

Original Article

# Boosting Prosocial Behavior and In-Role Performance through Internal Marketing Strategy Implementation: The Mediating Role of Affective Commitment

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**Abstract:** *The Influence of Internal Marketing Strategy (IMS), Affective Commitment (AFC), and Prosocial Behavior (PSB) towards In-Role Performance (IRP) in several organizations in Timor-Leste is the subject of this study. This study involved 276 respondents from universities, non-governmental organizations, and voluntary organizations. A questionnaire survey was used for the quantitative approach. The results showed that IMS had a significant effect on AFC, which functioned as a mediator in the IMS-PSB and IMS-IRP relationships. In addition, PSB had a strong impact on IRP, while AFC had a relatively small impact on IRP. These findings suggest that the relationship between AFC and IRP may involve additional mediating pathways or indirect mechanisms, such as job satisfaction or organizational support. This study offers important contributions to organizations in developing countries, such as Timor-Leste, particularly in understanding the importance of internal marketing strategies in supporting employee emotional engagement. Furthermore, this study recommends the development of programs that promote prosocial behavior and enhance job satisfaction to optimize employee performance. These findings are particularly relevant to practitioners and academics in designing effective human resource management policies that enhance individual and organizational performance.*

**Keywords:** *Internal Marketing Strategy, Affective Commitment, Prosocial Behavior, In-Role Performance.*

## I. INTRODUCTION

In this era, an internal marketing strategy is essential for organizations to achieve their mission and vision through their employees. Consequently, business organizations should invest in their employees, as they serve as brand ambassadors who can attract clients through their behaviour and skills. Employees' engagement in prosocial and in-role behaviours is mandatory for today's team and organizational effectiveness. Among many internal and external factors, the Internal Marketing Strategy (hereafter abbreviated as IMS) is also plausible in promoting those behaviours. IMS views employees as internal clients and contributors who must meet customer needs to achieve organizational goals. Human resource development relies heavily on Internal Marketing Strategy, also known as IMS (Brown et al., 2025).

According to Cramarenco et al. (2023), improving employee skills to reflect organizational values is also important. This can be seen in customer service training designed to align with external branding strategies. Although researching the influence of IMS on commitment, in-role performance, and prosocial behavior may provide important insights for academicians and managers, prior studies have demonstrated inconsistent results. For instance, previous research shows that there is no significant mediating effect of employee commitment on the relationship between IMS and employee performance (Qaisar and Muhamad, 2021). To complement prior research, this study proposes to examine the influence of IMS on prosocial behavior and in-role behavior through affective commitment. Furthermore, the current research expands data collection to universities, non-governmental organizations (NGOs), and volunteer organizations to examine these relationships.

IMS helps organizations understand their human resources, strengthen their commitment to organizational values, and improve performance by creating a pleasant work environment. The purpose of IMS is to encourage, engage, and empower employees to support the achievement of organizational goals, especially in delivering the best possible service (Harif et al., 2022). Prosocial behavior, which includes helping, sharing, and cooperating, is very important in building harmonious relationships both individually and collectively within an organization (Pfattheicher et al., 2022; Walsh et al., 2021).

However, to achieve organizational targets, employee behavior must be aligned with work priorities, such as in-role performance (Bouayed et al., 2021). In-role performance (hereafter abbreviated as IRP) refers to performance within a formal role as outlined in one's job description. It encompasses the essential tasks and responsibilities stated in the job description that



are carried out to achieve organizational goals (Paais and Pattiruhu, 2020). Good working relationships among employees are characterized by self-confidence, a sense of responsibility, and a willingness to fulfill assigned duties. However, employees are also expected to engage in extra-role behaviors, such as prosocial behavior, to address job complexity in real work situations and to fulfill social responsibilities that may benefit others and enhance team and organizational effectiveness (van Kleef and Lelieveld, 2022). Therefore, this factor is included in the model.

Moreover, affective commitment is posited as a mediator (Pasumarti et al. (2022). Affective commitment (hereafter abbreviated as AFC in many parts) refers to an employee's emotional attachment to an organization, which drives them to remain with the organization based on their desire to do so (Prawira, 2021; Retno Purwani Setyaningrum et al., 2020).. In this research, affective commitment is proposed as an outcome of IMS implementation.

According to Hoo et al., (2024), Kerdpitak & Jermsittiparsert, (2020), employee commitment did not significantly mediate the relationship between internal marketing strategies and employee performance. However, their studies focused solely on financial managers and administrative staff in Kenya. To address this contextual limitation, the current study examines a variety of organizational settings, including volunteer groups, NGOs, and universities, by integrating internal marketing strategies, emotional commitment, prosocial behavior, and in-role performance.

As mentioned, the study was conducted in Timor-Leste to improve employee performance in a developing country through human resource development, which, in turn, may contribute to the country's industrial and economic growth. This study may provide insights for organisations in Timor-Leste to improve employee commitment and performance, and it may also contribute to academia by examining the research variables and their relationships, especially in the context of the research.

## II. LITERATURE REVIEW

Internal Marketing Theory (IMT) suggests that the application of marketing principles to employees as “internal customers” will create and sustain a strong service culture, as well as foster marketing innovation within the organization (Mazzarolo et al., 2021). In addition, this theory helps explain how IMS can enhance employee engagement and satisfaction, which directly impacts individual effectiveness.

IMS is a practical component of IMT that involves a strategic approach to managing employees through training and development, internal communication, rewards, and the creation of a positive work culture (Qaisar and Muhamad, 2021). According to Ahmad (2022), this strategy is expected to improve employee performance, reduce turnover, and increase customer satisfaction. Specifically, this study emphasizes prosocial behavior. Factors such as empathy, social norms, and organizational support through internal marketing strategies are key drivers of prosocial behavior (Nuseir et al., 2023). In addition, this study highlights the concept of in-role performance, which refers to how employees carry out formal tasks that are consistent with their roles within the organization. According to Luthfiandana et al. (2024), organizational culture, commitment, and job satisfaction affect in-role performance. All of these factors have an impact on productivity and efficiency. Furthermore, employees' emotional commitment or attachment to the organization is crucial for sustaining organizational performance. Feelings of pride, happiness, and loyalty derived from work experiences, emotional support from the organization, and a positive work environment are all components of affective commitment (Zhu et al., 2022).

Internal marketing is a strategic approach that views employees as internal customers. This strategy promotes brand ambassadorship, enhances staff retention, and generates favorable spillover effects on customer satisfaction and overall organizational effectiveness (Scherber, 2025). IMS aims to meet the needs of employees as internal customers, thereby increasing their motivation, engagement, and loyalty to the organization. Training, effective internal rewards, and a supportive work environment are among the strategies intended to achieve this goal. Dimitriou & Group, 2023; Thakur et al. (2023) argue that IMS is crucial for enhancing employee commitment by addressing their needs and expectations, ensuring that employees feel valued and supported by the organization. Specifically, Irawan dan Sugiono (2022), suggest that an effective IMS can increase employee support for the organization, resulting in greater affective commitment. Based on these findings, the following hypothesis is proposed:

**H1: IMS has a positive effect on AFC.**

It has been shown that affective commitment benefits prosocial behavior, which refers to voluntary actions that help coworkers and the organization. Employees who have an emotional bond with the organization are motivated to make additional positive contributions to the success of their teams and the organization. According to Pavlidou and Efstathiades (2021), employees with strong emotional ties tend to engage in such voluntary behaviors. In addition, Caetano et al.,(2023), Schreiner et al. (2021) found that emotionally engaged workers are more likely to help their coworkers due to their developed affective commitment. Based on the above discussion, the following hypothesis is proposed:

**H2: AFC has a positive effect on PB.**

Work behaviors that are consistent with organizational tasks and responsibilities, supported by affective commitment, are critical for improving in-role performance. Employees who have strong emotional ties to their organization tend to be more motivated, productive, and proactive in achieving organizational goals. Kim (2020) found that affective commitment significantly increases productivity. Similarly, Pasumarti et al. (2022) reported that employees with strong affective commitment are more motivated to support organizational success and are more likely to take initiative. In addition, studies have found correlations between affective commitment, job satisfaction, and performance (Sawaneh & Jawneh, 2022; Vandenberghe, 2021). Based on these findings, the following hypothesis is proposed:

**H3: AFC has a positive impact on IRP.**

An organization is significantly influenced by prosocial behavior. According to Grueneisen and Warneken (2022), high levels of prosocial behavior increase employees' motivation to complete assigned tasks. Armstrong-Carter and Telzer, (2021) also found that prosocial behavior helps employees feel closer to the organization and more confident. As a result, they are more likely to perform better in their assigned tasks. Based on these findings, the following hypothesis is proposed:

**H4: PB has a positive effect on IRP.**

According to Liu et al., (2022), Prawira, (2021), affective commitment, which reflects an individual's emotional relationship with the organization, can be considered a mediator in the relationship between IMS and various forms of employee engagement in the workplace (Varadarajan, 2020). Therefore, affective commitment is expected to mediate the relationship between internal marketing strategies and employees' prosocial behaviors in the workplace. Furthermore, affective commitment can serve as an important mediator in the relationship between prosocial behavior and in-role performance (IRP). Additional research is needed to evaluate this mediating function; thus, it is proposed that:

**H5: AFC mediates the relationship between IMS and PB.**

According to Kamp et al., (2024), affective commitment, which reflects a person's emotional attachment to an organization, is very important for employee performance. A recent study by (Vandenberghe, 2021) also found that affective commitment can mediate the influence of IMS on in-role performance (IRP). Therefore, affective commitment may serve as a key mechanism for understanding how IMS affects employee performance, and managers can leverage IMS effectively to enhance their employees' performance. Based on these findings, the following hypothesis is proposed:

**H6: AFC mediates the relationship between IMS and IRP.**

The strategic approach to internal marketing (IMS) treats employees as internal customers through training, communication, compensation, and managerial involvement. This approach has been shown to be effective in increasing employees' affective commitment (AFC) to the organization. Moreira Mero et al. (2020) found that IMS significantly contributed to increasing AFC in Ecuadorian cooperatives, particularly in the areas of communication and rewards. Haffar et al. (2023) reported similar findings, showing that AFC in the Pakistani banking industry increased as a result of the internal marketing mix.

Employees with high affective commitment (AFC) tend to be more loyal to the organization. They also engage in prosocial behavior (PB), which includes voluntary actions such as helping coworkers and maintaining team harmony. According to Wang et al. (2021), AFC serves as an important link between leaders' prosocial orientation and employees' prosocial behavior. This indicates that emotional attachment to the organization plays a key role in fostering positive social attitudes in the workplace.

In addition, prosocial behavior directly affects in-role performance (IRP), which refers to employees' performance of their formal job responsibilities. Chiu et al. (2020) found that organizational commitment can contribute to IMS in indirectly improving IRP. Qiu et al. (2022) discussed how internal marketing leverages employee commitment to enhance work context and job performance. Erum et al. (2020) found that organizational citizenship behavior (OCB), a type of prosocial behavior, is driven by high levels of emotional commitment. Therefore, IMS plays a crucial role in improving IRP through the mediation of affective commitment (AFC) and prosocial behavior (PB). In light of these findings, the following theory is proposed:

**H7: AFC and PB sequentially mediate the relationship between IMS and IRP.**

### III. RESEARCH METHODS

To ensure the data's accuracy and suitability, researchers collected primary data directly from the main sources. Jebb et al., (2021); Tanujaya et al. (2022) used a Likert scale in their questionnaires to measure respondents' attitudes, opinions, and perceptions. Khalid (2024), Lye et al., (2021), Makwana et al. (2023) employed a judgment sampling or purposive sampling technique, ensuring that the questionnaire was administered only to respondents who had worked for at least six months.

This research was conducted in Timor-Leste using a questionnaire distributed via Google Forms and paper-based surveys. Organizational leaders were contacted directly through social media platforms such as Facebook, WhatsApp, and e-

mail. The survey was initially distributed to 320 individuals, of whom 300 agreed to participate. After filtering out 24 incomplete responses, a total of 276 valid samples remained. The participating respondents were affiliated with Universidade Dili (UNDIL), Universidade de Daz Paz (UNPAZ), Alola Foundation, Asosiasaun Difisiensia Timor-Leste (ADTL), Rotary Youth Leadership Awards Timor-Lorosa'e (RYLA-TL), and Rotary Youth Empowerment Encouragement Timor-Lorosa'e (RYPEN-TL). Among them, 100 participants were from volunteer organizations, 80 worked in universities, and the remaining 80 were employees of NGOs.

Four study variables were examined in this research: Internal Marketing Strategy (IMS) (Ahmed et al., 2003), affective commitment (AFC) (Allen and Meyer, 1990), prosocial behavior (PB) (Caprara et al., 2005), and in-role performance (IRP) (Williams and Anderson, 1991). The IMS scale consisted of 17 items, the AFC scale had 8 items, the PB scale included 16 items, and the IRP scale contained 7 items. Responses were measured on a five-point Likert scale, ranging from 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree to 5 = Strongly Agree.

Before distribution, the researchers translated the questionnaire from English to Indonesian and then to Tetum to ensure that individuals who were not fluent in English or Indonesian could complete it. Five people from Timor-Leste were asked to fill out the questionnaire and provide feedback, ensuring that it was easily understandable for the target respondents. The questionnaire was then distributed to eight additional individuals for further adjustments. After these revisions, the questionnaire was finalized for use. In this study, the four variables were measured using a total of 48 items, derived from four dimensions of the IMS scale, a single dimension of the AFC scale, a single dimension of the PB scale, and a single dimension of the IRP scale. The study included three types of variables: independent, dependent, and mediating. IMS served as the independent variable, PB and IRP were the dependent variables, and AFC was the mediating variable.

The Warp PLS version 4 and SPSS programs were used to analyze the data. Confirmatory factor analysis (CFA) was employed to test validity, with an indicator considered valid if its factor loading exceeded 0.35 (Goretzko et al., 2024; Pesquécela et al., 2020). This analysis was conducted using SPSS. To ensure consistency, a reliability test was performed using Cronbach's Alpha, with values above 0.60 considered reliable (Singh et al., 2020). Structural Equation Modeling (SEM) was conducted in Smart-PLS to test the proposed hypotheses.

#### IV. RESULTS AND DISCUSSION

##### A) Characteristics of Respondents

As mentioned earlier, a total of 276 samples met the researchers' criteria. The analysis showed that respondents came from various non-profit institutions, including Universidade Dili (73 respondents), Universidade da Paz (47 respondents), and several other organizations. Most respondents were male (59%, N = 163). In terms of age, 21% of respondents were under 25, 23% were between 25 and 35, 23% were between 35 and 45, and 12% were over 45 years old. Regarding organizational tenure, 82 respondents had less than one year of service (30%), 106 respondents had between one and five years (38%), 34 respondents had between five and ten years (12%), and 54 respondents had more than ten years of service (20%).

##### B) Descriptive Statistics

For IMS, the total minimum and maximum values were 17 and 85, respectively, with a mean of 70.50 and a standard deviation of 9.95, indicating a high level of IMS implementation with moderate variation (see Table 1). For AFC, the total minimum and maximum values were 22 and 40, with a mean of 33.54 and a standard deviation of 4.85, suggesting a relatively uniform level of AFC among the respondents. For PB, the minimum and maximum values were 16 and 80, with a mean of 65.78 and a standard deviation of 10.34, indicating a relatively consistent level of PB among respondents. Lastly, for IRP, the minimum and maximum values were 7 and 35, with a mean of 28.02 and a standard deviation of 5.72.

**Table 1: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
IMS	276	17.00	85.00	70.50	9.95
AFC	276	22.00	40.00	33.54	4.85
PB	276	16.00	80.00	65.78	10.34
IRP	276	7.00	35.00	28.02	5.72

##### C) Validity Test

The validity test assesses the accuracy of the questionnaire items by examining their factor loading values. For sample sizes between 250 and 350, a minimum factor loading of 0.35 is considered acceptable (MCWhirter et al., 2020; Webster et al., 2020). To test validity, each variable was evaluated separately using IBM SPSS Statistics 25.

**Table 2: Validity Test Results for All Variables**

Dimension	Item Code	Loading	Result
<b>Internal Marketing Strategy</b>			
Strategic Rewards	ISR1	.436**	Valid
	ISR2	.422**	Valid
	ISR3	.447**	Valid
	ISR4	.527**	Valid
Internal Communication	IIC1	.515**	Valid
	IIC2	.616**	Valid
	IIC3	.588**	Valid
	IIC4	.432**	Valid
	IIC5	.402**	Valid
	IIC6	.409**	Valid
Training and Development	ITD1	.781**	Valid
	ITD3	.700**	Valid
	ITD4	.603**	Valid
Senior Leadership	ISL1	.617**	Valid
	ISL2	.619**	Valid
	ISL3	0.598**	Valid
<b>Affective Commitment</b>			
Single Dimension	AFC1	.478**	Valid
	AFC2	.453**	Valid
	AFC3	.582**	Valid
	AFC4	.502**	Valid
	AFC5	.596**	Valid
	AFC7	.511**	Valid
	AFC8	.539**	Valid
	<b>Prosocial Behavior</b>		
Single Dimension	PB1	.242**	Valid
	PB2	.310**	Valid
	PB3	.309**	Valid
	PB4	.316**	Valid
	PB5	.375**	Valid
	PB6	.375**	Valid
	PB7	.357**	Valid
	PB8	.542**	Valid
	PB9	.354**	Valid
	PB10	.505**	Valid
	PB12	.589**	Valid
	PB13	.423**	Valid
	PB14	.414**	Valid
	PB15	.493**	Valid
	PB16	.548**	Valid
	<b>In-Role Behavior</b>		
Single Dimension	IRP1	.391**	Valid
	IRP2	.405**	Valid
	IRP3	.470**	Valid
	IRP4	.479**	Valid
	IRP5	.473**	Valid
	IRP7	.609**	Valid

As shown in Table 2, some items did not meet the criteria, namely ITD2, AFC6, PSB11, and IRP6. These items were deleted and not included in the subsequent analyses.

**D) Reliability Test**

As demonstrated, the Cronbach's alpha values for all variables were above 0.6, indicating that the measures are reliable (see Table 3).

**Table 3: Reliability Test Results**

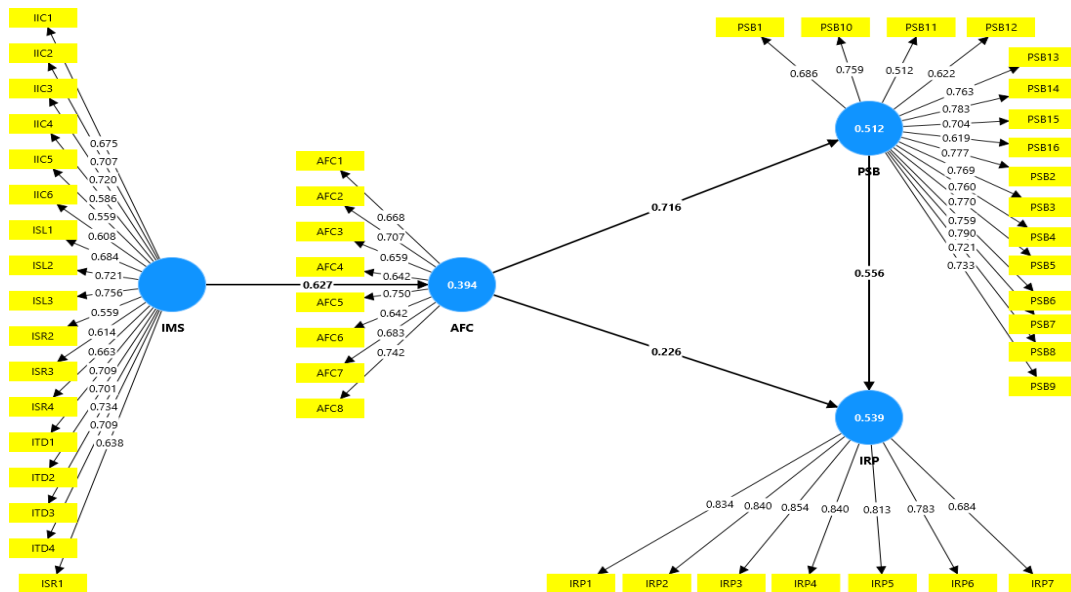
Variable	Cronbach's Alpha	Result
Internal Marketing Strategy	.944	Reliable
Affective Commitment	.908	Reliable
Prosocial Behavior	.949	Reliable
In-Role Performance	.873	Reliable

**E) Hypotheses Test**

The results of hypothesis testing showed that H1 was accepted ( $\beta = 0.639^{***}$ ), indicating that IMS has a positive effect on AFC. H2 was accepted ( $\beta = 0.722^{***}$ ), demonstrating that AFC encourages PB. H3 was accepted ( $\beta = 0.227^*$ ), showing that AFC positively affects IRP. H4 was accepted ( $\beta = 0.557^{***}$ ), indicating that PB increases IRP. H5 was accepted, revealing a significant mediating effect of AFC in the relationship between IMS and PB ( $\beta = 0.462^{***}$ ). H6 was accepted ( $\beta = 0.147^{**}$ ), although the effect size was small. The acceptance of H7 ( $\beta = 0.250$ ) suggested that IMS has a minor mediating effect on AFC, which in turn affects PB and IRP. Overall, the results indicate that AFC mediates the relationship between IMS and IRP. In summary, IMS significantly promotes AFC, which subsequently enhances PB and IRP, and PB also directly contributes to IRP.

**Table 4: Hypotheses Test Results**

Path	Estimate	SD	T-Value (Sig.)	Result
IMS→AFC (H1)	0.639	0.048	13.146 (0.000)	Accepted
AFC→PB (H2)	0.722	0.037	19,187 (0.000)	Accepted
AFC→IRP (H3)	0.227	0.090	2,497 (0.013)	Accepted
PB→IRP (H4)	0.557	0.099	5,607 (0.000)	Accepted
IMS→AFC→PB (H5)	0.462	0.047	9,574 (0.000)	Accepted
IMS→AFC→IRP (H6)	0.147	0.063	2,259 (0.024)	Accepted
IMS→AFC→PB→IRP	0.250	0.049	5.062 (0.000)	Accepted



**Figure 1. Path Test Results**

**F) Discussion**

The results of the H1 analysis show that the internal marketing strategy (IMS) significantly increases affective commitment (AFC). Effective use of IMS is essential for fostering trust, a sense of belonging, and comfort in the workplace. According to Gabellini and Scaramuzzi (2022), IMS enhances employee well-being and supports organizational progress through employees' contributions. In addition, IMS provides employees with opportunities to learn new skills, which increases AFC and supports the development of individual competencies, thereby positively impacting the overall progress of the organization (Benkarim & Imbeau, 2021; Dahiya & Rath, 2021; Rodr et al., 2024).

The results of the H2 test show that AFC increases PSB in the workplace. Employees who have a strong emotional attachment to the organization tend to go beyond their formal tasks, demonstrate high dedication to their primary

responsibilities, and are motivated to support the company's goals (Kleef & Lelieveld, 2022; OZKAN & OZDEMIR, 2022). In addition, employees with strong AFC complete tasks more efficiently and assist coworkers without expecting compensation. Therefore, organizations need to maintain a work culture that fosters AFC and employee solidarity, which in turn enhances workplace harmony and the company's reputation (Pasumarti et al., 2022).

The results of the H3 hypothesis test indicate that AFC has a relatively small effect on IRP, although it is considered important to support performance. This suggests that the effect of AFC on IRP is more complex and may require a stronger mediation pathway (Dimitrov, 2023). Therefore, organizations should maximize the impact of emotional commitment through indirect means such as increasing job satisfaction and encouraging prosocial actions. These results allow for more in-depth research on the relationship between employee emotions, behavior, and performance (Modise, 2023).

The results of the H4 hypothesis test indicate that prosocial behavior improves in-role performance. Prosocial behaviors, such as sharing knowledge, helping others, and showing empathy, enable employees to perform their formal tasks more effectively and productively. Individuals who frequently engage in prosocial actions tend to perform their duties better and contribute more to achieving organizational goals (Dunlop, 2022).

The results of H5 showed that affective commitment significantly mediates the relationship between IMS and prosocial behavior. By treating employees as "internal customers," IMS aims to increase employee satisfaction and commitment. Affective commitment, which reflects employees' emotional attachment to the organization, encourages voluntary behaviors such as helping coworkers, sharing knowledge, and showing empathy (Mendes-Sousa et al., 2024). These results indicate that IMS not only directly influences prosocial behavior but also enhances affective commitment, which in turn promotes prosocial behavior within the organization.

The results of the H6 study indicate that, although the mediating effect of IMS is relatively small, affective commitment indirectly affects IRP. AFC demonstrates that IMS can enhance affective commitment through strategies such as effective communication, employee development, and fair rewards (Sigit and Muafi, 2022). In turn, affective commitment increases employees' motivation to perform their in-role tasks. Therefore, to maximize employee performance, organizations are advised to combine IMS with other supportive strategies.

### **G) Findings**

All the proposed relationships in the research model were confirmed to be statistically significant. Employee affective commitment is strongly and positively influenced by internal marketing strategy, indicating that when organizations prioritize internal engagement, employees become more emotionally invested in the company's goals. This emotional attachment facilitates stronger organizational alignment and better workplace behaviors. Consequently, effective internal communication and support can foster increased motivation and job satisfaction. Overall, affective commitment has a significant impact on positive organizational outcomes.

Prosocial behavior and individual in-role performance are further influenced by affective commitment. Emotionally committed employees often go above and beyond their formal duties to support team objectives and assist their coworkers. Among such employees, prosocial behavior has a greater impact on performance, indicating that fostering helpful and cooperative attitudes can directly enhance productivity. This highlights the importance of cultivating a supportive organizational culture in which employees act not only for themselves but also for the well-being of others. Research has shown that positive social behaviors increase both individual contributions and overall team effectiveness.

The mediation analysis highlights the indirect relationship between internal marketing and affective commitment, performance, and behavior. This underscores the crucial link between effective internal marketing strategies and positive employee outcomes. The results demonstrate that internal marketing is a strategic approach that fosters both behavioral and emotional engagement, extending beyond mere communication. Investing in employee development and well-being ultimately cultivates a more dedicated, prosocial, and productive workforce. Treating employees as internal clients is therefore essential for long-term organizational success.

## **V. CONCLUSION**

The study emphasizes the importance of an internal marketing strategy in promoting positive employee outcomes. Organizations can strengthen the emotional bonds between employees and the workplace by fostering affective commitment. This emotional connection not only enhances individual job performance but also encourages the development of prosocial behavior. When employees feel emotionally connected and supported through internal initiatives, they become more engaged and aligned with the organization's values.

The results also indicate that affective commitment is a significant mediating factor between internal marketing and employee performance and behavior. Employees are more likely to engage in actions that benefit the organization and their colleagues when they feel valued. Internal marketing, therefore, contributes to enhancing organizational effectiveness. Overall, the study reaffirms that internal marketing should be viewed not merely as a communication function but as a strategic tool to improve performance and foster commitment. Investing in employees ultimately results in a more motivated and accountable workforce.

### A) Recommendations

One of the research recommendations suggested by the researchers is as follows: (1) Organizations should strengthen their internal marketing strategy through training, effective internal communication, and rewards that enhance employees' emotional engagement; (2) Organizations should implement programs that promote prosocial behavior, such as team collaboration and employee solidarity, to improve in-role performance; and (3) Organizations should develop targeted programs to address specific organizational and employee needs.

### B) Implications for Further Research

The implications of this study are as follows. First, it contributes to the literature by expanding knowledge on the relationships between IMS, AFC, PSB, and IRP, with particular emphasis on the mediating role of AFC in Timor-Leste. Second, the study has practical implications. It can assist organizations in developing countries in creating more effective internal management strategies to enhance performance and promote prosocial behavior. Furthermore, it supports the development of human resource policies that prioritize employees' emotional well-being.

### C) Suggestions

The researchers suggest several directions for future studies: (1) Examining additional mediating pathways, such as job satisfaction and organizational climate, to further clarify the relationship between AFC and IRP; (2) Using longitudinal methods to investigate how the relationships between variables evolve over time; (3) Including variables from different domains to enhance the generalizability of the findings; and (4) Incorporating local cultural factors, particularly in developing countries such as Timor-Leste.

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**Appendix**

**SURVEY QUESTIONNAIRE**

**Source 1:** Ahmed, P. K., Rafiq, M., & Saad, N. M. (2003). Internal marketing and the mediating role of organizational competencies. *European journal of marketing*, 37(9), 1221-1241.

Variable Name	Dimension	Code	ENGLISH	TETUM
	Strategic Reward	ISR1	Our reward system is linked to our business goals	Sistema rekompensa iha ligasaun ho objetivu organizasaun nian
		ISR2	Our employees are informed about how they are rewarded.	Funsonáriu sira hetan informasaun oinsá sira hetan rekompensa.
		ISR3	Our employees are informed about why they are rewarded.	Funsonáriu sira hetan informasaun kona-ba tansá sira hetan rekompensa
		ISR4	Our reward system emphasizes motivating those behaviors, actions, and accomplishments that help advance our organization towards our business goals.	Sistema rekompensa motiva funsonariu sira nia atu, asaun no atinjimentu atu reforsa dezentolve organizasaun nia objetivu
	Internal	IIC1	Our internal communication is the key to	Komunikasaun internu maka xave

<b>Internal Marketing Strategy</b>	Communication		creating understanding among our employees.	atu kria komprensau entre funsionáriu sira
		IIC2	Our internal communication is the key to building ownership among our employees.	Komunikasaun internu maka xave importante atu reforsa propriedade entre funsionáriu sira.
		IIC3	Our internal communication is the key to providing information to all our employees.	Komunikasaun internu maka xave atu fornese informasaun ba funsionáriu hotu-hotu
		IIC4	Our internal communication is consistent with our advertising to external customers.	Komunikasaun internu sira konsistente ho publisidade ba kliente externu sira
		IIC5	Our internal communication is consistent with our external public relations.	Ami nia komunikasaun internu sira konsistente ho relasaun públika esterna sira.
		IIC6	Our internal communication is consistent with all forms of our external communications.	Komunikasaun internu sira konsistente ho forma hotu-hotu komunikasaun externu nian
	Training and Development	ITD1	We set aside adequate resources to train our employees	Hatur planu rekursu sira ne'ebé adequadu atu fó formasaun ba funsionáriu sira
		ITD2	Our training and development program is directed at creating the competencies that are important to our business.	Programa formasaun no dezvoltamentu sira klaru katak dirije ba kriaun kompeténsia sira ne'ebé importante ba organizasaun
		ITD3	We believe that keeping up with changing technologies requires continuous re-examination of our training programs.	Ami fiar katak atu la'o hamutuk ho mudansa teknolojia nian presiza avalia ba programa formasaun sira
		ITD4	We believe that keeping up with changing business demands requires continuous re-examination of our training programs.	Ami fiar katak mantein ho mundansa organizasaun nian presiza avalia husi programa formasaun nian
	Senior Leadership	ISL1	We believe that our leadership possesses the moral ability to move the company and its employees towards the right direction.	Ami fiar katak lideransa organizasionál iha abilidade atu lori organizasaun ida no nia funsionáriu sira ba diresaun ne'ebé loos
		ISL2	We believe that our leadership possesses the intellectual ability to move the company and its employees towards the right direction.	Ami fiar katak ami nia lideransa iha abilidade intelektuál atu lori organizasaun no nia funsionáriu sira ba diresaun ne'ebé loos
		ISL3	Our strategic leadership emphasizes path-finding and culture-building to bridge the gap between strategy formulation and strategy implementation.	Ami nia lideransa estratéjiku hatur dalan no kuda kultura atu liga dezafius entre formulasau stratejiku no implementasaun

**Source2:** Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18.

Variable Name	Dimension	Code	ENGLISH	TETUM
<b>Affective Commitment</b>	Single dimension	AFC1	I would be very happy to spend the rest of my career with this organization.	Ha'u vontade atu oferese ha'u nia kareira tomak ba organizasaun ida-ne'e.
		AFC2	I enjoy discussing the organization with people outside of it.	Ha'u kontenti kria diskusaun organizasaun ho ema liur

		AFC3	I really feel like this organization's problems are mine.	Ha'u konsiente katak problema organizasaun nian mos hola parte husi hau nia problema pessoal.
		AFC4	I find that I could not easily be associated with another organization, as I am in this one.	Konsiente katak hau konfortavel iha organizasaun ne'e no la fasil atua sosia ho organizasaun seluk.
		AFC5	I feel like a "family member" in my organization.	Ha'u sente hanesan "membru familia" ida iha organizasaun ida-ne'e.
		AFC6	I feel "emotionally attached" to this organization.	Ha'u sente "emosionalmente" bele hola parte ba organizasaun ida-ne'e.
		AFC7	This organization means a lot to me personally.	Organizasaun ida-ne'e signifikadu bot mai ha'u.
		AFC8	I feel a strong sense of belonging to my organization.	Ha'u sente konfortavel pertense ba organizasaun ida-ne'e.

**Source 3:** Caprara, G. V., Steca, P., Zelli, A., & Capanna, C. (2005). A new scale for measuring adults' prosocialness. *European Journal of Psychological Assessment*, 21(2), 77-89.

Variable Name	Dimension	Code	ENGLISH	TETUM
<b>Prosocial Behavior</b>	Single Dimension	PSB1	I am pleased to help my friends/colleagues in their activities	ha'u kontente bele tulun ha'u nia maluk iha sira nia aktividade.
		PSB2	I share the things that I have with my friends.	Hau fahe buat nebe hau iha ba ha'u nia maluk sira.
		PSB3	I try to help others.	Ha'u koko atu ajuda ema seluk iha organizasaun ida-ne'e
		PSB4	I am available for volunteer activities to help those who are in need.	Hau prontu atu ajuda voluntariamente ba maluk sira ne'ebe presija
		PSB5	I am empathetic with those who are in need.	Ha'u empatiku ho sira ne'ebé presiza
		PSB6	I help those who are in need.	Iha organizasaun ida ne'e ha'u ajuda imediata sira ne'ebé presiza
		PSB7	I do what I can to help others avoid getting into trouble.	Iha organizasaun ida-ne'e ha'u halo saida maka ha'u bele atu ajuda ema seluk atu hadook-an hosi problema
		PSB8	I intensely feel what others feel.	Ha'u sente saida maka ema seluk sente
		PSB9	I am willing to make my knowledge and abilities available to others.	Ha'u prontu atu fahe ha'u nia koñesimentu no abilidade sira ho ema seluk
		PSB10	I try to console those who are sad.	Iha organizasaun ida-ne'e, ha'u koko atu anima sira ne'ebé triste
		PSB11	I easily lend money or other things.	Iha organizasaun ida-ne'e, ha'u bele empresta osan ka buat seluk ho fasil
		PSB12	I easily put myself in the shoes of those who are in discomfort.	Iha organizasaun ida-ne'e, ha'u tau ha'u-nia an ho fasil iha sira nia fatin ne'ebé la konfortavel
		PSB13	I try to be close to and take care of those who are in need.	Iha organizasaun ida-ne'e, ha'u koko atu besik no tau matan ba sira ne'ebé presiza
		PSB14	I easily share with friends any good opportunity that comes to me.	Ha'u fahe ho fasil ho belun sira bainhira de'it ha'u hetan oportunidade
		PSB15	I spend time with those friends who feel lonely.	Ha'u pasa tempu ho belun sira ne'ebé iha organizasaun ida-ne'e sente mesak
		PSB16	I immediately sense my friends' discomfort, even when it is not directly communicated to me.	Ha'u sente kedas desconfortu husi belun sira iha organizasaun ida-ne'e maski bainhira la komunika direktamente mai ha'u

**Source 4:** Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617.

Variables	Dimension	Code	ENGLISH	TETUM
<b>In-role performance</b>	Single Dimension	IRP1	Adequately completes assigned duties.	Ha'u kompleta knaar sira ne'ebé atribui ho adekuađu.
		IRP2	Fulfills responsibilities specified in the job description.	I Kumpri responsabilidade sira ne'ebé espesifika iha deskrisaun serbisu nian.
		IRP3	Performs tasks that are expected of him/her.	Ha'u hala'o knaar sira ne'ebé hein hosi organizaun.
		IRP4	Meets formal performance requirements of the job.	Ha'u kumpre dezempeđu formál serbisu nian.
		IRP5	Engages in activities that will directly affect his/her performance evaluation.	Ha'u envolve iha atividade sira ne'ebé sei afeta diretamente ha'u nia avaliaun dezempeđu.
		IRP6	Neglects aspects of the job he/she is obligated to perform.	Ha'u la neglijeusia aspetu sira hosi serbisu ne'ebé ha'u iha obrigasaun atu halo.
		IRP7	Fails to perform essential duties.	Ha'u ladún falla atu hala'o knaar importante sira.