The Influence of Internal Marketing on Internal Service Quality Mediated by Job Satisfaction and Employee Loyalty

Sulaiman Helmi [1*] Mohammad Suyanto[2], Mohamad Irhas Effendi[3], Anas Hidayat[4], Zainal Mustafa[5], Yuni Istanto[6], Susanto[7]

1. Ph.D. in Economics, Faculty of Business and Economics, Universitas Islam Indonesia, Condongcatur, Sleman, Yogyakarta 55281, Indonesia
2. Professor in Economics, Faculty of Business and Economics, Universitas Amikom Yogyakarta, Sleman, Yogyakarta 55281, Indonesia
3. Professor in Management, Faculty of Business and Economics, Universitas Pembangunan Nasional Veteran Yogyakarta, Sleman, Yogyakarta 55281, Indonesia
4. Ph.D. in Economics, Faculty of Business and Economics, Universitas Islam Indonesia Condongcatur, Sleman, Yogyakarta 55281, Indonesia
5. Ph.D. in Management, Faculty of Economics, Universitas Pembangunan Nasional Veteran Yogyakarta, Sleman, Yogyakarta 55281, Indonesia
6. Ph.D. in Management, Postgraduate Studies, Universitas Muhammadiyah Yogyakarta, Jl. Brawijaya, Tamantirto, Bantul 55183, Indonesia
* E-mail of the corresponding author: Leman.helmi.lh@gmail.com

Abstract

Internal marketing is a planned effort aimed at progressing employees through a marketing approach in order to implement and synchronize the company's consumer-focused strategy. The goal of this research is to see if there is a link between internal marketing and internal service quality in university organizational management, which is mediated by job satisfaction and employee loyalty. This study is a survey-based qualitative study. Cross-sectional analysis was used in the study. In the Special Region of Yogyakarta, the population is made up of lecturers from private universities with an a rating. Using the Proportional Random Sampling approach, a total of 220 respondents is required. A questionnaire was used, which had been evaluated for validity and reliability. The study's findings suggest that high job satisfaction leads to high employee loyalty, which leads to good internal service quality. As a result, if internal marketing is mediated by job happiness and staff loyalty, it can affect internal service quality. Because internal marketing and job satisfaction have no direct effect on internal service quality, this study concludes that job satisfaction and employee loyalty play a full role as a mediator.
Keywords: Internal Marketing, Internal Service Quality, Job Satisfaction, Employee Loyalty

1. Introduction

The marketing literature also implies that internal marketing can increase employee satisfaction, which is an important component in developing and maintaining customer satisfaction (Altarifi, 2014). Internal marketing occurs through employees, the organization, external customer satisfaction, and cross-functional units, all of which require communication to be successful (Chasanah et al., 2021). The relevance of internal marketing to service operations, the emphasis is on improving the internal service quality of a customer-oriented company(Kim, 2021). Customers are no longer just used to buy products; they are also used as a reference and factor in the development of new products and services (Finaritra, 2021). Internal marketing considers organizational members to be both employees and customers.

The customer plays a significant role in the survival and growth of service businesses. This situation necessitates that service companies pay more attention to external influence factors by providing high-quality service to customers (Lee & Kim, 2021). Satisfied customers will persuade other customers to buy the company's products or services, effectively multiplying the number of customers (Nemteanu & Dabija, 2021). Some of the factors that support internal service quality include the type of management, coordination relationships between lines, rewards, training, transparent assignments, and accurate reporting, all of which have an impact on employee loyalty and thus increase company performance (Mazzarolo et al., 2021). Employee retention is also aided by job satisfaction of service within the company. This affects the quality of employees' service to external customers in order to achieve a high level of customer satisfaction (Rodrigues & Carlos M., 2010). The quality of internal services has a significant impact on whether or not a company's sustainability is good (Nemteanu & Dabija, 2021). According to Qaisar & Muhamad (2021) there is an influence of internal marketing on internal service quality mediated by job satisfaction and employee loyalty in improving services, particularly in religious-based private universities accredited A.

This study adheres to the Grand Theory, which is the social exchange theory developed by George C. Homans

(1974) in response to Durkheim's social facts paradigm. The cycle of social interaction can result in a condition caused by the process. The components of exchange theory related to reciprocal social action toward something meaningful are not real objects, but abstract things (Homans, 1974). The relationship between stimulus and response is explained by social exchange theory, which states that everything experienced by an individual or a group is the result of the influence of a construction that exists outside of itself. As a result, the theoretical assumptions that have been described previously will be empirically tested in this study. Specifically, whether there is a relationship between internal marketing and service quality, increasing job satisfaction and employee loyalty to organizational management in universities, using internal service quality dimensions for employees, and whether job satisfaction and employee loyalty can be variables that bridge the influence of internal marketing on employees. internal service quality.

2. Literature Review and Hypothesis

2.1 The Influence of Internal Marketing on Job Satisfaction

An organization that consistently implements internal marketing will directly increase employee satisfaction, which will also improve organizational performance. Organizations can use internal marketing to increase job satisfaction, which in turn supports the creation of excellent internal service quality. Based on the explanation, the research hypothesis is as follows:

H1: Internal Marketing Has a Positive Effect on Job Satisfaction

2.2 The Influence of Internal Marketing on Employee Loyalty

Employee loyalty will be more easily built when employees feel empowered by the organization, one of which is through internal marketing, which is the company's effort to provide skills and stimulate employees to provide the best services that are aimed at developing employees as internal consumers. Based on the explanation, the research hypothesis is as follows:

H2: Internal Marketing Has a Positive Effect on Employee Loyalty.

2.3 The Influence of Internal Marketing on Internal Service Quality

Internal marketing is a communication cycle used to create a consumer-oriented corporate climate. Employees are assigned as organizational colleagues who collaborate with the company to provide products and services to external consumers. Employees or internal customers who believe in the organization will rely on the company to ensure high internal service quality; conversely, customers who are unsure will free their lives from their attachment to the company due to low internal service quality; customers will make recommendations to other customers about this. This is not good. Companies must invest in employee training and education in order to increase employee satisfaction and trust in the company. Based on the explanation, the research hypothesis is as follows:

H3: Internal Marketing Has a Positive Effect on Internal Service Quality

2.4 The Influence of Job Satisfaction on Employee Loyalty

Employees with a high level of managerial satisfaction have a higher work ethic and are more likely to stay in the organization for a longer period of time, whereas dissatisfied employees are less productive and are more likely to leave the organization. In the realm of private universities, if lecturers are satisfied and willing to be highly committed to the work and management of the agency, lecturers' loyalty is also high. Based on the explanation, the following research hypothesis is developed:

H4: Job Satisfaction Has a Positive Effect on Employee Loyalty

2.5 The Influence of Job Satisfaction on Internal Service Quality

Employees with a high level of managerial satisfaction have a higher work ethic and are more likely to stay in the organization for a longer period of time, whereas dissatisfied employees are less productive and are more likely to leave the organization. Growth will be aided by a high level of job satisfaction. Internal service quality is exceptional. Based on the explanation, the following is the formulation of this research hypothesis:

H5: Job Satisfaction has a positive effect on Internal Service Quality

2.6 The Influence of Employee Loyalty on Internal Service Quality

Employees with a high level of loyalty to the organization will provide better internal service quality. Employee loyalty grows as a result of employee satisfaction with the company's internal services. This cycle has an automatic effect on satisfied customers for the services of loyal employees. Based on the explanation, the research hypothesis is as follows:

H6: Employee Loyalty has a positive effect on Internal Service Quality

2.7 The Influence of Job Satisfaction and Employee Loyalty as Internal Marketing Mediator on Internal Service Quality

Internal marketing is one of the reasons that service organizations play such an important role in achieving employee and customer satisfaction. As a result, in order to achieve internal service quality and customer satisfaction, an internal marketing design that meets the needs and aspirations of individuals working is required. Job satisfaction and employee loyalty can be achieved by providing employees with numerous opportunities to

grow. Employees should ideally be able to make career advancement decisions. Based on the explanation, the research hypothesis is as follows:

H7: Job Satisfaction and Loyalty act as mediators of the influence of Internal Marketing on Internal Service Quality

3. Methodology Research

This study employs a positivistic (quantitative) paradigm. From the standpoint of the model, this research is an explanation that explains how one variable affects the other variables. In terms of data collection, this study used a cross-sectional approach to surveys (Fraenkel & Wallen, 2009). This shows that the information recorded in this study is temporary data, so researchers will be careful in recording (data collection) so that the results of this study are stable.

3.1 Population, Sample and Analysis Unit

This study focuses on a positivist research (quantitative) paradigm. Including the model, this research is an explanation of how one variable affects the other variables. In relation to This study's population consists of private universities in Yogyakarta, including those accredited by A BAN PT, such as Indonesian Islamic University, Ahmad Dahlan University, Yogyakarta Muhammadiyah University, Atma Jaya University, Duta Wacana Christian University Yogyakarta, and Sanata Dharma University. In this study, the target population is lecturers who have one or more of the following characteristics: 1) Lecturers at private universities (PTS) in the Higher Education Service Institute of the Special Region of Yogyakarta who have Accreditation of Higher Education Institutions A (Superior). 2) As a permanent lecturer, either as a State Employed Lecturer or as a Permanent Lecturer at a Foundation. 3) Lecturers with a National Lecturer Identification Number (NLIN). As a result, the population or unit of analysis used in this study is an individual (individual), and based on these criteria, it is known that the number of lecturers or a population size of 3,001 people can be concluded as a large population size, so for the purposes of data analysis, this study uses only sampling (not census). Researchers can use a sample of 100 to 400 people, or they can take into account the number of indicators used in the study. Several experts have written provisions on the number of samples based on indicators, stating that the research sample can be set at 5 to 10 times the indicator.

This research involves 4 (four) variables or constructs with a total of 22 (twenty two) indicators, as explained in the previous section. As a result, 220 people were sampled for this study (ie 22 x 10). The population-to-sample ratio is 7.33 percent (= (220/3001)x100 percent). After determining the number of samples, determine how the samples are drawn from the population (Hair et al., 2009). In order for the sample to be taken from several private universities, each of which has a different number of lecturers, the number of samples for each private university is determined proportionally. Overall, the sampling method employs the Proportional Random Sampling technique.

3.2 Method of collecting data

The primary method of data collection that will be used is a tool or a questionnaire instrument (questionnaire). What was distributed to respondents were university lecturers who teach at six private universities accredited by institution A. The distribution was made to lecturers who were found to be willing to fill out questionnaires and also used questionnaires to distribute tools using information technology.

The questions in this study are closed questions, also known as structured questions, because they provide respondents with a set of choices or options (Creswell, 2012). Each question is designed with answer options provided by the researcher, so the respondent only needs to select the one that is most appropriate for him.

3.3 Variable Measurement

Data collected such as through questionnaires, which means collected data directly from the source, is referred to as primary data. The primary data value is derived from the score of each option in each question, which is designed using the concept of a Likert scale (interval scale) with 6 (six) response options, with the lowest score being 1 and the highest score being 6. The scales are as follows: Strongly agree = 6, Agree = 5, Somewhat Agree = 4, Somewhat disagree = 3, Disagree = 2, and Strongly Disagree = 1 (Mertens, 2010).

3.4 Validity and Reliability Test of the Instrument

In this study, the validity test was repeated twice. Before distributing the instrument to real respondents, the first validity test was performed. The goal of this phase one validity test is to determine the level of validity of each question item (Larasati et al., 2020). If all of the statement items are deemed valid, the instrument can be administered to the actual respondents. In this phase one validation test, the person product moment correlation test is used (Wicaksono et al., 2020). The second stage of the validation test was carried out to re-check the validity of the data after the respondent filled out the given instrument. This second stage of validation testing is performed concurrently with SEM analysis. When the model is declared fit, the measurement model is automatically obtained, namely through the price of the regression coefficient of the measurement equation, which is denoted by the notation or symbol lamda or known as the loading factor. The loading factor is tested on each question item using the t test. The test's decision is that if the test results are obtained with a significance level of 0.05, the questions tested can be declared valid.

In this study, the reliability test was repeated twice. Before distributing the instrument to real respondents,

the first reliability test was performed. This phase one reliability test is designed to assess the level of instrument consistency in data collection in the field (Bashooir & Supahar, 2018). In this first stage of reliability, the Cronbach's Alpha test is used. In the second phase of the validity test, SEM analysis was performed concurrently. The loading factor price obtained from the measurement model with the SEM can then be used in aggregate or in a composite manner to test reliability using Composite Reliability and or Mean Extracted Variance. Based on the two reliability test prices, it can be concluded that the questionnaire is reliable if the calculation yields a Composite Reliability price of 0.7 and a Mean Extracted Variance price of 0.05.

3.5 Data Analysis Techniques

Structural Equation Modeling was utilized to analyze this study (SEM). According to Schijns (2021), SEM consists of two stages of measurement: variable and structural measurements using the Confirmatory factor Analysis (CFA) approach. The Goodness of Fit test is used throughout SEM. Prior to performing an inferential analysis. The instrument's validity and reliability, as well as concept validity and reliability, must all be tested using this procedure. The following figure depicts the overall flow of processes or stages in the SEM data processing process.
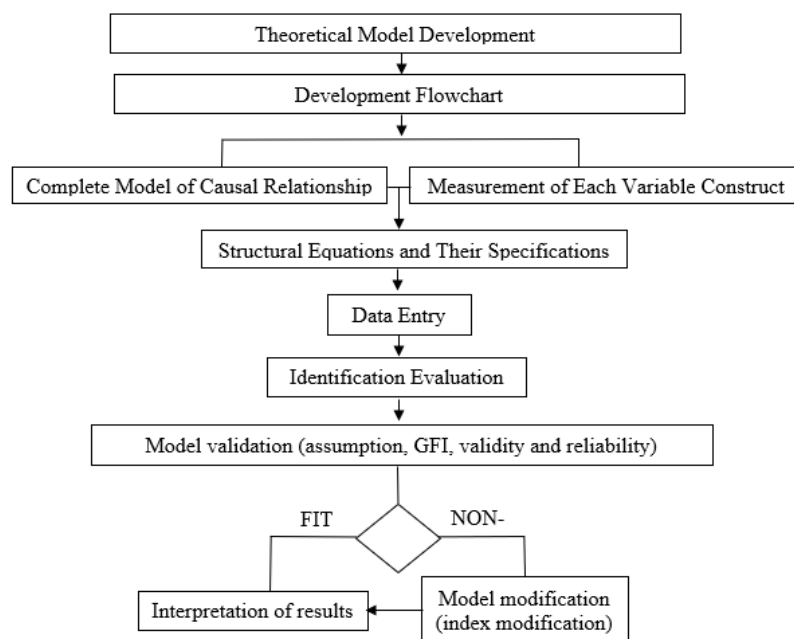

Figure 1. SEM Data Analysis Framework

Job-shop production refers to a manufacturing environment that produces goods in small batches according to customer specifications. Usually, one or several types of products are deliverable, while the incoming orders may differ in the design, quantity, process flow, or urgency (Henrich 2005). Flexibility is allowed in terms of switching between machines, methods, and resolving problems in production. Depending on the nature of business, each of the workers hired may need to possess a certain range of skills to handle different tasks or machines, whereas the total number of workers may be adjusted in response to the varying demand. In practice, transferability of permanent workers and recruitment of temporary or contract workers will help make such adjustment feasible, thus admitting of the idea of WOZIP.

4. Results and Discussion

The results of the test to see if the researcher's empirical model was compatible with the theoretical model. The following table shows the appropriateness index test results after modification.

Table 1. SEM Model Fit Test Results

Model Fit Index Components	Critical Value	Analysis Result Value
Absolute fit measure:		
● Chi-square	≤106,39≥ 0,05	79,787
● Prob (significant)		0,610
● Root Means Square Error of Approximation (RMSEA)	≤ 0,08 ≥ 0,90	0,000
● Goodness of Fit Index (GFI)		0,955
Incremental fit measures:		
● Normed Fit Index (NFI)	≥ 0,90	0,961
● Comparative Fit Index (CFI)	≥ 0,90	1,000

If the SEM model meets the criteria (fit) in the table above, then the model can be visually described as shown in the figure. The image below depicts the modified SEM model.
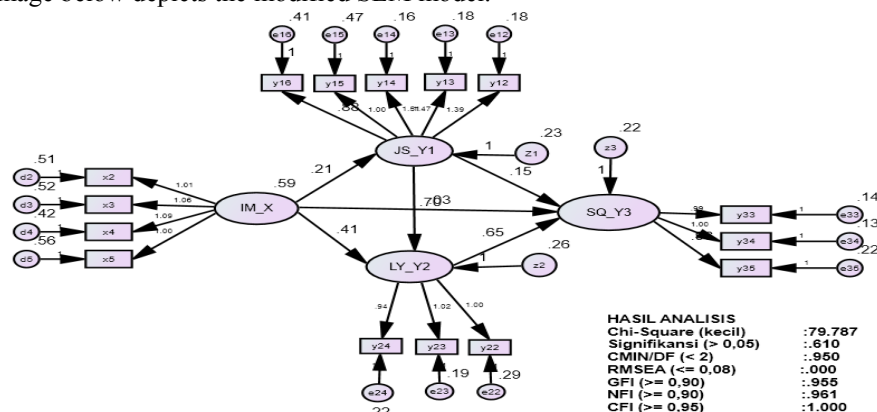

Figure 2. Fit SEM Model

Hypothesis testing in SEM analysis is also known as structural model testing. Overall hypothesis testing for the direct effect of one variable on another variable, the results can be seen in the following table:

Table 2. Results of Research Hypothesis Testing for Direct Effects on Fit SEM Models

Influence Direction	Non-Standardized Regression Coefficient	Standardized Regression Coefficient	P_{val} (Sig)	Description
IM_X → JS_Y1	0,209	0,319	0,000	Significant
IM_X →LY_Y2	0,409	0,423	0,000	Significant
IM_X → ISQ_Y3	0,032	0,034	0,647	Not significant
JS_Y1 → LY_Y2	0,703	0,477	0,000	Significant
JS_Y1 →ISQ_Y3	0,146	0,103	0,168	Not significant
LY_Y2 → ISQ Y3	0,647	0,672	0,000	Significant

4.1 The Influence of Internal Marketing on Job Satisfaction
The magnitude of the degree of influence of internal marketing on job satisfaction is indicated by the number of regression coefficients using original data (un-standardized), which is 0.209, and using data converted into the normal distribution value Z (standardized), which is 0.319, where both prices have a significance level (Pval) of 0.000. Because the significance level is 0.05, these findings indicate that internal marketing has a significant (significant) effect on job satisfaction. A positive regression coefficient indicates that the higher the value of the internal marketing variable (the better the implementation), the higher the level of Job Satisfaction.

4.2 The Influence of Internal Marketing on Employee Loyalty
The magnitude of the degree of effect of internal marketing on employee loyalty is indicated by the number of regression coefficients using original data (un-standardized) of 0.409 and data converted into the normal distribution value Z (standardized) of 0.423, where both prices have a significance level (Pval) of 0.000. Because the significance level is 0.05, this means that internal marketing has a significant (significant) effect on employee loyalty. With a positive regression coefficient, the higher the value of the internal marketing variable (the better the implementation), the higher the value of employee loyalty (the higher the level of lecturer employee loyalty).

4.3 The Influence of Internal Marketing on Internal Service Quality
The magnitude of the degree of influence of internal marketing on internal service quality is indicated by the number of regression coefficients using original data (un-standardized), which is 0.032, and data converted into the normal distribution value Z (standardized), which is 0.034, with both prices having a significance level (Pval) of 0.647. Because the significance level is greater than 0.05, it can be concluded that internal marketing has an effect on internal service quality, but it is not significant (not real). Internal marketing variables, in other words, have no effect on internal service quality.

4.4 The Influence of Job Satisfaction on Employee Loyalty
The magnitude of the degree of influence between job satisfaction and employee loyalty is indicated by the regression coefficient number using the original data (un-standardized), which is 0.703, and the regression coefficient number using data converted into the normal distribution value Z (standardized), which is 0.477, where both prices have a significance level (Pval) of 0.000. Because the significance level is 0.05, we can conclude that job satisfaction has a significant (significant) effect on employee loyalty. With a positive regression coefficient, the higher the value of the job satisfaction variable (the higher the level of satisfaction), the higher the value of

employee loyalty (the higher the level of loyalty).

4.5 The Influence of Job Satisfaction on Internal Service Quality

The magnitude of the degree of influence between job satisfaction and internal service quality is indicated by the number of regression coefficients using original data (un-standardized), which is 0.146, and data converted into the normal distribution value Z (standardized), which is 0.103, with a significance level (Pval) of 0.168 for both prices. As a result, because the significance level is greater than 0.05, it can be concluded that job satisfaction has an effect on internal service quality, but it is not significant (not real). In other words, the job satisfaction variable has no effect on the quality of internal services.

4.6 The Influence of Employee Loyalty on Internal Service Quality

The magnitude of the degree of influence of employee loyalty on internal service quality is indicated by the number of regression coefficients using original data (un-standardized), which is 0.647, and using data converted into the normal distribution value Z (standardized), which is 0.672, where both prices have a significance level (Pval) of 0.000, so it can be concluded that loyalty has a significant (significant) effect on internal service quality. Because the regression coefficient is positive, it can be deduced that the higher the value of the Loyalty variable, the higher the value of internal service quality is also directly proportional (the higher the level of service quality).

4.7 The Influence of Job Satisfaction and Employee Loyalty as Internal Marketing Mediator on Internal Service Quality

The following table shows the findings of calculating the indirect and total effects:

Table 3. Coefficient of Indirect Effect and Coefficient of Total Effect on a Fit SEM Model

Influence Direction	Standardized Indirect Effect	Total Standardized Effect	Description
IM_X → JS_Y1 → LY_Y2 →SQ_Y3	0,419	0,453	Full Mediation

Only one path of indirect influence and total influence is obtained from the overall model. The indirect effect, in particular, demonstrates a situation in which the internal marketing variable cannot have a direct effect on internal service quality except through job satisfaction and employee loyalty variables acting as mediator variables. Internal marketing influences job satisfaction, and job satisfaction influences internal service quality. This suggests that if internal marketing is properly implemented, job satisfaction will be high. With high job satisfaction comes high loyalty, which means that the internal service quality will be good as well. As a result, internal marketing can have an impact on internal service quality when it is mediated by job satisfaction and loyalty. As a result of the test results, it is possible to conclude that job satisfaction and loyalty play a full role as a mediator, because internal marketing and job satisfaction have no direct effect on internal service quality

5. Conclusion

The findings show that all of the study's variables are negative, indicating that this is something worth looking into when it comes to the study's subject, namely six accredited private universities A in the Yogyakarta area that have been found to be lacking in internal marketing, job satisfaction, employee loyalty, and internal service quality. This is owing to the institution's lack of attention to professors, as well as the fact that it is still solely concerned with admissions. The higher the degree of job happiness for professors, the better the execution of internal marketing at the private university, so that lecturers have a positive and pleasant experience from their work, in accordance with the definition of job satisfaction. Internal marketing, an institutional effort to train and encourage academics to give better services aimed toward growing lecturers as internal customers, is one way that private university professors feel empowered by the institution.

The quality of internal services is unaffected by internal marketing. These findings suggest that internal marketing, on its own, has no direct impact on internal service quality, and that a variable mediating the two is required. Internal marketing is always accompanied by other variables such as work happiness and employee loyalty, as indicated in various discussions above and in previous chapters, which helps the impact of internal marketing on internal service quality to be considerable or actual. Lecturers who are content with the management will be more productive and stay at the institution longer. If the lecturers are satisfied and willing to be highly committed to the institution's work and management, the lecturers' loyalty will be strong.

Internal service quality is not influenced by job satisfaction. This suggests that the lecturer's mastery of his or her talents, as well as the satisfaction of other internal demands, are the primary determinants of the lecturer's attitude toward the clients he serves. If the professor is happy with his employment, there are other elements that the lecturer may lack, such as the pattern and manner of communication, implying that the lecturer's interpersonal skills are not yet capable of providing good internal service quality. Internal service quality has a higher value if there is a high level of staff loyalty.

Employee loyalty will grow as a result of job satisfaction and internal service quality, which will eventually lead to the establishment of external service value, which will determine consumer satisfaction. As a result of the test results, it can be inferred that job contentment and employee loyalty play a significant role as mediators, as

internal marketing and job satisfaction have no direct impact on internal service quality. It is envisaged that the negligible hypotheses, notably H3 and H5, will be revisited using additional indicators and related variables as a recommendation for further research.

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