

The influence of internal marketing dimensions on organizational commitment

Goran Pavlović, Nevena Bevanda, Vuk Bevanda

Abstract: Internal marketing encompasses a set of carefully designed activities and strategies to attract, motivate, and foster employee loyalty. By treating employees as the organization's first customers, management seeks to cultivate positive attitudes, which, in turn, contribute to greater organizational commitment. This refers to employees' intentions to remain loyal and dedicated to the organization, its objectives, tasks, and their colleagues. In this context, it is valuable to explore how specific dimensions of internal marketing influence employees' organizational commitment, which is the main goal of this paper. To achieve this objective, research was conducted on a sample of 306 respondents in the Republic of Serbia. Through factor and regression analysis, it was found that the dimensions of internal marketing have a partially statistically significant and positive effect on organizational commitment. The significance of this study lies in addressing the research gap concerning the impact of specific internal marketing dimensions on organizational commitment, providing a foundation for future studies in this area.

Keywords: *internal marketing, organizational commitment, employee loyalty*

JEL classification: M31, M51

Rad dostavljen: 15.10.2024.

Rad prihvaćen za objavljivanje: 07.11.2024.

1. INTRODUCTION

The initial concept of internal marketing was primarily associated with service companies and the perspective that employees maintain an internal market, as significant as the external customer market (Foreman & Money, 1995). While this viewpoint remains relevant, over time, alongside the evolution of marketing philosophy, internal marketing has also advanced. It is now recognized as relevant not only for service companies but for all types of organizations. It is widely accepted that employees, through their knowledge, skills, and abilities, which form human capital, represent a critical source of sustainable competitive advantage (Pavlović, 2024). To attract and retain this human capital, companies have increasingly adopted marketing approaches in their human resource management practices. Consequently, the maxim that employees are the first, or internal, customers of the company has become central to the concept of internal marketing (Lings, 2004). As marketing and human resource management strategies have evolved, internal marketing has also progressed, encompassing dimensions and factors that enhance interpersonal relationships, employee satisfaction, engagement, and competence (Rodrigues, Barreira, Madeira & Vieira, 2023). Internal marketing can thus be viewed as a tool aimed at improving employee satisfaction to create a motivated and loyal workforce, which in turn drives business performance (Mazzarolo, Mainardes & Montemor, 2021; Varey, 1995; Rodrigues et al., 2023). Among its numerous positive effects, its influence on organizational commitment stands out. As Ridwan, Mulyani and Ali (2020) note, organizational commitment is demonstrated by employees' dedication to their work, acceptance of organizational goals as their own, and desire to remain loyal to the organization. Employee loyalty, in this context, can be viewed from various perspectives. It may arise from the positive emotions an employee feels toward the organization, the benefits received, or a sense of duty to remain loyal (Allen & Meyer, 1990). In general, however, organizational commitment is tied to an employee's emo-

tional attachment to the organization, appreciation of its values, culture, mission, and active involvement in achieving its goals (Mazzarolo et al., 2021). Internal marketing encompasses a set of activities and strategies designed to provide employees with competencies, access to relevant information, a reward system, and other factors that positively influence employee attitudes, ultimately fostering organizational commitment (Asiamah, Opuni & Mensah, 2018).

Given the above, this paper aims to examine the impact of internal marketing on organizational commitment. Although numerous studies have explored the relationship between these variables (Mazzarolo et al., 2021; Mero, Fernandez, Alcivar & Cruz, 2020; Kim, 2021; Asiamah et al., 2018; Nointin, 2018; Ahmad, Iqbal & Sheeraz, 2012), there remains a notable gap in research specifically addressing how different dimensions of internal marketing influence organizational commitment. This study aims to explore the unique characteristics and influences of various dimensions to understand how specific aspects of internal marketing may affect organizational commitment. To achieve this goal, the paper is organized into two primary sections. The initial section discusses core theoretical concepts related to internal marketing, organizational commitment, and their interconnections. The second section details empirical findings, analyzing the effects of internal marketing on organizational commitment through factor and regression analyses. The conclusion addresses study limitations and proposes directions for future research.

2. LITERATURE REVIEW

2.1. Internal marketing

Internal marketing first gained significant attention in the late 1970s, primarily concerning improving quality within service companies (Rodrigues et al., 2023). Over time, three key perspectives on internal marketing have developed. Initially, internal marketing was focused on enhancing employee job satisfaction and motivation, with the belief that these factors directly influenced the variability of service quality. In the second phase of its evolution, internal marketing shifted towards motivating employees to establish stronger interactions with customers, emphasizing customer orientation. In its current phase, internal marketing is seen as a strategic tool for change management and strengthening the company's competitive advantage (Rafiq & Ahmed, 2000; Narteh, 2012). An early definition of internal marketing frames it as the approach

of considering employees as internal customers, with business processes crafted as products aimed at meeting employees' needs while supporting the organization's objectives (Martensen & Grønholdt, 2006). The expanded definition describes internal marketing as „a set of activities aimed at attracting, developing, motivating, and retaining competent employees by offering products that meet their needs“ (Rafiq & Ahmed, 2000, p. 451). Shrestha (2020) similarly views internal marketing as a series of marketing activities specifically designed to create satisfied and motivated employees who contribute to achieving organizational goals. In this context, the author highlights a range of human resource management activities that enhance coordination, foster acceptance of change, and engage employees in meeting customer needs. Foreman and Money (1995) note that these activities are not always implemented organization-wide but may be focused within specific departments, groups, or teams. However, to build a positive public image and ensure a motivated workforce, internal marketing should be approached as a holistic strategy applied across the entire organization. Varey (1995) asserts that internal marketing should be a managerial activity that involves all employees, ensuring their contributions to the organization's overall performance.

Internal marketing is grounded in the principle that only satisfied employees can foster a satisfied customer base. By adopting a marketing approach, management ensures that employees contribute to value creation through a relationship-oriented philosophy focused on customer interaction (Narteh, 2012; Rafiq & Ahmed, 1993). For employees to contribute effectively, the company must also regard them as its most vital resource (Rodrigues et al., 2023). Barney (1991) emphasizes that competitive advantage stems from rare, valuable, and non-substitutable resources, which certainly applies to human capital (Pavlović, 2024). Through internal marketing strategies, companies positively impact employee motivation and satisfaction, simultaneously increasing retention and engagement (Mazzarolo et al., 2021). Thus, internal marketing is viewed as a distinctive strategic approach to human resource management (Mero et al., 2020; Shrestha, 2020).

Rafiq and Ahmed (2000) highlight key elements of internal marketing, placing employee motivation and satisfaction at the forefront. Following this, they emphasize customer orientation, cross-functional coordination, a marketing philosophy within these elements, and the application of specific business strategies. Other scholars focus on particular com-

ponents, often referred to as dimensions of internal marketing. Summarizing previous research, Rodrigues et al. (2023) identify employee orientation, job content, communication quality, and career development opportunities as essential dimensions. The internal marketing model includes dimensions such as internal market segmentation, the quality of internal communication affecting interpersonal relationships, leadership's concern for employee needs, and training aimed at enhancing employee competencies (Mero et al., 2020). Shrestha (2020) further expands on these dimensions by adding reward systems, career development opportunities, employee involvement in decision-making, and cross-functional coordination strategies. Internal marketing also encompasses job security and recognition (Asiamah et al., 2018), as well as working conditions, which cover the physical environment, resource availability, and employee attitudes toward work (Nointin, 2018). Effective internal marketing strategies lead to improved employee productivity, innovation, and a positive public image of the organization (Varey, 1995), while also positively impacting employee satisfaction and motivation, which, in turn, enhances organizational commitment (Mero et al., 2020).

2.2. Organizational commitment

The degree to which employees are committed to organizational goals and feel a sense of loyalty is closely tied to the concept of organizational commitment (Ridwan et al., 2020). Upon analyzing the essence of „commitment“, it becomes clear that employee loyalty to the organization involves concern for its tasks, active involvement, engagement in achieving its goals, and working in the organization's best interest (Guzeller & Celiker, 2019; Ghosh & Swamy, 2014). Organizational commitment, understood as active participation within the company, encourages employees to put in extra effort and remain loyal (Almaududi Ausat, Suherlan, Peirisal & Hirawan, 2022). Such employees have a strong belief in the company's mission and goals, establishing a psychological connection with the organization, which results in greater involvement in their work (Guzeller & Celiker, 2019).

The development of organizational commitment theories began with Becker's „side-bet“ theory, where employees remained committed due to hidden investments that made disengagement costly. Over time, the focus shifted to psychological attachment, emphasizing emotional identification with the organization, which influenced employee retention. Porter, Steers,

Mowday and Boulian (1974) introduced a model focusing on acceptance, participation, and loyalty, establishing a link between commitment and employee turnover. Finally, Allen and Meyer's (1990) multidimensional model expanded on earlier approaches by integrating affective and continuance commitment, providing a more comprehensive understanding of the diverse factors that influence organizational commitment (Ghosh & Swamy, 2014; Cohen, 2007). Organizational loyalty leads to employees perceiving themselves as integral components of the company, resulting in higher acceptance of organizational culture and values, which ultimately enhances business performance (Mazzarolo et al., 2021; Mero et al., 2020). Cohen (2007) identified two dimensions of organizational commitment: timing and bases of commitment. Timing differentiates between commitment propensity, which emerges when employees join the organization, and the development of stronger commitment over time as unrealistic expectations fade. The bases of commitment include instrumental commitment, driven by employee motivation, and affective commitment, which stems from employee socialization at work (Ghosh & Swamy, 2014).

Different models of organizational commitment have been proposed by various authors. Swailes (2002) identifies three types: continuance commitment, which arises from the employee's accumulated investments in the organization, where departure would result in significant losses; cohesive commitment, which is rooted in the company's social relationships, norms, and values; and behavioral commitment, which emerges from the employee's past decisions and their outcomes within the organization. A well-known approach, introduced by Allen and Meyer (1990), highlights three dimensions: affective, continuance, and normative commitment. Affective commitment, one of the most frequently mentioned types, develops from the employee's positive emotional attachment to the organization, where they identify with its goals and values (Narteh, 2012). Continuance commitment, on the other hand, is linked to the rewards and benefits that employees receive, which discourage them from leaving (Almaududi Ausat et al., 2022; Ridwan et al., 2020). Employees often perceive the cost of leaving as high due to the benefits they have accumulated over time, which may be difficult to replicate elsewhere (Allen & Meyer, 1990). Normative commitment refers to a sense of obligation to remain loyal to the company, driven by a formal sense of responsibility rather than emotional attachment (Swailes, 2002; Narteh, 2012). Luthans, Baack and Taylor

(1987) group the factors influencing organizational commitment into three broad categories: socio-demographic characteristics, organizational features, and the alignment between employees' personal characteristics and organizational attributes. In any case, committed employees are more willing to put in extra effort, leading to enhanced performance (Almaududi Ausat et al., 2022; Swailes, 2002; Martensen & Grønholdt, 2006), as well as an increased level of innovation (Narteh, 2012).

2.3. The relationship between internal marketing and organizational commitment

Organizations that treat their employees as primary customers strive to implement strategies that enhance motivation and satisfaction, which in turn fosters loyalty to the organization. Consequently, internal marketing is closely linked to human resource management strategies focused on cultivating organizational commitment (Mazzarolo et al., 2021). Internal marketing encompasses a range of activities carried out by human resource managers to empower and reward employees for the quality they provide to customers. Additionally, it involves improving job content to create engaging and meaningful tasks, which, along with autonomy and participation, contribute to positive attitudes that are essential for organizational commitment (Asiamah et al., 2018).

The integration of marketing into human resource management activities involves strategies, techniques, and principles aimed at mobilizing, motivating, coordinating, and managing employees across all organizational levels to enhance overall performance. Moreover, internal marketing is recognized as a tool for attracting and retaining talented individuals whose values align with the organization's culture, thus fostering the development of organizational commitment (Bansal, Mendelson & Sharma, 2001). Rodrigues et al. (2023) summarize Allen and Meyer's (1990) perspectives, highlighting that work experience is a crucial dimension of internal marketing that significantly influences employees' psychological need to remain loyal to the organization. Key elements within work experience include strong interpersonal relationships, motivating work environments, autonomy, and clearly defined responsibilities. Ahmad et al. (2012) emphasize that factors such as job security, training, fair wages, information communication, employee empowerment, and the reduction of hierarchical differences among employees notably impact organ-

izational commitment. Mero et al. (2020) highlight the essential role of internal communication, which involves direct information exchange, understanding employee needs, and showing interest in their opinions, as a powerful influence of internal marketing. Empowering employees allows them to share their insights and apply their acquired knowledge and experience. To achieve optimal results, HR managers implement training programs and clearly outline expectations. Managers reward employees based on their competencies and performance levels. Thus, communication, empowerment, training, and reward systems are key dimensions of internal marketing that influence organizational commitment, as noted by Narteh (2012), Bansal et al. (2001), and Asiamah et al. (2018). Kim (2021) also supports the notion of a positive relationship between internal marketing and organizational commitment.

3. METHODOLOGY

To investigate the objective, an empirical study was conducted involving 306 respondents employed across various companies in the Republic of Serbia. The research utilized a convenience sampling method, allowing easily accessible respondents to complete an electronic questionnaire, which they then shared with their acquaintances. This sampling approach is noted for its efficiency, including speed, low costs, and accessibility to the target population, which in this case consists of employed individuals (Golzar, Noor & Tajik, 2022). Throughout the research process, no confidential personal information or identifiers (such as email or IP addresses) were collected from participants. The research was conducted from August to October 2024 in two phases. Initially, the questionnaire was distributed to respondents, who were then asked to forward it to their acquaintances. Geographically, the study covered Central, Southern, and Eastern Serbia. The questionnaire was designed to ensure that all questions and responses were addressed, allowing for its acceptance and completion by participants.

In the research model, internal marketing serves as the independent variable, formulated based on findings from studies by Foreman and Money (1995). The dependent variable is organizational commitment, measured using the scale developed by Allen and Meyer (1990), which assesses affective, continuance, and normative commitment. Reverse statements from their model were rephrased for better clarity. As noted by Suarez-Alvarez et al. (2018), cognitive processing

varies among individuals concerning items with positive and negative connotations, as well as their level of abstract reasoning ability, which can lead to incorrect conclusions when these items are combined, further supporting the employed method in this research. Respondents provided their opinions on a five-point Likert scale, where 1 indicated strong disagreement and 5 indicated strong agreement with each statement. The reason for using the mentioned scale is reflected in its simplicity. Scales with fewer points (like a five-point scale) can simplify responses, while those exceeding five points may increase response difficulty, impacting participant engagement and data reliability (Alkharusi, 2022). Data analysis was performed using SPSS V26 software, utilizing statistical tests such as frequency analysis, internal reliability testing, exploratory factor analysis (EFA), correlation, and multiple regression analysis.

Regarding the sample structure, frequency analysis revealed that there are 114 male respondents (37.3%) and 192 female respondents (62.7%). In terms of age distribution, 57 respondents (18.6%) are aged 18-30, 159 respondents (52%) are between 31-50, and 90 respondents (29.4%) are over 51. Concerning educational background, 213 respondents hold college degrees (69.6%), 60 have completed secondary education (19.6%), and 33 possess higher education (10.8%). As for the type of companies they work in, 42 respondents (13.7%) are employed in businesses with 11-50 employees, 93 respondents (30.4%) work in companies with 51-250 employees, 24 respondents (7.8%) are in micro-enterprises with up to 10 employees, and 147 respondents (48%) work in large companies with over 250 employees. Additionally, 225 respondents (73.5%) are employed in the public sector, 63 respondents (20.6%) work in domestic private firms, and 18 respondents (5.9%) are in multinational corporations.

4. RESEARCH RESULTS AND DISCUSSIONS

The results reveal a strong alignment between employees' work and the organization's vision, supported by structured training initiatives that enhance essential competencies. Employees feel well-informed about their roles and responsibilities, recognizing training as a valuable long-term investment. Additionally, a robust performance assessment and reward system are in place, which fosters confidence in their preparedness and ability to effectively perform tasks.

The results highlight that affective commitment is the most prominent form of organizational commitment among employees, underscoring the emotional connections they form within the workplace. This is followed by normative commitment, while continuance commitment appears to be less influential. Employees view the organization as highly significant to them, often perceiving colleagues as family, which reinforces their attachment to the workplace. Continuance commitment reflects employees' inclination to stay due to both practical needs and personal motivations, such as organizational benefits. Normative commitment further emphasizes a sense of loyalty, with employees believing it is reasonable for colleagues to show dedication to the organization. To assess internal consistency, the Cronbach alpha coefficient was employed, with a minimum value of 0.7 required for the variable to be deemed reliable (Nunnally, 1978). The results of this analysis are presented in Table 1.

Table 1: Internal consistency test

Variable	Cronbach alpha
Internal marketing	0.976
Organizational commitment	0.960

Source: Authors

The findings from the internal reliability test indicate that all variables surpass the minimum acceptable value of 0.7. Notably, the internal marketing variable demonstrates a Cronbach alpha coefficient of 0.976. It can be concluded that all variables exhibit strong internal consistency, validating the continuation of the analysis. An Exploratory Factor Analysis (EFA) was initially performed for the internal marketing variable. The Kaiser-Meyer-Olkin (KMO) test was applied to evaluate sample adequacy, with a recommended threshold of greater than 0.5 (Asiamah et al., 2018). In this research, the KMO value was found to be 0.941. Additionally, the Bartlett test of sphericity yielded an Approx. Chi-Square of 5906.972, with 105 degrees of freedom and a significance level of 0.000, indicating that the sample size is adequate. Using Principal Component Analysis, factors were extracted that represent the minimum number of factors most effectively describing the relationships between the variables.

The findings indicate that three groups of factors were identified, which together account for 83.573% of the variance after the rotation. The first factor accounts for the largest portion, explaining 30.462% of the variance. The second factor explains 27.942% of the variance, and the third factor explains 25.169%

of the variance. The scale developed by Foreman and Money (1995) also identified three factors. These 15 variables were subsequently rotated using Varimax rotation, which primarily aims to enhance the differentiation between the squared coefficients of the pattern structure on each factor (Shrestha, 2021).

Table 2: Rotated Component Matrix

Rotated Component Matrix ^a			
Items	Component		
	1	2	3
9	,831		
12	,817		
10	,700		
8	,694		,563
11	,679		
14	,545	,540	
13		,744	
5		,732	
4		,732	
7		,668	,536
15	,579	,616	
2			,794
1			,748
3			,663
6		,556	,566

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 7 iterations.

Source: Authors

Factor loadings below 0.5 in Table 2 were excluded to enhance interpretative clarity. However, item assignments to components are determined based on the highest loading per item, ensuring each is attributed to the component with which it shows the strongest association. Based on the above, the results in Table 2 categorize the statements of Factor 1 (9, 12, 10, 8, 11, and 14) under the label „Reward System“. Factor 2, consisting of statements 13, 5, 4, 7, and 15, is identified as „Development and Training of Employees“. Factor 3 includes statements 2, 1, 3, and 6, which can be referred to as „Vision“. These identified factors align with those found in the study by Foreman and Money (1995), reinforcing the significance of this research and the validity of the findings utilized herein.

According to Cohen (1988), a correlation coefficient exceeding +/-0.5 is regarded as strong. The results presented in Table 3 indicate that the Pearson correlation coefficients reveal a strong direct correlation among all variables. When examining the relationships between the independent and dependent variables individually, the strongest correlation is observed between the reward system and organizational commitment (0.769), highlighting the critical role of both tangible and intangible rewards in fostering organizational commitment. To assess the significance of this effect, a multiple regression analysis was conducted (Table 4).

The coefficient of determination (R^2) is 0.611, suggesting that 61.1% of the variation in the dependent variable can be explained by the independent variable, which is a significant proportion. In examining the influence of the individual dimensions of internal

Table 3: Correlation analysis

	Reward system	Development and Training of Employees	Vision	Organizational commitment
Reward system	1	0.866**	0.870**	0.769**
Development and Training of Employees	0.866	1	0.881**	0.736**
Vision	0.870**	0.881**	1	0.697**
Organizational commitment	0.769**	0.736**	0.697**	1

Note: **- Correlation is significant at the 0.01 level.

Source: Authors

Table 4: Multiple regression: dependent variable - organizational commitment

Independent variables	R^2	β	t	Sig.
Reward system	0.611	0.544	8.115	0.000*
Development and Training of Employees		0.301	6.747	0.000*
Vision		-0.041	3.583	0.627

Note: *- Significant at the 0.01 level.

Source: Authors

marketing on organizational commitment, the reward system shows the strongest positive effect ($\beta=0.544$, $p<0.01$). This aligns with previous findings that highlighted the reward system as the key driver of organizational commitment. The dimension of development and training also shows a positive and statistically significant effect ($\beta=0.301$, $p<0.01$), suggesting that investing in employee education not only creates value but also positively influences organizational commitment. Despite the strong direct correlation between vision and organizational commitment, this relationship weakens when vision is assessed alongside other dimensions, leading to the conclusion that vision does not have a statistically significant impact on organizational commitment ($\beta=-0.041$, $p>0.05$).

5. CONCLUSIONS

The research findings indicate that both the reward system and development and training, as dimensions of internal marketing, have a statistically significant and positive impact on organizational commitment. While an initial strong correlation was observed between vision as a dimension of internal marketing and organizational commitment, multiple regression results did not show a statistically significant effect. Previous research has consistently demonstrated a statistically significant relationship between internal marketing and organizational commitment (Asiamah et al., 2018; Bansal et al., 2001; Rodrigues et al., 2023; Ahmad et al., 2012). However, this study is unique in examining the effects of specific dimensions of internal marketing on organizational commitment, as only a limited number of studies have addressed this topic. In this context, the reward system is particularly noteworthy. Foreman and Money (1995) identify rewards as a crucial dimension influencing organizational commitment, and Asiamah et al. (2018) emphasize the importance of financial rewards in this process. Consequently, the reward system fosters employees' intentions to remain loyal to the organization. As noted by Narteh (2012), rewards should encompass not just financial compensation but also fairness and the overall benefits package offered to employees. Regarding employee development and training, investing in human capital is viewed as a long-term investment that encourages employees' commitment to the organization. Human capital represents a unique set of knowledge possessed solely by employees within the organization, enabling them to apply it freely and contribute to their organizational commitment (Mar-

tensen & Grønholdt, 2006). However, the lack of impact from vision on organizational commitment can be explained by several factors. For employees to embrace the vision, alignment between the organizational culture and value system and their values is often necessary (Luthans et al., 1987). A misalignment in person-organization fit may account for the absence of a measurable influence from this dimension of internal marketing on commitment. Additionally, the potential lack of a clearly defined and communicated vision may leave employees uncertain about future expectations. Conversely, a well-articulated vision may fail if management lacks the communication skills or motivation to effectively convey it, rendering the vision merely a formal document rather than a guiding principle for the organization. Job nature may also lead to a lack of clarity, further exacerbated by insufficient resources or professional support. Furthermore, employees may only demonstrate short-term commitment to the organization, suggesting that long-term vision may not significantly influence commitment in such contexts. This opens avenues for further research.

The research findings offer both theoretical and practical contributions. Theoretically, the results enhance scientific understanding in the areas of internal marketing, organizational commitment, and their interrelationship. While numerous studies examine specific dimensions of internal marketing and organizational commitment, there are relatively few that explore the specific relationships between these dimensions, creating a unique foundation for further research. This type of research is particularly scarce in the Republic of Serbia, contributing new scientific insights to the field. Additionally, the study addresses a gap by examining internal marketing from a multi-dimensional viewpoint, enriching theoretical frameworks related to employee commitment and internal communication strategies.

From a practical perspective, the findings are valuable for managers and business owners. By implementing specific dimensions of internal marketing, managers can identify the factors that significantly influence employees and their organizational commitment. Tailoring managerial approaches and working conditions based on the research findings can enhance organizational commitment, which in turn positively impacts overall organizational performance. This study provides actionable insights for organizations regarding which internal marketing dimensions are most effective in promoting employee commitment. By pinpointing key drivers and their effects, managers

can refine internal marketing strategies to boost employee loyalty and engagement. Moreover, the results assist HR and marketing professionals in prioritizing resources and strategies that align with organizational objectives, ultimately fostering improved performance and retention.

The research has certain limitations that serve as guidelines for future studies. The first concern is the sample size and structure. Future research should aim to expand the sample structure by utilizing appropriate representative sampling methods. This will ensure an adequate model structure concerning the socio-demographic characteristics of employees and organizational attributes, which is essential for achieving more objective scientific results. Although the study employed a commonly used scale in internal marketing research, future studies should consider

combining multiple research approaches and utilizing scales with high reliability to identify a broader range of internal marketing dimensions. Furthermore, the impact of these dimensions should also be examined concerning other aspects of organizational behavior, such as motivation, job satisfaction, engagement, and retention. It is beneficial to explore how internal marketing dimensions influence specific types of organizational commitment, including affective, continuance, and normative commitment. Relevant statistical techniques, such as confirmatory factor analysis and structural equation modeling (SEM), should be employed to achieve more comprehensive results. Moreover, conducting research over successive intervals will help assess any changes in the internal marketing structure and the effects of its dimensions on organizational commitment.

References

- Ahmad, N., Iqbal, N. and Sheeraz, M. (2012). The effect of internal marketing on employee retention in Pakistani Banks. *International Journal of Academic Research in Business and Social Sciences*, 2(8), 270-280.
- Allen, N.J. and Meyer, J.P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Asiamah, N., Opuni, F. F. and Mensah, H. K. (2018). The nexus between internal marketing in hospitals and organizational commitment: Incorporating the mediation roles of key job characteristics. *International Journal of Healthcare Management*, 13(1), 385-399. <https://doi.org/10.1080/20479700.2018.1551951>
- Almaududi Ausat, A. M., Suherlan, S., Peirisal, T. and Hirawan, Z. (2022). The Effect of Transformational Leadership on Organizational Commitment and Work Performance. *Journal of Leadership in Organizations*, 4(1), 61-82. <https://doi.org/10.22146/jlo.71846>
- Alkharusi, H. (2022). A descriptive analysis and interpretation of data from Likert scales in educational and psychological research. *Indian Journal of Psychology and Education*, 12(2), 13-16.
- Bansal, H.S., Mendelson, M.B., and Sharma, B. (2001). The impact of internal marketing activities on external marketing outcomes. *Journal of Quality Management*, 6(1), 61-76. [https://doi.org/10.1016/S1084-8568\(01\)00029-3](https://doi.org/10.1016/S1084-8568(01)00029-3)
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120. <https://doi.org/10.1177/014920639101700108>
- Cohen, A. (2007). Commitment before and after: An evaluation and reconceptualization of organizational commitment. *Human Resource Management Review*, 17(3), 336-354. <https://doi.org/10.1016/j.hrmmr.2007.05.001>
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). New Jersey: Lawrence Erlbaum Associates.
- Foreman, S. K. and Money, A. H. (1995). Internal marketing: Concepts, measurement and application. *Journal of Marketing Management*, 11(8), 755-768. <https://doi.org/10.1080/0267257x.1995.9964388>
- Ghosh, S. and Swamy, D.R. (2014). A literature review on organizational commitment – a comprehensive summary. *International Journal of Engineering Research and Applications*, 4(12), 4-14.
- Golzar, J., Noor, S. and Tajik, O. (2022). Convenience sampling. *International Journal of Education and Language Studies*, 1(2), 72-77. <https://doi.org/10.22034/ijels.2022.162981>
- Guzeller, C. O. and Celiker, N. (2019). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism and Hospitality Research*, 14(1), 102-120. <https://doi.org/10.1108/ijcthr-05-2019-0094>
- Kim, B. (2021). The relationship among internal marketing, satisfaction and organizational

- commitment: moderating effect of economic performance change of business. *East Asian Journal of Business Economics*, 9(2), 31-42. <http://doi.org/10.20498/eajbe.2021.9.2.31>
15. Lings, I. N. (2004). Internal market orientation. *Journal of Business Research*, 57(4), 405-413. [https://doi.org/10.1016/s0148-2963\(02\)00274-6](https://doi.org/10.1016/s0148-2963(02)00274-6)
 16. Luthans, F., Baack, D. and Taylor, M. (1987). Organizational commitment: analysis of antecedents. *Human Relations*, 40(4), 219-235. <https://awspntest.apa.org/doi/10.1177/001872678704000403>
 17. Martensen, A. and Grønholdt, L. (2006). Internal marketing: a study of employee loyalty, its determinants and consequences. *Innovative Marketing*, 2(4), 92-116.
 18. Mazzarolo, A. H., Mainardes, E. W. and Montemor, D. S. (2021). Effects of internal marketing on strategic orientations in the banking sector. *International Journal of Bank Marketing*, 39(5), 810-833. <https://doi.org/10.1108/ijbm-08-2020-0437>
 19. Mero, M.N., Fernández, H.A., Alcívar, L.M.I. and Cruz, G.S.F. (2020). Influence of Internal Marketing Dimensions on Organizational Commitment: An Empirical Application in Ecuadorian Co-Operativism. *Sage Open*, 10(3). <https://doi.org/10.1177/2158244020945712>
 20. Narteh, B. (2012). Internal marketing and employee commitment: Evidence from the Ghanaian banking industry. *Journal of Financial Services Marketing*, 17, 284-300. <https://doi.org/10.1057/fsm.2012.22>
 21. Nointin, A.A. (2018). Hierarchical model of internal marketing to predict employee satisfaction and turnover intention. *Journal of Applied Structural Equation Modeling*, 2(1), 44-58. [https://doi.org/10.47263/JASEM.2\(1\)05](https://doi.org/10.47263/JASEM.2(1)05)
 22. Nunnally, J. C. (1978). *Psychometric theory* (2nd ed.). New York: McGraw-Hill.
 23. Pavlović, G. (2024). The COVID-19 Pandemic and its effect on human capital and financial performance: Evidence from Serbian banks. *Anali Ekonomskog fakulteta u Subotici*, 60(51), 49-61. <https://doi.org/10.5937/AnEkSub2300022P>
 24. Porter, L. W., Steers, R. M., Mowday, R. T. and Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603-609. <https://doi.org/10.1037/h0037335>
 25. Rafiq, M. and Ahmed, P. K. (1993). The scope of internal marketing: Defining the boundary between marketing and human resource management. *Journal of Marketing Management*, 9(3), 219-232. <https://doi.org/10.1080/0267257x.1993.9964234>
 26. Rafiq, M. and Ahmed, P.K. (2000). Advances in the internal marketing concept: definition, synthesis and extension. *Journal of Services Marketing*, 14(6), 449-462. <https://doi.org/10.1108/08876040010347589>
 27. Ridwan, M., Mulyani, S.R. and Ali, H. (2020). Improving employee performance through perceived organizational support, organizational commitment and organizational citizenship behavior. *Systematic Reviews in Pharmacy*, 11(12), 839-849.
 28. Rodrigues, A. P., Barreira, M., Madeira, C. R. and Vieira, I. (2023). The role of internal marketing on employees' attitudes and behaviors of Local Public Sector Organizations. *Tourism & Management Studies*, 19(3), 41-57. <https://doi.org/10.18089/tms.2023.190303>
 29. Shrestha, N. (2021). Factor analysis as a tool for survey analysis. *American Journal of Applied Mathematics and Statistics*, 9(1), 4-11. <http://dx.doi.org/10.12691/ajams-9-1-2>
 30. Shrestha, P. (2020). Managerial perceptions on internal marketing and employee commitment in Nepal. *Journal of Balkumari College*, 9(1), 41-47. <https://doi.org/10.3126/jbkc.v9i1.30066>
 31. Suarez-Alvarez, J., Pedrosa, I., Lozano, L. M., Garcia-Cueto, E., Cuesta, M. and Muniz, J. (2018). Using reversed items in Likert scales: A questionable practice. *Psicothema*, 30(2), 149-158. <https://doi.org/10.7334/psicothema2018.33>
 32. Swailes, S. (2002). Organizational commitment: a critique of the construct and measures. *International Journal of Management Reviews*, 4(2), 155-178. <https://doi.org/10.1111/1468-2370.00082>
 33. Varey, R. J. (1995). Internal marketing: a review and some interdisciplinary research challenges. *International Journal of Service Industry Management*, 6(1), 40-63. <https://doi.org/10.1108/09564239510078849>

Apstrakt

Uticaj dimenzija internog marketinga na organizacionu posvećenost

Goran Pavlović, Nevena Bevanda, Vuk Bevanda

Interni marketing predstavlja set pažljivo definisanih aktivnosti i strategija koje imaju za zadatak da privuku, motivišu i stvore lojalnost kod zaposlenih. Tretirajući zaposlene kao prve kupce, menadžment nastoji da stvori pozitivne stavove kod zaposlenih, koji pored svega ostalog podrazumevaju i organizacionu posvećenost. U pitanju su namere zaposlenih da ostanu lojalni i privrženi organizaciji, zadacima, njenim ciljevima, svojim kolegama itd. U tom pogledu, korisno je sagledati kako specifične dimenzije internog marketinga deluju na organizacionu posvećenost zaposlenih, što je ujedno i cilj ovog rada. Kako bi se ispitao cilj, istraživanje je sprovedeno na uzorku od 306 ispitanika u Republi-

ci Srbiji. Primenom faktorske i regresione analize utvrđeno je da dimenzije internog marketinga ostvaruju delimično statistički značajan i pozitivan uticaj na organizacionu posvećenost. Značaj ovog rada ogleda se u eliminaciji istraživačkog gepa koji se odnosi na ispitivanje uticaja specifičnih dimenzija internog marketinga na organizacionu posvećenost, čime je formirano znanje kao osnova za sprovođenje daljih istraživanja u navedenom problemskom području.

Ključne reči: *interni marketing, organizaciona posvećenost, lojalnost zaposlenih*

Kontakt:

Goran Pavlović, Univerzitet Metropolitan, Beograd
goran.pavlovic@metropolitan.ac.rs (autor za korespondenciju)

Nevena Bevanda, Udruženje ekonomista i menadžera Balkana, Beograd, Srbija
nevenabevanda@gmail.com

Vuk Bevanda, Univerzitet Privredna akademija, Novi Sad, Fakultet društvenih nauka, Beograd
vbev77@gmail.com