

The Influence of Perceived Internal Marketing on Employees' Organizational Behaviors

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Abstract

This study seeks to examine the influence of perceived internal marketing on organizational commitment and job performance. Based on extensive literature review, theoretical framework was proposed, with internal marketing as determinant, organizational commitment the mediator, and job performance the outcome. Targeting Generation-Y employees, a total of 568 valid questionnaires were collected nationwide through online and offline survey. Structural equation modeling was used to analyze the data with AMOS software. The findings indicate that perceived internal marketing, contributed positively to organizational commitment and job performance. Apart from the direct effect on job performance, organizational commitment also mediated the relationship between perceived internal marketing and job performance. This study also examined the four dimensions of internal marketing and effects. This paper concludes with the discussion of theoretical and practical implications, as well as limitation and suggestions for future study.

Keywords: internal marketing, organizational commitment, job performance, generation-Y employees, China

1. Introduction

Nowadays in the workforce, the proportion of new generation in labor market has been increased year by year. Employees born in 80s and 90s have become the main force of human capital. The new generation of employees, "Gen-Y" or "Millennials" means the post-80s and post-90s in the workplace (Wang, 2012; Twenge et al, 2010). The new generation are labelled pursuing self-achievement, self-satisfaction and development (Li, 2007). They are also characterized as self-centered and seeking for personal value maximization (Ding & Fen, 2011; Kong, Sun, & Yan, 2016). Thus, it is important to understand young talents' delight and voice from their perspective.

Employees working in the hospitality industry featured high turnover rate, which has been a great concern of the hotel managers and researchers (Yao, Qiu, & Wei, 2019). Some previous studies focused on retaining employees by improving economic incentives. However, money alone may not retain and motivate the young employees (Kong, Cheung, & Zhang, 2010). Thus, psychological incentives and emotional cares tended to be important factors attracting young employees (Kong, Okumus, & Bu, 2019). How to ensure employees' loyalty and encourage them to make contributions is one of the important topics in recent years.

Regarding employees as internal customers, internal marketing is a management philosophy of servicing employee. It aims to meet employees' needs, and further to attract, develop, motivate and retain outstanding faculty (Sasser, 1976; Berry & Parasurama, 1991). Perceived internal marketing refers to employees' personal feeling of whether their needs are met. It may reflect the practice degree of internal marketing by employees' positive and negative behaviors. It has been found that perceived internal marketing is closely related to employees' emotion and delight, which may further influence their behavior and performance (Kim, Knutson, & Han, 2015).

This study, therefore, aims to explore the mechanism affecting the commitment and performance of young employees working in the hospitality sector. By regarding the hotel employees as internal customers, this study constructs and verifies a conceptual framework. It aims to analyze the influence of perception of internal marketing on organizational commitment and job performance, as well as the mediating effect of organizational commitment.

2. Literature Review

2.1 *The Relationship Between Internal Marketing and Organizational Commitment*

Internal marketing is an employee-pleasing management philosophy that improves employee satisfaction and organizational performance by providing good service (Sasser, 1976; Berry & Parasurama, 1991). Perceived internal marketing refers to employees' personal feeling of whether their needs are met. It may reflect the practice degree of internal marketing by employees' positive and negative behaviors. Organizational commitment refers to the relative strength of an individual's identification with and participation in a particular organization, and it reflects the loyalty and recognition of enterprise employees (Mowday, Steers, & Porter, 1979). George (2009) asserted that internal marketing programs are important antecedents of business performance indicators (e.g., service quality, turnover rate, customer conscious employees, and organizational commitment). Tansuhaj, et al. (1991) claimed that thriving internal marketing programs are closely related to enhanced employee attitudes including organizational commitment, job involvement, work motivation, and job satisfaction.

Internal support, including internal communication and working conditions, has a significant effect on employees' organizational commitment (Schneider, White, & Paul, 1998). It has been found that internal marketing was an effective way to reduce turnover intention (Kim, Song, & Lee, 2016). When employees are aware of the organization's efforts in meeting their needs, they have a high job satisfaction, which in turn leads to commitment to the organization (Kong, Okumus, & Bu, 2019; Tsai & Wu, 2011). Abzari et al. (2011) stated that internal marketing has been identified as an effective strategy to equip organizations with capabilities and competencies while enjoying environmental opportunities. Other researchers explained that the main aim of internal marketing is fulfilling employees' needs or wants in order to retain employees and encourage them to deliver superior customer services (Berry, 1981; Kotler & Armstrong, 1991). Cooper and Cronin (2000) claimed that internal marketing should be considered for the organization's active efforts for education, reward, and as a way to better manage human resources, in general. That is, through internal marketing activities, the enterprise conveys its own business vision and mission, shows employees a clear goal to strive for, and improves the organizational commitment continuously (King, Murillo, & Lee, 2017; Wang & Song, 2013). Thus, it is proposed that:

H1: perceived internal marketing may have a positive effect on organizational commitment.

2.2 *The Relationship Between Organizational Commitment and Job Performance*

Organizational commitment is also a variable that has a significant impact to the job performance. Robbins (2006) defined organizational commitment as a stage in which the employee recognizes a certain group with the goals, and hopes to maintain the status as the group member. Shahab and Nisa (2014) claimed that organizational commitment has strong and positive relationship to job performance (Ahmad et al., 2010; Hettiarachchi & Jayaeathua, 2014).

As a psychological link between employees and organization, organizational commitment reflects employees' attitudes and behaviors towards the organization. Increasing organizational commitment may help enterprises retain qualified employees and create greater value for enterprises. Employees with a high level of organizational commitment may have more enthusiasm for their work, and they tend to seek the value of life and obtain satisfaction in their work (Kong et al., 2018). It is found that positive emotions may positively affect employees' organizational commitment, and thus play a positive role in predicting employees' work performance (Kong, Jiang, Chan, & Zhou, 2018; Zhao, Shi, & Ye, 2015). Meanwhile, the higher the organizational commitment, the higher the employees' recognition of their enterprise (Isen & Reeve, 2005). They have a strong work tendency and are more motivated to complete their work and contribute to the realization of corporate strategic goals (Han, 2008). Based on the analysis, this study proposes the following hypothesis:

H2: organizational commitment may have a positive effect on job performance.

2.3 *The Relationship Between Internal Marketing and Job Performance*

Internal marketing is one of the effective ways to obtain employee and keep them to be loyal. In the framework model of internal marketing theory, enterprises take a series of measures to motivate employees to complete their own work effectively and achieve the set goals of enterprises (Köseoglu, Parnell, & Guillet, 2019; Varey, 1995). The enhancement of employees' perception of internal marketing may improve their recognition of the organization, to some extent, affect their work attitude, work efficiency and service quality significantly (Rafiq & Ahmed, 2000; To, Martin, & Yu, 2015).

Performance is a stage of achievement of accomplishing certain work (Simanjuntak, 2011). It means that job performance is an achievement stage as a job accomplishment by and individual from the organization.

Employees' perceptions of internal marketing may influence their emotion and behaviors (Wu & Chen, 2018). The perception of company's efforts in job and environment is closely related to their job satisfaction and affective commitment, which in turn affects their work attitude and behavior (Kong, Jiang, Chan, & Zhou, 2018). For example, when employees perceive their employer's effort in supporting their career development, they tend to devote themselves to the jobs and spend more times engage in providing good service to customers (Kong et al., 2015; Schneider & Bowen, 1985). By providing good service to internal customers, internal marketing may enhance young talents' job satisfaction, as well as organizational performance (Ling, 2005; Paraskevas, 2001). Thus, it is proposed that:

H3: Perceived internal marketing may have a positive effect on job performance.

2.4 The Mediating Effect of Organizational Commitment

A review of extant literature shows the impact of organizational commitment. Organizational commitment has been a frequently studied construct attracting scholars from various theoretical perspectives. The relevance of organizational commitment as a mediator construct is also supported by research suggesting that organizational commitment has a significant impact on job performance.

The core idea of internal marketing is to treat employees as internal customers, and try to obtain recognition and loyalty from employees by meeting their different needs (Lings & Greenley, 2005). Internal marketing may help to reduce turnover intention, enhance organizational commitment, and further improve the overall work efficiency (Efthymios, 2011; Chang & Chang, 2007; Kong, 2013). It has been found that young staff's perception of internal marketing is closely related to job satisfaction and affective commitment (Wang, 2006), which may enhance task performance (Wang, Cong, & Ge, 2008). Employees with a high level of organizational commitment have a stronger sense of belonging to the enterprise, and they are more willing to contribute themselves to complete their own work better, and thus reflect a higher level of performance (Kong, Wang, & Fu, 2015). Their studies not only demonstrated the association between internal marketing and job performance, but also corroborated the positive effect of organizational commitment on performance. Thus, this study proposed the following hypothesis:

H4: Organizational commitment may mediate perceived internal marketing and job performance.

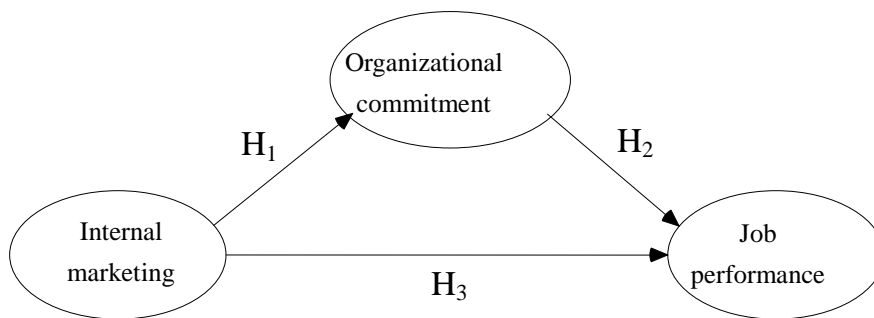


Figure 1. Proposed theoretical model

3. Research Methodology

3.1 Sample

This study aimed to test the hypotheses developed in the theoretical model based on extensive literature review. Targeting new generation of employees born after 1980, this study collected data by convenience sampling method. In order to ensure that employees have an objective evaluation of the enterprise's internal marketing, respondents were required to have at least one year working experience.

3.2 Measurement Items

A preliminary list of measurement items was generated after a review of the literature related to internal marketing, organizational commitment, and job performance. This study is a quantitative study, designed to explain the effect

among variables or the relationship that affects between variables through hypothesis testing. Internal marketing measurement scale referred to the research of Wang (2006), with a total of 20 questions, including "my organization care about my welfare". Organizational commitment was measured with scales developed by Allen & Meyer (1990), with a total of 18 items, with sample title as "I am willing to work in this company all the time". Job performance was measured by five questions, developed by Williams & Anderson (1991), and the sample question was "I can perform tasks assigned by my supervisor". All of the measurement items were examined using a seven-point Likert-type scale with 1 indicating disagree strongly, and 7 referring to agree strongly.

3.3 Data Collection

The survey was conducted nationwide through online and offline channels. Online questionnaires were distributed through Wenjuanxing App, and offline data were collected by convenience sampling method. A total of 605 questionnaires were collected. After data screening and deleting the missing data, a total of 568 valid data were obtained for further analysis, and these data were found to follow a multivariate normal distribution.

3.4 Data Analysis Method

In this study, structural equation modelling (SEM) method was used to analyze the data with AMOS software. Procedurally, in the first stage, SEM helps to find the best fitting model by establishing the best fitting measurement model, and in the second stage, helps to test the hypothesized structural model (Byrne, 2001). The analysis process was arranged as follows. Firstly, the individual measurement model was tested, then overall measurement model, and finally, the structural model.

While testing the individual measurement model, exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were conducted respectively. The dataset was randomly split into two equal subsets of 284, which was used to run EFA and CFA. EFA with varimax rotation was first conducted with one subset to simplify the interpretation of the identified factors and to determine the major constructs in the data (Field, 2005). CFA was then conducted with the other subset to specify the relationships between the observed items and their posited underlying factors. Once the individual measurement model was examined, overall measurement model and structural model were then conducted with the entire data.

4. Research Results

4.1 Profile of the Respondents

Among the 568 respondents, the proportion of men and women is almost the same, with women 51.6% and men 48.4%. The majority of the participants aged between 25 to 35 years old, accounting for 65.8%. Most of the respondents have received higher education, with 52.9% of them with bachelor degree or master degree. More than 42.4% of the young employees had 1-3 years of working experience, 22.2% and 21.1% of them had worked for 4-6 years and 7-10 years, respectively. More than half of the respondents are senior staff, and 20.2% of them are middle level managers.

4.2 Individual Measurement Model of Internal Marketing

EFA of internal marketing

First, the data was equally divided into two parts, one part for exploratory factor analysis (EFA), and another for confirmatory factor analysis (CFA). EFA with varimax rotation was suggested an appropriate first step to simplify the factors and to find the major construct of the data. The result of Bartlett's test of sphericity was significant, and the KMO of sampling adequacy was 0.92, indicating a satisfactory level for the appropriateness of factor analysis. Four factors were extracted, namely, internal product, internal price, internal distribution and internal promotion. The items comprising internal marketing explained 68.91% of the total variance. The reliability values of the four dimensions (alpha α) were 0.87, 0.92, 0.87 and 0.86, respectively, all greater than the standard level of 0.7. All these combined to indicate that the items comprising the four dimensions were internally consistent and stable, and together formed a reliable scale.

CFA of internal marketing

According to the results of EFA, internal marketing was divided into four dimensions, each of which has different measurement items. Therefore, internal marketing has two layers of latent variables and needs to conduct two confirmatory factor analysis, including first-round CFA and second-round CFA.

First-round CFA analysis

The relationship between each observation variable and the four dimensions was examined first, and yielded the

results as follows: $\chi^2 = 330.52$, $df=164$, $GFI = 0.91$, $CFI = 0.97$, and $RMSEA = 0.06$. The first-round CFA analysis of internal marketing were shown in Table 1. The estimated values of standardized parameters of each observation variable were all greater than 0.5, and significant (t value > 1.96). The degree to which the observation variable was interpreted by latent variables (SMC) is all greater than 0.5. The average extracted variance value (AVE) was used to test the structural validity (convergent validity and discriminant validity). AVE value exceeded 0.50, indicating the satisfactory level of convergent validity. In addition, the AVE value was greater than the squared correlation estimate, providing good evidence of discriminant validity (Fornell & Larcker, 1981).

Table 1. Correlations (Squared Correlation), Reliability, AVE, and Mean of internal marketing

| | Internal product | Internal price | Internal distribution | Internal promotion |
|-----------------------|------------------|----------------|-----------------------|--------------------|
| Internal product | 1.00 | | | |
| Internal price | 0.79** (0.62) | 1.00 | | |
| Internal distribution | 0.69** (0.48) | 0.71** (0.50) | 1.00 | |
| Internal promotion | 0.72** (0.52) | 0.81** (0.66) | 0.69** (0.48) | 1.00 |
| Reliability | 0.92 | 0.93 | 0.93 | 0.94 |
| AVE | 0.71 | 0.74 | 0.73 | 0.76 |
| Mean | 5.35 | 5.05 | 5.19 | 5.28 |
| Standard deviation | 1.16 | 1.36 | 1.23 | 1.33 |

Notes: ** $P < 0.01$

Second-round CFA analysis

The fit indices of second-round CFA analysis were as follows ($\chi^2 = 333.63$, $df=166$, $GFI=0.91$, $CFI=0.97$, $RMSEA=0.06$), indicating the model fit the data reasonably well. All The AVE value of each construct was above 0.50 and greater than the squared correlation, indicating that both the convergent and discriminant validity were satisfactory.

Table 2. Second-round CFA analysis results of internal marketing (N=284)

| Item | Estimate | T value (C.R.) | Standardized estimates | SMC |
|--|----------|----------------|------------------------|------|
| Internal marketing → Internal product | 1.00 | | 0.85 | 0.73 |
| Internal marketing → Internal price | 1.44 | 12.52*** | 0.92 | 0.85 |
| Internal marketing → Internal distribution | 1.14 | 11.00*** | 0.79 | 0.62 |
| Internal marketing → Internal promotion | 1.34 | 11.80*** | 0.86 | 0.75 |

Notes: *** $P < 0.001$.

4.3 Individual Measurement Model of Organizational Commitment

EFA of organizational commitment

The EFA results were consistent with the previous study results. Three factors with eigenvalues greater than 1 were extracted, namely, affective commitment, continuing commitment, and normative commitment. The total variance of explanation was 70.71%. Bartlett's test of Sphericity was significant and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.93, suggesting that the patterns of correlations were relatively compact and may generate distinct and reliable factors (Field, 2005). All the factor loadings were greater than 0.40, and the reliability value exceeded 0.70. All these combined to indicate that the construct were internally consistent.

CFA of organizational commitment

First-round CFA analysis

First-round CFA was conducted to verify the relationship between observed variables, affective commitment, continuance commitment and normative commitment. According to the results ($\chi^2=195.10$, $df=132$, $GFI=0.93$, $CFI=0.98$, $RMSEA=0.04$), all the indicators meet the corresponding standards, indicating that the model fit the sample data fairly well. As shown in Table 3, the AVE value of each dimension of career commitment was greater than 0.50 and the square of the correlation estimate between these measures. Thus, the convergent and discriminant validity of organizational commitment were confirmed.

Table 3. Correlations (Squared Correlation), Reliability, AVE, Mean of organizational commitment

| | Affective commitment | Continuance commitment | Normative commitment |
|------------------------|----------------------|------------------------|----------------------|
| Affective commitment | 1.00 | | |
| Continuance commitment | 0.69** (0.48) | 1.00 | |
| Normative commitment | 0.65** (0.42) | 0.60** (0.36) | 1.00 |
| Reliability | 0.90 | 0.92 | 0.93 |
| AVE | 0.60 | 0.66 | 0.68 |
| Mean | 5.38 | 5.05 | 4.94 |
| Standard deviation | 1.05 | 1.22 | 1.35 |

Notes: ** $P < 0.01$

Second-round CFA analysis

The model fitting indexes of the second-round CFA ($\chi^2=195.10$, $df=132$, $GFI=0.93$, $CFI=0.98$, $RMSEA=0.04$) showed that the data had a good fit with the model. The standardized estimates of the three dimensions were all greater than 0.5, and the t value was greater than 1.96, which has reached a significant level statistically.

4.4 Individual Measurement Model of Job Performance

EFA of job performance

EFA with Varimax rotation was conducted, and the five items that explained 79.27% of the total variances. Bartlett test of sphericity was significant and the KMO measure of sampling adequacy was 0.90, indicating that the patterns of correlations are relatively compact. Cronbach's alpha of the scales was 0.93, above the minimum standard for reliability (0.70). It can therefore be concluded that the items comprising job performance construct were internally consistent and together formed a reliable scale.

CFA of job performance

CFA of job performance yielded the following results, chi-square (χ^2) = 8.55, $df=5$, $GFI=0.99$, $CFI=1.00$, $RMSEA=0.05$. All the test indicators are in line with the standards, indicating that the data fit well with the model. The standardized parameter estimates of the five measuring items ranged from 0.74 to 0.85, all above 0.50. T values ranged from 13.22 to 15.86, all were greater than 1.96, indicating a significant level. AVE value was 0.65, greater than 0.50 and the squared correlation, confirming both the convergent validity and discriminant validity were satisfactory.

Table 4. Correlations (Squared Correlation), Reliability, AVE, and Mean of job performance

| | JP1 | JP2 | JP3 | JP4 | JP5 |
|-------------|---------------|---------------|---------------|---------------|------|
| JP1 | 1.00 | | | | |
| JP2 | 0.59** (0.35) | 1.00 | | | |
| JP3 | 0.67** (0.45) | 0.64** (0.41) | 1.00 | | |
| JP4 | 0.67** (0.45) | 0.63** (0.40) | 0.73** (0.53) | 1.00 | |
| JP5 | 0.63** (0.40) | 0.60** (0.36) | 0.69** (0.48) | 0.68** (0.46) | 1.00 |
| Reliability | | | 0.90 | | |
| AVE | | | 0.65 | | |
| Mean | 4.56 | 5.06 | 4.72 | 4.60 | 4.83 |
| SD | 1.45 | 1.46 | 1.39 | 1.35 | 1.47 |

**P<0.01

4.5 Overall Measurement Model

The overall measurement model test results showed that chi-square (χ^2) =1277.78, df=850, GFI=0.91, CFI=0.98, RMSEA=0.03, indicating a good fit between the model and data. The AVE value was greater than 0.5 and the squared correlation coefficient, confirming both the convergent and discriminant validity were satisfactory. Thus, the overall measurement model structure validity reached a satisfactory level.

Table 5. Correlations (Squared Correlation), Reliability, AVE, and Mean of overall measurement model

| | Internal marketing | Organizational commitment | Job performance |
|---------------------------|--------------------|---------------------------|-----------------|
| Internal marketing | 1.00 | | |
| Organizational commitment | 0.65** (0.42) | 1.00 | |
| Job performance | 0.54** (0.29) | 0.55** (0.30) | 1.00 |
| Reliability | 0.89 | 0.81 | 0.92 |
| AVE | 0.67 | 0.59 | 0.70 |
| Mean | 5.22 | 5.12 | 4.75 |
| Standard deviation | 1.11 | 1.03 | 1.21 |

** P<0.01

4.6 Structural Model

While finishing the test of measurement model, the structural model was evaluated. The structural model was examined with AMOS software with the whole sample data (N=568). As indicated in the conceptual framework, the structural model aims to assess the hypothesized theoretical relationships between perceived internal marketing, organizational commitment, and job performance. Perceived internal marketing and organizational commitment were proposed to be exogenous variables, and job performance to be endogenous ones. As internal marketing has four dimensions, this study further examined their influence on endogenous variable.

The model fit indices were as follows: χ^2 =1277.78, df=850, GFI=0.91, CFI=0.98, RMSEA=0.03. Based on the CFI, GFI, and RMSEA values, it was concluded that the model represented an adequate fit to the data. The T values were all greater than 1.96, reaching a significant level statistically. As shown in Figure 2, the path coefficient value and significance level combined to prove that the structural paths were both positive and significant, and thus all of the direct positive relationships were supported.

The mediating effect of organizational commitment was examined by Sobel Test, which seems to perform best in a Monte Carlo study (MacKinnon, Warsi, & Dwyer, 1995), and converges closely with a sample size of greater than 50 or above. According to the formulae of MacKinnon et al., (1995), the indirect effect was calculated as: Indirect

effect = $a \times b$ (where a is the path coefficient of the association between the exogenous variable and the mediator and b is the path coefficient of the association between the mediator and the outcome). The significance level was calculated using the Sobel test. The indirect effect value was 0.14, T value was 4.51. Thus, the results of the analysis of the mediating effect of organizational commitment were positive and significant.

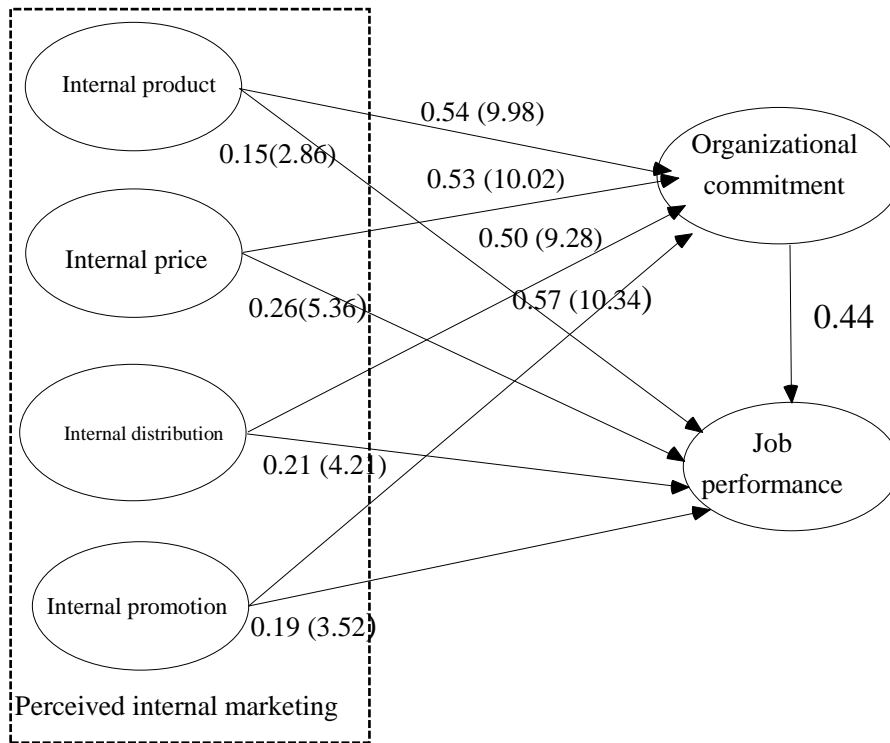


Figure 2. Final structural model with the estimated path coefficients

5. Discussion and Conclusions

5.1 Conclusions

The results of this study indicated that employees’ perception of internal marketing was the positive predictor of organizational commitment and job performance. In addition, the four dimensions of internal marketing were found all positively related to employees’ commitment and work outcomes. That is, implementing internal marketing activities may effectively improve employees’ organizational commitment and job performance. As employees’ satisfaction was the important predictor of customer satisfaction, it is thus important to enhance the satisfaction level of internal customers (Prayag, Hassibi, & Nunkoo, 2019). Regarding new generation of employees as internal customers, understanding their expectation and meeting their needs, these may enhance young generation’s work initiative, which in turn lead to a win-win situation. Study results offer several theoretical and practical implications. They are provided below.

5.2 Theoretical Implications

Theoretically, this study explored internal marketing from young generation’s perspective, and it may contribute to the literature from three sides. First, it linked perceived internal marketing with employees’ job performance, and proposed the theoretical model. By exploring internal marketing from the human resources perspectives, this study highlighted the effects of employees’ perceptions of internal marketing on their organizational behaviors. Employees working in the hospitality industry have high turnover rate and less organizational commitment. Thus, it is important to regard employees as internal customer. By meeting the needs of internal customer, the hotel industry may attract, develop, and retain qualified staff. Internal marketing is an effective management philosophy, which may enhance

employees' job satisfaction and organizational performance by providing good service to those internal customers (Lings, 2005).

Second, the findings may enrich the knowledge by examining the mediating effect of organizational commitment. Based on organizational commitment theory, this study regarded the employees as internal customers. The results indicated that apart from the direct apparent effect on job performance, organizational commitment also mediated the relationship between the four dimensions of perceived internal marketing and job performance. Organizational commitment was the important determinant of attitudinal and behavioral loyalty, and the commitment of young generation of hotel workers varied from that of previous generation (Lub, Nije, Bal, Blomme, & Schalk, 2012). Thus, the results of this study may enrich the knowledge and motivate researchers to further explore study relating to commitment of young generation.

Third, the results may stimulate further studies by revealing the effects of four dimensions of internal marketing. As an employee-pleasing management philosophy, internal marketing may enhance employee satisfaction by regarding employee as internal customer, and providing good service (Berry & Parasurama, 1991). There are four dimensions of internal marketing, namely, internal product, internal price, internal distribution, and internal promotion. This study has proved that four factors of internal marketing were all positively related to organizational commitment and job performance. Internal promotion contributed the most to organizational commitment with path coefficient of 0.57, followed by internal production, and internal price. In terms of the contribution to job performance, internal price contributed the most with path coefficient of 0.26, followed by internal distribution and internal promotion. Due to the different function of the four factors, there may be more rooms for further study.

5.3 Practical Implications

Practically, this study highlighted the importance of understanding young generation's delight and voice from the internal marketing perspective. As there are four dimensions of internal marketing, it is necessary to develop tailor-made activities based on these four dimensions. First, it is important to enhance young employees' perception of internal product. Young employees have unique personalities, pursue life and work balance, and value long-term career development (Kong et al., 2016). Therefore, the enterprise should improve their perception of internal product, respect them and support their career development. For example, drawing a clear foreseeable future for young generation is a great motivation for them (Kong, Cheung, & Zhang, 2010). Employees may benefit from attending career workshops and training courses, especially those are good for their future employability. Another effective way for young talent to perceive internal product is to establish complete job information. Receiving job information is the right of young talents, and it is also the way for employees to understand organizational culture. The earlier they are informed the rights and duties of their job, the sooner generation Y employees become the part of the organization and enhance their work effectivity.

In addition, flexible compensation system is the right way to attract and retain the talents. Flexible benefit plans allow employees to choose among various benefits and levels of coverage. Choosing options that best fit their own needs, this is more suitable for young talents' needs and characteristics. These cafeteria benefit plans may make Generation Y more aware of the cost of the benefits, and give them a real sense of the value of the benefits their employers provide. Thus, it may enhance the organizational commitment and work passion.

Second, this study may shed lights on how to enhance perceived internal price of Generation Y employees. Regarding young employees as internal consumers, organization should provide them with various reasonable support as more as possible. The relationship between organization and individual may maintain a state of equal and mutual benefit. It is thus important to set up the cultural concept of "people" as the core, create "people-oriented" corporate values, put the staff in the first place, and show the essence of "internal customers" connotation. In addition, young employees prefer clear directions in their job and trust their ability to accomplish work-related tasks via empowerment. Psychological empowerment may encourage staff to achieve strong self-realization, and motivate them to perform better in the workplace (Kong et al., 2016). Furthermore, creating a good working atmosphere may help to strengthen emotional communication between the organization and new generation employees. All these may help to meet the emotional needs of young people, and help them to realize the internal price provided by their organizations.

Third, it is necessary to ensure the practice of internal distribution. Generation Y employees are highly educated, ambitious, and they pursue the equity in the workplace (Kong et al., 2019; Josiam et al., 2010). They hope to present their own ideas and make decision in the job. Establishing an efficient communication mechanism may help to broaden the communication channels with the new generation, and let them know the mission and vision of organization development. When employees are trusted and may voice their ideas, they feel a sense of pride and feel confident to communicate with others (McMillan et al., 2011), which may result in job and career satisfaction. All

these indicated that internal distribution may help to enhance young talents' commitment and performance.

Finally, it suggested the necessity of enhancing the perception of internal promotion. To attract and retain qualified staff, it is important to arouse the interest of young employees in jobs. Creating good working environment and providing tailor-made work support, may help employees to receive and have the real sense of positive job information, and finally enhance the perception of internal promotion. For example, young employees are under the pressures of both work and family (Kong et al., 2013), thus personal mental services and family-friendly benefits may be the most used rewards to motivate employees. In addition, recognition program, such as employee-of-the-month programs, is the widely-used incentives and also may increase the manager-employee exchanges. Providing challenging first jobs can be crucial for building confidence and a more realistic picture of what the young people can and cannot do. All these activities may help new generation employees to reach personal goals, achieve personal value, and enhance the positive perception of internal promotion of their organization.

6. Limitation and Suggestion for Future Research

This study has some limitations in the research population and research methods. In terms of the research population, this study takes the new generation of employees as the respondents, and fails to analyze the perception of internal marketing of different ages. As employees commitment and behavior may vary from different age, gender, and working experience (Watson, Taheri, Glasgow, & O'Gorman, 2018), it is necessary to investigate perceived internal marketing from different age of employees. Future research may expand the scope of research objects and further test the correctness of the model and hypothesis. With regards to the research sampling method, this study collected data by convenience sampling, which means data were collected based on respondents' accessibility. There might be some limitations in the data, and future study should collect more general and representative data from a wide range of samples by using probability sampling methods.

Another issue is related to internal marketing, which was often conducted from the single perspective of managers or employees. However, the implementation of internal marketing involves both managers and employees. Thus, future study may enrich the perspective of internal marketing research, and then collect different opinions from both the manager and the employee sides.

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