

**THE ROLE OF JOB SATISFACTION AND
ORGANIZATIONAL COMMITMENT IN
THE INTERNAL MARKETING OF EMPLOYEE**

(Case Study in Pamella Supermarket Yogyakarta)

A THESIS

Presented as Partial Fulfillment of the Requirements
to Obtain the Bachelor Degree in Management Department



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YOGYAKARTA**

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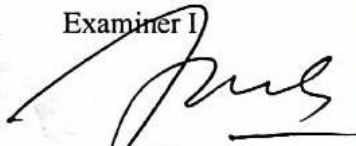
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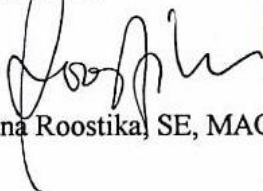
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DECLARATION OF AUTHENTICITY

Herein I declare the originality of the thesis; I have not presented anyone else's work to obtain my university degree, nor have I presented anyone else's words, ideas or expressions without acknowledgement. All quotations are cited and listed in the bibliography of the thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.

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Assalamu'alaikum Wr. Wb.

*Alhamdulillah rabbil'alam*in, with the all blessing of our one and only Lord, Allah SWT, this thesis entitled "The Role of Job Satisfaction and Organizational Commitment in the Internal Marketing of Employee (Case Study in Pamella Supermarket Yogyakarta)" can be done. The thesis writing is one of the requirements to graduate from the Departement of Management, Faculty of Economics, Universitas Islam Indonesia.

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**The Role of Job Satisfaction and Organizational Commitment in the
Internal Marketing of Employee**

(Case Study in Pamella Supermarket Yogyakarta)

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ABSTRACT

This research was based on the development of human resources in Pamella Supermarket company in Yogyakarta. The purpose of this study was to determine the influence of internal marketing, job satisfaction and organizational commitment. The data analysis method was Structural Equation Modeling (SEM). The sampling technique used the census method. The population was all employees of Supermarket Pamella. The results of this study proved that internal marketing had significant and positive influence on job satisfaction, internal marketing had significant and positive influence on organizational commitment and job satisfaction had significant and positive influence on organizational commitment.

Keywords: *Internal Marketing, Job Satisfaction, Organizational Commitment.*

Peran Kepuasan Kerja dan Komitmen Organisasi pada Pemasaran Internal Karyawan

(Studi Kasus pada Swalayan Pamella Yogyakarta)

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ABSTRAK

Penelitian ini didasarkan pada pengembangan sumber daya manusia di perusahaan Supermarket Pamella di Yogyakarta. Tujuan penelitian ini untuk mengetahui pengaruh pemasaran internal, kepuasan kerja dan komitmen organisasi. Metode analisis data, menggunakan Structural Equation Modeling (SEM). Teknik pengambilan sampel menggunakan metode sensus. Dalam penelitian ini populasi adalah seluruh karyawan Supermarket Pamella. Hasil penelitian ini membuktikan bahwa pemasaran internal berpengaruh secara signifikan dan positif pada kepuasan kerja, pemasaran internal berpengaruh secara signifikan dan positif pada komitmen organisasi dan kepuasan kerja berpengaruh secara signifikan dan positif pada komitmen organisasi.

Keywords: *Pemasaran Internal, Kepuasan Kerja, Komitmen Organisas*

CHAPTER I

INTRODUCTION

1.1 Background

Success in an organization cannot be separated from the role of every human resource in the company. Human resources are the most important asset in a business organization or a company, because of its role as the subject of policy and operational activities of the company. Khan, et al. (2012) stated that human resource is an important asset for the development of the organization. Therefore, the human resources of the company must be able to contribute in advancing the organization. To obtain optimal performance results human resources must be managed as well as possible, so that human resources in a company feel comfortable in carrying out its duties and get optimal results. In order to obtain optimal employee performance, the company must always pay attention and create a work environment conducive to work every employee. The next factor that affects an organization is job satisfaction. Job satisfaction is one of the most important factors to get optimal work result. Gunlu (2010) stated that job satisfaction is a key factor for maintaining high performance and efficient services, which will directly improve organizational productivity. When employees feel satisfy, the employee will do everything possible with all the ability he has to complete the job duties. In addition, employees who are satisfied with their work will have less chance of being lost to follow-up and stop their jobs. Kanwar, et al.

(2012) explained that management system within a company should be able to monitor employee satisfaction and commitment. Sawitri (2016) stated that also organizational commitment is an attitude that shows employees' "loyalty" and the ongoing process of how members of the organization express their concern for the success and virtue of the organization.

Pamella Supermarket is one of the retail businesses located in Yogyakarta. Pamella Supermarket is known to have a complete product, as well as competitive price. The existence of 7 branches of Pamella Supermarket scattered in the region of Yogyakarta as one proof of its existence in the retail business. Pamella Supermarket in running its business is guided by the applicable provisions and principles of organizational culture in every aspect of business management. Based on preliminary studies conducted by the authors, it showed that there were still some employees who came late when they came to work. This was also corroborated by information obtained from the Human Resource & Support Service section that employee delays during employment were around 5-7%. Employee job satisfaction at Pamella Supermarket Yogyakarta was not maximal yet. Pamella Supermarket Yogyakarta had employees with different levels of education. In addition, most of the employees of Pamella Supermarkets Yogyakarta were women, who worked to support her family.

Companies such as Supermarkets Pamella Yogyakarta with a variety of applicable provisions and principles of organization in every aspect of business management was inseparable from how companies provide

satisfaction, how their leaders provide guidance to employees within the organization to participate in developing the company. This supermarket increased corporate growth due to commitment obtained from employees from employers, work environment and employee satisfaction. Thus, it encourage employees to contribute more to the company to improve its performance, with appropriate job satisfaction in a company that will increase the commitment of employees. Employee relationships with consumers are also important as well as internal marketing which is therefore anchored in the view that employees should represent a primary target for an organization's marketing efforts, given the fact that they are in constant interaction with an organization's external publics Bailey, et.al (2015).

Based on the description above, the researcher was interested in doing research about internal marketing, organizational commitment and job satisfaction. From these variables, the researcher conducted a research entitled *"The Role of Job Satisfaction and Organizational Commitment in the Internal Marketing of Employee (Case Study in Pamella Supermarket Yogyakarta)"*.

1.2 Formulation of the Problem

In accordance with the background of problems that have been described above, the issues that need to be discussed in this research are as follow:

1. Does internal marketing influence job satisfaction?
2. Does internal marketing influence organizational commitment?
3. Does job satisfaction influence organizational commitment?

1.3 Limitations of Research

Based on the identification of existing problems, the researchers focused on the influence of Internal Marketing on customer satisfaction with Organizational Commitment and Job Satisfaction as intervening variable in Pamella Supermarket Yogyakarta.

1.4 Research purposes

In accordance with the background of problems that have been described above, the issues to be discussed in this research are as follow:

1. To know the influence of internal marketing on job satisfaction.
2. To know the influence of internal marketing on organizational commitment.
3. To know the influence of job satisfaction on organizational commitment.

1.5 Benefits of research

1. Theoretical benefits

Theoretically, this research is expected to give contribution in the field of management by knowing the Internal Marketing of Performance on Organizational Commitment and Job Satisfaction as Intervening Variable.

2. Practical Benefits

This research provides some practical benefits for the parties concerned, namely:

- a. For business people, it can provide additional information or input for corporate leaders in addressing issues that include employee performance at the company.

- b. For the employee, it can be used to provide more knowledge that adds morale.
- c. For academics, it is expected to be a reference or study material for further researchers.

1.6 Systematics of Writing

The systematics of writing of this research consists of five chapters. The explanations of each chapter are as follow:

Chapter I: INTRODUCTION

This chapter explains about the background of the research, the problem formulation, the limitations of the research, the purpose of the research, the contribution of the research, and the systematics of writing.

Chapter II: LITERATURE REVIEW

This chapter explains the theoretical foundation of Internal Marketing as the independent variables, Job Satisfaction as the mediating variable, and Organizational Commitment as the dependent variable. In addition, this chapter provides research hypothesis and the framework of the research.

Chapter III: RESEARCH METHOD

This chapter explains the models and methods used in this research, population and sample, sampling technique, the variables of the research and the testing method used.

Chapter IV: ANALYSIS OF RESEARCH AND DISCUSSION

This chapter shows data analysis and discussion of the results obtained from statistical calculations using theoretical concepts. The interpretation of the research is based on related theories.

Chapter V: CONCLUSIONS AND RECOMMENDATIONS

This chapter contains the conclusions on the result of the analysis and calculation of data obtained from the research. In addition, this chapter also describes the limitations of the research conducted, hopefully which can be used for future research.

CHAPTER II

LITERATURE REVIEW

2.1 Previous Journal

According to the Fu & Deshpande (2014) in their research entitled “*The impact of caring climate, job satisfaction, and organizational commitment on job performance of employees in a china's insurance company*”, the positive direct impact of job satisfaction on employee organizational commitment and the indirect impact of job satisfaction on performance. This research supported a valuable understanding for companies to develop strategies to improve job satisfaction. This research also mentioned commitment that had a direct influence on performance.

Based on previous research, there were similarities with research to be studied that measure the influence of job satisfaction and organizational commitment with employee performance. The differences of research that was implemented with previous research did not use leadership style variables, while the research that was implemented adds leadership style as an independent variable.

Gunlu (2010) did research entitled “*Job Satisfaction and Organizational Commitment of Hotel Managers in Turkey. On International Journal of Contemporary Hospitality Management*”. This research stated that there were several factors in satisfaction such as extrinsic and intrinsic factors. This research showed there that was a relationship between job satisfaction and organizational

commitment as follows. There is a positive and significant relationship between intrinsic job satisfaction and normative and affective commitment. There is a significant positive relationship between extrinsic job satisfaction and affective and normative organizational commitment.

The equation that was carried out by the research, namely using variable of job satisfaction and organizational commitment. The difference with previous research, it did not do research on the hospitality industry.

The research of Kanwar (2012) entitled "*A study of job satisfaction, organizational commitment and turnover intent among the IT and ITES sector employees*", showed that there is a positive relationship between job satisfaction and positive organizational commitment. In this research indicated that the greater the job satisfaction, the greater the organizational commitment.

The equation that was implemented in this research was using variable of job satisfaction and organizational commitment. But in the previous research, the researcher used leadership style and employee performance variables. In addition, there were differences in location and type of company in the research implemented.

According to Silverthone (2004) in his research entitled "*The Impact of Organizational Culture and Person-Organization fit on Organizational Commitment and Job Satisfaction in Taiwan*", the research variables are organizational culture, organizational commitment, job satisfaction and organization fit. Job satisfaction is divided into two, namely organization needs

and individual needs, which is divided to job satisfaction required by the organization and job satisfaction required by individuals or employees. This research mentioned job satisfaction that can increase organizational commitment. Thus, it will reduce the turnover. This research was conducted on several companies in Taiwan.

The equation that was conducted, in this research was the influence of job satisfaction and organizational commitment. But the research that was conducted, only examined one company, with different locations. In addition to the research that was implemented, it used organization fit and organizational culture as the variable.

Bailey (2015) did research entitled "*The roles of employee job satisfaction and organizational commitment in the internal marketing-employee bank identification relationship*". This research showed that internal marketing has highly significant positive effects on job satisfaction and employee commitment at the bank. These in turn influence employee bank identification. Internal marketing also has indirect impacts on employee bank identification.

Based on the previous research, there were similarities with this research that measured the influence of job satisfaction and organizational commitment with internal marketing. The difference of research that was implemented on previous research was that it did not happen in bank.

2.2 Background and Hypotheses

2.2.1 Relationship between Internal Marketing and Job Satisfaction

The important organizational outcome and one that has been the focus of research interest, is employee satisfaction on his jobs. For example, Brayfield and Rothe (1951) developed an index of job satisfaction which was based on employees' attitude toward their work. Kalleberg (1977) defined job satisfaction as "an overall affective orientation on the part of individuals toward work roles which they are presently occupying" (p. 126). Macdonald and MacIntyre (1997) distinguished job satisfaction from employee morale, arguing that "job satisfaction refers to a single individual and his/her job situation" and further "job satisfaction addresses more appropriately on past and present situations". They developed a generic job satisfaction scale, using a sample of employees from various employment sectors. They argued that such a scale should be applicable across a number of different occupations and jobs. Their generic job satisfaction scale contains ten items and in its initial administration, no significant differences in scale averages were found across occupations or between men and women. Job satisfaction has been shown to have a number of antecedents and consequences (Brown and Peterson, 1993).

Gounaris (2006) proposed that higher levels of internal marketing orientation (IMO) in an organization would lead to higher level of employee satisfaction. He conceptualized IMO as a tripartite organizational factor consisting of internal market intelligence generation, internal intelligence dissemination, and

824 IJBM 34.6 response to intelligence. This proposition was tested using data collected from service employees in Greece and it was supported. In the realm of banking and financial services, some studies support the expectation that internal marketing had positive impacts on employee job satisfaction. For example, Tortosa-Edo et al. (2010) found a link between internal market orientation and job satisfaction among cashiers in a US credit union. Sahi et al. (2013) found that internal market orientation had impact on employee attitude, which in turn had impact on job satisfaction among Indian bank employees. According results Preez and Bendixen (2015), financial services employees in South Africa showed a positive link between internal brand management and job satisfaction. These effects had also been identified in other domains (Gounaris, 2008; Peltier et al., 2013).

Based on the relationship of the above variables, the hypothesis is as follows:

H1 : Internal Marketing has an influence on Job Satisfaction.

2.2.2 Relationship between Internal Marketing and Organizational Commitment

Organizational commitment has been the focus of research in a number of different domains and cultures. One of the approaches to organizational commitment was stated by Meyer *et al.* (1993), who proposed that organizational commitment consisted of three components: affective commitment, continuance commitment, and normative commitment. According to Meyer *et al.* (1993), organizational commitment is a “psychological state that (a) characterizes the employee’s relationship with the organization and (b) has implications for the

decision to continue or discontinue membership in the organization” (p. 539). Each component was impacted by different experiences and has different implications for how employees relate to the organization. Normative commitment, which is the component of interest in this research, revolved around the idea that employees of an organization (bank) remained with the organization because they felt a sense of duty to do so, as against because they wanted to (affective commitment) or because they had to do it (continuance commitment). It had been viewed as the “totality of internalized normative pressures to act in a way which meets organizational goals and interests” (Wiener, 1982, p. 471). Hence, normative commitment had been referred to as the “obligation dimension” of organizational commitment (Meyer et al., 1993; González and Guillén, 2008). Meyer et al. (1993) suggested that normative commitment is the case where employees remain with an organization because they felt they ought to; and González and Guillén (2008) link normative commitment to ethical conduct. The focus on the normative commitment component stemmed from the view that internal marketing, by its nature, is an organizational practice that indicated to employees that an organization is concerned about them and treats them “right.” As a result, on the basis of the norm of reciprocity (Gouldner, 1960) and social exchange (Homans, 1958), these employees will feel obligated to “treat the organization right.” This, we contended, results in a sense of duty or obligation to the organization, which was what normative commitment revolves around. This leads to the expectation that internal marketing, that had a positive and significant impact on employee commitment to the bank for which they work.

Results from prior research supported this expectation. For example, Caruana and Calleya (1998) found a link between internal marketing and employee affective commitment; and Naudé et al. (2003) found that there was a positive correlation between employee commitment and IMO. They stated that “employees who identify themselves strongly with an 825 Roles of employee job satisfaction organization and have a low propensity to leave, obviously have a very positive view of the organization and its standing in the market place” (p. 1209). Chang and Chang (2008) found that favorable perceptions of internal marketing led to increased organizational commitment among Taiwanese nurses; Punjaisri et al. (2009) found that, among hotel workers in Thailand, internal branding had a significant and positive impact on brand commitment; and Preez and Bendixen (2015) found a link between internal brand management and employee commitment in the financial services industry in South Africa.

H2 : Internal Marketing has an influence on Organizational Commitment.

2.2.3 Relationship between Job Satisfaction and Organizational Commitment

According Gunlu's (2010) in his research entitled “*Job satisfaction and organizational commitment of hotel managers in turkey. International Journal of Contemporary Hospitality Management*”, stated that there are several factors in satisfaction such as extrinsic and intrinsic factors. This research showed that was a relationship between job satisfaction and organizational commitment. There was a positive and significant relationship between job satisfaction is intrinsic and

normative and affective commitment. There was a significant positive relationship between extrinsic job satisfaction and affective and normative organizational commitment. In addition, in a study conducted by Kanwar (2012), entitled “*A study of job satisfaction, organizational commitment and turnover intent among the IT and ITES sector employees*”, it showed that, there is a positive relationship between job satisfaction and positive organizational commitment, and in this research indicated that the greater the job satisfaction, greater the organizational commitment.

The Fu & Deshpande (2014) did research on titled “*The impact of caring climate, job satisfaction, and organizational commitment on job performance of employees in a china's insurance company*”. This research underscores the positive direct impact of job satisfaction on employee organizational commitment and the indirect impact of job satisfaction on performance. This research supports a valuable understanding for companies to develop strategies to improve job satisfaction. This research also mentions commitment that had a direct influence on performance. Silverthone (2004) did research on titled “*The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan*”. Job satisfaction is divided into two, namely organization needs and individual needs, which is divided to job satisfaction required by the organization and job satisfaction required by individuals or employees. This research mentioned that job satisfaction could increase organizational commitment, it would reduce the turnover. This research was

conducted at several companies in Taiwan. From the results of these research, it can be concluded the satisfaction of the work of the organizational commitment.

Based on the relationship between the above variables, the hypothesis is as follows:

H3 : Job Satisfaction has an influence on Organizational Commitment.

2.3 Research Framework

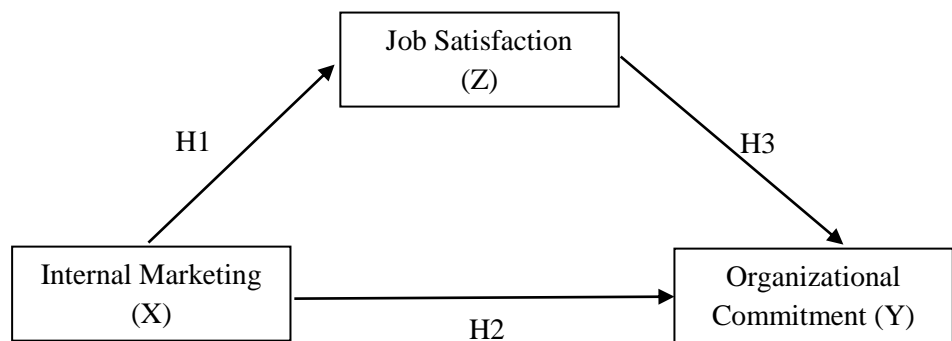


Figure 2.1 Conceptual framework

CHAPTER III

RESEARCH METHOD

3.1 Research Approach

This research by used quantitative method, that is scientific approach to managerial and economic decision making. Quantitative methods are structured. Thus, researchers can read more easily. This research approach based on the data which is the core of quantitative analysis (Kuncoro, 2001). To get the data, the researcher spread the questionnaire to the respondent. Respondents were asked to respond to the statement in the questionnaire by using Likert scale.

3.2 Research Location

This research was conducted in Yogyakarta City. The address was on Kusumanegara Street No. 135-141, Muja Muju, Yogyakarta Special Territory in Pamella One Supermarket.

3.3 Company History

Pamella Supermarket was opened by young couple named Sunardi Syahuri & Noor Liesnani Pamella at Jalan Kusumanegara Yogyakarta in 1975. In 1981, the shop which was founded by a couple of husband and wife has developed into self-service and opened the second branch of supermarket. Pamella stores were growing every year rapidly. Thus, now it is widely found in Yogyakarta. In 2002 the store had penetrated into non-retail business, such

as salon and futsal. In 2010, Pamella self-service upgraded to Pamella Supermarket.

3.4 Research Variable

Research variables are things that can differentiate or bring variations on the value (Sekaran, 2006). This research used two variables that were independent variable and dependent variable. Variables in this research were as follows:

1. According to Sugiyono (2008), independent variable is a variable that affects or which causes the change or the emergence of the dependent variable (bound). The independent variables in this research was internal marketing which then called as (X) variable.
2. According to Sugiyono (2010) dependent variable is a variable that is influenced or which become due, because of the independent variables. The dependent variable in this research was organizational commitment which was referred to as (Y) variable.
3. The intermediate / mediating / intervening variable is a variable that emerges when the independent variable starts to affect the bound to appear in the event of a certain condition. Variables appear in certain situations / conditions and help / explain conceptually the influence of independent variables on dependent variable Sugiyono (2010). In this research, the intervening variable was job satisfaction (Z).

3.5 Operational Definition of Variables

3.5.1 Internal Marketing

Narteh (2012) in his study of the effects of internal marketing on employee commitment in the Ghanaian banking industry: internal communication, rewards, training, and employee empowerment. These components are not studied individually but as part of a global measure of internal marketing. The measurements of internal marketing according to Narteh (2012) are as follows:

1. encourages me to take initiatives
2. enhances feelings of self-efficiency
3. trusts me to exercise good judgments
4. allows me to use my own judgment in solving problems
5. has effective communications strategies
6. has effective internal communications
7. has interactive communications channels
8. employees in Pamella Supermarket are trained constantly
9. Pamella fosters learning among members
10. training is linked to my role to meet customer needs
11. employees are retained through competitive salaries
12. has comprehensive fringe benefit programs
13. employees in supermarket are motivated to stay on the job

3.5.2 Job satisfaction

Luthans (1989) defined job satisfaction as a result of employee perceptions of how well their work provides the things that are considered important.

Measurement of job satisfaction according to Luthans (1989) are as follow:

1. The work itself
 - a. Employee satisfaction with job suitability
 - b. Employee satisfaction with responsibility
 - c. Employee satisfaction to work to be more creative
 - d. Employee satisfaction for learning opportunities
2. Salary
 - a. Employee satisfaction with salary received
 - b. Employee satisfaction for the benefits given by the company
 - c. Employee satisfaction over salary payment systems and procedures
3. Promotional opportunities
 - a. Employee job satisfaction on promotion
 - b. Employee satisfaction between the promotion provided and the salary received
4. Supervision
 - a. Employee satisfaction over technical assistance provided by employers.
 - b. Employee satisfaction for moral support given by superiors.
 - c. Employee satisfaction over supervision made by superiors.

5. Co-workers
 - a. Employee satisfaction to teamwork
 - b. Employee satisfaction over the social environment at work
 - c. Employee satisfaction in competing in a sporty manner

3.5.3 Organizational Commitment

According to Mayer and Allen (1991), understanding organizational commitment can be done by formulating a definition of commitment within the organization as a psychological construct that is characteristic of the relationship of members of the organization to its organization and has implications for individual decisions to continue membership in organizing. Based on this definitions, members who are committed to the organization will survive as part of the organization rather than members who are not committed to the organization.

Mayer & Allen (1991) suggested that there are three components of organizational commitment as follow:

1. Affective commitment,
 - a. Happy for a lifetime in the company.
 - b. Organizational issues are an issue of every employee.
 - c. The sense of belonging in the organization.
 - d. Pride becomes part of the organization's family
2. Continuance commitment,
 - a. Staying in the organization because of the need for salary.

- b. Staying in the organization because of the profits earned from the company.
 - c. It is hard to leave the organization even though it is desperate to leave the organization.
 - d. Employees stick to the organization because there are no other work alternatives.
3. Normative commitment
- a. Not leaving the organization even if it is profitable.
 - b. Awareness in employees that commitment is something that must be done.
 - c. Confidence in the organization.
 - d. Not leaving the organization because of high responsibility in an organization.

3.6 Data Types and Data Collection Techniques

According to Sumarsono (2004), the type of data collection is divided into two parts, namely primary data and secondary data.

1. Primary data is data obtained directly from the object to be studied, either directly to the object or through a questionnaire (questionnaire).
2. Secondary Data is data obtained from the publication or report of an institution.

The collection of primary and secondary data in this research was obtained from data related to the Pamella Yogyakarta and previous research. The distributed questionnaire contained questions about internal

marketing, job satisfaction and organizational commitment. Each answer point on the questionnaire was determined using *Likert* scale.

3.7 Population and Sample

3.7.1 Population

The first step of the research was to determine the object to be studied and the amount of population that exist in the object of research. According to Sugiyono (2010), population is a generalization region consisting of subjects or objects that have certain qualities and characteristics set by researchers to be studied and drawn conclusions. The sample is part of the number and characteristics possessed by the population Sugiyono (2010). In this research, researchers used the population as a sample. The sampling technique used the census method. The census method is a sample determination technique when all members of the population are used as a sample. In this study, population is employee of Pamella Supermarket Yogyakarta.

3.7.2 Sample

The sample is part of the population. The sample consisted of a selected number of members from the population. In other words a number, but not all, of the population element will form sample of Sekaran (2006). The sampling technique used the census method. The census method is a sample determination technique when all members of

the population are used as a sample. In this research, population was employee of Pamella Supermarket Yogyakarta.

Table 3.1 Pilot Test Result

Indicator Variable	Corrected Item-Total Correlation	Cronbach's Alpha	Minimal score	status
Internal marketing		0.770	0.6	Reliable
I1	0.628		0.3	Valid
I2	0.638		0.3	Valid
I3	0.759		0.3	Valid
I4	0.866		0.3	Valid
I5	0.802		0.3	Valid
I6	0.767		0.3	Valid
I7	0.849		0.3	Valid
I8	0.835		0.3	Valid
I9	0.748		0.3	Valid
I10	0.609		0.3	Valid
I11	0.648		0.3	Valid
I12	0.653		0.3	Valid
I13	0.764		0.3	Valid
Job Satisfaction		0.751	0.6	Reliable
PIS1	0.374		0.3	Valid
PIS2	0.564		0.3	Valid
PIS3	0.405		0.3	Valid
PIS4	0.471		0.3	Valid
G1	0.466		0.3	Valid
G2	0.696		0.3	Valid
G3	0.540		0.3	Valid
G4	0.714		0.3	Valid
KP1	0.703		0.3	Valid
KP2	0.646		0.3	Valid
P1	0.429		0.3	Valid
P2	0.593		0.3	Valid
P3	0.577		0.3	Valid
RK1	0.526		0.3	Valid
RK2	0.684		0.3	Valid

RK3	0.797		0.3	Valid
Organization Commitment		0.776	0.6	Reliable
KA1	0.625		0.3	Valid
KA2	0.763		0.3	Valid
KA3	0.810		0.3	Valid
KA4	0.722		0.3	Valid
KB1	0.606		0.3	Valid
KB2	0.733		0.3	Valid
KB3	0.777		0.3	Valid
KB4	0.810		0.3	Valid
KN1	0.771		0.3	Valid
KN2	0.692		0.3	Valid

Source: Primary Data (Computed), 2018

3.8 Techniques of Data Analysis

This research mainly used SPSS and AMOS to conduct data analysis. There were two steps to conduct the analysis. Firstly, the sample data was determined by using SPSS and by conducting a pre-test among 50 users. Secondly, as mentioned in Mortazavi et al. (2014), the measurement model was examined to test validity and reliability using AMOS. Then, the structural equation model was examined to test research hypotheses and model fitness (Anderson & Gerbing, 1988).

SEM (Structural Equation Modeling) analysis was used to analyze the primary data (quantitative research analysis) for the hypothesis testing and generate the result from the data. SEM allows researchers to test and estimate more complicated framework simultaneously between multiple exogenous and endogenous with many indicators (Haryono & Wardoyo, 2012). This technique

was conducted to analyze the relationship among electronic word of mouth, brand image and purchase intention.

3.8.1 Characteristic of Respondents

In this respondent's characteristic, this research described the demographic characteristic of the respondents. The demographic characteristics were age and gender.

3.8.2 Descriptive Analysis

Descriptive analysis is a set of brief descriptive coefficients that summarizes a given data set, which can either be a representation of the entire population or a sample. Descriptive analysis is used for describing the average of respondents' responds toward each item in the questioner (Ghozali, 2008).

3.8.3 Model Development Based on Theory

Structural Equation Modeling (SEM) is statistical techniques that one can use to reduce the number of observed variables into a smaller number of latent variables by examining the covariation among the observed variables. SEM has been described as a combination of exploratory factor analysis and multiple regression which is more of a confirmatory technique, but it can also be used for exploratory purposes. SEM allows researchers to test theoretical propositions regarding how constructs are theoretically linked and the directionality of significant relationships (Schreiber, Nora, Stage, Barlow, & King, 2006).

3.8.4 Path Diagram and Structural Equation

SEM extends the possibility of relationships among the latent variables and encompasses two components: (a) a measurement model (essentially the CFA) and (b) a structural model. In addition to the above terms (measurement and structural model), two other terms are associated with SEM: *exogenous* which is similar to independent variables and *endogenous* which is similar to dependent or outcome variables. Exogenous and endogenous variables can be observed or unobserved depend on the model being tested. Within the context of structural modeling, exogenous variables represent those constructs that exert an influence on other constructs under research and are not influenced by other factors in the quantitative model. Those constructs identified as endogenous are affected by exogenous and other endogenous variables in the model (Schreiber et al., 2006).

3.8.5 Choosing Input Matrix and Estimation Model

SEM procedures give more emphasis on the use of covariance than individual cases. In SEM, the difference between the sample covariance and covariance of the predicted model are minimized. In other ways, SEM was interpreted as the difference between the predicted/fitted covariance and the observed covariance.

The covariance matrix has more advantages than other correlation matrix in giving comparison about validity between different population and different sample. The use of correlation is best suited if the researcher objectives are simply to understand the pattern of construct relationship, but do not describe the total variance of the construct (Ghozali, 2008).

3.8.6 Structural Equation Model (SEM) Identification

SEM focus on finding unique value that can be estimated. If the model cannot be estimated, more or less there is no unique value in the model coefficient. In contrast, parameter estimation will be arbitrary if a model has some estimates that may fit in the model. SEM models can be said to be good if it has a unique solution for parameter estimation (Ghozali, 2008).

In identifying of the SEM, as mentioned in Haryono & Wardoyo (2012), the researcher found the identification problem. Identification problem is the incapability of the proposed model to result the estimation model. In order to see identification model, it can be done by examining the estimation result, which can be concluded as:

1. *Unidentified model*, estimated parameter value is bigger than the amount of variance and covariance among the manifest variables.
2. *Just identified*, estimated parameter value is the same as the amount of variance and covariance among the manifest variables.
3. *Over identified*, estimated parameter value is smaller than the amount of variance and covariance among the manifest variables.

3.8.7 Goodness of Fit Criteria

There are six types of measurement in Goodness of Fit:

a. Chi-square (X^2)

The chi-square test statistic is used for hypothesis testing to evaluate the appropriateness of a structural equation model. If the distributional assumptions

are fulfilled, the chi-square test evaluates whether the population covariance matrix is equal to the model-implied covariance matrix.

In general, high chi-square values in relation to the number of degrees of freedom indicate that the population covariance matrix and the model-implied covariance matrix differ significantly from each other. As the residuals, the elements of empirical covariance matrix minus the model implied covariance matrix, should be close to zero for a good model fit. The researcher is interested in obtaining a non-significant chi-square value with associated degrees of freedom. If the *p*-value associated with the chi-square value that is larger than 0.05, the null hypothesis is accepted and the model is regarded as compatible with the population covariance matrix. In this case the test states that the model fits the data, but still an uncertainty exists that other models may fit the data equally well (Schermelleh-Engel, Moosbrugger, & Müller, 2003).

b. RMSEA (Root Mean Square Error of Approximation)

Root Mean Square Error of Approximation (RMSEA) is a measurement of approximate fit in the population and is therefore concerned with the discrepancy due to approximation. RMSEA is estimated by the square root of the estimated discrepancy due to approximation per degree of freedom. RMSEA is regarded as relatively independent of sample size, and additionally favors parsimonious models.

The RMSEA is bounded below zero. Schermelleh-Engel et al. (2003) defined a "close fit" as a RMSEA value less than or equal to 0.05. It explained that, the value of ≤ 0.05 can be considered as a good fit, the value between 0.05

and 0.08 as an adequate fit, and the value between 0.08 and 0.10 as a mediocre fit. While, the value of >0.10 is not acceptable. Although there is a general agreement that the value of RMSEA for a good model should be less than 0.05, an RMSEA of less than 0.06 is a cut off criterion.

c. GFI (Goodness of Fit Index)

The Goodness-of-Fit-Index (GFI) measures the relative amount of the variances and covariance in the empirical covariance matrix that is predicted by the model-implied covariance matrix. GFI could imply testing on how good the model fits as compared to "no model at all" (null model), or it can be said when all parameters are fixed to zero.

In some cases a negative GFI may occur. However, the usual rule is that 0.95 is an indicator of good fit relative to the baseline model, while the value which is greater than 0.90 are usually interpreted as indicating an acceptable fit (Schermelleh, et al., 2003).

d. AGFI (Adjusted Goodness of Fit)

The main function of Adjusted Goodness-of-Fit Index (AGFI) is to adjust bias as a result of model complexity. The AGFI adjusts the model's degrees of freedom relative to the number of observed variables and therefore rewards the less complex models with fewer parameters. The AGFI approaches the GFI. A rule for this index is that 0.90 is an indicator of good fit relative to the baseline model, while the value which is greater than 0.85 may be considered as an acceptable fit (Schermelleh, et al., 2003).

e. TLI (Tucker Lewis Index)

Tucker–Lewis index (TLI) is also called the *nonnormed fit index* (NNFI) while adjustment to the TLI is called the *relative fit index* (RFI). According to Haryono & Wardoyo (2012), TLI was originally used as a tool to evaluate the factor analysis which is later developed to SEM. This measurement combines parsimony size into comparison index between the proposed model and null model and the TLI value that ranges from 0 to 1.0. TLI recommended value is equal to or greater than 0.09.

f. CFI (Comparative Fit Index)

As mentioned by Schermelleh, et al. (2003), the Comparative Fit Index (CFI), an adjusted version of the Relative Noncentrality Index (RNI) which is developed by McDonald and Marsh (1990), avoids the underestimation of fit. This is often noted in small samples of Bentler and Bonett's (1980) normed fit index (NFI).

The CFI ranges from zero to one with higher value that indicates better fit. A rule for this index is that 0.97 is an indicator of good fit relative to the independence model, while the value which is greater than 0.95 may be interpreted as an acceptable fit. The value of 0.97 seemed to be more reasonable as an indication of a good model fit than the often stated cut off value of 0.95. Compared to the NNFI, the CFI is one of the fit indices which are less affected by sample size (Schermelleh, et al., 2003).

Table 3.2 Goodness of Fit Index

Goodness of Fit Index	Cut off Value
Degree of Freedom (DF)	Positive (+)
X ² (Chi-Square)	Small value
Goodness of Fit Index	Cut off Value
Significance Probability	≥ 0.05
CMIN/DF	≤ 2.00
GFI (Goodness of Fit Index)	≥ 0.90
RMSEA (Root Mean Square Error of Approximation)	≤ 0.08
AGFI (Adjusted Goodness of Fit)	≥ 0.90
TLI (Tucker Lewis Index)	≥ 0.90
CFI (Comparative Fit Index)	≥ 0.90

CHAPTER IV

ANALYSIS OF RESEARCH AND DISCUSSION

This chapter describes the results of research on the influence of internal marketing to organizational commitment through job satisfaction. The data used in this research was secondary data obtained from the results of respondents through questionnaires distributed to 200 respondents of the employees of Pamella Supermarket in Yogyakarta. The results of the answers of these respondents were informed to answer the problems that had been raised in the previous chapter.

In accordance with the problems and formulation of models that had been proposed, as well as the importance of hypothesis testing, the analysis techniques used in this study included *Structural Equation Modeling* (SEM).

4.1 Data Test Results of Research

4.1.1 Validity Test

Validity test with CFA test or validity construct test was used to see whether the indicator was feasible or did not support latent variables. The indicator is said to be valid if the criteria ratio (CR) > 1.96 with the probability value of (P) < 0.05 with the help of AMOS software. The results of the validity test can be seen in table 4.1:

Table 4.1 Validity Test

			Estimate	S.E.	C.R.	P
JS	<---	IM	.005	.011	2.418	.006
OC	<---	JS	1.568	.739	2.123	.034
OC	<---	IM	.022	.039	2.561	.005
I4	<---	IM	1.000			
I3	<---	IM	.808	.185	4.376	***
I2	<---	IM	.697	.175	3.987	***
I1	<---	IM	1.892	.300	6.303	***
PIS1	<---	JS	1.000			
PIS2	<---	JS	2.992	1.335	2.241	.025
PIS3	<---	JS	2.349	1.114	2.109	.035
PIS4	<---	JS	2.727	1.231	2.215	.027
KA1	<---	OC	1.000			
KA2	<---	OC	1.202	.146	8.223	***
KA3	<---	OC	1.149	.135	8.495	***
KA4	<---	OC	1.067	.136	7.828	***
I5	<---	IM	1.192	.270	4.407	***
I6	<---	IM	1.172	.278	4.222	***
I7	<---	IM	1.089	.263	4.143	***
I8	<---	IM	.560	.243	2.302	.021
I9	<---	IM	1.990	.317	6.276	***
I10	<---	IM	2.602	.383	6.801	***
I11	<---	IM	2.232	.331	6.738	***
I12	<---	IM	2.332	.351	6.649	***
I13	<---	IM	1.780	.319	5.576	***
G1	<---	JS	1.934	.872	2.219	.026
G2	<---	JS	5.220	2.256	2.314	.021
G3	<---	JS	2.503	1.098	2.280	.023
G4	<---	JS	4.612	1.989	2.319	.020
KP1	<---	JS	4.970	2.148	2.314	.021
KP2	<---	JS	5.897	2.555	2.308	.021
P1	<---	JS	2.880	1.296	2.222	.026
P2	<---	JS	3.503	1.529	2.290	.022
P3	<---	JS	4.243	1.852	2.291	.022
RK1	<---	JS	2.644	1.191	2.220	.026

	Estimate	S.E.	C.R.	P
RK2 <--- JS	3.728	1.630	2.287	.022
RK3 <--- JS	5.572	2.399	2.323	.020
KB1 <--- OC	.647	.096	6.718	***
KB2 <--- OC	1.426	.191	7.484	***
KB3 <--- OC	1.248	.152	8.200	***
KB4 <--- OC	1.210	.141	8.558	***
KN1 <--- OC	1.227	.147	8.356	***
KN2 <--- OC	1.102	.141	7.828	***

Source: Primary data processed, 2018

Based on table 4.1, it is found that all CR values > 1.96. Thus, it can be concluded that all the instruments of internal marketing, job satisfaction, and organizational commitment validity were met.

4.2 Characteristics of Respondents

To know the characteristics of respondents in the research, the researcher explained the description of respondents, whether with different identities had the same assessment or not.

a. Gender

Based on the gender of respondents , it can be grouped to men and women as shown in the following table:

Table 4.2 Gender of Respondents

Gender	Frequence	Percentage
Male	92	46%
Female	118	54%
Total	200	100%

Source: Primary data processed, 2018

Based on table 4.2, it showed that most respondents in this research were mostly women of 118 respondents with the percentage of 54% and male of 92 respondents with the percentage of 46%.

b. Age

Based on the age of respondents can be grouped ie age range <26 years, 26-35 years, 35-43 years,> 43 years as the following table:

Table 4.3 Age of Respondents

Age	Frequence	Percentage
<26 Years Old	64	36%
26-34 Years Old	108	54%
35-43 Years Old	26	13%
>43 Years Old	2	1%
Total	200	100%

Source: Primary data processed, 2018

Based on the 200 respondents involved in this research, in table 4.3 showed that most of respondents in this research were the majority of aged 26-34 years old of 108 respondents with the percentage of 54%, while respondents aged < 26 years old of 64 respondents with the percentage of 36%, respondents aged 35-43 years old of 26 respondents or 13% and respondents aged > 43 years old of 2 respondents or 1%.

4.3 Descriptive Analysis

Based on the data collected, the respondents' answers had been recapitulated and then analyzed to determine the descriptive answers to each variable. The assessment of these respondents was based on the following criteria:

The lowest rating score is: 1

The highest scoring score is: 5

$$\text{Interval} = \frac{5-1}{5} = 0.80$$

Thus, obtained the assessment of each variable is as follows :

1.00 – 1.80 = Strongly disagree

1.81 – 2.60 = Disagree

2.61 – 3.40 = Neutral

3.41 – 4.20 = Agree

4.21 – 5.00 = Strongly agree

4.3.1 Descriptive Analysis of Internal Marketing Variables

From the results of respondents that had been collected, it can be explained that the distribution of respondents' assessment of internal marketing variables can be shown in Table 4.4 below:

Table 4.4 Results of Analysis of Internal Marketing

No.	Indicator	Average	Criteria
1	The company encourages employees to have initiative	4.1	Agree
2	Companies encourage employees to think efficiently	4.12	Agree
3	The company provides its trust to do evaluation	4.06	Agree
4	The company provides the authority to solve the problem	4.12	Agree
5	The company has an internal communication strategy	4.06	Agree
6	The company has an effective internal communication	4.1	Agree

7	The company provides interactive communication relationship	4.08	Agree
8	The company provides training to employees	4.06	Agree
9	Companies encourage learning among employees	4.06	Agree
10	Training provided by the company related to the role of employees to meet customer needs	4.18	Agree
11	Employees receives salary in accordance with the ability they have	4.28	Strongly agree
12	The company provides allowance to employees	4.06	Agree
13	Employees are motivated to keep on working in the company	4.22	Strongly agree
TOTAL		4.12	Agree

Source: Primary data processed, 2018

Based on the results of descriptive analysis table in Table 4.4 above, the average assessment of respondents on internal marketing was 4.12 (agree). The highest rating occurred on " Employees receives salary in accordance with the ability they have" of 4.28 (strongly agree), while the lowest rating occurred on the " The company provides allowance to employees " of 4.06 (agreed). This means that respondents had were satisfied with the salary given by the company.

4.3.2 Descriptive Analysis of Job Satisfaction Variables

From the results of respondents that had been collected, it can be explained that the distribution of respondents' assessment of job satisfaction variables can be shown in Table 4.5 below:

Table 4.5 Results of Analysis on Job Satisfaction

No.	Indicator	Average	Criteria
Job Itself			
1	I feel satisfied with the job because it is based to the skill	4.18	Agree
2	I feel satisfied with the responsibilities given to me in the field of work	4.2	Agree
3	The work that I do encourage me to be more creative in completing the work	4.1	Agree
4	I feel satisfied with the organizational learning opportunities to improve my quality	4.2	Agree
Salary			
5	I feel satisfied with the salary that I received	4.04	Agree
6	I feel satisfied with the allowance given by the organization	3.98	Agree
7	I feel satisfied with the system of salary payment implemented by the organization	3.96	Agree
8	I feel satisfied with the salary payment procedure applied by the organization	4.04	Agree
Promotional Opportunities			
9	I feel satisfied with the promotion opportunity given by organization to me	3.86	Agree
10	I feel satisfied with my salary after being promoted by the organization	3.88	Agree
Supervision			

11	I feel satisfied with the technical assistance related to the work given by the advisor in completing my work	3.9	Agree
12	I feel satisfied with the moral support given by the advisor related to my work	4.06	Agree
13	I feel satisfied with the supervision done by the advisor related to my work	3.96	Agree
Co-workers			
14	I feel satisfied working with my team in completing the job	4.12	Agree
15	I feel comfortable with the social environment in my work	4.2	Agree
16	I always compete in sportsmanship with my co-workers in the field of work	4.06	Agree
TOTAL		4.05	Agree

Source: Primary data processed, 2018

Based on the results of descriptive analysis in Table 4.5, it showed that the average assessment of respondents on job satisfaction was 4.05 (agree). The highest rating occurred on "I feel satisfied with the responsibilities given to me in the field of work" was 4.20 (agree) while the lowest rating occurred on "I feel satisfied with the promotion opportunity given by organization to me" of 3.86 (agree). This means that respondents had provided an assessment that the Pamella Supermarket Yogyakarta provided employee with jobs according to their ability.

4.3.3 Descriptive Descriptive Analysis Organizational Commitment

From the results of respondents that had been collected, it can be explained that the distribution of respondents' assessment of organizational commitment variable can be shown in Table 4.6 below:

Table 4.6 Results of Analysis of Organizational Commitment

No.	Indicator	Average	Criteria
Affective Commitment			
1	The feel of pleasure working in the company	4.26	Strongly agree
2	The degree of perceived corporate problem is the problem of every employee.	4.18	Agree
3	The level of confidence persists in the company.	4.14	Agree
4	Pride belongs to the family of the company.	4.06	Agree
Ongoing Commitment			
1	The desire to stay in the company because of the salary given	4.04	Agree
2	The benefits provided make the employees stay in the company.	4.2	Agree
3	Difficult to leave this company.	4.14	Agree
4	The level of other work alternative if I leave the job now	4.1	Agree
Normative Commitment			
1	The obligation to stay in the company even if there are other profitable company.	4.12	Agree
2	My responsibility for the work in the company	4.12	Agree
TOTAL		4.14	Setuju

Source: Primary data processed, 2018

Based on the results of descriptive analysis in Table 4.6, it showed that the average assessment of respondents on organizational commitment was 4.14 (agree). The highest rating occurred on the "The feel of pleasure working in the company" of 4.26 (strongly agree) while the lowest rating occurred on "The desire to stay in the company because of the salary given" of 4.04 (agree). This means that the respondent had given the assessment that the highest rating occurred on the feel of pleasure of working at Pamella Supermarket Yogyakarta.

4.4 Structural Equation Modeling (SEM)

The structural equation model (Structural Equation Model) is a second-generation multivariate analysis technique that allows researchers to examine the relationship among complex variables for both recursive and non-recursive to obtain a comprehensive picture of the overall model (Ghozali, 2008). Structural equation modeling (SEM) is done with the help of AMOS program. The AMOS program demonstrates measurements and structural problems, and is used to analyze and test hypothetical models.

4.4.1 Validity Test Results AMOS

Validity concerns the level of accuracy achieved by an indicator in assessing something or accurately measuring what should be measured. An indicator is valid if it has a standard loading criteria (λ) > 0.05.

Reliability is the measure of internal consistency of indicators of a formative variable indicating the degree to which each indicator indicates a common form

variable (Ghozali, 2008). The way in which it is used is composite reliability. The cut off of construct reliability is at least 0.70.

Composite reliability was obtained by the following formula:

$$\text{Construct Reliability} = \frac{(\sum \text{Std. Loading})^2}{(\sum \text{Std. Loading})^2 + \sum \epsilon_j}$$

Table 4.7 Result of Item Validity and Reliability Testing

Variable	Indikator	(λ)	(ε)	t-value	Construct Reliability	Note
Internal Marketing					0,788	Reliable
	IM1	0.724		6.303		Valid
	IM2	0.335		3.987		Valid
	IM3	0.380		4.376		Valid
	IM4	0.460				Valid
	IM5	0.384		4.407		Valid
	IM6	0.362		4.222		Valid
	IM7	0.353		4.143		Valid
	IM8	0.176		2.302		Valid
	IM9	0.716		6.276		Valid
	IM10	0.898		6.801		Valid
	IM11	0.870		6.738		Valid
	IM12	0.835		6.649		Valid
	IM13	0.559		5.576		Valid
Job Satisfaction					0.755	Reliable
	PIS1	0.171				Valid
	PIS2	0.493		2.241		Valid
	PIS3	0.338		2.109		Valid
	PIS4	0.449		2.215		Valid
	G1	0.455		2.219		Valid
	G2	0.734		2.314		Valid
	G3	0.589		2.280		Valid
	G4	0.763		2.319		Valid
	KP1	0.731		2.314		Valid
	KP2	0.703		2.308		Valid

	P1	0.460		2.222		Valid
	P2	0.625		2.290		Valid
	P3	0.627		2.291		Valid
	RK1	0.456		2.220		Valid
	RK2	0.614		2.287		Valid
	RK3	0.789		2.323		Valid
Organizational Commitment					0.844	Reliable
	KA1	0.570				Valid
	KA2	0.782		8.223		Valid
	KA3	0.827		8.495		Valid
	KA4	0.722		7.828		Valid
	KB1	0.577		6.718		Valid
	KB2	0.673		7.484		Valid
	KB3	0.778		8.200		Valid
	KB4	0.838		8.558		Valid
	KN1	0.804		8.356		Valid
	KN2	0.722		7.828		Valid

Source: Primary data processed, 2018

4.4.2 Goodness of Fit Test

Goodness test model was used to test the model used in the research. According to Ghozali (2006), SEM analysis techniques used some statistical tests to test the hypotheses of the developed model. The statistical test was used to measure the level of model suitability in the research after assumptions in SEM is met.

The test of goodnest of fit model was done in seven stages, namely significance probability, goodness-of-fit index (GFI), adjusted goodnessof fit index (AGFI), Incremental Fit Index (IFI), Tucker Lewis Index (TLI), normalized fit index (NFI), comparative fit index (CFI), and root mean square error of approximation (RMSEA) with predetermined criteria of measurement values.

Table 4.8 Model Eligibility Criteria

Index	Criteria Value	Results of analysis	Model
Significance Probability	≤ 0.05	0.000	Good
GFI	≥ 0.90	0.973	Good
AGFI	≥ 0.90	0.912	Good
IFI	≥ 0.90	0.963	Good
TLI	≥ 0.90	0.921	Good
CFI	≥ 0.90	0.960	Good
NFI	≥ 0.90	0.934	Good
RMSEA	≤ 0.08	0.004	Good

Source: Primary data processed, 2018

Based on table 4.8 all testing in the feasibility test model had met the criteria value set. The obtained values on GFI, AGFI, IFI, TLI, CFI, and NFI was greater than 0.90 as shown in the table whereas for RMSEA value was equal to 0.08. Thus, it can be said that the model fit to be used.

4.5 Hypothesis Test

The testing result of the research model could be seen in the model below:

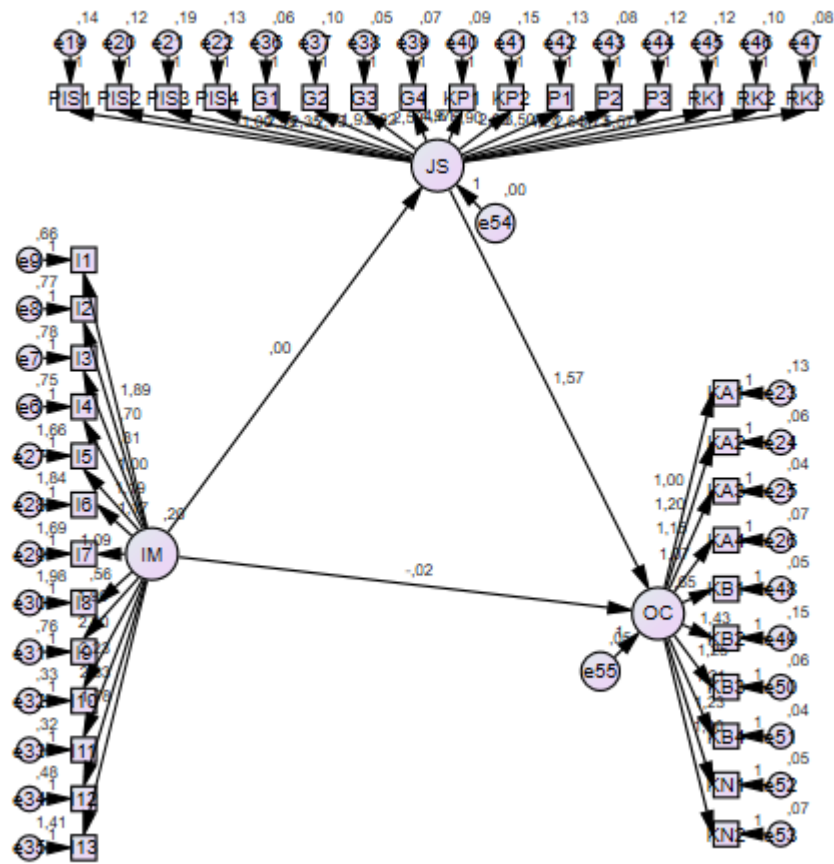


Figure 4.1 Hypothesis Testing Model

Source: Primary Data (Computed), 2018

Hypothesis test was done based on the result of test of structural model (*inner model*) which include coefficient and t-statistic parameter as follows:

4.5.1 Inner Model Testing

Statistical hypothesis for *inner model* was *exogen latent variable* to *endogen*.

Table 4.9 Result for Inner Weight on Output AMOS

Endogen Function		Direct Effect			
		Job Satisfaction (Z)		Organizational Commitment (Y)	
Exogen Function		Koef.	P-Value	Koef.	P-Value
Internal Marketing	X	0.005	0.006	0.022	0.005
Job Satisfaction	Z	-	-	1.568	0.034
Organizational Commitment	Y	-	-	-	-

Source: Primary data processed, 2018

Based on Table 4.9 the explanation are as follow:

- a) Internal marketing had a significant positive influence on job satisfaction. It is known from p-value $< \alpha$, that is, p-value was 0.006 while α was 0.05. This indicated that **H1** was **accepted**.
- b) Internal marketting had a significant positive influence on organizational commitment. It was known from p-value $< \alpha$, that is, p-value was 0.006 whereas α was 0.05. This indicated that **H2** was **accepted**.
- c) Job satisfaction had a significant positive influence on organizational commitment. It is known from p-value $< \alpha$, that is, p-value was 0.034 while α was 0.05. This indicated that **H3** was **accepted**.

4.5.2 Path Analysis

Table 4.10 *Direct and Indirect Influence*

Direct Influence	Indirect Influence	Total Influence	Information
$X \rightarrow Z = 0.005$	$X \rightarrow Z \rightarrow Y$ $0.005 \times 1,568 = 0.008$	$0.005 + 0.008 = 0.013$	The influence of X on Z through Y
$X \rightarrow Y = 0.022$			
$Z \rightarrow Y = 1.568$			

Source: Primary data processed, 2018

a. Direct Influence

- 1) $X \rightarrow Z = 0.005 \rightarrow$ Internal marketing had Direct Influence on Job satisfaction.
- 2) $X \rightarrow Y = 0.022 \rightarrow$ Internal marketing had Direct Influence on Organizational commitment.
- 3) $Z \rightarrow Y = 0.008 \rightarrow$ Job satisfaction had Direct Influence on Organizational commitment

b. Indirect Influence

$$\begin{aligned}
 1) \quad X \rightarrow Z \rightarrow Y &= (\beta_{XZ}) \times (\beta_{ZY}) \\
 &= 0.005 \times 0.022 = 0.008
 \end{aligned}$$

\rightarrow The Internal marketing had indirect influence on organizational commitment with job satisfaction as intervening variable.

4.6 Discussion

4.6.1 The influence of Internal Marketing on Job Satisfaction

Based on hypothesis test results, internal marketing had positive influence on job satisfaction. The higher the value of internal marketing the higher the value of job satisfaction. This means that the first hypothesis was accepted.

This research was in line with Sahi et al. (2013) who found that the internal market orientation had an impact on employee attitudes, which in turn had impact on job satisfaction among Indian bank employees. Preez and Bendixen (2015) suggested that financial services employees in South Africa showed a positive relationship between internal brand management and job satisfaction. This effect had also been identified in other domains (Gounaris, 2008; Peltier et al., 2013). Similar research conducted by Gounaris (2006) suggested that a higher level of internal marketing orientation (IMO) within an organization will lead to higher levels of employee satisfaction. Thus, based on previous research results from the results of the hypothesis test, it could be concluded that internal marketing had significant and positive influence on job satisfaction of employees at Pamella Supermarket in Yogyakarta.

4.6.2 The Influence of Internal Marketing on Organizational Commitment

Based on hypothesis test results, internal marketing had positive influence on organizational commitment. It showed that the higher the value of internal marketing, the higher the value of organizational commitment. This means that the second hypothesis in this research was accepted. But in this research, internal marketing had small influence on organizational commitment. This happened

because employees felt that the salary they got were not as expected. Thus, employees felt less satisfied with the salary. In addition, lack of training in employees also influenced internal marketing on organizational commitment.

Pamella Supermarket Yogyakarta had contract and permanent employees. Contract employees were treated differently from permanent employees. Permanent employees received benefits such as rewards and performance appraisal from the company while contract employees only received incentives. Contract employees who were mostly women worked there to help their family's economy. In addition, the majority of high school graduated employees also influenced the mindset of employees who were lack of interest to learn new things. With these various things, it was not surprising that the value of internal marketing in the company was low.

This research was in line with Gouldner's (1960) and (Homans, 1958) research. These employees felt to have obligation to "treat the organization properly." Where they argue, produces a sense of obligation or obligation to the organization. This leads to the expectation that internal marketing will have a positive and significant impact on employee commitment to the bank where they work. In addition Caruana and Calleya's (1998) study found an association between internal marketing and affective commitment of employees; and Naudé et al. (2003) found that there was a positive correlation between employee commitment and IMO. Similarly, Chang and Chang (2008) research found that favorable perceptions of internal marketing led to an increase in organizational commitment among Taiwan nurses; Punjaisri et al. (2009) also found that, among

hotel workers in Thailand, internal branding had a significant and positive impact on brand commitment. In addition, Preez and Bendixen (2015) found a link between internal brand management and employee commitment in the financial services industry in South Africa. Thus, based on previous research and from the results of hypothesis test, it can be concluded that internal marketing had significant and positive influence on organizational commitment of employees at Pamella Supermarket Yogyakarta.

4.6.3 The Influence of Job Satisfaction on Organizational Commitment

Based on the result of hypothesis test, it obtained that job satisfaction had influence on organizational commitment. It indicated that the higher the value of job satisfaction, the higher the value of organizational commitment. This means that the third hypothesis was accepted.

This research was in line with the research conducted by Gunlu (2010). This research stated that there are several factors in satisfaction such as extrinsic and intrinsic factors that indicates that there is a relationship between job satisfaction and organizational commitment. In addition, Kanwar's (2012) mentioned a positive relationship between job satisfaction and positive organizational commitment, and in this study showed that the greater the job satisfaction, the greater the organizational commitment. Similarly, research conducted by Silverthone (2004) in this research mentioned that job satisfaction can increase organizational commitment, this will reduce turnover. This study was conducted in several companies in Taiwan, the results of this study can be concluded that job satisfaction from organizational commitment. Thus, based on

previous research and from the results of hypothesis testing, it can be concluded that Job Satisfaction had significant and positive influence on Commitment Organization of the employee at Pamella Supermarket Yogyakarta.

CHAPTER V

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Based on the results of data analysis obtained from questionnaires which was distributed to the Employees of Pamella Supermarket Yogyakarta, internal marketing had significant and positive influence on job satisfaction. From the result of hypothesis test, $p\text{-value} < \alpha$ or $p\text{-value}$ was equal to 0.006 while α was equal to 0.05. Thus, it can be concluded that the high value of internal marketing would influence the value of job satisfaction. This means that the first hypothesis was accepted.

While the results of data analysis in the form of questionnaires which was distributed to the Employees of Pamella Supermarket Yogyakarta, internal marketing had significant and positive influence on organizational commitment. From the result of hypothesis test, $p\text{-value} < \alpha$ or $p\text{-value}$ was equal to 0.006 while α was equal to 0.05. These results indicated that high internal marketing would further increase the value of organizational commitment. This means that the second hypothesis was accepted.

Then the results of data analysis obtained from questionnaires which was distributed to the Employees of Pamella Supermarket Yogyakarta, job satisfaction had significant and positive influence on organizational commitment. This was known from $p\text{-value} < \alpha$ or $p\text{-value}$ was 0.034 but α was equal to 0.05. The result

of data analysis showed the value of p-value $< \alpha$, namely p-value equal to 0.034 while α equal to 0.05. This means that the third hypothesis was accepted.

5.2 Recommendations

Based on the results of data analysis and discussion above, here are a suggestions for Pamella Supermarket in Yogyakarta:

- 1.** Pamella Supermarket in Yogyakarta needs to improve job satisfaction by giving employee achievement opportunity to be positions, hence employees will have more commitment with the company.
- 2.** Pamella Supermarket in Yogyakarta needs to conduct training in accordance with the needs of employees and held regularly to meet the needs of employees. Thus, it is expected that with the holding of such training can increase the commitment and employee satisfaction for maximum performance. Beside that, it can help companies to achieve corporate goals.
- 3.** Pamella Super Market should give a benefit program plus facility for supporting the basic life standard. For example Family Gathering, Silaturahmi, Refreshing, Vacation, etc.

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APPENDICES

Appendix 1

Questionnaire

IDENTITAS RESPONDEN

Untuk kelengkapan data penelitian, kami mohon Bapak/Ibu/Saudara/Saudari untuk mengisi data dibawah ini dengan cara diberi tanda centang \checkmark

1. Jenis Kelamin :

- a. Laki-Laki
- b. Perempuan

2. Usia :

- a. Kurang dari 26 tahun
- b. 26 – 34 tahun
- c. 35 – 43 tahun
- d. Lebih dari 43 tahun

3. Pendidikan terakhir :

- a. SMP
- b. SMA
- c. Diploma (D1/D2/D3)
- d. Sarjana (S1)
- e. Pascasarjana (S2)

4. Masa Kerja :

- a. Kurang dari 5 tahun
- b. 5 – 10 tahun
- c. 11 – 15 tahun
- d. lebih dari 15 tahun

PETUNJUK PENGISIAN

Silanglah (X) jawaban yang paling sesuai dengan penilaian Anda!

Kepemimpinan

Skor 5 = Sangat Setuju (SS)

Skor 4 = Setuju (S)

Skor 3 = Netral (N)

Skor 2 = Tidak Setuju (TS)

Skor 1 = Sangat Tidak Setuju (STS)

Pemasaran Internal

No	Pertanyaan	1	2	3	4	5
1	Perusahaan mendorong pegawai untuk mengambil inisiatif					
2	Perusahaan mendorong karyawan untuk berfikir efisien					
3	Perusahaan memberikan kepercayaan untuk melakukan penilaian					
4	Perusahaan memberikan wewenang untuk memecahkan masalah					
5	Perusahaan memiliki strategi komunikasi internal					
6	Perusahaan memiliki komunikasi internal yang efektif					
7	Perusahaan memberikan hubungan komunikasi yang interaktif					
8	Perusahaan memberikan pelatihan terhadap karyawan					
9	Perusahaan mendorong pembelajaran diantara pegawai					
10	Pelatihan yang diberikan perusahaan terkait dengan peranan karyawan untuk memnuhi kebutuhan pelanggan					
11	Karyawan mendapatkan gaji yang sesuai dengan kemampuan yang dimiliki					

12	Perusahaan memberikan tunjangan terhadap karyawan					
13	Karyawan termotivasi untuk tetap bekerja di perusahaan					

Kepuasan Kerja

No	Pertanyaan	1	2	3	4	5
Pekerjaan itu sendiri						
1	Saya merasa puas dengan pekerjaan karena sesuai dengan keahlian					
2	Saya merasa puas dengan tanggung jawab yang dibebankan kepada saya dalam bidang pekerjaan					
3	Pekerjaan yang saya lakukan memicu saya menjadi lebih kreatif dalam menyelesaikan pekerjaan					
4	Saya merasa puas dengan kesempatan belajar yang diberikan organisasi untuk meningkatkan kualitas saya					
Gaji		1	2	3	4	5
5	Saya merasa puas dengan gaji yang saya terima					
6	Saya merasa puas dengan tunjangan yang diberikan organisasi					
7	Saya merasa puas dengan sistem pembayaran gaji yang diterapkan oleh organisasi					
8	Saya merasa puas dengan prosedur pembayaran gaji yang diterapkan oleh organisasi					
Kesempatan Promosi		1	2	3	4	5
9	Saya merasa puas dengan kesempatan promosi yang diberikan di organisasi kepada saya					
10	Saya merasa puas dengan gaji saya setelah saya dipromosikan oleh organisasi					

Pengawasan		1	2	3	4	5
11	Saya merasa puas dengan bantuan teknis terkait pekerjaan yang diberikan atasan dalam menyelesaikan pekerjaan saya					
12	Saya merasa puas dengan dukungan moral yang diberikan atasan terkait pekerjaan saya					
13	Saya merasa puas dengan pengawasan yang dilakukan oleh atasan terkait pekerjaan yang saya lakukan					
Rekan kerja		1	2	3	4	5
14	saya merasa puas bekerjasama dengan tim saya dalam menyelesaikan pekerjaan					
15	Saya merasa nyaman dengan lingkungan sosial dalam pekerjaan saya					
16	Saya selalu bersaing secara sportif dengan rekan kerja saya dalam bidang pekerjaan					

Komitmen organisasi

No	Pertanyaan	1	2	3	4	5
Komitmen Afektif						
1	Rasa senang berkarir di perusahaan					
2	Tingkat anggapan masalah perusahaan adalah masalah setiap karyawan.					
3	Tingkat keyakinan bertahan pada perusahaan.					
4	Kebanggaan menjadi bagian keluarga perusahaan.					
Komitmen berkelanjutan		1	2	3	4	5
1	Keinginan bertahan di perusahaan karena gaji yang diberikan					

2	Keuntungan yang diberikan membuat karyawan tetap bertahan di perusahaan.					
3	Sulit untuk meninggalkan perusahaan ini.					
4	Tingkat alternatif pekerjaan lain jika saya meninggalkan pekerjaan sekarang					
Komitmen Normatif		1	2	3	4	5
1	Kewajiban bertahan di perusahaan meskipun ada yang lebih menguntungkan.					
2	Tanggung jawab saya terhadap pekerjaan di perusahaan					

Appendix 2 Questionnaire Answers

Internal Marketing

No	1	2	3	4	5	6	7	8	9	10	11	12	13	Mean	Total
1	4	4	4	4	4	4	4	4	4	5	5	5	5	4.31	56
2	3	4	4	4	4	4	4	4	4	4	4	4	4	3.92	51
3	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
4	3	4	4	4	4	4	4	4	4	4	4	4	4	3.92	51
5	4	3	4	4	4	4	3	4	4	4	4	3	4	3.77	49
6	4	4	4	4	4	4	4	4	4	4	4	3	4	3.92	51
7	5	5	5	5	5	5	5	4	4	4	5	5	5	4.77	62
8	5	5	4	5	5	4	4	4	4	4	4	4	4	4.31	56
9	3	3	3	3	3	3	3	3	3	3	4	3	3	3.08	40
10	3	3	3	3	3	3	3	3	3	4	4	3	3	3.15	41
11	4	4	4	4	4	5	4	4	4	4	4	4	4	4.08	53
12	4	4	4	4	4	5	4	4	4	4	4	4	4	4.08	53
13	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
14	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
15	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
16	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
17	4	1	3	4	4	4	4	4	4	4	5	4	4	3.77	49
18	5	5	4	5	5	5	5	5	5	5	5	4	5	4.85	63
19	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
20	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
21	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
22	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
23	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
24	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
25	5	5	4	4	4	4	4	4	4	4	4	4	4	4.15	54
26	3	3	4	4	4	4	4	4	4	4	4	4	4	3.85	50
27	4	4	4	5	4	4	4	4	4	5	5	5	5	4.38	57
28	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
29	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
30	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
31	5	5	4	4	4	4	4	4	4	4	4	4	4	4.15	54
32	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
33	4	4	4	4	4	4	4	4	4	5	5	5	5	4.23	55
34	3	4	4	4	4	4	4	4	4	4	4	4	4	4.92	64
35	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
36	3	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
37	4	3	4	4	4	4	3	4	4	4	4	3	4	4.00	52
38	4	4	4	4	4	4	4	4	4	4	4	3	4	3.92	51
39	5	5	5	5	5	5	5	4	4	4	5	5	5	4.00	52

40	5	5	4	5	5	4	4	4	4	4	4	4	4	5.00	65
41	3	3	3	3	3	3	3	3	3	3	4	3	3	4.00	52
42	3	3	3	3	3	3	3	3	3	4	4	3	3	4.00	52
43	4	4	4	4	4	5	4	4	4	4	4	4	4	4.46	58
44	4	4	4	4	4	5	4	4	4	4	4	4	4	4.69	61
45	4	4	4	4	4	4	4	4	4	4	4	4	4	3.77	49
46	4	4	4	4	4	4	4	4	4	4	4	4	4	4.62	60
47	4	4	4	4	4	4	4	4	4	4	4	4	4	4.77	62
48	4	4	4	4	4	4	4	4	4	4	4	4	4	4.31	56
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52	5	5	4	3	3	3	4	3	3	4	3	4	5	3.92	51
53	4	4	4	4	4	4	4	4	4	4	4	3	4	4.77	62
54	5	5	5	5	5	5	5	4	4	4	5	5	5	4.31	56
55	5	5	4	5	5	4	4	4	4	4	4	4	4	3.08	40
56	3	3	3	3	3	3	3	3	3	3	4	3	3	4.00	52
57	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
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63	3	4	4	4	4	4	4	4	4	5	5	3	4	5.00	65
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68	4	4	4	4	4	4	4	4	4	4	4	3	4	4.31	56
69	5	5	4	5	5	4	4	4	4	4	4	4	4	3.08	40
70	3	3	3	3	3	3	3	3	3	3	4	3	3	3.15	41
71	3	3	3	3	3	3	3	3	3	4	4	3	3	4.08	53
72	4	4	4	4	4	5	4	4	4	4	4	4	4	4.38	57
73	4	4	4	5	4	4	4	4	4	5	5	5	5	4.00	52
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75	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
76	4	4	4	4	4	4	4	4	4	4	4	4	4	4.15	54
77	5	5	4	4	4	4	4	4	4	4	4	4	4	4.00	52
78	4	4	4	4	4	4	4	4	4	4	4	4	4	4.23	55
79	5	5	4	4	4	4	4	4	5	4	4	4	4	4.00	52
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83	5	5	4	4	4	4	4	4	4	4	4	4	4	3.85	50
84	3	3	4	4	4	4	4	4	4	4	4	4	4	4.92	64
85	5	5	4	5	5	5	5	5	5	5	5	5	5	4.08	53

86	4	4	4	4	4	5	4	4	4	4	4	4	4	4.00	52
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90	4	4	4	4	4	4	4	4	4	4	4	4	4	3.77	49
91	4	1	3	4	4	4	4	4	4	4	5	4	4	4.85	63
92	5	5	4	5	5	5	5	5	5	5	5	4	5	4.00	52
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94	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
95	4	4	4	4	4	4	4	4	4	4	4	4	4	3.92	51
96	4	4	4	4	4	4	4	4	4	4	4	3	4	4.77	62
97	5	5	5	5	5	5	5	4	4	4	5	5	5	4.31	56
98	5	5	4	5	5	4	4	4	4	4	4	4	4	3.08	40
99	3	3	3	3	3	3	3	3	3	3	4	3	3	3.15	41
100	3	3	3	3	3	3	3	3	3	4	4	3	3	4.00	52
101	4	4	4	4	4	4	4	4	4	4	4	4	4	4.15	54
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103	4	4	4	4	4	4	4	4	4	4	4	4	4	4.23	55
104	5	5	4	4	4	4	4	4	5	4	4	4	4	4.92	64
105	5	5	4	5	5	5	5	5	5	5	5	5	5	4.00	52
106	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
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111	4	4	4	4	4	4	4	4	4	4	4	4	4	3.77	49
112	4	1	3	4	4	4	4	4	4	4	5	4	4	4.85	63
113	5	5	4	5	5	5	5	5	5	5	5	4	5	4.00	52
114	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
115	4	4	4	4	4	4	4	4	4	4	4	4	4	4.46	58
116	4	5	5	4	4	4	5	4	5	4	5	4	5	4.69	61
117	5	5	5	5	4	5	4	5	4	4	5	5	5	3.77	49
118	5	5	4	3	3	3	4	3	3	4	3	4	5	4.31	56
119	4	4	4	4	4	4	4	4	4	5	5	5	5	4.31	56
120	4	4	4	4	4	4	4	4	4	5	5	5	5	3.92	51
121	3	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
122	4	4	4	4	4	4	4	4	4	4	4	4	4	3.92	51
123	3	4	4	4	4	4	4	4	4	4	4	4	4	3.77	49
124	4	3	4	4	4	4	3	4	4	4	4	3	4	3.92	51
125	4	4	4	4	4	4	4	4	4	4	4	3	4	4.00	52
126	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
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129	4	4	4	4	4	4	4	4	4	4	4	4	4	3.77	49
130	4	1	3	4	4	4	4	4	4	4	5	4	4	4.85	63
131	5	5	4	5	5	5	5	5	5	5	5	4	5	4.00	52

132	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
133	4	4	4	4	4	4	4	4	4	4	4	4	4	3.85	50
134	3	3	4	4	4	4	4	4	4	4	4	4	4	4.38	57
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140	4	4	4	4	4	4	4	4	4	4	4	4	4	4.62	60
141	5	5	5	5	4	4	5	5	4	4	5	4	5	4.77	62
142	4	5	5	5	5	5	5	5	5	5	5	4	4	4.31	56
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146	4	4	4	4	4	4	4	4	4	5	5	5	5	3.92	51
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149	3	4	4	4	4	4	4	4	4	4	4	4	4	3.15	41
150	3	3	3	3	3	3	3	3	3	4	4	3	3	4.08	53
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156	4	4	4	4	4	4	4	4	4	4	4	4	4	3.77	49
157	4	1	3	4	4	4	4	4	4	4	5	4	4	4.85	63
158	5	5	4	5	5	5	5	5	5	5	5	4	5	4.15	54
159	5	5	4	4	4	4	4	4	4	4	4	4	4	3.85	50
160	3	3	4	4	4	4	4	4	4	4	4	4	4	4.38	57
161	4	4	4	5	4	4	4	4	4	5	5	5	5	4.00	52
162	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
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165	5	5	4	4	4	4	4	4	4	4	4	4	4	4.00	52
166	4	4	4	4	4	4	4	4	4	4	4	4	4	4.23	55
167	5	5	4	4	4	4	4	4	5	4	4	4	4	4.92	64
168	5	5	4	5	5	5	5	5	5	5	5	5	5	4.00	52
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170	4	4	4	4	4	4	4	4	4	4	4	4	4	4.46	58
171	4	5	5	4	4	4	5	4	5	4	5	4	5	4.69	61
172	5	5	5	5	4	5	4	5	4	4	5	5	5	3.77	49
173	5	5	4	3	3	3	4	3	3	4	3	4	5	4.62	60
174	5	5	5	5	4	4	5	5	4	4	5	4	5	4.77	62
175	4	5	5	5	5	5	5	5	5	5	5	4	4	4.31	56
176	4	4	4	4	4	4	4	4	4	5	5	5	5	4.31	56
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178	4	4	4	4	4	4	4	4	4	4	5	5	5	5	4.31	56
179	4	4	4	4	4	4	4	4	4	4	5	5	5	5	3.92	51
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182	3	4	4	4	4	4	4	4	4	4	4	4	4	4	3.77	49
183	4	3	4	4	4	4	3	4	4	4	4	4	3	4	3.92	51
184	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4.77	62
185	5	5	5	5	5	5	5	4	4	4	4	5	5	5	4.00	52
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188	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3.92	51
189	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4.00	52
190	3	4	4	4	4	4	4	4	4	4	5	5	3	4	5.00	65
191	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4.00	52
192	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	52
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194	4	5	5	4	4	4	5	4	5	4	5	4	5	5	4.69	61
195	5	5	5	5	4	5	4	5	4	4	4	5	5	5	3.77	49
196	5	5	4	3	3	3	4	3	3	4	3	4	5	5	4.62	60
197	5	5	5	5	4	4	5	5	4	4	5	4	5	5	4.77	62
198	4	5	5	5	5	5	5	5	5	5	5	5	4	4	4.31	56
199	4	4	4	4	4	4	4	4	4	4	5	5	5	5	4.31	56
200	4	4	4	4	4	4	4	4	4	4	5	5	5	5	4.31	56

Job Satisfaction

No	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	Mean	Total
1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	64
2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	64
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4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	64
5	4	4	4	4	4	3	4	4	3	3	4	4	4	4	4	4	3.81	61
6	5	4	4	5	3	3	3	3	3	3	3	4	3	4	4	4	3.63	58
7	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5	4.50	72
8	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	64
9	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	64
10	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	64
11	5	5	5	4	4	4	4	4	4	3	3	4	3	4	4	4	4.00	64
12	5	5	5	4	4	4	4	4	4	3	3	4	3	5	5	4	4.13	66
13	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	64
14	4	4	4	4	4	3	4	4	3	3	3	3	3	4	4	3	3.56	57
15	5	4	4	5	5	5	4	4	4	4	4	4	4	4	5	4	4.31	69
16	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	64

17	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	64
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19	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	64
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21	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4.19	67
22	4	5	5	5	4	5	4	5	5	4	4	5	5	5	5	5	4.69	75
23	5	5	4	4	5	5	4	4	4	5	4	4	4	4	5	5	4.44	71
24	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	64
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30	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4.19	67
31	5	5	4	4	4	4	4	4	4	5	4	4	4	5	5	4	4.31	69
32	4	4	4	4	4	3	4	4	3	3	5	5	5	5	5	4	4.13	66
33	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	3.94	63
34	4	4	3	4	4	4	4	4	3	3	3	4	3	4	4	3	3.63	58
35	4	4	3	4	4	4	4	4	3	3	3	4	4	4	4	3	3.69	59
36	5	5	5	4	4	4	4	4	4	3	3	4	3	4	4	4	4.00	64
37	5	5	5	4	4	4	4	4	4	3	3	4	3	5	5	4	4.13	66
38	4	4	4	4	4	3	3	3	3	3	4	3	3	4	4	3	3.50	56
39	4	4	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4.13	66
40	4	4	4	4	4	4	4	4	3	3	3	4	4	4	4	4	3.81	61
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44	5	4	4	5	3	3	3	3	3	3	3	4	3	4	4	4	3.63	58
45	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5	4.50	72
46	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	64
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48	4	5	3	5	4	5	4	5	4	5	4	5	4	4	5	4	4.38	70
49	4	5	4	5	4	4	4	5	4	5	4	5	4	4	4	5	4.38	70
50	4	4	5	5	4	4	4	5	4	4	4	4	5	5	5	5	4.44	71
51	4	4	4	4	4	3	3	3	3	3	4	4	4	4	4	4	3.69	59
52	4	4	4	4	4	3	4	4	3	3	5	5	5	5	5	4	4.13	66
53	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	3.94	63
54	4	4	3	4	4	4	4	4	3	3	3	4	3	4	4	3	3.63	58
55	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00	64
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61	5	4	4	5	3	3	3	3	3	3	3	4	3	4	4	4	3.63	58
62	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5	4.50	72

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133	5	4	4	5	5	5	4	4	4	4	4	4	4	4	5	4	4.31	69
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139	4	5	5	5	4	5	4	5	5	4	4	5	5	5	5	5	4.69	75
140	5	5	4	4	5	5	4	4	4	5	4	4	4	4	5	5	4.44	71
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155	4	4	4	5	4	4	4	4	4	4	4	4	4	4	4	5	4.13	66
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157	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4.19	67
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166	4	4	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4.13	66
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169	4	5	3	5	4	5	4	5	4	5	4	5	4	4	5	4	4.38	70
170	4	5	4	5	4	4	4	5	4	5	4	5	4	4	4	5	4.38	70
171	4	4	5	5	4	4	4	5	4	4	4	4	5	5	5	5	4.44	71
172	4	5	5	5	4	5	4	5	5	4	4	5	5	5	5	5	4.69	75
173	5	5	4	4	5	5	4	4	4	5	4	4	4	4	5	5	4.44	71
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181	4	4	4	4	4	3	3	3	3	3	3	4	3	3	4	4	3.50	56
182	4	4	4	4	4	3	3	3	3	3	3	4	4	4	4	4	3.69	59
183	4	4	4	4	4	3	4	4	3	3	5	5	5	5	5	4	4.13	66
184	4	4	4	4	4	4	4	4	3	3	3	4	4	4	4	4	3.81	61
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188	5	4	4	5	3	3	3	3	3	3	3	4	3	4	4	4	3.63	58
189	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5	4.50	72
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194	4	4	5	5	4	4	4	5	4	4	4	4	5	5	5	5	4.44	71
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200	4	4	4	4	4	3	3	3	3	3	3	4	3	3	4	4	3.50	56

Organizational Commitment

No	1	2	3	4	5	6	7	8	9	10	Mean	Total
1	5	4	4	4	4	5	4	4	4	4	4.20	42
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14	4	4	4	3	4	3	3	3	3	3	3.40	34
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22	4	4	4	4	4	4	4	4	4	4	4.00	40
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36	4	4	4	4	4	3	4	4	4	4	3.90	39
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38	4	4	4	3	4	4	4	4	4	4	3.90	39
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82	4	4	4	3	4	3	3	3	3	3	3.40	34
83	5	5	5	4	4	5	4	5	5	5	4.70	47
84	4	4	4	4	3	3	4	4	4	4	3.80	38
85	4	4	4	4	4	4	4	4	4	4	4.00	40
86	4	4	4	4	4	4	4	4	4	4	4.00	40
87	4	4	4	4	4	4	4	4	4	4	4.00	40
88	5	5	5	4	4	5	5	5	5	4	4.70	47
89	4	5	5	4	4	4	4	4	4	4	4.20	42

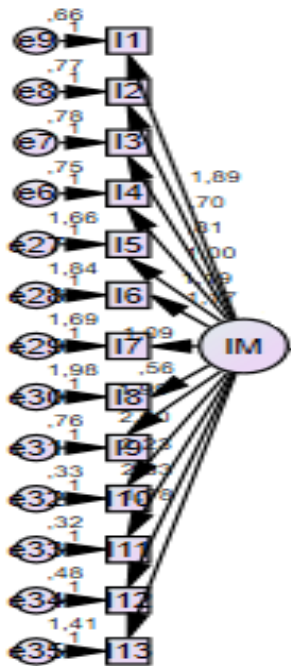
90	5	5	5	5	5	5	5	4	4	4	4.70	47
91	4	4	4	4	4	4	4	4	4	4	4.00	40
92	4	4	4	4	4	4	4	4	4	4	4.00	40
93	4	4	4	4	4	4	4	4	4	4	4.00	40
94	5	4	4	4	4	4	4	4	4	4	4.10	41
95	4	5	4	5	4	4	4	4	4	4	4.20	42
96	5	5	5	5	4	5	5	5	5	5	4.90	49
97	4	4	4	4	4	4	4	4	4	4	4.00	40
98	4	4	4	4	4	4	4	4	4	4	4.00	40
99	4	4	4	4	4	4	4	4	4	4	4.00	40
100	4	4	4	4	4	4	4	4	5	5	4.20	42
101	4	4	4	4	4	4	4	4	4	4	4.00	40
102	4	4	4	4	4	5	4	4	4	4	4.10	41
103	5	5	5	4	4	5	4	5	5	5	4.70	47
104	4	4	4	4	4	4	4	4	4	4	4.00	40
105	5	4	4	4	4	4	4	4	4	4	4.10	41
106	5	4	4	4	4	4	4	4	4	4	4.10	41
107	4	4	4	4	4	4	4	4	4	4	4.00	40
108	4	4	4	4	4	4	4	4	4	4	4.00	40
109	5	5	5	4	4	5	5	5	5	4	4.70	47
110	4	5	5	4	4	4	4	4	4	4	4.20	42
111	5	5	5	5	5	5	5	4	4	4	4.70	47
112	4	4	4	4	4	4	4	4	4	4	4.00	40
113	4	5	4	4	4	5	5	4	4	4	4.30	43
114	4	4	4	4	4	4	5	4	5	4	4.20	42
115	4	4	4	4	4	5	5	4	4	5	4.30	43
116	5	5	5	5	5	5	5	5	5	5	5.00	50
117	5	4	4	4	4	5	4	4	4	4	4.20	42
118	5	4	4	4	4	5	4	4	4	4	4.20	42
119	4	4	4	4	4	4	4	4	4	4	4.00	40
120	4	4	4	4	4	4	4	4	4	4	4.00	40
121	4	4	4	4	4	4	4	4	4	4	4.00	40
122	4	4	4	3	4	4	4	4	4	4	3.90	39
123	5	4	4	4	4	4	4	4	4	4	4.10	41
124	4	4	4	4	4	4	4	4	4	4	4.00	40
125	4	4	4	4	4	4	4	4	4	4	4.00	40
126	4	4	4	4	4	4	4	4	4	4	4.00	40
127	5	5	5	4	4	5	5	5	5	4	4.70	47
128	4	5	5	4	4	4	4	4	4	4	4.20	42
129	5	5	5	5	5	5	5	4	4	4	4.70	47
130	4	4	4	4	4	4	4	4	4	4	4.00	40
131	4	4	4	4	4	4	4	4	4	4	4.00	40
132	4	4	4	3	4	3	3	3	3	3	3.40	34
133	4	4	4	4	4	4	4	4	4	4	4.00	40
134	4	4	4	4	4	4	4	4	4	4	4.00	40
135	4	4	4	4	4	4	4	4	4	4	4.00	40

136	4	4	4	4	4	4	4	4	4	4	4.00	40
137	4	4	4	4	4	4	4	4	5	5	4.20	42
138	4	4	4	4	4	4	4	4	4	4	4.00	40
139	4	4	4	4	4	4	4	4	4	4	4.00	40
140	4	4	4	4	4	4	4	5	4	5	4.20	42
141	5	4	4	4	4	5	4	4	4	4	4.20	42
142	5	4	4	4	4	5	4	4	4	4	4.20	42
143	5	4	4	4	4	5	4	4	4	4	4.20	42
144	5	4	4	4	4	5	4	4	4	4	4.20	42
145	4	4	4	4	4	4	4	4	4	4	4.00	40
146	4	4	4	4	4	4	4	4	4	4	4.00	40
147	4	4	4	4	4	4	4	4	4	4	4.00	40
148	4	4	4	4	4	4	4	4	4	4	4.00	40
149	4	4	4	4	4	3	4	4	4	4	3.90	39
150	4	4	4	4	3	3	4	4	4	4	3.80	38
151	4	4	4	4	4	4	4	4	4	4	4.00	40
152	4	4	4	4	4	4	4	4	4	4	4.00	40
153	4	4	4	4	4	4	4	4	4	4	4.00	40
154	5	5	5	4	4	5	5	5	5	4	4.70	47
155	4	5	5	4	4	4	4	4	4	4	4.20	42
156	5	5	5	5	5	5	5	4	4	4	4.70	47
157	5	5	5	5	5	5	5	5	5	5	5.00	50
158	4	4	4	3	4	3	3	3	3	3	3.40	34
159	4	4	4	4	4	4	4	4	4	4	4.00	40
160	4	4	4	4	4	4	4	4	4	4	4.00	40
161	4	4	4	4	4	4	4	4	4	4	4.00	40
162	4	4	4	4	4	4	4	4	4	4	4.00	40
163	4	4	4	4	4	4	4	4	5	5	4.20	42
164	4	4	4	4	4	4	4	4	4	4	4.00	40
165	4	4	4	4	4	5	4	4	4	4	4.10	41
166	5	5	5	4	4	5	4	5	5	5	4.70	47
167	4	4	4	4	4	4	4	4	4	4	4.00	40
168	4	5	4	4	4	5	5	4	4	4	4.30	43
169	4	4	4	4	4	4	5	4	5	4	4.20	42
170	4	4	4	4	4	5	5	4	4	5	4.30	43
171	5	5	5	5	5	5	5	5	5	5	5.00	50
172	4	4	4	4	4	4	4	4	4	4	4.00	40
173	4	4	4	4	4	4	4	5	4	5	4.20	42
174	5	4	4	4	4	5	4	4	4	4	4.20	42
175	5	4	4	4	4	5	4	4	4	4	4.20	42
176	5	4	4	4	4	5	4	4	4	4	4.20	42
177	5	4	4	4	4	5	4	4	4	4	4.20	42
178	4	4	4	4	4	4	4	4	4	4	4.00	40
179	4	4	4	4	4	4	4	4	4	4	4.00	40
180	4	4	4	4	4	4	4	4	4	4	4.00	40
181	4	4	4	3	4	4	4	4	4	4	3.90	39

182	5	4	4	4	4	4	4	4	4	4	4.10	41
183	4	5	4	5	4	4	4	4	4	4	4.20	42
184	4	4	4	4	4	4	4	4	4	4	4.00	40
185	5	4	4	4	4	4	4	4	4	4	4.10	41
186	5	4	4	4	4	4	4	4	4	4	4.10	41
187	4	4	4	4	4	4	4	4	4	4	4.00	40
188	4	4	4	4	4	4	4	4	4	4	4.00	40
189	4	4	4	4	4	4	4	4	4	4	4.00	40
190	4	4	4	4	4	4	4	4	4	4	4.00	40
191	4	5	4	4	4	5	5	4	4	4	4.30	43
192	4	4	4	4	4	4	5	4	5	4	4.20	42
193	4	4	4	4	4	5	5	4	4	5	4.30	43
194	5	5	5	5	5	5	5	5	5	5	5.00	50
195	4	4	4	4	4	4	4	4	4	4	4.00	40
196	4	4	4	4	4	4	4	5	4	5	4.20	42
197	5	4	4	4	4	5	4	4	4	4	4.20	42
198	5	4	4	4	4	5	4	4	4	4	4.20	42
199	5	4	4	4	4	5	4	4	4	4	4.20	42
200	4	4	4	3	4	4	4	4	4	4	3.90	39

Appendix 3 Validity and Reability AMOS

Internal Marketing



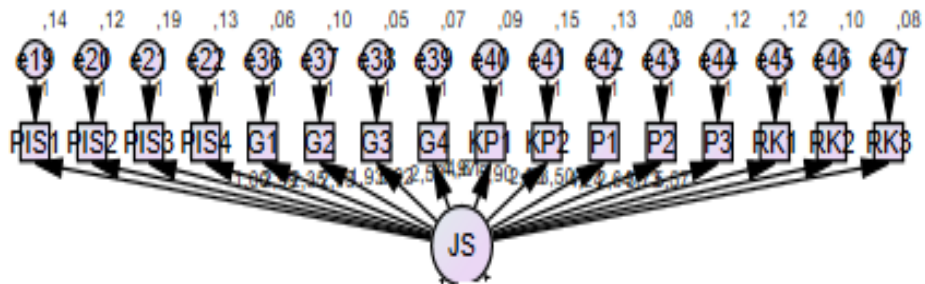
Validity Test:

	Estimate	S.E.	C.R.	P	Label
I4 <--- IM	1.000				
I3 <--- IM	.808	.185	4.376	***	
I2 <--- IM	.697	.175	3.987	***	
I1 <--- IM	1.892	.300	6.303	***	
I5 <--- IM	1.192	.270	4.407	***	
I6 <--- IM	1.172	.278	4.222	***	
I7 <--- IM	1.089	.263	4.143	***	
I8 <--- IM	.560	.243	2.302	.021	
I9 <--- IM	1.990	.317	6.276	***	
I10 <--- IM	2.602	.383	6.801	***	
I11 <--- IM	2.232	.331	6.738	***	
I12 <--- IM	2.332	.351	6.649	***	
I13 <--- IM	1.780	.319	5.576	***	

	Estimate (λ)
I4 <--- IM	460
I3 <--- IM	.380
I2 <--- IM	.335
I1 <--- IM	.724
I5 <--- IM	.384
I6 <--- IM	.362
I7 <--- IM	.353
I8 <--- IM	.176
I9 <--- IM	.716
I10 <--- IM	.898
I11 <--- IM	.870
I12 <--- IM	.835
I13 <--- IM	.559

	Estimate (ϵ)	S.E.	C.R.	P	Label
e6	.753	.077	9.772	***	
e7	.782	.079	9.847	***	
e8	.775	.078	9.879	***	
e9	.659	.072	9.135	***	
e27	1.660	.169	9.844	***	
e28	1.842	.187	9.861	***	
e29	1.688	.171	9.868	***	
e30	1.979	.199	9.951	***	
e31	.761	.083	9.171	***	
e32	.330	.049	6.745	***	
e33	.323	.043	7.538	***	
e34	.477	.058	8.188	***	
e35	1.412	.147	9.631	***	

Job Satisfaction



Validity Test:

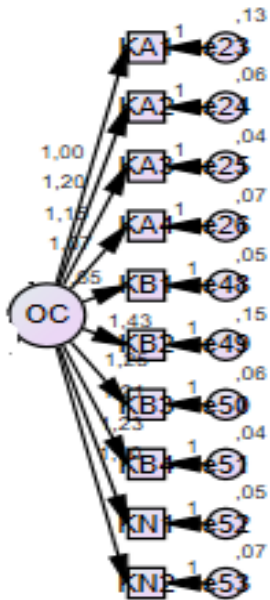
	Estimate	S.E.	C.R.	P	Label
PIS1 <--- JS	1.000				
PIS2 <--- JS	2.992	1.335	2.241	.025	
PIS3 <--- JS	2.349	1.114	2.109	.035	
PIS4 <--- JS	2.727	1.231	2.215	.027	
G1 <--- JS	1.934	.872	2.219	.026	
G2 <--- JS	5.220	2.256	2.314	.021	
G3 <--- JS	2.503	1.098	2.280	.023	
G4 <--- JS	4.612	1.989	2.319	.020	
KP1 <--- JS	4.970	2.148	2.314	.021	
KP2 <--- JS	5.897	2.555	2.308	.021	
P1 <--- JS	2.880	1.296	2.222	.026	
P2 <--- JS	3.503	1.529	2.290	.022	
P3 <--- JS	4.243	1.852	2.291	.022	
RK1 <--- JS	2.644	1.191	2.220	.026	
RK2 <--- JS	3.728	1.630	2.287	.022	
RK3 <--- JS	5.572	2.399	2.323	.020	

	Estimate (λ)
PIS1 <--- JS	.171
PIS2 <--- JS	.493
PIS3 <--- JS	.338
PIS4 <--- JS	.449
G1 <--- JS	.455
G2 <--- JS	.734

	Estimate (λ)
G3 <--- JS	.589
G4 <--- JS	.763
KP1 <--- JS	.731
KP2 <--- JS	.703
P1 <--- JS	.460
P2 <--- JS	.625
P3 <--- JS	.627
RK1 <--- JS	.456
RK2 <--- JS	.614
RK3 <--- JS	.789

	Estimate (ϵ)	S.E.	C.R.	P	Label
e19	.143	.014	9.946	***	
e20	.121	.013	9.669	***	
e21	.186	.019	9.852	***	
e22	.128	.013	9.734	***	
e36	.062	.006	9.726	***	
e37	.101	.011	8.858	***	
e38	.051	.005	9.468	***	
e39	.066	.008	8.636	***	
e40	.093	.011	8.874	***	
e41	.155	.017	9.042	***	
e42	.134	.014	9.719	***	
e43	.083	.009	9.363	***	
e44	.120	.013	9.354	***	
e45	.115	.012	9.724	***	
e46	.100	.011	9.397	***	
e47	.082	.010	8.394	***	

Organizational Commitment



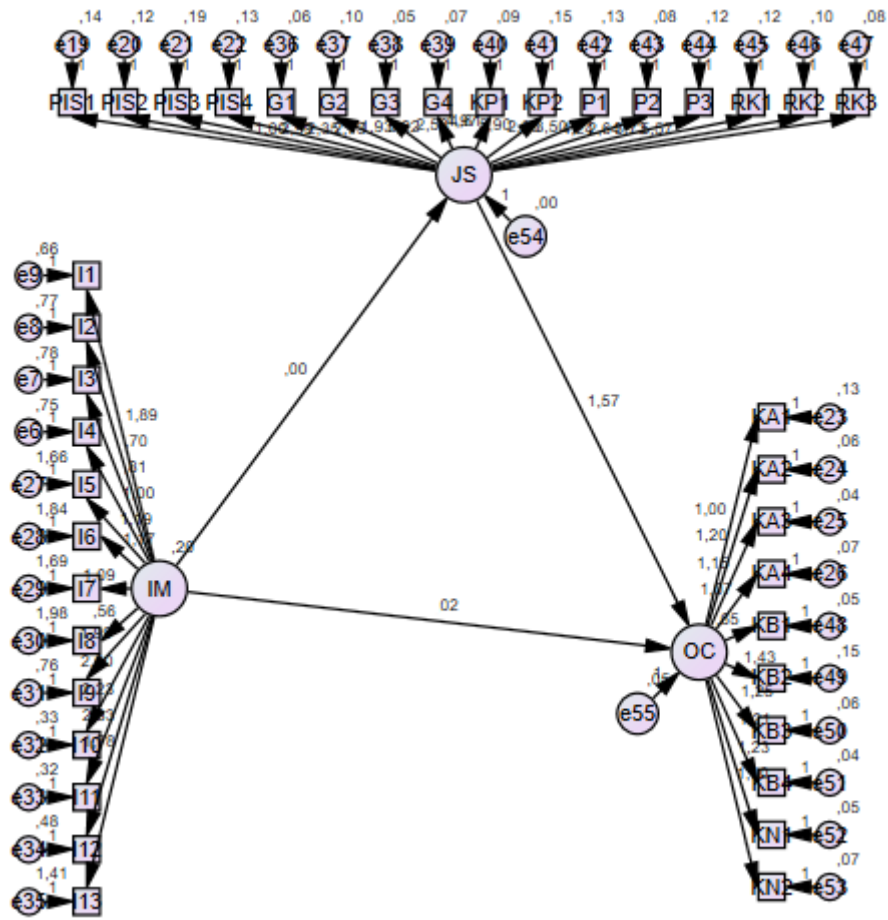
Validity Test:

	Estimate	S.E.	C.R.	P	Label
KA1 <--- OC	1.000				
KA2 <--- OC	1.202	.146	8.223	***	
KA3 <--- OC	1.149	.135	8.495	***	
KA4 <--- OC	1.067	.136	7.828	***	
KB1 <--- OC	.647	.096	6.718	***	
KB2 <--- OC	1.426	.191	7.484	***	
KB3 <--- OC	1.248	.152	8.200	***	
KB4 <--- OC	1.210	.141	8.558	***	
KN1 <--- OC	1.227	.147	8.356	***	
KN2 <--- OC	1.102	.141	7.828	***	

	Estimate (λ)
KA1 <--- OC	.570
KA2 <--- OC	.782
KA3 <--- OC	.827
KA4 <--- OC	.722
KB1 <--- OC	.577
KB2 <--- OC	.673

	Estimate (λ)
KB3 <--- OC	.778
KB4 <--- OC	.838
KN1 <--- OC	.804
KN2 <--- OC	.722

	Estimate (ϵ)	S.E.	C.R.	P	Label
e23	.130	.014	9.623	***	
e24	.057	.007	8.815	***	
e25	.038	.005	8.373	***	
e26	.065	.007	9.175	***	
e48	.052	.005	9.609	***	
e49	.153	.016	9.365	***	
e50	.063	.007	8.842	***	
e51	.039	.005	8.226	***	
e52	.052	.006	8.629	***	
e53	.070	.008	9.175		



	Estimate	S.E.	C.R.	P	Label
JS <--- IM	.005	.011	2.418	.006	
OC <--- JS	1.568	.739	2.123	.034	
OC <--- IM	.022	.039	2.561	.005	
I4 <--- IM	1.000				
I3 <--- IM	.808	.185	4.376	***	
I2 <--- IM	.697	.175	3.987	***	
I1 <--- IM	1.892	.300	6.303	***	
PIS1 <--- JS	1.000				
PIS2 <--- JS	2.992	1.335	2.241	.025	
PIS3 <--- JS	2.349	1.114	2.109	.035	
PIS4 <--- JS	2.727	1.231	2.215	.027	
KA1 <--- OC	1.000				

			Estimate	S.E.	C.R.	P	Label
KA2	<---	OC	1.202	.146	8.223	***	
KA3	<---	OC	1.149	.135	8.495	***	
KA4	<---	OC	1.067	.136	7.828	***	
I5	<---	IM	1.192	.270	4.407	***	
I6	<---	IM	1.172	.278	4.222	***	
I7	<---	IM	1.089	.263	4.143	***	
I8	<---	IM	.560	.243	2.302	,021	
I9	<---	IM	1.990	.317	6.276	***	
I10	<---	IM	2.602	.383	6.801	***	
I11	<---	IM	2.232	.331	6.738	***	
I12	<---	IM	2.332	.351	6.649	***	
I13	<---	IM	1.780	.319	5.576	***	
G1	<---	JS	1.934	.872	2.219	,026	
G2	<---	JS	5.220	2.256	2.314	,021	
G3	<---	JS	2.503	1.098	2.280	,023	
G4	<---	JS	4.612	1.989	2.319	,020	
KP1	<---	JS	4.970	2.148	2.314	,021	
KP2	<---	JS	5.897	2.555	2.308	,021	
P1	<---	JS	2.880	1.296	2.222	,026	
P2	<---	JS	3.503	1.529	2.290	,022	
P3	<---	JS	4.243	1.852	2.291	,022	
RK1	<---	JS	2.644	1.191	2.220	,026	
RK2	<---	JS	3.728	1.630	2.287	,022	
RK3	<---	JS	5.572	2.399	2.323	,020	
KB1	<---	OC	.647	.096	6.718	***	
KB2	<---	OC	1.426	.191	7.484	***	
KB3	<---	OC	1.248	.152	8.200	***	
KB4	<---	OC	1.210	.141	8.558	***	
KN1	<---	OC	1.227	.147	8.356	***	
KN2	<---	OC	1.102	.141	7.828	***	

The Result of Item Validity and Reliability Testing

	Estimate (λ)
JS <--- IM	.033
OC <--- JS	.413
OC <--- IM	<u>.040</u>
I4 <--- IM	.460
I3 <--- IM	.380
I2 <--- IM	.335
I1 <--- IM	.724
PIS1 <--- JS	.171
PIS2 <--- JS	.493
PIS3 <--- JS	.338
PIS4 <--- JS	.449
KA1 <--- OC	.570
KA2 <--- OC	.782
KA3 <--- OC	.827
KA4 <--- OC	.722
I5 <--- IM	.384
I6 <--- IM	.362
I7 <--- IM	.353
I8 <--- IM	.176
I9 <--- IM	.716
I10 <--- IM	.898
I11 <--- IM	.870
I12 <--- IM	.835
I13 <--- IM	.559
G1 <--- JS	.455
G2 <--- JS	.734
G3 <--- JS	.589
G4 <--- JS	.763
KP1 <--- JS	.731
KP2 <--- JS	.703
P1 <--- JS	.460
P2 <--- JS	.625
P3 <--- JS	.627
RK1 <--- JS	.456
RK2 <--- JS	.614
RK3 <--- JS	.789

	Estimate (λ)
KB1 <--- OC	.577
KB2 <--- OC	.673
KB3 <--- OC	.778
KB4 <--- OC	.838
KN1 <--- OC	.804
KN2 <--- OC	.722

	Estimate (ϵ)	S.E.	C.R.	P	Label
IM	.202	.061	3.319	***	
e54	.004	.004	1.164	.244	
e55	.052	.012	4.228	***	
e6	.753	.077	9.772	***	
e7	.782	.079	9.847	***	
e8	.775	.078	9.879	***	
e9	.659	.072	9.135	***	
e19	.143	.014	9.946	***	
e20	.121	.013	9.669	***	
e21	.186	.019	9.852	***	
e22	.128	.013	9.734	***	
e23	.130	.014	9.623	***	
e24	.057	.007	8.815	***	
e25	.038	.005	8.373	***	
e26	.065	.007	9.175	***	
e27	1.660	.169	9.844	***	
e28	1.842	.187	9.861	***	
e29	1.688	.171	9.868	***	
e30	1.979	.199	9.951	***	
e31	.761	.083	9.171	***	
e32	.330	.049	6.745	***	
e33	.323	.043	7.538	***	
e34	.477	.058	8.188	***	
e35	1.412	.147	9.631	***	
e36	.062	.006	9.726	***	
e37	.101	.011	8.858	***	
e38	.051	.005	9.468	***	
e39	.066	.008	8.636	***	
e40	.093	.011	8.874	***	

	Estimate (ϵ)	S.E.	C.R.	P	Label
e41	.155	.017	9.042	***	
e42	.134	.014	9.719	***	
e43	.083	.009	9.363	***	
e44	.120	.013	9.354	***	
e45	.115	.012	9.724	***	
e46	.100	.011	9.397	***	
e47	.082	.010	8.394	***	
e48	.052	.005	9.609	***	
e49	.153	.016	9.365	***	
e50	.063	.007	8.842	***	
e51	.039	.005	8.226	***	
e52	.052	.006	8.629	***	
e53	.070	.008	9.175		

	Estimate	S.E.	C.R.(t-value)	P	Label
JS <--- IM	.005	.011		2.418	,006
OC <--- JS	1.568	.739		2.123	,034
OC <--- IM	.022	.039		2.561	,005
I4 <--- IM	1.000				
I3 <--- IM	.808	.85		4.376	***
I2 <--- IM	.697	.75		3.987	***
I1 <--- IM	1.892	.00		6.303	***
PIS1 <--- JS	1.000				
PIS2 <--- JS	2.992	1.335		2.241	,025
PIS3 <--- JS	2.349	1.114		2.109	,035
PIS4 <--- JS	2.727	1.231		2.215	,027
KA1 <--- OC	1.000				
KA2 <--- OC	1.202	.146		8.223	***
KA3 <--- OC	1.149	.135		8.495	***
KA4 <--- OC	1.067	.136		7.828	***
I5 <--- IM	1.192	.270		4.407	***
I6 <--- IM	1.172	.278		4.222	***
I7 <--- IM	1.089	.263		4.143	***
I8 <--- IM	.560	.243		2.302	.021
I9 <--- IM	1.990	.317		6.276	***
I10 <--- IM	2.602	.383		6.801	***
I11 <--- IM	2.232	.331		6.738	***

		Estimate	S.E.	C.R.(t-value)	P	Label
I12	<--- IM	2.332	.351	6.649	***	
I13	<--- IM	1.780	.319	5.576	***	
G1	<--- JS	1.934	.872	2.219	.026	
G2	<--- JS	5.220	2.256	2.314	.021	
G3	<--- JS	2.503	1.098	2.280	.023	
G4	<--- JS	4.612	1.989	2.319	.020	
KP1	<--- JS	4.970	2.148	2.314	.021	
KP2	<--- JS	5.897	2.555	2.308	.021	
P1	<--- JS	2.880	1.296	2.222	.026	
P2	<--- JS	3.503	1.529	2.290	.022	
P3	<--- JS	4.243	1.852	2.291	.022	
RK1	<--- JS	2.644	1.191	2.220	.026	
RK2	<--- JS	3.728	1.630	2.287	.022	
RK3	<--- JS	5.572	2.399	2.323	.020	
KB1	<--- OC	.647	.096	6.718	***	
KB2	<--- OC	1.426	.191	7.484	***	
KB3	<--- OC	1.248	.152	8.200	***	
KB4	<--- OC	1.210	.141	8.558	***	
KN1	<--- OC	1.227	.147	8.356	***	
KN2	<--- OC	1.102	.141	7.828	***	

Eligibility Criteria Model

CMIN

Model	NPAR	CMIN	DF	P (Significance Probability)	CMIN/DF
Default model	81	5917.691	699	.000	8.466
Saturated model	780	.000	0		
Independence model	39	8890.946	741	.000	11.999

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.121	.973	.912	.924
Saturated model	.000	1.000		
Independence model	.213	.266	.228	.253

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.934	.994	.963	.921	.960
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.004	.189	.198	.000
Independence model	.235	.231	.239	.000

Hypothesis Test

	Estimate (Koeff.)	S.E.	C.R.(t-value)	P	Label
JS <--- IM	.005	.011	2.418	.006	
OC <--- JS	1.568	.739	2.123	.034	
OC <--- IM	.022	.039	2.561	.005	
I4 <--- IM	1.000				
I3 <--- IM	.808	.185	4.376	***	
I2 <--- IM	.697	.175	3.987	***	
I1 <--- IM	1.892	.300	6.303	***	
PIS1 <--- JS	1.000				
PIS2 <--- JS	2.992	1.335	2.241	.025	
PIS3 <--- JS	2.349	1.114	2.109	.035	
PIS4 <--- JS	2.727	1.231	2.215	.027	
KA1 <--- OC	1.000				
KA2 <--- OC	1.202	.146	8.223	***	
KA3 <--- OC	1.149	.135	8.495	***	
KA4 <--- OC	1.067	.136	7.828	***	
I5 <--- IM	1.192	.270	4.407	***	
I6 <--- IM	1.172	.278	4.222	***	
I7 <--- IM	1.089	.263	4.143	***	
I8 <--- IM	.560	.243	2.302	.021	

			Estimate (Koeff.)	S.E.	C.R.(t-value)	P	Label
I9	<---	IM	1.990	.317	6.276	***	
I10	<---	IM	2.602	.383	6.801	***	
I11	<---	IM	2.232	.331	6.738	***	
I12	<---	IM	2.332	.351	6.649	***	
I13	<---	IM	1.780	.319	5.576	***	
G1	<---	JS	1.934	.872	2.219	.026	
G2	<---	JS	5.220	2.256	2.314	.021	
G3	<---	JS	2.503	1.098	2.280	.023	
G4	<---	JS	4.612	1.989	2.319	.020	
KP1	<---	JS	4.970	2.148	2.314	.021	
KP2	<---	JS	5.897	2.555	2.308	.021	
P1	<---	JS	2.880	1.296	2.222	.026	
P2	<---	JS	3.503	1.529	2.290	.022	
P3	<---	JS	4.243	1.852	2.291	.022	
RK1	<---	JS	2.644	1.191	2.220	.026	
RK2	<---	JS	3.728	1.630	2.287	.022	
RK3	<---	JS	5.572	2.399	2.323	.020	
KB1	<---	OC	.647	.096	6.718	***	
KB2	<---	OC	1.426	.191	7.484	***	
KB3	<---	OC	1.248	.152	8.200	***	
KB4	<---	OC	1.210	.141	8.558	***	
KN1	<---	OC	1.227	.147	8.356	***	
KN2	<---	OC	1.102	.141	7.828	***	