

## **The Role of Maven in Relationship Between Internal Marketing and Commitments with Performance at University Hasanuddin, South Sulawesi, Indonesia**

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**Abstract:** There are numerous studies about internal marketing, all of which examining its relationship with many different studies in the area of management such as job satisfaction, market orientation, internal and external performance, learning organization, etc. Internal marketing is adopted and applied by many kinds of businesses and institutions with various background and different purposes. The examination focused on the notion that one of the purpose of internal marketing is new knowledge generation. Therefore, the variable Maven as individuals with knowledge seeking and sharing thread and knowledge management approach is put forward. This study is aimed at investigating the relationship between internal marketing with organizational commitment and employee performance, investigate whether organizational commitment mediate the relationship between internal marketing towards performance. This study, also investigate the role of Maven in the relationship between internal marketing and organizational commitment to employee performance. The study conducted in Hasanuddin University, involving 126 lecturers as respondent. The data collected via questionnaire survey and analyzed using Warp PLS V.5. The result shows that there are strong relationship between internal marketing with organizational commitment and employee performance, however, organizational commitment is not mediating the two variable. The findings of the study shows that Maven mediate the relationship between internal marketing and organizational commitment to employee performance.

**Key words:** Internal marketing, organizational commitment, employee performance, Maven, investigate, questionnaire

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### **INTRODUCTION**

Internal marketing has been studied in various studies with various elements, definitions and approaches. Nevertheless, there are still few studies that link internal marketing to employee performance and the influential employee characteristics in marketing management relationships with employee performance. This study will further investigate the relationship of internal marketing variables, organizational commitment and employee performance in addition to investigating the role of Maven in the relationship between these variables.

By implementing internal marketing, management can encourage employees to achieve goals and objectives set by the organization. Internal marketing emphasizes that organizations need to provide staff with opportunities to improve their skills through training, maintaining service-oriented behavior by explaining organizational vision (Ahmed *et al.*, 2000). Kotler and

Keller (2008) states that, internal marketing is at the core of service quality and is needed to achieve effective external marketing.

Consequently, marketing theory shifts to the development of principles that managers can use to manage internal marketing in such a way as to contribute to the achievement of organizational goals.

The concept of internal marketing emphasizes that management establishes a clear organizational vision for all employees through education and training to improve the ability in service and work efficiency among employees which in turn will improve employee performance. Therefore, internal marketing is crucial for organizations engaged in services (Tsai and Tang, 2008). At the same time, internal marketing is implemented by the organization as well as to inspire employees to develop new skills (Gronroos, 1985) new knowledge (Ballantyne, 2003) to be applied in supporting performance.

According to Foreman and Money (1995), internal pemasaran is an antecedent of external market

development. Internal marketing is implemented at all levels of the organization, so that, employees can focus on improving internal activities that will result in external markets (Ballantyne, 2000). Similarly Ahmed *et al.* (2003) say that through the organization's internal marketing can achieve better individual and organizational skills. Furthermore, it is said that internal marketing is an antecedent of marketing capability which is a combination of employee skills and knowledge.

In the concept of internal marketing is said that all members of the organization/employees act as a supplier and in time as a consumer. Foreman and Money (1995) states that in an organization it is necessary to view its organization as a market in which there is an internal supply chain. So, it can be said that every employee is said to be a supplier, employees perform the task and produce "Product" which is then used by other employees in carrying out the task. In the same way, employees in carrying out their activities consume outcomes in the form of information, services and or knowledge of employees in different divisions or departments in this context employees are said to be consumers. Employees who in the context of consumers as well as in the development of internal marketing concepts, need to be satisfied or satisfied in their desires, so that, it will place the organization in a better position to satisfy external markets.

To develop performance in the external market, internal marketing is conducted with a relationship-mediated approach in which internal marketing activities are aimed at internal organizational knowledge updates (Ballantyne, 2003). The pattern of exchange or distribution of knowledge that occurs within the organization is the pattern of hierarchical exchange, inter-functional and networking is what in the implementation will be new knowledge of the exchange that occurs in the internal organization.

Ballantyne (2000) study it was argued that internal marketing is a mechanism employed by employees to build and develop networks in internal exchange relationships for the purpose of knowledge reform. Knowledge is said to be applied when the knowledge is used productively by individuals or organizations. Preffer and Sutton (2000) assert that competitive advantage will be felt by organizations that can use knowledge well, not the best knowledge organization. To that end, the knowledge already possessed needs to be distributed to all individuals within the organization to then be able to bring maximum benefit to individuals and organizations and so on to external markets.

The process of knowledge distribution whereby knowledge is disseminated throughout these organizational elements directs this research to the concept of Maven proposed by Freick and Price (1987). Maven refers to people who have the main characteristics of seeking and sharing knowledge. At first Maven appeared in studies of the diffusion of knowledge, it is known that in the diffusion process, certain consumer groups with greater knowledge can play a larger role than others because they actively participate in disseminating information they know and may affect the preferences of other consumers. These individuals came to be known as Maven. Maven is an individual/consumer group that has information about various things and is willing to share that information with others. The main feature of this Maven is that they have a very wide knowledge. This is possible with 2 main characteristics of seeking knowledge and sharing of information (Feick and Price, 1987).

This concept is deemed relevant in this study, considering that for the occurrence of the process of knowledge sharing is very necessary individuals with characteristics as above. Maven with a broad knowledge of the market when incorporated into the organizational level and in the context of knowledge management it can be said that Maven is an individual or a few people who take the initiative in supporting the sharing process of knowledge also by the behavior of information sharing that means to support the dissemination of knowledge both new and existing to other individuals within the organization.

Furthermore, the concept of Maven that has been known in the external market in this study applied to the internal organization. This is done considering that the main characteristics possessed by Maven is to seek and share knowledge believed to have an important role in both variables studied. In addition, to initiating discussions or discussions about the various events that occur within the organization, various developments with respect to the work and/or problems faced by other employees around them.

In the next this study also investigates internal marketing relationships with organizational commitment and performance. Similarly, investigate the role of Maven in internal marketing relations and organizational commitment with performance.

**Library research:** Piercy (1995) states the use of internal marketing to implement external marketing programs. Employees are treated as customers to improve organizational effectiveness through internal markets

(Payne and Helma, 1992). While as an extension of internal marketing, Ahmed and Rafiq (1995) states the role of internal marketing in the implementation of functional strategies. The proposed argument is that internal marketing investigates what needs to be done and by whom to do it.

Various functions work with integrated enabling internal marketing implementation. It is said that internal marketing is not merely the responsibility of the marketing department but it takes the collaboration of all the functions within the organization to access and collectively interpret the beneficial experience they have and all done in a structured knowledge-generating environment. Thus, knowledge is well distributed in every part of the organization. In the same sense Hogg and Carter (2000) as quoted by Benea also asserted that internal marketing is not just a departmental function but an organizational activity in which all resources owned by the organization are coordinated.

The implementation of internal marketing provides benefits both individually and organisationally. This concept can link individual goals with organizational goals. As a matter of facts that organization benefits are ensuring effective implementation of inter-functional coordination by creating an inter-departmental awareness of all employees. Schultz states that internal marketing is the activities, actions and direction of a managerial organization that is implemented in an effort to encourage employees and shareholders, supporting the programs and processes needed to achieve organizational goals.

In the course of internal marketing through the process as in the study of internal customer orientation, Conduit and Mavondo (2001) categorizes internal marketing processes into 5 categories based on what has been conceptualized by Gronroos (1985) including training on markets and education, management support, internal communications, personnel management and employee engagement in external communications. Thus, internal marketing in relation to organizational commitment and employee performance is optimized using the concept of market Maven. The concept derived from the theory of knowledge diffusion is used in the context of the internal market because it refers to the final consumer having these two characteristics. The common characteristic of the Mavens two main dimensions of knowledge management is to seek and share knowledge, then underlie the use of Maven in the internal level of the organization.

Payne and Helman (1992) argued that the purpose of internal marketing actually depends on the reason or background of its implementation. In this study, the purpose of internal marketing is focused on internal

marketing as a mechanism used in developing relationship strategies to generate new knowledge (Ballantyne, 2000, 2003), the approach used in this study is knowledge management, especially knowledge sharing. Knowledge update is part of knowledge management which in this study is focused on 2 dimensions of knowledge management that is seeking and sharing knowledge.

Knowledge that has become one of the most important elements in winning the competition, directing the organization to be able to take advantage of the amount of knowledge possessed by employees effectively and efficiently. In order to do this, the organization needs and needs to retain committed employees, capable of transforming individual knowledge into organizational knowledge through knowledge sharing among employees. The knowledge shared should be shared or disseminated among the members of the organization in order to serve as a basis for knowledge or innovation updates. Creating and sharing knowledge where possible is aimed at creating new knowledge through collaboration and synergy from a combination of different backgrounds and experiences from members of the organization (Khameneh *et al.*, 2015). In organizations, experiences, knowledge and skills possessed by members of the organization are so diverse that the organizational challenge is how to accommodate the deployment and utilization of all potentials proportionally and effectively for the benefit of the organization.

As Wang points out, knowledge sharing is a process whereby reciprocal information, skills or skills are exchanged between individuals, friends, family members, communities or organizations. This condition can be realized through employees who are highly committed to the organization and deem it necessary to contribute to the organization. Organizational commitment is said to be one of the factors that attaches employees to the organization. In other words, the level of performance and high effectiveness of individuals and organizations is the result of individual effort and high organizational commitment.

For the purposes of this study, the internal marketing dimensions used are management support, training and internal communication. Management support is needed given the unequal gaps in understanding among employees this can be overcome by the establishment of programs or work schemes that facilitate the establishment of coordination between customers and internal suppliers. Training programs are expected to support employees to achieve an understanding of their respective roles as both internal customers and suppliers and vice versa. The success of both is determined by an effective internal communication process in the internal market and then to the external market.

As part of knowledge management, knowledge sharing has long been regarded as one of the key components of business (Scarborough, 2003). The important role of knowledge sharing is increasingly recognized in organizational learning, knowledge creation (Van Den Hoff and De Ridder, 2004) and innovation. Sharing knowledge is a socio-cultural process and is the most critical factor in the implementation of knowledge management. The important role of knowledge sharing is very reasonable given that knowledge sharing can be learned and implemented at the organizational, group and individual levels.

However, it is often encountered that knowledge sharing in organizations and groups, rooted in individual behavior and the trigger of such behavior. Thus, it can be argued that the inherent knowledge of organizational members supports the competitive advantage of organizations in which such knowledge is valuable, often rare, non-replicable and substitutable (Afioni, 2007). Knowledge sharing is often used interchangeably with the transfer of knowledge in which some parties see both as being the same thing. Transfer of knowledge or knowledge sharing can be done between individuals, groups and organizations using various channels of communication (Alavi and Leidner, 2001). Both are defined as a process of diffusion of knowledge. This is in accordance with the Maven that is said to support diffusion and dissemination of knowledge by Feick and Price (1987).

Sharing of knowledge is defined as the mutual exchange of information and expertise within the organization (Zaheer and Venkatraman, 1995) which includes an understanding of access to relevant information as well as the establishment and use of knowledge networks (Hogel *et al.*, 2003). Sharing knowledge within an organization allows employees to improve competence and collectively generate new knowledge (Sveiby, 2001).

Based on the position of individual level, knowledge sharing is a kind of personal capacity that can improve organizational performance (Kim and Lee, 2006). In addition, knowledge sharing is also defined as individuals sharing experiences and relevant information with members of the organization (Lin, 2007). Meanwhile, more knowledge sharing focuses on the process of collecting and diffusion of knowledge, contributing to the exchange of knowledge, applications and creations and ultimately the knowledge-based capacity of the organization.

Accordingly, the organization needs to determine what it takes to create an effective process of sharing knowledge. Employees who behave positively toward knowledge management share its ideas and views

because they share the nature of sharing not just as job demands (Lin, 2007). In his study, Lin investigated the influence of individual, organizational and technological factors in the process of knowledge sharing. However, the study did not explain the characteristics of employees needed by the organization to support the process of knowledge sharing. This gap in this study is filled with Maven characters considering the type or characteristics of knowledge seeking and sharing are considered appropriate to support internal marketing applications and support knowledge management.

Maven refers to individuals who have extensive knowledge about a variety of topics and they are willing to share that information with individuals or other parties within the organization. The main characteristics that build Maven are the behavior of seeking and sharing information. Both of these behaviors strongly support the process of knowledge exchange or information distribution which in addition to generating new knowledge, also circulates that knowledge throughout the organization. Information and knowledge in the internal organization can be practices, ideas, ideas and management policies with respect to work.

The Maven's role includes communication, diffusion and dissemination of information and knowledge. Therefore, Maven helps create an environment that encourages all members of the organization to seek and share information and knowledge. In addition in accordance with Serma's study, Chaudhuri, Rajput, organizations with high information and knowledge sharing will be more efficient and productive in which the learning process is faster, more responsive to customer needs and more problem-solving.

Based on the above mentioned Maven roles, it is expected that all members of the organization are Maven or have characteristic possessed by Maven so as to support internal marketing. Especially in communication elements, Maven is said to be a means of diffusion and dissemination of ideas and management policies. This study seeks to address the role of Maven in the relationship between internal marketing and organizational commitment to the performance of employees, especially, teachers.

## **MATERIALS AND METHODS**

This research is explanatory research by using survey method. This method is done by determining the population and then drawing samples from the population by using questionnaires as an instrument of data collection. The research was conducted in the environment of Hasanuddin University, Makassar City,

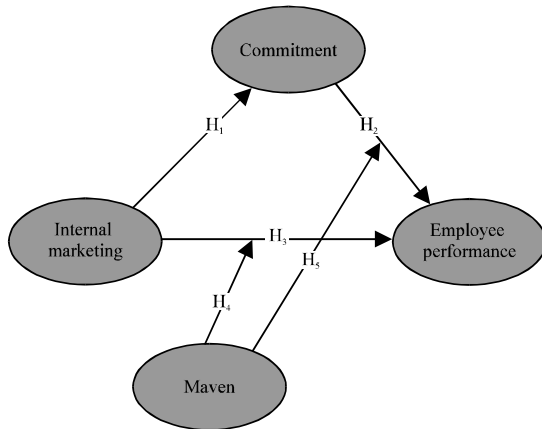


Fig. 1: Framework of research model

South Sulawesi Province. The study was conducted on 89 departments. The sample is 126 active lecturers. To improve the accuracy of the research, the sample selection criteria used are as follows:

- Lecturers status as government employee
- Lecturers who are active in the activities in each faculty. Criteria are outside of selection for non-active lecturers who have long left their duties
- Lecturers with a workforce of 5 years or more shall be based on the consideration that the lecturers involved in this study have understood correctly related to the variables of the examined studies (Fig. 1)

## RESULTS AND DISCUSSION

### Assessment of the measurement models reliability test:

The internal consistency reliability of reflective measures is analyzed through composite reliability and Cronbach's alpha. Composite reliability values of  $<0.6$  are generally acceptable. All the reflective measures have composite reliability. It has to be noted that other than the above discussed constructs, all the rest have value one, since, they are represented by only one reflective measure. The Cronbach's alpha measure for the majority of the construct was above 0.7. The Cronbach's alpha can be considered as the lower bound and the composite reliability as the upper bound of the true internal consistency reliability. The Average Variance Extracted (AVE) is the measure of convergent validity. AVE is the grand mean value of the squared loadings of all indicators associated with the construct. Each construct should account for at least 50% of the assigned indicator's variance. It is also referred to as construct communality. All the constructs satisfy the convergent validity criterion (Table 1).

Table 1: Cronbach alpha, composite reliability and AVE

Variables	Cronbach's alpha	rho-A	Composite reliability	AVE
X1	0.90	0.92	0.92	0.62
X2	0.76	0.76	0.85	0.58
Y1	0.95	0.95	0.96	0.80
Y2	0.81	0.81	0.89	0.72

Table 2: Fornell larcker validity test

Variables	X1	X2	Y1	Y2
X1	0.785			
X2	0.188	0.762		
Y1	0.434	0.562	0.897	
Y2	0.365	0.330	0.818	0.851

Table 3: Discriminant validity assessment through heterotrait-monotrait ratio

Variables	X1	X2	Y1	Y2
X1				
X2	0.224			
Y1	0.448	0.652		
Y2	0.398	0.411	0.93	-

**Discriminant validity:** Discriminant validity is tested by means of assessment such as Fornell Larcker, cross loadings and the Heterotrait-Monotrait ratio (HTMT). The Fornell Larcker criterion suggests that the square root of AVE must be greater than the correlation of the construct with all other constructs in the structural model.

Based on Table 2, its shown that the square root of AVE tends to be greater than the cross of correlation of the construct with all other constructs in the structural model, therefore, it can be conclude that the research instrument is valid discriminant.

The final testing evaluation procedure for validity discriminant test for research instrument is based on discriminant validity assessment through Heterotrait-Monotrait ratio (HTMT) that is recommended by Henseler *et al.* The HTMT is the average Heterotrait-Monotrait correlations relative to the average Monotrait-Heterotrait correlations. Heterotrait-Heterotrait method are correlations of indicators across constructs measuring different phenomena. HTMT values close to 1 is indicated lack of discriminant validity. The threshold value is considered less than or close to 0.85. The constructs in the study satisfy the discriminant validity assessment on the basis of HTMT as presented in Table 3.

**Assessment of the structural model:** Based on the calculation of Q-square predictive relevance ( $Q^2$ ) with the formula  $Q^2 = 1 - (R^2Y^1) (R^2Y^2)$  shows the value of 0.84 means that 84% variable employee performance can be explained by internal marketing, organization commitment and Maven as moderation latent variable while 16% is another factor outside the research model. According to Chin that the value of  $Q^2$  approaching 1 indicates that the model has good predictive relevance.

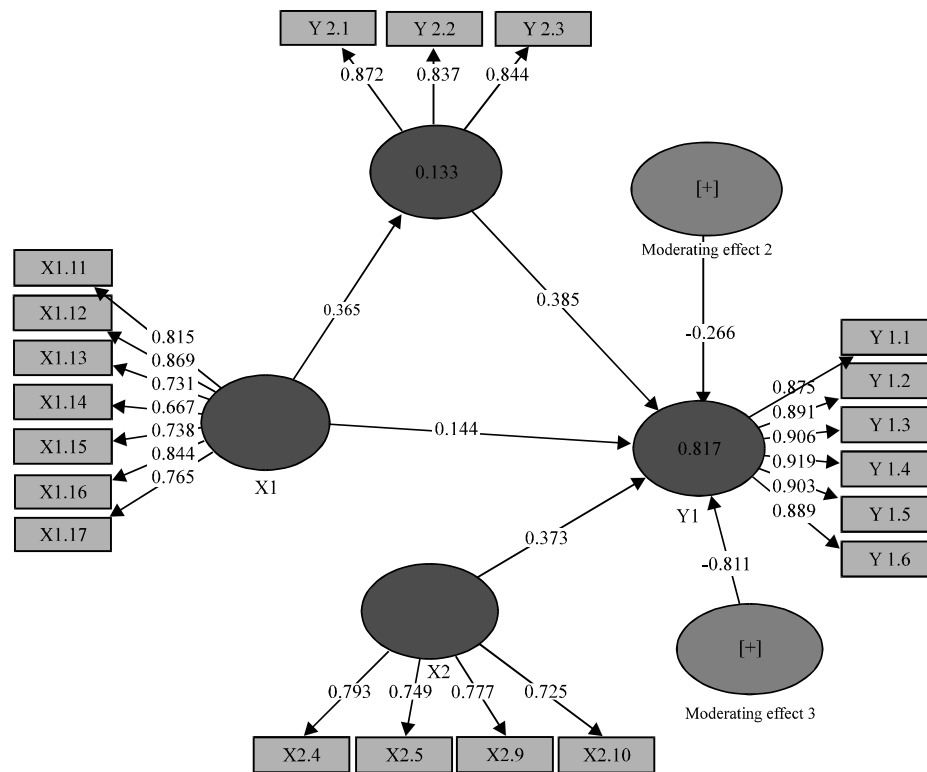


Fig. 2: Internal marketing and commitment as mediation and Maven as moderation for improving performance

Table 4: Path coefficient and analysis result of direct effect statistical test

Variables	Original sample (O)	t-stats	p-values	Discription
Mod. effect 2->Y1	0.266	3.204	0.001	Support
Mod. effect 3->Y1	-0.118	1.795	0.073	Not support
X1->Y1	0.144	2.123	0.034	Support
X1->Y2	0.365	2.504	0.013	Support
X2->Y1	0.373	7.038	0.000	Support
Y2->Y1	0.385	2.999	0.003	Support

The level of appropriateness (fit) of the research model used the criteria of Goodness of Fit (GoF) is 0.751. According to Akter *et al.*, the values above 0.751 can be classified as large GoF. This means that the research model has a high degree of model accuracy.

**Direct effect test:** This research is conducted using primary data sources. However, to establish which of the  $n$  attributes have a determinant impact on employee performance, the criterion makes use of the sampling distribution of the attribute determinant measures with a significance test of 5% significant level in order to evaluate which of the attribute measures is statistically significantly greater than average.

Figure 2 and Table 4 indicates the results of these five sets of direct effect tests for summarizing the employee

performance of faculty members of lecturer at Hasanuddin University in South Sulawesi, Indonesia. The measurement of attribute determinant for this of five set direct effect relations, only one relation set is not support based on 5% significant level that is the direct moderation effect of Maven to strengthen internal marketing for encouraging employee performance at the Hasanuddin lecturers staffs. The interpretation of the analysis can be explained as follows.

Internal marketing has significant positive effect on organizational commitment with p-value  $0.013 < 0.05$  and coefficient 0.365. This means that internal marketing has a significant effect on organizational commitment. The better internal marketing will increase the organizational commitment of lecturers within the scope of Hasanuddin University.

Organizational commitment has a significant positive effect on performance with p-value  $0.003 < 0.05$  and path coefficient 0.385. This means that the better the organizational commitment possessed, the more the lecturer's performance in the scope of Hasanuddin University.

Internal marketing has a significant positive effect on performance with p-value  $0.034 < 0.050$  and coefficient equal to 0.144. The results of this analysis means that the

**Table 5: Path coefficient and results of indirect effect statistical test**

Variable	Original sample (O)	SD (STDEV)	t-stats	p-values
X1->Y1	0.141	0.069	2.035	0.042

better the internal marketing the more improve the performance of faculty in the scope of Hasanuddin University.

Maven moderates the influence between organizational commitment to performance with p-value  $0.001 < 0.05$  and coefficient equal to 0.226. This means that the Maven within the scope of Hasanuddin University encourages an increasing influence of organizational commitment to the performance of faculty.

Maven moderate the influence between internal marketing on performance with p-value  $0.073 > 0.05$  and coefficient equal to -0.173 is fail to support this relation. This means that the Maven in the university scope as moderation to increase of internal marketing on the performance of faculty is not support.

Maven has a significant positive effect on performance with p-value  $0.000 < 0.050$  and coefficient equal to 0.373. The results of this analysis means that the better position of Maven have more improve the performance of faculty in the scope of Hasanuddin University

Internal marketing has significant positive effect on performance through organizational commitment with p-value  $0.042 > 0.05$  and coefficient equal to 0.141 (Table 5). This means that organization commitment (Y2) has significantly notes as the mediator of internal marketing through performance at the same path direction the moderation process of Maven also taking part to encourage commitment more strongly to inceare better performance.

**The influence of internal marketing against organizational commitment:** To answer the problem formulation and the first hypothesis can be observed from the results of path analysis which shows that internal marketing has a significant positive effect on organizational commitment. This indicates that the better the internal marketing, the increased organizational commitment.

Descriptive statistics of internal marketing variables shows that respondents understand what researchers mean by internal marketing. The indicator that has the highest average value of internal marketing variables is training, it illustrates that according to the respondent's perception in this case the teaching staff, the training plays an important role in the implementation of internal marketing and that the lecturer realizes the importance of internal marketing in increasing organizational

commitment. Narteh conducted a quantitative study that found a link between internal marketing and employee commitment.

The research facts show that lecturers are aware of management support in skills development activities and skills such as training. As a matter of facts, management has not been fully responsible for supporting all cost of graduation learning process but lecturers have the same opportunity to attend the training. At the same time, lecturers are encouraged to participate in training for skills improvement. rea

This finding is consistent with the results by Abzari *et al.* (2011) related to the study report that there is a direct and indirect relationship between internal marketing and employee commitment. Tansuhaj *et al.* (1991) argued that one of the important meanings of internal marketing is to increase organizational commitment of employees.

#### **The influence of internal marketing on performance:**

Based on Table 5, the results of the analysis presented that the internal marketing significantly influence the performance of faculty. This research has found that internal marketing correlates most strongly with performance compared to commitment variables. However, the faculty department is expected to implement the implementation of internal marketing as the new strategy for improving the faculty management performance.

The performance indicators of the lecturing staff used in this study include the use of the learning process scenario by the faculty, the attendance level in the classroom, the activities as resource persons in the seminar activity, training or counseling, research activities and various forms of utilization of research results in the learning process and community service. All of these activities are supported by the implementation of internal marketing within the organization where the support of management, training and internal communication is an integral part of the organization's operations.

Furthermore, from the data it is known that the strongest indicator in internal marketing is training. This is in accordance with the results of the Goldstein study which reveals that training is a systematic acquisition of skills, rules, concepts or actions that result in improved performance.

#### **The effect of organizational commitment on performance:**

Based on the analysis, there is a significant influence of organizational commitment on the performance of faculty service. Mathews and Shepperd have a look with the same direction to this research that organizational commitment mostly related strongly to behaviors of

employees of relationships between individuals and organizations. As Berbenkhof (1997) also noted as successfully examines the relationships of organizational commitment and performance. In addition, the results of the study indicate that organizational commitment variables are also, strongest correlated with internal marketing. Cohen (2003) argues that institutions with high commitment employees tend to show better performance and productivity with lower negligence and negligence rates.

**Maven moderates the influence between organizational commitment to performance:** Research data indicates that Maven is a moderator for the influence of commitment to performance. Davenport and Volpel (2001) assert that the role of human factors in knowledge management is enormous where human beings as well as knowledgeable are well managed, so that, knowledge management is the same as managing the human element and vice versa.

One of the most important aspects of managing knowledge is the ability to share knowledge, since, it contains the potential to improve performance. However, this is largely determined by the organizational ability to maintain individual knowledge and collective knowledge contained within the organization (Tidd *et al.*, 2001). Similarly, the organizational capacity for knowledge sharing is crucial given the ability to create new knowledge and utilize the resources and capabilities of its members (Valkokari and Halender, 2007).

**The influence of internal marketing on performance through organizational commitment:** Based on statistical data analysis it is known that internal marketing has a positive effect on organizational commitment as well as its effect on performance. Research data also shows that organizational commitment has a positive effect on employee performance. However, from the indirect effect data on hypothesis aims at know that organizational commitment is not a moderator for the relationship between internal marketing to performance. Or in other words, internal marketing affects performance not through organizational commitment, although, organizational commitment has a positive effect on performance.

Previous studies of internal marketing have investigated internal marketing relationships with different areas or areas of knowledge. Nevertheless, the study looked into internal marketing as well as its relationship to employee commitment and performance, the study using Maven variables that are usually part of the external consumer incorporated into the internal context and explores its role in internal marketing. In semping it investigates its influence in the

relationship between organizational commitment and internal marketing to performance. this is at the same time the difference/novelty of this study. Here are some facts from the findings of this study.

The institution or organization that carries out internal marketing means the organization or management gives employees confidence about support for skills development and skills enhancement activities. In other words, the better the internal marketing of an organization, the higher the organizational commitment of the employees.

Good internal marketing can improve employee performance. The training elements are the most important in internal marketing followed by communication and management support. In other words, the better an organization's internal marketing, the higher the employee's performance.

The higher the organizational commitment in the organization, the better the employee's performance. The existence of Maven in organizations is often overlooked but it is undeniable for its important role in organizations, particularly knowledge-based organizations such as universities. Maven in the organization can moderate the relationship between internal marketing and performance. Maven can moderate the relationship between organizational commitment and employee performance.

Internal marketing has a positive effect on organizational commitment, organizational commitment has a positive effect on performance. However, internal marketing directly affects performance without going through organizational commitment.

**Theoretical implications:** Theoretically, this study can be a reference for researchers who wish to develop a model of internal marketing reviewed in relation to organizational commitment and performance improvement. Internal marketing executed effectively can build organizational commitment of employees.

Furthermore, researchers can understand the role of Maven in the organization and its impact on internal marketing, commitment and performance. This study opens up opportunities for other researchers who want to link Maven variables with other variables within the organization internally through knowledge management approaches in particular seeking and sharing knowledge.

**Managerial implications:** The managerial set of research findings has several important implications: internal marketing is implemented through management support in the form of risk transfer, focusing attention and management efforts with respect to improving the



performance of faculty. Improving the ability of faculty, especially in the development of science, building an active attitude in teaching activities, research and community service.

Take initiative in self-development to increase capacity and uphold the attitude of good service among colleagues, students and society in general. Management shows real support in every problem solving process faced by faculty, building effective two-way communication and involving lecturers in the work program planning process for the department's interests.

Opening the same opportunities and involving teachers in various formal and informal training formats, planned periodically and incidentally as needed capacity building of faculty. In accordance with organizational research, the more an organization appreciates its employees, the more likely it is for the employee to take action that benefits the company.

## CONCLUSION

Based on the discussion that has been done can be formulated the following conclusions: internal marketing positively affects organizational commitment of employees. The success of college as a science-based organization is closely related to the ability to develop the capacity of faculty. To that end, the organization can implement internal marketing which can then increase the organizational commitment of teachers. Training is one part of internal marketing that is very significant for the development of faculty skills.

Attempt to accommodate the Maven in the organization so as to optimize the function of being the initiator for the distribution of knowledge to support the process of capacity building and the development of faculty's abilities.

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