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Internal Marketing to Enhance Job Satisfaction and Organisational Performance Among Lecturers in Malaysian Private Universities

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Abstract

The purpose of this study is to determine if internal marketing (IM) is a useful internal tool for the economic unit to enhance organisational performance (OP) and job satisfaction (JS) in Malaysian private universities (PU). The primary objective of this study is to develop a theoretical framework for the creation of a comprehensive measurement scale that emphasises the direct use of IM in PUs and enables PUs to achieve strategic goals such as bolstering lecturers' job satisfaction and organisational performance. The significance of the relationship between IM, JS, and OP is determined using a quantitative technique approach within the context of hypothesis testing. The respondents are lecturers from Malaysian private universities. This study contributes to the literature in two ways: first, it examines the relationship between internal marketing, job satisfaction, and organisational performance in the context of private universities, an industry where marketing issues remain understudied; and second, it provides a theoretical framework for the development of internal marketing within an organisation, with a focus on PUs. In this situation, the resilience and success of PUs can be attributed, in part, to the lecturers' capacity to defend their institutions against an intimidating environment and maintain growth.

Keywords: Internal Marketing, Job Satisfaction, Organisational Performance, Private Universities.

Introduction

The advent of globalisation, widespread use of information technology, and the emergence of the Covid-19 coronavirus have presented universities around the globe with new challenges. Education is essential to the growth of the economy and the nation as a whole. The nation's acquired knowledge, skills, and competencies also influence the development of education. Significantly, the challenges of higher education institutions, including private universities, have an inordinate influence on university inputs, operations, functions, and outcomes.

To survive and perform effectively, PUs requires a competent and dedicated academic staff. Educators are becoming increasingly aware of the need to improve education quality in an era of rapid globalisation. This research aligns with the vision of the Malaysia Education Blueprint (Higher Education) 10 Shifts, one of which is to encourage higher learning institutions to pursue various forms of institutional excellence, diversify career pathways, and implement systematic mechanisms for talent development (Ministry of Education Malaysia, 2015).

Past research has identified several challenges in higher education institutions, including private universities, including knowledge management and sharing, as well as research collaboration (Tan and Noor, 2013), transnational virtual delivery (Yung-Chi Hou et al., 2015), staff turnover (Feng and Angeline, 2010), poor delivery of quality due to having more students to coach Long et al (2014), and gender-related issues (Baker, 2016). Black (2015) also proposed the following challenges: multirole academic leaders, transitional roles for academicians, the need to adjust to new circumstances, the need to promote the organisation, diversity, loyalty, university governance, and globalisation. According to Manogharan et al (2018), high staff retention rates are a result of role conflicts, inability and difficulties in dealing with international students, a lack of emphasis by the organisation on salary, benefits, staff welfare, and career development, and an inability to retain academic staff. Recent research trends indicate that academic staffs experience mental tension as a result of being unfamiliar with online teaching and learning Huang et al (2020) and having limited time to prepare for conducting online classes, which compromises teaching and learning (Bernama, 2020a). In addition, online assessment results in computer vision syndrome Forster (2020) and inadequate internet connections (Albukhary International University, 2020).

The following are additional concerns regarding higher education institutions in Malaysia, particularly private universities, as revealed by the literature

1. Academics in Malaysia struggle to satisfy the ever-increasing demands for quality teaching, research, publication, service, and administration within a highly bureaucratic system and with relatively limited funding, equipment, and human resources. Increased expectations of academic performance, accountability, and the new governance system raise questions regarding how these growing pressures impact the work experiences and attitudes of Malaysian academics. Evidently, academic labour and the profession are subject to a barrage of pressures that penetrate to their core (Azman, 2019).
2. A major concern for universities in Malaysia is not only the recruitment of sufficient numbers of talented individuals into the academic profession, but also the maintenance of academic excellence (Azman & Pang, 2016).
3. In terms of academics, competition has made it difficult for Malaysian Private HIs to hire and retain quality academics because private HIs offer more attractive remuneration packages in terms of salary and benefits (Anis & Abdullah, 2018).
4. Specifically, private universities in Malaysia must re-examine their strategic plans, one of which includes career development of their human resources, especially academics (Arokiasamy et al., 2011).

5. The Malaysian government has frequently expressed concern over the high turnover rate of academics in Malaysia's higher education institutions, particularly private universities. Morris et al (2004) demonstrates that the problems persist to this day. Hence, it is evident that academicians confronted a significant number of obstacles. It is essential for organisations to value their academic employees and ensure that they possess the skills necessary to achieve a high level of career satisfaction and productivity. An employee with a positive attitude towards his or her job will experience job satisfaction and be willing to commit to the organisation, thereby enhancing its performance (Pang & Lu, 2018; Wu et al., 2013). Thus, the purpose of this study is to provide a more complete picture of the issues relevant to lecturers, especially in private universities.

The primary objective of this study is to propose a theoretical model for the development of a holistic measurement scale that focuses on the direct application of Internal Marketing (IM) in private universities (PU), thereby enabling PUs to achieve strategic goals such as an increase in lecturers' job satisfaction (JS) and contribution to organisational performance (OP). It contributes to the conceptual development in the academic setting and facilitates its application in the organisational context of practitioners.

Internal marketing (IM) focuses on recruiting and retaining employees who prioritise the consumer. Employees were chosen from recruitment and selection process in which motivates to achieve customer satisfaction. Critics of internal marketing assert that the term is synonymous with effective human resource management. On both a strategic and technical level, the concepts of internal marketing and human resource effectiveness (HRE) are examined, and applicable measures are identified. The effect of IM using a marketing-like approach on the employee-organization relationship in achieving organisational objectives linked to job service quality and job satisfaction (Ahmed & Rafiq, 2003; Sousa & Coelho, 2013; Azzam, 2016). When employees are treated as customers, customer satisfaction can be attained (Al-Hawary, 2013; Ali, 2016; Kanyurhi and Akonkwa, 2016; Kukreja, 2017). Nonetheless, IM as a strategic instrument has been found to reduce resistance to organisational change, thereby contributing to the overall well-being of the organisation (Ahmed & Rafiq, 2003).

Job satisfaction has been shown to lead to positive workplace attitudes, intentions, behaviours, and performance outcomes (Bednarska and Szczyt, 2015), provides recognition, income, promotion, and goals of fulfilment (Azzam, 2016; Kukreja, 2017; Kaliski, 2007; Yildiz, 2016), and encompasses all monetary and non-monetary compensation aspects of the job (Bailey et al., 2016; Di Paolo, 2016). Prior research has demonstrated a correlation between job satisfaction and organisational performance (Latif et al., 2013; Platisa et al., 2015; Mahmoud et al., 2018; Sabuhari et al., 2020). The studies conducted by Farooqui and Nagendra (2014) and Pancasila, Haryono, and Sulisty (2020) demonstrated a positive correlation between job satisfaction and job performance. Job contentment was also interpreted to have produced the desired outcomes in terms of work commitment, productivity, and performance (Fadli, 2017; Nugraha, Hakam, & Susilo, 2017; Sintya, Noer, & Rahmawati, 2017). Lussier and Hendon (2018) explain further that critical situation management and work completion are components of employee performance. According to Calvin (2017); Yenni (2017), those who were rewarded and compensated for their performance at work are more likely to be offered promotion opportunities.

Performance is defined as "the extent to which employees meet work requirements" Harwiki (2016), or "the work quality and quantity achieved by an employee in carrying out his duties in accordance with his assigned responsibilities." Torlak & Kuzee (2019) Organisations can evaluate employee performance based on how efficiently workers carry out work-related responsibilities. Moreover, according to Arifin (2015); Nengah et al (2018), performance can be evaluated based on quality, efficiency, and effectiveness in terms of responsibility in executing the work task and achieving the organization's goals. The more satisfied employees are with their jobs, the more they will enhance their individual performance in terms of achieving the goal (Pradhan et al., 2017; Nengah et al., 2018; Zhang et al., 2019; Astuti et al., 2020).

One of the most significant findings of this study is that a holistic internal marketing strategy can be an effective tool for enhancing job satisfaction and, consequently, increasing organisational performance in Malaysian private universities.

literature Review

Internal Marketing

Marketing is no longer the purview of a single division. Marketing requires interdepartmental harmony, which can only be achieved when customers and the organization's marketing philosophy and attitude towards serving consumers are clearly understood (Keller and Kotler, 2015).

Internal marketing was once thought to be linked to the creation of high-quality services (Berry et al., 1976). Internal marketing is essential for making available internal products (jobs) that satisfy the needs of a dynamic internal market (workers) while also achieving the organization's goals (Berry et al., 1976; Bohnenberger et al., 2019). According to Lings and Brooks (1998), internal marketing is a method in which all divisions of a company operate as suppliers and customers simultaneously. This includes the marketing department, which identifies consumer needs, and the service department, which resolves product or service problems. The concept that employees should be viewed as internal customers and strategic resources is integral to internal marketing. This indicates that employees are seeking their own satisfaction through various management practises in an effort to increase external customer satisfaction and, consequently, higher performance (Bohnenberger et al., 2019). According to Awwad and Agti (2011), adopting an effective internal marketing strategy can assist the organisation in achieving the following goals: (1) Activating incentives through which employees are encouraged and motivated to continuously improve performance; (2) Developing the capabilities and competencies of employees in industrial and service economic units; (3) Providing economic units with competent staff to carry out administrative functions, (4) The IM application of the economic unit helps to carry out internal promotion campaigns to motivate employees and activate their role in achieving strategic objectives; and (5) Maintaining highly skilled workers by meeting their material and moral needs (Thabit and Saif, 2020).

This study suggested that implementing an IM strategy would result in a more satisfied customer-oriented staff, which would contribute to an increase in customer satisfaction, in this case among PU lecturers and students. There are currently no specific models that demonstrate how IM functions (Bohnenberger et al., 2019), despite the fact that many

sources are useful for determining what constitutes IM and what does not. This study therefore proposes an IM model to demonstrate the interrelationships between the criteria for IM and its implementation in order to improve job satisfaction and organisational performance, particularly in Malaysian private universities. This study proposes an IM model that incorporates three distinct yet intertwined strands of theoretical development of the IM conceptualization: (1) the employee job satisfaction phase (Huang & Rundle-Thiele, 2019; Bailey et al., 2016; Kanyurhi & Akonkwa, 2016; Shahzad et al., 2013; Rafiq & Ahmed, 2000); (2) the organisational culture phase (Bailey et al., 2019; Huang & Rundle-Thiele, 2019; Huang and Rundle-Thiele, 2015), and (3) the organisational performance phase (Alvarez-Gonzalez et al., 2017; Mohsin & Hafiz, 2017; Kanyurhi & Akonkwa, 2016; Norizan et al., 2002). The unique contribution of this study is the development and validation of an internal marketing model that will be empirically evaluated in Malaysian private institutions using confirmatory factor analysis (CFA) methodologies.

Job Satisfaction

Haiyan et al (2018), define job satisfaction as an indicator of an employee's general positive attitude towards their employment. Employment satisfaction is the pleasant emotional state that results from viewing one's employment as achieving or contributing to the achievement of one's job values (Locke, 1969; Haiyan et al., 2018). Compared to dissatisfied employees, satisfied employees are more likely to provide superior service to both internal and external customers, according to studies. In addition, they are more likely to remain with the organisation for an extended period of time (Lings, 1999). According to Bitner (1990), low employee satisfaction correlates with subpar service performance. When employees are satisfied with their employment, they are more likely to satisfy customer requirements (Sasser and Arbeit, 1976; Berry, 1981; Piercy, 1995; Schneider et al., 1994, 2003). Gaining recognition, making money, being promoted, and achieving objectives that lead to a sense of accomplishment are also dependent on employee satisfaction (Nimer and Musadiq, 2013; Kaliski, 2007). According to Wood (1976), job satisfaction is a prerequisite for a teacher's extended tenure and performance, as well as the overall success of the institution (Edward and Teoh, 2009). It is crucial to focus on the job satisfaction of the teaching staff, as a high-quality academic staff is essential to the development of a successful educational system.

Motivated employees are a company's most valuable asset. Based on previous research (Haider et al., 2015; Shipley, 2015), it is believed that employee job satisfaction influences their performance and overall organisational productivity. Over the years, most of the research on job satisfaction has concentrated on organisational and industrial contexts (Platsidou & Diamantopoulou, 2009). Salman et al (2012) state that job satisfaction is typically examined in both primary and secondary education. However, empirical evidence regarding the job satisfaction of Pus lecturers is scarce in the international literature (Oshagbemi, 2003). Job satisfaction research has been conducted in Malaysia's automotive (Dawal and Taha, 2006), financial institutions Lew and Liew (2006), small and medium enterprises Lo et al (2013), retail Rohani et al (2012), and tourism Yew (2008) industries, among others.

According to the equity theory Adams (1965) and the discrepancy model Porter and Lawler (1968), both extrinsic (financial) and intrinsic (psychological) rewards are believed to influence job satisfaction. While only a subset of employees report a correlation between pecuniary reward satisfaction and job satisfaction, the relationship between psychological

reward satisfaction and job satisfaction is universal (Hofmans et al., 2012). The intrinsic and extrinsic rewards of employees have a significant impact on their work effort. Numerous studies have found that the rewards system has a substantial effect on employee output. However, Ajmal et al (2015) do not mention any explicit benefits for increasing organisational productivity. In this investigation, extrinsic and intrinsic rewards are defined. Depending on the need and circumstance, the value of both types of rewards can vary. Employees receive psychological rewards (intrinsic rewards) for performing meaningful work successfully. According to Ajmal et al (2015); Negussie and Demissie (2013), recognition, progress, professional development, authority over immediate task, respect, and responsibility are fundamental components of job satisfaction based on human perception and internal feelings.

This study's primary objective is to investigate the factors that affect job satisfaction in Malaysian public universities. According to the literature review of Malaysian sources, there are only a few papers available to researchers interested in this topic. In addition, as the number of public and private institutions of higher education has increased globally, the competition for quality personnel and students who demand and produce quality has intensified within higher education. In the business world, it has been demonstrated that satisfied employees provide superior service because they are better able to comprehend their customers. In the case of private universities, their customers are their hard-won and quality-conscious students.

Organisational Performance

Observing an organization's performance is one method for determining its efficiency. The term "performance" is commonly used to define the accomplishment of an organisation or a policy (Sarah and Tricia, 2005). Among the factors that influence an organization's performance are employee satisfaction, customer satisfaction, market share, gains and outcomes, overall performance, and leadership support (Adlouni, 2002; Marwan, 2012). Financial performance (i.e. earnings per share, return on investment), operational performance (i.e. product quality, market share), and organisational effectiveness (i.e. employee morale, working environment) are the three criteria used to measure organisational success (Yang et al., 2009; Venkatraman and Ramanujam, 1986; Kelvin and Pang, 2018). In addition, a well-considered incentive strategy that increases employee job satisfaction has a significant impact on business success (Analoui, 1999; Kelvin and Pang, 2018).

Organisational performance is a metric that measures a company's capacity to accomplish its goals (Venkatraman and Ramanujam, 1986; Hamon, 2003; Li-An, 2008). Moreover, performance refers to the quality and quantity of work completed by an individual or group (Schermerhorn et al., 2002; Li-An, 2008). According to (Muhammad et al., 2013), management should develop, design, and implement a compensation strategy to assist the organisation in achieving its overall goals and enhancing its performance, with the goal of obtaining the most productive and supportive effects from its employees by increasing employee satisfaction. Both management and contented employees should be made aware of the objectives of the compensation strategy in order to reduce accidental and subjective motivations and strategically advance the common objective. This will undoubtedly enhance organisational performance.

This study develops a holistic internal marketing marketing model that links the postulated antecedents of job satisfaction – extrinsic and intrinsic rewards (Hofmans et al., 2013) and internal marketing (Narteh, 2012; Kanyurhi and Bugandwa, 2016) – and the subsequent job satisfaction behaviours to organisational performance (Koyuncu et al., 2006; Rayton and Yalabik, 2014). In addition, internal marketing in Malaysian private universities could regulate specific employee relationships. (Ahmed et al., 2003; Alegre et al., 2015).

Research Objectives

This study seeks to achieve the specific objectives as follows

1. To examine the relationship between extrinsic rewards and intrinsic rewards on job satisfaction among lecturers in private universities.
2. To describe the relationship between internal marketing and job satisfaction.
3. To determine the relationship between job satisfaction and organisational performance.
4. To verify the moderating effect of internal marketing on the relationship between job satisfaction (extrinsic and intrinsic rewards) and organisational performance among lecturers in private universities.

Research Conceptual Framework

Based on the literature, this study establishes a holistic internal marketing model between the proposed behaviours that are antecedent to job satisfaction – extrinsic rewards and intrinsic rewards Hofmans et al (2013) and internal marketing Narteh (2012); Kanyurhi and Bugandwa (2016) – and the consequent behaviours of job satisfaction – organisational performance (Koyuncu et al., 2006; Rayton and Yalabik, 2014; Jung and Yoon, 2015). The model is further supported by the argument that internal marketing can moderate certain relationships between employee behaviours in Malaysian private institutions (Ahmed et al., 2003; Alegre et al., 2015).

The primary research model in this study is exhibited in Figure 1.

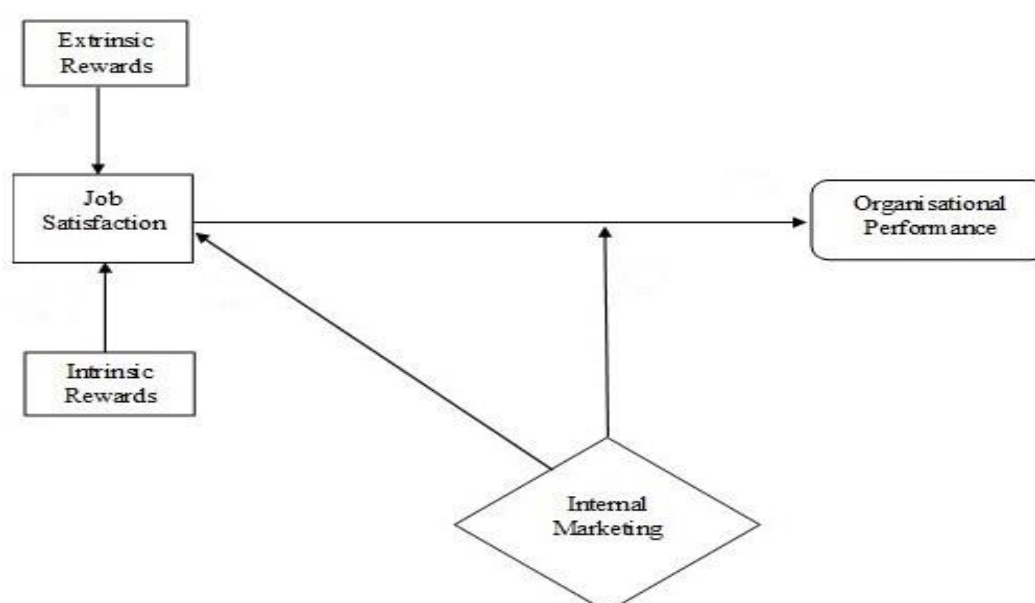


Figure 1: Conceptual Framework

Hypothesis Development

Based on the conceptual framework presented above, the hypotheses are constructed as follows to meet the research objectives.

Most of the literature in reward classifies it as intrinsic versus extrinsic rewards. The typology derives from the Herzberg Theory of Motivation-Hygiene, which distinguishes between intrinsic and extrinsic motivators (Herzberg et al., 1959). Extrinsic rewards, such as pay, are defined as rewards that are externally mediated and necessary to satisfy lower-order needs, such as physiological and safety requirements. According to De Gieter et al (2008), intrinsic rewards (such as personal achievement and challenging labour) are internally generated and satisfy higher-order needs, such as self-actualization.

Monetary or financial rewards and nonmonetary or nonfinancial rewards are the two types of rewards in organisations (Tahira et al., 2013). Schulze (2006) found in his research that academics at private universities have a strong correlation between job satisfaction and pay. Regardless of the sort of organisation, rewards play a significant role in enhancing employee job satisfaction. All benefits that an employee receives from his or her employer are regarded as reward-determining factors. (Tahira et al., 2013) Salary is the greatest indicator of an individual's experience within an institution. According to Kreitner and Kinicki (2006); Samina and Komal (2011), monetary compensation is a significant and ever-present factor among all rewards that has a significant impact on employee job satisfaction Miller et al (2001); Samin and Komal (2011) Financial resources, faculty burden, and the impact of technology are among the leading contributors to academic job satisfaction. In addition, a higher level of compensation correlates with greater job satisfaction and higher retention rates at universities (Samin and Komal, 2011).

On the basis of the preceding arguments regarding the relationship between extrinsic rewards and employee job satisfaction, the following hypothesis is generated:

H1. Extrinsic rewards significantly influence the job satisfaction among lecturers in private universities.

According to equity theory Adams (1965) and the discrepancy model Porter and Lawler (1968), both extrinsic (financial) and psychological (intrinsic) rewards are anticipated to have an association with job satisfaction. While only a subset of employees report a correlation between pecuniary reward satisfaction and job satisfaction, the relationship between psychological reward satisfaction and job satisfaction is universal (Hofmans et al., 2012). De Gieter et al (2010) and Hofmans, De Cooman, and Pepermans (2012) found that satisfaction with intrinsic rewards is crucial to employee satisfaction and is sometimes even more essential than compensation. Examples of psychological rewards include compliments and recognition (De Gieter et al., 2006b; De Gieter et al., 2008). Psychological rewards are supportive and positively evaluated outcomes of the professional interpersonal relationships an employee develops with his or her supervisor, colleagues, and client (De Gieter et al., 2006b; De Gieter et al., 2008). Hofmans et al (2013) examined three samples of employees from the most diverse sectors of the service industry (education, health, marketing, and advertising) and discovered that intrinsic rewards have a positive impact on job satisfaction in three samples and financial rewards have a positive impact on job satisfaction in two samples (Mainardes et al., 2019).

As such, the second hypothesis this research derive from these arguments is as follows

H2. Intrinsic rewards significantly influence the job satisfaction among lecturers in private universities.

According to the service-profit chain model and equity theory, the relationship between IM and job satisfaction should be significant (Adams, 1965; Alan and Frimpong, 2004; Wieseke et al., 2009; Stoffers and Heijden, 2009; Kanyurhi and Akonkwa, 2015). Therefore, the greater the employees' training and autonomy, the greater their satisfaction may be. Several studies have demonstrated that the adoption of IM through training will have a positive effect on employee job satisfaction in terms of autonomy, motivation, communication, and empowerment. For example, in the banking sector (Al-Hawary, et al., 2013; Shahzad and Naeem, 2013; Ullah et al., 2013), the hospitality and restaurant industries, and the nursing field (Gounaris, 2006; Hwang and Chi, 2005; Huang and Rundle-Thiele, 2014). According to Naudé et al (2003), the relationship between compensation and internal marketing is positive. Financial internal marketing involves financial rewards and incentives for good performance, such as employee discounts on purchases. Internal marketing contributes to job satisfaction, and performance bonuses as a component of internal marketing are anticipated to make employees satisfied. Non-financial internal marketing consists of non-monetary benefits that a company may offer its employees, such as recognition programmes, motivational practises, and empowerment (Hwang & Chi, 2005). Combining the results of the aforementioned studies, this study can contend that IM and job satisfaction have a significant relationship, allowing it to formulate the following hypothesis

H3. Internal marketing significantly influences job satisfaction in private universities.

It is crucial to understand that organisations can retain their employees by motivating them to accomplish extraordinary results and ensuring their satisfaction. Employee satisfaction determines goals and accomplishments, boosts productivity and improves the quality of work. These factors will contribute to the success and prosperity of an organisation (Shahzad et al., 2013). Numerous studies demonstrate the importance of linking work-related performance and job satisfaction. According to research, the relationship between job satisfaction and performance is complex (Ouedraogo and Leclerc, 2013). According to Shahzad et al (2013), the widespread consensus is that job satisfaction is an attitude towards job satisfaction and that organisational performance depends on employee satisfaction. In addition, employment satisfaction is a predictor of employee performance, with the relationship being stronger for professionals (Saari and Judge, 2004).

The relationship between job satisfaction and organisational performance is hypothesised to be as follows

H4. Job satisfaction significantly influences organisational performance in private universities.

Research findings from various sectors, such as banking, hospitality, nursing, and other service sectors, indicate that the application of internal marketing practises at the firm level should enhance positive interactions between staff, thereby enhancing their relationships with external customers (Panigyrakis and Theodoridis, 2009; Kanyurhi and Akonidwa, 2015). In addition, firms that improve internal information dissemination and are more receptive to

employee feedback will improve their organisational performance (Rodrigues and Pinho, 2012). The highest performing and most valued organisations are those that meet the needs of all of their stakeholders (Foreman and Money, 1995). Internal marketing is determined by the company's vision, rewards, and development. According to Mohsin and Hafiz (2017), the overall concept of internal marketing has a strong relationship with an organization's performance. In order to achieve customer satisfaction, a company must first train, educate, motivate, and satisfy its internal customers.

Building on the arguments, this research defines the hypothesis as follows

H5. Internal marketing moderates the relations between job satisfaction (extrinsic rewards and intrinsic rewards) and organisational performance.

Research Methodology

This study primarily employs a non-experimental quantitative research design that tests hypotheses in nature. This refers to the collection of quantitative data from individuals using structured questionnaires or observation guides (Hair et al., 2010). This study compiles information from lecturers at private universities in Malaysia. Moreover, quantitative research can analyse the data and determine the quantity and extent to which a statistically accurate and reliable number-based phenomenon exists. Specifically, quantitative analysis is employed when the primary objective of the research is to determine the significance of a particular relationship or difference between two or more variables (Zikmund, 2003; Creswell, 2009).

This research employs a quantitative methodology for the following reasons: (1) to enable the relationship between variables to be determined using statistical methods; and (2) to examine the relationship between variables. This corresponds with the purpose of this study, which is to examine the relationship between internal marketing and job satisfaction among lecturers at private universities, (2) to allow the analysis to be conducted on a large sample, which can be generalised to the entire population; (3) to allow the use of standard and formal sets of questionnaires (Sekaran & Bougie (2013); and (4) to generalise the result on the internal marketing holistic model to all private universities.

Conclusion

Using Malaysian private universities, the study develops an integrative model in an attempt to study the IM mix, the application of marketing-like philosophy and tools, job satisfaction, and organisational performance and the dynamic relationships between them. It is predicated on the idea that these conceptions are closely connected to one another and that these connections are interactive. Any attempt to look at each relationship separately would produce an incomplete picture. This study was created to experimentally define the nature of IM components and, as a result, to suggest a model for a holistic internal marketing model in the environment of Malaysian private institutions.

Most empirical studies use samples from multiple industries, including commercial and public banks, hospitality, restaurant, and the nursing industries, among others. There are limited studies investigating the relationship between all three concepts in the PUs. Both academicians and practitioners have identified job satisfaction and internal marketing as imperative for organizational survival and growth. The findings from this research will add to

the knowledge and understanding of the subject job satisfaction and internal marketing in services context, especially in the PUs. Lack of research on the linkage between internal marketing, job satisfaction and organizational performance highlight a knowledge gap. This research may help in generating greater awareness among Malaysian PUs on the importance of having better internal marketing techniques, as it would serve as a vehicle for organisational effectiveness. In addition, the study can help private universities to understand the value and potential contribution of job satisfaction and internal marketing in enhancing organizational performance. Therefore, this research will help PUs in building effective strategy making especially concerning lecturers. This study aims at filling this gap using data from the Malaysian private universities.

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