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The mediating role of organizational commitment in the relationship between internal marketing and job performance: Application in Turkiye

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Abstract

Aim/purpose – The study aims to investigate the role of organizational commitment as a mediator between internal marketing and job performance.

Design/methodology/approach – For this purpose, data were collected from 239 personnel working in the textile sector in Turkiye's Organized Industrial Zone. The data obtained from the participants through the survey method were examined by explanatory factor analysis, descriptive statistics, correlation, and bootstrap regression analyses.

Findings – The findings of the research clearly show that internal marketing practices have a significant impact on job performance. Internal marketing variable explained 52.24% of the change in organizational commitment. However, it has been revealed that

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organizational commitment has a partial mediating role in the relationship between internal marketing practices and job performance.

Research implications/limitations – This study has limitations in taking samples from Türkiye, focusing on the textile industry, and using the convenience sampling method.

Originality/value/contribution – These results strongly support the argument that internal marketing practices further increase job performance through organizational commitment.

Keywords: internal marketing, organizational commitment, job performance.

JEL Classification: M10, M12, M31, M19.

1. Introduction

The best resources for organizations are not considered to be raw materials, production techniques, or the product itself, but well-educated, and service-focused employees (Chang & Chang, 2009). In today's business world, where organizations are in strong competition, they focus on a variety of strategies to ensure sustainability and increase productivity. Internal marketing is one of the strategies developed to ensure organizational success. Internal marketing is the combination of efforts to value and motivate employees and lead them toward the business mission by achieving higher performance and productivity.

Researchers generally use social exchange theory and reciprocity norms to explain the positive effects of internal marketing practices on businesses. Social exchange theory argues that the relationship between parties consists of mutual expectations (Blau, 1964). Internal marketing research provides support through social exchange, communication, development, and reward (Chow et al., 2015; Nemteanu & Dabija, 2021). According to this theory, effective internal marketing practices in businesses will ensure that the needs and expectations of employees are met. Thus, employees will have a strong organizational commitment, and in turn, their job performance will increase, which will facilitate the achievement of the organization's final business goals.

Internal marketing practices are based on the philosophy that to have satisfied customers, the business must also have satisfied employees (George, 1977), taking on employees who are equipped to provide marketing tools with qualified service to meet the needs of business employees. It is used to increase the motivation of employees (Ahmed et al., 2003). Rewarding (Dzuranin & Stuart, 2012) effective communication (Chang & Chang, 2007), correct employee selection (van Urk, 2015) and training (Costen & Salazar, 2011; Karim et al., 2012),

employee loyalty is increased with actively implemented internal marketing policies such as a healthy working environment (Hofmans et al., 2013). In the light of social exchange theory, there is a rise in the job performance of internal customers who are valued and whose loyalty is increased by internal marketing practices (Bellaouaied & Gam, 2011). According to the reciprocity principle (Gouldner, 1960), the organizational commitment of the employees whose needs and expectations are met will increase. Thus, employees will exhibit a higher level of job performance.

If organizations want to create and maintain a competitive advantage, they must consider their employees' ever-changing needs and wishes. For this reason, practices such as internal marketing activities that will improve the qualifications of employees and their behavior toward the organization are gaining more and more importance. When internal marketing is adopted as an organizational concept, it affects employee attitudes and behaviors, such as organizational commitment, job involvement, job motivation, and job satisfaction. Internal marketing, which refers to the concept of considering employees as internal customers and addressing their demands, should be prioritized by firms to boost organizational commitment levels and job performance (Acar et al., 2012).

The formation of organizational commitment as a result of social exchange between businesses and employees (Dzuraniin & Stuart, 2012; Masterson et al., 2000) is one of the main pillars of the study. Employees who work for companies that implement internal marketing strategies feel committed to the company and have a sense of belonging. These feelings will affect the performance of the employees. Therefore, the rest of the study will analyze job performance and organizational commitment. In the literature, the relationships between internal marketing, organizational commitment, and job performance, especially the direct and indirect effects of internal marketing on job performance through organizational commitment, have not been fully investigated in terms of the textile industry.

The concept of internal marketing has often been associated with services (Chang & Chang, 2007; Chiu et al., 2020; Hwang & Chi, 2005; Kyriazopoulos et al., 2007; Magatef & Momani, 2016; Ting, 2011). However, in this study, the concept of internal marketing is discussed in a production enterprise rather than in the service sector. This study focuses on the textile industry, which is a highly competitive sector. The textile industry is one of the leading sectors in Turkiye in terms of employment. This sector generates 8.8% of the total production value of the country's manufacturing industry and 9.9% of the added value created in

manufacturing. The textile sector, which occupies a very dominant position in the country's economy, has an impact on Türkiye's exports and other sectors (Uyanik & Çelikel, 2019). Considering this sector's significance, it is clear how critical the sustainability of the sector's competitiveness is. Ensuring the effectiveness of the employees working in this sector is extremely important both for the companies that employ them and for the country's economy (Bagci, 2013). Given the above, this study proposes and tests an empirical model linking internal marketing, organizational commitment, and job performance in the context of the textile industry.

It is thought that the level of organizational commitment between internal customers and the business should be high to receive answers to the developed strategies and increase the performance of the business. Therefore, in this study, the effect of internal marketing on job performance is examined, and in this context, the mediating role of organizational commitment between both variables is investigated.

Consequently, the study aims to investigate the role of organizational commitment as a mediator between internal marketing and job performance.

In this study, the concepts of internal marketing, job performance, and organizational commitment were examined, a literature study was conducted, the relationships between these concepts were examined, and the hypotheses for the study were given. Then, the data collection method, measurement tools, and data analysis method regarding the research methodology are explained. In the continuation of the study, research findings and research results are given. The discussion section includes the theoretical contributions of the research, practical contributions and limitations of the research, and suggestions for future research.

2. Theoretical background

2.1. Internal marketing

The concept of internal marketing emerged in the United States in the late 1970s as one of the tools emphasizing that organizations should value and respect their employees and see them as internal customers (Foreman & Money, 1995; Frye et al., 2020; Qaisar & Muhamad, 2021). Internal marketing is considered a philosophy where the employees of a business are perceived as internal customers and treated accordingly (De Bruin et al., 2020; Foreman & Money, 1995). Therefore, internal marketing is one of the most effective ways to

increase creativity within organizations (Mohammad et al., 2020). This type of marketing can motivate and encourage employees to display high-quality performance and provide outstanding customer service by trying to meet the demands of each employee with the same level of dedication (Huang, 2020). Internal marketing also involves planning, implementing, and evaluating strategies that focus on the internal customer, i.e., employees, who are trying to strengthen their corporate loyalty. Thus, leaders and managers should focus on human capital through policies that promote the motivation and satisfaction of the employees in addition to an organizational commitment that will help achieve the corporate goals (Moreira et al., 2020; Sarker & Ashrafi, 2018). The internal marketing approach is derived from organizational strategies that identify the work-related concerns and needs of their employees and deal with them in a fair, equal, and non-discriminatory way (Moreira et al., 2020). Internal marketing, by its most general definition, is a type of marketing aimed at high performance and motivation, focusing on the wishes and needs of internal customers, that is, employees, before the wishes and needs of customers.

It is emphasized that internal marketing is an effective management philosophy that is used in employee management to achieve organizational goals and integrate business functions, especially marketing and human resources (Chang & Chang, 2007, p. 266). Therefore, internal marketing is a marketing approach used to turn all employees into motivated employees in line with the effective implementation of business strategies to improve customer satisfaction and loyalty by providing desired service experiences (Uygun & Akin, 2017).

Internal marketing affects the employees positively (Yılman & Çam, 2020). To reach the point where employees are satisfied and willing to do their jobs and achieve customer satisfaction, businesses should start by employing the right people in the marketing department (Kotler et al., 2017). Internal marketing is the strategy that presents products and jobs to meet the demands of the employees to increase motivation, loyalty, job performance, and organizational commitment and to retain the employees. The strategies of this type of marketing are defined as the process of fulfilling the promises made to employees (Weber, 2015). Internal marketing includes a range of strategies and processes. These are empowerment, education, rewards and motivations, internal communication, and managerial support (Mohammad et al., 2020).

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2.2. Job performance

In the business world, performance is primarily evaluated, and the content of the notion is examined in light of the features of the business world. Job performance is defined as employees' actions, efforts, and the extent to which the organization accomplishes its goals as a result of their efforts and activities (Altaş & Çekmecelioğlu, 2015). In short, job performance is the degree to which a person helps to achieve the goal of an organization.

Job performance is the expected total value of employee behavior in a business over a given period (De Boer et al., 2015). Job performance is about how people perform their duties in their work (Banerjee & Payal, 2016), and it is concerned with how well a person performs their job to achieve organizational outcomes (Campbell & Wiernik, 2015). It is the series of behaviors displayed by the employees and the total expected value shown to the organization by the employees in a standard business period (Onukwube & Iyagba, 2011). In general, job performance can be defined as “the values that a person shows while achieving the goals required by their work” (Helvacı, 2002, p. 156). In addition to the studies that divide job performance into two dimensions organizational job performance and personal job performance (Borman & Motowidlo, 1993; Ciobanu et al., 2019), there are also studies arguing that job performance has other sub-dimensions (Borman & Motowidlo, 1997; Devonish & Greenidge, 2010). These dimensions are task performance, contextual performance, counterproductive performance, and adaptive performance (Bell & Kozlowski, 2008; Dilekçi & Nartgün Sezgin, 2020; Robbins & Judge, 2012).

Job performance is determined not only by the competence or contextual characteristics of employees but also by internal motivators such as job participation (Bayona et al., 2020). An important motivator of job performance is known to be a commitment to work and organization (Xanthopoulou et al., 2008). Therefore, another concept to be analyzed in this study is organizational commitment.

2.3. Organizational commitment

Organizational commitment reflects the relationship between the people and the organization and focuses on how much the organization members expect from the organization (Jang et al., 2021). Organizational commitment includes the significant effort that an employee shows to accept the goals and values of the organization and achieve these goals (Griffin et al., 2010; Jung et al., 2021). Representing the harmony between the employee and organization, organizational commitment is of great importance to all organizations (Bennett, 2022; Jang et al., 2021; Yildiz, 2013). Because organizations whose employees' level of organizational commitment is high perform more effectively and efficiently (Altaş & Çekmecelioğlu, 2015; Temoçin et al., 1991).

Three dimensions of organizational commitment are discussed in the literature. These three types are affective commitment, normative commitment, and continuous commitment. Affective commitment reflects the emotional commitment the employees have towards their organizations, the relationship between the employees and organizational values (Marmo et al., 2021; Mir et al., 2002; Nemțeanu et al., 2022), and the desires of the employees to continue being part of the organization. Normative commitment comprises the beliefs of the employees that are consistent with the mission, goals, policies, and activities of the organization (Wiener, 1982) and the moral obligation that employees feel to continue being a part of the organization (Joo, 2010). Continuance commitment is about how employees base the relationship they have with the organization on material factors (Örücü & Sezen Kışlalıoğlu, 2014). In this type of commitment, employees keep working in the organization out of necessity.

2.4. The relationship between internal marketing, job performance and organizational commitment

Internal marketing relies on the use of a marketing perspective to help employees improve their skills to better serve customers and build good relationships with them (Pantouvakis, 2012). Internal marketing is defined by George (1990) as the philosophy of the organization on managing human resources based on a marketing perspective. Internal marketing, as one of the new concepts directly related to the human element, requires the effective processing of internal exchanges between the organization and employee groups for the organization to succeed in achieving goals related to foreign markets. Social change

theory describes a changing relationship between an organization and its employees. According to the social change theory, providing a number of gains and rewards through internal marketing strategies can encourage employees to achieve organizational goals (Imani et al., 2020).

Internal marketing strategies can provide a framework for evaluating employee effectiveness and performance levels (Chiu et al., 2014). According to Yildiz (2016), since internal marketing practices for employees are a tool that provides returns and rewards, employees show much higher job performance in return. The study conducted by Li (2000), who examined the factors that direct the competitiveness and performance of Chinese manufacturers, found that human resources adequacy has effects on job performance. Tansuhaj et al. (1991) showed that internal marketing strategies are associated with positive employee attitudes and behaviors, increased levels of job satisfaction, and improvements in the performances of employees. Results of the study conducted by Hwang and Chi (2005) on international hotels in Taiwan also support the positive impact of internal marketing on employee performance. The study by Magatef and Momani (2016) on private hospitals in Jordan has also shown a positive relationship between internal marketing and employee performance. A study carried out by Chiu et al. (2020) in 12 fitness centers in Taipei, Taiwan, revealed that internal marketing positively affects organizational commitment and job performance and organizational commitment has a partial mediation effect in the relationship between job performance and internal marketing.

H1: Internal marketing positively affects job performance.

Organizations, according to Foreman and Money (1995), are markets with personnel serving as both buyers and suppliers. This system functions as a supply chain system, with internal customers receiving products from the employer and delivering finished goods to external customers. Thus, the idea that employees form an internal market within the firm is central to the concept of internal marketing. This internal market consists of personnel who must be informed, improved, and motivated to demonstrate their commitment to organizational goals (Muriuki et al., 2016). Internal marketing necessitates a diversified approach to staff development. A complete internal marketing campaign addresses activities such as staff recruiting, training, incentives, communication, and retention (Brooks et al., 1999; Pantouvakis, 2012).

One of the most important outcomes of internal marketing is an increase in employee organizational commitment (Tansuhaj et al., 1991). When traditional internal communication efforts fail, internal marketing is the most effective

strategy to achieve organizational commitment (Chiu et al., 2014). Research and studies have been undertaken in several industries to establish the impact of internal marketing on organizational commitment in various dimensions. Internal marketing and organizational commitment have been found to have a strong association in this research (Songur & Karatas, 2020; Tuncay, 2018). For example, Kyriazopoulos et al. (2007) discovered that internal marketing practices had a beneficial influence on organizational commitment in a study that investigated the adoption of the idea of internal marketing in bank branches. Chang and Chang (2007) conducted a study on nurses working at two medical centers in southern Taiwan and determined that internal marketing strategies positively affect organizational commitment. The findings of the study conducted by Candan and Çekmelioglu (2009) on the automotive sector showed how internal marketing strategies have a significant impact both on the affective commitment and normative commitment dimension of organizational commitment. The research by Ting (2011), conducted on teachers, showed that internal marketing directly affects organizational commitment. The result of this study showed that educational support, communication, and motivation used to measure internal marketing can increase the level of organizational commitment of teachers. Chen et al. (2015) found how the use of effective internal marketing strategies by hospitals increased the job satisfaction and organizational commitment of their nurses. The study conducted by Yüce and Kavak (2017) on teachers working at Kars Provincial Centre also found that internal marketing strategies affect organizational commitment. In their study conducted in a private deposit bank, Yeniçeri et al. (2020) discovered that internal marketing positively affects organizational commitment and job satisfaction and has a partial mediation effect in this relationship.

H2: Internal marketing has a positive effect on organizational commitment.

Organizational commitment can improve job performance (Khan et al., 2010). Research shows that organizational commitment positively affects organizational effectiveness and efficiency in addition to job performance (Candan & Çekmelioglu, 2009). According to Siders et al. (2001), dedicated employees are more likely to engage in behaviors that help achieve organizational goals. These behaviors can allow employees to perform better at work. A meta-analysis study by Meyer et al. (2002) found a complicated relationship between organizational commitment and job performance. However, although some studies have shown that organizational commitment has a positive effect on job performance, it should be noted that results can vary between urban and rural areas (İraz & Akgün, 2011; Chiu et al., 2020).

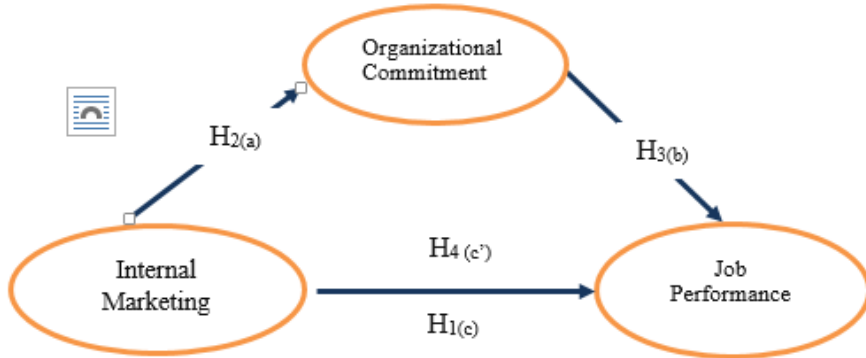
In their research on two sample groups working in various professional and organizational settings, Wiener and Vardi (1980) showed no distinct relationship between organizational commitment and job performance. Clarke (2006) found that continuance commitment had a negative effect on job performance, whereas affective and normative commitment had a positive effect, based on empirical data collected from official health networks in England. In their study conducted within Pakistan's oil and gas sector, Khan et al. (2010) found a positive relationship between organizational commitment and job performance. The study by İraz and Akgün (2011) on bank employees in the Konya Province of Türkiye suggested that organizational commitment positively affects job performance. According to the study conducted by Akyuz and Esitti (2015) on service sector employees in Çanakkale, there is a positive relationship between organizational commitment and job performance.

H3: Organizational commitment has a positive effect on job performance.

A study conducted by Chang and Chang (2009) on nurses at two training hospitals in southern Taiwan found that human-oriented internal marketing efforts increase organizational commitment. The findings showed that the higher employee satisfaction, the higher organizational commitment and, therefore, job performance, and the more efficient service delivery is to achieve the ultimate organizational goal. Acar et al. (2012) discovered that every aspect connected to internal marketing substantially impacts job performance and organizational commitment in a study of 19 private hospital administrators in six cities. They also discovered that organizational commitment acts as a partial mediator between internal marketing and job performance. Chiu et al. (2020) discovered that organizational commitment positively affects job performance and that organizational commitment has a partial mediation effect on the relationship between internal marketing and job performance in a study of 12 municipal sports centers in Taipei City.

H4: Organizational commitment has a mediating role in the relationship between internal marketing and job performance.

Figure 1. Research model



In line with the developed research hypotheses, the research model shown in Figure 1 below was developed. In the model in Figure 1, each of the relationships, a, b, and c, shows the direct relationship, while c' shows the indirect relationship (mediating variable).

3. Research methodology

3.1. Data collection

An online survey form was created on Google Forms to collect data. A 5-point Likert scale was used for the participants to evaluate the statements in the scales (1 = strongly disagree and 5 = strongly agree). The online questionnaire consists of four parts. In the first part of the questionnaire, seven questions are given to determine the socio-demographic characteristics of the participants. Research data were collected between December 2022 and January 2023.

Turkiye is the 5th largest exporter in the country-based ranking with a share of 3.4% in world textile exports in 2020. For this reason, the textile industry is a sector of strategic importance for Türkiye. While there are a total of 19.256 enterprises in the textile sector in 2021, these enterprises employ more than 460 thousand people (www.kolayihracat.gov.tr). For this reason, the population of this study consists of employees in Türkiye's textile industry. The study was conducted in a business operating in the textile sector in Türkiye's Organized Industrial Zone. For data collection, we used the convenience sampling method based voluntarily. The sample of the study consists of 600 employees working in the textile sector in Türkiye's Organized Industrial Zone. The sample size for the

study was determined as 235 with a 95% significance level and a 5% margin of error (Weiers, 2008). Data was collected from 239 employees using the convenience sampling method. Data regarding the research sample are presented in Table 1.

Table 1. Socio-demographical characteristics of the participants

Specification		Frequency (n)	Percentage (%)	Specification		Frequency (n)	Percentage (%)
Gender	female	73	30.5	Marital status	married	91	38.1
	male	166	69.5		single	148	61.9
	total	239	100.0		total	239	100.0
Age	18-25	48	20.1	The work experiences	1-5 years	80	33.5
	26-35	117	49		6-10 years	92	38.5
	36-45	62	25.9		11-15 years	30	12.6
	46-55	12	5		16-20	23	9.6
					21 or over years	14	5.8
	total	239	100.0		total	239	100.0
Working in the same business	1-5	168	70.3	Educational status	middle school	51	21.3
	6-10	43	18.0		high school	111	46.4
	11-15	11	4.6		assoc. degree	27	11.3
	16-20	7	2.9		bachelor's degree	33	13.8
	21 or over	10	4.2		master's degree	17	7.1
					total	239	100.0
	total	239	100.0				

Table 1 shows that 73 (30.5%) participants are women and 166 (69.8%) are men. 48 (20.1%) participants are aged between 18-25, 117 (49%) participants are between the ages of 26-35, 62 (25.9%) participants are between 36-45, and 12 (5%) participants are between 46-55. 148 (61.9%) participants are married and 91 (38.1%) are single. In terms of education level, 51 (21.3%) participants have graduated from middle school, 111 (46.4%) participants are high school graduates, 27 (11.3%) participants have an associate degree, 33 (13.8%) have bachelor's degree, and 17 (7.1%) have a master's degree or higher. The work experiences of the participants are as follows: 80 participants (33.5%) have work experience of 1-5 years, 92 (38.5%) have 6-10 years of experience, 30 (12.6%) have 11-15 years of experience, 23 (9.6%) have 16-20 years of experience, and 14 (5.9%) have over 21 years of experience. While 168 (70.3%) participants have been working in the same business for 1-5 years, 43 (18%) for 6-10 years, 11 (4.6%) for 11-15 years, 7 (2.9%) for 16-20 years, and 10 (4.2%) participants for over 21 years.

3.2. Measurement tools

The second part of the survey used the “Internal Marketing Scale” developed by Foreman and Money (1995) to measure internal marketing strategies. The measurement tool consists of 15 items on a three-dimensional scale: development, reward, and vision. The Cronbach α coefficient for the original internal marketing scale was calculated as 0.94 (Foreman & Money, 1995).

The “Organizational Commitment Scale” established by Meyer and Allen (1984) and later revised by Meyer, Allen, and Smith (1993) is included in the third section of the survey to measure organizational commitment. The assessment comprises 18 items on a three-dimensional scale: affective commitment, continuation commitment, and normative commitment. The scale’s Cronbach values were 0.84 for affective commitment, 0.80 for continuation commitment, and 0.70 for normative commitment (Çetin et al., 2011).

In the fourth part of the questionnaire, we used the “Job Performance Scale” developed by Goodman and Svyantek (1999) to measure job performance. The measurement tool consists of 25 items on a two-dimensional scale: contextual performance and task performance. The Cronbach α coefficient for the original form of the “Job Performance Scale” was calculated as 0.89 (Goodman & Svyantek, 1999).

The scales used in the research are included in Appendix 1.

3.3. Data analysis

The IBM SPSS 25 program was utilized to analyze the questionnaire data, and the PROCESS v3.4 macro developed by Hayes (2009, pp. 409-417) was employed to investigate the effect of mediating variables. Explanatory factor analysis and Cronbach coefficients were produced to test the validity and reliability of the internal marketing, organizational commitment, and job performance scales employed in the study. The direction and intensity of the association between the variables were then determined using correlation analysis. Finally, to determine whether organizational commitment mediates the relationship between internal marketing and job performance, we made a regression analysis based on the bootstrapping method by using PROCESS macro written by Hayes (2009). This approach is performed by creating repetitive samples (such as 1000/5000) and calculating the indirect effects related to each sampled data set. The bootstrapping method is a more efficient way of testing than the causal steps approach by Baron and Kenny (1986) and the Sobel test in terms of the prediction and inter-

pretation of the indirect effects. Additionally, many researchers have argued that this method minimizes the possibility of type 1 errors, which cause the hypothesis to be rejected even when it is true (Hayes, 2009; Preacher et al., 2004, 2011; Zhao et al., 2010).

4. Research results

The first step of the study was to determine the reliability and construct validity of the scales. For this purpose, we used Cronbach's α coefficient and exploratory factor analysis. Table 2 includes the reliability and constructs validity analyses results of the "Internal Marketing Scale," "Organizational Commitment Scale," and "Job Performance Scale."

Table 2. Reliability and validity analyses results of the scales

Factors related to the Internal Marketing, Organizational Commitment, and Job Performance Scales		Number of questions	Factor loadings	Cronbach α	Eigenvalue	Variance %	Explained variance	K-M-O value
Internal marketing	Factor 1: Development	8	0.617-0.831	0.927	5.014	33.425	74.475	0.918
	Factor 2: Rewarding	4	0.768-0.871	0.920	3.783	25.220		
	Factor 3: Vision	3	0.634-0.819	0.892	2.374	15.830		
Organizational commitment	Factor 1: Affective commitment	6	0.686-0.802	0.917	4.804	26.690	70.930	0.915
	Factor 2: Continuance commitment	6	0.650-0.774	0.917	4.014	22.299		
	Factor 3: Normative commitment	6	0.578-0.713	0.876	3.949	21.941		
Job performance	Factor 1: Contextual performance	16	0.556-0.830	0.958	9.641	38.566	67.367	0.940
	Factor 2: Task performance	9	0.700-0.860	0.954	7.200	28.801		

Table 2 shows the results of the reliability and construct validity analyses of Internal Marketing, Organizational Commitment, and Job Performance scales. The results of the KMO test conducted to determine sampling adequacy were 0.918 for the internal marketing scale, 0.915 for the organizational commitment scale, and 0.940 for the job performance scale, which indicates that the sample size is adequate. 74.475% total variance was explained with three sub-dimensions of the internal marketing scale, 70.930% total variance was explained with three sub-dimensions of the organizational commitment scale,

and 67.367% total variance was explained with two sub-dimensions of the job performance scale. Factor loadings of the Internal Marketing Scale were between 0.617 and 0.871, that of the Organizational Commitment Scale were between 0.578 and 0.802 and that of the Job Performance Scale were between 0.556 and 0.860. The statements of the scales achieved construct validity. After measuring internal consistency to determine the reliability of the scales, it was found that the Cronbach α coefficients for the dimensions of all scales were over 0.70. The reliability analysis made in this study calculated the Cronbach α coefficient as 0.94.

We used a correlation study to see whether there was a link between internal marketing, organizational commitment, and job performance. Table 3 shows the descriptive statistics, correlation, and reliability coefficients of the scales.

Table 3. Descriptive statistics, correlation, and reliability coefficients

Variables	Mean	Standard Error	Skewness	Kurtosis	Internal Marketing	Organizational commitment	Job performance
Internal marketing	3.637	0.836	-0.681	-0.106	(0.948)		
Organizational commitment	3.529	0.843	-0.726	0.064	0.723**	(0.949)	
Job performance	4.029	0.699	-1.180	2.546	0.430**	0.456**	(0.967)

** p < 0.01.

The results of the correlation analysis in Table 3 show that there is a high-level and positive relationship between organizational commitment and internal marketing. We also found a moderate and positive relationship between job performance, organizational commitment (0.430**), and internal marketing (0.456**). The average values of the participants' responses are as follows: 3.6379 for the internal marketing scale, 3.5295 for the organizational commitment scale, and 4.0291 for the job performance scale. The skewness and kurtosis values of the scales are within ± 3 , and the data are normally distributed. The values given in parentheses (0.948; 0.949; 0.967) are the Cronbach α coefficients of the variables.

The mediating role of organizational commitment (M) between internal marketing (X) and job performance (Y) was tested using SPSS 25 and the PROCESS v3.4 macro developed by Hayes. To test the role of the mediator variable based on Model 4, the bootstrap coefficient was calculated with the 5000 bootstrap method, and the 95% confidence interval was formed.

We used the bootstrap resampling method in the analyses. To support the mediation effect in the analyses made by using the bootstrap method, bootstrap lower (BootLLCI) and upper level of confidence interval (BootULCI) within the 95% confidence limits should not include the zero (0) (Yıldız, 2016).

Table 4. Analysis results regarding the mediating role of organizational commitment in the relationship between internal marketing and job performance

MODEL 1								
Variables	Effects				Model summary			
	β	Std. Error	t	Sig.	R	R ²	Model F	Sig. F
Fixed	0.8795	0.1689	5.2079	0.000	0.7228	0.5224	259.2549	0.000
Internal marketing (X) → Organizational commitment (M)	0.7285	0.0452	16.1014	0.000				
Standardized beta (β) coefficient	0.7228							
MODEL 2								
Variables	Effects				Model summary			
	β	Std. Error	t	Sig.	R	R ²	Model F	Sig. F
Fixed	2.7233	0.1830	14.8849	0.000	0.4296	0.1845	53.6296	0.000
Internal marketing (X) → Job performance (Y)	0.3590	0.0490	7.3232	0.000				
Standardized beta (β) coefficient	0.4296							
MODEL 3								
Variables	Effects				Model summary			
	β	Std. Error	t	Sig.	R	R ²	Model F	Sig. F
Fixed	2.5011	0.1882	13.2886	0.000	0.4784	0.2289	35.0219	0.000
Internal marketing (X) → Job performance (Y)	0.1749	0.0691	2.5308	0.012				
Organizational commitment (M) → Job performance (Y)	0.2526	0.0686	3.6837	0.000				
Standardized beta (β) coefficient	0.2093 0.3047							

As shown in Table 4, internal marketing has a positive and significant effect on organizational commitment (β : 0.7285; SS: 0.0452; %95 BootCI [BootLLCI: 0.6393 → BootULCI: 0.8176]; $p < 0.001$; R^2 : 0.5224). While the β coefficient is significant in Model 1, the p-value is less than 0.001, and the confidence interval

(BootCI) limits do not include zero (0). However, the standardized regression coefficient was found to be 0.7228, and the internal marketing variable explained 52.24% of the change in organizational commitment according to the R^2 coefficient of determination.

As seen in Table 4, internal marketing has a favorable and statistically significant impact on job performance (β : 0.3590; SS: 0.0490; 95% BootCI [BootLLCI: 0.2624 BootULCI: 0.4555]; p : 0.001; R^2 : 0.1845). While the coefficient in Model 2 is significant, the p -value is less than 0.001, and the bootstrap confidence interval (BootCI) bounds do not contain zero (0). According to the R^2 coefficient of determination, the standardized regression coefficient was 0.4296, and the internal marketing variable explained 18.45% of the change in job performance. Next, both the internal marketing (β : 0.1749; SS: 0.0691; %95 BootCI [BootLLCI: 0.0388 \rightarrow BootULCI: 0.3111]; p < 0.05; R^2 : 0.2289) and organizational commitment (β : 0.2526; SS: 0.0686; %95 BootCI [BootLLCI: 0.1175 \rightarrow BootULCI: 0.3877]; p < 0.001; R^2 : 0.2289) variables affect job performance. The β coefficients are significant in Model 3, the p -value is less than 0.05 and 0.001, and the confidence interval (BootCI) limits do not include zero (0). However, internal marketing and organizational commitment variables explained 22.89% of the change in the job performance variable concerning the R^2 coefficient of determination. Thus, it is clear that organizational commitment has a partial mediation effect on the relationship between internal marketing and job performance.

Finally, we used the Sobel test and the bootstrapping method to determine whether the influence of internal marketing on job performance is statistically significant through the mediation of organizational commitment. The Sobel test z score must be greater than 1.96, and the p -value must be significant to properly discuss a mediating effect (Preacher & Hayes, 2008; Reutter & Bigatti, 2014). To evaluate the degree of the mediating impact using the bootstrapping method, look at the confidence interval of the indirect effect rather than the p -value. When the bootstrap confidence interval [BootLLCI BootULCI] does not include zero (0), the mediating impact is regarded as significant (Preacher & Hayes, 2004).

Table 5. Total, direct, and indirect effects

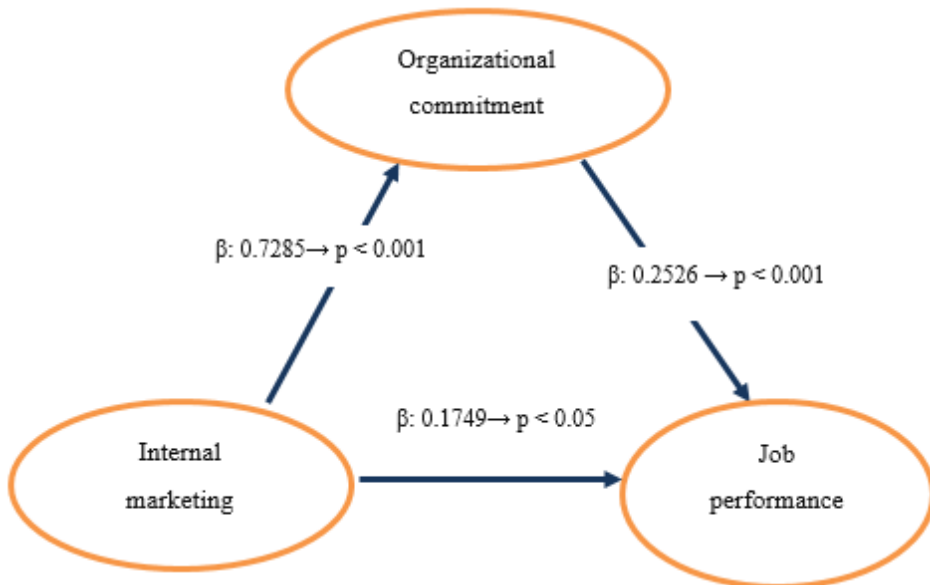
Internal marketing (X) → Job performance (Y)	Effect	BootSE	t	Sig.	BootCI	
					BootLLCI	BootULCI
Total effect	0.3590	0.0490	7.3232	0.000	0.2624	0.4555
Direct effect	0.1749	0.0691	2.5308	0.012	0.0388	0.3111
Internal marketing (X) → Organizational commitment (M) → Job performance (Y)	effect	bootSE	BootCI		mediator effect type	
			BootLLCI	BootULCI		
Indirect effect	0.1840	0.0541	0.0741	0.2865	partial mediation	
Total standardized indirect effect	0.2202	0.0632	0.0899	0.3383		
Sobel test	Z score			Sig.		
	2.5024			0.012		

As shown in Table 5, we first determined the total, direct, and indirect effect values while investigating the partial mediating influence of organizational commitment on internal marketing and job performance. The difference between the total effect (β : 0.3590; BootSE = 0.0490; %95 BootCI [BootLLCI: 0.2624 → BootULCI: 0.4555]) and direct effect (β : 0.1749; BootSE = 0.0691; %95 BootCI [BootLLCI: 0.0388 → BootULCI: 0.3111]) reveals a mediating (indirect) effect [point estimate = 0.1840; BootSE = 0.0541; %95 BootCI [BootLLCI: 0.0741 → BootULCI: 0.2865]]. The results of the analysis show that the indirect effect value is 18.40%, the bootstrap confidence interval value does not include zero (0) (Preacher & Hayes, 2008), and the Sobel test z score is higher than 1.96 and significant ($z = 2.5024 \rightarrow p = 0.012$) (Frazier et al., 2004).

5. Discussion

According to the findings, organizational commitment may play a role in moderating the association between internal marketing and job performance. In the relationship between internal marketing and job performance, Figure 2 depicts the association between internal marketing and organizational commitment.

Figure 2. The mediating role of organizational commitment in the relationship between internal marketing and job performance



Note: Indirect effect β : 0.1840; BootCI [BootLLCI: 0.0741 → BootULCI: 0.2865].

The researchers discovered the positive effects of the internal marketing idea on organizations. This study provides three significant theoretical additions to the literature on internal marketing. First, it was determined that internal marketing tactics have a direct impact on organizational commitment. This finding seems to be consistent with previous studies (Chang & Chang, 2007; Chen et al., 2015; Chiu et al., 2014; Kyriazopoulos et al., 2007; Songur & Karatas, 2020; Tansuhaj et al., 1991; Tuncay, 2018; Ting, 2011). The findings indicate that the organization's employees should engage in internal marketing activities to increase their motivation, satisfaction levels, and organizational commitment to managing human beings, which is accepted as the most effective resource for organizations to provide a competitive advantage, especially in the era of globalization we are in.

Second, according to the relevant literature on the relationship between internal marketing and job performance (Hwang & Chi, 2005; Li, 2000; Magatef & Momani, 2016; Tansuhaj et al., 1991), internal marketing practices improve job performance. Internal marketing techniques, in particular, tend to have a substantial impact on corporate performance. This highlights the importance of internal marketing practices that can affect the improvement of job performance.

Therefore, it can be said that giving importance to internal marketing practices in an organization and developing programs to strengthen these practices can increase job performance.

Third, the function of organizational commitment in mediating the relationship between internal marketing and job performance has been established (Acar et al., 2012; Chang & Chang, 2009; Chiu et al., 2020). However, while organizational commitment buffers the relationship between internal marketing and job performance, it has been discovered that there is a strong and direct association. While this partial mediation connection explains the relationship between organizational commitment, internal marketing, and job performance, it also demonstrates that other processes can assist in explaining this relationship. Based on these findings, employees will have a strong organizational commitment as a result of internal marketing activities, and their job performance will improve, allowing the firm to fulfill its overall business goals. Therefore, to improve job performance, business management should strengthen internal marketing practices for employees. These practices will also encourage organizational commitment, which helps to increase the job performance of the employees.

The research results support research hypotheses H1, H2, H3, and H4.

6. Conclusions

Economic changes have aided the introduction of new techniques in the marketing literature. Internal marketing is one of the most essential of these tactics. Internal marketing is generally seen as a management strategy that considers employees as customers and enterprises as products. Internal marketing methods, it is believed, are more focused on service marketing and should be employed as a tool that adds to organizations when examined alongside product-oriented traditional marketing activities (Ting, 2011; Yeniçeri et al., 2020). This study attempted to demonstrate that internal marketing activities improve corporate performance and that organizational commitment has a partial mediator impact, and it attempted to contribute to the literature in this context. Understanding the influence of internal marketing tactics is critical for the textile sector, particularly in terms of raising employee job performance levels. These results reveal that organizational commitment has a mediating role in the effect of employees' internal marketing perceptions on job performance in the textile industry, which has a significant share in the Turkish economy.

The findings from this research support the direct relationship between internal marketing and job performance and also emphasize that organizational commitment is one of the mechanisms underlying this relationship.

This study revealed that internal marketing practices can affect job performance through organizational commitment. Specifically, employees with a strong commitment to a business may demonstrate higher levels of job performance. Internal marketing methods such as training, awards, a fair performance system, and skill development that organizations adopt will increase organizational commitment and, as a result, employee job performance. As a result, firms should not consider the relationship between internal marketing and company success to be the same as the relationship between strategy and performance, and they should not overlook employee attitudes such as organizational dedication. Internal marketing tactics can help firms develop a tangible plan. Internal marketing methods in firms should increase organizational commitment and, as a result, employee job performance.

Because raising the human resources businesses has taken significant time and cost, one way for employers to retain talented employees and reduce workforce turnover is to pay more attention to employee needs and expectations. At this point, based on the results of the research, internal marketing practices will attract a qualified workforce to the business and connect them to the business. Therefore, employees will apply their knowledge and skills in their work and show higher performance. However, in an enterprise that lacks effective internal marketing practices, employees will not be able to meet the firm's expectations and leave when they find an opportunity. For this reason, internal marketing practices should be taken into account to increase the organizational commitment levels of business management employees as well as their job performance. Managers will increase both employees' organizational commitment and job performance through empowerment, training, rewards, internal communication, and managerial support practices.

Research findings should be evaluated within certain limitations. There are three important limitations in the research. These limitations are taking samples from Turkiye, focusing on the textile industry, and using the convenience sampling method. The biggest limitation of the research is that the scope of the research is limited to a certain number of individuals working in a business in the textile sector in an organized industrial zone operating in Turkiye. Conducting this study in a single-source and cross-sectional period constitutes another limitation of the research. This means that current results are representative of a par-

ticular situation over time. To firmly determine the direction and magnitude of the change that may occur in the causality relationship between variables, the presented theoretical model must be examined with a longitudinal research design by collecting data from more than one source. To generalize the findings, future studies may re-examine the research model in firms from various industries working within structured industrial zones. Although the mediating role of organizational commitment in the relationship between internal marketing and job performance has been identified, more variables need to be examined to conduct comprehensive research on the relationship between internal marketing and job performance in the textile sector because other factors, such as workplace environment, job safety, or job design, affect organizational commitment. Additionally, future research is needed with samples from other countries and different sectors, involving different surveys and using random sampling.

Disclosure statement

No potential conflict of interest was reported by the authors.

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Appendix 1. Research scales

Internal Marketing Scale (Foreman & Money, 1995)
1. Our organization offers employees a vision that they can believe in.
2. We communicate our organization's vision well to employees.
3. We prepare our employees to perform well.
4. Our organization views the development of knowledge and skills in employees as an investment rather than a cost.
5. Skill and knowledge development of employees happens as an ongoing process in our organization.
6. We teach our employees "why they should do things" and not just "how they should do things."
7. In our organization we go beyond training and educate employees as well.
8. Our performance measurement and reward systems encourage employees to work together.
9. We measure and reward employee performance that contributes most to our organization's vision.
10. We use the data we gather from employees to improve their jobs, and to develop the strategy of the organization.
11. Our organization communicates to employees the importance of their service roles.
12. In our organization, those employees who provide excellent service are rewarded for their efforts.
13. In this organization, the employees are properly trained to perform their service roles.
14. This organization has the flexibility to accommodate the differing needs of employees.
15. We place considerable emphasis in this organization on communicating with our employees Statistics for scale.
Organizational Commitment Scale (Meyer, Allen, & Smith, 1993)
1. I would be very happy to spend the rest of my professional life in this business.
2. I really see this business's problems as if they were my own.
3. I do not feel a strong sense of belonging to the business.
4. I do not feel an emotional attachment to this business.
5. I do not see myself as a "part of the family" in this business.
6. This business has a very special place in my heart.
7. The reason I am currently working in this company is both because of my own desire and because the conditions require it.
8. Even if I wanted to leave the business, it would be very difficult for me right now.
9. If I were to leave the business right now, many things in my life would be disrupted.
10. There are very few options that would make me consider leaving this company.
11. If I hadn't brought so much of myself to this business, I might have considered working elsewhere.
12. If I were to leave this organization, I would have few suitable alternatives.
13. I do not feel a debt of gratitude/responsibility towards my managers to continue working in this company.
14. Even if it would be in my best interest to leave this business, I do not think it would be right to leave this place at this time.
15. I would feel guilty if I were to leave a business right now.
16. This business deserves my loyalty (commitment).
17. I would not leave this business right now because I feel a debt of gratitude/responsibility towards the people in this business.
18. I owe a lot to this business.

Job Performance Scale (Goodman & Svyantek, 1999)
1. Helps other employees with their work when they have been absent.
2. Exhibits punctuality arriving at work on time in the morning and after lunch breaks.
3. Volunteers to do things not formally required by the job.
4. Takes undeserved work breaks.
5. Takes initiative to orient new employees to the department even though not part of his/her job description.
6. Exhibits attendance at work beyond the norm, for example, takes fewer days off than most individuals or fewer than allowed.
7. Helps others when their work load increases (assists others until they get over the hurdles).
8. Coasts toward the end of the day.
9. Gives advance notice if unable to come to work.
10. Spends a great deal of time in personal telephone conversations.
11. Does not take unnecessary time off work.
12. Assists me with my duties.
13. Makes innovative suggestions to improve the overall quality of the department.
14. Does not take extra breaks.
15. Willingly attends functions not required by the organization, but helps in its overall image.
16. Does not spend a great deal of time in idle conversation
17. Achieves the objectives of the job.
18. Meets criteria for performance.
19. Demonstrates expertise in all job-related tasks.
20. Fulfills all the requirements of the job.
21. Could manage more responsibility than typically assigned.
22. Appears suitable for a higher level role.
23. Is competent in all areas of the job, handles tasks with proficiency.
24. Performs well in the overall job by carrying out tasks as expected.
25. Plans and organizes to achieve objectives of the job and meet deadlines.