

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

**THE EFFECT OF INTERNAL MARKETING**  
**ON JOB PERFORMANCE**  
**IN LUCKY BRAVO GENERAL SERVICES CO., LTD**

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**EMBA II - 86**

**EMBA 17<sup>th</sup> BATCH**

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**ACADEMIC YEAR (2018-2022)**

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A Thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

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## ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Internal Marketing on Job Performance in Lucky Bravo General Services Co., Ltd**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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## ABSTRACT

This study aims to examine the influencing internal marketing practices on employee commitment and analyze the effect of employee commitment on their performance in Lucky Bravo General Service Co., Ltd. Primary data are collected from 141 selected employees with structured questionnaires designed with 5 points Likert scale. This study reveals that among five internal marketing practices, four practices (rewards and incentives, internal communication, training programs, and empowerment) have the significant positive effect on affective commitment and two practices (rewards and incentives, and empowerment) have the significant positive effect on continuance commitment of the employees. For both dimensions of commitment, empowerment is the main contributing factor in creating employee commitment. The results also show that only managerial support and empowerment have the significant positive effect on normative commitment for which managerial support has been the most influencing factor. Regarding job performance, affective and normative commitments have the positive effects on job performance while continuance commitment has a negative effect. Regression result indicates that affective commitment is the most influencing factor on the job performance of the employees. According to the results of this study, Lucky Bravo Co., Ltd should develop the capacity of employees, practice more delegation, and offer career development opportunities through job rotations and job enrichments. Regarding normative commitment, immediate supervisors and head of the departments need to give more time for coaching and providing suggestions for problem solving and career development of the employees.

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# CHAPTER 1

## INTRODUCTION

In modern organizations, increased attention is being focused on human resources as a precious resource for organizational development and employees have been recognized as the key to the success of the company. High employee performance in the workplace has become the major focus area in every business organization. To ensure that people execute at a high level, the firm uses effective human resources management techniques. Moreover, a company's labor performance, not only the quality of its products, is a major factor in determining consumer happiness (Watkis, 2018).

Internal marketing is the promotion of a company's goals, products, and services to the company's employees (Haiilo, 2019). Internal marketing techniques are intended to interact with staff members and motivate them to put in extra effort in order to meet business goals by igniting employee passion for the organization. Internal communication, as a form of marketing, has a significant impact on employee engagement with the firm. Employees are less likely to care about their work if they do not understand the organization value. Organization sells its business to employees for more organizational knowledge, for more engaged and aware about the organization (Watkis, 2018).

Watkis (2018) explained internal marketing as the integrated internal management of all those activities that support customer pleasure both directly and indirectly. Everyone on the team is aware that their actions, both individually and collectively, affect how customers perceive and are satisfied, which in turn affects how much money each person makes. Employee commitment can improve efficiency at work, boost morale among staff members, and help a business achieve its goals (Indeed, 2021).

Commitment is the bond employees experience with their organization. Belief in organizational goal and desire to achieve it also reflects a certain degree of commitment and thereby, leads to better productivity. One of the most important elements in obtaining competitive performance is considered to be employee dedication (Sahnawaz & Juyal, 2006). Employee commitment, according to Morrow (1993), is a multifaceted concept that has the capacity to predict outcomes including performance, attrition, absenteeism,

tenure, and organizational goals. Employee commitment has therefore emerged as a crucial concept in organizational research due to its established connections to concepts like absenteeism, turnover, job satisfaction, job-involvement, and leader-subordinate relationships (Arnolds & Boshoff, 2004).

Job performance is defined as the activities or behaviors that are pertinent to organizational goals, including both productive and counterproductive employee behaviors that advance or hinder corporate goals (Campbell, 1990, as cited Hunt, 1996). The sum of the expected value to the company from each discrete behavioral episode that an employee engages in over a predetermined period of time is referred to as job performance. According to this definition, a performance construct is a variable that makes a distinction between sets of behaviors carried out by other people and between sets of behaviors carried out by the same person at various periods. Based on how much each set of behaviors is expected to enhance or undermine organizational success, a differentiation is made. Performance variation, put simply, is variation in the behavior's expected organizational value.

Security is very much important nowadays, when the terrorism and corruption have been explored in many countries and has become the prime requirement everywhere. There are many security agencies in Myanmar, who are providing excellent security services to the individual residents to the organizations. Lucky Bravo General Service Co., Ltd is the security service company that is providing services to several offices, site places, hotels, residences, banks, hospitals, and even an individual home, who are taking security cover to provide safety and protection of their properties.

## **1.1 Rationale of the Study**

Any organization's success is driven by the performance of its employees. Enhancing employee commitment to the organization is a key aspect of improving performance. Employee engagement helps to reinforce the company's culture, making it a more positive and pleasurable place to work. Effective internal marketing makes employee feel more motivated and experience higher job satisfaction than in turn helps to deliver better customer services. Therefore, employee motivation is a critical aspect in enhancing employee commitment.

Employee commitment is imperative for organizations since it can influence how people think, how they sound, and how they act. An employee with normative commitment feels an obligation to the organization. An employee with affective commitment acts as a brand ambassador of the organization. An Employee with continuance commitment believes that the cost of leaving the organization is too high. Employee commitment also impacts company culture. Employees are more likely to stay with the company for longer if they are engaged, punctual, fairly managed, and prepared to accept responsibility. This reduces the cost-intensive staff turnover.

Due to its significance for businesses, job performance has been a subject of regular study. An organization's success depends on how well employees are performing their jobs, therefore it is critical for organizations to understand this importance and how to improve their employees' performance. There are a variety of antecedents of job performance that can shed light on how to improve performance levels as well as lead to desired organizational outcomes.

As a service provider, Lucky Bravo General Service Co., Ltd.'s competitiveness is mostly based on how well its personnel perform for its external client's businesses. Since the level of an employee's commitment is a major factor in determining how well they work, and since commitment is seen as the result of internal marketing strategies. Thus, this study aims to identify the internal marketing strategies that have an impact on employee loyalty, which in turn has an impact on workers' productivity at Lucky Bravo General Service Co., Ltd.

## **1.2 Objectives of the Study**

In this study, there are two major objectives. They are:

- 1) To examine the influencing internal marketing practices on employee commitment in Lucky Bravo General Service Co., Ltd
- 2) To analyze the effect of employee commitment on their performance in Lucky Bravo General Service Co., Ltd

### **1.3 Scope and Method of the Study**

This study investigates the effect of the internal marketing practices on employee commitment and their job performance at Lucky Bravo General Service Co., Ltd in Myanmar. In this study, the internal marketing practices include rewards and incentives, managerial support, internal communication, training programs, and empowerment practices while employee commitment is measured with its three components: affective commitment, continuance commitment, and normative commitment. One hundred and forty-one respondents are randomly selected among 216 employees currently working at Lucky Bravo General Services Co., Ltd by using simple random sampling method. Questionnaire survey and personal interviews methods are used. Primary data are collected from 141 selected employees with structured questionnaires designed with 5 points Likert scale. Secondary data are based on the data and documents of the company, previous research papers, textbooks, publications, websites and other related information sources. The data collection period is from May, 2022 to June, 2022.

### **1.4 Organization of the Study**

This study is composed with five chapters. Chapter one presents the introduction to the internal marketing and employee commitment of employees, rationale of the study, objectives, scope and method of the study, and organization of the study. Chapter two presents literature reviews including theories related to internal marketing, employee commitment, and job performance and previous studies to develop the conceptual model for this study. Chapter three is organized with the profiles of Lucky Bravo General Service Co., Ltd., and the internal marketing practices of Lucky Bravo General Services Co., Ltd. Chapter four is an analysis chapter which examines influencing internal marketing practices on employee commitment, and the effect of employee commitment on their performance of organization. Chapter five is the conclusion of the research findings with suggestions, recommendations, and the needs for further research.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

In this chapter, it presents the literature reviews on the employee commitments and on employee performance. It describes the nature and significance of internal marketing, as well as its procedures, as well as the various forms of employee commitments and how they relate to worker performance. Based on these literatures, conceptual framework is developed for this study.

#### **2.1 Importance of Internal Marketing**

Internal marketing is a management method for coordinating and motivating employees. It was first proposed within service literature in the year 1970s. It was created to solve a problem of delivering high quality service (Lewis & Entwistle, 1990). Service businesses have a lot of direct and regular touch with customers. For that importance of service employees, the internal marketing concept was created to develop customer conscious employees that will consistently deliver superior quality service to the external marketplace (Evenson, 2003, Ahmed et al., 2003).

The goal is to assemble a motivated and positive team that will be able to communicate on their enthusiasm to the service's target customer (Indeed, 2021). It is critical for all employees to provide a clear picture of the organization's mission and objectives through their conduct and behavior. Internal marketing initiatives must be implemented on the ground in the organization, rather than just a philosophy (Abzari et al., 2011). The organization can be promoted through a variety of activities. Internal marketing initiatives help staff members comprehend and acclimate to the organization's mission and goals as well as the established procedures and working methods. Internal marketing seeks to alter front-line staff members' perceptions in order to increase client awareness (Ahmed et al., 2003).

Internal marketing ensures that everyone in the organization understands what each department's role is. It is important since it highlights a commitment to improving the efficiency of an organization's resource services. Internal marketing ensures that employees are always aware of the need of providing high-quality service. Management

support as an internal marketing is important to be higher employee commitment (Mathis, 2020).

The importance of internal marketing is almost equal to that of external marketing. It's something employee can be a part of. The benefits of internal marketing include the following. It ensures that employees are fully committed to the firm's goals and are more productive in their work. Well-informed employees are more likely to be engaged at work because they have a reason to do so. A happy workforce equals a pleased client base. Internal marketing aids companies in providing better customer service. Employees are more driven and satisfied with their jobs. They get the ability to make judgments within specific parameters and grow to feel valued and respected for their contributions. This emotion encourages a sense of team loyalty, responsibility, and accountability toward the boss. Staff conflict is lessening, and employees are in a good mood. Firm benefit from higher employee satisfaction and retention. Increased compliance with standards and protocols (SucceedGroup, 2022).

## **2.2 Internal Marketing Practices**

Internal marketing was first used by Berry (1981), who defined it as viewing employees as internal consumers and jobs as internal goods that satisfy these internal customers' requirements and wants while addressing organizational goals. Kotler (2000) contends that internal marketing need to take precedence over external marketing.

Researchers and academics have begun to pay attention to internal marketing as a means of giving business organizations a competitive edge. This is due to its emphasis on employee involvement in every aspect of those businesses as well as the growth of employee loyalty and job satisfaction. Internal marketing, in its most basic form, entails the application of a variety of systems designed to adopt efficient marketing tactics in order to increase awareness among employees in company organizations and encourage more involvement and participation in the various processes (Bowen & Schneider, 2014).

The term internal marketing concept refers to both the philosophy that a company should embrace and the activities that must be carried out in order for the idea to be adopted and put into practice on a practical level within the company. A group of procedures and actions known as internal marketing activities can be utilized in firms to carry out this idea. They have prioritized stimulation, internal communication, training,



development, employee empowerment, leadership, coordination, organizational culture, job integration, and other activities as aspects of the internal marketing application (Magatef & Momani, 2016).

### **2.2.1 Rewards and Incentives**

All monetary advantages and non-monetary awards provided by business organizations to their employees in order to recruit and retain effective human resources are referred to as incentives and rewards. Compensation is regarded as one of the key elements influencing employee motivation, and it has evolved, advanced, and increased productivity levels in workers' pursuit of business goals (Casio, 2013).

Incentives and rewards are seen as one of the most significant and effective human resources techniques used by managers to raise employee performance levels. They are one of the fundamental ways that organizations stress the desired behaviors of the workforce. The workers' perception of the rewards or incentives offered to them largely determines how effectively the system of incentives and rewards is used (Singh et al., 2013).

They are methods of developing personnel capacities, which will increase their performance in quality and quantity, or at least one of them, and urge them to do their jobs faithfully. These are among external influences that affect the individual's behavior by satisfying his needs, and thus motivating him to perform his job in a better way. (Alkalalkeh, 2013).

### **2.2.1 Managerial Support**

Workers' impressions of management's level of empowerment, promotion, and motivation are known as managerial support. It is a basic idea that encompasses employees' perceptions that management in the company values the contributions made by those who work there, shows concern for them, and works to raise both the functional and individual levels (Pomirleanu & Mariadoss, 2015). It is important to note (Schilchte et al., 2015) in the same context that the lack of managerial support determines employees' desire to perform their duties and make the effort to complete regulatory processes as the best, as well as that it is one of the most significant determinants of employees' satisfaction in business organizations. Additionally, Pomirleanu & Mariadoss

(2015) found that managerial support increases employees' organizational commitment, raises their expectations and aspirations, and improves their functional level of interaction and exchange between departments and among employees, in addition to being one of the most significant stimuli for employee motivation.

Support from a manager goes beyond words. It entails enabling employees to improve and put their talents to use. When managers aren't using it, they unintentionally convey a lack of support (Mathis, 2020). They frequently fall short in providing support in certain areas. Sometimes, they could convey contradictory messages. It denotes the management team's inconsistent behavior.

### **2.2.3 Internal Communication**

Communication has an important role in organization since it gives evidence that organization effective communication strategies are usually successful. Moreover, internal communication is the exchange of information and ideas within organization, and it is about creating an atmosphere of respect among all employees within the organization (Hadipranowo, 2012).

Internal communication is the exchange of information between a company's executives and one of its most important audiences: its employees (Dolphin, 2005). It involves social contact through messaging (Kalla, 2005) and demonstrates management's capacity to forge connections among internal stakeholders at all organizational levels (Welch & Jackson, 2007). Internal communication's purpose, according to Quirke (2008), is to make links between various kinds of information and to give employees the knowledge they need to carry out their jobs. According to D'Aprix's (2009) theory, communication is the undisputed lubricant that keeps the corporate machinery from breaking down due to friction brought on by change. Internal communication is therefore essential for developing relationships with employees, both in theory and in reality.

Public relations experts have historically placed less weight on internal publics than on exterior publics (Chong, 2007). This might have illustrated managers' lack of concern for their own staff members or workers' diminishing influence in a world economy that is becoming more and more competitive. As Cheney (1999) noted, there is a perception that most firms don't give much thought to their employees amid the push toward increased efficiency and competition. The emphasis that firms have traditionally

placed on communicating with external publics about their goods and services through marketing communications like advertising may have contributed to management's lack of attention to internal communication with employees. However, Thomas et al. (2009) found that employees are more likely to feel less vulnerable and more able to rely on their coworkers and superiors when they believe they are obtaining information from them that is timely, accurate, and relevant. Many academics have emphasized the beneficial effects of internal communication on employee engagement (Chong, 2007). Internal communication should therefore increase trust between management and staff and increase employee engagement with the business.

The exchange of ideas, proposals, mechanisms of action, policies, and decisions between the members of the business organization is the foundation of communication, which (Kharchi, 2010) argues is crucial to the success of business organizations in their quest to achieve their goals with maximum effectiveness and efficiency. Additionally, communication serves as the artery that supplies the various parts of the business organization. According to Lings (2004), the internal communication idea is based on identifying channels of internal communication between the organization on the one side, the employees on the other, and the employees themselves on the third side. It also stated that without internal communication channels capable of laying the groundwork for employee cooperation and coordination in the pursuit of delivering a high-quality or good service, effective work strategies were unable to realize organizational goals.

#### **2.2.4 Training Programs**

According to Tai and Alaq (2009), training is a set of regulated procedures and processes utilized within an organization to improve employee performance and reach corporate goals by fostering the growth of their employees' skills, knowledge, and trends. While Nabi (2010) thought that training is one of the components of competent human resources management in terms of recognizing and supplying the knowledge and skills that employees need as well as the growth of attitudes that will help them execute their jobs more effectively. Formal methods of training are based on offering planned and targeted programs that aim to develop the skills and knowledge of employees. Training can take many various forms (both formal and informal). When it comes to informal training, it consists of continuous daily practice in the workplace under the supervision of

a coworker or superior on work performed by the employee who lacks appropriate expertise in the field of work (Dara & Alsabaq, 2008).

It is the administrative and organizational efforts that aim at improving the ability of individual to perform a specific job or to do a specific role at the facility where the employee works (Alsaud, 2004). It is also described as a collection of policies and practices that are intended to provide and advance the knowledge and abilities of people employed by a specific organization in order to raise the level of their performance, which will produce favorable outcomes for the business and its personnel (Laebd & Ryan, 2013).

According to Bansal et al. (2001), it has been described that internal marketing plays an important role in the training of the front line employees because they are in need of the knowledge and ability to ensure service of high quality. Training programs are essential for providing employees with skills and knowledge about customers' needs and how to satisfy them (Conduit & Mavondo, 2001). According to Beatson et al. (2008), the importance of providing front line employees with appropriate training is well known. Training has a direct positive impact on front line employee job satisfaction, which in turn affects their attitudes to serving the customers.

An employee's abilities, knowledge, and behaviors can all be developed and improved through planned training exercises. Training is required to provide people with the skills to carry out job-related duties, complete specified tasks, and satisfy the organization's quality needs (Bulut & Culha, 2010). Internal marketing includes training as a component to give staff members the necessary information and abilities to do their jobs. According to Narteh (2012), managers are able to examine and evaluate employees' performance, and if there are any gaps in their knowledge and abilities, training programs will fill them. Narteh (2012) also wrote that employees view training as a crucial component of the workplace, and the more the opportunity for competence growth, the greater the level of engagement from employees. In addition to helping to guarantee that workers do their jobs well, training is essential for fostering a sense of community among the workforce.

Companies can use formal education such as schools and on-the-job training where new recruits learn from experienced employees. It's crucial for service staff to have interpersonal skills that enable them to deliver polite, considerate, responsive, and empathic service (Wilson et al., 2008). Education systems should teach behavioural

strategies that employees may use when handling customers' need, personalities and circumstances (Bettencourt & Gwinner, 1996). Role-playing exercises can teach employees to be comfortable in their role as service providers. It puts employees in the shoes of the customer to see how they experience the service provided (Grady & Ohlin, 2009). Role-playing could be a tool that can sharpen the skills of the front line employees (Bettencourt & Gwinner, 1996).

### **2.2.5 Empowerment**

According to Kreitner and Kinicki (2010), empowerment is the process of providing employees with a certain level of independence and self-regulatory capacity to enable them to make decisions. Managers in departments can then delegate employees the authority to make some decisions while also giving them the chance to offer suggestions, recommendations, and ideas based on their knowledge and regulatory expertise in the area.

While Ani (2007) confirmed that empowerment necessarily entails the transfer of responsibility to subordinates, she also emphasized the importance of giving employees the resources and authority they need to make decisions that will help the organization reach its objectives. According to the researchers, empowerment means offering employees the chance to take part in decision-making rather than delegating such responsibilities to managers, as well as giving them the freedom to act however they see fit and in accordance with business needs.

Melhem (2004) noted that there are many different definitions and interpretations of empowerment in the empowerment literature. However, according to the majority of definitions, empowerment entails allowing workers more discretion and authority when completing odd chores for the company, as well as giving them the freedom to handle any problems that arise at work. Despite the wide range of definitions of empowerment, this idea generally refers to delegating authority to subordinates at a lower level so they can decide for themselves how best to serve clients.

Within modern businesses, empowerment has emerged as a key issue. There are now genuine supports and incentives to allow employees the flexibility to complete tasks and the capacity to achieve organizational goals. Recently, the value of empowerment has begun to be understood in the various project management environments. Rutland

underlines its significance for businesses as a whole, which will boost the use of structures like partnering that imply a degree of mutual trust (Amir & Amen, 2014).

It is represented by workers' participation in decision making, giving them more freedom in work, more authority, self-supervision, not to mention supporting their capabilities and skills, and finally providing them with enough resources and suitable environment (Aisha, 2014).

### **2.3 Employee Commitment**

Employee organizational commitment is an employee's identification with and participation in the organization (Satyendra, 2020). Employee commitment to the organization is crucial to the organization's success. The attitude toward organization and willingness to achieve all work for the benefit of firm comprises commitment to organization, which is more than just a nominal membership. Employee commitment occurs when an employee is engaged with a certain organization's goals and desires to remain a member of that organization (Robbins & Judge, 2007). An organization's performance is determined not only by how well it develops human competencies, but also by how well it inspires employee dedication.

Commitment is a multi-dimensional concept (Meyer & Allen, 1991). The drivers of employee commitment are fairness, trust, and employee concern. Employees are people, not materials for production. Job security, employee training and development, flexibility in employee matters, openness and honesty, and the ability to have a life outside of work all encourage employee commitment to the firm. Employees view organizational behaviors like human resource policies and the management's credibility as indicators of the personified organization's dedication to them.

From day-to-day every organization is facing ever-increasing competition. To their survival is the maintaining and upgrading the organizational skills by the use of its human resources, effectively and efficiently (Satyendra, 2020). While finding talented workers is important, building a committee workforce is more crucial for the firm. Organizations are pursuing cost reduction and organizational downsizing to survive in the volatile environment during the Covid-19 Pandemic and the military coup in Myanmar. These days, maintaining employee dedication is a difficulty for the majority of firms. This indicates that it is challenging for employees to see themselves as a part of the company.

The concept of commitment, which is the conduct of workers who are dedicated to the organization, must be understood by management (Bakan et al., 2011).

Meyer and Allen (1991) provided three fundamental definitions of employee organizational commitment: namely (i) affective attachment to the organization; (ii) perceived costs of quitting the company; and (iii) the need to stay with it. They diverge from the motivational foundations of various levels of commitment.

### **2.3.1 Affective Commitment**

Affective commitment is the term used to describe an employee's emotional or psychological relationship to the company. Participation of the workforce in the business is equally crucial. Strong emotional commitment in the workplace results in employees who want to stay with the organization because of emotions like loyalty, affection, warmth, belongingness, and pleasure, among others. The four kinds of affective commitment precursors identified by Mowday (1982) include personal traits, organizational structural traits, job-related traits, and work experiences. Due to their age, tenure, education, and age, people do not have a great deal of influence over employee commitment. There are factors such as job position, work incentives, and work values, among others, that increase involvement in the organization. As a result of identifying with the organization, an employee's effective desire to continue working there is known as affective commitment (Yavuz, 2010).

The degree to which a person feels emotionally, psychologically, and physically a part of the organization in which they work is indicated by their emotional commitment. Once they realized the significance of their work and the need to develop the skills necessary to do it well, they were able to make a significant contribution to the success of the company. The individual's opinion that the organizational environment affords him an adequate opportunity to actively engage in the decision-making processes has an impact on emotional commitment as well. It demonstrates the employees' emotional commitment as well as their desire to form healthy interpersonal ties with their coworkers that will improve their ability to cooperate, be cohesive, and live in harmony (Al-Shawabkeh, 2010).

According to Ayac (2015), the emotional commitment comes from respect for the adopted organizational goals and values, as well as from managers' admiration and

respect. It also comes from the degree to which employees feel emotionally connected to their coworkers and managers at work, and it is driven by the desire to remain employed by the company. Employees regard this kind of organizational commitment as one of the most prevalent and preferred types.

### **2.3.2 Continuance Commitment**

According to Balay (2001), continuous commitment also takes into account employees' perceptions of the cost of quitting the company. People who exhibit high levels of ongoing dedication keep working so they won't lose whatever advantages or profits they have accrued in the past as a consequence of the organization's efforts. As they become aware that their enterprise enables them to receive incentives and rewards provided by the organization while also serving their personal interests. This form of dedication results from employees' desires to stay with the company in their particular capacities since they are aware of their earlier financial investments in the company.

According to Don and Slocum (2004), continual commitment entails employees participating in a variety of organizational tasks while also considering the expenses that would be incurred if they quit their positions. As a result, the normative commitment is a logical outcome of the advantages and benefits that an organization provides to its employees in an effort to increase the level of those employees' willingness to continue working for that organization. Additionally, it's a sign of how much workers believe leaving their jobs will cost them.

The continuation commitment, which is based on the idea of investments, was described (Allen & Meyer, 1990). Understanding the costs of quitting an organization is referred to as a continuance commitment. The potential consequences of leaving the company include (i) losing attractive benefits, (ii) forgoing seniority-based rights, (iii) losing time and effort invested developing non-transferable abilities, (iv) having to move the family and upsetting personal ties. In addition to the expenses of quitting an organization, a lack of available alternatives to work might keep people engaged. The company is dedicated to serving the needs of employees whose primary connection to the company is based on a long-term commitment. The employee's impressions of the various employment options constitute this kind of commitment.



### **2.3.3 Normative Commitment**

A sense of duty to keep working is referred to as normative commitment. There are individuals who have a strong sense of normative loyalty to the present organization (Cooper-Hakim & Viswesvaran, 2005). Employee loyalty based on a sense of duty to the company, such as that derived through reciprocity rules (Jaros, 2007). Normative commitment is a sense of obligation to keep working for the organization. Result from the absorption of social influences that the individual experienced before joining the company (such as familial or cultural orientation) or after joining (organizational orientation). High levels of dedication can readily result in a number of positive organizational consequences.

Normative commitment is based on the premise that each employee embraces the ideal ideals that bind him to the organization to which he belongs and motivates him to work toward achieving its objectives. Along with his literary sense, he must continue working for the company (Al-Shawabkeh, 2010). Hackett et al. (1992) noted that normative commitment is a feeling that is developed among employees that they have a moral duty to uphold in order to remain in the organization, and reinforced this feeling through the creation of an effective and supportive organizational environment that supports employees in achieving organizational and personal goals and gives them the opportunity to participate in various activities and organizational processes as well as involve them in decision-making.

Meyer and Allen (2008) provided evidence in support of the idea that the realization that one has a moral obligation to remain at one's job and in the organization leads to the development of normative commitment in the individual. In addition to establishing organizational goals, it was improved by obtaining support from management and coworkers, including workers in decision-making processes, and participating in policy-making.

## **2.4 Job Performance**

Performance is described as the achievement of activities taken by employees using their skills in a given situation (Prasetya & Kato, 2011). Job performance has been researched as an important variable in industrial and organizational psychology literature, according to Kahya (2009). Work performance is defined by Campbell et al. (1993) as

actions taken in line with the objectives of the company. Employee performance, according to Swasto (1996), is defined as the activities or completion of errands by individuals within a particular time frame. Performance refers to a person's effort, initiative, and dedication to upholding standards and commitment while carrying out job duties (Mguqulwa, 2008).

The workers' performance is the clear effect of their efforts that begin with the effort exerted and abilities and realization of the role or tasks. This means that performance in a particular situation can be seen as a result of overlapping relationships between effort, capacity, and awareness. There should be a minimum level of proficiency in each performance component in order to achieve a satisfactory level of performance. This is because when people put in extra effort and have superior abilities but do not understand their roles, their performance will not be deemed acceptable by others. In spite of large efforts at work, this work was not directed in the right way. In the same way, the individual who works very hard and understands their work, but lacks the capacity, the level of their performance will usually be evaluated as low. Another scenario is that the person may be capable and aware of the position they are playing, but they do not put in a lot of effort at work. The performance of such a person will also be poor. Naturally, the individual performance might be good in one of the performance components and weak in another (Lebd & Ryan, 2013).

Performance was split into task performance and contextual performance by (Borman & Motowidlo, 1993). Task effectiveness was defined as the efficiency with which job holders carry out duties that advance the technical foundation of the organization (Borman & Motowidlo, 1997). Performance that is not formally needed as part of the work but contributes to forming the social and psychological setting of the organization is referred to as contextual performance (Borman & Motowidlo, 1993). It has also been proposed that contextual performance includes two components: job commitment and interpersonal facilitation. (1) Cooperative, caring, and helpful actions that boost coworkers' productivity are examples of interpersonal facilitation. Contrarily, (2) commitment to one's work entails self-control and motivation to take initiative, work hard, and adhere to rules in support of corporate goals (Van & Motowidlo, 1996). Organizational effectiveness is influenced by contextual performance and related performance components such organizational citizenship behavior (OCB: Bateman &

Organ, 1983), prosocial organizational behavior (Brief & Motowidlo, 1986), and extra-role performance (Van et al., 1995). The existing theories and empirical investigations evaluated in this study encompass contextual performance and all associated constructs because the idea of contextual performance has a number of related constructs under different names.

Employee performance has a direct impact on an organization's productivity. Productivity has a key role in the success of the business. Performance by employees directly affects productivity as well. Whether a company is a manufacturing plant or a retail store, the performance of its employees impacts its profitability, bottom line, and rate of expansion. Both corporations and people place a high value on individual performance. When you do well, it gives you a sense of accomplishment, self-efficacy, and mastery (Kanfer & Ackerman, 2005). High performers also receive promotions, honors, and awards. Career chances for high performers are significantly better than those for average or low performers (Van et al., 1995).

## **2.5 Previous Studies**

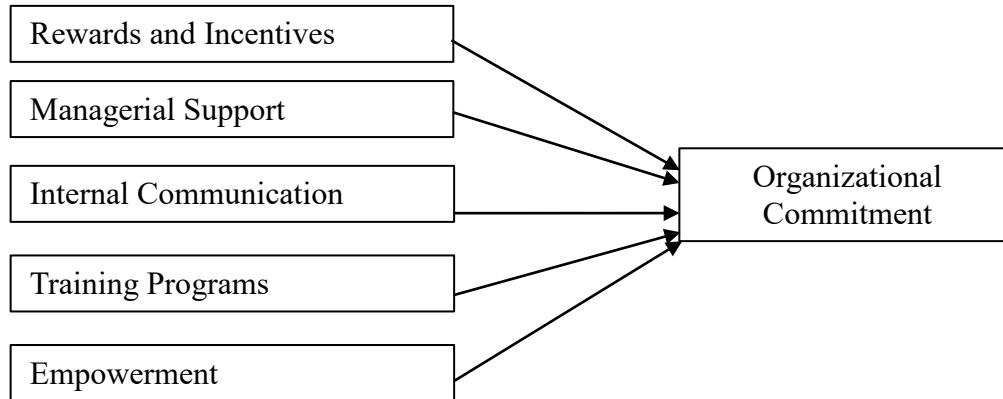
This section presents the previous studies relating to the relationship between internal marketing and employee commitment. It also describes previous studies for relationship between employee commitment and job performance.

### **2.5.1 Relationship Between Internal Marketing and Organizational Commitment**

Alshura et al. (2016) investigated at the effect of five internal marketing practices (rewards and incentives, managerial support, internal communication, training programs, and empowerment) on the organizational commitment of the employees of insurance companies in Jordan. The organizational commitment was the dependent variable and consisted of three dimensions: (continuous commitment, emotional commitment, normative commitment). The study's participants comprised Jordanian insurance industry workers, 400 participants were included in the sample, 374 of which were found to be suitable for examination. The study's findings showed that all internal marketing strategies (rewards and incentives, managerial support, internal communication, training programs, and empowerment) improve employees' organizational commitment in

Jordanian insurance companies, with rewards and incentives having the highest overall impact.

**Figure (2.1) Conceptual Framework of Alshura et al.**



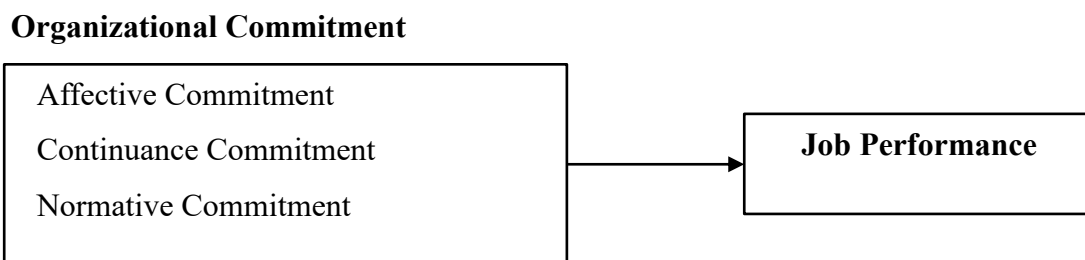
Source: Alshura et al. (2016)

The study's findings showed that all internal marketing strategies have the potential to increase employees' organizational commitment, with rewards and incentives having the highest overall impact, followed by internal communication and employee empowerment, administrative support, and training initiatives.

### 2.5.2 Relationship Between Organizational Commitment and Job Performance

Rafiei et al. (2014) studied the effect of three components of organizational commitment; namely Affective, Continuance and Normative commitment, on employee's performance as shown in Figure (2.2).

**Figure (2.2) Conceptual Framework of Rafiei et al.**



Source: Rafiei et al. (2014)

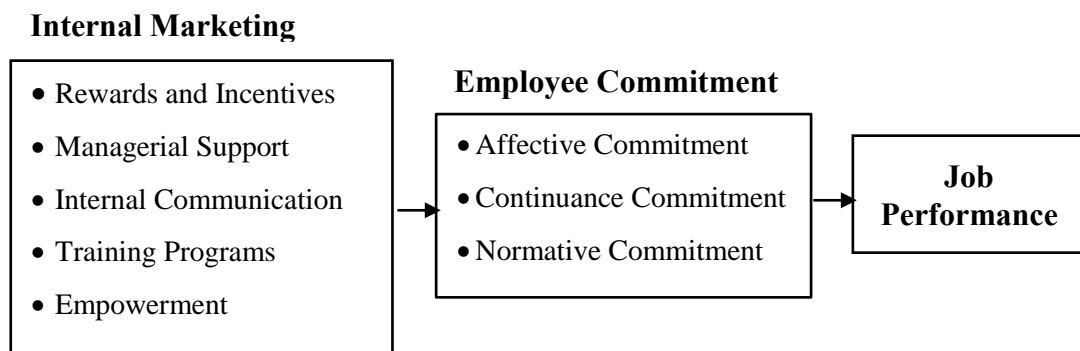
The analysis's findings showed that the organizational commitment affected job performance in a way that was favorable and meaningful. The study also shown that all three organizational commitment dimensions— affective, continuance, and normative— had a favorable, significant impact on job performance. The results showed that affective, continuance, and normative commitments had a significant positive simultaneous influence on an employee's job performance, and that people who had high commitment in all three categories could perform better.

## 2.6 Conceptual Framework of the Study

This study is to examine the influencing internal marketing practices, employee commitment and job performance of Lucky Bravo General Services Co., Ltd. Based on theoretical concepts and previous studies relating to internal marketing, employee commitment, and their performance, this study developed a own conceptual model.

In this model, two major parts are included. In the first part, the model is developed to examine the influence of internal marketing on employee commitment. Internal marketing is measured by five dimensions: the rewards and Incentives, managerial support, internal communication, training programs, and empowerment. In the second part of model, the study designs to identify effect of employee commitment on their job performance. Job performance is measured with good communication, handling multiple assignments, and finishing task on time etc.

**Figure (2.3) Conceptual Framework of the Study**



Source: Own Development Adapted from Previous Studies (2022)

The model is developed based on the concept that internal marketing practices influence on different types of employee commitment whereas these commitments have the effects on job performance of employees. Among several internal marketing practices, this study only focuses five internal marketing practices namely rewards and incentives, managerial support, internal communication, training programs, and empowerment because Lucky Bravo General Services Co., Ltd applies these five practices in order to raise the commitment and job performance of the employees. In addition, these factors are ongoing practices that the company applies to motivate employees. Therefore, in order to improve the job performance of the employees, the company needs to know which factors mostly influence on the commitment and job performance of the employees.

## **CHAPTER 3**

### **PROFILE AND INTERNAL MARKETING PRACTICES OF LUCKY BRAVO GENERAL SERVICES CO., LTD**

This chapter is organized into three sections. The profile of Lucky Bravo General Service Co., Ltd is presented in the first part and its internal marketing are presented in second part. In the third part, the demographic data of respondents are presented.

#### **3.1 Profiles of Lucky Bravo General Service Co., Ltd**

Lucky Bravo General Services Co., Ltd is founded in the October 2012, and is providing security services to the organizations, shopping centers, banks, residential area, even to the occasion ceremonies around Myanmar. The office is located in No.11/12, Hnin Si (19) Street, Aye Tharyar Quarter, Thanlyin Township, Yangon, Myanmar. Lucky Bravo General Services Co., Ltd is one the fastest growing security companies in Myanmar. The company apprehends that the client's security is vital significance. The company is fully committed to customers with great services, and ceaselessly work together with the customers to attain all.

The company occupies the highest standards of truthfulness and excellence at every level. To security service industry, integrity and professionalism are of the utmost importance. The highest industry standards for security officer training, honor, loyalty, and character are upheld by Lucky Bravo General Services Co., Ltd as a company dedicated to excellence. All of the security officers are highly trained and are subject to constant site supervision and random inspections. The Security officers also assist in other functional area such as, reception, stock control and administration, dispute management & so on.

The customers are offered the most comprehensive approaches through the monthly report system according to the company's procedure. The operations manager schedules scheduled client meetings on a regular basis to evaluate the site security plan. Customers' needs and wants are catered to on an individual basis, and the business strategically builds and implements a quality system plan that only satisfies their needs in the particular area of concern.

### **3.1.1 Mission, Vision and Core Values**

Vision of Lucky Bravo General Service Co., Ltd is to provide excellence in security services, giving peace of mind and assurance of protection and safety for the clients, their customers and the public in which the company come into contact with.

Mission of Lucky Bravo General Service Co., Ltd is to put customers first, as its believe that the only way to succeed in the long term is by understanding and meeting the needs. The organization focus on integrated security solutions having understood that they must provide a range of security products and services that will be pulled together seamlessly to provide the integrated solutions. Thirdly, the organization refers to shareholder value. This demonstrates their belief that the reason companies exist and prosper is to provide a long-term return on the investment for its shareholders.

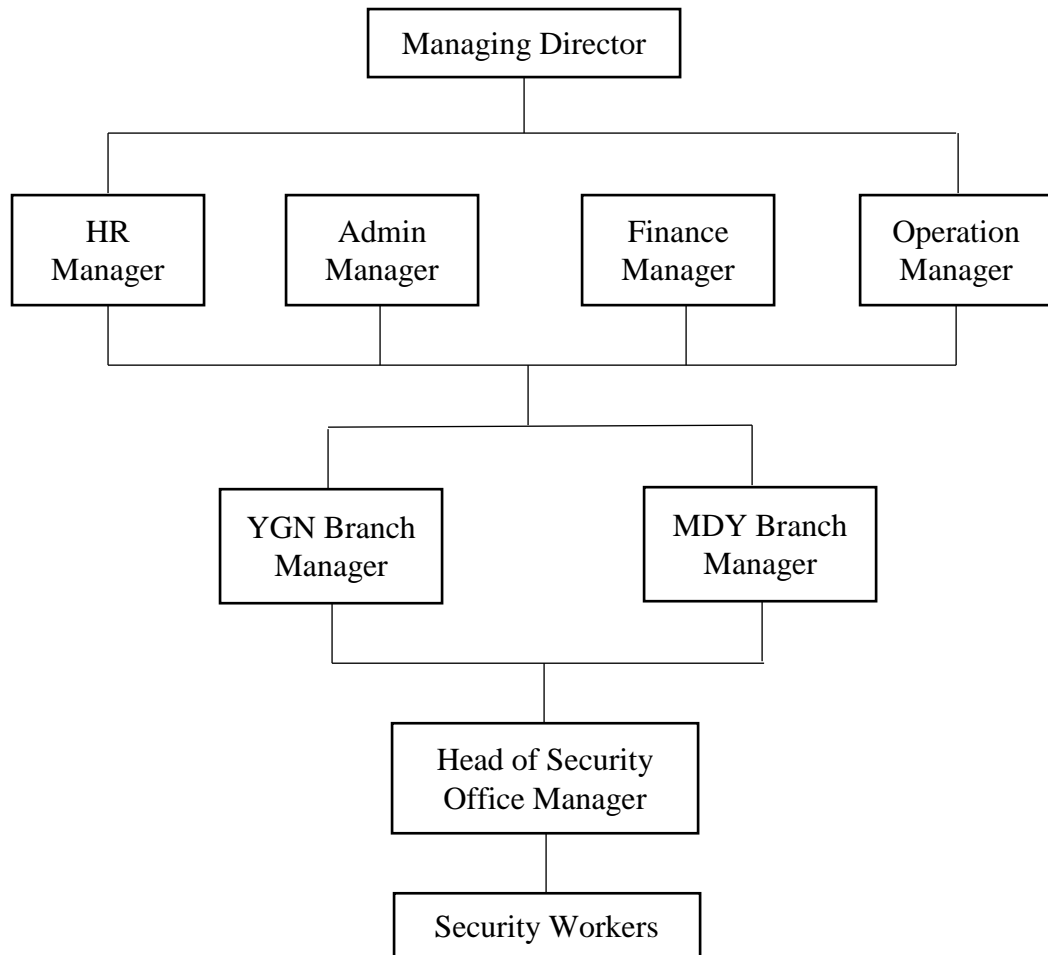
As a corporation and as individuals, Lucky Bravo General Service Co., Ltd values honesty, integrity, unselfishness, expertise, and mutual respect and above all else. The employees are provided a fulfilling and challenging atmosphere in which they can grow personally. As the company is very responsible for the customers, employees and accomplices by honoring the commitments, delivering results and continually endeavoring to supply the premium quality security services.

### **3.1.2 Organization Structure**

The company is operating with four main departments as HR, Admin, Finance and Operation both Yangon and Mandalay office. The following figure shows the organization structure of Lucky Bravo General Services Co., Ltd. HR department is to maintain a force structure that is adapted to the context, available resources, security and defense needs of an organization and to do so in the most efficient possible manner. The entire company must get administrative and logistical support from the administration department. The company's finance department makes ensuring that sufficient and timely funding is provided for corporate operations. The operation department, which holds the biggest significance in the security service sector, is in charge of supervising a sizable security force that provides a variety of security services on client sites.



**Figure (3.1) Organization Structure of Lucky Bravo General Services Co., Ltd**



Source: Lucky Bravo General services Co., Ltd (2022)

As shown in Figure (3.1), Managing Director stands at the top role. Under the guidelines of Managing Director, management team has organized. For the Yangon branch and Mandalay branch, operation section is further organized with the head of security office manager and security workers, who are organized with the most employee participants in the whole organization.

### **3.2 Internal Marketing Practices of Lucky Bravo General Service Co., Ltd**

The organization can strongly be considered that the most valuable asset is their people, thus the company is continuously on the lookout for the greatest candidates. The company offers fair pay, benefits, and real incentives for workers to put in long hours and grow their careers in order to attract the best personnel. The organization always looks out

for its employees and gives them more opportunities for skill and knowledge development so they can have successful careers in the security industry.

The hiring process of Lucky Bravo General Services Co., Ltd. is open and honest and is governed by an equal opportunity policy. As a provider of security personnel, people are Lucky Bravo Security's business. They are the organization's and the clients' representatives, making them unique. As a result, the business is ready to reward any employee that goes above and beyond in their position. Since the majority of Lucky Bravo Security's staff members work in the field, it can occasionally be challenging to get feedback from clients, coworkers, and the general public. As a result, it is crucial that everyone contributes to identifying the staff members whose efforts should be honored and commended.

**(a) Rewards and Incentives**

Lucky Bravo management gives consistency, fairness and equality top priority when designing and implementing a recognition program and also ensures that the program is open to all employees.

Cash and non-cash prizes are the two main categories of incentives and recognition that the company offers. Bonus, holiday trip or incentive is payable to the incumbent employee after the project is finished based on the performance appraisal. Rewards are awarded to employee who attains the achievement having honestly served the company for a long time, continuous service with the company and exhibited remarkable capability and distinguished service to become a model for other employees.

A Director recommends rewards and incentives, which the HR Committee will implement at its own discretion. Weekend and holiday overtime is compensated by receiving two hundred percent (200%) of the basic income in accordance. Weekday overtime is calculated on an hourly basis and provided with paid time off as well as cash. Offering incentives and awards at work has advantages for both businesses and employees.

In addition, employee gets the other allowances such as mobile phone and bill allowance 10,000 MMK shall be provided monthly by company to supervisors and above levels. Lucky Bravo arranges ferry for the office staffs. Besides, Lucky Bravo treats a

lunch to all security workers but does not provide those for office staffs. Office staff gets 20 minutes tea break every day.

**Table (3.1) Monthly Salaries on Different Level of Position**

<b>Occupation Level</b>	<b>Basic Salary (MMK)</b>
Upper Level	1,000,000 and above
Unit Head and Same Rank	500,000-1,000,000
Senior to Supervisor	300,000-500,000
Operation Level	Minimum Wages-300,000

Source: Lucky Bravo General Service Co., Ltd (2022)

Lucky Bravo has four different job levels offered by different salary ranges. Based on the grading at each position level, HR officials and management offer relevant salary to candidates. The compensation is determined by taking into account both the duties of the employees and those of other companies. By referring salary chart, there is no ambiguous decision about offering salary to potential candidate.

**(b) Managerial Support**

Lucky Bravo General Services Co., Ltd treats the staffs with transparency, accountability, praise and recognition, foster a strong culture, support for professional growth, delegation, create for work life balance and put the best interest of the team first. Lucky Bravo’s managers are always eager to share their knowledges and idea among team members. Most of the time, the managers treat their subordinate with proper respect in order to work with comfortable among the team. The managers display a high degree of zeal and optimism and communicate well with the goal of strengthening their commitment to the organization's goals and shared vision. Employee has some plan for their career, but they may not know how to achieve it. It's up to the managers to support employee career growth so as to build their skills and be motivated on the job.

**(c) Internal Communication**

The company establishes sufficient internal communication channels to gather information about how employees work in a team environment, and the area where training is necessary. Thus, it results to promote efficiency and effectiveness of job, enhance the teamwork and ultimately, higher performance. Lucky Bravo General Service Co., Ltd arranges communication channels for each specific issue. It applies several communication channels including Viber, emails, phone lines in order to easily communicate among employees. Employees at Lucky Bravo General Service Co., Ltd are given assistance in learning how to communicate effectively in order to complete jobs quickly. The company trains employees to have quick and efficient communication when they are appointed. Moreover, the company have intercommunication channels such as notice board and Viber groups to share the update information. For emergency situation, company set up hotlines to respond quickly. The managers always listen the problems of subordinate and actively response for the solution. Necessary information is always provided for employees to perform their tasks effectively including contextual information as well as specific knowledge about their job. At the end of the day, employees need to be accountable for the results they produced.

**(d) Training Programs**

Lucky Bravo General Service Co., Ltd believes that company needs to give trainings in order to perform assigned tasks. In additions, it is important for employees to have the opportunity to upgrade their skills and knowledge related to their jobs. Lucky Bravo General Services Co., Ltd mainly provides internal training twice a year regularly. Based on the needs of the staff, each department manager creates the necessary trainings and sends them to the administrative manager. Each training program for the service sector is tailored to the needs of workers in customer service, technical support, and field services. Lucky Bravo General Services Co., Ltd offers a variety of training programs, including onboarding instruction, instruction in soft skills, instruction in compliance, a leadership development program, instruction in developing a positive attitude and self-esteem, instruction in forming relationships, instruction in problem-solving and decision-making, and instruction in effective communication. Lucky Bravo General Service Co.,

Ltd. also permits workers who want to attend trainings according to their own schedules, although the business only permits weekend classes.

**Table (3.2) Training Program on Different Level of Position**

<b>Occupation Level</b>	<b>Training Type</b>	<b>Duration</b>
Operation Manager	<ul style="list-style-type: none"> <li>- Technical Support</li> <li>- Leadership Development</li> <li>- Positive Attitude and Self-esteem</li> <li>- Relationship Building</li> </ul>	1 or 2 days
Branch Manager	<ul style="list-style-type: none"> <li>- Technical Support</li> <li>- Problem Solving and Decision-Making</li> <li>- Positive Attitude and Self-esteem</li> <li>- Communication</li> </ul>	1 or 2 days
Head of Security Office Manager	<ul style="list-style-type: none"> <li>- Technical Support</li> <li>- Field Service professional</li> <li>- Positive Attitude and Self-esteem</li> <li>- Communication</li> <li>- Compliance</li> </ul>	1 or 2 days
Security Workers	<ul style="list-style-type: none"> <li>- Customer Services</li> <li>- Onboard Training</li> <li>- Communication</li> <li>- Compliance</li> </ul>	1 or 2 days

Source: Lucky Bravo General Service Co., Ltd (2022)

As presented in Table (3.2), Lucky Bravo General Services Co., Ltd arranges the different type of training program in different level of position twice a year. Every type of training duration is one or two days as short training program. One operation Manager, two branch managers and ten head of security office managers are attending above mentioned training program by rotating. Moreover, management team arranges the different time of section for those security workers. Each section can attend by 20 security workers.

**(e) Empowerment**

Lucky Bravo General Service Co., Ltd arranges decentralization to achieve better product quality and service. It gives entrusting responsibility to each manager and supervisor in accordance with the capacity of the employee, meaning that the employee must be able to accomplish it without endangering the goal and integrity of the business as a whole. The company improves the process through decentralization and authority delegation. The company makes sure that all the levels have authority codes and flexibility of work flow in some stages. It allows employees to speak out their ideas and opinions when making important decisions or solving problems. Employees are invited to share in the decision-making process of the company by participating in activities such as setting goals and determining work schedules. Each employee has the chance to express their thoughts and share their knowledge with others by taking part in the decision-making process. This fosters a stronger sense of teamwork among employees while also enhancing the relationship between the management and the workforce. To incorporate each employee's unique strengths, the organization fosters an environment where ideas and opinions can be shared freely among coworkers. Employee morale can be raised and they are more willing to take on greater responsibility when participation is allowed. The management invites the ideas and suggestions of employees with consideration and respect. Moreover, to motivate employee participation, the company shares enough information of current status of the company, provides relevant trainings, and offers rewards.

**3.3 Profile of Respondents**

The demographic profile of respondents has been examined and presented in this section. The study is made on 141 respondents who are randomly selected among 216 full-time employees working for company. The demographic profile of employees includes gender, age, marital status, education, service year and current position of respondents Lucky Bravo General Service Co., Ltd. The profile of 141 respondents of this study is presented in Table (3.3).

**Table (3.3) Profile of Respondents**

<b>Sr. No.</b>	<b>Particular</b>	<b>Frequency</b>	<b>Percentage</b>
	<b>Total</b>	<b>141</b>	<b>100</b>
<b>1</b>	<b>Gender</b>		
	Male	98	69.50
	Female	43	30.50
<b>2</b>	<b>Age (Years)</b>		
	18 – 24	34	24.11
	25 – 35	62	43.97
	36 – 46	29	20.57
	47 and above	16	11.35
<b>3</b>	<b>Marital Status</b>		
	Single	104	73.76
	Married	37	26.24
<b>4</b>	<b>Years of Experience</b>		
	Less than one year	38	26.95
	1 – 3 years	74	52.48
	4 – 6 years	19	13.48
	More than 7 years	10	7.09
<b>5</b>	<b>Education Background</b>		
	High School	23	16.31
	Under Graduated	84	59.57
	Graduated	20	14.18
	Post Graduated	14	9.93
<b>6</b>	<b>Occupation</b>		
	General Worker	87	61.70
	Staff	8	5.67
	Supervisor	28	19.86
	Executive	12	8.51
	Assistant Manager	4	2.84
	Manager	2	1.42

Source: Survey Data (2022)

According to the survey result, it is found that majority of the employees currently working at Lucky Bravo Co., Ltd are males since the company is a security company. The majority of the respondents includes people from 25 to 35 years old. The second largest group contains young people who are age from 18 to 24 years old. The minority group contains people who are 47 years and above. Therefore, most employees are young people who are active and suitable for security jobs. In addition, most of the employees are singles and have been working at the company for 1 to 3 years. They are undergraduate people and work as the general workers at Lucky Bravo Co., Ltd. It can be concluded that young people without advanced education level are interested in security jobs.



## CHAPTER 4

### ANALYSIS ON INFLUENCING INTERNAL MARKETING PRACTICES ON EMPLOYEE COMMITMENT AND JOB PERFORMANCE

In this chapter, analysis on the influences of internal marketing practices on employee commitment and its effects on job performance of employees are presented. In this study, multi-linear regression analysis is used in order to find out the influencing internal marketing practices on employee commitment and the effect of employee commitment on their job performance in Lucky Bravo General Services Co., Ltd in Myanmar.

#### 4.1 Internal Marketing Practices

In this study, employees' perception on internal marketing practices of Lucky Bravo General Services Co., Ltd are identified by using the structured questionnaire. In order to find out which internal marketing practices, self-administered questionnaire designed with five-point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree) is used in the structured questionnaire. According to Harpe (2015), if the score is more than 3.0, it can be concluded that employees have positive attitude towards the internal marketing practices of the company. If the mean score of the employee perception is less than 3.0, employees do not have good perception for the internal marketing practices. The overall mean score of internal marketing practices of Lucky Bravo General Services Co., Ltd are presented in Table (4.1).

**Table (4.1) Internal Marketing Practices**

<b>Sr. No.</b>	<b>Internal Marketing Practices</b>	<b>Mean Score</b>
1.	Rewards and Incentives	4.16
2.	Managerial Support	3.84
3.	Internal Communication	3.58
4.	Training Programs	3.91
5.	Empowerment	3.15

Source: Survey Data, 2022

According to Table (4.1), rewards and incentives get the highest mean score since most employees perceive that they get higher pay than people working at similar companies. All the mean score of internal marketing practices are over 3.0. Therefore, it can be concluded that internal marketing practices done by Lucky Bravo Company are fair and attractive to employees.

**(a) Rewards and Incentives**

Rewards and incentives could drive the commitment of the employees, and it may lead to greater employee commitment, and building a good reward scheme helps keep employees pleased, loyal, and eager to pursue great achievement. The findings regarding rewards and incentives of Lucky Bravo General Services Co., Ltd are presented in Appendix-B.

Because Lucky Bravo General Services Co., Ltd offers a good wage structure with significant incentive programs, the majority of respondents are happy with their earnings. Most of all, the respondents are delighted with acceptable compensation and trip reward since Lucky Bravo General Services Co., Ltd provides yearly staff party, free vacation, health expense. Besides, the employees earn higher salary comparing to other companies with same status because the firm pays higher salary and overtimes incentive for weekday and weekend are competitive. According to the overall mean score, the majority of employees are extremely satisfied with Lucky Bravo General Services Co., Ltd.'s incentive and rewards program, which allows them to earn greater compensation through the program, as well as free vacation time and healthcare benefits than those offered by other companies.

**(b) Managerial Support**

Employee commitment may be strongly and favorably correlated with managerial assistance. The construction of career development opportunities, clear communication, respecting the needs of juniors, involving employees in significant decisions, providing employees with transparent feedback on their performance, and assisting employees with challenging tasks are all examples of managerial support. Thus, it needs to be analyzed to evaluate the support of the managers. The findings regarding managerial support of Lucky Bravo General Services Co., Ltd are presented in Appendix-B.

As shown in Appendix-B, many respondents could communicate openly with their supervisors and managers as the seniors are always optimistic, treating the junior employees nicely and building mutual respect in between, and sharing knowledge in a team. More importantly, the senior employees are eager to support for work accomplishment. The fact that managers appreciate their teams and foster a positive work environment that promotes professional development also contributes to the happiness of the majority of respondents when they receive praise from superiors for exceeding expectations. Furthermore, the respondents could have opportunities to enhance problem solving skills because they could learn how the senior managers handle the issue and the managers are enthusiastically keeping in eyes on juniors with the big support. According to the overall mean score, most of the employees described that the senior managers are helpful, share the ideas in a team, comfortably communication, and most of all, Lucky Bravo General Services Co., Ltd gives recognition and admiration for the higher performance of the employees, developing a strong culture and career growth, job delegation, building work life balance culture, and managerial transparency.

**(c) Internal Communication**

Internal communication occupies a robust impact and influence of the employees. Internal communication shares information regarding the corporate so employees will perform their jobs well. The aim of the internal communication is to produce an efficient flow of knowledge and linking between all the departments and colleagues in the company. The findings regarding internal communication of Lucky Bravo General Services Co., Ltd are presented in Appendix-B.

According to the results, many respondents are pleased because the direct superior is eagerly to listen the job problems of juniors and help for solution since the managers are able to help actively as well as the quick response through communication channel such as viber, emails, phone, hotline phone or personally. Furthermore, the majority of respondents think their team could work together because Lucky Bravo General Services Co., Ltd learned about the environment in which the employees worked together and gave them the necessary trainings. As a result, the workers were supporting one another, which resulted in strong teamwork and superior performance. Besides, the respondents believe that their knowledge of the company's goal is high since the firm provides adequate information, communication channels, assign the specific task. According to the overall

mean score, most of the employees stated that Lucky Bravo General Services Co., Ltd arranges a good internal communication among company because the firm closely looks the employees' performance, provide trainings, warm response with the senior level authorities, better teamwork sharing through the group online communication, applying daily basis of the outcome and full support of the senior level authorities.

**(d) Training Programs**

Trainings are essential for the business and the employees since they can boost morale and job satisfaction. Besides, training results higher efficiencies in working processes, and adopt new technologies and strategies, innovative techniques and methods. The marketplace is changing today and the importance of job coaching is very vital for organizational competitive. The findings regarding training programs of Lucky Bravo General Services Co., Ltd are presented in Appendix-B.

As shown in Appendix-B, many respondents could describe that they could apply knowledge and skills from work trainings since Lucky Bravo General Services Co., Ltd provides the suitable trainings twice a year to perform assigned task efficiently and they can enhance their knowledge and abilities. Besides, most of the respondent state that the trainings upgrade their knowledge and abilities because each department must prepare for the necessary trainings based on employees' requirement and most of the trainings enhance their soft skills, leadership development skills, relationship building, decision making and problem solving, effective communication. Moreover, the respondents accept that the trainings affect the attitude of the employees when communicating with clients because Lucky Bravo General Services Co., Ltd designed specifically the trainings depending on the departmental needs submitted by department heads, and the trainings consist of customer relationship, problem solving skills, positive attitude and self-esteem. According to the overall mean score, most of the employees stated that Lucky Bravo General Services Co., Ltd provides the required trainings which are very practical for them because they could apply what they have learn from the trainings in real life.

**(e) Empowerment**

Because it distributes more shared power to each individual and encourages workers to develop their skills not only for their work within the organization but also for

themselves, employee empowerment may be a key factor in fostering employee commitment because it increases job satisfaction and helps solve problems more quickly than before. Encouraging employee motivation, which results in more expansive creative thinking, and enhancing employee retention in the workplace are all benefits of employee empowerment. The findings regarding empowerment practices of Lucky Bravo General Services Co., Ltd presented in Appendix-B.

According to Appendix-B, most of the respondents could get enough time for finishing their tasks since they get a chance to participate the activities in goal setting, creating new ideas, and Lucky Bravo General Services Co., Ltd. provides the open dialogue atmosphere as they are willing to take more responsibilities with strong strength. In additions, majority of the respondents could get adequate opportunities to grow their careers because Lucky Bravo General Service Co., Ltd let the employees get involved in important decisions, value their ideas, and shares enough information of current status of the company, provides relevant trainings, and offers rewards. Furthermore, respondents state that they can participate in decision process, solving problems, and the Lucky Bravo General Services Co., Ltd. staff is strongly encouraged to feel a sense of teamwork within the workplace. According to the overall mean score, most of the employee state that they are satisfied working in Lucky Bravo General Services Co., Ltd that they have opportunity to share their opinions, good working environment, required trainings and rewards, especially, their ideas and thoughts are highly appreciated.

#### **4.2 Employee Commitment**

Employee commitment is the major driving force for every organization in order to achieve high performance. Commitment is that the bond employees experience with the organization, and employee brings more values to the company consisting determination, comparatively high productivity, quality awareness. Thus, it needs to be analysed to evaluate the commitment levels of the employees. The overall mean scores of the employee commitment are shown in Table (4.2).

**Table (4.2) Employee Commitment**

<b>Sr. No.</b>	<b>Employee Commitment</b>	<b>Mean</b>
1.	Affective Commitment	3.35
2.	Continuance Commitment	3.54
3.	Normative Commitment	4.06

Source: Survey Data, 2022

Table (4.2) presents the overall mean score of three commitment levels that the employees have. Most of the employees have normative commitment as they have moral obligation towards their organization. Some degree of continuance commitment is also found in employees as they are afraid of considerable personal sacrifice. However some people do not think that they will face strong disrupt. In addition, affective commitment is also found in some employees because they feel as if this organization's problems are own. Moreover, those employees do not have a strong sense of belonging to this organization as their work experience is up to 3 years.

**(a) Affective Commitment**

This section measures employee's perceived emotional attachment to their organization. When a worker feels that the company's mission aligns with their personal beliefs and goals and when they are at ease working there, affective commitment might result. Appendix-B displays the employees' degrees of emotional engagement to Lucky Bravo General Services Co., Ltd.

As shown in Appendix-B, many respondents admit that they feel as if the problems of the company are their own problems because they are really attached to the company that the employees are highly valued and the senior authorities communicate warmly with subordinates and build a good teamwork, and they earn competitive salary with good incentive, health care program and free vacation. Furthermore, the respondents enjoy discussing about the company with outsiders because they are really proud of the company that they are happy work in the current firm because the firm recognize for their accomplishment, treat them like a family, supporting for an issue solving, better payment and comfortable working environment. And the respondents feel they are part of the family in the company because each employee is valued, the managers are building a close teamwork for work efficiency, and most of all, the employees are never lonely for

solving the issue and the teams are ready for collaboration. According to the overall mean score, most of the employees mention that they enjoy working in Lucky Bravo General Services Co., Ltd that the company treats them very well and they feel that they are valuable employees so that they prefer to stay in this company.

**(b) Continuance Commitment**

Simply put, continuity commitment refers to the extent to which an employee believes that leaving the company would be expensive; this type of commitment concerns the costs and benefits of staying with the company or leaving it. The findings regarding normative commitment levels of Lucky Bravo General Services Co., Ltd are shown in Appendix-B.

As presented in Appendix-B, many respondents feel that leaving the organization make them personal sacrifice because Lucky Bravo General Services Co., Ltd treat them nice, and employees' welfare is good. Besides, the company pay better than other competitors and working environment is very comfortable between seniors and subordinates. Additionally, the survey respondents believe they have few options for leaving their jobs because Lucky Bravo General Services Co., Ltd provide the better salary with rewards, the better relationship with seniors, healthcare program, clear task assignments and the best thing is work collaboration. According to the overall mean score, most of the employees stated that Lucky Bravo General Services Co., Ltd builds an optimistic working environment, help for personal growth, strong managerial support, various trainings, better understanding for communication channels so that they remain in the company as switching another company might be very challenging.

**(c) Normative Commitment**

This part gauges an employee's sense of duty or obligation to stay with the company. Employees that exhibit normative dedication do so because of what the company has done for them. The findings regarding normative commitment levels of Lucky Bravo General Services Co., Ltd are shown in Appendix-B.

As shown in Appendix-B, many respondents believe that they must always loyal to their organization because Lucky Bravo General Services Co., Ltd offers the better things comparing to other companies because the employees are offered the designed

trainings, better salary with rewards and recognition, better working environment, as a result, the employees get work happiness and comfortable and prefer to stay in this company. Besides, the respondents believe that loyalty is important and it is a sense of moral obligation because the company provides a lot and the employees feel that they need to be loyal to the company. Furthermore, many respondents think that they should stay in the company for most of their career life because they are working in the competitive company concerning with salary, rewards, incentive, healthcare, and the best thing is working together with nice working environment. According to the overall mean score, most of the employees figured out that they preferred staying in this company for longer because the company has done the best things for them. As a result, they feel obligation for those they are provided such as trainings, payment, health care programs, career growth, warm relationship among colleagues, and so on.

### **4.3 Job Performance**

Employee job performance how an individual performs their assigned task effectively and efficiently using all technical and non-technical skills and experience. The survey results on job performance of employees of Lucky Bravo General Services Co., Ltd is presented in Table (4.3).

As presented in Table (4.3), many respondents believe that they are sharing knowledge and idea among team members because the company provides the communication channels for effective task completion and sharing information among company. Moreover, the respondents are effectively collaborating with employees from other department if necessary because the company trains employees to communicate each other for work achievement and the company offers intercommunication channels such as notice board, Viber group, and etc. Furthermore, the respondents could mention that they are able to handle multiple assignments for achieving organizational goal because they are provided with required trainings, work collaboration, participation in decision making so that they have adequate ability for multitask.



**Table (4.3) Job Performance**

<b>Sr. No</b>	<b>Job Performance</b>	<b>Mean Score</b>	<b>Std. Dev.</b>
1.	All duties meeting deadlines	4.01	0.34
2.	Able to maintain high standard of work	3.91	0.29
3.	Handling assignments without much supervision	4.05	0.22
4.	Maintaining good communication among fellow workers.	3.94	0.25
5.	Able to handle multiple assignments for achieving organizational goals.	4.09	0.28
6.	Coming up with creative solutions for new problems.	3.95	0.22
7.	Able to demonstrate effective leadership skills as appropriate.	3.92	0.27
8.	Getting Colleagues believe me as a high performer.	3.98	0.28
9.	Willing to handle extra responsibilities.	3.02	0.14
10.	Actively participating in group discussions and work meetings.	3.06	0.31
11.	Sharing knowledge and idea among team members.	4.17	0.38
12.	Effectively collaborating with other department members as necessary.	4.13	0.34
	<b>Overall Mean</b>	<b>3.85</b>	

Source: Survey Data, 2022

According to the overall mean score, most of the employees stated that they can work well with multi work assignments at the same time because they are skillful, efficient, and creative. Therefore, employees can solve the issue perfectly by working together the seniors and colleagues.

#### **4.4 Analysis on Influencing Internal Marketing Practices on Employee Commitment**

In this part, the influencing internal marketing practices on employee commitment are examined by using multi-linear regression analysis in which the mean values of each component of employee commitment are separately regressed with the mean values of five internal marketing practices.

##### **4.4.1 Analysis on Influencing Internal Marketing Practices on Affective Commitment**

The influencing internal marketing practices on affective commitment are identified by using multi-linear regression analysis in which affective commitment is used as dependent variable and rewards and incentives, managerial support, internal communication, training programs, and empowerment are used as independent variables. The results of the analysis are presented in Table (4.4).

As shown in Table (4.4), since the value of the adjusted R square is 0.903, it can be interpreted that 90.3 percent of the variation of affective commitment can be explained by the rewards and incentives, managerial support, internal communication, training programs, and empowerment. The value of F-test, the overall significance of the model, which is highly significant at 1 percent level, confirms the validity of the specified model.

Among five internal marketing practices, the coefficients of all practices except for managerial supports have significantly influenced on affective commitment of the employees. The variable rewards and incentives have the expected positive sign and strongly significant coefficient value at 1 percent level. It indicates that the increase in rewards and incentives lead to more affective commitment of the employees towards Lucky Bravo General Services Co., Ltd. Regarding rewards and incentives, many employees feel that rewards and incentives are attractive since Lucky Bravo General Services Co., Ltd offers these rewards according to employee's job types and the performance.

**Table (4.4) Influencing Internal Marketing Practices on Affective Commitment**

Variable	Unstandardized Coefficients		$\beta$	t	Sig
	B	Std Error			
(Constant)	-.568	.129		-4.411	.000
Rewards and Incentives	.281***	.081	.334	3.461	.001
Managerial Support	-.037	.074	-.036	-.498	.619
Internal Communication	.300***	.083	.358	3.617	.000
Training Programs	.509***	.082	.493	6.201	.000
Empowerment	.626***	.083	.545	7.585	.000
R Square	.906				
Adjusted R Square	.903				
F Value	261.749***				

Source: Survey Data (2022)

\*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

Internal communication factor has the expected positive sign and the coefficient of the variable is strongly significant at 1 percent level. It highlights that the increase in internal communication leads to more affective commitment towards Lucky Bravo General Services Co., Ltd. Since effective internal communication can enhance job performance and job happiness, the majority of employees desire it at their current workplace. At Lucky Bravo General Services Co., Ltd, supervisors and superiors listen the job problems of juniors and help for solution since the managers are eager to help their subordinates.

The variable training programs have the expected positive sign and strongly significant coefficient value at 1 percent level. It implies that an increase in training opportunities results in employees committing themselves more effectively to Lucky Bravo General Services Co., Ltd. Many respondents claim that they receive adequate training for their jobs.

Empowerment factor has the expected positive sign and the coefficient of the variable is strongly significant at 1 percent level. Therefore, a greater sense of empowerment results in a stronger devotion to Lucky Bravo General Services Co., Ltd. Since the organization allows employees to complete tasks according to their methods and time management, the majority of employees are happy with the empowerment provided at

the workplace. Their personnel believe they have the potential to perform better and develop their skills.

Since the standardized coefficient (Beta) of empowerment has the largest value (0.545) among five explanatory variables, it can be concluded that empowerment has the greatest contribution to increase the affective commitments of employees towards Lucky Bravo General Services Co., Ltd when the variance explained by other variables is controlled for. Lucky Bravo General Services Company allows employees to participate the activities in goal setting, and creating new ideas. In addition, the company gives more delegation to capable workers. Therefore, empowerment fosters a sense of emotional belongingness in workers as well as a feeling of confidence to participate in decision-making. Finally, the model results in expected sign and significant coefficient in four variables. The increases in rewards and incentives, internal communication, training programs, and empowerment have the positive effects on affective commitments of the employees while managerial support does not have significant effect on affective commitments at Lucky Bravo General Services Co., Ltd.

#### **4.4.2 Analysis on Influencing Internal Marketing Practices on Continuance Commitment**

The influencing internal marketing practices on continuance commitment are identified by using multi-linear regression analysis in which continuance commitment is used as dependent variable and rewards and incentives, managerial support, internal communication, training programs, and empowerment are used as independent variables. The results of the analysis are presented in Table (4.5).

As presented in Table (4.5), the value of adjusted R square is around 81.0 percent, thus this specified model could explain about the variation of internal marketing practices on the continuance commitment towards Lucky Bravo General Services Co., Ltd. The overall significance of the model, F value, is highly significant at 1 percent level. This model can be said valid.

**Table (4.5) Influencing Internal Marketing Practices on Continuance Commitment**

Variable	Unstandardized Coefficients		$\beta$	t	Sig
	B	Std Error			
(Constant)	.502	.160		3.143	.002
Rewards and Incentives	.237**	.101	.317	2.350	.020
Managerial Support	-.046	.092	-.050	-.493	.623
Internal Communication	.065	.103	.088	.632	.529
Training Programs	.116	.102	.127	1.138	.257
Empowerment	.489***	.102	.480	4.779	.000
R Square	.817				
Adjusted R Square	.810				
F Value	120.596***				

Source: Survey Data (2022)

\*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

Among five independent variables, only coefficient of empowerment is significant at 1 percent level while that of rewards and incentives is significant at 5 percent level. Rewards and incentives have the expected positive sign and is highly significant at 5 percent. It means that the increase in rewards and incentives factor leads to increase continuance commitment as most employees acknowledge that their company pays good rewards and recognitions. Therefore, they feel that it is not a good time to move to other companies.

Empowerment practices has the expected positive sign and is significant coefficient vale at 1 percent level. It suggests that the increase in empowerment leads to more continuance commitments of the employees since most employees get career advice and motivation from their superiors. Thus, most employees feel that they cannot get similar empowerment at other companies. Therefore, they are afraid of losing these if they leave Lucky Bravo General Services Co., Ltd.

The standardized coefficient (Beta) of empowerment has the largest value (0.480) among five explanatory variables indicating that empowerment has the greatest contribution to increase the continuance commitments of employees towards Lucky Bravo General Services Co., Ltd when the variance explained by other variables is controlled for. The reason is that many employees could get adequate opportunities to

grow their careers at Lucky Bravo General Services Co., Ltd. Therefore, they feel that they could not get that kind of opportunity at other companies. Finally, the model results in expected sign and significant coefficient in two variables. The increases in rewards and incentives, and empowerment have the positive effects on continuance commitments of the employees.

#### **4.4.3 Analysis on Influencing Internal Marketing Practices on Normative Commitment**

The influencing internal marketing practices on normative commitment are identified by using multi-linear regression analysis in which normative commitment is used as dependent variable and rewards and incentives, managerial support, internal communication, training programs, and empowerment are used as independent variables. The results of the analysis are presented in Table (4.6).

According to the results in Table (4.6), since the value of the adjusted R square is 0.803, it can be interpreted that 80.3 percent of the variation of normative commitment can be explained by the rewards and incentives, managerial support, internal communication, training programs, and empowerment. The value of F-test, the overall significance of the model, which is highly significant at 1 percent level, confirms the validity of the specified model.

Among five independent variables, only the coefficients of managerial support, and empowerment are significant with continuance commitment at 1 percent level. Managerial support factor has the expected positive sign and the coefficient of the variable is strongly significant at 1 percent level. It highlights that the increase in managerial support leads to raise the normative commitment of the employees at Lucky Bravo General Services Co., Ltd. Employees acknowledge that they receive managerial supports from their supervisors. As employees receive suggestions and guidelines from the superiors, they can improve their performance and careers. In addition, employees are satisfied as they receive respect from the superiors.

**Table (4.6) Influencing Internal Marketing Practices on Normative Commitment**

Variable	Unstandardized Coefficients		$\beta$	t	Sig
	B	Std Error			
(Constant)	.715	.248		2.890	.004
Rewards and Incentives	.109	.156	.096	.701	.485
Managerial Support	1.404***	.143	1.019	9.808	.000
Internal Communication	.054	.160	.048	.337	.737
Training Programs	.124	.158	.089	.788	.432
Empowerment	.555***	.159	.358	3.498	.001
R Square	.810				
Adjusted R Square	.803				
F Value	115.301***				

Source: Survey Data (2022)

\*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

Empowerment practices has the expected positive sign and the coefficient of the variable is significant at 1 percent level. Because Lucky Bravo General Services Co., Ltd' empowers its employees, it suggests that greater employee empowerment results in greater normative commitment. Employees feel that they are a part of the business and see the issues as their own as a result.

According to the value of standardized coefficient (Beta), managerial support factor has the largest value (1.019) among five explanatory variables indicating that managerial support has the greatest contribution to increase the normative commitments of employees when the variance explained by other variables is controlled for. Most employees acknowledge that they receive supports and helps from seniors. Hence, employees are developed and they feel obligation to the organization. Finally, the model results in expected sign and significant coefficient in two variables. Employees' normative commitments are positively impacted by increases in managerial empowerment and support.

#### 4.4.4 Analysis on Influencing Internal Marketing Practices on Employee Commitment

This section finds out which internal marketing practices affect employee commitment by using multi-linear regression analysis in which the mean values of each employee commitment is regressed with the mean values of five internal marketing practices rewards and incentives, managerial support, internal communication, training programs, and empowerment. The results of the analysis are presented in Table (4.7).

**Table (4.7) Influencing Internal Marketing Practices of Employee Commitment**

Variable	Unstandardized Coefficients		$\beta$	t	Sig
	B	Std Error			
(Constant)	-.261	.096		-2.701	.008
Rewards and Incentives	.209***	.061	.253	3.437	.001
Managerial Support	.440***	.056	.440	7.897	.000
Internal Communication	-.061	.062	-.074	-.973	.332
Training Programs	.250***	.062	.247	4.061	.000
Empowerment	.187***	.062	.166	3.020	.003
R Square	.945				
Adjusted R Square	.943				
F Value	467.825***				

Source: Survey Data (2022)

\*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

As shown in the Table, the value of adjusted R square is about 94.3 percent, thus this specified model could explain about the variation of internal marketing practices on the employee commitment towards Lucky Bravo General Services Co., Ltd. The overall significance of the model, F value, is highly significant at 1 percent level. This model can be said valid.

As presented in the Table (4.7), all internal marketing practices except internal communication have positive coefficients which are significant at 1 percent level. Among significant variables, rewards and incentives has the expected positive sign and is significant at 1 percent level. It highlights that the increase in rewards and incentives factor leads to more employee commitment of the employees towards Lucky Bravo



General Services Co., Ltd. The company provides attractive rewards and incentives programs thus employees value these. In additions, employees could not get those from other companies.

The practice of managerial support has the expected positive sign and is significant at 1 percent level. It means that the increase in managerial support leads to more employee commitment towards Lucky Bravo General Services Co., Ltd because the company offers managerial assistance for staff development. Thus, employees could perform assigned job well, and they are happy at their job. In addition, most employees feel that they have the potentials at this company.

Training programs has the expected positive sign and is strongly significant at 1 percent level. It suggests that the increase in training programs factor leads to more commitment of the employees towards Lucky Bravo General Services Co., Ltd since company provides relevant trainings. Therefore, employees value what the organization has provided for them.

Empowerment practice has the expected positive sign and is strongly significant at 1 percent level. It suggests that greater employee loyalty to the organization is a result of increased employee empowerment. Company provides strong empowerment thus employees are motivated and have job satisfaction.

Among four explanatory variables, the standardized coefficient (Beta) of managerial support factor has the largest value (.440) indicating that managerial support has the greatest contribution to increase the commitment of employees when the variance explained by other variables is controlled for. Employees at Lucky Bravo General Services Company receive open communication and guidance for carrier advances that are vital for employees to achieve their carrier goals. They are loyal to the existing organization as a result. Finally, the model results in expected sign and significant coefficient in four variables. The increases in rewards and incentives, managerial support, training programs and empowerment have the positive effects on commitment of the employees. According to the survey findings, managerial support could significantly raise the organizational commitment of the employees at Lucky Bravo General Services Co., Ltd.

#### 4.5 Analysis on the Effect of Employee Commitment on Job Performance

To identify the effect of employee commitment on their job performance in the organization, the study conducts multi-linear regression analysis in which job performance is used as dependent variable and three types of employee commitment are used as independent variables. The results of the analysis are presented in Table (4.8).

**Table (4.8) The Effect of Employee Commitment on Job Performance**

Variable	Unstandardized Coefficients		$\beta$	t	Sig
	B	Std Error			
(Constant)	1.006	.053		18.890	.000
Affective Commitment	.598***	.034	.696	17.520	.000
Continuance Commitment	-.058***	.013	-.103	-4.337	.000
Normative Commitment	.288***	.031	.377	9.327	.000
R Square	.960				
Adjusted R Square	.959				
F Value	1093.444***				

Source: Survey Data (2022)

\*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

According to the results in Table (4.8), since the value of the adjusted R square is 0.959, it can be interpreted that 95.9 percent of the variation of the job performance of employee can be explained by three types of employee commitment. The value of F-test, the overall significance of the model, which is highly significant at 1 percent level, confirms the validity of the specified model.

The coefficients of affective and normative commitments are positive while continuance commitment has negative coefficients. All of the coefficients are significant at 1 percent level. Among them, affective commitment has the expected positive sign and the coefficient of the variable is strongly significant at 1 percent level. It suggests that an increase in affective commitment boosts employee job performance at Lucky Bravo General Services Company because happy employees put in extra effort for the company.

Continuance commitment has the unexpected negative sign and the coefficient of the variable is strongly significant at 1 percent level. It means that the increase in continuance commitment leads to reduce the job performance of the employees at the

company. Some employees do not feel that leaving or resigning from this company will possibly lead to disrupt. As a consequence, they do not try hard for the company. Therefore, it can be inferred that the more employees have continuance commitment, the lower job performance.

Normative commitment has the expected positive sign and the coefficient of the variable is strongly significant at 1 percent level. Since most employees feel obligated since they are being developed at Lucky Bravo General Services Co., Ltd., the positive link indicates that a rise in normative commitment results in greater job performance from employees.

The standardized coefficient (Beta) of affective commitment has the largest value (0.696) among three explanatory variables indicating that affective commitment has the greatest contribution to increase the job performance of employees when the variance explained by other variables is controlled for. Employees feel part of the organization and consider the problems of the company as their own. Therefore, they pay their best efforts for the company all time. Finally, the model results in expected sign and significant coefficient in all variables. The increases in affective commitment and normative commitment have the positive effects on job performance of the employees while continuance commitment reduces the job performance of individuals.

## **CHAPTER 5**

### **CONCLUSION**

This chapter presents the findings and discussions, suggestions and recommendations and need for further research. Based on the findings, this study suggests and makes recommendations to improve organizational commitments and job performance of the employees in Lucky Bravo General Service Co., Ltd.

#### **5.1 Finding and Discussions**

This study aims to examine the influencing internal marketing practices on employee commitment and analyze the effect of employee commitment on their performance in Lucky Bravo General Service Co., Ltd. Primary data are collected from 141 selected employees with structured questionnaires designed with 5-point Likert scale. Multiple regression is applied to analyze the relationship.

For the first objective, the effect of internal marketing practices on employee commitment are analyzed. Regarding affective commitment, this study reveals that among five internal marketing practices, four practices (rewards and incentives, internal communication, training programs, and empowerment) have a significant positive effect on affective commitment of the employees. Among those significant practices, empowerment is the main influencing factor on affective commitment because employees get the opportunity to participate in goal settings and propose new ideas. Moreover, Lucky Bravo General Services Co., Ltd gives more delegation to capable workers. Therefore, employees feel part of the organization and give commitment to the organization.

Regarding continuance commitment, among five internal marketing practices, only two practices (rewards and incentives, and empowerment) have significantly positive effect on continuance commitment of the employees. It is found that empowerment is the most influencing factor on continuance commitment. Employees feel that they get good empowerment at Lucky Bravo Company because the company gives enough time and allows employees to make decisions. Therefore, employees feel that they cannot get that kind of chance from other organizations.

This study also reveals that only managerial support and empowerment have a significant positive effect on normative commitment. Among two significant factors, managerial support is the most influencing factor on normative commitment of the employees because there is effective and open communication between workers and managers at Lucky Bravo General Services Co., Ltd. In addition, employees get good supports and advice for career opportunities from their superiors. Therefore, employees are developed and feel obligation to their current organization.

Regarding employee commitment, four internal marketing practices (rewards and incentives, managerial support, training programs and empowerment) have a strong positive effect on employee commitment towards Lucky Bravo General Services Co., Ltd while internal communication does not have a significant influence on organizational commitment. Managerial support is the most influencing factor on the commitment of employees. Employees are developed and satisfied at the company since they get motivation and career advice from their superiors. Therefore, they are committed to their organization by giving their best efforts.

For the second objective, the study reveals that all three employee commitments have the significant effects on the job performance of the employees. Regression result shows that affective and normative commitments have the positive effects while continuance commitment has a negative effect on job performance. Among three commitments, affective commitment is the most influencing factor on the job performance of the employees at Lucky Bravo General Services Co., Ltd. Since employees consider the problems of the company as their own and feel part of the organization, they always look for the ways to improve job performance.

## **5.2 Suggestions and Recommendations**

Lucky Bravo General Services Co., Ltd should focus the internal marketing practices that affect the organizational commitments to raise the commitments of the employees. In addition, the company should pay more attention to the commitments that affect the job performance.

Job performance of the employee is vital for every organization. In order to improve the job performance, Lucky Bravo General Services Co., Ltd. Affective

commitment is the most influencing factor on the job performance. Therefore, Lucky Bravo General Services Co., Ltd should pay first priority to the affective commitment.

Among five internal marketing practices, empowerment has a strong positive affect on all three commitment types. In addition, it has the most determinant factor of the affective and continuance commitments. Lucky Bravo General Services Co., Ltd should develop the people and give more delegation by giving appropriate training and developments programs. In addition, employees should get enough time to accomplish their assigned tasks. The company should also offer career development opportunities by job rotations and job enrichments. Then, employees will have more job satisfaction and give commitments to the company.

Lucky Bravo General Services Co., Ltd should also focus the managerial support since it is the most determinant factor of the normative commitment. Immediate supervisors and department head should give more time to employees to give the suggestions for problem solving and career development. In addition, HR department should arrange outstanding persons to sit with the top management at the same table so that employees will have opportunity to get the valuable guidelines from top management. This will increase the motivation of the employees and they will work hard for the company.

For rewards and incentives, Lucky Bravo General Services Co., Ltd should offer attractive compensation and benefits by monitoring those of competitors. In addition, the company should give bonus and incentives to outstanding employees according to their performance appraisal. The company should also arrange funds for loan so that employees can get the loan easily when they need. By doing so, employees will be more satisfied and committed to the organization.

Regarding internal communication, Lucky Bravo General Services Co., Ltd should create the cooperation and supportive culture so that employees will have more friends and close relations at the work. The company should clearly inform the employees about the goals of the company. Moreover, the company should let employees know about the latest information about the situation of the company. Then, employees will feel that they are cared.

In order to develop employees, Lucky Bravo General Services Co., Ltd should carefully design the training programs according to the job requirements. The company

should arrange training timetable to be convenient for employees. According to the performance result, it should offer relevant training and development programs to the selected persons. Then, employees will receive trainings to improve their performance. Employees will see their improvements and more committed to their organization.

Finally, Lucky Bravo General Services Co., Ltd should care the commitments of the employees by focusing continuance commitment levels of the employees. According to the findings, continuance commitment has reverse effect on job performance. Therefore, organization should create the good working conditions so that employees feel attachment that is both mental and emotional. In addition, the company should inform the potentials of employees if they work hard so that employees will be convinced that the company has many potentials for them. Then, they will acknowledge what the company has been doing for them. HR department should also arrange counseling section to reduce the stress of the employees and to behave professionally. This will change continuance commitment to normative commitment or affective commitment that will improve job performance of the employees.

### **5.3 Needs for Further Research**

This study only emphasizes on the five internal marketing practices that are expected to have effect on the employee commitment and job performance at Luck Bravo General Services Co., Ltd. This study does not cover all HRM practices that could affect organizational commitment and job performance. Therefore, the further researches should study the other HRM practices that can have effect on the commitment and job performance of the employees in security service companies. Moreover, the future studies can be fruitful if it conducts the comparative studies on the effect of internal marketing practices on the commitment of employees in different types of service firms. Moreover, the studies can be worthwhile if the researches focus on other effects of internal marketing practices such as satisfaction, engagement and organization citizenship behavior of the employees.

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**APPENDIX A**  
**QUESTIONNAIRE ON INTERNAL MARKETING PRACTICES, EMPLOYEE**  
**COMMITMENT AND JOB PERFORMANCE IN**  
**LUCKY BRAVO GENERAL SERVICES CO., LTD.**

Dear Respondent,

I am a student from Yangon University of Economics. I am conducting a quantitative study regarding the assessment of the effect of internal marketing on Job performance in Lucky Bravo General Service Co., Ltd. I would like to request you to choose your help this questionnaire at your valuable time. Surveys will be anonymous, and all the collected information will be stored in the secure place and access only by researcher. And the gathered data will be used for educational purpose only without any bias or dissemination. Please kindly answer the following questions.

Thank to share your valuable time in this survey.

**Section (A) Demographic Information**

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

1. Gender:  
 Male  
 Female
  
2. Age:  
 18-24  
 25-35  
 36-46  
 47 Year and above
  
3. Marital Status:  
 Single  
 Married  
 Other

4. Number of years of experience:

Less than one year

1-3 years

4-6 years

More than 7 years

5. Highest education background:

High School

Under Graduated

Graduated

Post Graduated

6. Occupation

General Worker

Staff

Supervisor

Executive

Assistant Manager

Manager



## Section (B) Internal Marketing Practices

Please tick (√) one box per statement according to the scale stated below.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Responses will indicate the degree to which you view each statement as desirable.

<b>Rewards and Incentives</b>		1	2	3	4	5
1	My existing salary structure of the company is reasonable.					
2	The pay I receive is higher compared to others doing similar job at their companies.					
3	The compensation and leisure rewards are acceptable.					
4	High achieving employees showing excellent performance get financial rewards (Bonus, Increment etc.)					
5	The attendee bonus pay I receive is fairly for a month.					

<b>Managerial Support</b>		1	2	3	4	5
1	I receive verbal recognition/appreciation when I achieve higher performance					
2	I have opportunities to increase my problem-solving skill in my organization.					
3	My supervisors frequently provide me the feedback regarding my work performance					
4	My supervisors treat me with proper respect and I am comfortable with work relationships.					
5	Supervisors and managers communicate openly with me.					

<b>Internal Communication</b>		1	2	3	4	5
1	Employees know what the company's goals are.					
2	I currently get information about the company organization from the supervisors and manager.					
3	My direct superior is eagerly interested in listening to my job problem and suggest the solution.					
4	My team is collaborating to assist me to complete my work and thus, I am not feeling isolated.					
5	I rate my knowledge of the company's goals in the high level.					

<b>Training Programs</b>		1	2	3	4	5
1	I applied knowledge and skill from training in the work field.					
2	I work adaptability and acceptably in organizational change because of the knowledge and attitude from training.					
3	I work easily and less mistakes in my work field after each training.					
4	Training affects the attitude of employees who serve the customers.					
5	Knowledge and skill are more updated by attending the training.					

<b>Empowerment</b>		1	2	3	4	5
1	The organization allows me to use my own judgment in solving problems.					
2	I can make decisions about things flexibly that impact my work.					
3	I can make decision in a high degree initiative.					
4	I am allowed to use enough timelines for tasks completion.					
5	The organization provides me enough opportunities to grow in my career.					

### Section (C) Employee Commitment

Please tick (√) one box per statement according to the scale stated below.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

<b>Affective Commitment</b>		1	2	3	4	5
1	I do feel 'emotionally attached' to this organization.					
2	I enjoy discussing my organization with people outside it.					
3	I really feel as if this organization's problems are my own.					
4	I do feel like 'part of family' of this organization.					
5	This organization has a great deal of personal to me.					
6	I do feel a strong sense of belonging to this organization.					

<b>Continuance Commitment</b>		1	2	3	4	5
1	It would very hard for me to leave this organization right now, even if I wanted to.					
2	I am afraid of what might happen if I quit my job without having another one lined up.					
3	My life would be disrupted if I decide to leave this organization now.					
4	Right now, staying with this organization is a matter of necessity as much as desire.					
5	I feel that I have too few options to consider leaving this organization					
6	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.					

<b>Normative Commitment</b>		1	2	3	4	5
1	I would be very happy to spend the rest of my career with this organization.					
2	I do believe that person must always be loyal to his/her organization.					
3	I believe that loyalty is important and I feel a sense of moral obligation to remain.					
4	Even if I got another offer for a better job elsewhere, I would not feel it was right to leave the organization.					
5	I was taught to believe in the value of remaining loyal to one organization.					
6	Things were better in the days when people stayed with one organization for most of their career life.					

### Section (D) Job Performance

Please tick (√) one box per statement according to the scale stated below.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Job Performance		1	2	3	4	5
1	All my duties assigned are meeting deadlines.					
2	I am able to maintain high standard of work.					
3	I am able to handle assignments without much supervision.					
4	I am able to maintain good communication among fellow workers.					
5	I am able to handle multiple assignments for achieving organizational goals.					
6	I came up with creative solutions for new problems.					
7	I am able to demonstrates effective leadership skills as appropriate.					
8	Colleagues believe me as a high performer.					
9	I am willing to handle extra responsibilities.					
10	I am actively participating in group discussions and work meetings.					
11	I am sharing knowledge and idea among team members.					
12	I am effectively collaborating with other department members as necessary.					

Thank for your kind participation.

**APPENDIX B-1**  
**Internal Marketing Practices**

Sr. No.	Particular	Mean Score	Std. Dev.
<b>Rewards and Incentives</b>		<b>4.16</b>	
1.	Setting reasonable salary structure at Lucky Bravo Company Limited	4.29	0.46
2.	Higher pay compared to others doing similar job at their companies	4.16	0.37
3.	Acceptable compensation and leisure rewards	4.26	0.44
4.	Providing financial rewards to high achieving employees (Bonus, Increment etc.)	4.07	0.26
5.	Fair attendee bonus pays.	3.99	0.35
<b>Managerial Support</b>		<b>3.84</b>	
1.	Receiving verbal recognition/appreciation when achieving higher performance	4.02	0.30
2.	Having opportunity to increase problem solving skills at work	3.98	0.22
3.	Receiving supervisor's feedback regarding work performance	3.70	0.46
4.	Getting proper respect and comfortable work relationships	3.45	0.50
5.	Able to communicate openly with supervisors and managers	4.08	0.27
<b>Internal Communication</b>		<b>3.58</b>	
1.	Knowing clear company's goals	3.30	0.46
2.	Getting latest information about the company from the supervisors and manager	3.21	0.41
3.	Receiving care of direct superior about job problem and solution	4.02	0.33
4.	Good team collaboration and not feeling isolated	4.01	0.25
5.	I rate my knowledge of the company's goals in the high level	3.36	0.48
<b>Training Programs</b>		<b>3.91</b>	
1.	Applying knowledge and skill from training in the work field.	4.10	0.30

<b>Sr. No.</b>	<b>Particular</b>	<b>Mean Score</b>	<b>Std. Dev.</b>
2.	Working adaptability and acceptably in organizational change due to the knowledge and attitude from training.	3.36	0.48
3.	Working easily and less mistakes in my work field after each training.	3.98	0.39
4.	Affecting the attitude of employees who serve the customers after training	4.03	0.17
5.	Updated Knowledge and skill after training.	4.09	0.28
<b>Empowerment</b>		<b>3.15</b>	
1.	Having the chance to do own judgment in solving problems.	3.01	0.32
2.	Able to make decisions about things flexibly that impact work.	2.65	0.48
3.	Able to make decision in a high degree initiative.	3.04	0.19
4.	Allowing to use enough timelines for tasks completion.	3.99	0.27
5.	Getting enough opportunities to grow in career.	3.09	0.28

Source: Survey Data, 2022

**APPENDIX B-2**  
**Employee Commitment**

Sr. No.	Particular	Mean Score	Std. Dev.
<b>Affective Commitment</b>		<b>3.35</b>	
1.	Emotionally bonded to the organization.	3.04	0.20
2.	Enjoying discussing about organization with folks outside it.	3.98	0.39
3.	Feeling as if this organization's problems are own.	4.01	0.28
4.	Considering part of family of this organization.	3.13	0.34
5.	Feeling a great deal of personal to me.	3.11	0.32
6.	Feeling a great sense of kinship with this group.	2.83	0.45
<b>Continuance Commitment</b>		<b>3.54</b>	
1.	Hard to leave the organization right now	3.92	0.27
2.	Afraid of difficulty in finding another job	3.05	0.42
3.	Possibly leading to disrupt	2.22	0.42
4.	Staying in the group is as much a question of necessity as it is of desire.	3.95	0.22
5.	Having insufficient possibilities to think about leaving this company.	4.03	0.17
6.	Afraid of considerable personal sacrifice when leaving	4.06	0.34
<b>Normative Commitment</b>		<b>4.06</b>	
1.	I would be more than content to work for this company for the remainder of my career.	4.10	0.30
2.	I do think the somebody needs to be committed to their company at all times.	4.51	0.50
3.	I consider loyalty to be crucial, and I feel morally obligated to stick around.	4.43	0.50
4.	Even if I had a better job offer elsewhere, I wouldn't think it was appropriate to leave the company.	3.64	0.48
5.	I was raised to value sticking with one group, according to what I was taught.	3.59	0.49
6.	When employees stayed with one company for the majority of their careers, things were better.	4.11	0.32

Source: Survey Data, 2022

## APPENDIX C

### Regression Results for Influencing Internal Marketing Practices of Affective Commitment

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.952 <sup>a</sup>	.906	.903	.08081

a. Predictors: (Constant), Empowerment Mean, Rewards and Incentives Mean, Managerial Support Mean, Training Programs Mean, Internal Communication Mean

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.546	5	1.709	261.749	.000 <sup>b</sup>
	Residual	.882	135	.007		
	Total	9.427	140			

a. Dependent Variable: Affective Commitment Mean

b. Predictors: (Constant), Empowerment Mean, Rewards and Incentives Mean, Managerial Support Mean, Training Programs Mean, Internal Communication Mean

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.568	.129		-4.411	.000
	Rewards and Incentives Mean	.281	.081	.334	3.461	.001
	Managerial Support Mean	-.037	.074	-.036	-.498	.619
	Internal Communication Mean	.300	.083	.358	3.617	.000
	Training Programs Mean	.509	.082	.493	6.201	.000
	Empowerment Mean	.626	.083	.545	7.585	.000

a. Dependent Variable: Affective Commitment Mean



**Regression Results for Influencing Internal Marketing Practice of Continuance  
Commitment**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.904 <sup>a</sup>	.817	.810	.10020

a. Predictors: (Constant), Empowerment Mean, Rewards and Incentives Mean, Managerial Support Mean, Training Programs Mean, Internal Communication Mean

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.054	5	1.211	120.596	.000 <sup>b</sup>
	Residual	1.355	135	.010		
	Total	7.409	140			

a. Dependent Variable: Continuance Commitment Mean

b. Predictors: (Constant), Empowerment Mean, Rewards and Incentives Mean, Managerial Support Mean, Training Programs Mean, Internal Communication Mean

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.502	.160		3.143	.002
	Rewards and Incentives Mean	.237	.101	.317	2.350	.020
	Managerial Support Mean	-.046	.092	-.050	-.493	.623
	Internal Communication Mean	.065	.103	.088	.632	.529
	Training Programs Mean	.116	.102	.127	1.138	.257
	Empowerment Mean	.489	.102	.480	4.779	.000

a. Dependent Variable: Continuance Commitment Mean

**Regression Results for Influencing Internal Marketing Practice of Normative Commitment**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.900 <sup>a</sup>	.810	.803	.15536

a. Predictors: (Constant), Empowerment Mean, Rewards and Incentives Mean, Managerial Support Mean, Training Programs Mean, Internal Communication Mean

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.916	5	2.783	115.301	.000 <sup>b</sup>
	Residual	3.259	135	.024		
	Total	17.174	140			

a. Dependent Variable: Normative Commitment Mean

b. Predictors: (Constant), Empowerment Mean, Rewards and Incentives Mean, Managerial Support Mean, Training Programs Mean, Internal Communication Mean

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.715	.248		2.890	.004
	Rewards and Incentives Mean	.109	.156	.096	.701	.485
	Managerial Support Mean	1.404	.143	1.019	9.808	.000
	Internal Communication Mean	.054	.160	.048	.337	.737
	Training Programs Mean	.124	.158	.089	.788	.432
	Empowerment Mean	.555	.159	.358	3.498	.001

a. Dependent Variable: Normative Commitment Mean

## Regression Results for Influencing Internal Marketing Practice of Employee

### Commitment

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.972 <sup>a</sup>	.945	.943	.06053

a. Predictors: (Constant), Empowerment Mean, Rewards and Incentives Mean, Managerial Support Mean, Training Programs Mean, Internal Communication Mean

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.571	5	1.714	467.825	.000 <sup>b</sup>
	Residual	.495	135	.004		
	Total	9.065	140			

a. Dependent Variable: EC

b. Predictors: (Constant), Empowerment Mean, Rewards and Incentives Mean, Managerial Support Mean, Training Programs Mean, Internal Communication Mean

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.261	.096		-2.701	.008
	Rewards and Incentives Mean	.209	.061	.253	3.437	.001
	Managerial Support Mean	.440	.056	.440	7.897	.000
	Internal Communication Mean	-.061	.062	-.074	-.973	.332
	Training Programs Mean	.250	.062	.247	4.061	.000
	Empowerment Mean	.187	.062	.166	3.020	.003

a. Dependent Variable: EC