Exploring Internal Marketing, Employee Satisfaction, and Commitment for Customer Orientation at Anutapura Palu Hospital Moderated by Cultural Congruence

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A R T I C L E   I N F O

A B S T R A C T

This research aims to explore the direct influence of internal marketing on employee satisfaction, organizational commitment and consumer orientation, as well as examining the indirect impact of internal marketing on consumer orientation. An additional focus of this study is to identify the important role of cultural congruence in organizational contexts. This type of research is descriptive-causal research. This survey used 100 respondents from employees at Anutapura Hospital, Kota Palu, Sulawesi Tengah. Respondents were selected using proportional stratified sampling, which implies that the number of employees depends on the size of the division. The analysis technique that will be used in this research is the Structural Equation Modeling (SEM) analysis technique using the SmartPLS partial least squares (PLS) application. The results of this research found that internal marketing has a positive effect on employee satisfaction, organizational commitment and customer orientation in hospitals. In addition, employee satisfaction and organizational commitment were found to be able to mediate the relationship between internal marketing and customer orientation. Cultural congruence identified in this research was found to have a moderating effect on the relationship between internal marketing and employee satisfaction, but not on organizational commitment. The implications of this research are that management needs to pay greater attention to the development of effective internal marketing strategies. Apart from that, management must also consider cultural congruence in managing the organization.

1. INTRODUCTION

The intensity of competition within organizations and global industries is increasing, creating significant challenges for business people. In facing this dynamic, companies must also focus on increasing operational efficiency, continuous innovation, and developing smart corporate strategies. In a world that continues to change rapidly, the ability to adapt and respond to market changes is the key to success in maintaining and increasing the likelihood of a Company's success. Moreover, as more organizations and companies face increasingly fierce competition in their sectors, they are searching for ways to differentiate themselves and their employees from others in their sectors (Bailey et al., 2016). Some organizations respond to these competitive pressures through continuous innovation, partnerships, collaboration, improving service quality, and increasing employee involvement (Allal-Cherif, 2023; Schonwalder, 2023; Abbas, 2020; Casey & Sieber, 2016).

Many companies have begun to focus on their employees because they realize that employees are one of the company's best assets and function as effective liaisons between the organization and its stakeholders (Rivaldo & Nabella, 2023). Not only that, human resources play a crucial role in implementing organizational activities successfully. Human resources are also essential in achieving company success and goals and improving organizational performance (Saluy et al., 2022). Additionally, researchers in internal marketing argue that organizations are increasingly focusing on employees as internal customers, which has led to a growing emphasis on internal marketing strategies (Bailey et al., 2016; Qiu et al., 2022; De Bruin et al., 2021; Chiu et al., 2020).

Internal marketing is vital in ensuring that employees are well-equipped to handle industry-specific jargon and cultural differences within the organization, which are essential for effective

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communication (Huang, 2020). Employees often face challenges that require adaptation not only to industry nuances but also to the organizational culture. Internal marketing addresses these challenges by treating employees as internal customers and designing jobs that are both engaging and enjoyable. The goal is to satisfy employees, motivate them, and foster their commitment to delivering high-quality services to the organization and its consumers (Qiu et al., 2022). By doing so, internal marketing encourages employees to provide exceptional customer service (Huang, 2020).

The phenomenon of organizations striving to improve their performance is particularly relevant in service industries, such as healthcare. The role of employees in service companies is vital to organizational development. Therefore, internal marketing management practices are the best way to enhance creativity within organizations (Mohammad et al., 2020). Moreover, internal marketing increases employee productivity and customer satisfaction (Rahimiaghdam, 2020; De Bruin et al., 2021). However, public services, including healthcare, often suffer from negative perceptions due to slow service, unfriendly employees, inadequate facilities, and poor service quality. This stigma is particularly prevalent in public healthcare services such as hospitals, where employees are often seen as unfriendly and discriminatory (WapresRI, 2023).

Weak public services are primarily due to human factors, particularly employees who interact directly with patients or customers (Hardiyansyah, 2018). Despite the privileges that government hospitals have, such as guaranteed employee salaries, operational budget allocations, and the management of funds for the poor, there is often a minimal orientation towards customer needs. This lack of customer orientation is detrimental to service quality and patient satisfaction. Therefore, further investigation into internal marketing strategies is necessary to enhance employee satisfaction and commitment, which in turn could improve customer orientation.

Additionally, healthcare employees must not only understand the technical aspects of their work but also be sensitive to the cultural and linguistic nuances that can affect communication within teams and with patients (Sugiarti et al., 2021). This research aims to address these issues by exploring previously unexplored aspects of cultural congruence in the hospital context. Specifically, it examines the moderating effect of cultural congruence on the relationship between internal marketing and organizational commitment, thereby filling a significant gap in the existing literature.

This study makes a valuable contribution to human resource management and marketing literature by offering new insights into the dynamics of internal marketing and cultural congruence. It investigates how cultural congruence influences the relationship between internal marketing, employee satisfaction, and organizational commitment. Additionally, the study examines the direct and indirect effects of internal marketing on consumer orientation, providing a comprehensive understanding of these critical aspects. By addressing these gaps, the research aims to offer a holistic perspective on the interplay between internal marketing, cultural congruence, and their impact on employee and organizational outcomes.

Internal Marketing

The internal marketing concept was explained by Berry (1981) as a concept that views employees as internal customers and views work as an internal product that satisfies the needs and desires of these internal customers while achieving organizational goals (Chiu et al., 2020). Internal marketing is an effort directed at an organization's 'internal customers' (employees) rather than external customers and this helps them become service and customer-oriented (Yi et al., 2023). Organizations use internal marketing to meet the needs of their employees and continually improve customer service. Employees are more motivated and committed to the organization and engage in internal marketing activities using marketing and human resource management approaches, resulting in better service to external customers (Bastida et al., 2022; Simwanza and Mabagala, 2022). Internal marketing is important in organizational activities because it can help them develop service and customer-oriented employees, thereby achieving customer satisfaction and loyalty.

Chiu et al. (2020) used five dimensions of internal marketing in their research such as training and education, management support, internal communication, personnel management, and external communication. Training and education refer to the aspect of employee development where they gain an understanding of the current market orientation and their role in their organization. Training and education activities can improve skills and abilities that are relevant to employee duties and development, as well as increase positive attitudes and commitment to their work. In addition, management support means management encouragement and resource allocation from senior employees and supervisors, which can lead to an encouragement to praise market-oriented behavior among employees. Furthermore, internal communication is concerned with the exchange of information between managers and employees in an organization. Furthermore, personnel management represents the design and implementation of human resource policies, such as reward or promotion systems. Lastly, external communications denote

communicative engagement with external customers. These five aspects of internal marketing provide a comprehensive and in-depth evaluation of the internal marketing program in an organization (Chiu et al., 2020).

Employee Satisfaction

Job satisfaction seems to be a very interesting topic regarding organizational behavior. According to Taneja et al. (2015), job satisfaction is an analysis of the level of individual assessment of how the workplace environment meets their demands. Satisfied employees will work for the growth and progress of the organization and will put in all efforts to make the organizational culture healthy. Several researchers state that job satisfaction is very important for employee motivation (Aldridge & Fraser, 2016; McFadden et al., 2015). Some evidence suggests that if workers are satisfied with their job performance, their productivity in the organization is greater. Thus, this results in strong employee engagement with the organization. If personnel have a positive mental attitude towards work, it could be because they feel comfortable and satisfied with their work. Job satisfaction is a fairly effective harmony for an individual with his work role. Zumrah and Boyle (2015) in defining job satisfaction say that job satisfaction is the process by which employees view their work and its various aspects. Job satisfaction reflects individual behavior, where they carry out their work. Job satisfaction also shows employee commitment and satisfaction with their work. Job satisfaction is a fundamental aspect that determines the direction of employee interest when talking about rewards, salaries, advancement, and achieving goals that satisfy their desires (Reidhead, 2020).

Organizational Commitment

In the field of organizational behavior, organizational commitment is an influential variable in an organization because it can be understood as a pattern of behavior, a set of behavioral intentions, motivational strength, or attitude (Becker et al., 2012). Organizational commitment is the extent to which employees feel that they have a psychological connection to their work and a function of the extent to which employees adopt or internalize the characteristics and values of the organization (Chiu et al., 2020). Organizational commitment is a psychological state of identifying with an organization and is associated with influencing many organizational outcomes and behaviors (Becker et al., 2012). In the case of organizational commitment, one of the actors who is required to have a strong commitment to developing the organization is the employee. Employee commitment is considered a bond or link with the organization. If employees are not committed to organizational commitment or satisfied with their work, then absenteeism and employee turnover rates will be high. To ensure employee commitment, organizations must adopt and utilize incentives and motivate them to increase their commitment (Cherif, 2020). Employee commitment to their organization can be monitored through appropriate attitudes and behavior, including job satisfaction, affective commitment, and retention intentions (Mohammad et al., 2018).

Customer Orientation

The concept of customer orientation refers to "the degree to which businesses put marketing concepts into practice by trying to help their customers make purchasing decisions that will satisfy customer needs" (Neneh, 2018). Customer orientation emerged quite early in the marketing literature as the core of market orientation because it directly focuses marketing activities toward satisfying customer needs (Frambach et al., 2016). In essence, the concept of customer orientation tries to encourage organizations or companies to direct their business activities by focusing on customers. Market orientation was conceptualized by Narver and Slater (1990) as a three-dimensional construct consisting of customer orientation, competitor orientation, and inter-functional coordination. By focusing on creating customer value, businesses can generate higher levels of satisfaction, loyalty, and innovation, which in turn will improve business performance (Wang et al., 2016). In this research, customer orientation refers to a company's capacity to create and provide superior customer value. The conceptual literature on customer-oriented activities suggests that the implementation of customer orientation occurs through three organizational capabilities, namely market sensing, customer relationships, and customer response. Market sensing capabilities describe a company's ability to identify market trends and anticipate events in the market before competitors. Customer-facing capabilities reflect a company's capacity to develop and maintain close relationships with customers and to foster organizational openness so that shared information can be transformed into knowledge. Customer response capability refers to a company's ability to meet customer needs effectively (Racela & Thoumrungroje, 2020).

Culture Congruence

Rashed (2013) states culture as symbols and shared meanings that shape people's experiences, interpretations, and actions, which direct the way people feel, think, and act in the world. The concept of culture is one of the more complex academic concepts. This word has many meanings and uses within and across different scientific disciplines as well as in everyday language where it is widely used. Cultural fit is defined as the distance between the level of cultural competence adopted by an organization and employees' perceptions of how well their cultural needs are met (Huang & Rundle-Thiele, 2014). For some people, culture is one of the factors that are not very important for organizations to pay attention to, but by looking at how culture is acquired, we can identify how meaning and shared significance condition subjectivity and influence employee behavior. Organizations are required to maximize the way they treat their employees by the cultural aspects they have adopted so that it will improve the performance of the employees themselves (Rashed, 2013). Managers must have the ability to work with employees who have different cultures. In addition, managers must also have the ability to use skills differently according to the needs of employees who have different cultures. Finally, managers must have the ability to have special skills or an understanding of the culture of their employees (Huang & Rundle-Thiele, 2014).

The Relationship Between Internal Marketing and Employee Satisfaction

Job satisfaction represents the positive attitude or pleasant emotions of employees towards the activities carried out, improving the work environment and thereby contributing to a pleasant atmosphere at work (Chao et al., 2020). This attitude reflects a high level of employee well-being and is often associated with a desire to show more dedication to the organization (Eliyana et al., 2019). In situations that require high resilience to stress (Varshney & Varshney, 2017) or where employees are forced to adapt to changing activities in their workplace, maintaining high levels of job satisfaction is a challenge for an organization (Walker, 2017). Organizations are required to find ways to maintain the satisfaction of their employees. Internal marketing is considered to be an existing solution where the concept of internal marketing is to view employees as internal customers and use work as an internal product to satisfy their needs (Chen et al., 2021). In this case, when an organization can provide services first by appreciating them, supporting them, and recognizing the strengths of its employees, then these employees will be much more satisfied with the various kinds of work they do (Ali & Ahmad, 2017). Therefore, internal marketing is considered to be a concept that can encourage and positively influence employee satisfaction. Therefore, the following hypothesis is proposed.
H1*. Internal marketing has a positive effect on employee satisfaction.

The Relationship Between Internal Marketing and Organizational Commitment

The internal marketing approach stems from an organizational strategy that determines the business interests of its employees and their needs, treating them fairly, equally, and in a non-discriminatory manner. Successful implementation of internal marketing can increase the level of employee organizational commitment. This is because when various kinds of employee needs are met well, employees will feel a sense of unity and will build commitment to the organization (Moreiro et al., 2020). In addition, because internal marketing activities are designed to achieve organizational goals, employees' perceptions of internal marketing will influence their commitment to the organization (Chiu et al., 2020). To date, several studies have identified a relationship between internal marketing and organizational commitment. Bailey et al. (2016) and Ismail and Sheriff (2017) determined that internal marketing influences organizational commitment. Therefore, the following hypothesis is proposed.
H2. Internal marketing has a positive effect on organizational commitment*.

The Relationship Between Internal Marketing and Employee Satisfaction Moderated by Cultural Congruence

In the health sector, attention related to culture is very important, this is because many patients come to hospitals with different cultures, or are usually called multicultural. In the case of aviation services, Trkovsky (2017) stated the positive impact of culture on the behavior and communication of multicultural flight crews, which may increase flight safety. Neo et al. (2014) found that a company's lack of understanding of employee needs and cultural backgrounds can result in ineffective training which ultimately results in less effective performance. The negative implications of cultural diversity are often related to the impact of bad behavior in the workplace such as misunderstandings, biases, stereotypes, and perceptions of inequality (Shaban, 2016). To enable employees to work efficiently in a cross-cultural context, cultural congruence functions as a unified set of congruent attitudes and behaviors among employees to minimize misunderstandings and communication barriers. In other words, understanding employees' cultural needs can enable airlines to conduct more effective internal marketing practices, which

will result in higher levels of employee satisfaction (Chen et al., 2021). Therefore, the following hypothesis is put forward:

H3. Cultural congruence will moderate the influence of internal marketing on employee satisfaction.

The Relationship Between Internal Marketing and Organizational Commitment Moderated by Cultural Congruence

Organizational culture is a set of shared and taken-for-granted implicit assumptions held by a group which determines how the group views, thinks about, and reacts to its various environments (Pavlidou & Efstathiades, 2021). Therefore, organizations can influence members' value judgments and behavioral expressions that focus on cultural adjustment among their members (Hosseini, 2014). The main element in internal marketing is that employees feel that management considers their needs and is responsible for those needs (Ismail & Sheriff, 2017). Therefore, several previous discussions have stated that the relationship between internal marketing can encourage organizational commitment from employees. This relationship occurs when an organization is responsible for the needs of its employees, which in the end employees feel happy with the various kinds of treatment, which ultimately builds a commitment to advancing and developing the organization. This cultural compatibility can also encourage the commitment of employees of the organization or company. Because cultural congruence itself can function as a set of congruent attitudes and behaviors that unite employees to minimize misunderstandings and communication barriers (Chen et al., 2021). This can increase and encourage employee commitment to developing the company because employees consciously feel comfortable when working in that place. Therefore, the following hypothesis is proposed.

H4. Cultural congruence will moderate the influence of internal marketing on organizational commitment.

The Relationship Between Internal Marketing and Consumer Orientation

Saad et al. (2015) stated that internal marketing involves planned efforts to motivate and encourage employees to lead the company effectively in implementing corporate and functional strategies. Saad et al. (2015) also stated that internal marketing is an appropriate strategy to be implemented in large organizations. Moreover, the larger organizations practice internal marketing, the greater they achieve in developing customer orientation. This is because internal marketing is used to motivate employees in an organization to respond well to management's demands for customer orientation practices, as well as develop the effectiveness of interactive marketing among buyers. Therefore, the higher internal marketing practices and customer orientation, the more employees will be directed to "determine and understand target customer needs and adapt organizational responses to satisfy those needs better than competitors, thereby creating organizational competitiveness. Therefore, the following hypothesis is proposed.

H5. Internal marketing has a positive effect on customer orientation.

The Relationship between Employee Satisfaction and Consumer Orientation

Job satisfaction has been defined in many ways. Job satisfaction is a pleasant or positive emotional state resulting from work experiences and a series of feelings that people have toward their work (Gountas et al., 2014). When employees are satisfied with the services provided by the organization, employees will demonstrate good performance to shape customer expectations, and provide services and solutions for customers. Of course, the role of employees in creating customer expectations, providing good service, and providing the right solutions to customers are various activities and activities that describe customer orientation (Feng et al., 2019). They also show that these activities combine to influence the level of satisfaction experienced by customers. In the long term, customer satisfaction and retention are determining factors for success and the level of employee-customer orientation has been described as a determining factor for customer satisfaction (Lim, 2017). Therefore, the following hypothesis is proposed.

H6. Employee satisfaction has a positive effect on customer orientation.

The Relationship between Organizational Commitment and Consumer Orientation

One of the driving forces of an organization in achieving its goals is the employees. Therefore, organizational commitment from employees is very necessary. Commitment is the relative strength of an individual's identification and involvement in a particular organization (Al Samman & Mohammed, 2020). Employee commitment does not only come in the form of working with full concentration according to working hours and complying with existing rules but more than that, even in the form of a willingness to put aside personal goals or ideals and focus on achieving organizational goals. Lombardi and Cavaliere (2019) illustrate that there is a positive and significant influence of employee commitment on employee customer orientation. This is because, when an organization or an employee has a full commitment to dedicate themselves to the company, they will understand that one of the factors that can encourage the

company's performance to continue to grow, sustain, and develop is consumers. In the end, when they have a strong commitment, all strategies will be directed in a customer-oriented form. Research by Song et al. (2015) also found that the influence of organizational commitment indirectly influences customer orientation. The customer orientation of service employees is critical to a company's ability to be truly market-oriented, which is essential for a positive image, building trust, and sustainable profitability (Gountas et al., 2014). Therefore, the following hypothesis is proposed.

H7. Organizational commitment has a positive effect on customer orientation.

The Relationship Between Internal Marketing and Consumer Orientation Mediated by Employee Satisfaction

Internal marketing is an activity or activity that focuses on providing services provided by the organization to employees (Balta, 2018). This of course has the intention of encouraging employee satisfaction at work. When employees get the service they want, the employee will be happy and comfortable working for the organization or company. Of course, this feeling of happiness and comfort will form employee satisfaction (Balta, 2018). Once employees feel satisfied working at a particular company, they will give their best dedication and contribution to the company, in this case of course to encourage the company's best performance, one of the elements that employees must pay attention to is consumers, so employees are required to give their best dedication and contribution. which is oriented to all kinds of consumer needs, desires, and demands (Feng et al., 2019). Therefore, the following hypothesis is proposed.

H8. Employee satisfaction can mediate the influence of internal marketing on customer orientation.

The Relationship Between Internal Marketing and Consumer Orientation Mediated by Organizational Commitment

Internal marketing is considered as a philosophy where employees are considered as internal customers of the organization and are treated as such. As a strategy, internal marketing is directed at attracting, developing, retaining, and coordinating between employee functions, to increase employee satisfaction while creating organizational commitment and satisfaction for external customers (De Bruin et al., 2020; Sousa et al., 2018). As previously explained, with internal marketing and good service provided by the organization to employees, employees will feel happy with the treatment or service, and in the end, they will be committed to making the best contribution to the organization. Once they are committed to encouraging the growth and development of the organization, of course, they will understand that one of the important factors that must be considered is consumers. Providing all kinds of best services to consumers, will of course help the company to develop in the future. Therefore, when employees or employees are committed to the organization, all kinds of activities, one of which will be consumer-oriented (Lombardi & Cavaliere, 2019). Therefore, the following hypothesis is proposed.

H9. Organizational commitment can mediate the influence of internal marketing on customer orientation.
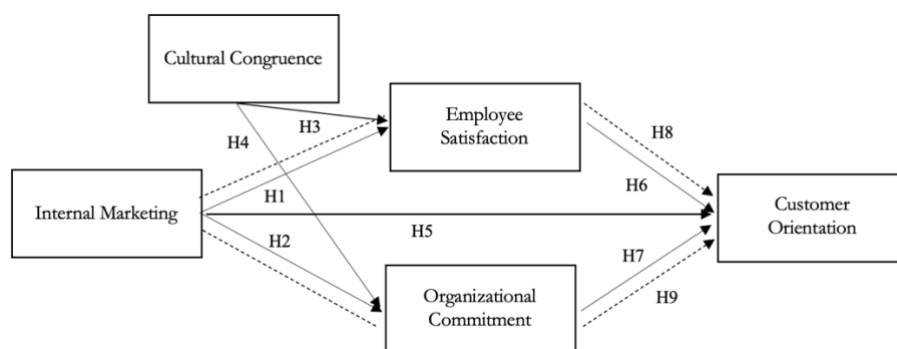
2. METHODS

Figure 1. Research Model

Research Methods

This research aims to determine the effect of internal marketing on job satisfaction, organizational commitment, and customer orientation, as well as the moderating effect of cultural congruence on employees at Anutapura Regional Hospital, Palu. This study is descriptive-causal in nature. The selection of Anutapura Regional Hospital was based on several considerations: the emergence of multiple complaints regarding the hospital's services in 2016, its status as a hospital managed by the Regional Government of Central Sulawesi Province, its comprehensive operational support facilities, and its significant role as a

barometer for other hospitals managed by district/city governments in Sulawesi Tengah. Additionally, the proximity of the hospital to the researchers and the ease of access to personnel data were also key factors in its selection.

Sampling and Data Collection

Data collection commenced with an initial survey aimed at assessing and determining the validity of the instruments used. A preliminary sample of 30 individuals was employed to test the instrument, which also served to evaluate its reliability. The main survey targeted 100 employees from Anutapura Regional Hospital, Palu, Sulawesi Tengah. To access the sample of respondents—employees of the hospital—the researchers coordinated with hospital management.

The survey was conducted through two primary methods. First, the survey was administered directly to employees during their free time when they were not occupied with work. Second, questionnaires were distributed to managers or the HRD department, who then disseminated them to the employees. To maximize the response rate, a designated employee was responsible for collecting completed questionnaires and encouraging participation. Due to concerns from some managers that the survey might interfere with work, an alternative online survey method was also employed.

Respondents were selected using proportional stratified sampling, ensuring that the number of employees from each division was proportional to the size of the division. Only employees with at least six months of experience were included in the sample, as they were considered to have sufficient knowledge about their satisfaction, internal marketing practices, organizational commitment, and customer-oriented attitudes.

Operational Variable

This research uses a questionnaire measuring instrument given to respondents which has become a criterion. The questionnaire measurement scale uses a Likert scale, namely a scale of 1 – 5 such as; strongly disagree (1) strongly agree (5) (Santosa, 2018). The research indicators for each variable are as follows: internal marketing has seven items adapted from Mazzaralo et al. (2021). Employee satisfaction was measured with five items adapted from Chen et al. (2021). Organizational commitment was measured with five items adapted from Mazzaralo et al. (2021). Customer orientation was measured with five items adapted from Racela and Thoumrungroje (2020). Finally, cultural congruence was measured with five items adapted from Chen et al. (2021) and Huang & Rundle-Thiele (2014). The operational definition table can be seen as follows:

Table 1. Operational Variable

Variables	Indicator	Indicators	Loading Factor
Internal Marketing (Mazzaralo et al., 2021)	IM1	Companies can improve employees' abilities	0.732
	IM2	The company trusts employees to make decisions and solve problems independently	0.722
	IM3	The company has a good and effective internal communications strategy	0.845
	IM4	The company has interactive internal communication channels	0.854
	IM5	Company employees are always trained to improve their competence	0.774
	IM6	Training in companies cannot be separated from the role of meeting consumer/patient needs	0.815
	IM7	Employees in the company are retained through appropriate wages	0.777
Employee Satisfaction (Chen et al., 2021)	ES1	Feel happy with company colleagues while working.	0.829
	ES2	Feel happy with the company environment	0.831
	ES3	Feel satisfied with the opportunities the company provides to interact with other people.	0.888
	ES4	Feel satisfied with the opportunities provided by the company to develop your career	0.839
	ES5	Feel happy with the various activities provided by the Company.	0.854

Variables	Indicator	Indicators	Loading Factor
Organizational Commitment (Mazzaralo et al., 2021)	OC1	Happy to remain with the company for the rest of my career	0.914
	OC2	Likes discussing the company with people outside the company	0.849
	OC3	Feeling that problems in the company are also personal problems	0.878
	OC4	If offered a better job elsewhere, you would not feel comfortable leaving your current company	0.885
	OC5	Appreciate employee loyalty to their company	0.905
Customer Orientation (Racela & Thoumrungroje, 2020)	CO1	Conduct regular customer satisfaction surveys	0.894
	CO2	Has activities in collecting, storing, sharing and analyzing patient data	0.914
	CO3	Collaborate with customers to find win-win solutions.	0.942
	CO4	Have a strategy to retain customers in the long term	0.847
	CO5	Suggesting to customers different options as a way to solve their problems	0.753
Cultural Congruence (Chen et al., 2021; Huang & Rundle-Thiele, 2014)	CC1	The company encourages attendance at cultural awareness training	0.861
	CC2	The company employs staff with different cultures	0.797
	CC3	The company has an internal mission statement that assesses commitment to cultural awareness.	0.815
	CC4	The company understands the culture of its employees and uses ethnic-specific communication channels.	0.851
	CC5	Company employees may use languages or accents in different cultures	0.909

Source: Processed Data (2024)

Analysis Technique

The analytical technique that will be used in this research is the Structural Equation Modeling (SEM) analysis technique using the SmartPLS partial least squares (PLS) application, which is a fairly strong analytical method and is often referred to as soft modeling because it eliminates the assumptions in ordinary least squares (OLS). Regression, such as a normal distribution of data in a multivariate manner and the absence of multicollinearity problems between independent variables (Latan & Ghozali, 2017).

Reporting the results of data analysis will be carried out in two steps to assess the Fit Model of a research model, namely by assessing the Outer model and the Inner model. To assess the outer model, convergent validity, discriminant validity, and composite reliability analyses must be carried out. Meanwhile, in the inner model, a structural model will be carried out which will be evaluated with R Square (Latan & Ghozali, 2017). For the initial research stage of developing a measurement scale, the loading value of 0.5 to 0.6 (Latan & Ghozali, 2017) is considered sufficient, however, In this study, a loading factor limit of 0.70 was used.

3. RESULTS AND DISCUSSIONS

Results
SEM test using SmartPLS

The statistical analysis technique used in this research is Structural Equation Modeling (SEM) using SmartPLS. Reporting the results of data analysis will be carried out in two steps (Sarstedt et al., 2021). The first step that needs to be taken is evaluating the measurement model (measurement or inner model), followed by the second step in the form of evaluating the structural model (structural or inner model).

Outer Evaluation (Measurement) Model
Convergent Validity

Convergent validity is a measure that shows the extent to which an indicator has a positive correlation with other indicators in the same construct (Santosa, 2018). Convergent validity also assesses whether the indicators used for a construct are considered capable of measuring a construct significantly. Convergent validity can be measured using factor loading scores. The limitations used in this research refer to Sarstedt et al. (2021) with a loading factor score > 0.50.

Table 1 shows the loading factor value for each indicator variable whose value is greater than 0.50. This shows that each indicator used can explain each existing variable, so that the variable is considered valid to proceed to further analysis.

Discriminant Validity

Discriminant validity is a measure used to see whether there is a greater correlation between indicators of a construct and the construct itself when compared to indicators of other constructs (Latan & Ghozali, 2012). Discriminant validity relates to the principle that measures of different constructs should not be highly correlated. The discriminant validity test was carried out by looking at the cross-loading value. For discriminant validity to be fulfilled, the cross-loading value of the indicator on the variable must have the greatest value compared to other variables.

The results of this study show that each indicator on the variables of leadership style, the effectiveness of decision-making, and budgeting participation has the largest cross-loading value on the variable itself compared to other variable indicators. This shows that the construct can predict its construct indicators better than indicators of other constructs. Thus, it can be concluded that each indicator of a construct has a high correlation with each construct.

Construct Reliability

Reliability testing is used to measure the consistency of a measuring tool or instrument in making measurements. In this research, the reliability tests used in PLS are composite reliability and Cronbach's alpha. Composite reliability and Cronbach's alpha are used because they also take into account the outer loading value of each existing indicator. A construct is said to be reliable if the composite reliability value is greater than 0.70 and Cronbach's alpha is greater than 0.60 (Latan & Ghozali, 2012).

Table 2. Composite Reliability Value

Variable	Composite Reliability
Internal Marketing	0.899
Employee Satisfaction	0.903
Organizational Commitment	0.932
Customer Orientation	0.920
Cultural Congruence	0.901

Source: Processed Data (2024)

Table 2 above shows that each variable has a Composite Reliability value greater than 0.70. Thus, it can be said that all variables or constructs have good reliability.

Evaluation of the Inner (Structural) Model
Coefficient of Determination R-Square

The coefficient of determination often also called R-Square is a value that shows the size of the variance of a dependent variable caused by all independent variables (Santosa, 2018). The R-squared value is a measure that is often used to assess structural models in PLS. The R-Square value has a range from 0 to 1, with values closer to 1 indicating better prediction accuracy. This research uses an R-squared value limit that is greater than or equal to 0.25, indicating a high influence.

Table 3. R-Square Value

Variable	R Square	Adjusted R Square
Employee Satisfaction	0.657	0.647
Organizational Commitment	0.537	0.523
Customer Orientation	0.860	0.856

Source: Processed Data (2024)

Table 3 above shows the influence of internal marketing on employee satisfaction and organizational commitment, as well as the influence of employee satisfaction and organizational commitment on customer orientation. In the first relationship between internal marketing and employee satisfaction, it can be seen that the R-Square value is 0.657, indicating that the internal marketing variable has a high influence on the employee satisfaction variable. So, 65.7% of the employee satisfaction variable can be explained by internal marketing variables, while the remaining 34.3% is explained by other variables

outside of these variables. Another relationship between internal marketing and organizational commitment can be seen with an R-squared value of 0.537, indicating that the internal marketing variable has a high influence on the organizational commitment variable. So, 53.7% of the organizational commitment variable can be explained by internal marketing variables, while the remaining 46.3% is explained by other variables outside of these variables. Finally, the relationship between employee satisfaction and organizational commitment to customer orientation shows an R-squared value of 0.860, indicating that the employee satisfaction and organizational commitment variables have a high influence on the customer orientation variable. So, 86.0% of the customer orientation variable can be explained by employee satisfaction and organizational commitment variables, while the remaining 14.0% is explained by other variables outside of these variables.

Path Coefficient Estimation

Path coefficient estimation is an estimate of the path relationship in the structural model which is used to see the significance value of the results of data processing using a bootstrapping procedure. The significance value of all path estimates will be used to see the relationship between variables. The relationship between variables in the structural model is evaluated based on the calculated t value and the hypothesis is accepted if the calculated t value is greater than the critical value. Commonly used critical values for two-sided tests are 1.65 (significance level = 10%), 1.96 (significance level = 5%), and 2.57 (significance level = 1%). Meanwhile, the critical values of the one-sided test are 1.28 (significance level = 10%), 1.65 (significance level = 5%), and 2.33 (significance level = 1%) (Hair et al., 2016). Because the relationship between variables in this study already has a clear direction, a bootstrapping procedure was carried out using a one-sided test with a significance value of 0.05 and a t count of 1.65. The following are the results of the bootstrapping test (**Table 4**).
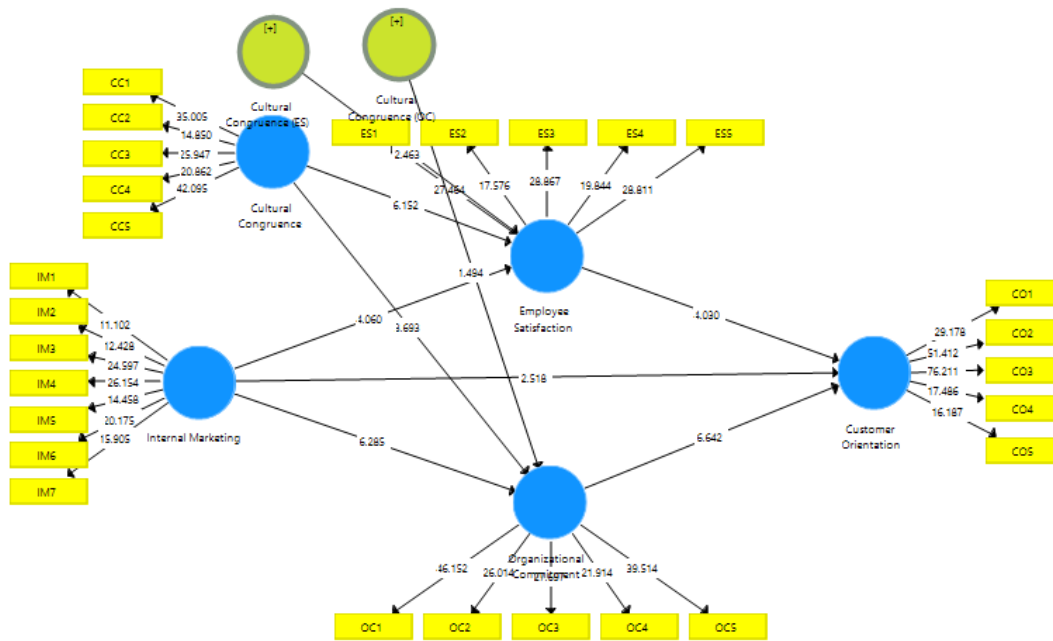
Hypothesis Test Results

The results of testing the relationship between internal marketing and employee satisfaction show a calculated t value of 4.060 which is greater than 1.65 with a significance level of p value of 0.000 which is less than 0.05. This shows that the relationship between internal marketing variables and employee satisfaction is positive and significant. Thus, it can be concluded that **hypothesis 1 (H1) is accepted**.

The results of testing the relationship between internal marketing and organizational commitment show a calculated t value of 6.285 which is greater than 1.65 with a significance level of p value of 0.000 which is less than 0.05. This shows that the relationship between internal marketing variables and organizational commitment is positive and significant. Thus, it can be concluded that **hypothesis 2 (H2) is accepted**.

Table 4. Path Coefficient

Variable	Original Sample (O)	T Statistic	P Value	Conclusion
Internal Marketing → Employee Satisfaction	0.378	4.060	0.000	Supported
Internal Marketing → Organizational Commitment	0.493	6.285	0.000	Supported
Cultural Congruence*Internal Marketing → Employee Satisfaction	0.140	2.463	0.014	Supported
Cultural Congruence*Internal Marketing → Organizational Commitment	0.101	1.494	0.136	Not Supported
Internal Marketing → Customer Orientation	0.153	2.518	0.012	Supported
Employee Satisfaction → Customer Orientation	0.308	4.030	0.000	Supported
Organizational Commitment → Customer Orientation	0.543	6.642	0.000	Supported
Internal Marketing → Employee Satisfaction → Customer Orientation	0.116	2.843	0.005	Supported
Internal Marketing → Organizational Commitment → Customer Orientation	0.267	4.458	0.000	Supported

Source: Processed Data (2024)

Source: Processed Data (2024)

Figure 2. Path Analysis Results

The results of testing the cultural congruence variable which moderates the relationship between internal marketing and employee satisfaction show a t count of 2.463 which is greater than 1.65 and a significance level of p values of 0.014 which is smaller than 0.05. This shows that cultural congruence can significantly moderate the relationship between internal marketing variables and employee satisfaction. Thus, it can be concluded that **hypothesis 3 (H3) is accepted**.

The results of testing the cultural congruence variable which moderates the relationship between internal marketing and organizational commitment show a t count of 1.494 which is greater than 1.65 and a significance level of p values of 0.136 which is smaller than 0.05. This shows that cultural congruence cannot moderate the relationship between internal marketing variables and organizational commitment. Thus, it can be concluded that **hypothesis 4 (H4) is not accepted**.

The results of testing internal marketing relationships with customer orientation show a calculated t value of 2.518 which is greater than 1.65 with a significance level of p value of 0.012 which is less than 0.05. This shows that the relationship between internal marketing variables and customer orientation is positive and significant. Thus, it can be concluded that **hypothesis 5 (H5) is accepted**.

The results of testing the relationship between employee satisfaction and customer orientation show a calculated t value of 4.030 which is greater than 1.65 with a significance level of p value of 0.000 which is less than 0.05. This shows that the relationship between employee satisfaction variables and customer orientation is positive and significant. Thus, it can be concluded that **hypothesis 6 (H6) is accepted**.

The results of testing the relationship between organizational commitment and customer orientation show a calculated t value of 6.642 which is greater than 1.65 with a significance level of p value of 0.000 which is less than 0.05. This shows that the relationship between the organizational commitment variable and customer orientation is positive and significant. Thus, it can be concluded that **hypothesis 7 (H7) is accepted**.

The results of testing the relationship between employee satisfaction which mediates internal marketing and customer orientation show a t value of 2.843 which is greater than 1.65 with a significance level of p value of 0.005 which is less than 0.05. This shows that employee satisfaction can significantly mediate the relationship between internal marketing variables and customer orientation. Thus, it can be concluded that **hypothesis 8 (H8) is accepted**.

The results of testing the relationship between organizational commitment which mediates internal marketing and customer orientation show a t value of 4.458 which is greater than 1.65 with a significance level of p value of 0.000 which is less than 0.05. This shows that organizational commitment

can significantly mediate the relationship between internal marketing variables and customer orientation. Thus, it can be concluded that **hypothesis 9 (H9) is accepted**.

Discussion

Internal Marketing on Employee Satisfaction

This research found that internal marketing was able to have a positive influence on employee satisfaction, directly aligning with the research question: Does internal marketing significantly impact employee satisfaction? Internal marketing is an element of organizational management that can be controlled and utilized to influence and motivate employees (Huang & Rundle-Thiele, 2015; Chen et al., 2021). By effectively implementing internal marketing strategies, organizations can address employee needs, leading to higher levels of satisfaction. Employees can be motivated because their needs can be met well, leading to greater loyalty and productivity. Huang & Rundle-Thiele (2015) emphasize that motivated and satisfied employees are more likely to contribute positively to the organization. This connection underlines the importance of well-designed internal marketing strategies in building employee satisfaction, as initially hypothesized. Balta (2018) supports this by stating that if a business wants to satisfy its customers, it must first satisfy its employees. Some experts have suggested that "internal marketing" is the best way to retain qualified, skilled, and experienced staff and make them feel valued, which in turn will increase morale, improve work performance, productivity, and subsequently service quality (Jein, 2013). This view is echoed in the broader literature, where it is noted that organizations that invest in internal marketing initiatives tend to experience lower turnover rates and higher employee morale (Ahmed & Rafiq, 2003). Huang & Rindle-Thiele (2019) also stated that from a practical point of view, when an organization or company improves internal communication well, trains employees, and develops their abilities, this increases employee satisfaction, which in turn makes them able to contribute optimally and increase customer satisfaction.

Internal Marketing on Organizational Commitment

The findings from this research state that internal marketing can influence organizational commitment, confirming the hypothesis that a well-executed internal marketing strategy strengthens employee commitment to the organization. This means that when an organization prioritizes its internal marketing strategy well, employee commitment to the organization will be built, answering the research question: How does internal marketing affect organizational commitment? These findings support several previous studies that identified a relationship between internal marketing and organizational commitment (Chiu et al., 2020; Moreira et al., 2020; Ismail & Sheriff, 2017; Kim et al., 2016). Organizational commitment is the extent to which employees feel that they have a psychological connection with their work (Chiu et al., 2020). When employees perceive that their organization is committed to their well-being through internal marketing, they are more likely to reciprocate with increased commitment to the organization. This psychological connection fosters organizational loyalty and reduces turnover intentions (Ismail & Sheriff, 2017). Moreover, the alignment of these results with the original research hypothesis highlights the role of internal marketing in developing organizational commitment. Kim et al. (2016) stated that a well-built internal marketing system that focuses on welfare, training, compensation, communication, and management support can strengthen employee commitment to the organization. This suggests that organizations that prioritize internal marketing are better positioned to cultivate a committed workforce, which is essential for sustaining competitive advantage in today's dynamic business environment.

Internal Marketing on Employee Satisfaction Moderated by Cultural Congruence

This research confirms that cultural congruence or cultural suitability has a significant role in moderating the relationship between an organization's internal marketing efforts and the level of satisfaction felt by employees. This finding addresses the research question: Does cultural congruence moderate the effect of internal marketing on employee satisfaction? In this context, cultural fit not only influences but can effectively strengthen the positive impact of internal marketing practices on employee job satisfaction levels. Chen et al. (2021) stated that understanding employee cultural needs can enable airlines to carry out more effective internal marketing practices, which will result in higher levels of employee satisfaction. When internal marketing practices are tailored to fit the cultural expectations of employees, it significantly enhances their job satisfaction. Understanding the needs of such a diverse team will contribute to employees' feelings of satisfaction and self-enjoyment, which will likely result in quality service (Chen et al., 2021). Therefore, to increase the positive impact of internal marketing practices on employee satisfaction, this research provides a contribution and understanding that an organization must consider employee culture when carrying out internal marketing practices. This also contributes to the growing body of literature that emphasizes the importance of cultural factors in organizational

management (Earley & Mosakowski, 2000). When the company's values and cultural norms are in line with employee expectations and preferences, this can be the main driver in creating a satisfying and productive work environment for all members of the organization.

Internal Marketing on Organizational Commitment Moderated by Cultural Congruence

The concept of cultural congruence refers to the extent of compatibility between individual culture and organizational culture. In the context of this research, cultural congruence was expected to moderate the relationship between internal marketing variables and organizational commitment. However, the findings in this study show otherwise. Peng & Chen (2023) found that cultural congruence does not always influence the relationship between certain variables. Treviño et al. (2020) stated that cultural conformity cannot always influence individualistic and collectivistic societies, as they have other priorities that are the main focus. This outcome challenges the research hypothesis that cultural congruence would strengthen the relationship between internal marketing and organizational commitment, addressing the research question: Does cultural congruence significantly moderate the relationship between internal marketing and organizational commitment? While it was anticipated that a high level of cultural fit between employees and the organization would enhance organizational commitment, the results indicate a more complex interaction. Some employees don't even pay much attention to cultural suitability to form a commitment. Organizational commitment itself is a quite complex concept consisting of affective, continuance, and normative commitment (Perry et al., 2016). Employees also generally have various goals and other needs which are top priorities to be motivated to commit to a particular organization. Treviño et al. (2020) suggest that in individualistic cultures, employees may place higher value on personal achievements and autonomy rather than cultural congruence. Therefore, although initial expectations were that cultural congruence could drive the relationship between internal marketing variables and organizational commitment, these findings suggest otherwise. This shows the complexity of the relationship between these factors and highlights that cultural congruence may not be a universal driver of commitment across all settings.

Internal Marketing on Consumer Orientation

This research shows that internal marketing can influence a company's customer orientation, directly addressing the research question: What is the impact of internal marketing on customer orientation? In this case, organizations or companies operating in the service sector can implement or utilize internal marketing strategies because the more organizations that implement internal marketing, the greater the company will achieve development in customer orientation. These findings support several studies that identify the relationship between internal marketing and customer orientation (Park & Tran, 2018; Samman & Mohammed, 2021; Saad et al., 2015). Customer orientation refers to the extent to which employees prioritize customer needs and strive to meet them, which is crucial for organizational success in the service sector (Narver & Slater, 1990). The findings demonstrate that effective internal marketing leads to improved customer orientation by aligning employee efforts with customer needs. Saad et al. (2015) emphasize that internal marketing fosters a customer-centric culture within organizations, ensuring that employees are motivated and equipped to deliver superior customer service. This is supported by the work of Park & Tran (2018), who found that organizations with strong internal marketing practices are better able to instill a customer-oriented mindset in their employees, leading to enhanced customer satisfaction and loyalty. The higher the internal marketing practices and customer orientation, the more employees will be directed to "determine and understand the needs of target customers and adapt the selling organization's responses to satisfy those needs better than the competition, thereby creating a competitive edge (Saad et al., 2015). Therefore, the application of internal marketing is very important in achieving a good understanding from employees to always orient all their activities by focusing on customers, or what is usually called customer orientation. This research contributes to the existing literature by highlighting the critical role of internal marketing in bridging the gap between employee satisfaction and customer orientation, as initially hypothesized. The findings underscore the importance of internal marketing as a strategic tool for achieving competitive advantage through superior customer service (Berry, 1981).

Employee Satisfaction with Consumer Orientation

This research found that employee satisfaction can influence customer orientation, supporting the hypothesis and addressing the research question: Does employee satisfaction impact customer orientation? This indicates that the more satisfied an employee is when carrying out various kinds of work in an organization or company, the employee will also be responsible for the demands of the organization, one of which is carrying out customer-oriented activities. Employee satisfaction is a critical determinant of customer orientation, as satisfied employees are more likely to engage in behaviors that prioritize customer needs (Homburg et al., 2002). Brown et al. (2002) state that customer orientation is implemented in two

dimensions. First, employee efficacy in providing services that can meet customer needs and expectations is the main basis for the success of a business. Second, the satisfaction that employees gain from positive interactions with customers not only increases their motivation and loyalty but also creates a productive and competitive work environment (Li et al., 2019). Therefore, satisfying employees is an important aspect of encouraging employee behavior to be customer-oriented. The research findings align with this model, showing that satisfied employees not only perform their roles more effectively but also derive personal satisfaction from customer interactions, which further enhances their commitment to customer-oriented behaviors. When employees are satisfied with the services provided by the organization, employees will demonstrate good performance to shape customer expectations, and provide services and solutions for customers. Of course, the role of employees in creating customer expectations, providing good service, and providing the right solutions will affect customers' positive perceptions of the organization and increase customer satisfaction. Satisfied employees will also be able to form a good relationship between employees and customers. When employees are satisfied with what they receive from the company, they will become more customer-oriented, which will contribute to better employee performance, increasing customer orientation and indirectly influencing organizational performance. This supports the hypothesis that employee satisfaction is a crucial driver of customer orientation and highlights the importance of maintaining high levels of employee satisfaction to achieve superior customer outcomes. Moreover, the findings contribute to the broader understanding of the link between internal marketing, employee satisfaction, and customer orientation, emphasizing the interconnectedness of these factors in organizational success (Feng et al., 2019).

Organizational Commitment to Customer Orientation

The findings of this research illustrate that a high level of organizational commitment has a positive impact on customer orientation, which directly supports the hypothesis: *Does organizational commitment significantly influence customer orientation?* This relationship suggests that when employees demonstrate a strong commitment to the development and success of their organization, they are more capable of effectively directing all activities and initiatives toward customer needs and satisfaction. The concept of organizational commitment refers to an employee's emotional attachment, identification with, and involvement in the organization, which has a direct influence on their work behaviors, including customer-oriented activities (Meyer & Allen, 1991). Employees who are strongly committed to the organization are more likely to prioritize customer satisfaction as a core element of their work, aligning their actions with organizational goals. This finding aligns with Redondo et al. (2021), who state that a high level of organizational commitment enhances employees' dedication to fulfilling customer needs, thereby strengthening the organization's overall customer orientation. The literature also indicates that committed employees are less likely to leave the organization, which fosters a stable workforce that can consistently deliver high-quality customer service (Lambert et al., 2020). In other words, strong commitment from employees allows organizations to be more responsive and focused on meeting customer expectations and needs, which in turn will improve the organization's image and strengthen relationships with customers. This supports the research hypothesis and highlights the importance of fostering organizational commitment to achieve better customer-oriented outcomes. Employees who have emotional ties to an organization tend to see the organization as part of their own identity, which makes them reluctant to leave it (Fazio et al., 2017). This indicates that when an organization or an employee has a full commitment to dedicating themselves to the company, they will understand that one of the factors that can encourage the company's performance to continue to grow, sustain, and develop is consumers. Ultimately, when they have a strong commitment, all strategies will be directed in a customer-oriented form (Lombardi & Cavaliere, 2019). These findings highlight the interconnectedness between organizational commitment and customer orientation, underscoring the need for organizations to invest in strategies that strengthen employee commitment as a means to enhance customer satisfaction and loyalty.

Internal Marketing on Consumer Orientation Mediated by Employee Satisfaction

This research shows that employee satisfaction has an important role as an intermediary in the relationship between a company's internal marketing efforts and customer orientation, directly addressing the research question: *Does employee satisfaction mediate the relationship between internal marketing and customer orientation?* As is well-established, internal marketing activities focus on improving the internal environment of an organization to better support and satisfy employees (Ahmed & Rafiq, 2003). These activities not only enhance employee satisfaction but also positively influence their behavior towards customers. When employees feel satisfied with their work environment and organizational support, they are more likely to be motivated to deliver high-quality customer service, thereby improving customer orientation (Feng et al., 2019). This supports the hypothesis that employee satisfaction mediates the

relationship between internal marketing and customer orientation, confirming that internal marketing practices that prioritize employee satisfaction can lead to better customer outcomes. Specifically, internal marketing initiatives such as employee training, clear communication, and fair compensation contribute to creating a work environment that meets employees' needs, thus fostering their satisfaction and motivation. Once employees feel satisfied working for a particular company, they will give their best dedication and contribution to the company, particularly in areas that directly impact customers. In this context, employee satisfaction acts as a crucial mediator, linking internal marketing efforts with customer orientation by ensuring that employees are both willing and able to engage in customer-oriented behaviors. This is supported by the findings of Feng et al. (2019), who argue that organizations that focus on enhancing employee satisfaction through internal marketing practices are more likely to see improvements in customer orientation. Therefore, creating a work environment that prioritizes employee satisfaction can be an important strategy in improving customer orientation and overall company performance, highlighting the central role of employee satisfaction as a mediator in this relationship.

Internal Marketing on Consumer Orientation Mediated by Organizational Commitment

This research reveals that organizational commitment plays a mediating role in the relationship between an organization's internal marketing practices and its overall focus on customer needs and satisfaction (customer orientation), addressing the hypothesis: *Does organizational commitment mediate the relationship between internal marketing and customer orientation?* Internal marketing is designed to align the organization's internal environment with its strategic goals, which in turn strengthens employee commitment to the organization (Farzad et al., 2008). The findings indicate that when employees perceive that the organization is genuinely invested in their well-being and professional development through internal marketing initiatives, their commitment to the organization increases. This heightened commitment leads to a stronger focus on customer orientation, as committed employees are more likely to align their work behaviors with the organization's customer-centric goals. Chiu et al. (2020) support this view, stating that internal marketing initiatives that enhance employee commitment also foster a stronger orientation towards customer satisfaction. Once employees have a strong commitment to the organization, they are more likely to understand that one of the important factors that must be considered is customer satisfaction. Providing all kinds of best services to consumers helps the company to develop in the future. This supports the hypothesis that organizational commitment mediates the relationship between internal marketing and customer orientation, highlighting the role of internal marketing in fostering a committed workforce that is dedicated to achieving customer satisfaction. The literature further supports this view, indicating that employees who are committed to their organization are more likely to engage in behaviors that enhance customer satisfaction, which ultimately contributes to the organization's competitive advantage (Lombardi & Cavaliere, 2019). Therefore, when employees are committed to the organization, they are more likely to direct all activities, including those related to customer service, in a customer-oriented manner. This suggests that the adoption of effective internal marketing can influence how organizations prioritize and direct their resources and strategies to better meet consumer expectations and needs. In conclusion, the findings underscore the critical role of organizational commitment as a mediator in the relationship between internal marketing and customer orientation, providing valuable insights for organizations seeking to enhance their customer-centric strategies.

4. CONCLUSION

This research aims to identify what factors can encourage levels of employee satisfaction, employee commitment, and customer-based employee orientation. This research also considers the use of cultural congruence to increase employee satisfaction and commitment to the organization. The concepts explained in this research can add insight and knowledge as well as be a reference for an organization or company to explain the factors that encourage employees to gain satisfaction and build commitment to an organization, as well as form a work orientation that focuses on customers.

The findings of this research show that there is a positive influence of internal marketing on employee satisfaction, organizational commitment, and customer orientation in service companies, namely hospitals. Apart from that, it is known that employee satisfaction and organizational commitment can encourage employees to carry out various kinds of customer-oriented activities, with the hope that customers or consumers will remain loyal to the company. This research also found that employee satisfaction and organizational commitment can be a good mediator of the relationship between internal marketing and customer orientation. Cultural congruence identified in this research was found to have a moderating effect on the relationship between internal marketing and employee satisfaction. However, this

research found that cultural congruence did not have a moderating effect on the relationship between internal marketing and organizational commitment.

This research has several managerial implications that can be taken to strengthen management practices in hospitals or similar organizations. First, management needs to pay greater attention to developing effective internal marketing strategies. The finding that internal marketing has a positive effect on employee satisfaction, organizational commitment, and customer orientation indicates the importance of allocating resources and attention to internal marketing initiatives. This can include providing employee training and development, effective internal communications, and creating a work environment that motivates and strengthens organizational identity.

Second, management must consider cultural congruence in managing the organization. Although research shows that cultural fit can moderate the relationship between internal marketing and employee satisfaction, but not organizational commitment, this highlights the importance of understanding organizational culture and the values held by employees. By strengthening the cultural fit between internal marketing practices and organizational values, management can maximize its positive impact on employee satisfaction and commitment. This may involve establishing recruitment strategies that address cultural values, developing cultural training programs, and promoting communications that strengthen organizational identity. Thus, the implementation of these strategies is expected to improve overall organizational performance.

Several limitations need to be considered in interpreting the findings and recommending steps for future research. First, it needs to be acknowledged that this research was conducted in the service sector, specifically hospitals, so generalization of the findings must be done with caution. Variations in industry context and organizational culture can influence how factors such as internal marketing, employee satisfaction, and organizational commitment influence customer orientation. Therefore, future research can expand the sample scope and industry context to validate these findings.

Second, although cultural congruence is proven to have a moderating effect on the relationship between internal marketing and employee satisfaction, it does not affect organizational commitment. This shows that there is still complexity in the influence of cultural factors on relationships within organizations. Therefore, future research can further explore the dynamics of organizational culture and how this influences the interactions between the key variables in this research. Another recommendation is to involve more diverse respondents in terms of demographics and job level to enrich understanding of the influence of these factors. By taking these limitations and recommendations into account, future research can make a broader and deeper contribution to the understanding of human resource management in the context of customer orientation.

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