

**UNIVERSITI TEKNOLOGI MARA**

**MODELING THE MEDIATING  
EFFECTS OF JOB SATISFACTION  
AND ORGANIZATIONAL  
COMMITMENT ON THE  
RELATIONSHIP BETWEEN  
INTERNAL MARKETING AND  
MARKET ORIENTATION: A STUDY  
AMONG BANKS EMPLOYEES IN  
THE REPUBLIC OF YEMEN**

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## ABSTRACT

Empirical evidence and statistical data showed that the banking industry in Yemen suffers from weaknesses related to internal marketing, job satisfaction, organizational commitment and market orientation. Such evidence also highlighted a gap between theory and practice in the internal marketing literature - despite many studies done on the concept of internal marketing, focus has been primarily limited to internal marketing model with the three dimensions namely, visions, development and rewards. Added to this, scholars that used internal marketing concepts with five or eleven dimensions excluded the extra dimensions like empowerment and internal communications because of low factor loadings. Furthermore, a study has yet to combine job satisfaction and organizational commitment as multiple mediators of the relationship between internal marketing and market orientation. In this study, the underpinning theories employed are the social exchange theory and the equity theory and they constituted the theoretical background of this study. This study aimed to validate and propose measurement models, validate and propose a full structural model of internal marketing influence in the market orientation, and estimate the influence of job satisfaction and organizational commitment as mediating factors. This study employed correlational survey as the study method, where a total of 407 cases were used. For data analysis, the study employed Structural Equation Modelling (SEM) method using AMOS statistical software to analyze the direct and indirect influence of mediator variables in the relationship between variables and using SPSS software to analyze the descriptive part of the data. The findings suggested that internal marketing strongly and positively correlated to market orientation. Specifically, the SEM findings indicated that all the measurements models are accepted after modification and the model-fit is acceptable and achieved all the measures of construct validity. The findings also showed that all variables dimensions are significantly correlated and significantly explained their observed variables. No significant difference was found between the proposed model and observed model. The findings of the hypotheses testing showed that the hypothesized full structural model of market orientation fits the data, while the findings of indirect analysis suggested that both job satisfaction and organizational commitment play a mediating role to achieve "assumption of statistical power proposed". The findings of this study are expected to contribute to the body of knowledge regarding job satisfaction and organizational commitment mediating role in banking studies, and to assist scholars and researchers in the field of business, especially, marketing and human resource.

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