarangal & Nargotra, 2017; Al-Hazmi, 2020). The research on the relationship between internal marketing and job satisfaction states that to deliver effective service to external customers, the organization should first serve their employees which are an internal customer in order to enhance their job satisfaction (Chen, Wu, Chang, & Lin, 2015). The above-mentioned works highlight the finding that the greater the investment in internal marketing practices, the higher the job satisfaction of employees. Based on such relationships, the following hypothesis is developed.

Hypothesis 2: Internal marketing has a positive and significant effect on job satisfaction.

Organizational Culture

Organizational culture is a combination of shared beliefs, values, and basic assumptions within an organization. It is assumed that organizational culture aims to solve problems relating to internal

integration or external adaptation (Ullah & Ahmad, 2017). Organizational culture includes everything from well-established traditions and norms to complicated workplace procedures (Al-Madadha, Al-Adwin, & Zakzouk, 2021). As organizational culture comprises the shared beliefs, values, and assumptions of members in an organization and is an important part of improving organizational capabilities (Alzubi, 2018), many studies on organizational behavior focus on this topic. According to the research of Denison (1990), effective organizations are likely to have four cultural traits; mission, consistency, involvement, and adaptability.

Many of the studies highlighted the relationship between organizational culture and organizational commitment. Nikpour (2017) confirmed the significant relationship of Denison's cultural dimensions and organizational commitment. In addition, organizational culture has a directly significant positive effect on organizational commitment (Arumi, Aldrin & Murti, 2019; Maulana, Matin, & Heru, 2019; Ridwan & Anik, 2020). According to Aranki, Suifan & Sweis (2019) organizational culture is an important predictor to organizational commitment. Therefore, organizations should place emphasis on building better culture in order to achieve higher levels of organizational commitment. A good organizational culture will increase organizational commitment of employees (Maswani, Rahmat, & Rina, 2019). Therefore, organizations should place emphasis on building better culture in order to achieve higher levels of organizational commitment. From the above explanation the following hypothesis is developed.

Hypothesis 3: Organizational culture has a positive and significant effect on organizational commitment.

In addition, the organizational culture and job satisfaction factors are linked to each other. Empirical research has proven the positive and significant influence of organizational culture on job satisfaction (Soomro & Shah, 2019; Martin, 2020; Adam, Nurdin, Djalil, & Septianto, 2020). The research of Wahjoedi (2021) found the significant direct effect of organizational culture on job satisfaction. Increasing strong organizational culture will lead to increased job satisfaction of employees (Widarsih, Madhakomala, & Supriyati, 2018). It can be noted that organizational culture is important to an organization because it increases the job satisfaction of employees. Thus, based on such relationships, the following hypothesis is developed.

Hypothesis 4: Organizational culture has a positive and significant effect on job satisfaction.

Job Satisfaction

In both public and business administration, a primary interest of research is job satisfaction, and there is a wide range of job-satisfaction publications in many fields, including public service, business, and psychology administration (Putsom & Sattayawaksakul, 2019). Job satisfaction is a positive impression that individuals have about their job (Lodi, Zammitti, Magnano, Patrizi, & Santisi, 2020). It does not bring only quantifiable benefits but also creates intangible values that cannot be fully calculated for employees and organizations (Huynh & Hua, 2020). Job satisfaction is a complex phenomenon with multiple facets. Smith, Kendall, and Hulin (1969) proposed the Job Descriptive Index (JDI) to measure job satisfaction defined as the feelings employee has about the job. JDI measures five facets of job-related satisfaction; the work itself, pay, promotions, supervision, and coworkers.

The study of job satisfaction towards organizational commitment has

been a hot topic of interest from the Hawthorne studies through the 21st century. Job satisfaction is a determining factor of organizational commitment (Cherian, Alkhatib, & Aggarwal, 2018). In other words, job satisfaction was shown to be the antecedents of organizational commitment (Haque et al., 2019). Employees are committed to their organization when they feel satisfied with their jobs (Ramos, 2018). Many previous researchers whether studied in any professions or in a business context or in a government context, confirmed that job satisfaction is positively influenced on organizational commitment (e.g., Al-Sada, Al-Esmael, & Faisal, 2017; Soomro & Shah, 2019; Huynh & Hua, 2020; Cherif, 2020; Arie & Aktif, 2020; Anggreyani & Satrya, 2020). In this way the following hypothesis is created:

Hypothesis 5: Job satisfaction has a positive and significant effect on organizational commitment.

According to the above literature confirmed the relationship between internal marketing and job satisfaction, and between organizational culture and job satisfaction. Additionally, many pieces of research were reported that increasing job satisfaction is likely to lead to enhanced organizational commitment (Saridakis, Lai, Muñoz Torres, & Gourlay, 2020). Therefore, job satisfaction may have a mediating role in the relationship between

internal marketing and organizational commitment, and between organizational culture and organizational commitment. Research evidence revealed the mediation role of job satisfaction for the relationship between internal marketing and organizational commitment (Ting, 2011; Hyo-Jin & Eun-Joo, 2012). All dimensions of internal marketing positively influenced job satisfaction which is subsequently and concurrently influenced organizational commitment (Back, Lee, & Abbott, 2011). Although many studies showed the relationship between organizational culture and organizational commitment, the mediating role of job satisfaction in the link between these two factors is least noticed. Thus, this study proposes to verify the mediating role of job satisfaction; the hypotheses are as follows.

Hypothesis 6: Job satisfaction mediates the relationship between internal marketing and organizational commitment.

Hypothesis 7: Job satisfaction mediates the relationship between organizational culture and organizational commitment.

As a result, the above literature suggests a relationship between internal marketing, organizational culture, job satisfaction, and organizational commitment. Thus, this study sought to develop a structural model to evaluate the causal relationship of those mentioned variables. Figure 1 presents the conceptual model of research.

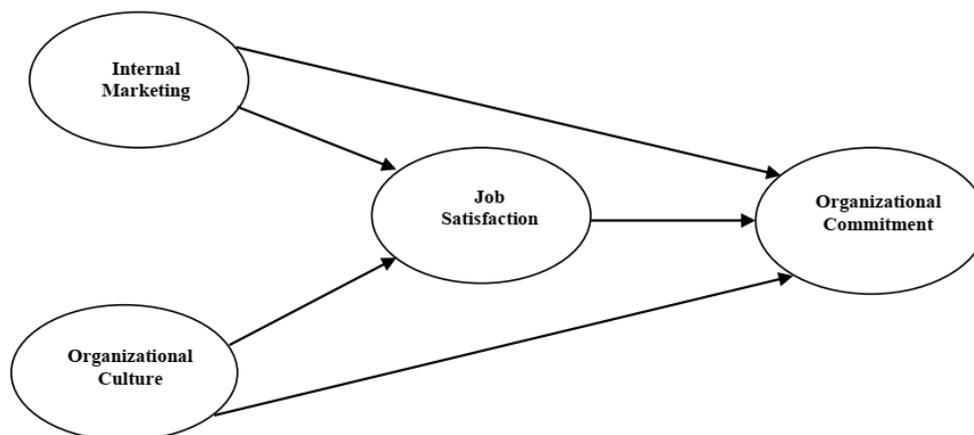


Figure 1. Conceptual model of research

Method

Design and data collection

This study is a mixed-methods, convergent parallel design. The population studied is 622 personnel of The Administrative Center of the Southern Border Provinces of Thailand. All of those involved in this study responded to a questionnaire for quantitative data. In addition, qualitative data was collected through 6 focus group discussions. These focus group discussions composed of 1) A civil servant group, 2) A government employee group, 3) A contractor service employee group of those who have worked for the organization for less than 5 years, and 4) A civil servant group, 5) A government employee group, 6) A contractor service employee group of those who have worked for the organization 5 years or more. Each of 11 departments selected one representative for each group. The representative or key informant was a person who has the ability to communicate and express their opinions freely. In selecting the representatives of the discussion groups of those who have worked 5 years or more, the longest tenure was considered as well.

Measures and data analysis methods

Quantitative method

The survey instrument to get quantitative data is a questionnaire that was created based on a review of prior literature. This questionnaire comprises five sections: demographic information, internal marketing, organizational culture, job satisfaction, and organizational commitment. Demographic information questions include five questions: gender, age, tenure, education, and personnel type. Internal marketing, according to Chang and Chang (2007), has five facets: incentives, training, staff empowerment, administrative support, and internal communication, a total of twenty items. Organizational culture is evaluated with

twelve items under four cultural traits; mission, consistency, involvement, and adaptability based on the concept of Denison (1990). According to the job description index (Smith et al., 1969), there are five aspects to job satisfaction: the work itself, pay, promotions, supervision, and coworkers, a total of twenty items. Organizational commitment with a three-component, affective commitment, continuance commitment, and normative commitment based on the concept of Allen and Meyer (1990), a total of eighteen items. All measurements of four variables were rated on a 5-point Likert scale. The questions were translated from English into Thai and modified statements to fit the respondents.

To examine the quality of research instruments, content validity was determined by five experts. The reliability value was calculated by using Cronbach's alpha to ensure whether there was internal consistency within the items. The value of Cronbach's Alpha between 0.937-0.966 which all are much above the threshold level of 0.70 (George & Mallery, 2003). The item discrimination power between 0.481-0.907 which all are greater than 0.3, the minimum recommended number (Engelhart, 1965).

Data was analyzed from questionnaires using SPSS and Lisrel software (IBM SPSS Statistics 23 and Lisrel 8.72). T-test and ANOVA were used to compare the differences of organizational commitment based on demographic factors. Validating of the causal model used path analysis with latent variables. A two-step for analyzing based on Anderson and Gerbing (1988) was validation the measurement model of latent variables by confirmatory factor analysis, then, analysis of the structural equation model in order to test the hypotheses in the proposed model. Maximum likelihood estimation is used in the structural equation modeling analysis software.

Qualitative method

The focus group discussion outline was designed around issues related to internal marketing, organizational culture, job satisfaction, and organizational commitment, the effect of internal marketing, organizational culture, and job satisfaction on organizational commitment, and the guidelines for increasing organizational commitment. Content analysis was used to analyze data from the focus group discussions.

Ethical Approval

Ethical approval to conduct this study was obtained from Sirindhorn College of Public Health, Yala Research Ethics Committee (Human), Thailand.

Results

Demographic characteristics

The respondents in this study are 622 personnel of the administrative center of the southern border provinces of Thailand. Most of them are female, 59.65 %, while 40.35 % were male. The age of majority was in generation Y (23-40 years old, 74.60%), while the remainder were in generation X (41-55 years old, 22.51 %), generation B (more than 55 years old, 2.25%), and generation Z (less than 23 years old, 0.64%). Years of service for the organization showed that 78.14% had less than 5 years, 17.85% between 5-10 years, and 4.01% more than 10 years. About 67.37% of the subjects had a bachelor's degree and 17.20 % have a master's degree. Respondents were largely service contractor employees (62.05%), followed by civil servants (24.28%), and government employees (13.67%).

Descriptive statistics for study variables

The results obtained from the descriptive analysis showed that the mean value of all

four latent variables ranges from 3.72 to 3.82 with the standard deviation ranging from 0.61 to 0.71 on a five-point Likert scale. Organizational culture shows the highest mean value, then internal marketing, job satisfaction, and organizational commitment. In addition, the values of skewness and kurtosis were examined to test for normality of all observed variables of each latent variable. The skewness and kurtosis of all observed variables in this study were ranking between -0.82 to -0.19 and -0.32 to 1.55, respectively. These values were within the acceptable range between -2 to +2 of skewness and the acceptable range between -7 to +7 of kurtosis (Hair, Black, Babin, & Anderson, 2010). Therefore, the collected data are considered to be normal distribution.

Differences in organizational commitment based on demographic factors.

The results from the t-test of the study revealed that differences based on tenure were found to have statistically significant differences in organizational commitment ($p < .05$). The personnel who work 5 years or more were more committed than the personnel who work less than 5 years. Meanwhile ANOVA revealed that the difference of organizational commitment based on gender, age, education level, and personnel type were not statistically significant.

Hypotheses testing

The results of the verification of the developed model with the empirical data found that the proposed model has an appropriate fit. The fit indexes of the model were acceptable according to the criteria suggested by Schumacker and Lomax (2016). The results are presented in table 1, table 2, and figure 2.

Table 1. Path coefficient of the proposed model

Effect variable Causal variable	Job Satisfaction			Organizational Commitment		
	TE	DE	IE	TE	DE	IE
Internal Marketing	0.773** (0.074)	0.773** (0.074)	-	0.518** (0.079)	0.330** (0.124)	0.188* (0.091)
Organizational Culture	0.148* (0.065)	0.148* (0.065)	-	0.189* (0.078)	0.153* (0.077)	0.036 (0.024)
Job Satisfaction	-	-	-	0.243* (0.116)	0.243* (0.116)	-
R^2	0.816			0.484		
$\chi^2 = 58.86$, $df=55$, Relative $\chi^2 = 1.070$, GFI=0.989, AGFI=0.969, NFI=0.998, RMSEA=0.011, SRMR=0.015						
Note: TE= total effect, DE= direct effect, IE= indirect effect, * $p < .05$ ** $p < .01$ The value in parenthesis is the standard error.						

Table 2. Structural equation modeling results of the hypotheses testing

Hypotheses	Paths	Standardized Coefficient	SE	t-value	Result
H ₁	IM → OCMT	0.330	0.124	2.666**	supported
H ₂	IM → JS	0.773	0.074	10.439**	supported
H ₃	OC → OCMT	0.153	0.077	1.983*	supported
H ₄	OC → JS	0.148	0.065	2.263*	supported
H ₅	JS → OCMT	0.243	0.116	2.088*	supported
H ₆	IM → JS → OCMT	0.188	0.091	2.065*	supported
H ₇	OC → JS → OCMT	0.036	0.024	1.513	not supported
Note: IM=internal marketing, OCMT=organizational commitment, JS=job satisfaction, OC=organizational culture, * $p < .05$, ** $p < .01$					

The findings demonstrate support for some hypotheses. H₁ was supported with a positive effect of internal marketing on organizational commitment. The effect of internal marketing on job satisfaction (H₂) was also strongly supported. In addition, the effect of organizational culture on organizational commitment (H₃) was significantly positive. The path coefficient for H₄ showed the effect of organizational culture on job satisfaction was also significantly positive. H₅ was supported with a positive effect of job satisfaction on organizational commitment. In addition, the results of path analysis

indicated that internal marketing had an indirect effect on organizational commitment through job satisfaction as a mediator. Therefore, H₆ was supported. However, the effect of an indirect path from organizational culture through job satisfaction on organizational commitment was not significant. Thus, H₇ was not supported. Internal marketing had the highest effect with path coefficient 0.518 ($p < .01$), then job satisfaction with path coefficient 0.243 ($p < .05$) and organizational culture with path coefficient 0.189 ($p < .05$). Internal marketing, organizational culture, and job satisfaction

in the proposed model accounted for 48.40 percent of the total variance of organizational commitment.

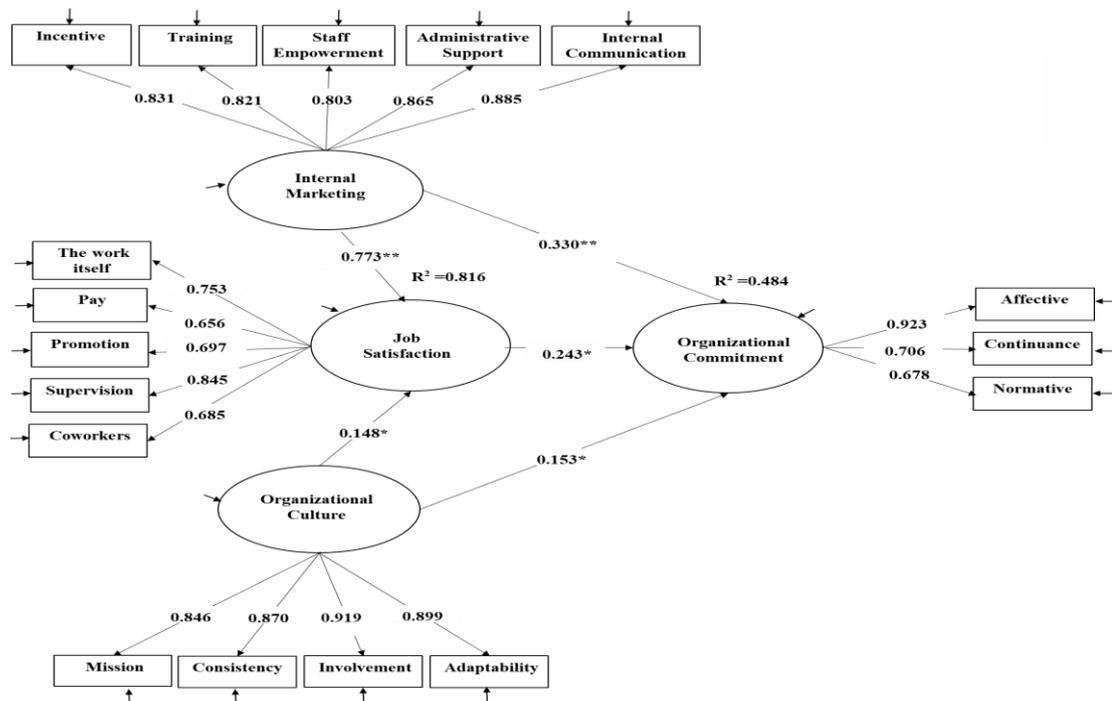


Figure 2. Test of a structural equation modeling

Results of Focus Group Discussions

The analysis of the data from the focus group discussions found that all group discussion participants indicated that they were committed to the organization because they had an opportunity to work for the benefit of the people in the southern border provinces of Thailand. However, all participants who worked for a longer time stated that they would still work for the organization. On the other hand, personnel who worked for a shorter period, especially government employees and contractor service employees, stated that they desired to change their job and organization, except that the organization offers clarity about their career progression and job security. Most of the participants indicated that the organization should give importance to the relationships between job satisfaction and the promotion and job advancement aspect. In addition, internal

marketing in the organization should emphasize incentives in both financial and non-financial forms, especially in regards to advancement. Providing opportunities for personnel to meet and communicate with senior management, continuous opportunities for skills training, and facilities to support onsite and offsite working. All participants agreed that a good organizational culture should focus on the involvement aspect and consistency aspect and that executives should support good practices and relationships among members, as a culture of wholesome collaboration faded as the number of members in the organization increased. They also agreed that the good internal marketing of the organization, enhancing job satisfaction, and building a good organizational culture play an important role in strengthening the organizational commitment of personnel. Because these

are the factors that everybody wants, they also suggested that quality of work-life, organizational climate, and morale contribute to organizational commitment as well.

DISCUSSION

The study found that personnel with 5 years or more years of service were more committed to the organization than those who had fewer years of service. This may be because the longer personnel stay with an organization, the higher level of skill, expertise, or position, and therefore, the better they understand the values of the organization and merge those values with their personal goals. This result is consistent with previous research results (Meyer & Allen, 1997; Lee et al., 2018). However, the difference in an organizational commitment based on gender, age, education level, and personnel type were not statistically significant. Group discussions supported the explanation that those with longer tenure had opportunities to perform beneficial and valuable work in line with the mission of the organization. Moreover, the age of personnel is not related to the year of service due to personnel transfers from other government agencies. This result is in line with previous studies that revealed demographic factors have no impact on overall organizational commitment (Visanh & Xu, 2018).

Another finding in this study indicated that the suggested model has an appropriate fit. All three factors, internal marketing, organizational culture, and job satisfaction had a statistically significant direct effect on organizational commitment. Furthermore, the results of path analysis indicated that internal marketing has an indirect effect on organizational commitment through job satisfaction as a mediator. It is consistent with the results from the group discussion, in which everyone agreed that they want to work for an organization that takes good

care of them, has a good organizational culture, and provides job satisfaction. This may be because the foundation of internal marketing is to treat personnel as internal customers, in order enable them to perform and deliver good service to customers. In other words, the main objective of internal marketing is to help the personnel of an organization gain greater job satisfaction, which should boost their job performance and help an organization achieve its goals (Chang & Chang, 2007). Treating the personnel of an organization as customers is the basic way of achieving their job satisfaction (Ramos, 2018). These findings are in line with those reported the effect of internal marketing on job satisfaction (Sohail & Jang, 2017; Sarangal & Nargotra, 2017; Al-Hazmi, 2020).

As far, the direct effect of internal marketing on organizational commitment was also found in this study. This may be because personnel naturally want to work for an organization that values and treats them well. If this meets the work-life goals of the personnel, they will remain with the organization. Chang & Chang (2007) stated that personnel's perceptions of an organization's internal marketing have positive effects on their organizational commitment. This finding is consistent with those of previous studies (Ismail & Sheriff, 2017; Marques et al, 2018; Yu et al., 2019). Internal marketing assists personnel of an organization acquire knowledge, work skills, and insights while contemporaneously enhancing their job satisfaction and organizational commitment (Chen et al., 2015). This is in addition to the previous findings that reported job satisfaction plays partial mediating roles in the relationship between internal marketing and organizational commitment (Ting, 2011; Hyo-Jin & Eun-Joo, 2012; Back et al., 2011). This may be because the more personnel feel satisfied with a job, the more likely they are to be committed to continue working for the organization. The results of earlier studies

supported that job satisfaction has a direct effect on organizational commitment (Soomro & Shah, 2019; Cherif, 2020; Arie & Aktif, 2020).

In addition, organizational culture has an effect on organizational commitment. This may be because an organizational culture includes the values and norms that define the behavior of personnel working together in the organization. Therefore, if a person accepts the existing work culture in the organization, the person has a sense of being a part of the organization, and achieves an implicit bond with the organization. This result is in line with the studies that confirmed the effect of organizational culture on organizational commitment of personnel (Arumi et al., 2019; Maulana, et al., 2019; Ridwan & Anik, 2020). These results also showed that organizational culture has a significant effect on job satisfaction. This finding is similar to those reported in other studies (Soomro & Shah, 2019; Martin, 2020; Wahjoedi, 2021). Organizational culture must always be continuously maintained so that job satisfaction and commitment to the organization of personnel can continue to increase (Adam et al., 2020). However, the results do not confirm a mediating role of job satisfaction on the relationship between organizational culture and organizational commitment. This is in line with the results from group discussions that explained, nowadays good organizational cultures are diminishing. This may cause the existing organizational culture to not deliver enough job satisfaction to create a commitment to the organization.

IMPLICATIONS

From the results of the study, it was found that internal marketing, job satisfaction, and organizational culture have an effect on organizational commitment. Therefore, the guidelines for strengthening the organizational commitment of personnel within the Southern Border Provinces Administrative are as follows: 1) Focus on internal marketing in the organization,

particularly in incentive facet, by giving incentives in both financial and non-financial forms 2) Focus on the involvement aspect of organizational culture by providing opportunities for personnel to show their talents and collaborate and focus on the consistency aspect by organizing activities that promote the conventional practices and good relationships between personnel. 3) Emphasize job satisfaction in the promotions facet, both promoting job position and work competency for future career advancement 4) Enhance organizational commitment, which is a priority for personnel who have been with the company for less than five years (particularly, government employees and service contractor employees) by increasing personnel satisfaction with job security and opportunity in job advancement.

The empirical evidence from the practitioners' perspective in this study has implications for enhancing both job satisfaction and organizational commitment through good internal marketing and strong organizational culture. Therefore, executives of the organization should value their personnel by treating them as internal customers, similar to their treatment of external customers. Aggressively managing the internal marketing of executives will help personnel to feel satisfied with their job and increase their commitment to an organization. Moreover, personnel with more job satisfaction are more likely more committed to the organization as well. Job satisfaction also plays a role to mediate the effects of internal marketing to organizational commitment. Therefore, executives should not neglect personnel's job satisfaction levels, because it is an important factor in reinforcing the organizational commitment of personnel. However, the practice of internal marketing should consider every facet, including incentives to reward hard-worked personnel, training as an opportunity to improve job skills and advance in their career path, staff

empowerment to offer personnel more accountability and responsibility for their work, administrative support for their work and well-being, and good internal communications among members within the organization. Beyond internal marketing, executives should build a positive organizational culture to benefit the organization in its mission, improve consistency in work integration and coordination, give importance to personnel involvement and empowerment, encourage personnel to work as a team, help personnel adapt and flexibly respond to changing environments, encourage employees to learn new skills to development and be ready for changes. Understanding the relationship of internal marketing, organizational culture, job satisfaction, and organizational commitment can genuinely assist executives to appropriately manage these factors in an organization in order to achieve the effective results in the human resource management of the organization.

LIMITATIONS AND FUTURE RESEARCH

This study has been conducted in a government organization in a specific region of Thailand. Given its limited scope, it may be difficult to extrapolate the findings to other organizations. For the upcoming research, it is possible to compare the issue of organizational commitment in different regions or different organizational types or an organization's age. In addition, this current study was noted only on three factors; internal marketing, organizational culture, and job satisfaction that had impacted organizational commitment. Based on the nature of an organization's human resource management, there have other variables, that could impact organizational commitment. Thus, future research should study other factors that might provide insight and more findings on

organizational commitment, such as quality of work-life, work climate, and perceived organizational support. Likewise, this study focused only on the mediating role of job satisfaction in the relationship between internal marketing and organizational commitment, and between organizational culture and organizational commitment. Future research might study other potential mediating to gain a better understanding of those relationships. Finally, the cross-sectional data presented herein is insufficient to adequately examine the causal relationship revealed by the proposed model. Hence, longitudinal studies with stronger experimental controls should be attempted in future studies.

CONCLUSION

This study offers a causal relationship model of organizational commitment in relationship to internal marketing and organizational culture with job satisfaction as mediator. Good internal marketing and strong organizational culture, as well as high personnel job satisfaction, can help to enhance the organizational commitment of personnel. Job satisfaction is also a mediating factor in the relationship between internal marketing and organizational commitment. The study's findings contribute to a better understanding of the relationship between the aforementioned factors which are meaningful and occur in every organization. Academics can use the findings to further studies and executives can apply for human resource management in their organization.

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