

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**THE EFFECT OF INTERNAL MARKETING ON
EMPLOYEE COMMITMENT AT WIN
AGRO-LIVESTOCK CO., LTD.**

**AUNG PHYO MIN
EMBA II - 33
16th BATCH**

DECEMBER, 2019

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**THE EFFECT OF INTERNAL MARKETING ON
EMPLOYEE COMMITMENT AT WIN
AGRO-LIVESTOCK CO., LTD.**

ACADEMIC YEAR (2017 - 2019)

Supervised By:

**Dr. Nwe Ni Aung
Associate Professor
Department of Management Studies
Yangon University of Economics**

Submitted By:

**Aung Phyo Min
EMBA II - 33
EMBA 16th Batch
2017 – 2019**

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**THE EFFECT OF INTERNAL MARKETING ON
EMPLOYEE COMMITMENT AT WIN
AGRO-LIVESTOCK CO., LTD.**

“This thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)”

Supervised By:

**Dr. Nwe Ni Aung
Associate Professor
Department of Management Studies
Yangon University of Economics**

Submitted By:

**Aung Phyo Min
EMBA II - 33
EMBA 16th Batch
2017 – 2019**

ACCEPTANCE

This is to certify that thesis entitled “**The Effect of Internal Marketing on Employee Commitment at Win Agro-Livestock Co., Ltd**” has been accepted by the Examination for awarding of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Win

Rector

Yangon University of Economics

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

December, 2019

ABSTRACT

This paper aims to analyze the effect of internal marketing on employee commitment and the effect of employee commitment on employee performance of the Win Agro-Livestock Co. Ltd in Yangon. In this study, descriptive, quantitative method and linear regression model are applied. Primary data are collected from 80 employees out of 101 by using Raosoft formula. Employees satisfied and their carrier development from training and development, and promotion. And also there is a positive significant between employee commitment and employee performance. It can be said that the employee was being satisfied and they want to stay in their company because they were proud of a part of Win Agro-Livestock Co. Ltd. Company should focus on such internal marketing as training and development and promotions for improving employee commitment and employee performance and also should analyze and emphasize the others like reward and incentive, empowerment and organizational support to get more employee commitment and employee performance.

ACKNOWLEDGEMENTS

Firstly, I would like to express my deepest gratitude to Professor Dr. Tin Win, Rector of Yangon University of Economics, for allowing me to undertake this study as a partial fulfillment towards the Master Degree of Business Administration.

My deepest thanks to Professor Dr. Nu Nu Lwin, Head of Department, Department of Management Studies for her extensive and constructive suggestions, her supporting excellence lecturers and comments to complete this thesis.

I am heartily grateful to my supervisor, Dr. New Ni Aung, Associate Professor, Department of Management Studies, for her guidance, advice and encouragement in preparing to complete this study successfully. I would like to express my sincere gratitude to all the teachers, and visiting lecturers who have made their grateful efforts in rendering knowledge sharing of MBA Programme during these two years.

I would like to express my heartfelt indebtedness to all of the professors, associate professors and lecturers who provided supervision and fortitude to help me achieve the goals set out for this study. In addition, I would like to extend my appreciation to faculty and all the staffs in the Department of Management Studies who have provided me with any administrative support and strength during my academic years.

My sincere appreciation goes to my 16th batch colleagues, and friends for their sincere support. Their willingness to participate and effective cooperation make me accomplish this study successfully.

Finally, I would like to express my gratitude to my family for their continuous support and patience throughout the course of my study.

Aung Phyto Min
Roll No. 33
EMBA 16th Batch
2017 - 2019

TABLE OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER 1 INTRODUCTION	
1.1 Rationale of the Study	2
1.2 Objectives of the Study	3
1.3 Scope and Method of the Study	3
1.4 Organization of the Study	4
CHAPTER 2 THEORETICAL BACKGROUND	
2.1 Concept of Internal Marketing	5
2.2 Employee Commitment	11
2.3 Employee Performance	13
2.4 Previous Studies	15
2.5 Conceptual Framework of the Study	17
CHAPTER 3 INTERNAL MARKETING OF WAL CO., LTD.	
3.1 Profile of Win Agro-Livestock Co., Ltd	19
3.2 Profile of Respondents	20
3.3 Reliability Test	22
3.4 Internal Marketing Activities	23
CHAPTER 4 ANALYSIS ON EFFECT OF INTERNAL MARKETING ON EMPLOYEE COMMITMENT AND EMPLOYEE PERFORMANCE OF WIN AGRO-LIVESTOCK CO., LTD.	
4.1 Internal Marketing of Win Agro-Livestock Co., Ltd	26
4.2 Analysis on Effect of Internal Marketing on Employee Commitment	30
4.3 Analysis on Effect of Employee Commitment on Employee Performance.	38

CHAPTER 5 CONCLUSION	44
5.1 Findings and Discussion	44
5.2 Suggestion and Recommendation	46
5.3 Needs for Further Research	47
REFERENCES	49
APPENDICES	52

LIST OF TABLES

Table No.	Particulars	Page
3.1	Profile of Respondents	20
3.2	Reliability Test	22
4.1	Internal Marketing of Win Agro-Livestock Co., Ltd	27
4.2	Summary of Internal Marketing Practices	30
4.3	Affective Commitment at Win Agro-Livestock Co., Ltd.	31
4.4	Summary of Employee Commitment	32
4.5	Effect of Internal Marketing Factors on Affective Commitment	33
4.6	Effect of Internal Marketing Factors on Continuance Commitment	35
4.7	Effect of Internal Marketing Factors on Normative Commitment	37
4.8	Employee Performance of Win Agro-Livestock Co., Ltd.	39
4.9	Effect of Employee Commitment Factors on Task Performance	40
4.10	Effect of Employee Commitment Factors on Contextual Performance	42

LIST OF FIGURES

Figure No.	Particulars	Page
2.1	Relationship between Internal Marketing and Employee Commitment	16
2.2	Relationship between Employee Commitment and Employee Performance	17
2.3	Conceptual Framework of the Study	18

CHAPTER 1

INTRODUCTION

Nowadays, most of the business are doing not only external marketing but also internal marketing to give greater customer satisfaction. Internal marketing means taking employees as customers and getting their satisfaction. It should be as a priority of employers before external marketing. It is the task of successfully recruiting, educating, motivating employees to perfect satisfaction. Treating both employees and customers with the same total dedication to satisfy their needs, enables the organization to inspire employees to do extra work beyond the call of duty and help to build and sustain a great organization. If the organization did those elements right, it can preserve the satisfaction of employees in the organization and they want to serve the organization till success. Internal marketing provides a variety of benefits to the organization. Employees feel more motivated and experience higher job satisfaction. This feeling leads to a greater sense of belonging to the team well as responsibility and accountability to employers. Thus, it needs to do internal marketing for their employee satisfaction to get clearer information and to give them to their customers well and truly.

The justification for customer intention to stay was very much obvious i.e. customer intention to stay leads a customer to customer loyalty and loyal customer are less sensitive to price; giving a firm an option for better profitability. But the boom in manufacture sector of developed countries brought a swing in traditional marketing approach and this swing was of treat employees as it were the customers so that it results in employee intention to stay at the job. The justification for employee intention to stay at the job was the same as in the case customer intention to stay-better profitability-because if employee will retain in a firm for longer period of time then they can serve the customers excellently as they have better job knowledge; proving real asset for a manufacture. The state of affairs is worse with those firms where employee turnover is high because firm has to employ new employees and will have to provide them necessary training that is costly and time killing.

The internal marketing perspective holds that, by treating both employees and customers with the same total dedication to satisfy their needs, the organization can inspire employees to do extra work beyond the call of duty and help to build and sustain a great organization. Internal marketing can perhaps be defined as a mechanism for instilling a “people” orientation within an organization as a prerequisite for instilling and strengthening the service, customer, and marketing orientation among organizational personnel. Internal marketing can be effective on the organization of WALCO. Therefore, this study examines how to effect internal marketing on employee commitment of Win Agro-livestock Co., Ltd.

1.1 Rationale of the Study

This study is relevant for the concept of employee commitment defined there are affective commitment refers to staff’s identification, or strong emotional attachment and involvement in the corporation, continuance commitment refers to an awareness of the costs associated with leaving the corporation and normative commitment reflects an obligation to continue with the corporation. In order to drive organization and move the organization forward, employees have to be engaged work with passion and feel profound connection to their company. Therefore, organizations that want to achieve their strategic goals need to seek and employ different practices to foster employee management responsibility. However, the role of internal marketing is gradually becoming more important in the human resource management field.

Organizations have to change the way of how they motivate and communicate with employees as new technologies, social media and immediate public exposure have reshaped the job market and shifted the power from the employer to the employee in the new era of transparency. A skilled and talented employee will never fall short of opportunities, since he or she has numerous options to choose from different organizations to be with. If a person is not satisfied with his or her present job, he or she may shift over to another, of his choice. The top organizations are on the top because they care for their employees and they know how to keep them glued to the organization.

As Win Agro-Livestock Company Limited (WALCO) is the type of business-to-customer (B2C) company, it has to generate more quality leads and close more deals with challenges. Therefore, it needs to do internal marketing to ensure

employees for understanding the organization's value and believing the organization. It makes them to fully work for company's value and for believing the organization. It makes them to fully work for company's advantage and to feel empowered to work their job. Satisfied employees who understand the company services, vision, and a mission will make better service providers for customers. Moreover, satisfied employees want to stay in their organization in long-term and they love to be a part of their organization.

1.2 Objectives of the Study

There are two objectives of the study.

- (1) To examine the effect of internal marketing on employee commitment of Win Agro-Livestock Co., Ltd.
- (2) To analyze the effect of employee commitment on employee performance of Win Agro-Livestock Co., Ltd.

1.3 Scope and Method of the Study

This study focused internal marketing on employee commitment of Win Agro-Livestock Co., Ltd in Yangon. The number of (80) employee from total population of 101 employees are used as sample size by using Roasoft formula. Descriptive research method and multilinear regression model are used in this study. Both primary data and secondary data are used in this study. Primary Data are collected from employees in different department of company by using structured questionnaire. Second data are collected from internet website, previous research journal, thesis and published text books.

1.4 Organization of the Study

This study is composed of five chapters. Chapter one is the introduction which includes the rationale of the study, scope and method of the study and the organization of the study. Chapter two represents the theoretical background of the internal marketing, organizational commitment and job performance. The conceptual framework is included in chapter two as well. Chapter three is the profile of the WALCO, organization structure and internal marketing activities of WALCO company. Chapter four includes analyzes the effect of internal marketing on

organizational commitment and job performance based on primary data and secondary data. Finally this study concludes with chapter five including finding and discussions, suggestions and recommendations and need for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter is about theoretical background of the study which states internal marketing, concept of internal marketing, internal marketing elements, organizational commitment and job performance, finding from previous research and conceptual framework. Then this chapter is finalized by the conceptual framework of the study.

2.1 Concept of Internal Marketing

According to Pervaiz K. Ahmed and Mohammed Rafiq fcd dv [(2002), internal marketing is viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization. If it needs to have satisfied customers, it must also have satisfied employees. Internal marketing is also attracting, developing, motivating, and retaining qualified employees through a job that satisfy their needs. It is the philosophy of treating employees as customers and it is the strategy of shaping job to fit human needs.

Choi (2006) said that employees, both front-line and back-office staff form part the internal customer-supplier value chain can be viewed employees as internal customer. If it needs to have satisfied customers, it must also have satisfied employees. Internal marketing is also attracting, developing, motivating, and retaining qualified employees through a job that satisfy their needs. It is the philosophy of treating employees as customers and it is the strategy of shaping job to fit human needs.

Choi (2006) said that employees, both front-line and back-office staff part of the internal customer-supplier value chain can be viewed as both the customer and the supplier and work together in coordinated manner in order to deliver value for customers. In order to achieve this, and internal market orientation is required. This has been defined by Avlonitis and Giannopoulos (2012) as an ongoing marketing focus within an organization aimed at the organization's employees. The objective of internal market orientation is to align and motivate employees towards the achievement of the organization's market objectives and to encourage employees to perform better. Internal marketing is defined as holding that and organization's

internal market of employees can be influenced most effectively and hence motivated to customer-consciousness, market orientation and sales-mindedness by a marketing-like internal approach and by applying marketing-like activities.

Sima G. Magatefand Raed A.Momani (2016) defined as internal marketing is a philosophy for managing the organization's human resources as a holistic management process to integrate the multiple functions. Internal marketing includes marketing tactics geared towards the attraction, development, intention to stay and inter-functional coordination of employees with the overall objective of enhancing service quality to the customer, whilst creating value and satisfaction for the employee. The successful application of an internal marketing programme translates into positive attitudes towards work such as increased commitment and increased levels of employee satisfaction.

The organization needs to derive and understanding of the employees and managers. The organization's vision and strategic objectives need to be communicated to all employees mainly through internal mass media communications. Actions need to be taken in response to the employees' needs through the implementation of the internal marketing mix. If internal marketing is implemented successfully and the objectives are met, it can lead to the following benefits: effective overall communications, stronger individual to stay at the job resulting in increased profits. In order to create value for both internal and external customers, a strong focus on internal marketing is required as each of the elements has the potential to influence employee behavior and satisfaction.

2.1.1 Training and Development

Training and Development is a subsystem of an organization which emphasize on the improvement of the performance of individuals and groups. Training has been invaluable in increasing productivity of organizations. It does not only enhance employees resourcefully, but also provides them with an opportunity to virtually learn their jobs and perform more competently. Hence, increasing not only employee productivity but also organizations' productivity. Various researches indicate the positive impact of training on employees' productivity. Training as a process is one of the most pervasive methods to enhance the productivity of individuals and communicating organizational goals to personnel (Ekaterini & Constantinos-Vasilios, 2009). Rohan & Madhumita (2012) also supported that investing in training

employees on decision making, teamwork, problem-solving and interpersonal relations has beneficial impact on the organizations' level of growth, as well as impacting on employees' performance. Training is most effective way of motivating and retaining high quality in human resources within an organization (Kate Hutchings, Cherrie J. Zhu, Brain K, Cooper, Yiming Zhang & Sijun Shao, 2009). Also training is a way of enhancing employee commitment and maximizing employee potential. According to Konings & Vanormelingen (2009, Colombo & Stanca (2008) and Sepulveda (2005) training is an instrument that fundamentally affects the successful accomplishment of organizations' goals and objectives. However, the optimum goal of every organization is to generate high revenue and maximize profit and a vital tool to realize this is an efficient and effective workforce. Thus, a workforce is only efficient and effective if the appropriate training and development is provided for such and therefore leading to productivity.

2.1.2 Reward and Incentives

Monetary incentives reward workers for performance and productivity through money. These incentives include employee stock options, profit sharing plans, paid time off, bonuses and cash awards. Additional monetary incentives include annual or semi-annual bonuses, such as mid-year and end-of-year rewards. Reward and incentives is one of the most important aspect which impact on employee performance. On the other hand, reward is one of the most influence factors that motivate employees. Employees expect from the employers to be rewarded them for their high performance and provide adequate incentive to further improve performance. Therefore, if the management fails to provide adequate rewards employee's dissatisfaction increases and high level of employee dissatisfaction leads to high level of demotivation.

Various studies such as Dewhurst, Guthridge, and Mohr, (2009) conclude that an adequate reward system is critical for high achievers and low achievers. This is because rewards increase the employee satisfaction among high performers and act as an incentive for low performers. Dewhurst (2009) describes that there are other means to reward employees that do not just focus on financial compensation.

Ali & Ahmad, (2009) investigated that there is positive relationship between "recognition and reward", "performance". They stated that if reward and recognition are given to employee then there is a huge change in their employee performance.

Deeprise (1994) argued that the motivation of employees and their productivity can be enhanced through providing them effective recognition which ultimately results in improved performance of organizations.

2.1.3 Empowerment

Empowerment is based on the idea that giving employees skills, resources, authority, opportunity, motivation, as well holding them responsible and accountable for outcomes of their actions, will contribute to their competence and satisfaction. Conger and Kanungo's (1988) approach was a little different than other researchers (Spreitzer, 1995; Thomas & Velthouse, 1990). They approached empowerment in terms of two points: 1) power approach and 2) motivational approach. First, the power approach described decentralizing of power and authority in order to allow employees to participate in decision making. Second, the motivational approach was explained through the concept of self-efficacy and self-determination. The researchers described how employees feel about themselves as more powerful when self-efficacy and self-determination were practiced.

Empowerment is both a value orientation for working in the community and a theoretical model for understanding the process and consequences of efforts to exert control and influence over decisions that affect one's life, organizational functioning, and the quality of community life (Perkins & Zimmerman, 1995; Rappaport, 1981; Zimmerman & Warschausky, 1998). Empowerment theory provides principles and a framework for organizing our knowledge. The development of empowerment theory also helps advance the construct beyond a passing fad and political manipulation

2.1.4 Organizational Support

Perceived organizational support (POS) is the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills socioemotional needs. According to organizational support theory, the development of POS is encouraged by employees' tendency to assign the organization humanlike characteristics (Eisenberger et al., 1986). Levinson (1965) noted that actions taken by agents of the organization are often viewed as indications of the organization's intent rather than attributed solely to the agents' personal motives. This personification of the organization, suggested Levinson, is abetted by the organization's legal, moral, and financial responsibility for the actions of its

agents; by organizational policies, norms, and culture that provide continuity and prescribe role behaviors; and by the power the organization's agents exert over individual employees. On the basis of the organization's personification, employees view their favorable or unfavorable treatment as an indication that the organization favors or disfavors them.

Social exchange theorists argue that resources received from others are more highly valued if they are based on discretionary choice rather than circumstances beyond the donor's control. Such voluntary aid is welcomed as an indication that the donor genuinely values and respects the recipient (e.g., Blau, 1964; Cotterell, Eisenberger, & Speicher, 1992; Eisenberger, Cotterell, & Marvel, 1987; Gouldner, 1960). Thus, organizational rewards and favorable job conditions such as pay, promotions, job enrichment, and influence over organizational policies contribute more to POS if the employee believes that they result from the organization's voluntary actions, as opposed to external constraints such as union negotiations or governmental health and safety regulations (cf. Eisenberger et al., 1986; Eisenberger, Cummings, Armeli, & POS is a distinctive construct that the SPOS measures with high reliability).

The majority of studies on POS use a short form developed from the 17 highest loading items in the SPOS (Eisenberger et al., 1986). However, for practical reasons, many studies use fewer items. Because the original scale is unidimensional and has high internal reliability, the use of shorter versions does not appear problematic. Prudence nevertheless suggests that both facets of the definition of POS (valuation of employees' contribution and care about employees' well-being) be represented in short versions of the questionnaire.

Organizational support theory (OST: Eisenberger, Huntington, Hutchinson, & Sowa, 1986) holds that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Such perceived organizational support (POS) would increase employees' felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improved performance would be rewarded. Behavioral outcomes of POS would include increases in in-role and extra-role performance and decreases in stress and withdrawal behaviors such as absenteeism and turnover.

2.1.5 Promotion

Constantinides (2006) said that from an internal perspective, promotion could be used to encourage and motivate employees through incentives such as financial bonuses, awards, recognition, and competitions. Even when an employer understands the motivating effects of promotions, it must still establish a policy for administering promotions and managing job advancement. This may include discussing opportunities for advancement during employee performance evaluations or allowing all workers with a given level of experience to apply for executive position openings. In some cases, it may be necessary to recruit from outside the company, but a consistent policy for considering internal candidates can ensure that promotions keep their motivational value. Pervaiz K. Ahmaed and Mohammed Rafiq (2002) said that service organizations make extensive use of adverts to communicate with their employees as well as their customers.

2.2 Employee Commitment

In recent decades, the concept of employee commitment has become more popular in the literatures of business and human resource management. The idea of organizational commitment has been studied thoroughly both as a precedent and a consequence of other business- related variables.

Schnake (1991), defines commitment as a state of being in which an individual becomes bound by his actions and through these actions to beliefs that sustain the activities of his own involvement. Within an organizational setting, commitment may be defined as the psychological attachment felt by the person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization (O'Reilly and Chatman, 1986) or an employee's emotional attachment to, identification with, and involvement in the organization (Malik et al., 2010). Allen and Meyer (1996), provide a strong definition for the construct as commitment is a psychological state that binds the individual to the organization. According to Allen and Meyer (1996), organizational commitment is a construct distinct from other related organizational concepts such as job satisfaction, job involvement, and work group attachment.

Meyer and Allen (1987), produced a model of commitment that contains three components respectively labeled "affective," "continuance," and "normative"

commitment. These three approaches have their own individual effects on the connection between employees and organizations. However, the mechanism of each effect varies. Employees with strong, affective commitment remain employed at a certain organization because they want to, those with strong continuance commitment remain because they need to, and those with strong normative commitment because they feel they ought to do so (Meyer and Allen, 1991). The general themes of these three components of organizational commitment are, in summation, affective attachment, perceived costs, and obligations.

2.2.1 Affective Commitment

The first component, which is affective commitment, is considered to be an affective or emotional attachment of an employee to their organization. So much so, that the committed individual possesses a strong sense of identification, involvement, and joy for their occupation within an organization.

Affective commitment as the attachment of an individual's fund of affectivity and emotion to the group. In the study conducted Buchanan (1974), organizational commitment was described as a partisan, affective attachment to the goals and values of the organization, to one's role in relation to the goals and values, and to the organization for its own sake, apart from its purely instrumental worth.

2.2.2 Continuance Commitment

The second component of organizational commitment is continuance commitment, which has also been referred to as calculated commitment by other researchers. The individual commits to the organization because he/she perceives high costs of losing organizational membership, including economic costs (such as pension accruals) and social costs (friendship ties with co-workers) that would be incurred. Kanter (1968), defined continuance commitment as a link that forms when there is a profit associated with continued participation and a cost associated with leaving.

The continuance commitment is related to an action or event which increases the costs connected with abandoning the organization (under the condition of employees' view that those costs will have to be incurred by themselves). In the three-component model of organizational commitment, Allen and Meyer (1990), describe these actions and events as investments and alternatives. Investments are considered as personal sacrifice connected with abandoning the organization. Employees may

invest in the organization in various ways, including costs connected with moving their families to a place of current employment or devoting time to acquire specific organization skills. Alternatives are described as limited possibilities of finding another job or a green pasture.

2.2.3 Normative Commitment

The third component of organizational commitment is normative commitment. This structure of organizational commitment is the level of responsibility and conviction an individual holds in relevance to their occupation. It may also reflect an internationalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization.

Wiener (1982), defines commitment as the totality of internalized normative pressures that make employees behave in a way which meets organizational goals and interests, and suggests that employees act merely because they believe it is the right and moral thing to do. In the view of Wiener (1982), the formation of normative commitment is influenced by organizational actions [e.g., selection, socialization procedures] and individual predispositions [e.g., familial, cultural socialization, personal-organizational value congruence, and generalized loyalty or duty].

2.3 Employee Performance

Employee performance refers to how your workers behave in the workplace and how well they perform the job duties you've obligated to them. For an individual employee, performance may refer to work effectiveness, quality and efficiency at the task level. One of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the corporation to senior management (Heskett et., 2008). The resource-based view of the firm (RBV) and the resultant resource-based theory (RBT) provide an important framework for explaining and predicting the basis of a firm's competitive advantage and performance (Barney et al., 2011; Vorhies and Morgan, 2005). In the past decade, the applications of resource-based logic in marketing in the 2000s, that number increased to 104. In just 2012-14, more than 50 published conceptual and empirical marketing articles drew on RBT. This upward trend indicates the growing importance of RBT to

marketing. While top management), there is a need to synthesize the fragmented applications of RBT in marketing (Ramaswami et., 2009).

2.3.1 Task Performance

Task performance comprises of job explicit behaviors which includes fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance) (Conway, 1999).

Adaptive performance is an individual's ability to adopt and efficiently deal with volatile work circumstances, for example, technological transformations, changes in one's core job assignment, restructuring of organization and so on. An individual's ability to acclimatize and provide necessary support to the job profile in a dynamic work situation is referred to as adaptive performance Hesketh, & Neal, (1999). Earlier studies have found that once the employees derive a certain amount of perfection in their assigned tasks, they try to adapt their attitude and behavior to the varied requirements of their job roles.

2.3.2 Contextual Performance

Contextual performance is a kind of attitude like volunteering for extra work, helping others in solving difficult task, upholding enthusiasm at work, cooperating with others at the time of need, sharing critical resources and information for organizational development, abiding by the prescribed rules and regulations, and supporting organizational decisions for a better change. This kind of behavior contributes for creating a stimulating culture and climate of the organization which aids in achieving individual productivity and organizational effectiveness.

Contextual performance is defined as discretionary behaviors on the part of an employee that are believed to directly promote the effective functioning of an organization without necessarily directly influencing the employee's productivity. Organ (1997) proposed that contextual performance is the best term for describing

such activities. Contextual performance consists of behavior that does not directly contribute to organizational performance but supports the organizational, social and psychological environment. Contextual performance is different from task performance as it includes activities that are not formally part of the job description.

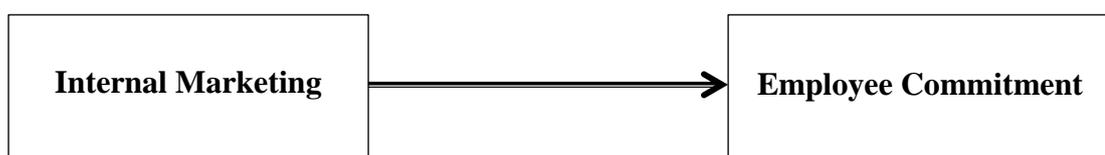
2.4 Previous Studies

Many research conducted in developed and developing countries have between internal marketing on organizational commitment and job performance. This area of study is extremely important, and may have important implications for organizations in the future.

2.4.1 Relationship Between Internal Marketing and Employee Commitment

At the heart of the internal marketing concept is the notion that employees represent an internal market within an organization (Ahmed and Rafiq, 2003; Lu et al, 2007). This internal market can be regarded as a segment of employees that needs to be informed, developed, and motivated in order to elicit their commitment to organizational goals (Papasolomou - Doukakis, 2002).

Figure (2.1) Relationship between Internal Marketing and Employee Commitment



Source: Kelemen, M. & Papasolomou-Doukakis, I. (2004) et al based on previous studies

As a result of its perceived benefits, there has been an increased interest among marketing scholars and practitioners alike, seeking to understand the antecedents of employee commitment (Mishra et al., 2010; Ting,2011). For instance, Chang (2009) found that internal marketing was positively related to job commitment of nurses in Taiwan. However, an extensive review of the extant literature suggests a dearth of research linking internal marketing practices and employee commitment especially in the financial services industry. For instance, Chang (2009)

conceptualized internal marketing into employee-oriented measures, internal communication and external activities.

2.4.2 Relationship between Employee Commitment and Employee Performance

Studies emanating from the human resources management literature (Rashid et al, 2003; Lu et al, 2007; Yiing and Ahmad, 2009) showed that having committed employees in organizations leads to better employee performance because employees with greater commitment to their organizations perform better on their jobs as compared to those who have lower commitment. Before this, Caruana and Calleya (1998) urged management in organization to build a sustainable personnel base that is strongly committed and has intentions of staying with the organization into the foreseeable future.

Figure (2.2) Relationship between Employee Commitment and Employee Performance



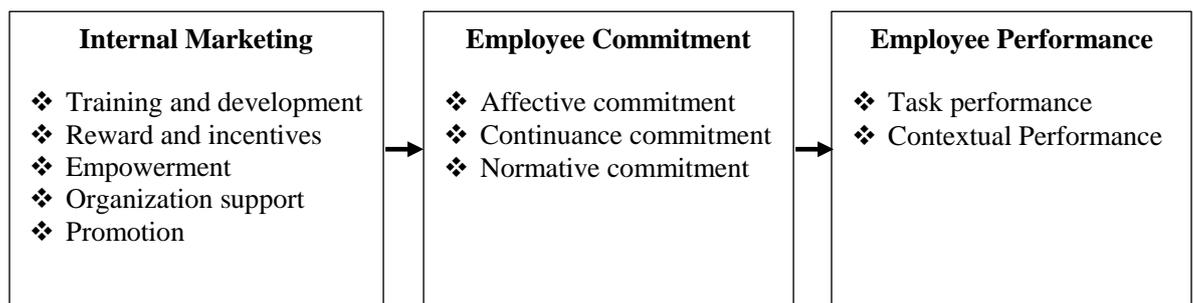
Source: Caruana, A. and Calleya, P. (1998), Kanter RM 1968 et al, based on previous studies

Normative commitment develops on the basis of earlier experiences influenced by, for example Family-based experiences or cultural experiences (Allen & Meyer, 1997). Normative commitment can increase through beliefs that the employees have that employers provide more than they can give. The normative aspect develops as individuals' perception of their moral obligation to remain with a specific organization, irrespective of how status improvement or fulfillment the organization gives the individual over the years (March & Mannari 1977). So normative commitment/obligation seen as a result of the receipt of benefits, and/or acceptance of the terms of a psychological contract.

2.5 Conceptual Framework of the Study

This study takes an initiative to examine the effect of internal marketing on employee commitment and employee performance of Win Agro-Livestock Co., Ltd. This study analyzes in three stages. The first stage examines demographic profile of the respondents. The second stage analyzes employee perception on five internal marketing and employee commitment and employee performance of employee. In the last stage, regression is run to test the effects of independent variables on dependent variables of the framework.

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2019)

To examine the effect of internal marketing on employee commitment, five internal marketing; training and development, rewards and incentive, empowerment, organizational support and promotion are the independent variable and three employee commitment; affective commitment, continuance commitment and normative commitment of the results are dependent variable. To analyze the effect of employee commitment on employee performance, the three employee commitment are independent and employee performance is dependent variable.

CHAPTER 3

INTERNAL MARKETING OF WIN AGRO-LIVESTOCK CO., LTD

This chapter presents the internal marketing of Win Agro-Livestock Co., Ltd. Firstly, profile of Win Agro-Livestock is presented and profile of respondents, and then internal marketing activities of Win Agro-Livestock Co., Ltd. Finally presented reliability test of Win Agro-Livestock Co., Ltd.

3.1 Profile of Win Agro-Livestock Co., Ltd.

Since 1992, WALCO has produced nutritious, wholesome dairy products for Myanmar. Pure, natural milk freshly produced from healthy cows is what makes our products delicious. Through high quality and food safety standards, WALCO has earned its trusted reputation and become a leader in Myanmar dairy.

Our commitment to sustainable growth, ethical business, and producing top-quality fresh dairy goods have gained WALCO company local and international recognition. On World Food Day, 2006 WALCO company was awarded recognition as a premium producer of Myanmar dairy products by the Ministry of Agriculture Organization of the United States (FAO). In 2012, WALCO products were formally granted food and drug administration (FDA) certification. Lab-testing by the Department of Agriculture has verified that WALCO pasteurized milk is bacteria-free and safe to consume.

Win Agro-Livestock company has benefited from collaboration with the Myanmar-New Zealand Dairy Excellence Project (MDEP) to continuously improve the quality and food safety of our products. Testing initiated and supported by MDEP through QCONZ, a New Zealand-based specialist milk maintained its quality and freshness even at 11 days post-production and recommended WALCO as the premier producer of pasteurized milk in Myanmar.

WALCO products meet global standards for nutritional content and composition of milk, a standard which we are proud of and has been recognized by Myanmar and international dairy authorities. In addition, Win Agro-Livestock Co., Ltd is certified halal – everyone in Myanmar can enjoy our products.

3.2 Profile of Respondents

Profiles of employees consist of gender, marital status, age, education level, service year, current position and salary. The numbers of 80 employees are selected in total numbers of 101 employees to analyze the internal marketing of Win Agro-Livestock Company Limited.

Table (3.1) Profile of Respondents

Demographic	Description	No of Respondents	Percentage (%)
	Total	80	100
Gender	Male	55	68.8
	Female	25	31.2
Marital Status	Single	35	43.8
	Married	45	56.2
Age	18 - 25 Years	27	33.8
	26 - 40 Years	39	48.8
	41 – 60 Years	12	15
	Over 60 Years	2	2.5
Education Level	Middle Completed	11	13.8
	High School Completed	24	30
	University Completed	20	25
	Graduated	25	31.2
Service Year	0 – 3 Years	41	51.2
	4 – 7 Years	26	32.5
	8 – 11 Years	6	7.5
	12 – 15 Years	5	6.2
	Over 20 Years	2	2.5
Current Position	Junior Staff	28	35
	Senior Staff	21	26.2
	Supervisor	14	17.5
	Assistant Manager	12	15
Salary	Below 200,000 Kyats	34	42.5
	200,001 - 400,000 Kyats	26	32.5
	400,001 - 600,000 Kyats	10	12.5
	Above 600,000 Kyats	10	12.5

Source: Survey Data (2019)

The gender of respondents is separated into two groups: male and female. The respondents by gender are shown in the Table (3.2). 68.8% of respondents are representing 55 employees of males and 31.2% of respondents are representing 25 employees of females. As the result, the percentage of males is greater than the percentage of females. Because of sales team have only male. The single respondent percentage of 43.8% is significantly a little gap with the married respondent percentage of 56.2%. WALCO hired matured married person.

Age of employees is divided into four groups: 18 to 25 years, 26 to 40 years, 41 to 60 years and above 60 years. According to Table (3.2), 27 respondents (33.8%) are 18 to 25 years, 39 respondents (48.8%) are 26 to 40, 12 respondents are (15%), and 2 respondents (2.5%) are above 60 years. The younger employees are more possessing power of resistance than older ones. Younger person are more active and contributed to company.

There are four groups of respondents that are divided by education level. They are middle school completed, high school completed, university completed and graduated. According to Table (3.2), 11 respondents are middle school completed (13.8%), 24 respondents are high school completed (30%), 20 respondents are university completed (25%) and 25 respondents are graduated (31.2%). Among them, the percentage of high school completed (30%) is highest and there has 24 respondents. It can be seen that the qualification requirement is high in WALCO factory. Most of the employees in WALCO are high school level. At production department accepted high school level.

Five groups are separated by the service year in present job of respondents. They are below 3 years, 4 years to 7 years, 8 years to 11 years, 12 years to 15 years and over 20 service years in the company. The respondents by working experience in present job. The present job service years of below 3 years is 41 respondents (51.2%), 4 years to 7 years is 26 respondents (32.5%), 8 years to 11 years is 6 respondents (7.5%), 12 years to 15 years is 5 respondents (6.2%) and over 20 years is 2 respondents (2.5%). Respondents, by current position if present work, is divided into five groups: junior staff, senior staff, supervisor, assistant manager and manager. 28 respondents are junior staff (35%), 21 respondents are senior staff (26.2%), 14 respondents are supervisor (17%), 12 respondents are assistant manager (15%) and 5 respondents are manager (6.2%). Most of the employee are entry level and fresh graduate.

Monthly salary of respondents is presented into four groups which are below 200,000 Kyats, 200,001 Kyats to 400,000 Kyats, 400,001 Kyats to 600,000 Kyats and above 600,000 Kyats. 34 respondents are below 200,000 Kyats (42.5%), 26 respondents are 200,001 Kyats to 400,000 Kyats (32.5%), 10 respondents are 400,001 Kyats to 600,000 Kyats (12.5%) and 10 respondents are above 600,000 Kyats (12.5%). Because most of the employee are junior staff.

3.3 Reliability Test

This is to analyze internal marketing of Win Agro-Livestock Company Limited. Regarding the influence of internal marketing level of employee is measured with Five-Point Liket Scale. The scale items are depicted as follow; strongly dissatisfied 1, dissatisfied 2, neutral3, satisfied 4 and strongly satisfied 5.

Table (3.2) Reliability Test

Sr. No	Internal Marketing	Cronbach's Alpha	No. of Items
1	Training and Development	0.788	6
2	Rewards and Incentives	0.724	6
3	Empowerment	0.766	6
4	Organizational Support	0.796	5
5	Promotion	0.821	5
6	Affective Commitment	0.776	6
7	Continuance Commitment	0.754	6
8	Normative Commitment	0.700	5
9	Task Performance	0.708	6
10	Contextual Performance	0.719	6

Source: Survey Data (2019)

Table (3.2) presents Cronbach's alpha value for each items: (training and development, rewards and incentives, empowerment, organizational support, promotion, employee commitment and employee performance from 0.724 to 0.863). The reliability of training and development is 0.788, the reliability coefficient of rewards and incentives is 0.724, the reliability coefficient of empowerment is 0.566, the reliability coefficient of organizational support is 0.796, the reliability coefficient of promotion is 0.821, the reliability coefficient of employee commitment is 0.863

and the reliability coefficient of employee performance is 0.778. Therefore, the alpha values of all variables have the acceptable levels.

3.4 Internal Marketing Activities

Internal marketing of Win Agro-Livestock company is consist of training and development, reward and incentives, empowerment, organizational support and promotion. Internal marketing is very effective for employee commitment and then productively employee performance. Because it can support employee commitment and then employee performance.

3.4.1 Training and Development of Win Agro-Livestock Co., Ltd

Job satisfaction generally increases and self-esteem improves employees better understand the workings of the company. Training can also enhance morale on the job and loyalty to the company. Four essential steps in an on-job training program are: (1) preparation, (2) presentation, (3) performance trial, and (4) follow through. Development process Analysis, Design, Development, Implementation, and Evaluation. WALCO have weekly and monthly training program for each department, employee really want to attend for this. Training is a program that helps employees learn specific knowledge or skills to improve performance in their current roles.

3.4.2 Rewards and Incentives of Win Agro-Livestock Co., Ltd

Win Agro-Livestock Company has commission and incentives system for sales and marketing department. Other departments have monthly and yearly rewards system. At the most basic level, a satisfied employee is more likely to produce better results. Calculate an employee bonus based on a designated sum divided equally, divide the sum by the number of employees receiving the bonus. To allocate a designated sum based on the number of hours each employee worked, add up the total number of hours that each employee worked.

3.4.3 Empowerment of Win Agro-Livestock Co., Ltd

Employee can manage their team and result based manage in Win Agro Live-Stock Co., Ltd. Delegate more than just work in the organization. By approving empowerment, improved Work Outcomes. Positive employee empowerment provides workers with a sense of ownership of their work. Increased Employee Satisfaction.

Empowered employees usually find their jobs more satisfying, cost benefits. career development. The essential factors for empowerment are self-confidence, exposure and independence.

Men and women are one of the major components of society. Since the formation of the society, there has been discrimination on how society looks on both the genders. It is through the lens of the society that we build our conceptions. Empowerment is the process of encouraging an individual to think, behave, manage, take action and make decisions toward their career goals. Being empowered means feeling in control of own work environment and knowing you are trusted to make decisions about your responsibilities.

3.4.4 Organizational Support of Win Agro-Livestock Co., Ltd

Win Agro-Livestock Co., Ltd support all of each department what they needs and care to improve company business. For the sales team, support uniform, arrange for lunch, ferry and support by commission and bonus. Organizational support refers to the extent to which employees perceive that the organization values workers' contributions and cares about their well-being.

Perceived organizational support is the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills socioemotional needs. Based on this principle, POS will be more effectively enhanced if employees view organizational rewards and favorable job conditions such as pay, promotions, job enrichment, and influence over organizational policies as voluntary behaviors of organizations.

3.4.5 Promotion of Win Agro-Livestock Co., Ltd

WALCO promotion system is fair and transparency. If employee work hard, the people have opportunity to promote his position. Monthly key performance appraisal recognizes & improves employee performance, ambition, and hard work. This performance appraisal usually six month or yearly review for employee promotion. There are so many reasons people leave managers, not companies. If you promote from within, and give them the right support, good people are much more likely to stay. Improved Asset: As they grow, they become more and more valuable to the company due to their experience and skill depth.

CHAPTER 4

ANALYSIS ON EFFECT OF INTERNAL MARKETING ON EMPLOYEE COMMITMENT AND EMPLOYEE PERFORMANCE OF WIN AGRO-LIVESTOCK CO., LTD.

In this chapter, internal marketing activities conducted by Win Agro-Livestock Co., Ltd analyzed based on employee commitment and employee performance. To measure employee's satisfaction, all employees of Win Agro-Livestock Company, training and development, reward and incentives, empowerment, organizational support and promotion.

4.1 Internal Marketing of Win Agro-Livestock Co., Ltd

This section aims to improve employee's qualifications. After training, they improve knowledge and skill, work easily and less mistakes, confidence more than before, applied knowledge and skill. The following table show the mean and standard deviation of each variable by each question. Overall mean for each internal marketing is also provided. Prepared six questionnaire for training and development. WALCO staff interested.

Win Agro-Livestock company have reward and incentive for employee. This is really for effective for internal marketing. Company offer incentives before work starts and offer rewards after the work is completed. Such procedure system would increase employees' felt obligation to help the organization reach its objectives, increase their identification with the organization, and contribute to their expectation that improved performance would be rewarded. Behavioral outcomes of procedure operating system would include increased in-role and extra-role performance, increased organizational commitment, and decreased withdrawal behaviors such as absenteeism and turnover.

Promotion of internal marketing is the aim of motivating their employees and taking their happiness and satisfaction for working in the company. Furthermore, it encourages their people to perform actively and to always try hard because it always checks it them and awards by their performance.

Table (4.1) Internal Marketing of Win Agro-Livestock Co., Ltd

Sr No	Training and Development	Mean	SD
1	Applied knowledge & skill from training	4.11	0.968
2	Work easily and less mistakes after training	4.19	0.813
3	Knowledge and attitude from training	4.32	0.725
4	Feel confidence more than before training	4.35	0.731
5	More appreciated customer after training	4.19	0.831
6	After training, update knowledge and skill	4.16	0.711
	Overall Mean Value	4.22	-
	Reward and Incentives		
7	Satisfied incentive bonus amount	3.69	0.981
8	Incentive amount reflection	3.68	1.003
9	Bonus calculation is quite exceptional	3.51	1.114
10	Incentive is maintaining employee commitment	4.14	1.064
11	Directly effect on employee commitment	4.18	0.911
12	Company have incentive	3.76	1.034
	Overall Mean Value	3.82	-

Source: Survey Data (2019)

Table (4.1) Internal Marketing of Win Agro-Livestock Co., Ltd. (Continued)

Sr No	Empowerment	Mean	SD
13	Assigning heightened responsibility	4.11	0.653
14	Important information and involved major decision	4.18	0.991
15	Autonomy to handle most of the issue	3.75	1.013
16	Involved making opportunity to suggest improvement	4.28	0.746
17	Fully authorities at department	3.49	1.18
18	Department head responsibility to empowerment	4.06	1.106
	Overall Mean Value	3.97	-
	Organizational Support		
19	Values my contribution to its well-being	4.1	0.789
20	Appreciated any extra effort for me	4.04	0.906
21	Not ignore any complaint from me	3.91	1.058
22	Really cares about my well-being	4.1	0.866
23	Tools resources needed to respond related issues	4.14	0.791
	Overall Mean Value	4.06	
	Promotion		
24	Well-developed and fair promotion	3.91	0.996
25	Well-developed performance appraised procedure	4.28	0.495
26	Policy is related to individual performance	3.99	0.819
27	Satisfied over the existing strategy	4.24	0.875
28	Fairness promotion system in organization	3.91	1.021
	Overall Mean Value	4.07	-

Source: Survey Data (2019)

Table (4.1) shows that training and development of WALCO company. The highest mean 4.35 was found its shown employee feel confidence more than before training. And then the second largest mean was 4.32 its shown employees got knowledge and attitude from training. Overall mean value is 4.22, this result shown very effective on training and development of WALCO Company. Training and development is employee can motivated and satisfied.

According to results shows that WALCO's reward and incentives results. The highest mean value 4.18 was found this is directly effective on employee commitment. Second largest mean is 4.14 its was found rewards and incentive is maintaining employee commitment. Overall mean value is 3.82 its was found that internal marketing of reward and incentive is effect on WALCO. Reward and incentive is very attractive to employee.

According to this study, overall mean value is 3.97 it is showed that internal marketing of empowerment is effective on WALCO. The largest mean value is 4.28 was found that this is involved making opportunity to suggest improvement. Second largest mean is 4.11 its can said that empowerment assigning heightened responsibility. Its shows company have delegation and full authority each employee.

Table (4.1) shows organizational support in internal marketing of WALCO company. The highest mean is 4.14 it was found that in the statement of organization support the tools resources needed to respond to related issues. The organization values employee contribution to its and really care about employee well-being with mean score 4.10. The results of appreciated any extra effort for employee and not ignore any complaint for employee 4.04 and 3.91 respectively. It is showed that employee very satisfied for support of organization.

According to this table, shows analysis of promotion in internal marketing of WALCO company. The largest mean is 4.28 it can be said that organization well-developed performance appraised procedure. The second value of largest showed that mean employee satisfied over the existing promotion strategy of the company. Overall mean value is 4.07 its showed that promotion system is fair and transparency for the company. If employee word hard, the people have opportunity to promote his position. Monthly key performance appraisal recognizes & improves employee performance, ambition and hard work.

Table (4.2) Summary of Internal Marketing Practices

Sr. No	Internal Marketing	Overall Mean
1	Training and Development	4.22
2	Rewards and Incentives	3.82
3	Empowerment	3.97
4	Organizational Support	4.06
5	Promotion	4.47

Source: Survey Data (2019)

According to results of Table (4.2), training and development, rewards and incentives, empowerment, organizational support and promotion. The largest overall mean value is 4.47, its was found that promotion in internal marketing of WALCO is accepting existing promotion system. The lowest mean value is 3.82, it can be said employee accepted rewards and incentive system. The result indicated that the reward and incentives effect on WALCO. Structured questionnaire was completed by employees in Win Agro-Livestock Company Limited.

4.2 Analysis on Effect on Internal Marketing on Employee Commitment

In this section, the effect of internal marketing on employee commitment of Win Agro-Livestock Co., Ltd, is analyzed. The standard deviation, percentage and mean scores of organizational commitment and employee performance are presented in the section based on findings.

4.2.1 Employee Commitment of Win Agro-Livestock Co., Ltd.

To figure out which type of employee commitment factor is dominant in this organization, respondents were asked to choose the most likely answer from three sets of employee commitment questionnaire: affective commitment, continuance commitment and normative. The results are shown in Table (4.3) show each commitment factor of employee commitment based on survey findings.

As depicted in Table (4.3), affective commitment has the highest mean scores because the respondents strongly believe that they feel a strong sense of belonging to their organization and they are proud to tell others that they work at their organization. Employees feel as if this organization's problems are their own. This

shows a high sense of commitment to the organization. Respondents feel that they are personally attached to their organization and they think that working at their organization has much personal meaning to them.

Table (4.3) Employee Commitment at Win Agro-Livestock Co., Ltd.

Sr. No	Affective Commitment	Mean	SD
1	Close relationship with friends at work place	4.44	.672
2	Like this work environment in this company	4.24	.733
3	Organization has a great deal of personal meaning	4.11	.746
4	Happy with my tasks at work	4.24	.698
5	Feel my friends like me at my work	4.30	.604
6	Like “paer of the family” to this organization	4.31	.789
	Overall Mean value	4.27	
	Continuance Commitment		
7	Very hard for employee to leave my organization right now	4.21	.669
8	My life would be inconvenient if I decided to leave	4.25	.666
9	Feel too few options to consider leave my organization	4.11	.675
10	Serious consequences of leaving the scarcity of available	4.30	.701
11	Work this organization because another not match overall benefits here	4.28	.656
12	Too costly for me to leave my organization right now	4.21	.867
	Overall Mean Value	4.22	
	Normative Commitment		
13	Thankful to this organization for this job	4.20	.701
14	Don’t have plan to resign from this organization	4.21	.910
15	Jumping organization to other does not seem ethical	4.17	.854
16	Loyalty is important and feel a sense of moral obligation	4.52	.616
17	Believe an essential person in organization	3.99	.738
	Overall Mean Value	4.21	

Source: Survey Data (2019)

Those employees believe that their organization has the same goal with them. At one hand, employees get income by working at the organization. On the other hand, employees believe that they are doing good deeds helping their community. That gives them a lot of personal meaning to them to work at their organizations. As a result, those employees feel that they are personally attached to their organization. According to the overall mean score, it is found out that affective commitment is quite strong in Win Agro-Livestock Co., Ltd.

According to the results, continuance commitment has least mean scores compared to the prior two. Most respondents to serious consequences of leaving the scarcity of available. The lowest mean feel too few options to consider leave to organization. Respondents believe it is not easy to get a new job. Seems easy to look for another job elsewhere, respondents have their daily work load to complete. According to the overall mean score, it is found out that continuance commitment is fairly in Win Agro-Livestock Co., Ltd.

Most of the respondent strongly believe that a person must always be loyal to his or her organization. The respondents also believe that jumping from one organization to organization does not seem ethical to them. The respondents agreed more on the points that they were taught to believe in the value of remaining loyal to one organization and have a sense of moral obligation to remain. Although loyalty is considered as an important moral obligation to remain at one organization, employees also feel that it not wrong to take better job offer elsewhere as long as they keep their former organization's critical data and information confidential. According to the overall mean score, it is found out that normative commitment is moderately strong in Win Agro-Livestock Co., Ltd.

Table (4.4) Summary of Employee Commitment

Sr. No	Employee Commitment	Mean	SD
1	Affective Commitment	4.27	.707
2	Continuance Commitment	4.22	.705
3	Normative Commitment	4.21	.763

Source: Survey Data (2019)

Regarding the overall mean analysis of organizational commitment of Win Agro-Livestock Co., Ltd. The highest organizational commitment is affective commitment. According to Continuance commitment is (4.22) it can be said

employees are willing to devote and stay in company for accomplished the objectives of jobs because they have same goals and values inside the organization. Based on the mean value of normative commitment is (4.21) it was found that most of the employee perceived obligation to remain in the organization.

4.2.2 Effect of Internal Marketing on Affective Commitment

Multiple regression analysis evaluates the relationship between internal marketing and affective commitment of Win Agro-Livestock Company Limited. The results of the multiple regression analysis are shown in Table (4.5)

According to the results in Table (4.5), the model explains that the variation in overall level of affective commitment exists as R square value is 42 percent. This indicates those independent variables variable can explain 42 percent variation in dependent variable. This analysis is computed at 90% confidence level and hence there have 1% significant level, 5% significant level, and 10% significant level.

Table (4.5) Effect of Internal Marketing on Affective Commitment

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig	VIF
	B	Std. Error	Beta			
(Constant)	1.880	.380		4.945	.000	
Training and Development	.257***	.083	.327	3.094	.003	1.435
Rewards and Incentive	-.025	.071	-.038	-.355	.724	1.464
Empowerment	.042	.082	.052	.506	.615	1.336
Organizational Support	-.004	.082	-.006	-.047	.963	1.939
Promotion	.305***	.082	.481	3.726	.000	2.145
R				.652		
R Square				.425		
Adjusted R Square				.386		
Durbin- Watson				1.743		
F value				10.948***		

Source: Survey Data (2019)

Note: ***Significant at 1% Level, **Significant at 5% Level, *Significant at 10% Level

The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. The Durbin-Watson $d=1.743$, which is nearly 2 and therefore we can assume that there is no auto-correlation in the data. According to VIF data, all the variables are less than 5 and it can interpret that there is no multicollinearity problems at respondents' survey.

The standard coefficients (Beta) indicate that training and development, empowerment and promotion have positive relationship and is significant at 1 percent level. Rewards and incentive and organizational support have negative relationship but not significant with affective commitment variables of WALCO Co., Ltd. The positive relationship indicates that the increase in influence of internal marketing factors has more effect on affective commitment of WALCO Co., Ltd. An increase in training and development and promotion by 1 unit will also raise the effect on affective commitment by 0.257 and 0.305 units. Therefore, this practically implies that affective commitment at Win Agro-Livestock Co., Ltd improves with better internal marketing.

The overall evaluation well because the estimation produced expected signs and significant coefficients for most variables. The increases of internal marketing have significant and the positive effects on employee commitment. In summary, the results show that most factors have significant value and the main determination of affective commitment to be the organizational communication. Affective commitment in Win Agro-Livestock Co., Ltd is mostly effected by organizational communication due to employee has established strong attachment, and internal marketing with organization. This is Win Agro-Livestock Company can build open communication builds increasing levels of involvement and attachment between the organization and employees, As the attachment grows stronger, it can result in good relations between the internal marketing factors and employee which enhances cooperation, prevents or reduces staff unrest and increases individual employee responsibility and ownership for their own performance.

4.2.3 Effect of Internal Marketing on Continuance Commitment

According to Table (4.6), the specified model could explain very well about the variation of the continuance commitment of the employees at Win Agro-Livestock Co., Ltd since the value R square is 22 percent. The model can explain 22 percent about the variance of the independent variable and dependent variable because

Adjusted R square is 0.218. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. The Durbin-Watson d= 1.808, which is nearly 2 and therefore we can assume that there is no auto=correlation in the data. According to VIF data, all the variables are less than 5 and it can interpret that there is no multicollinearity problems at respondents' survey.

The standard coefficients (Beta) indicate that organizational culture has positive relationship but not significant with continuance commitment variables of Win Agro-Livestock Co., Ltd. Internal marketing has the expected positive sign and is significant at 1 percent level. The positive relationship indicates that the increase in influence of internal marketing has more effect on continuance commitment of Win Agro-Livestock Co., Ltd. An increase in promotion by 1 unit will also raise the effect on continuance commitment by 0.194 units. Therefore, this practically implies that continuance commitment at Win Agro-Livestock Co., Ltd improves with better internal marketing.

Table (4.6) Effect of Internal Marketing on Continuance Commitment

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig	VIF
	B	Std. Error	Beta			
(Constant)	2.451	.474	-	5.172	.000	-
Training and Development	.162	.104	.193	1.564	.122	1.435
Rewards and Incentive	-.038	.088	-.054	-.430	.668	1.464
Empowerment	.017	.103	.020	.167	.868	1.336
Organizational Support	.092	.102	.129	.901	.371	1.939
Promotion	.194*	.102	.287	1.906	.061	2.145
R	.467					
R Square	.218					
Adjusted R Square	.165					
Durbin- Watson	1.808					
F value	4.118**					

Source: Survey Data (2019)

Note: ***Significant at 1% Level, **Significant at 5% Level, *Significant at 10% Level

The standardized coefficient (Beta) of promotion has largest value 0.287 among internal marketing factors indicating that promotion have the greatest contribution to the effect on continuance commitment when the variance explained by other variables is controlled for. The overall evaluation well because the estimation produced expected signs and significant coefficients for most variation is influenced of promotion well because the estimation produced expected signs and significant coefficients for most variables, The increases of promotion have significant and the positive effects on employee commitment.

In summary, the results show that most factors have significant value and the main determination of continuance commitment to be the promotion. Continuance commitment in Win Agro-Livestock Co., Ltd is mostly effected by promotion due to employee received the timely information with effective promotion can help employees feel connected to the organization and, in turn, quickly connect employees to the ever-evolving challenges of the business.

4.2.4 Effect of Internal Marketing Factors on Normative Commitment

According to Table (4.7), the specified model could explain very well about the variation of the normative commitment of the employee at Win Agro-Livestock Co., Ltd since the value of R square is almost 41 percent. The model can explain 37.4 percent about the variance of the independent variable and dependent variable because Adjusted R square is 0.374. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. The Durbin- Watson $d = 2.091$, which is nearly 2 and therefore we can assume that there is no auto-correlation in the data. According to VIF data, all the variables are less than 5 and it can interpret that there is no multicollinearity problems at respondents' survey.

Table (4.7) Effect of Internal Marketing on Normative Commitment

Variables	Coefficients		Standardized Coefficients	T	Sig	VIF
	B	Std. Error	Beta			
(Constant)	1.683	.452	-	3.723	.000	-
Training and Development	.190**	.099	.205	1.925	.058	1.435
Rewards and Incentive	.018	.084	.024	.209	.827	1.464
Empowerment	-.021	.098	-.023	-.023	.827	1.336
Organizational Support	.044	.097	.056	.056	.651	1.939
Promotion	.384***	.097	.514	.514	.000	2.145
R	.643					
R Square	.413					
Adjusted R Square	.374					
Durbin- Watson	2.091					
F value	10.431**					

Source: Survey Data (2019)

Note: ***Significant at 1% Level, **Significant at 5% Level, *Significant at 10% Level

The standard coefficients (Beta) indicate that training and development and promotion have positive relationship but is significant at 10 percent level with normative commitment variables of Win Agro-Livestock Co., Ltd. The positive relationship indicates that the increase in influence of training and development and promotion have more effect on continuance commitment of Win Agro-Livestock Co., Ltd. An increase in training and development and promotion by 1 unit will also raise the effect of normative commitment by 0.190 and 0.384 units. Therefore, this practically implies that normative commitment at Win Agro-Livestock Co., Ltd improves with better internal marketing.

The standardized coefficient (Beta) of promotion has the largest value 0.514 among internal marketing factors indicating that promotion have the greatest contribution to the effect on normative commitment when the variance explained by other variables is controlled for. The overall evaluation reveals that models explain the variation in influenced of promotion well because the estimation produced

expected signs significant coefficients for most variables. The increases of promotion have significant and the positive effects on normative commitment.

In summary, the results show that most factors have significant value the main determination of normative commitment to be the promotion. Normative commitment in Win Agro-Livestock Co., Ltd is mostly affected by promotion due to apposite perception that is strongly influenced by the assessment of the employees concerning the promotion of management.

4.3 Analysis on Effect of Employee Commitment on Employee Performance of Win Agro-Livestock Co., Ltd.

In this section, the impact of employee commitment on employee performance at Win Agro-Livestock Co., Ltd is analyzed. The standard deviation, percentage and mean scores of employee commitment and their performance are presented in the section based on findings.

4.3.1 Employee Performance of Win Agro-Livestock Co., Ltd.

The measurement of employee performance is with twelve items and respondents were asked how they think their performance. The result calculated by descriptive statistics is as shown in Table (4.8).

According to Table (4.8),he respondents noted that they completed their work in the time allocated to them, they worked overtime to complete tasks, they worked to meet customer's requirements, they combined the available resources very well to provide quality services, they took time to listen to their clients to ensure they attend to them effectively, speed and accuracy. This means that employee performance is high in Win Agro-Livestock Co., Ltd.

Table (4.8) Employee Performance of Win Agro-Livestock Co., Ltd.

Sr. No.	Employee Performance	Mean	Std. Deviation
	Task Performance		
1	Maintaining high standard of work	4.31	.667
2	Handling assignments without much supervision	4.41	.610
3	Being passionate about my work	4.29	.697
4	Handling multiple assignments for achieving goals	4.15	.713
5	Complete my assignments on time	4.15	.713
6	Colleague believe as a high performer	4.25	.666
	Overall Mean Value	4.26	-
	Contextual Performance		
7	Praise to co-workers for their good works	3.82	.883
8	Willing to handle extra responsibilities	4.10	.976
9	Participate in group discussions and work meetings	4.35	.638
10	Share knowledge and ideas among team members	4.30	.644
11	Communicate effectively with colleague	4.50	.595
12	Maintain good communication among fellow workers	4.35	.695
	Overall Mean Value	4.24	-

Source: Survey Data (2019)

The study respondents noted that their performance had continually improved, they did their work effectively without complaining, and that report on duty early and leave very late. The respondents also agreed that their jobs were in line with their interests, skills and attitudes. The results show that employee performance at Win Agro-Livestock Co., Ltd is generally strong. Therefore, majority of employees in the company work well and even better as the respective departments are well organized.

4.3.2 Effect of Employee Commitment on Task Performance of Win Agro-Livestock Co., Ltd.

This study analyzed the effect of employee commitment on employee task performance at Win Agro-Livestock Co., Ltd in the following Table (4.9). In this study, linear regression is used to find out the relationship between independent variables (Affective commitment, Continuance commitment and Normative commitment) and dependent variables (Task performance).

Table (4.9) Effect of Employee Commitment Factors on Task Performance

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig	VIF
	B	Std. Error	Beta			
(Constant)	1.583	.418		3.791	.000	
Affective Commitment	.354**	.125	.367	2.826	.006	2.046
Continuance Commitment	.165	.119	.201	1.388	.169	2.535
Normative Commitment	.111	.107	.123	1.038	.302	1.701
R	.611					
R Square	.373					
Adjusted R Square	.348					
Durbin- Watson	2.223					
F value	15..057***					

Source: Survey Data (2019)

Note: ***Significant at 1% Level, **Significant at 5% Level, *Significant at 10% Level

According to Table (4.9), the specified model could explain very well about the variation of the Task performance of Win Agro-Livestock Co., Ltd since the value of R square is almost 37.5 percent. The can explain 60 percent about the variance of the independent variable and dependent variable because Adjusted R square is 0.348. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. The Durbin-Watson $d = 2.223$, which is round about 2 and therefore we can assume that there is no auto-correlation in the data. According to VIF data, all the variables are less than 5 and it can interpret that there is no multicollinearity problems at respondents' survey.

The standardized coefficient (Beta) of affective commitment has the largest value (0.367) among 3 employee commitment indicating that affective commitment have the greatest contribution to the effect on employee performance when the variance explained by other variables is controlled for. The overall evaluation reveals that models explain the variation in influenced of affective commitment well because the estimation produced expected signs and significant coefficients for most variables. The increases of affective commitment have significant and the positive effects on employee performance

Affective commitment has the expected positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase perception of affective commitment leads to more employee performance in Win Agro-Livestock Co., Ltd. An increase in affective commitment by 1 unit will also raise the effect on employee performance by 0.354 units.

The results show that affective commitment have significant value and the main determination of task performance to be the affective commitment. Task performance in Win Agro-Livestock Co., Ltd is mostly effected by affective commitment due to high level of obligations to thee organization that is strongly influenced by the amount of information circulating in the organization and extent to which attitudes within the company toward communication are healthy.

4.3.3 Effect of Employee Commitment on Contextual Performance of Win Agro-Livestock Co., Ltd.

This study analyzed the effect of employee commitment on employee contextual performance at Win Agro-Livestock in the following Table (4.10). In this study, linear regression is used to find out the relationship between independent variables (Affective commitment, Continuance commitment and Normative commitment) and dependent variables (Contextual performance). Table (4.10) shows the effect of employee commitment on contextual performance at Win Agro-Livestock Co., Ltd.

Table (4.10) Effect of Employee Commitment on Contextual Performance

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig	VIF
	B	Std. Error	Beta			
(Constant)	1.055	.416		2.534	.013	
Affective Commitment	.463***	.125	.455	3.706	.000	2.046
Continuance Commitment	.039	.118	.045	.330	.743	2.535
Normative Commitment	.246**	.107	.258	2.305	.033	1.701
R	.663					
R Square	.440					
Adjusted R Square	.418					
Durbin- Watson	1.984					
F value	19.901***					

Survey Data (2019)

Note: ***Significant at 1% Level, **Significant at 5% Level, *Significant at 10% Level

According to (4.10), the specified model could explain very well about the variation of the contextual performance of Win Agro-Livestock Co., Ltd since the value of R square is almost 44 percent. The can explain 60 percent about the variance of the independent variable and dependent variable because Adjusted R square is 0.418. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. The Durbin-Watson d = 1.984, which is round about 2 and therefore we can assume that there is no auto-correlation in the data. According to VIF data, all the variables are less than 5 and it can interpret that there is no multicollinearity problems at respondents' survey.

Affective commitment has the expected positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase perception of affective commitment leads to more employee performance in Win Agro-Livestock Co., Ltd. An increase in affective commitment by 1 unit will also raise the effect on employee performance by 0.463 units. Normative commitment has the expected positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase perception of normative

commitment leads to more employee performance in Win Agro-Livestock Co., Ltd. An increase in affective commitment by 1 unit will also raise the effect on employee performance by 0.246 units.

The standardized coefficient (Beta) of affective commitment has the largest value (0.455) among 3 employee commitment indicating that affective commitment have the greatest contribution to the effect on employee performance when the variance explained by other variables is controlled for. The overall evaluation reveals that models explain the variation in influenced of affective commitment well because the estimation produced expected signs and significant coefficients for most variables. The increases of affective commitment have significant and the positive effects on employee performance.

The results show that affective commitment and normative commitment have significant value and the main determination of task performance to be the affective commitment. Contextual performance in Win Agro-Livestock Co., Ltd is mostly effected by affective commitment due to high level of obligations to thee organization that is strongly influenced by the amount of information circulating in the organization and extent to which attitudes within the company toward communication are healthy.

CHAPTER 5

CONCLUSION

The study examined the internal marketing factors effect that the employee commitment on employee performance at Win Agro-Livestock Co., Ltd. The study specifically set out to: examine how employee commitment influences employee performance at Win Agro-Livestock Co., Ltd; establish the relationship between internal marketing and employee commitment and to find out how employee commitment influences employee performance of employees at WALCO. This chapter presents the summary, discussion, conclusions and recommendations arising out of the study findings according to the objectives.

5.1 Findings and Discussions

This study aims to focus on internal marketing of Win Agro-Livestock Company Limited and to analyze the employee commitment on internal marketing. In order to meet these two objectives, this study was conducted through descriptive research method using primary and secondary data.

Win Agro-Livestock Co., Ltd provides internal marketing to its employees for the purpose of getting their commitment and working actively in their daily work life. The company performs its products for the employees to be more understanding about their job and to be effective employees in the organization. It recruits the right employees in the right place, provides them by training and development, rewards and incentives, empowerment, organizational support and promotion. Due to the survey data, the demographic factors shows that there have more male employees than female employees in Win Agro-Livestock Co., Ltd. Half of their employees are in the age of 26-40 followed by below 25. Moreover, there are more married in the workplace than single and more graduated employees in the company. By the result of income in the demographic section, there are many employee who get below 200,000 Kyats. Comparing to the position and the salary range it can clearly see that their payroll is quite sensitive to senior level and non-senior level. Next to working experience, most of them have the working experience below 3 years and employee who have between 0 – 3 years working experience are also higher. And then, the

company allows many entry levels which show it gives a chance to non-experience employees.

Win Agro-Livestock Co., Lt provides internal marketing for its employees to motivate in their work and to receive their satisfaction. The study found that employees from every department are satisfied with their internal marketing (training and development, rewards and incentives, empowerment, organizational support and promotion). With regard to the internal marketing factors are analyzed. At first, promotion is the largest mean value of internal marketing according to the mean results. Rewards factor the smallest mean value among five factors of internal marketing. However, all factors showed the agreement levels of the respondents.

According to correlation coefficient results, these internal marketing factors had strong correlation with employee commitment. This mean that the more company provide the internal marketing, the more employee commitment was gained by this company. In addition, training and development and promotion had stronger correlation with affective commitment than the other three factors: rewards and incentive, empowerment and organizational support. The supplement of training and development and promotion by this are significant for the employees. And also based on the correlation coefficient results, employee commitment had strong correlation with employee intention to stay. This mean that more the employee commitment, the more the company did the best for its employee performance.

The results revealed that training and development and promotion are positively and significantly related to employee commitment. In this analysis, rewards and incentives, empowerment and organizational support has not impact on employee commitment. However, it can be mentioned that internal marketing is positively impact on employee commitment. Then, the results mentioned that employee commitment is positively and significantly related to employee performance. Therefore, it can be said that employee commitment is positively impact on employee performance.

From the presented findings it is clear that perceived employee commitment and employee performance are significantly associated with the employees' normative commitment level. The study found significant relationship between employee commitment and employee performance at Win Agro-Livestock Co., Ltd improve by employee commitment. The relationship between employee commitment and employee performance is there but very significant, meaning that if employees

are continually motivated, there is a likelihood that they will perform better. These findings indicate that the employees are willing to serve the company long enough as long as there is a good relationship between the managers and their subordinates.

5.2 Suggestions and Recommendations

The company should provide more products for their employees especially in internal and external training programs to meet the basic competencies for the job. Also, it should develop a good understanding of the knowledge, skills and abilities that the organization will require in the future. Employees would have been clear the organization long-term goals and short-term goals. Management should create opportunities for more informal time for employees to interact with managers. Employee are often hesitant to interrupt their busy boss for small things such as information needs.

There can be improvement in delivering training as well. Learning new things is never old for anyone. There should have more easy way to access the internet learning course related to the work. Increase more internet learning platforms and sponsorship for the employees to join courses outside. There also should have the promotion for the successful employees who have done the courses with flying colors or credit. That can be good for Win Agro-Livestock company to have qualified and motivated employees. It can be supportive for their personal life as well.

This study resulted in information that will provide Win Agro-Livestock Company Limited to attract their employees to get more performance. It concludes that employees are somewhat feel satisfied to be a part of the company but not too positive. However, there's a great chance for Win Agro-Livestock Co., Ltd to give the fulfillment for their employees in specific areas which deeply lies what they really want. As this study learns five main factors in internal marketing, improvement in specific parts of each area will help to get the result in the future.

In order to get more employee satisfaction, the company has to modify the place as called as communication to be more effective. Face-to-face or personal communication such as weekly meeting, kickoff meeting, is one of richest channels of communication within organization. This is the best channel to use for complex or emotionally charged messages, because it allows for interaction between speaker and recipients to clarify ambiguity. Mobile communication are also widely use. It should target more mobile communication for urgent announcement or urgent meeting

situation because it's faster to check a message than check an email. For electronic channels such as email, internet, intranet and social media platforms, WALCO has already used it but there should have more effective way to communicate. Employee also has to be clear in use of sarcasm and innuendo unless the message specially calls for it.

The best way to attract employee motivated is to increase in promotion programs such as increasing incentive, yearly or outstanding bonus, and compensative leave and so on. Employees see the results of their contributions directly; feedback is swift and visible. A smoothly working and motivated work force also frees the owner from day-to-day chores for thinking of long-term development. Furthermore, tangible and emotion reward which is recognition can create employee to feel satisfy what they have done for their job task. An appreciation is a must need for them because ideally the work result itself will give them a feeling of accomplishment – but well-structured reward and recognition programs can underline this consequence.

5.3 Needs for Further Research

Further studies need to be figured out to explore other internal marketing factors which may relate to the employee performance and to figure out the most important internal marketing for them. The study faced difficulty in finding the some management level and some staff in their offices since some of them would be gone for official. Therefore, it is better to cover the larger sample size of the company to get more accurate results and findings. This study only focused on two factors that affect employee performance at Win Agro-Livestock Co., Ltd. Future research should focus on these other factors which affect employee performance like motivation of employees, leadership styles, working environment and organizational policies, among others. Since it was one diary company that was focused on, other study can do further research on other industries and find out what factors affect them as well.

REFERENCES

- Ahmad, A. E. M. K., & Al-Borie, H. M. (2012). *Impact of Internal Marketing on Job Satisfaction and Organizational Commitment: A Study of Teaching Hospitals in Saudi Arabia*. *Business and Management Research*, 1(3) 82.
- Ahmed, P. & Rafiq, M. (2002). *Internal Marketing: Tools and Concepts for Customer-focused Management*. Butterworth-Heinemann, Oxford. Proceedings of Health Buildings, Budapest, 94, 461-472.
- Albert Caruana, Peter Calleya. (1998). *The effect of internal marketing on organizational commitment among retail bank managers*, *International Journal of Bank Marketing* (3) 16, 108-117.
- Ali & Ahmad. (2009). "Rewards and Punishments as Selective Incentives for Collective Action: Theoretical Investigations," *American Journal of Sociology* 85, no. 6 (May, 1980): 1356-1375.
- Allen and Meyer. (1990). *A three-component conceptualization of organizational commitment*. *Human Resource Management Review*. 1,61-89.
- Avlonnitis, G. J., & Giannopoulos, A. A. (2012). *Balanced Market Orientation: Qualitative Findings on a Fragile Equilibrium*. *Managing Service Quality*, 22(6), 565-579.
- Blau. (1964). Cotterell, Eisenberger, & Speicher, (1992). Eisenberger, Cotterell, & Marvel, *For Employees to Develop POS, they must believe that Organizations are Engaging in Discretionary favorable treatment* Page 26. 14.
- Choi, K. (2006). *A Structural Relationship Analysis of Hotel Employees' Turnover Intention*. *Asia Pacific Journal of Tourism Research*, 11(4), 321-337.
- Conger and Kanungo's. (1988). *Despite increasing attention on the topic of empowerment, our understanding of the construct and its underlying processes remains limited* No11(2), 73-77.
- Constantinides, E. (2006). *The marketing Mix Revisited: Towards the 21st Century Marketing*. *Journal of Marketing Management*, 22(3), 407-438.

- Deeprise. (1994). "Good managers recognize people by doing things that acknowledge ... study used 127 samples and the results show that extrinsic rewards correlate directly 5 No. 4, pp. 270-279.
- Dewhurst, Guthridge, and Mohr. (2009). *Comparative study of Physicians' Job Satisfaction Levels in the Public and Private Sectors in Russia* Vol.5 No.8.
- Ekaterini & Constantinos-Vasilios, (2009), Rohan & Madhumita (2012). "Employee Development and Its Affect on Employee Performance A Conceptual Framework". *International Journal of Business and Social Science* Vol. 2 No. 13
- Kate Hutchings, Cherrie J. Zhu, Brain K, Cooper, Yiming Zhang and Sijun Shao. (2002). "Perceptions of the effectiveness of training and development of „grey-collar“ workers in the People's Republic of China". *Human Resource Development International*, Vol.12, No.3, pp 279-296.
- Konings & Vanormelingen (2009), Colombo & Stanca (2008) and Sepulveda (2005). *The Impact of training on Productivity and Wages: Firm Level Evidence*". Discussion paper No. 244, Available at SSRN.
- Meyer and Allen. (1987). *Testing the 'side-bet theory' of organizational commitment: some methodological considerations*. *Journal of Applied Psychology*, 69, 372-378.
- Perkins, D. D., & Zimmerman, M. A. (1995). *Empowerment theory, research, and application. An introduction to a special issue*. *American Journal of Community Psychology*, 23, 569–579.
- Schnake. (1991). *Organizational citizenship: A review, proposal model and research agenda*. *Human Relations*, 44: 735-759.
- Sima G. Magatefand Raed A. Momani. (2016). *Examining the Impact of Internal Marketing on Organizational Citizenship Behavior*. *International Journal of Marketing Studies*, 3(4), 565-579.
- Wiener. (1982). *Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-role Behaviors*. *Journal of Management*. 17(3): 601-617.

APPENDICES

APPENDIX I Questions

May I introduce myself, Aung Phyto Min, a Master degree student of Business Administration from Yangon Institute of Economics. As a part of my thesis, I would like to gather some information from you which will help me about the effect of internal marketing on employee commitment within Win Agro-Livestock Co., Ltd. The information provided by you will be kept confidential and will be used for academic purpose only. I would be obliged if you co-operate with me in filling the following questionnaire.

Part 1. Demographic profile of respondents

Kindly provide the brief details about the following questions, please tick as appropriate:

Section – A Demographic

1. **Gender**

- Male
- Female

2. **Marital Status**

- Single
- Married

3. **Age**

- 18-25
- 26-40
- 41-60
- Over 60

4. **Education level**

- Middle School
- High School
- University
- Graduated

5. Service years in this organization

- 0-3 years
- 4-7 years
- 8-11 years
- 12-15 years
- >15 years

6. Current position in this organization

- Junior staff
- Senior staff
- Assistant Supervisor
- Supervisor
- Assistant Manager
- Manager

7. Monthly Salary

- 0-199,999 Ks
- 200,000- 399,999 Ks
- 400,000- 599,999 Ks
- 600,000 and above

Section – B Employee Commitment

Please tick to appropriate rating scale that comes the closet to reflecting your opinions. Please respond to all questions in the section and use the following scale to select the number

- 1 = strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

No.	How I perform at my work	Scale				
		1	2	3	4	5
Training and Development						
1	I applied knowledge and skill from training in work field					
2	I work easily and less mistakes in my work field after each training					
3	I work adaptability and acceptably in the change of organization because of the knowledge and attitude from training					
4	After training , I feel confidence more than before					
5	After training , I supply the needs of customer					
6	Knowledge & Skill are more updated after training					
Reward and Incentives						
7	Satisfied with rewarded incentive bonus amount					
8	Incentive amount totally reflection					
9	Bonus incentive calculation is quite exceptional					
10	Bonus incentive is for maintaining of employee commitment					
11	Reward and incentives is directly effect on employee commitment					
12	This organization have no incentive					
Empowerment						
13	Assigning highed responsibility					
14	Accessing important information and involved in making major decision					
15	Autonmy to handle most of the issue					
16	I am involved in making oppounity to suggest improvement					
17	I think my position have fully authorities at my departement					
18	My department head take resposibilty due to my empowerment					
Organizational support						
19	The Organization values my contribution to its well-being.					
20	The Organization appreciates any extra effort from me					
21	The Organization would not ignore any complaint from me					
22	The Organization really cares about my well-being.					
23	The Organiztion support the tools resources needed to respond to woek related					

	issues					
24	The Organization supports my professional growth and development					
Promotion						
25	A well-developed and fair promotion					
26	Promotion based on individual performance					
27	Well-developed performance appraised procedure					
28	Promotion policy is related to individual performance					
29	I satisfied over the existing strategy					
30	I think fairness promotion system in this organization					
Affective Commitment						
31	I Have close relationship with my friends at work place					
32	I like this work environment in this company					
33	This organization has a great deal of personal meaning for me .					
34	I am happy with my tasks at work					
35	I fell my friends like me at my work.					
36	I feel like " paer of the family " to this organization					
Normative Commitment						
37	I feel I owe a debt of gratitude to my organization .					
38	I fell gulity if I quit my organization now.					
39	Jumping from organization to organization does not seem at all ehical to me					
40	I believe loyalty is important and therefore fell a sense of moral obligation to remain					
41	I would not feel it was right to leave my organization for a better job elsewhere					
42	I do not believe I am an essential person in my organization					
Continuance Commitment						
43	It would be very hard for me to leave my organization right now, even if I wanted to .					
44	Too much in my life would be inconvenient if I decided to leave my organization now					
45	I feel that I have too few options to consider leaving this organization .					

46	One of the serious consequences of leaving this organization would be the scarcity of available alternatives.					
47	I continue to work for this organization because another organization may not match the overall benefits I have here.					
48	It would too costly for me to leave my organization now.					
Task Performance						
49	Maintaining high standard of work					
50	Handling assignments without much supervision					
51	Being passionate about my work					
52	Handling multiple assignments for achieving organizational goals					
53	Complete my assignments on time					
54	Colleague believe as a high performer					
Contextual Performance						
55	Praise to co-workers for their good works					
56	Willing to handle extra responsibilities					
57	Actively participate in group discussions and work meetings					
58	Share knowledge and ideas among team members					
59	communicate effectively with colleague					
60	Maintain good communication among fellow workers					

Appendix II – Regression Analysis

Analysis on Internal Marketing Factors on Affective Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig.F Change	
1	.652	.425	.386	.34319	.425	10.948	5	74	.000	1.743

a. Predictors: (Constant), Mean value of Internal Marketing Factors

b. Dependent Variable: Mean value of Affective Commitment

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.447	5	1.289	10.948	.000a
Residual	8.716	74	.118		
Total	15.163	79			

a. Dependent Variable: Mean value of Affective Commitment

b. Predictors : Constant), Mean value of Internal Marketing Factors

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1. (Constant)	1.880	.380	-	4.945	.000	-	-
Mean value of Training and Development	.257	.083	.327	3.094	.003	.697	1.435
Mean value of Reward and Incentives	-.025	.071	-.038	-.355	.724	.683	1.464
Mean value of Empowerment	.042	.082	.052	.506	.615	.748	1.336
Mean value of Organizational Support	-.004	.082	-.006	-.047	.963	.516	1.939
Mean value of Promotion	.305	.082	.481	3.726	.000	.466	2.145

a. Dependent Variable: Mean value of Affective Commitment

b. Predictors: Constant), Mean value of Internal Marketing Factors

Analysis on Internal Marketing Factors on Continuance Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig.F Change	
1	.467	.218	.165	.42765	.218	4.118	5	74	.002	1.818

a. Predictors: (Constant), Mean value of Internal Marketing Factors

b. Dependent Variable: Mean value of Continuance Commitment

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.766	5	.753	4.118	.002
Residual	13.534	74	.183	-	-
Total	17.299	79	-	-	-

a. Predictors: (Constant), Mean value of Internal Marketing Factors

b. Dependent Variable: Mean value of Continuance Commitment

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1.(Constant)	2.451	.474	-	5.172	.000	-	-
Mean value of Training and Development	.162	.104	.193	1.564	.122	.697	1.435
Mean value of Reward and Incentives	-.038	.088	-.054	-.430	.668	.683	1.464
Mean value of Empowerment	.017	.103	.020	.167	.868	.748	1.336
Mean value of Organizational Support	.092	.102	.129	.901	.371	.516	1.939
Mean value of Promotion	.194	.102	.287	1.906	.061	.466	2.145

a. Predictors: (Constant), Mean value of Internal Marketing Factors

b. Dependent Variable: Mean value of Continuance Commitment

Analysis on Internal Marketing Factors on Normative Commitment

M mmary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.643	.413	..374	.40808	.413	10.431	5	74	.000	2.091

a. Predictors: (Constant), Mean value of Internal Marketing Factors

b. Dependent Variable: Mean value of Normative Commitment

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.685	5	1.737	10.431	.000
Residual	12.323	74	.167		
Total	21.008	79			

a. Predictors: (Constant), Mean value of Internal Marketing Factors

b. Dependent Variable: Mean value of Normative Commitment

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1.(Constant)	1.683	.452	-	3.723	.000	.783	-
Mean value of Training and Development	.190	.099	.205	1.925	.058	-.007	1.435
Mean value of Reward and Incentives	.018	.084	.024	.219	.827	-.149	1.464
Mean value of Empowerment	-.021	.098	-.023	-.219	.827	-.216	1.336
Mean value of Organizational Support	.044	.097	.056	.455	.651	-.149	1.939
Mean value of Promotion	.384	.097	.514	3.946	.000	.190	2.145

a. Predictors: (Constant), Mean value of Internal Marketing Factors

b. Dependent Variable: Mean value of Normative Commitment

Analysis on Employee Commitment on Task Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig.F Change	
1	.611	.373	.348	.34118	.373	15.057	3	76	.000	2.223

a. Predictors: (Constant), Mean value of Employee Commitments

b. Dependent Variable: Mean value of Task Performance

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1	5.258	3	1.753	15.057	.000
Regression	8.847	76	.116		
Residual	14.105	79			
Total					

a. Predictors: (Constant), Mean value of Employee Commitments

b. Dependent Variable: Mean value of Task Performance

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.583	.418	-	3.791	.000	-	-
Mean value of Affective Commitment	.354	.125	.201	2.826	.006	.489	2.046
Mean value of Continuance Commitment	.111	.107	.123	1.038	.302	.588	1.701
Mean value of Normative Commitment	.165	.119	.367	1.388	.169	.394	2.535

a. Predictors: (Constant), Mean value of Employee Commitments

b. Dependent Variable: Mean value of Task Performance

Analysis on Employee Commitment on Contextual Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig.F Change	
1	.663	.440	.418	.34016	.440	19.901	3	76	.000	1.984

a. Predictors: (Constant), Mean value of Employee Commitments

b. Dependent Variable: Mean value of Contextual Performance

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.908	3	2.303	19.901	.000
Residual	8.794	76	.116		
Total	15.702	79			

a. Predictors: (Constant), Mean value of Employee Commitments

b. Dependent Variable: Mean value of Contextual Performance

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.055	.416	-	2.534	.013	-	-
Mean value of Affective Commitment	.463	.125	.455	3.706	.000	.489	2.046
Mean value of Continuance Commitment	.246	.107	.258	2.305	.024	.588	1.701
Mean value of Normative Commitment	.039	.118	.045	.330	.743	.394	2.535

a. Dependent Variable: Mean value of Contextual Performance

b. Predictors: (Constant), Mean value of Employee Commitments