

The Role of Job Satisfaction and Organizational Commitment in

The Internal Marketing of Employee

(Case Study in Pamella Supermarket Yogyakarta)

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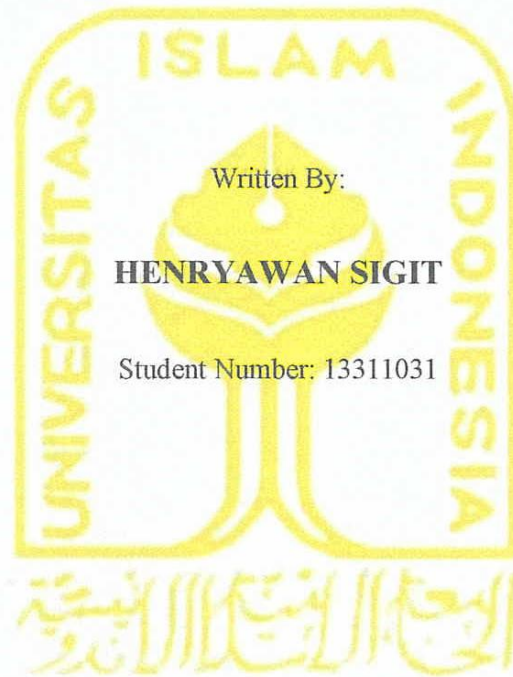
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**The Role of Job Satisfaction and Organizational Commitment in
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ABSTRACT

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.*

Introduction

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 satisfied, 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.

Background and Hypothesis

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.

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.

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

H2 : Internal Marketing has an influence on Organizational Commitment.

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.

Methodology

Data collection

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.

Participants

Based on the 200 respondents involved in this research 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%.

Results

Validity and Reliability

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.

Table 1 Result of Item Validity and Reliability Testing

	(A)	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

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 goodness of fit model was done in seven stages, namely significance probability, goodness-of-fit index (GFI), adjusted goodness of 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 2 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.

Hypothesis Test

Statistical hypothesis for *inner model* was *exogen latent* variable to *endogen*, 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**. Then internal marketing 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**. And then 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**.

Table 3 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

Source: Primary data processed, 2018

Discussion

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.

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.

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.

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 $p\text{-value} < \alpha$, namely $p\text{-value}$ equal to 0.034 while α equal to 0.05. This means that the third hypothesis was accepted.

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