International Journal of Psychosocial Rehabilitation, Vol. 24, Issue 02, 2020
ISSN: 1475-7192

Mediating Role of Organizational Commitment on the Relationship between Internal Marketing and Marketing Performance

[1]Sunardi Sembiring Brahmana, [2]Veronica Christina

Abstract---*The success of an organization in the face of competition lies in its ability to satisfy consumer needs in a way that is better than competitors. Organizations are required to be market oriented. To be market oriented, most organizations focus on how to boost and empowered their external marketing capabilities. However, some studies revealed that an organization's external marketing capabilities depends on its internal marketing (IM) capabilities. Internal marketing capabilities related to the extent to which the organization can market itself to all individuals in the organization. This study is intended to examine whether organizational commitment mediates the relationship between IM and marketing performance of the Widyatama University (UTama), as seen from the perceptions of the lecturers. Data were obtained from 122 returned and processed questionnaires. This study found that: two dimensions of IM (vision and rewards) have positively and significantly effect marketing performance; two IM dimensions (development and rewards) have positively and significantly effect organizational commitment; one dimension of organizational commitment (affective commitment) has positively and significantly effect marketing performance; and finally, affective commitment was found to be partially mediated the relationship between vision and marketing performance.*

Keywords---*Internal Marketing, Organizational Commitment, Marketing Performance.*

I. BACKGROUND

The Central Statistics Agency (BPS) reports labor conditions in Indonesia during February 2017 to February 2018. Based on data submitted by BPS, the level of open unemployment (TPT) of university graduates rose by 1.13 percent compared to February 2017, from 5.18 percent to 6, 31 percent. The large number of unemployed college graduates, apart from being caused by the small openings of new jobs, is also caused by the low quality of the graduates. President Susilo Bambang Yudhono also acknowledged that there was a discrepancy between graduates of strata one education and what was needed in the industrial sector and services in society (HMJMFEUNSOED. Wordpress, 2010). General Chairperson of the Association of Private Universities (APTISI), Suharyadi further said that the number of private universities that do not meet quality standards will ultimately only add to the burden of the nation (Suharyadi, 2010 - quoted from Kompas, 2010).

The low quality of higher education graduates basically reflects the low performance of universities. In the context of marketing, the existence of an organization is to produce or provide value to consumers (to deliver value). Likewise, universities as organizations should produce or provide value to their consumers by producing quality and adaptive graduates. In the midst of competition between universities, especially between private universities (PTS)

[1]*School of Graduates Studies - Widyatama University.*
[2]*School of Graduates Studies - Widyatama University.*
sunardi.brahmana@widyatama.ac.id
veronica.christina@widyataa.ac.id

DOI: 10.37200/IJPR/V24I2/PR200630
Received: 02 Jan 2020 | Revised: 15 Jan 2020 | Accepted: 28 Jan 2020

which are increasingly increasing, universities should be market-oriented in order to produ ce better value or quality for consumers.

Widyatama University (UTama) is a large private university in the city of Bandung. In recent years, in the midst of increasingly fierce competition, UTama has also been under considerable pressure. In the 2010/2011 academic year' entrance examination, the number of participants who took the entrance screening exam dropped quite sharply, around 30%. Many PTSs defended themselves by stating that this decline was a result of a decline in the purchasing power of the people (Budiawan, 2018). Regardless of the correctness of the argument, Pasundan University actually experienced an increase in the number of entrance screening test participants by 200% (People's Thoughts OnLine, 2010). The decrease in the number of participants who took the entrance screening test is one indicator that shows the decline in the performance of UTama organizations. Brahmana & Sofyandi (2006) and Christina & Brahmana (2007) based on a survey conducted on UTama administrative lecturers and employees, found that the UTama performance was felt to be poor.

Market-driven organizations mostly prioritizes and focuses on creating and delivering values for their existing and potential consumers (Day, 1994) through intensively developing their market intelligence capabilities, and responsively react to information obtained from their stakeholders.

Organizations that have a market-oriented culture are also dynamically easier to coordinate their internal processes, thus the organization will be able to react effectively faster (Day, 1994; Narver & Slater, 1990).

Many ways or methods to improve organizational performance. In the field of marketing, organizations should understand their customer and creating products and services that could satisfying customer's needs and desires in the way better than their competitors. Efforts to understand and satisfy the needs and desires of these consumers depend heavily on human activities that exist in the organization (Tsai & Tang, 2008). In the context of service organizations, Greene, Walls, & Schrest (1994) state that people are front-line who deal directly with customers. Thus, in trying to fulfill the needs and wants of their consumers, organizations must first prepare people in the organization to be a customer-oriented infrastructure. At PTS organizations, lecturers are very important human resources, because lecturers are the frontline who deal directly with consumers (students) when the service delivery process is carried out. One factor that is also very often highlighted related to the low quality of tertiary institutions in Indonesia is the quality of lecturers. National Education Minister Mohammad Nuh insisted that PTS should improve the quality of its lecturers (Republika OnLine, 2010).

II. LITERATURE REVIEWS

One approach in marketing discipline that could be used to enhance the ability of people within the organization towards consumer oriented cultured is through adopting and implementing the concept of internal marketing (IM) (Gronroos, 1990). IM can make people in the organization more sensitive, more capable, and more willing to understand and satisfy customer needs (Gronroos, 1990). Thus, IM is one of the determinants of the success of service organizations.

IM defines people within the organization as a market which consists of users, suppliers and service providers that interact in a network as of internal demand and supply chain (Berry & Parasuraman, 1991). Through the interaction between employees and customers, the organization delivers expecting values and beliefs to their external customers, which in turn influences external customers perceptions of the quality of products and/or services provided (Tsai & Tang, 2008).

IM is an organizational method that could enhanced organizational capability in obtaining, maintaining, and motivating employees to be able to provide better services for customers (Kotler, 1991). Gronroos (1990) and Varey (1995) stated that IM could change employee behavior and attitudes. Research conducted by Tansuhaj, Randall, & McCullough (1991) found that IM can improve organizational commitment, involvement in tasks, motivation, employee job satisfaction, and ultimately towards improving organizational performance significantly.

One important concept that is highly developing, especially in the service industry, is IM concept (Foreman & Money, 1995). However, Fisk, Brown, & Bitner (1993 said that this concept has not been extensively studied empirically. Quite a lot of debate concerns the argument about whether IM is part of marketing or part of human resource management (Foreman & Money, 1995). According to Kotler (1991) organizations must be able to implement IM as good as the implementation of their external marketing. IM is the success of an organization in obtaining, developing, motivating, and retaining employees to serve well the external customers (Kotler, 1991). The logic used by Kotler (1991) is quite clear. The success of an organization in marketing its product depends greatly on the ability of the organization in convincing their views and beliefs to their internal customers which are the people within the organization.

Marketing literature and organizational behavior literature defines IM differently. Gronroos (1981) defines it as "selling organizations to its workers". George (1990) and Gronroos (1990) suggest that the organization should motivated their peoples to cultivate customer-oriented culture that could produce service mindedness behavior through the implementation of marketing concept internally. Joseph (1996) offers a broader view and defines IM as a combination and integration of theories, concepts, and techniques of marketing and human resource management aim to motivating, mobilizing, co-opting and managing peoples within the organization that could improving the way of serving internal consumers, as well as external consumers.

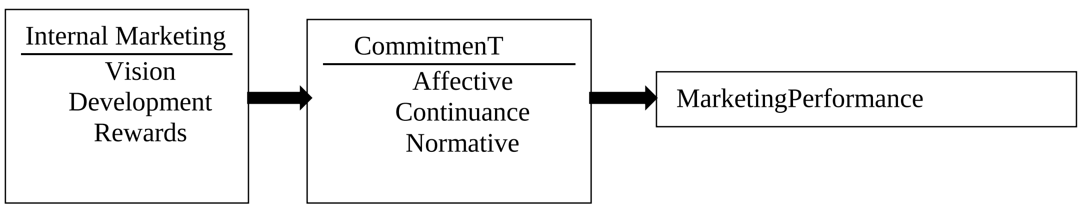
In the organizational behavior literature, experts have actually alluded to IM practices and labeled "high involvement practices", "high commitment systems", and "high performance work systems (HPWS)". HPWS is characterized by high involvement of workers from various levels in managerial decision making, training in group problem solving, higher levels of socialization, higher commitment in worker development programs, higher wages / salaries, and reduced dismissed workers (Ledford & Mohrman, 1993; Mohrman & Lawler, 1997; Pfeffer, 1995, 1998; Turner, 1996). In organizations like this, workers are seen not as expenses or costs that must be controlled, but are considered as investment assets that must be maintained and increased in value. To increase the value of these assets, extensive training and good career development are needed. The goal is clear is to improve organizational performance through ensuring that workers have loyalty and commitment to the organization and its goals.

The definition above clearly shows that the practice of IM is intended to attract and retain workers who have the most qualifications and commitment to the organization. In service organizations, this can be translated into efforts to create and bring about service-oriented behavior aimed at achieving customer satisfaction and high customer loyalty (Barnes & Morris, 2000; Morrison, 1996). Such research needs to be done and must be directed at efforts to understand these important internal functions, and of course also how to manage them (Bansal & Sharma, 2000). Until now, the IM literature still lacks theoretical grounding, and research in this field is still growing. The question that often arises is: where did this concept really come from? According to Joseph (1996), marketing cannot exclusively claim this concept as an important function of marketing, but this concept requires an integrative approach, not only from marketing, but also from organizational behavior, human resource management, and other fields as well. Basically, the field of service marketing is fundamentally related to how to attract and retain consumers. The field of organizational behavior and HRM may be able to help answer "how" this can be achieved.

Although many experts in the field of marketing stated that the attitudes and behaviors of workers are related to customer satisfaction and organizational performance (Bansal & Sharma, 2000; Hartline & Ferrell, 1996; Hunt, Chonko, & Wood, 1985; Siguaw, Brown, & Widing, 1994; Sujan, Weitz, & Kumar, 1994), but still very few emphasize the importance of integrating organizational behavior and HRM with marketing (Wood, 1999b). On the other hand, despite the emergence of empirical evidence that confirms a significant economic and productive increase in the adoption of these employee-friendly IM practices (Arthur, 1994; Bansal et al., 2001; Hartline & Ferrell, 1996), in fact the trend still shows different directions. Continued termination of employment and the use of contract workers, even in good economic conditions, indicates that there are still many senior managers who view labor only as an organizational expense that needs to be reduced, not as an asset that is an investment (Pfeffer, 1996). This focus clearly reflects the low commitment to internal customers, and this often results in low involvement and affective commitment of workers (Greller & Dory, 1991; Wood, 1999a). It is not surprising that many organizations are striving to become market-oriented organizations that fail because internal customers are not well developed (Hartline & Ferrell, 1996; Lichtenthal & Wilson, 1992). Berry (1981) initiated to treat employees as customers. This was stated after observing bank employees who are basically businesses that sell performance. Berry (1981) said that organizational leaders should think like a marketer when recruiting and training employees.IM is a marketing efforts carried out by an organization aimed at internal consumers, namely employees or people in the organization (Berry, 1981), that consists of three dimensions, vision, development and rewards (Foreman & Money, 1995). George (1990) emphasizes that IM is a holistic process that deals with cooperation between leaders and all people in the organization. Furthermore, George (1990) said that IM is an important process for organizational leaders where they must be able to market internally the mentality of service to all employees at every level in the organization.

DOI: 10.37200/IJPR/V24I2/PR200630
Received: 02 Jan 2020 | Revised: 15 Jan 2020 | Accepted: 28 Jan 2020

Research carried out, both concerning external marketing and internal marketing, found that both were closely related to organizational performance (Kohli & Jaworski, 1990; Foreman & Money, 1995). Research conducted by Caruana, Ramaseshan and Ewing (1997) found out that IM had a positive influence on organizational performance. Furthermore, Caruana, et al. (1997) found that one of the characteristics of a more capable and successful organization to implement this concept turned out to have one thing in common, that is generally better organizational commitment of its employees. According to them, the achievement of high performance in these internal market-oriented organizations basically comes from the accumulation of synergistic contributions of employees who have a high spirit and work service ethos. This high morale and work ethic are rooted in the high organizational commitment of employees who are well aware that their individual performance will greatly determine the quality of service of the organization (Caruana, et al., 1997; Caruana & Calleya, 1998). This turned out to be in line with Kohli & Jaworski'(1990) findings, who found that besides influencing organizational performance, it turned out that IM was also very influential in the formation of organizational commitment of people in the organization. Thus, the superiority of performance generated by organizations that have good IMs is actually triggered by an increase in the individual performance of employees who have a high commitment to produce good service performance.
Based on the above literature reviews, the theoretical framework and hypotheses of this research are:



H1 : Internal Marketing positively and significantly influence Marketing Performance.
H2 : Internal Marketing positively and significantly influence Organizational Commitment.
H3 : Organizational Commitment positively and significantly influence Marketing Performance.
H4 : Organizational Commitment mediates the relationship between Internal Marketing and Marketing Performance.

III. METHODOLOGY

This research is an explanatory survey aimed to explain the role of organizational commitment in mediating the relationship between internal marketing and marketing performance of UTama organization. The following will describe some methodological aspects in this study.

III.I. Population and Sample

A total of 266 permanent lecturers of Utama is this study population. Since number of the population members is still within the limits that can be reached by researchers, then in this study all members of the population will be the target of respondents. The total number of respondents who responds to this study, and completely fill out the questionnaires is considered as the sample.

III.II. Measurements

This study measured the internal marketing, organizational commitment and marketing performance of Utama through the perception Utama' permanent lecturers. To measure the three research constructs through the individual perceptions, the instrument was designed and structured in a questionnaires format with closed-end questions following the seven-point Likert Scale. The questionnaire consists of 4 (four) sections, namely: the section to measure internal marketing, the section to measure organizational commitment, the part to measure organizational marketing performance, and the section to find out the demographics of respondents.In this study, a measuring instrument used to measure the three dimensions of IM is adapted from a measuring tool developed by Foreman & Money (1995) consisting of 15 items of statements or questions. In this study, the instrument used to measure organizational commitment was adapted from Meyer & Allen (1997) consisting of 18 questions, each of which contained 6 questions for each of the three dimensions. Marketing performance is defined as a measure of organizational success in terms of effectiveness and adaptability of achieving organizational goals. (Walker and Ruekert, 1987; Clark, 1999; Ambler and Kokkinaki, 1997). The effectiveness and adaptability of this organization will be measured using 12 (twelve) indicators (items) adapted from Tay's (2002) and Baker & Sinkula (1999).

DOI: 10.37200/IJPR/V24I2/PR200630
Received: 02 Jan 2020 | Revised: 15 Jan 2020 | Accepted: 28 Jan 2020

IV. RESULTS AND DISCUSSION

A total 0f 207 questionnaires were distributed to all Utama permanent lecturers, and as many as 122 questionnaires were returned and can be analyzed. Goodness of Measures testing is done by confirmatory factor analysis and Cronbach Alpha Criterion. The test results show that internal marketing, commitment, and marketing performance measurement tools are valid and reliable. Regression analysis and hierarchical regression analysis were used to test the research hypotheses. The classical assumptions test shows that there was no violation of classical assumptions. The relationship between internal marketing and marketing performance.

Table 1: *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.662	.438	.424	.79908	.438

a. Predictors: (Constant), Rewards, Vision, Development
b. Dependent Variable: MarkPerf

Table 2: A*NOVA*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.753	3	19.584	30.671	.000[b]
	Residual	75.347	118	0.639		
	Total	134.1	121			

a. Dependent Variable: MarkPerf
b. Predictors: (Constant), Rewards, Vision, Development

Table 3: *Coefficients*

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.081	0.286		3.784	0
	Vision	0.234	0.101	0.271	2.307	0.023
	Development	0.076	0.133	0.088	0.575	0.567
	Rewards	0.326	0.115	0.359	2.848	0.005

a. Dependent Variable: MarkPerf

Table 1 and Table 2 show that variable vision, development, and rewards are able to explain the variation in marketing performance by 42.4 percent with a F value that is significant at 1 percent level. Table 3 revealed that vision and rewards positively and significantly influenced marketing performance, whereas development is found to be not influenced marketing performance.

The relationship between Internal Marketing and Organizational Commitment.

Table 4: *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.757	.573	.562	.61422	.573

a. Predictors: (Constant), Rewards, Vision, Development
b. Dependent Variable: Organizational Commitment

DOI: 10.37200/IJPR/V24I2/PR200630
Received: 02 Jan 2020 | Revised: 15 Jan 2020 | Accepted: 28 Jan 2020

Table 5: *ANOVA*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.675	3	19.892	52.726	.000[b]
	Residual	44.517	118	0.377		
	Total	104.193	121			

a. Dependent Variable: Organizational Commitment
b. Predictors: (Constant), Rewards, Vision, Development

Table 6: *Coefficients*

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	1.580	.220		7.198	.000
	Vision	.319	.078	.420	4.099	.000
	Development	.248	.102	.324	2.436	.016
	Rewards	.048	.088	.060	.542	.589

a. Dependent Variable: Organizational Commitment

Table 4 and table 5 show that variable vision, development, and rewards are able to explain the variation in commitment by 56.2 percent with a F value that is significant at 1 percent level. Table 6 shows that two of the three dimensions of internal marketing, namely: vision and development positively and significantly influence marketing performance, whereas rewards have no influence marketing performance. The Relationship between Organizational Commitment and Marketing Performance.

Table 7: *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.461	0.212	.192	.94609	.212

c. Predictors: (Constant), Normative, Affective, Continuance
b. Dependent Variable: MarkPerf

Table 8: *ANOVA*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.479	3	9.494	10.606	.000[b]
	Residual	105.621	118	0.895		
	Total	134.1	121			

c. Dependent Variable: Organizational Commitment
d. Predictors: (Constant), Rewards, Vision, Development

Table 9: *Coefficient*

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	1.868	.351		5.329	.000
	Vision	.346	.111	.374	3.110	.002
	Development	.120	.113	.130	1.067	.288
	Rewards	-.026	.025	-.091	-1.061	.291

a. Dependent Variable: MarkPerf

Table 7 and table 8 show that variations in affective, continuance, and normative variables are able to explain variations in marketing performance by 19.2 percent with F values significant at 1 percent level. Table 9 shows that

DOI: 10.37200/IJPR/V24I2/PR200630
Received: 02 Jan 2020 | Revised: 15 Jan 2020 | Accepted: 28 Jan 2020

only affective commitment found to be positively and significantly influenced marketing performance, whereas continuance commitment and normative commitment were not influenced marketing performance.

From the above statistical analysis, it could be concluded that:

Based on the three tests above, it can be concluded that:

1. Among the three dimensions of internal marketing, it was found that vision and rewards are positively and significantly influence marketing performance, while development has no influence on marketing performance.
2. Affective commitment was found to be the only dimensions of organizational commitment that positively and significantly influence marketing performance, while the other two (continuance and normative commitment) has no influence on marketing performance. Thus, the dimension of commitment that is likely to be treated as a mediator is only the affective commitment dimension.
3. The test of mediation effect of affective commitment will only be done on the relationship between the two dimensions of internal marketing (vision and rewards) and marketing performance.

Mediating effect of Affective Commitment on the relationship between Internal Marketing and Marketing Performance.

Table 10: *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.661	.437	.427	.79683	.437
2	.662	.438	.424	.79925	.001

a. Predictors: (Constant), Rewards, Vision
b. Predictors: (Constant), Rewards, Vision, Affective
c. Dependent Variable: MarkPerf

Table 11: *ANOVA.*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.542	3	29.271	46.100	.000[b]
	Residual	75.558	118	.635		
	Total	134.100	121			
2	Regression	58.722	3	19.574	30.642	.000[b]
	Residual	75.378	118	.639		
	Total	134.100	121			

a. Dependent Variable: MarkPerf
b. Predictors: (Constant), Rewards, Vision
c. Predictors: (Constant), Rewards, Vision, Affective

Table 12: *Coefficient*

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.080	.285		3.792	.000
	Vision	.267	.083	.310	3.204	.002
	Rewards	.368	.088	.406	4.197	.000
2	(Constant)	1.018	.308		3.301	.001
	Vision	.246	.092	286.	2.670	.009
	Rewards	.360	.090	.396	4.017	.000
	Affective	.245	.084	.288	4.531	.000

a. Dependent Variable: MarkPerf

Table 10 and Table 11 show that the variation of independent variables, both in model 1 and model 2 were able to explain variations in marketing performance by 42.7 percent in model one, and 42.4 percent in model two with a

DOI: 10.37200/IJPR/V24I2/PR200630
Received: 02 Jan 2020 | Revised: 15 Jan 2020 | Accepted: 28 Jan 2020

significant F value in both models. In Table 12 it can be seen that the test results show that affective commitment is partially mediated the relationship dimension of vision and marketing performance, while in the relationship between rewards and marketing performance, it is found that affective commitment is not a mediator.

This study found that vision and rewards have a positive effect on marketing performance. On the other hand, it was found that vision and development have a positive effect on marketing performance. The interesting thing is that from the three dimensions of commitment, only the affective commitment dimension influences marketing performance.

Previous studies found out that organizational commitment is a very important and influential factor of organizational performance. However, the results of this study indicate that the influence of organizational commitment on marketing performance is relatively marginal. Descriptive data shows that the commitment of the lecturers is relatively low, and the marketing performance of the organization is also perceived to be poor.

Descriptive data show unfavorable perception of lecturers on the internal implementation of marketing carried out by top management. In the future this condition will certainly endanger the organization's position amid increasing competition in education institutions to get new students. Given the success of internal marketing will determine the success of its external marketing, the Utama's top management needs to be more focus in designing and implementing its internal marketing program. A successful internal marketing program will increase work morale and the commitment of each person in the organization to achieve more, which in the end will improve performance, including marketing performance.

The weakness of this study, among others, is the scope of research limited to only one organization. Future research is expected to involve more organizations, if possible sectoral. Furthermore, future research could explore other variables that can also affect organizational performance.

REFERENCES

[1] Ambler, T. and Kokkinaki, F. (1997), Measures of Marketing Success, *Journal of Marketing Management*, 13.

[2] Arthur, J.B. (1994), Effects of Human Resource Systems on Manufacturing Performance and Turnover, *Academy of Management Journal*, Vol.37.

[3] Baker, W.F. and Sinkula, J.M. (1999), Learning Orientation, Market Orientation, and Innovation: Integrating and Extending Models of Organizational Performance, *Journal of Market Focused Management, 4.*

[4] Bansal, H.S., and Sharma, B. (2000), Investigating the Relevance of Human Resource Management In Marketing Of Services: A Rudimentary Model Of Internal Marketing (Working Paper), *Faculty of Administration, University of New Brunswick.*

[5] Barnes, B.R. and Morris, D.S. (2000), Revising Quality Awareness Through Internal Marketing: An Exploratory Study Among French And English Medium-Sized Enterprises, *Total Quality Management*. Vol.11, 473-483.

[6] Berry, L.L., and Parasuraman, A. (1991), Marketing Services, Competing Through Quality, *New York: Free Press.*

[7] Brahmana, Sunardi and Sofyandi, Herman (2006), Learning Orientation dan Performa Universitas Widyatama Dilihat dari Persepsi Dosen dan Karyawan Administrasi *Laporan Penelitian Kelompok. Fakultas Bisnis dan Manajemen Universitas Widyatama.*

[8] Budiawan, A., Saudi, M.H.M. & Sutisna, D., The Effects of Planning and Coordination towards Work Effectiveness at Faculty of Business and Management in Widyatama University, Bandung, International Journal of Engineering and Technology 7(4):348-351, December 2018.

[9] Caruana, A., Ramaseshan, B. and Ewing, M.T. (1998), Do Universities That Are More Market Oriented Perform Better? *International Journal of Public Sector Management*. Vol.11(1), 55-70.

[10] Christina, Veronica and Brahmana, Sunardi (2007), Level Implementasi Market Orientation dan Hubungannya Dengan Performa Pada UNiversitas Widyatama, *Laporan Penelitian Kelompok. Fakultas Bisnis dan Manajemen Universitas Widyatama.*

[11] Clark, H. B. (1999). Marketing Performance Measures: History and Interrelationships, *Journal of Marketing Management*. 15, 711-732.

[12] Day, G. S. (1994), The Capabilities of Market-Driven Organizations, *Journal of Marketing*, 58(4),

DOI: 10.37200/IJPR/V24I2/PR200630
Received: 02 Jan 2020 | Revised: 15 Jan 2020 | Accepted: 28 Jan 2020

37-52.

[13] Dess, G.G., and Robinson, R. (1984), Measuring organizational Performance in the Absence of Objective Measures: The Case of privately-held firm and Conglomerate Business Unit, *Strategic Management Journal*. 5. 265-273

[14] Foreman, S.K., and Money, A.H. (1995), Internal Marketing: Concepts, Measurement, and Application. *Journal of Marketing Management*, Vol.11, 755-768.

[15] George, W.R. (1990), Internal Marketing and Organizational Behavior: A Partnership in Developing Customer-Concious Employees At Every Level, *Journal of Business Research*. Vol.20(January), 63-70

[16] Greene, W.E., Walls, G.D., and Schrest, L.J. (1994), Internal Marketing: The Key to External Marketing Success, *Journbal of Services Marketing*, Vol.8 (4).

[17] Gronroos, C. (1981), Internal Marketing an Integral Part of Marketing Theory. In: Marketing of Services, (Eds) *Donnelly, J.H. and George, W.R. American Conference Proceedings*.

[18] Gronroos, C. (1990), Service Management and Marketing: Managing the Moment of Truth in Service Competition, *Lexington, MA: Lexington Books*.

[19] Hartline, M., and Ferrell, O.C. (1996), The Management of Customer-Contact Service Employees: An Empirical Investigation, *Journal of Marketing*. Vol.60, 52-70.

[20] hmjmfeunsoed (2010). http://hmjmfeunsoed.wordpress.com/2010/07/25/realita-lulusan-ptn-banyak-yang-menganggur/ Download: Kamis, 04 November 2010 jam 12.26.

[21] Hunt, S.D., Chonko, L.B., and Wood, V.R. (1985), Organizational Commitment and Marketing, *Journal of Marketing*. Vol.49, 112-128.

[22] Jaworski, B.J. and Kohli, A.K. (1993), Market Orientation: Antecedents and Consequences, *Journal of Marketing*. Vol.57 (July), 53-70.

[23] Joseph, W.B. (1996), Internal Marketing Builds Service Quality, *Journal of Health Care Marketing*. Vol.16(1), 54-59.

[24] Kohli, Ajay and Jaworski, Bernard J. (1990), Market Orientation: The Construct, Research Propositions, and Managerial Implications, *Journal of Marketing*, 54 (April), 1-18.

[25] Kompas (2010). http://www.Kompas.com Download: Selasa 20 April 2010 jam 19.32.

[26] Ledford, G.E. Jr., and Mohrman, S.A. (1993), Self-Design for High Involvement: A Large-Scale Organizational Change, *Human Relations*. Vol.46, 143-173.

[27] Lichenthal, J.D., and Wilson, D.T. (1992). Becoming Market Oriented, *Journal of Business Research*. Vol.24, 191-207.

[28] Meyer, J. P., Bobocel, D. R., and Allen, N. J. (1991), Development of Organizational Commitment During the First Years of Employment: A Longitudinal Study of Pre-and-Post-Entry Influences, *Journal of Management*, Vol. 17, No. 4, pp. 717-733.

[29] Mohrman, S.A., and Lawler, E.E.III. (1997), Transforming the Human Resource Function, *In: D. Ulrich, M.R. Losey, and G. Lake (Eds.), Tomorrow's HR Management*: 48 thought Leader Call for Change. New York: Wiley.

[30] Morrison, E.C. (1996), Organizational Citizenship Behavior as A Critical Link Between HRM Practices and Service Quality, *Human Resource Management*. Vol.35, 493-512.

[31] Mowday, R. T., Porter, W. L., and Steers, R. (1982), Organizational Linkages: The Psychology of Commitment, Absenteeism, and Turnover. *New York: Academic Press*.

[32] Narver, J. C., and Slater S. F. (1990), The Effect of Market Orientation on Business Performance, *Journal of Marketing*, 54.

[33] Pfeffer, J. (1995), Producing Sustainable Competitive Advantage Through the Effective Management of People, *Academy of Management Executive*. Vol.9.

[34] Pfeffer, J. (1998). Seven Practices of Successful Organizations. *California Management Review*, Vol.40.

[35] Pikiran Rakyat OnLine (2010). http://pikiran-rakyat.com/node/116456 Download: Rabu, 23 Juni 2010 jam 13.55.

[36] Republika OnLine (2010). http://www.republika.co.id/berita/pendidikan/beasiswa/10/08/09/129172-mendiknas-minta-perguruan-tinggi-tingkatkan-kualitas-dosen Download: Senin, 09 Agustus 2010 jam 20.04.

[37] Siguaw, J.A., Brown, G., and Widing, R.E. II. (1994), The Influence of The Market Orientation Of The Firm On Sales Force Behavior And Attitudes, *Jurnal Of Marketing Research*, 106-115.

[38] Sofyandi, Herman and Brahmana, Sunardi (2007), Transformational Leadership dan Organizational Citizenship Behavior Di Utama, *Laporan Penelitian Kelompok. Fakultas Bisnis dan Manajemen Universitas Widyatama*.

DOI: 10.37200/IJPR/V24I2/PR200630
Received: 02 Jan 2020 | Revised: 15 Jan 2020 | Accepted: 28 Jan 2020

[39] Sujan, H., Weitz, B.A., and Kumar, N. (1994), Learning Orientation, Working Smart, and Effective Selling, *Journal of Marketing*. Vol.58.

[40] Tansuhaj, P., Randall, D., and McCullough, J. (1991), Applying the Internal Marketing Concept Within Large Organizations: AS Applied to A Credit Union, *Journal of Professional Services Marketing*. Vol.6(2).

[41] Tay, Linda. (2002). Business Performance of Surveying Frims: A Data-Driven Path Model, *Journal of Property Research*. 19 (4).

[42] Tett, R. P., and Meyer, J. P. (1993), Job Satisfaction, Organizational Commitment, Turnover Intention, and Turnover: Path Analysis Based on Meta-Analytic findings, *Personnel Psychology*, Vol. 46, No. 2.

[43] Tsai, Yafang and Tang, Ta-Wei (2008), How to Improve Service Quality: Internal Marketing as A Determining Factor, *Total Quality Management*. Vol.19/11.

[44] Turner, B.J. (1996), Visualizing the Transformation Process. *In: M. Kaminski, D. Bertelli, M. Moye, and J. Yudken (eds.), Making Change Happen: Six Cases of Unions and Companies Transforming Their Workplaces. Washington, DC: Work and Technology Institute.*

[45] Varey, R.J. (1995), Internal Marketing: A Review and Some Interdisciplinary Research Challenges, *International Journal of Service Industry Management*. Vol.6(1).

[46] Venkatraman, N., and Ramanujam, V. (1987), Measurement of Business Economic Performance: An Examination of Method Convergence, *Journal of Management*. 13.

[47] Walker, O. C., and Ruekert, R. W. (1987), Marketing's Role in the Implementation of Business Strategies: A Critical Review and Conceptual Framework. *Journal of Marketing*. 51, 15-33

[48] Wood, S. (1999a). Getting The measure of the Transformed High-Performance Organization. British *Journal of Industrial Relations*. Vol.37, 391-417.

[49] Siben, A., Nikonov, A. Studying efficiency of the method of treating nematodoses in sheep(2018) International Journal of Pharmaceutical Research, 10 (4), pp. 745-748. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85062416246&doi=10.31838%2fijpr%2f2018.10.04.129&partnerID=40&md5=5cd7c2618d92035261f1433b75334756

[50] Bhagavathi s, prakash a, gulshan wadhwa (2014) an insight to virtual ligand screening methods for structure-based drug design and methods to predict protein structure and function in lung cancer: approaches and progress. Journal of Critical Reviews, 1 (1), 10-24.

[51] Kale VV, Gadekar S, Ittadwar AM. "Particle Size Enlargement: Making and Understanding of the Behavior of Powder (Particle) System." Systematic Reviews in Pharmacy 2.2 (2011), 79-85. Print. doi:10.4103/0975-8453.86292

DOI: 10.37200/IJPR/V24I2/PR200630
Received: 02 Jan 2020 | Revised: 15 Jan 2020 | Accepted: 28 Jan 2020