

-RESEARCH ARTICLE-

ANTECEDENTS OF EMPLOYEE COMMITMENT AND INTERNAL SERVICE QUALITY: A MULTI-GROUP ANALYSIS OF CIVIL AND NON-CIVIL SERVANTS OF INDONESIA

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—Abstract—

This study employed the idea of social exchange to describe the internal marketing concept that influences employee commitment and internal service quality for various employment statuses. The population of this study consisted of civil and non-civil servants in the Indonesian public sector. Using the cluster-sampling technique, 301 Civil Servants and 304 non-Civil Servants from 12 of Indonesia's 34 provinces were selected as respondents. The data were then analyzed using multi-group samples and structural equation modeling using LISREL 10.20. Among Civil Servants, Empowerment has a greater impact on job satisfaction, and job satisfaction has a greater impact on employee commitment than non-Civil Servants. The impact of work environment and salary on job satisfaction and employee commitment to internal service quality is stronger among

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non-Civil Servants than Civil Servants. The study results indicate that Non-Civil Servants require empowerment to enhance their performance and commitment to be more satisfied and loyal to the firm. In the meantime, the public sector organization encourages Civil Servants to commit and participate more to enhance the quality of their internal service. Overall, managerial contributions must be conducted with a focus on employees' welfare and enjoyment to influence employees' job satisfaction and, consequently, to cultivate employees' commitment by providing Higher Internal Service Quality. The findings contribute to developing and expanding the Internal Marketing Theory, particularly regarding the various job statuses in the Public Non-profit Sector.

Keywords: Internal Marketing, Employee Commitment, Internal Service Quality, Employment Status

1. INTRODUCTION

Over the past three decades, internal marketing has been a more common term for describing the application of internal marketing within businesses (Kurdi et al., 2020). Internal marketing is relevant to all organizational functions. Internal marketing begins with employees, who are regarded as the organization's initial clients, according to Kurdi et al. (2020). (Mainardes et al., 2019). Qaisar et al. (2021) state that human resource is essential for establishing and sustaining a prosperous service firm. According to Huang (2019), internal marketing views employees as the company's first market.

Via employee inspection and service delivery methods, the concept of internal marketing arose in the 1980s in the service sector (Chiu et al., 2020). The essential concepts are the link between customer and employee happiness in the developing retail marketing literature (Prodanova et al., 2023). Although there are numerous counterarguments regarding the relationship between consumer and employee happiness, work is shaped by these concepts and evolves through the conceptual realm of internal marketing. (Chiu et al., 2020). However, Mainardes et al. (2019) demonstrate that internal marketing still appears difficult (Kaurav et al., 2016). According to the implications of Fry et al. (2019)'s research, this study studied internal marketing to explain how Empowerment, work environment, and remuneration influence employee job satisfaction.

According to Huang (2019), internal marketing is derived from the marketing concept predicated on the assumption that a company must utilize internal exchanges between the firm and its employees before offering services to external clients (Huang, 2020). This conversation suggests that the resource management practices of supervisors affect employees. In addition, Huang (2020) argues that internal marketing is an application of marketing and human resource management that blends theory, strategies, and norms to motivate and manage people at all organizational levels to enhance services to external clients constantly. The emphasis on internal marketing has shifted from marketing management to human resource management.

Internal marketing is comprised of the magnitude of job satisfaction (all components of the job) multiplied by the significance of the job. Individual contentment or discontentment with a person's work depends on how he perceives the suitability or conflict between his aspirations and the outcomes. A sense of job satisfaction is a positive attitude of the workforce, including sentiments and attitudes resulting from evaluating a job as respect in accomplishing one of the basic job values.

Job satisfaction is attained when the desired minimal limit is met and there is no gap between desire and reality. The individual will feel greater satisfaction if the accomplishment exceeds expectations. In contrast, a negative gap arises when the gap is significantly smaller than the minimum norm, leading to increased job discontentment. According to experts, job happiness is impacted not just by monetary elements such as compensation and promotions but also by the autonomy of employees in decision-making and implementation as a result of empowerment. Workers frequently feel attached to the organization when they combine structural and psychological empowerment. This is anticipated to enhance their understanding of how well their work supports them with the most important things (Saputra et al., 2022).

Generally, satisfied employees are more productive, inventive, and motivated (Abderhalden et al., 2021). Conversely, dissatisfaction with one's employment is associated with bad attitudes and actions. According to Pawirosumarto et al. (2017), the work environment can positively and negatively affect employees' ability to produce the desired outcomes. A suitable work environment will positively impact employee retention, while a less conducive work environment will negatively impact employee retention. Kumar argues that the workplace is a physical environment that influences employee productivity, safety, and quality.

Generally speaking, job satisfaction is the establishment of attitudes regarding working conditions and treatment in one's employment function (Joung et al., 2015; Cortini et al., 2019). Income is the most important factor in job satisfaction (Terera et al., 2014). In addition, the effect of income on satisfaction might influence the level of commitment (Bailey et al., 2016). The efficiency wage theory posits that higher wages will induce individuals to remain with their existing employer (Selden et al., 2013). Moreover, satisfaction has been connected with increased retention rates. Mazzei et al. (2016) propose that organizations and management consider the degree of wage disparity to prevent unfairly treating employees. According to Hoff et al. (2020), wage inequalities and inconsistencies still positively influence job satisfaction. According to Van den Broeck et al. (2021), from the standpoint of self-determination theory, extrinsic rewards reduce motivation. They do not satisfy individuals since they diminish intrinsic interest in a task. Yet, extrinsic incentive tends to diminish the impression of autonomy (Van den Broeck et al., 2021). Hence it does not affect job satisfaction. Several of these viewpoints suggest that research findings on the relationship between income and work satisfaction are unclear.

According to some sources, commitment is an essential cognitive function for connecting with one's organization (Mylona et al., 2020). Employee commitment is their psychological disposition. This mindset enables employees to recognize the organization's aims and values (Peng et al., 2016). Hence, employees are frequently encouraged to pursue aligned interests and maintain organizational loyalty (Kazakov et al., 2021). Dedication is necessary for employees to enhance their job performance (Chiu et al., 2020). Hence, employee engagement will provide a competitive advantage for the firm. The study's findings indicate that commitment will boost job satisfaction (Peng et al., 2016).

According to Sharma et al. (2016), most researchers who study the impact of internal service quality on various outcomes disregard the significance of staff dedication. Chou et al. (2021) assert that employees are internal customers and that work is an internal product (Azeem et al., 2021). This statement illustrates an interaction between persons at the organizational level to promote a customer-focused mentality among employees who interact with customers (Gil-Gomez et al., 2020). Despite this, Kazakov et al. (2021) stated that internal marketing is a significant aspect of delivering superior service and assuring the success of external marketing by encouraging personnel (Huang, 2020).

According to Srivastava et al. (2018), firms should prioritize internal service quality by recognizing and monitoring service quality among employees as internal customers (El Dessouky et al., 2021). Until now, only a few firms have prioritized internal service quality, while others have prioritized external service quality that can help them achieve their goals and generate profits. In contrast, internal service quality is a crucial element of internal marketing for firms. Moreover, Cheng et al. (2022) assert that work status influences the intensity of employee behavior. Meanwhile, Cho et al. (2008) recommend performing additional studies on employee attitudes and behavior regarding employment status. Depending on their status, employees are categorized as either Civil Servants or non-Civil Servants. (Stovell et al., 2022). This study used many samples to investigate staff dedication and internal service quality (civil and non-civil servants).

2. LITERATURE REVIEW

2.1 Internal Marketing Concept

Internal marketing may be based on various theories and methods, including reciprocity, social exchange, economic exchange, and psychological contract fulfillment. Applying the law of reciprocity, Wu et al. (2019) indicate that the recipient is typically compelled to give back to the donor or, at the very least, not hurt the donor. Hence, when employees receive greater support from the organization, they will respond with improved performance and greater motivation, which is advantageous to the organization. Similarly, social exchange refers to a relationship that implies future commitments that are not articulated. Thus, an expectation of future contribution returns is supposed to result (Bannya et al., 2022).

Due to their indivisible position in the service delivery process to meet client expectations, employees are regarded as the most significant factor (Kurdi et al., 2020). This study employs the notion of internal marketing to determine the extent to which employees are content with their jobs and committed to ensuring that their work positively impacts the quality of internal services they get. In addition, internal marketing includes aspects that affect job satisfaction, such as empowerment, the work environment, and salary. Further research was performed to examine the impact on employment status, namely permanent and non-Civil Service employees.

2.2 Empowerment

Kanter (1977) established the concept of employee empowerment for the first time. Nayak et al. (2018) describe empowerment as a process of trust involving delegating autonomy to employees. According to Mathew et al. (2022), empowerment is a set of policies, procedures, and structures to decentralize an organization's power. This is consistent with Civera et al. (2020) 's assertion that employee empowerment influences employees' work experience. Moreover, some academics believe employee empowerment facilitates power interactions via managing processes and employee competency (Idris et al., 2018).

2.3 Work Environment

The work environment is one component that contributes to employee job satisfaction. Therefore, if employees are satisfied with their work environment, they will perform better in attaining the organization's vision and objective. According to Al-Abdullat et al. (2018), the work environment characteristics that influence employee job satisfaction are pay, working hours, the autonomy granted to employees, organizational structure, and communication between employees and top management (Jastrow, 2019). Moreover, Pawirosumarto et al. (2017) found that the physical form of the work environment consists of space, physical layout, noise, equipment, materials, and co-worker relations; the quality of each of these factors has a substantial and positive effect on the quality of job performance.

2.4 Compensation

All tangible and intangible benefits an employer supplies to an employee as part of the employment relationship are referred to as compensation. Kainzbauer et al. (2019) describe compensation as a systematic way to provide monetary value in exchange for employee work. Remuneration can achieve multiple objectives: recruitment, work performance, and employee satisfaction. Compensation is the binding agent between employees and employers in an organized sector. It is further defined in the form of contracts that specify the specific amount to be paid to employees and the compensation package's components. Employee pay programs also need incentives and benefits (Yang et al., 2023). The compensation must be financially reasonable, depending on employee contributions. This gives employees a compelling sense of ownership and financial

incentives. Moreover, employees should receive non-monetary benefits for their commitment to the firm's success (Kainzbauer et al., 2019).

2.5 Job Satisfaction

According to Pawirosumarto et al. (2017), job satisfaction is a collection of employee emotional responses, including emotions of pleasure and dislike with different work areas. In addition, Saputra et al. (2022) state that job satisfaction can be used to characterize how employees feel about their jobs. According to Al-Asadi et al. (2019), satisfied employees tend to be more disciplined, resulting in significant benefits for the firm. Moreover, job happiness enhances employee dedication and boosts organizational effectiveness (Wang et al., 2022; McGivern et al., 1997). In addition, Kleine et al. (2019) assert that employee job satisfaction is crucial since it substantially impacts life satisfaction and well-being.

2.6 Employee Commitment

Every member of a company must have a strong sense of employee devotion. According to Stafford et al. (2021), commitment is founded on the reciprocity theory, demonstrating that employees feel indebted to the firm (Saputra et al., 2022). Training provided to staff by the organization is one example. This idea applies to both training and the concept of commitment, according to Saputra et al. (2022), because training is one of the practices that employees regard as a reward, causing them to exert more effort to demonstrate loyalty to the firm (Sila, 2014).

2.7 Internal Service Quality

External and internal service quality make up service quality. In addition, this research focuses mostly on internal service quality. According to Ching et al. (2020), the concept of employees as internal customers who rely on the output of other employees or other departments to serve their customers (internal or external) arose in the mid-1980s, emphasizing the significance of internal service quality. Internal service quality refers to the two-way service among organizational personnel (Latif et al., 2016) and internal customer satisfaction, according to Srivastava et al. (2018). (Ching et al., 2019).

2.8 Hypotheses Development

According to Al-Abdullat et al. (2018), empowerment empowers individuals to make decisions and address their own problems. According to Mathew et al. (2022), empowerment promotes workplace satisfaction by enabling employees to interact with supervisors and co-workers. In addition, Asaari et al. (2019) stated that employee empowerment generates strong interpersonal relationships between employers and employees, which can favor workplace satisfaction through enhanced communication, policy, and fair feedback. This assertion is consistent with the findings of Mathew and Nair's research from 2022, which indicates that empowerment has a favorable impact on job satisfaction. Given this description, one can formulate the following hypothesis:

H1: Empowerment has a positive effect on Job Satisfaction

The work environment is one component that contributes to employee job satisfaction. Employees who are satisfied with their work environment will perform better in reaching corporate objectives. According to [Al-Abdullat et al. \(2018\)](#), the work environment characteristics that influence employee job satisfaction are: pay, working hours, the autonomy granted to employees, organizational structure, and communication between employees and top management ([Jastrow, 2019](#)). After a study by [Frye et al. \(2019\)](#), [Marshall et al. \(2015\)](#), and [Pawirosumarto et al. \(2017\)](#), these results indicate that the work environment positively affects job satisfaction. On the other hand, [Badrianto et al. \(2020\)](#) found that the work environment is not always positive and that negative aspects can hinder job performance. In addition, the results of [Huang's \(2019\)](#) meta-analysis indicate that leadership, work performance, organizational commitment, and rewards have a greater impact on job satisfaction. This demonstrates that the findings regarding the relationship between the work environment and job satisfaction remain inconsistent. Given this description, one can formulate the following hypothesis:

H2: The work environment has a positive effect on job satisfaction

Remuneration is viewed as a factor that contributes to job satisfaction ([Vickovic et al., 2020](#)). Moreover, according to [Kara et al. \(2018\)](#), money is a vital component of working life because it is one of the most effective instruments for retaining and recruiting personnel. Then, [Rafiq et al. \(2022\)](#) reported that managers' work satisfaction increases when their remuneration does and that compensation is the most common reason managers leave their positions. This assertion is based on the findings of [Rafiq et al. \(2022\)](#) and [Frye et al. \(2019\)](#) that remuneration influences job satisfaction.

H3: Compensation has a positive effect on job satisfaction

According to [Ela Pelenk \(2020\)](#), job happiness predicts employee commitment. [Bailey et al. \(2016\)](#), [Frye et al. \(2019\)](#), and [Mahmood et al. \(2019\)](#) provide support for the claim that job satisfaction influences employee commitment. Moreover, [Ashraf \(2020\)](#) argues that employees will be dedicated to the firm if they are pleased with their employment. Yet, employees whose requirements are not met will be unsatisfied and increasingly enticed to go to the workplaces of competitors ([Afsar et al., 2020](#)), resulting in the voluntary termination of their employment.

Employees with high job satisfaction tend to be more committed to the organization, whereas employees with low job satisfaction tend to behave negatively towards the firm. Moreover, [Huynh et al. \(2020\)](#) revealed that the distinction between job satisfaction and employee commitment lies in the extent to which an individual expresses happiness for his work, which is known as job satisfaction, and the extent to which an employee expresses attachment and loyalty to their organization, known as commitment. According to [Saputra et al. \(2022\)](#), job satisfaction can be used to characterize how

employees feel about their jobs. Moreover, [Kleine et al. \(2019\)](#) highlighted that employee job satisfaction is vital since it substantially impacts life satisfaction and well-being. Moreover, job happiness enhances employee dedication and boosts organizational effectiveness ([Dorta-Afonso et al., 2021](#); [McGivern et al., 1997](#)). The findings of [Ocen et al. \(2017\)](#), [Mahmood et al. \(2019\)](#), and [Frye et al. \(2019\)](#) indicate that job satisfaction has a favorable effect on employee commitment. Given this description, one can formulate the following hypothesis:

H4: Job satisfaction has a positive effect on employee commitment

In management research, employee commitment is crucial due to its direct correlation with employee satisfaction and organizational performance. Human resource-related characteristics, including employee happiness, staff dedication, loyalty, and communication, are vital in organizational development. A higher level of employee dedication to their supervisor results in greater productivity. The relationship between employee performance and commitment is direct, and high commitment benefits employee performance.

It can be claimed that employee commitment is predictive of attendance, job happiness, individual and group performance, employee loyalty, and overall organizational effectiveness ([Wang et al., 2020](#)). Nonetheless, [Ching et al. \(2019\)](#) found that organizational commitment positively correlated with internal service quality. Despite the significant evidence that employee commitment influences employee performance and internal service quality favorably, comparatively few researchers have examined the relationship between employee commitment and internal service quality. While researching the effect of internal service quality on various outcomes, most studies disregard the importance of staff dedication ([Almohaimmeed, 2019](#)). Consequently, the following hypothesis can be derived from the description:

H5: Employee commitment has a positive effect on internal service quality

According to [Bannya et al. \(2022\)](#), social exchange and economic trade are distinct. Economic exchange is based on transactions of equal value, such as when employees are compensated for their contribution to the organization's performance. In economic exchange partnerships, work criteria and expectations are clear and set, allowing participants to evaluate the costs and advantages of the transaction and adjust their contributions accordingly. In social exchange interactions, however, the transaction details are not predetermined, and monitoring of inducements and contributions is less important. Relational trust, on the other hand, leads individuals in social exchange relationships ([Li et al., 2021](#)) to feel that if they take the initiative and provide more than the minimum expectations, they will obtain some future reciprocity from the organization. ([Wu et al., 2019](#)).

Expanding social exchange theory to account for differences between part-time and full-time work status reveals that part-time employees are more likely to develop economic ties with their employers than social exchange relationships. For instance, [Li et al. \(2021\)](#) differentiate between transactional and relational psychological contracts, associating transactional contracts with economic exchange and relational contracts with social interaction. [Handy et al. \(2020\)](#) expand on this notion and develop a theoretical model proposing that part-time and full-time employees are more likely to rely on social exchange and reciprocity in their work relationships and that the psychological contracting characteristics of employees will affect their behavior at work. According to this rationale, [Millward et al. \(1998\)](#) propose that when employees perceive their interactions to be mostly based on economic exchange, they will comply with the conditions of the agreement and perform at the minimum level required. In contrast, when work is focused on social exchange, employees widen their perspective of connections beyond well-defined quid pro quo constraints. They consist of intangible and tangible assets based on standard and undefined reciprocity ([Rezazadeh et al., 2022](#)). As a result, they are more inclined to make the extra effort, apply their judgment to promote quality problem-solving and engage in superfluous behavior since they anticipate that their company will recognize their contribution and repay it in the future.

Most studies comparing part-time and full-time employees have focused on differences in job-related attitudes, such as satisfaction and commitment, rather than differences in job conduct (e.g., [Kelliher et al., 2019](#); [Allan et al., 2020](#)). [Stovell et al.'s \(2022\)](#) study, which revealed disparities in the turnover rates of full-time and part-time employees, is an interesting exception to this overall emphasis on attitudes. According to the findings of their study, full-time employees are more committed and loyal to their employer than part-time workers. Although this difference is consistent with the belief held by many managers that part-time workers have lower commitment, higher turnover, lower performance, and are less willing to contribute to the organization than their full-time counterparts ([Allan et al., 2020](#)), a subsequent study by [Stovell et al. \(2022\)](#) found no differences in employee performance or turnover by employment status. These contradictions indicate the need for further study in this area.

Employment status is defined by [Joung et al. \(2018\)](#) as the structural position, prestige, and ability to influence others at work. [Cheng et al. \(2022\)](#) assert that employment status influences behavior differently. Job position affects the performance of providing internal quality service in distinct ways. [Cho et al. \(2008\)](#) propose performing an additional study on the relationship between work status and employee attitudes and behavior. According to this theory, job status influences employee commitment to internal service quality differently based on Job Satisfaction, which is influenced by Empowerment, Work Environment, and Pay. Thus, the hypothesis is stated as follows:

H6: The permanent employment status (civil servants) and temporary employees (non-civil servants) have different effects of employee commitment on internal service quality due to different job satisfaction

Based on the Hypothesis Development above, the research model was designed as in Figure 1.

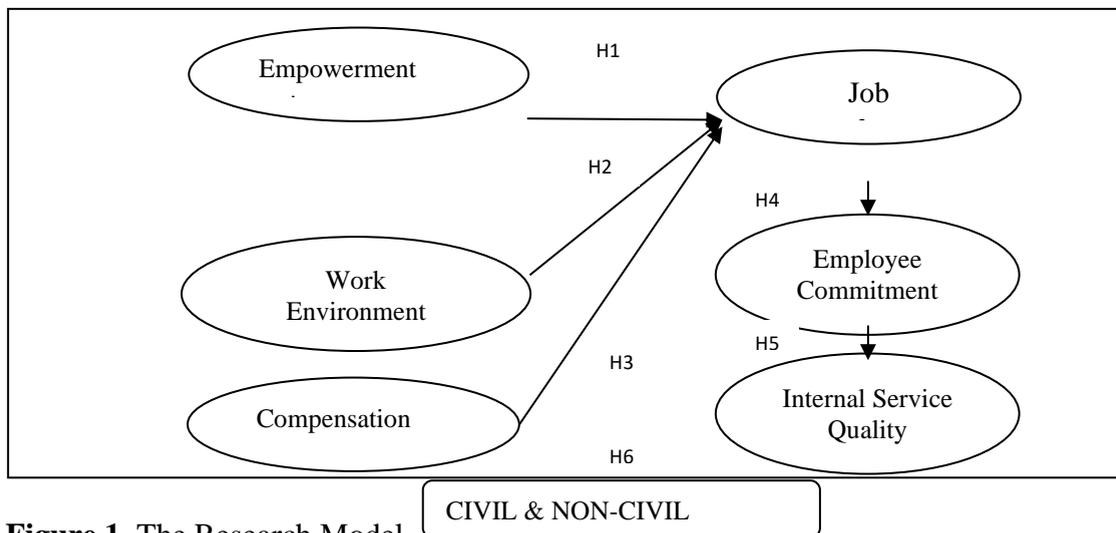


Figure 1. The Research Model

3. METHOD

Each variable instrument utilized a 5-point Likert scale devised by earlier researchers, ranging from 1 = "Strongly Disagree" to 5 = "Strongly Agree." Adopted empowerment instruments by [Frye et al. \(2019\)](#). According to [Frye et al. \(2019\)](#) eight factors were used to assess the work environment. The compensation data was obtained from [Mahmood et al. \(2019\)](#). [Mainardes et al. \(2019\)](#) measured job satisfaction using six items. The commitment of employees was obtained from [Mahmood et al. \(2019\)](#). Six items from [Srivastava et al. \(2018\)](#) were used to evaluate internal service quality instruments.

At the people's representative council secretary's office, 301 usable data were collected from Civil Servant employees, and 304 usable data were collected from Non-Civil Servants (Government Employees with Work Agreements) using a region-based cluster sampling technique ([Leppink, 2019](#)) based on the twelve provinces classification. Four provinces with the fourth-highest number of employees, four provinces with a medium amount of employees, and four provinces with the fourth-lowest number of employees were utilized to classify the provinces. According to [Hair et al. \(2017\)](#), the minimum number of samples for SEM estimate is > 200. This study's minimum sample size was based on this information.

Multi-group samples were analyzed using the LISREL 10.20 statistical tool and Structural Equation Modelling. Frequently, structural equation model analysis with multi-group data is performed to determine if the measurement model and structural model's components vary across groups (Molenaar, 2019). The invariance between full-time (civil servant) and part-time (non-civil servant) employees was examined by comparing two structural equation models, namely 1) a model without a finite path coefficient and 2) a limiting path coefficient between Civil Servants (civil servants) and non-Civil Servants (non-Civil Servants) (non-civil servants). The Chi-Square and RMSEA values were then calculated to determine whether the estimation of the two groups and the overall structural model differed significantly.

4. RESULT

Data was collected in three months (June-August 2021) with different demographic profiles (Table 1).

62.5 percent of the sample of government servants in Table 1 are men. Overall, 58.2% of the sample consists of female non-civil servants. The highest age distribution is between 28 and 37 years, with 54.5% of civil servants and 62.2% of non-civil servants falling within this range. Aceh, with 13.3% (Civil Servants), and Banten, at 27.0%, have the highest proportion of employees depending on their province of origin (non-civil servants). The highest income distribution is between 4 million and 6 million at 82.1% (civil personnel) and between 2 million and 4 million at 58.6% (private sector) (non-civil servants). The bachelor's degree is the most common level of education, with 62.8% (civil servants) and 57.0% of the population holding one (non-civil servants).

The measuring model's suitability for the development of the construct was evaluated using confirmatory factor analysis. The importance of each indicator's estimated coefficient, measured by the Average Variance, was used to evaluate convergent validity.

Table 1. Demographic Profile

Respondent Characteristics	Group of Samples			
	Civil Servants		Non-Civil Servants	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Gender				
Male	188	62,5	127	41,8
Female	113	37,5	177	58,2
Age				
17-27	87	28,9	76	25
28-37	164	54,5	189	62,2
38-47	43	14,3	39	12,8

>47	7	2,3	0	0
Province				
Banten	24	7,9	85	27,9
DKI Jakarta	34	11,2	54	17,9
Aceh	40	13,3	41	13,6
Central Java	34	11,2	33	10,9
South Sumatra	15	4,8	24	7,9
West Papua	32	10,6	12	3,9
North Sulawesi	30	10	13	4,2
North Maluku	18	6,1	20	6,7
West Nusa Tenggara	31	10,3	1	0,3
West Kalimantan	21	7	5	1,5
North Kalimantan	6	2,1	12	3,9
Jambi	16	5,5	4	1,2
Income				
2 million – 4 million	54	17,9	178	58,6
> 4 million – 6 million	247	82,1	126	41,4
> 6 million – 8 million	0	0	0	0
> 8 million	0	0	0	0
Educational Level				
High school	0	0,0	81	26,6
Bachelor	189	62,8	176	57,9
Master	112	37,2	47	15,5
Doctor	0	0	0	0

Extracted value of at least 0.50, and the assessment of construct dependability value must be at least 0.70, as shown in [Table 2 \(Rosseel, 2020\)](#).

[Table 2](#) demonstrates that the convergent validity and reliability measures are valid and reliable since they meet the required validity and reliability value, allowing the data samples to be utilized in the subsequent study. So, the subsequent analysis must evaluate the normal data and goodness-of-fit index measurement model to confirm whether the data supported the testing of the hypotheses. Because of the robust maximum likelihood of SEM analysis, the non-normally distributed data can be transformed into a normal distribution. Then, the most important aspect of SEM analysis is to have the Goodness of Fit measurement index, as given in [Table 3](#). This index analyzes the fit between the data and the research model.

Table 2. Results of Convergent Validity and Reliability Test

Variable	CR > 0.7	AVE > 0.5	Conclusion
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Empowerment	0.92	0.63	Valid and Reliable
Work Environment	0.89	0.51	Valid and Reliable
Compensation	0.87	0.69	Valid and Reliable
Job Satisfaction	0.87	0.53	Valid and Reliable
Employee Commitment	0.89	0.72	Valid and Reliable
Internal Service Quality	0.90	0.59	Valid and Reliable

Table 3. The goodness of Fit Index Results

Overall Fit Index		Results for Over All Model	Results for Civil Servant Group	Results for Non-Civil Servant Group	Standard Value	Conclusion
<i>Absolute Fit Measure</i>	χ^2	271.53	382.01	396.12	Lower Expected	Good
	RMSEA	0.023	0.06	0.06	≤ 0.08	Good
	GFI	0.97	0.93	0.93	≥ 0.90	Good
<i>Incremental Fit Measure</i>	IFI	1.00	0.98	0.98	≥ 0.90	Good
	NFI	1.00	0.97	0.96	≥ 0.90	Good
	CFI	1.00	0.98	0.98	≥ 0.90	Good
<i>Parsimonious Fit Measure</i>	PNFI	0.39	0.36	0.36	≤ 0.90	Good
	PGFI	0.36	0.33	0.33	≤ 1.00	Good

Table 3 shows that Goodness of Fit Indexes measured by Absolute Fit, Incremental Fit, and Parsimonious Fit are in Good Fit due to fulfilling the standard value in the context of multi-group or non-multi-group samples. Therefore, hypothesis testing can be continued to confirm whether the data support the hypotheses.

The main purpose of this study is to analyze the role of different employment statuses (Civil Servants vs. Non-Civil Servants' employees) in the research model. Therefore, the role of different employment statuses is to analyze whether there are differences in responses toward Internal Marketing dimensions' effect on Employees' Job Satisfaction, Commitment, and Internal Service quality. Based on Table 3, there are significant differences in Chi-Squares (χ^2) and Root of Means Square Error Adequacy (RMSEA) on three structural models (Molenaar, 2019), which indicates that the Sample Group of Civil Servants and Non-Civil Servants play a vital role in the structural model, especially in the effect of Employees' Commitment on Internal Service Quality, so hypothesis 6 was supported. Chi-Squares value (χ^2) and fit Indices (RMSEA) on each structural model (Table 4) show differences in strengthening the effect of Employees' Commitment to Internal Quality Services, with the same degree of freedom (df) that is

a measure of the same amount of information from the sample data used. (Molenaar, 2019; Mason et al., 2015).

Furthermore, other hypotheses also show a significant positive effect in the structural model, even though there are different significant effect values. Job Satisfaction for Civil Servants was greater than for non-Civil Servants ($\beta_{part} = 0.13$, $\beta_{full} = 0.45$). Therefore, hypothesis 1 is supported. The effect of Work Environment on Job Satisfaction for temporary employees (non-civil servants) was greater than for Civil Servants ($\beta_{part} = 0.55$, $\beta_{full} = 0.48$). Therefore, hypothesis 2 is supported. The effect of Compensation on Job Satisfaction for non-Civil Servants was greater than for Civil Servants ($\beta_{part} = 0.58$, $\beta_{full} = 0.11$). Therefore, hypothesis 3 is supported. The effect of Job Satisfaction on Employee Commitment for Civil Servants was greater than for non-Civil Servants ($\beta_{part} = 0.596$, $\beta_{full} = 0.97$). Therefore, hypothesis 4 is supported. The effect of Employee Commitment on Internal Service Quality for non-Civil Servants was more significant than for Civil Servants ($\beta_{part} = 0.93$, $\beta_{full} = 0.83$). Thus, hypothesis 5 is supported. Table 4 shows the significant direct effect values.

Table 4. Multiple Group Structural Equation Modeling Analysis Results

Path	<i>Full Model No Group</i>	<i>Civil Servants</i>	<i>Non- Civil Servants</i>
		<i>Direct Effects</i>	<i>Direct Effects</i>
Empowerment → Job Satisfaction	0,19	0.45	0.13
Work Environment → Job Satisfaction	0,69	0.48	0.55
Compensation → Job Satisfaction	0,17	0.11	0.58
Job Satisfaction Employees → Commitment	0,96	0.97	0.96
Employees' Commitment → Internal Service Quality	0,93	0.86	0.99
Chi-Square	18.43	10.43	10.84
Df	5	5	5
RMSEA	0.067	0.056	0.057

5. DISCUSSION

The findings of this study reveal substantial contributions to theory and management implications. Different employment statuses can affect job satisfaction, staff dedication, and internal service quality, as demonstrated by this study. The three components of this study's internal marketing idea were Empowerment, Work Environment, and Remuneration. According to the research, empowerment has a greater impact on Work Satisfaction for Civil Servants than Non-Civil Servants. This indicates that firms must

provide non-Civil Servants with training and education that enhances skills and creative work so that it can contribute to their job satisfaction.

On the other hand, Work Environment and Remuneration have a greater impact on the Job Satisfaction of Non-Civil Servants than Civil Servants. These data suggest that Work Environment and Remuneration are critical for enhancing the job satisfaction of non-government employees. This indicates that firms must focus more on providing non-Civil Servants with benefits commensurate with their effort to increase their job satisfaction. This remark supports [Frye et al. \(2019\)](#)'s finding that salary is a precursor to work satisfaction.

In addition, companies must evaluate the work environment in which close communication exists between Civil Servants and non-Civil Servants to sustain high levels of employee engagement and dedication. Civil Servants exploit non-Civil Servants by directing them to finish their workload. The more suitable the work atmosphere and the greater the salary, the more employee job satisfaction and dedication. These results support [Jaskyte et al. 's \(2020\)](#) contend a Work Environment that encourages creative activity can increase job satisfaction.

Employee Commitment is greatly influenced by Job Satisfaction for both Civil Servants and Non-Civil Servants. Workers who are more content with their jobs will be more committed to staying with the firm, particularly in the public sector. These findings complement the findings of [Frye et al. \(2019\)](#) and [Mahmood et al. \(2019\)](#) that Work Satisfaction influences Employee Commitment, despite the various object settings of their respective studies. The object setting in [Frye et al. 's \(2019\)](#) study was the education industry. [Mahmood et al. \(2019\)](#) employed the object set in the banking industry.

These findings suggest that firms must honor the dedication of these employees by focusing more on the quality of services offered to them. The more internal services a business performs, the more external services its people produce. Hence, firms must evaluate employee growth based on the accomplishment of individual objectives. Companies must recognize that the care they devote to the well-being and comfort of their employees has a substantial impact on Job Satisfaction, which in turn affects Employees' Commitment to serve High Internal Service Quality.

The results indicate that Workers' Commitment has a greater impact on the Internal Service Quality of Non-Civil Servants than on Civil Servants. Non-Civil Servants are contractual employees every year. Thus they have a higher level of dedication. They are not intended to be permanent employees. They will be terminated at set intervals if the government no longer requires them, even if they have a strong commitment to doing good work and even though both types of employment status have a strong commitment to achieving varying levels of internal service quality. Internal service quality is the interaction between employees from several organizational divisions ([De Bruin et al., 2021](#)). In addition, [Fadil et al. \(2016\)](#) claimed that internal service quality satisfies the

qualified requirement of the employees to enhance the employees' performance so that the internal employees can serve external consumers with high quality. Moreover, [Sharma et al. \(2016\)](#) asserted that internal service quality can strengthen the link between employees and the firm, fostering employee commitment, boosting employee happiness, and inducing excellent employee performance.

Non-Civil Servants provide superior Internal Service Quality than Civil Servants. Hence, the government must try to provide contented workers so they would have high devotion and provide high-quality services to others ([Ocen et al., 2017](#)). These findings confirm [Aydogdu et al.'s \(2011\)](#) and [Ashraf's \(2020\)](#) assertions that employee happiness can increase the high commitment to producing exceptional work and that employees will continue to work fully and optimally for an extended period. Otherwise, employee dissatisfaction resulting from inadequate internal marketing (Empowerment, work environment, and compensation) would result in a high turnover rate, and they would be forced to quit their employment early ([Afsar et al., 2020](#)). So, the higher the level of internal marketing firms provide, the greater the level of dedication and the higher the quality of services. These data also confirm the conclusion of [Anwar et al. \(2017\)](#) that employee commitment is linked to support for leaders or employers. According to [Prabhu et al. \(2020\)](#), employees' commitment includes an effective, persistent, and normative commitment to fostering good employee performance ([Ganeshkumar et al., 2019](#)).

In addition, employee commitment implies a strong working relationship between employees and leaders, which will have a big impact on fostering the high performance of employees ([Rodrigues et al., 2019](#)). In addition, this result validates the conclusion reached by [Lee et al. \(2020\)](#). Nonetheless, the significance level of this study is greater than that of [Lee et al. \(2020\)](#) (impact of job satisfaction on employee commitment: 0.93). In the meantime, this study utilized samples of Civil Servants and Non-Civil Servants from the public sector.

6. CONCLUSION

Internal marketing factors impact employee satisfaction, but Work Environment has a greater impact on Job Satisfaction than Empowerment and Remuneration. Non-Civil Servants have a greater effect on Work Environment and Job Satisfaction than Civil Servants. On the other hand, the data indicate that Job Satisfaction has a more significant effect on Workers' Commitment than the Job Satisfaction of Government Servants. Non-Civil Servants' Workers' Commitment substantially affects Internal Service Quality more than Civil Servants' Employees' Commitment.

7. RESEARCH IMPLICATIONS

The present study has numerous theoretical and practical implications for future research as the findings for civil and non-civil servants are conflicting. Empowerment contributes

more to job satisfaction for government servants than for non-civil servants. In contrast, the work environment and salary have a greater impact on the job satisfaction of non-government employees. Hence, to increase employee happiness, practitioners should improve the work environment and implement appropriate remuneration plans for non-government personnel. In the case of public employees, practitioners should emphasize creating a favorable work environment and implementing effective pay techniques in addition to empowering them; this will result in increased employee commitment and improved internal service quality.

8. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

This study indicates that future research analyzes work dedication and motivating factors (Cho et al., 2008), which can influence the attitudes and behaviors of Civil Servants and non-Civil Servants differently. Employee motivation at work, which is expected to affect Work Satisfaction, Employee Commitment, and Employee Performance differentially between Civil Servants and Non-Civil Servants, has not yet been investigated. Also, this research can be performed in the non-profit sector to examine how organizational culture affects the research objects. This suggests that Organizational Culture can moderate the Workers' Commitment effect on Internal Quality Service to provide additional information and expand the internal marketing literature.

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