

## **The Effect of Internal Marketing on Job Performance in Hotels and Travel Agencies: The Mediating Role of Knowledge Sharing**

**Mohammed Ezzat Hashad<sup>1</sup>, Ismail Mohamed Hussien<sup>2</sup>, Mohamed Hani Abd-Elhady<sup>3</sup>, and Rania Elsayed Ibrahim Abouelenien<sup>4</sup>**

1-2 Hotel Management, Faculty of Tourism and Hotels, University of Sadat City, Egypt.

3 Tourism studies department, Al-Alson High Institute for Tourism and Hotels, Egypt.

4 Hotel Studies, Higher Institute for Tourism and Hotels Luxor – (Egoth), Egypt.

### **Abstract**

The purpose of this study is to assess the impact of tourism and hotel employees' perceptions of internal marketing on their job performance, as well as the impact of their knowledge-sharing behavior as a mediator. The data of 390 employees were collected from five-star hotels and category-A travel agencies in Egypt and PLS-SEM approach was adopted and executed by the WarpPLS program version 7.0. The PLS-SEM results revealed that job performance is positively affected by internal marketing, also, this relationship is mediated by knowledge-sharing behavior. The results of this study provide insight into internal marketing and knowledge-sharing behavior as important factors in increasing job performance in the tourism and hotel businesses. In this regard, tourism and hotel businesses would be able to gain novel perspectives on improving employee performance.

**Keywords:** Internal marketing, job performance, knowledge sharing, five-star hotels, travel agencies, Egypt.

### **Introduction**

In today's highly competitive business world, creating value for both internal and external customers is essential for long-term organizational success (Mainardes *et al.*, 2019). The success of hospitality and tourism organizations relies heavily on the performance of their employees, as deficient performance impedes an organization's capability to succeed (Olawuyi, 2017; Seng & Arumugam, 2017; Wang & Chen, 2020). Employees are the lifeblood of any organization, but this is especially true in the hospitality industry. Employees are constantly interacting with customers and their ability to provide high-quality service is essential to the success of the business (Phuong & Tran, 2020). Job performance (JP) may be defined as an individual's actions and capabilities, and the degree to which these contribute to the realization of an organization's objectives. Employees with a high level of expertise are more likely to exhibit superior job performance, consequently playing a pivotal role in driving organizational success (Ford *et al.*, 2011). JP goes beyond the mere completion of tasks; it encompasses a broader range of behaviors that influence both internal employees and external customers (Korschun *et al.*, 2014). JP can be categorized into two primary types: task performance and contextual performance. Task performance directly contributes to achieving an organization's goals, while contextual performance involves going beyond the minimum required duties to promote a positive and productive work environment (Christian *et al.*, 2011). In other words, contextual performance stems from selflessness and collaborative efforts (Al-Malki & Juan, 2018). It was noted that job performance may be influenced by several aspects among them internal marketing (Chiu *et al.*, 2020; Nemteanu & Dabija, 2021) and knowledge sharing (Huie *et al.*, 2020; Lin *et al.*, 2020). Internal marketing (IM) can be defined as the process of promoting a company's mission, values, products, and services to its employees. The goal of internal marketing is to create a more

engaged and motivated workforce, which can lead to improved employee morale, productivity, and customer satisfaction (Brown, 2020). IM is an essential corporate strategy that views employees as the company's primary customers, striving to fulfill their needs and wants (Hernandez-Diaz *et al.*, 2017). Unlike human resources practices that primarily focus on recruitment and staffing, internal marketing employs tailored marketing techniques to target different groups of internal customers, aiming to influence their attitudes, intentions, and behaviors in a way that aligns with the organization's objectives (Tang *et al.*, 2017). By prioritizing employee satisfaction, internal marketing initiatives motivate and empower employees to deliver superior services to customers (Huang, 2020). Research in internal marketing primarily focuses on strategies to enhance the performance of frontline employees and render them more customer-conscious, with the ultimate goal of achieving positive customer outcomes such as improved satisfaction and loyalty (Lings & Greenley, 2010; Kadic-Maglajlic *et al.*, 2018). Academic studies in this field have identified various benefits for employees arising from internal marketing initiatives, including increased job satisfaction, higher identification, and a deeper understanding of the brand (Huang & Rundle-Thiele, 2014; Ozuem *et al.*, 2018, Sarangal *et al.*, 2021).

Knowledge sharing (KS) plays a vital role in human resource management, as it provides employees with the necessary social support and knowledge to effectively serve both internal and external customers (Hajro *et al.*, 2017). KS refers to the exchange of information, insights, and specialized skills among coworkers (Nguyen, 2021). KS strategies encompass various approaches, ranging from simple one-way exchanges to complex multidimensional interactions between employees (Rungsithong & Meyer, 2020). By fostering a culture of knowledge sharing, organizations can achieve sustainable growth in sales and performance, while also enhancing employee satisfaction (Lee *et al.*, 2020). KS is an essential component of knowledge management and facilitates the optimal use of existing knowledge resources to enhance performance (Deng & Lu, 2022; Mehmood *et al.*, 2022). KS empowers organizations to strengthen their strategic, innovative, and marketing capabilities, leading to a sustainable competitive advantage that hinges significantly on employee knowledge sharing (Chatterjee *et al.*, 2022; Mehmood *et al.*, 2022). Hence, the ability to share knowledge is critical for a multitude of organizational processes and performance outcomes (Dasí *et al.*, 2017; Ahmad & Karim, 2019), which gained considerable attention from the academic community (Yeboah, 2023).

Many previous studies have addressed the relationship between internal marketing and performance in many fields, for example, hospitals (Magatef & Momani, 2016), sports and recreation sector (Chiu *et al.*, 2020; Putra *et al.*, 2023), hospitality and tourism sector (Hossainee & Rahmani, 2012; Jeong & Lam, 2016; Salehzadeh *et al.*, 2017; Saadeldin *et al.*, 2021), telecommunication industry (Mahmud, 2017), education (Duyan, 2020). To the best of our knowledge, no study has addressed the relationship between internal marketing and job performance in hotels and tourism companies or examined the mediating role of knowledge sharing in the relationship between internal marketing and job performance, which indicates a gap in the literature. Therefore, this study aimed to bridge the gap in the literature by investigating the impact of internal marketing on job performance in the hospitality and tourism industry.

## **Conceptual Framework and Hypothesis Development**

### ***Internal Marketing and Job Performance***

Job performance is determined by the cumulative number of tasks completed by its employees within a specified period. It represents the organization's expectations for the overall value

derived from the individual actions of its employees (Motowidlo & Kell, 2012). JP is also regarded as a sophisticated concept encompassing a range of actions directed at both internal employees and external customers (Korschun *et al.*, 2014). When employees hold favorable emotions towards their organization, they are more likely to exhibit behaviors aligned with organizational citizenship, fostering a sense of identification and ultimately enhancing their productivity and motivation to complete assigned tasks (Miao, 2011; Pekaar *et al.*, 2017). JP is influenced by a variety of factors, including internal marketing (Yao *et al.*, 2013; Mahmud, 2017; AL-Ghaswyneh, 2018) and employee job satisfaction (Singh & Das, 2013, Bin & Shmailan, 2015; Inuwa, 2016). Internal marketing's primary goal is to foster a positive work environment where employees feel valued and have their needs met. This approach contributes to enhanced employee attitudes, including increased organizational commitment, strong work motivation, job involvement, job performance, and overall job satisfaction (Ting, 2011; Mainardes *et al.*, 2019; Imani *et al.*, 2020). IM strategies, such as effective communication and employee development programs, can enhance employee satisfaction and subsequently improve job performance (Nemteanu & Dabija, 2021).

The relationship between internal marketing and job performance may be explained by the principles of social exchange theory (SET) as proposed by Blau in 1964. The primary assumption of the theory is that individuals establish and uphold social connections with the anticipation of receiving some form of recompense, such as respect, honor, or friendship (Khalid & Hadi, 2021). Looking at internal marketing from this angle, SET suggests that providing employees with adequate work-related information, constructive performance feedback, positive treatment, opportunities for empowerment, open communication, comprehensive training, and chances for advancement fosters a favorable exchange relationship between them and the organization. This positive exchange, in turn, contributes to enhanced job satisfaction and improved job performance (Chiu *et al.*, 2020; Imani *et al.*, 2020; Taştan & Davoudi, 2020; Nemteanu & Dabija, 2021). Therefore, organizations that prioritize investing in their employees through well-structured internal marketing strategies are likely to reap the benefits of a more satisfied and service-oriented workforce. These employees are more likely to exhibit cooperative, supportive, and considerate behavior toward both colleagues and customers, ultimately contributing to enhanced job performance (Jeong & Lam, 2016; Salehzadeh *et al.*, 2017; Zainal Abidin, & Roslin, 2019; Chu & Jung, 2020; Duyan, 2020; Kang & Park, 2020; Saadeldin *et al.*, 2021). Building on this, the following hypothesis was formulated:

*H1: Internal marketing positively affects job performance.*

### ***Internal Marketing and Knowledge Sharing***

Employees' knowledge is crucial for organizations to adapt to changing customer demands and improve their performance (Terry Kim *et al.*, 2013). Their knowledge also drives their creativity and innovation, which are essential across most job roles (Lee & Kim, 2017; Liu, 2017; Guan *et al.*, 2018). In the hospitality and tourism industry, employees with extensive knowledge can effectively handle the diverse and sophisticated needs of customers and find new and innovative ways to market and develop products or services (Hu *et al.*, 2009; Sigala & Chalkiti, 2015). KS can enhance learning and effectiveness, strategic flexibility, and organizational performance (Yang, 2010; Thomas & Wood, 2014; Kim & Shim, 2018). KS can also boost employee satisfaction, creativity, service innovation, and new service development (Lee, 2016; Guan *et al.*, 2018; Huang & Liu, 2019). Therefore, KS within organizations is critical for gaining a

sustainable competitive advantage (Chen & Cheng, 2012; Kim & Lee, 2013; Lim, 2021). Hospitality and tourism organizations are actively searching for effective practices to promote knowledge sharing among employees to reap these benefits (Rao *et al.*, 2018; Lim, 2021). IM is one of the effective practices that influence knowledge sharing, as it provides employees with the resources, they need to effectively share their knowledge (Chen & Cheng, 2012; Kumar *et al.*, 2012; Yang, 2015). It was shown that internal marketing can motivate employees to report service complaints, contribute their knowledge, and engage in knowledge renewal activities. This practice can foster a sense of reciprocity between internal customers and their organization and allow them to share their knowledge (Tang *et al.*, 2017). Several studies highlighted the role of internal marketing in reinforcing knowledge sharing (e.g., Chen & Cheng, 2012; Yang, 2015; Tang *et al.*, 2017; Chami & kaddeche, 2021). Yang (2015) proved that empowerment which is an aspect of internal marketing plays a significant role in fostering knowledge-sharing practices. It enhances employees' ability to grasp and cater to customer requirements through valuable offerings, while also empowering them to confront and resolve customer-related challenges. Chami and kaddeche (2021) concluded that IM has a positive impact on knowledge sharing. The aspects of empowerment and incentives were found to be the most effective in promoting knowledge sharing. However, the centralized and complex organizational structures of organizations can hinder the sharing of knowledge and expertise. Therefore, the following hypothesis was formulated:

*H2: Internal marketing positively affects knowledge sharing.*

### ***Knowledge Sharing and Job Performance***

Performance can be enhanced by identifying and sharing proper knowledge (Liao *et al.*, 2010). Organizations' general performance relies heavily on managers' ability to mobilize the cumulative knowledge of employees and teams and transform it into value-creating actions (Salem, 2014). Some studies indicated that high job performance contributes to positive workplace behavior and helps organizations achieve their objectives (Shih *et al.*, 2006; Ramlall, 2008; Imran *et al.*, 2018). Employee job performance, or individual performance, is considered the smallest unit in organizational performance, as it plays a crucial role in enabling employees to work effectively and gain a competitive advantage (Sengupta *et al.*, 2013; Van Beurden *et al.*, 2018). Scholars demonstrated that several factors impact job performance among of them is knowledge sharing (Kuruppuge & Gregar, 2017; Lin *et al.*, 2020; Kadarusman & Bunyamin, 2021; Hong *et al.*, 2022).

KS was acknowledged as a significant social asset that enables organizations to enhance job performance and increase organizational success (Masa'deh *et al.*, 2016; Razmerita *et al.*, 2016; Cui *et al.*, 2020). Effective knowledge sharing is crucial in the hospitality and tourism industry, where services are delivered and consumed simultaneously, leaving little space for error. By disseminating knowledge to new and inexperienced employees, organizations can enhance their job performance and prevent service failures (Swanson *et al.*, 2020). KS provides these employees with access to valuable intellectual resources and job-related expertise, leading to improved performance and overall operational efficiency (Kadarusman & Bunyamin, 2021).

Several studies highlighted the impact of knowledge sharing on job performance. For example, Kang *et al.* (2008) demonstrated that employees who are willing to share information or knowledge with others in the workplace are better able to conduct tasks according to established goals. Wu *et al.* (2012) observed that knowledge sharing among employees, regardless of the method of sharing, promotes higher learning and enhances operational output. Sharing

knowledge, both tacit and explicit, has a positive effect on both individual and organizational performance. Employees should contribute to their organizations in return for what they receive from them. Employees who gain knowledge from the organization and its members can enhance the organization's ability to improve job performance, which can lead to better organizational performance and competitive advantage (Kuruppuge & Gregar, 2017). Corroborating these findings, (Henttonen *et al.*, 2016; Kwahk & Park, 2016; Swanson *et al.*, 2020; Kadarusman & Bunyamin, 2021; Hong *et al.*, 2022; Luqman *et al.*, 2023) concluded that knowledge sharing positively affects employee job performance. Therefore, the following hypothesis was proposed:

*H3: Knowledge sharing positively affects job performance.*

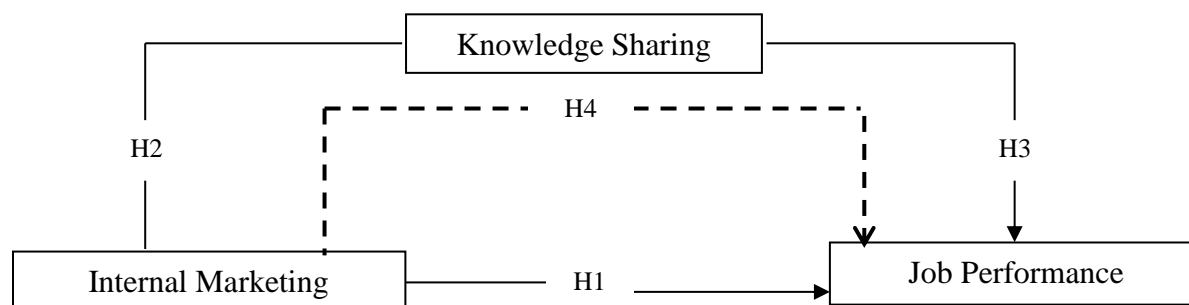
### ***The Mediating Role of Knowledge Sharing***

According to SET, employees share knowledge with others in exchange for their knowledge. This sharing of knowledge allows employees to work together despite time and distance limitations and makes the shared knowledge available to all employees (Kuvaas *et al.*, 2012; Zheng, 2017). Employees who have solved a problem can help others by sharing their information, experiences, and skills to improve job performance (Kwahk & Park, 2016; Zhang *et al.*, 2022). In the workplace, employees often face various work-related issues and challenges, so they often need solutions or advice from experienced coworkers (Hung *et al.*, 2015). Through the process of knowledge exchange, employees can support each other in addressing work-related matters to enhance job performance (Kwahk & Park, 2016). KS within organizations acts as a bridge between those who want to share knowledge and those who need it (Nguyen *et al.*, 2021). In addition, KS in organizations is voluntary behavior, so employee motivation is essential for facilitating knowledge exchange (Kwahk & Park, 2016). Organizational reward systems play a key role in incentivizing employees to share their knowledge (Lin & Lo, 2015). The rewards that are an aspect of internal marketing, such as increased salaries, bonuses, promotions, job security, paid promotions, and career development opportunities, are extrinsic motivators that encourage employees to share their expertise (Zhang *et al.*, 2020).

Employees play a crucial role in generating new knowledge, but knowledge impact on performance will be very little if it is not shared with other coworkers or groups (Terry Kim *et al.*, 2013). Here comes the role of internal marketing as one of the effective practices that facilitate the process of exchanging knowledge between individuals, as it provides employees with the needed resources to share their knowledge effectively (Yang, 2015), which reflects positively on the level of job performance (Swanson *et al.*, 2020). It was suggested that knowledge sharing significantly enhances employee job performance when considered as a mediating variable (Widyani *et al.*, 2017). KS is a significant mediating variable that enhances employee job performance. Managers can implement various knowledge management systems to foster knowledge sharing among employees, including shared work experience, training programs, and peer-to-peer learning opportunities. These systems not only encourage and support knowledge sharing but also contribute to improved employee performance outcomes (Na-Nan *et al.*, 2019). Knowledge sharing is also affected by internal marketing when considered a mediating variable (Rahimiaghdam, 2020). KS and IM are complementary practices that work together to create a more informed, engaged, and productive workforce (Chami & kaddeche, 2021). Therefore, the following hypothesis was formulated:

*H4: Knowledge sharing positively mediates the relationship between internal marketing and job performance.*

The conceptual framework of the study is illustrated in Figure 1 below.



**Figure (1):** Conceptual framework of the study

## Methodology

### Study design and measures

This is a quantitative study based on survey methodology. The study used all measurement items for the questionnaire that had previously been proven to be valid. Internal marketing was measured using a 12-item scale developed by Wu *et al.* (2013). For example, “Two-way information flow across management levels is encouraged” and “My establishment provides sufficient training programs”. In addition, job performance was self-evaluated using an 8-item scale developed by Rodwell *et al.* (1998). For instance, “I set quite high standards for my job” and “I am currently working at the highest level of performance”. Knowledge sharing was further assessed using an 8-item scale adopted by de Vries *et al.* (2006). Sample items include “When I have learned something new, I tell my colleagues about it” and “I share the information I have with my colleagues”. The complete measurement scale items are attached in Appendix (A).

### Sampling and procedures

The sample of this research was collected from the full-time employees working in 15 five-star hotels and 30 travel agencies category-A in the Greater Cairo region in Egypt. This study selected two businesses dominating Egypt's hospitality and tourism industry, both dealing with international tourists, using a convenience sample approach due to limited resources. To investigate employees' perceptions of the impact of internal marketing on job performance with an emphasis on knowledge sharing as a mediator, 600 questionnaires were distributed. 390 valid questionnaires were obtained representing a 65% response rate, which is enough to meet the needed ratio of "at least five observations per estimated parameter for structural equation modeling" (Hair *et al.*, 2021). A convenient stratified random sampling method was used to send out the surveys (Wright *et al.*, 2007). This method was predicated on selecting participants who are readily available to obtain a response from each contact made (Denscombe, 2017).

### Sample's characteristics

390 employees participated in the current study. The majority of them (n=305, 78.21%) were men and there were only 85 (21.79%) women. 169 (43.33%) were belonging to less than 35 years' age group, 156 (40%) belonging to 35: ≤45 years' age group, 55 (14.10%) belonging to >45: 55 years' age group, and only 10 (2.56%) belonging to > 55 years' age group. Furthermore, the majority had a bachelor's degree (n=296, 75.90%), whereas, 43 (11.03%) and 51 (13.08%)

had Master/PhD degrees and high school/institute certificates, respectively. In addition, 88 of participants (22.56%) had 1 < 2 years work experience, 128 (32.82%) had 2 to 5 years, 98 (25.13%) had 6 to 10 years, and 76 (19.49%) had > 10 years work experience. Moreover, 227 employees (58.21%) had jobs in five-star hotels, whereas, 163 (41.79%) had jobs in travel agencies.

## Results

### *Reliability and validity*

According to data tabulated in Table 1, item loadings ranged from 0.566 to 0.954, which all were acceptable since they are more than 0.5 (Hair *et al.*, 2010). Measures' reliability "Cronbach's alpha and composite reliability" were also computed, and all variables' values were larger than 0.7. Since the AVE values were larger than 0.5, according to Hair *et al.* (2020), the scale validity was achieved. Data in Table 1 also confirm that the study is free of "common method bias" since the VIF values for each latent variable were less than 3.3 (Kock, 2015).

**Table 1.** Item loadings, CR, CA, AVE, and VIF.

	Item Loading	P-value**	CR	CA	AVE	VIF
<b>Internal marketing (IM)</b>	-	-				
IM.1	0.566	0.031	0.946	0.937	0.598	1.539
IM.2	0.590	0.030				
IM.3	0.823	0.011				
IM.4	0.787	0.014				
IM.5	0.819	0.011				
IM.6	0.780	0.015				
IM.7	0.818	0.011				
IM.8	0.819	0.011				
IM.9	0.807	0.012				
IM.10	0.732	0.021				
IM.11	0.822	0.011				
IM.12	0.852	0.009				
<b>Job performance (JP)</b>	-	-				
EJP. 1.	0.894	0.002	0.963	0.956	0.768	1.227
EJP.2.	0.816	0.004				
EJP.3.	0.824	0.004				
EJP.4.	0.953	<0.001				
EJP.5.	0.954	<0.001				
EJP.6.	0.730	0.009				
EJP.7.	0.908	0.002				
EJP.8.	0.911	0.002				
<b>Knowledge sharing (KS)</b>	-	-				
KS.1	0.733	0.004	0.946	0.934	0.686	1.733
KS.2	0.900	<0.001				
KS.3	0.797	0.002				
KS.4	0.870	<0.001				
KS.5	0.811	0.002				
KS.6	0.843	0.001				
KS.7	0.782	0.002				
KS.8	0.874	<0.001				
"CR: Composite reliability; CA: Cronbach's alpha; AVE: average variance extracted" ** P value for item loading						

Franke and Sarstedt (2019) stated that the correlation between two latent variables must be smaller than unity, and the AVE value for each variable must be bigger than the maximum common value, to ensure discriminant validity. Consequently, the data presented in Table 2 confirm the research model’s discriminant validity.

**Table 2.** Discriminant validity

	KS	JP	IM
Knowledge sharing (KS)	0.828	0.429	0.591
Job performance (JP)	0.429	0.877	0.284
Internal marketing (IM)	0.591	0.284	0.773

As shown in Table 3, all HTMT ratios were fewer than 0.85, confirming that it is the best result to ensure validity.

**Table 3.** HTMT for validity

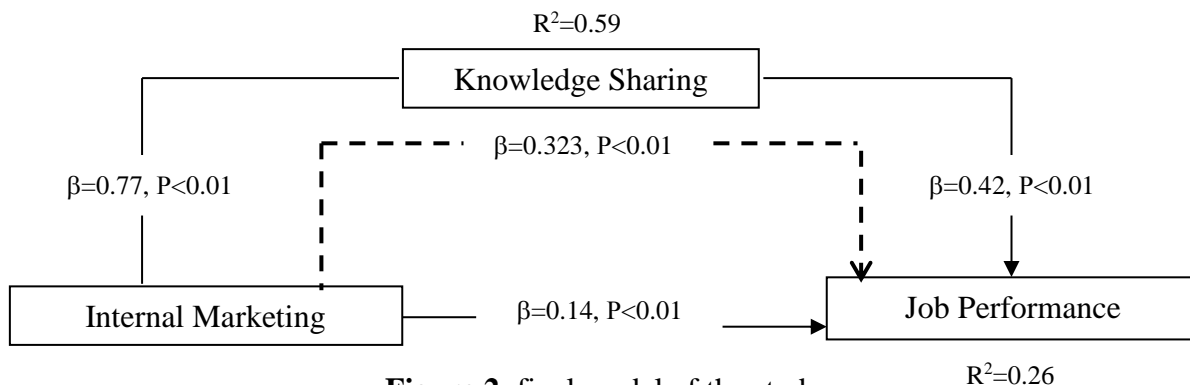
HTMT ratios “good if < 0.90, best if < 0.85”	KS	JP	IM
Knowledge sharing (KS)			
Job performance (JP)	0.466		
Internal marketing (IM)	0.643	0.328	
P values for HTMT ratios “good if < 0.05”	KS	JP	IM
Knowledge sharing (KS)			
Job performance (JP)	<0.001		
Internal marketing (IM)	<0.001	<0.001	

**Model fit requirements for the research model**

Data outlined in Appendix (B) indicates that the ten model fit requirements suggested by Kock (2021) were all achieved in the current study.

**Findings of testing study hypotheses**

The findings of examining study hypotheses are presented in Figure 2 and Table 4. Figure (2) shows that internal marketing (IM) positively affects job performance (JP) ( $\beta=0.14, P<0.01$ ) and knowledge sharing (KS) ( $\beta=0.77, P<0.01$ ), which means that when IM increases both JP and KS tend to be increased. Thus, H1 and H2 are supported. Also, knowledge sharing positively affects job performance ( $\beta=0.42, P<0.01$ ), which means that when knowledge sharing is high, job performance tends to be high. Therefore, H3 is supported. Figure 2 also shows that IM interpreted 59% of the variance in KS ( $R^2=0.59$ ). In addition, IM and KS interpreted 26% of the variance in job performance ( $R^2=0.26$ ).



**Figure 2:** final model of the study



Moreover, the “Bootstrapped Confidence Interval” analysis was carried out to examine the mediating effect of knowledge sharing (KS) (see Table 4). The bootstrapping analysis revealed that the indirect effect's Std.  $\beta=0.323$  ( $0.770 \times 0.420$ ) was statistically significant, which had a 9.512 t-value. Also, "95% Bootstrapped Confidence Interval": (LL=0.257, UL=0.390) does not straddle a zero in between, confirming mediation. Thus, H4 is supported and it can be concluded that KS statistically mediates the IM→JP relationship.

**Table 4. Mediation analysis (Bootstrapped Confidence Interval)**

H4	Path a IM→KS	Path b KS→JP	Indirect Effect	SE	t- value	95% LL	95% UL	Decision
IM→KS→JP	0.770	0.420	0.323 ( $p < 0.05$ )	0.034	9.512	0.257	0.390	Mediation

Lastly, to ascertain if workplace variations account for any notable variations in employee responses, a multi-group analysis was carried out. The results in Table (5) show that there are no statistically significant variations in any of the path coefficients between employees of travel agencies and those of five-star hotels.

**Table 5: Multi-group analysis**

Group pair results (Five-Star Hotel=1 (N=227); Travel Agency=2 (N=163))						
Path coefficient	Path coeff. (Five- Star Hotel)	Path coef. (Travel Agency)	Absolute path coeff. Diff.	p-values	T-statistic	Decision
IM→JP	0.115	0.186	0.070	0.240	0.706	No significance
IM → KS	0.783	0.746	0.037	0.338	0.417	No significance
KS→JP	0.401	0.443	0.041	0.331	0.438	No significance

## Discussion

The current study attempted to investigate the effect of internal marketing and job performance through knowledge sharing as a mediator. Regarding the direct link between internal marketing and job performance, it was discovered that internal marketing had a positive effect on job performance. This result is consistent with earlier research (e.g., Chu & Jung, 2020; Duyan, 2020; Kang & Park, 2020; Saadeldin *et al.*, 2021), indicating that implementing internal marketing can greatly improve job performance. Internal marketing acts as a stimulant to improve work performance across several domains, including task, career, innovator, team, and organizational performance (Chiu *et al.*, 2020). Internal marketing may affect how well workers perform on the job by raising their general level of satisfaction with the property (Gounaris, 2008). Internal marketing's major purpose is to promote a healthy work environment in which employees feel appreciated and their demands are addressed. According to Ting (2011), Mainardes *et al.* (2019), and Imani *et al.* (2020), this strategy of internal marketing helps to improve employee attitudes, which include stronger work motivation, higher organizational

commitment, job engagement, job performance, and overall job satisfaction. Effective communication and staff development initiatives are two examples of internal marketing tactics that can raise job satisfaction, which in turn improves work output (Nemteanu & Dabija, 2021), in terms of high job performance.

In addition, the findings presented in this study support the previous research on the link between internal marketing and knowledge sharing (e.g., Tang *et al.*, 2017; Chami & kaddeche, 2021), indicating that internal marketing has a positive effect on knowledge sharing. Internal marketing gives employees the tools they need to successfully communicate their information and motivates employees to raise service issues, contribute their expertise, and participate in knowledge renewal activities (Yang, 2015). By doing this, internal consumers may share their expertise with their organization and develop a sense of reciprocity (Tang *et al.*, 2017).

Lastly, our findings revealed that knowledge sharing positively impacts job performance, and positively mediates the relationship between internal marketing and job performance. These results support the previous research on the link between internal marketing, knowledge sharing, and job performance (e.g., Kadarusman & Bunyamin, 2021; Hong *et al.*, 2022; Luqman *et al.*, 2023). Organizational knowledge sharing serves as a pathway for information between people in need and those interested in sharing it (Nguyen *et al.*, 2021). Employees frequently encounter a variety of job-related problems and obstacles at work; therefore they frequently need guidance or answers from colleagues with greater experience (Hung *et al.*, 2015). By exchanging information, workers can assist one another in resolving work-related issues to improve job performance (Kwahk & Park, 2016). Internal marketing plays a part here as one of the successful practices that assist the process of sharing information between individuals, as it gives employees the necessary tools to effectively share their expertise, which reflects positively on the level of job performance.

### **Theoretical and practical implications**

Based on the findings of the current research, this study has made several theoretical contributions. First, by proposing and testing a new model of internal marketing that improves employees' job performance via knowledge sharing, this study adds to the literature on internal marketing. We present new information proving that internal marketing practices encourage employees to achieve high job performance and promote their participation in the knowledge-sharing process. We also support earlier studies by verifying that internal marketing is an effective mechanism that increases employees' job performance and knowledge sharing. Second, to the best of our knowledge, no studies investigated either the influence of internal marketing on employee job performance specifically in both hospitality and tourism organizations, or the mediating role of knowledge sharing in the relationship between internal marketing and employees' job performance.

Established on the findings of this study, employees are crucial assets for hospitality and tourism businesses. They play a pivotal role in promoting the organization's commitment to exceptional service, resulting in both customer satisfaction and enhanced organizational performance. Therefore, managers should actively implement internal marketing strategies to foster employee satisfaction and operational synergy, ultimately leading to improved job performance. Lastly, this research contributes to the understanding of factors that enhance employee performance in the tourism and hospitality sectors. It also explores how internal marketing strategies can foster positive employee behaviors. This study provides valuable insights into the organizational practices necessary to elevate employee performance.

Practitioners, particularly those in the tourism and hospitality industry, should prioritize internal marketing alongside external marketing efforts. Internal marketing practices should be integrated into the organization's policies to foster a positive work environment and enhance employee engagement. These efforts will lead to improved employee attitudes, efficiency, and job performance, which in turn will translate into better customer orientation, satisfaction, and overall external marketing success. It is also important to pay attention to the effective role of incentives and reward systems such as increased salaries, bonuses, promotions, job security, paid promotions, and career development opportunities that encourage employees to engage in knowledge sharing and the success of internal marketing endeavors to achieve organizational success and improve job performance.

The study may also be useful for HR managers as it helps them to ensure that the knowledge acquired by employees from various sources is effectively shared with other employees, preserving this knowledge as a valuable asset for the company and preventing its loss when knowledge-holders leave.

### **Limitations and further research**

This study has some limitations that open the door for further research. First, the study investigates the impact of internal marketing on job performance and knowledge sharing in five-star hotels and category (A) travel agencies, it is recommended that future research explore the correlations between internal marketing on job performance and knowledge sharing in different sectors and cultural settings like restaurants, other categories of hotels and resorts, airline companies, and other categories of travel agencies to verify or deny its conclusions. Second, Future studies may investigate the effect of internal marketing on other organizational outcomes, such as sustainability, organizational green reputation, organizational green identity, customer satisfaction, green organizational culture, and corporate image. Third, the current study only examined the mediating role of knowledge sharing in the relationship between internal marketing and job performance. Further research could explore the impacts of other aspects such as trust, workplace friendship, psychological capital, job involvement, employee Loyalty, etc. Finally, in addition to the employee attitudes and behaviors mentioned earlier, future research should also explore the connections between internal marketing and other important factors such as leader-member relations, personal factors, managerial behaviors, communications, agility, and commitment.

### **References**

- Ahmad, F., & Karim, M. (2019). Impacts of knowledge sharing: A review and directions for future research. *Journal of Workplace Learning*, 31(3), 207-230.
- AL-Ghaswyneh, O. F. M. (2018). Pillars of internal marketing and their impact on staff performance. *Marketing and Management of Innovations*, 2, 313-326.
- Al-Malki, M., & Juan, W. (2018). Leadership styles and job performance: A literature review. *Journal of International Business Research and Marketing*, 3(3), 40-49.
- Bin, A. S., & Shmailan, A. (2015). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*, 4(1), 1-8.
- Brown, D. M. (2020). *Internal Marketing: Theories, Perspectives, and Stakeholders*. Routledge, England.

- Chami, A., & kaddeche, S. (2021). The effect of internal marketing on knowledge sharing: A case study of Algerian national bank BNA. *Al Bashaer Economic Journal*, 7(3), 966-979.
- Chatterjee, S., Chaudhuri, R., & Vrontis, D. (2022). Knowledge sharing in international markets for product and process innovation: Moderating role of firm's absorptive capacity. *International Marketing Review*, 39(3), 706-733.
- Chen, W. J., & Cheng, H. Y. (2012). Factors affecting the knowledge sharing attitude of hotel service personnel. *International journal of hospitality management*, 31(2), 468-476.
- Chiu, W., Won, D., & Bae, J. S. (2020). Internal marketing, organizational commitment, and job performance in sport and leisure services. *Sport, Business and Management: An International Journal*, 10(2), 105-123.
- Chiu, W., Won, D., & Bae, J. S. (2020). Internal marketing, organizational commitment, and job performance in sport and leisure services. *Sport, Business and Management: An International Journal*, 10(2), 105-123.
- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*, 64(1), 89-136.
- Chu, K. W., & Jung, J. H. (2020). Impact of internal marketing on job satisfaction, job involvement, customer orientation and job performance of the employees in securities firm's branch. *The Journal of the Korea Contents Association*, 20(5), 476-499.
- Cui, X., Huo, B., Lei, Y., & Zhou, Q. (2020). The influence of team social media usage on individual knowledge sharing and job performance from a cross-level perspective. *International Journal of Operations & Production Management*, 40(5), 553-573.
- Dasí, À., Pedersen, T., Gooderham, P. N., Elter, F., & Hildrum, J. (2017). The effect of organizational separation on individuals' knowledge sharing in MNCs. *Journal of World Business*, 52(3), 431-446.
- De Vries, R. E., Van den Hooff, B., & De Ridder, J. A. (2006). Explaining knowledge sharing: The role of team communication styles, job satisfaction, and performance beliefs. *Communication Research*, 33(2), 115-135.
- Deng, P., & Lu, H. (2022). Transnational knowledge transfer or indigenous knowledge transfer: which channel has more benefits for China's high-tech enterprises?. *European Journal of Innovation Management*, 25(2), 433-453.
- Denscombe, M. (2017). *EBOOK: The good research guide: For small-scale social research projects*. McGraw-Hill Education (UK).
- Duyan, M. (2020). The effect of internal marketing on physical education and sports teachers' job performance. *European Journal of Education Studies*, 7(4), 269-276.
- Ford, M. T., Cerasoli, C. P., Higgins, J. A., & Decesare, A. L. (2011). Relationships between psychological, physical, and behavioural health and work performance: A review and meta-analysis. *Work & Stress*, 25(3), 185-204.
- Franke, G., & Sarstedt, M. (2019). Heuristics versus statistics in discriminant validity testing: a comparison of four procedures. *Internet Research*, 29(3), 430-447.
- Gounaris, S. (2008). Antecedents of internal marketing practice: Some preliminary empirical evidence. *International Journal of Service Industry Management*, 19(3), 400-434.

- Guan, X. H., Xie, L., & Huan, T. C. (2018). Customer knowledge sharing, creativity and value co-creation: A triad model of hotels, corporate sales employees and their customers. *International Journal of Contemporary Hospitality Management*, 30(2), 961-979.
- Hair Jr, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109, 101-110.
- Hair Jr, J., Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). A primer on partial least squares structural equation modeling (PLS-SEM). Sage publications.
- Hair, J. F., Black, W. C., Balin, B. j., & Anderson, R. E. (2010). Multivariate data analysis: Maxwell Macmillan International Editions.
- Hajro, A., Gibson, C. B., & Pudelko, M. (2017). Knowledge exchange processes in multicultural teams: Linking organizational diversity climates to teams' effectiveness. *Academy of Management Journal*, 60(1), 345-372.
- Henttonen, K., Kianto, A., & Ritala, P. (2016). Knowledge sharing and individual work performance: An empirical study of a public sector organisation. *Journal of Knowledge Management*, 20(4), 749-768.
- Hernandez-Diaz, A., Calderon-Abreu, T., Amador-Dumois, M., & Cordova-Claudio, M. (2017). Internal marketing and customer-contact employees' attitudinal outcomes. *Academia Revista Latinoamericana de Administración*, 30(1), 124-143.
- Hong, J. C., Lee, Y. F., Chen, H. H., & Nguyen, H. B. N. (2022). Knowledge sharing types as predictors of job performance mediated by problem-solving self-efficacy in the information system integration service industry. *Frontiers in Psychology*, 13, 857782.
- Hossainee, Y., & Rahmani, S. (2012). Analyzing the influence of internal marketing on organizational performance in travel agencies of Tehran using structural equation modeling. *New Marketing Research Journal*, 2(1), 111-128.
- Hu, M. L. M., Horng, J. S., & Sun, Y. H. C. (2009). Hospitality teams: Knowledge sharing and service innovation performance. *Tourism Management*, 30(1), 41-50.
- Huang, C. E., & Liu, C. H. (2019). Impacts of social capital and knowledge acquisition on service innovation: An integrated empirical analysis of the role of shared values. *Journal of Hospitality Marketing & Management*, 28(5), 645-664.
- Huang, Y. T. (2020). Internal marketing and internal customer: A review, reconceptualization, and extension. *Journal of Relationship Marketing*, 19(3), 165-181.
- Huang, Y. T., & Rundle-Thiele, S. (2014). The moderating effect of cultural congruence on the internal marketing practice and employee satisfaction relationship: An empirical examination of Australian and Taiwanese born tourism employees. *Tourism Management*, 42, 196-206.
- Huie, C. P., Cassaberry, T., & Rivera, A. K. (2020). The impact of tacit knowledge sharing on job performance. *International Journal on Social and Education Sciences*, 2(1), 34-40.
- Hung, S. Y., Lai, H. M., & Chou, Y. C. (2015). Knowledge-sharing intention in professional virtual communities: A comparison between posters and lurkers. *Journal of the Association for Information Science and Technology*, 66(12), 2494-2510.

- Jeong, C. Y., & Lam, D. (2016). Role of internal marketing on employees' perceived job performance in an Asian integrated resort. *Journal of Hospitality Marketing & Management*, 25(5), 589-612.
- Imani, S., Foroudi, P., Seyyedamiri, N., & Dehghani, N. (2020). Improving employees' performance through internal marketing and organizational learning: Mediating role of organizational innovation in an emerging market. *Cogent Business & Management*, 7(1), 1762963.
- Imran, M. K., Ilyas, M., Aslam, U., & Fatima, T. (2018). Knowledge processes and firm performance: The mediating effect of employee creativity. *Journal of Organizational Change Management*, 31(3), 512-531.
- Inuwa, M. (2016). Job satisfaction and employee performance: An empirical approach. *The Millennium University Journal*, 1(1), 90-103.
- Kadarusman, K., & Bunyamin, B. (2021). The role of knowledge sharing, trust as mediation on servant leadership and job performance. *Management Science Letters*, 11(5), 1509-1520.
- Kadic-Maglajlic, S., Boso, N., & Micevski, M. (2018). How internal marketing drive customer satisfaction in matured and maturing European markets?. *Journal of Business Research*, 86, 291-299.
- Kang, C. K., & Park, M. B. (2020). The effects of nurses' perceived internal marketing on job performance and loyalty. *Journal of the Korea Academia-Industrial cooperation Society*, 21(7), 146-155.
- Kang, Y. J., Kim, S. E., & Chang, G. W. (2008). The impact of knowledge sharing on work performance: An empirical analysis of the public employees' perceptions in South Korea. *Intl Journal of Public Administration*, 31(14), 1548-1568.
- Khalid, Z., & Hadi, N. U. (2021). Theoretical approach towards internal marketing and customer oriented behavior: A developing world perspective. *Pacific Business Review International*, 13(8), 64-75.
- Kim, N., & Shim, C. (2018). Social capital, knowledge sharing and innovation of small-and medium-sized enterprises in a tourism cluster. *International Journal of Contemporary Hospitality Management*, 30(6), 2417-2437.
- Kim, T. T., & Lee, G. (2013). Hospitality employee knowledge-sharing behaviors in the relationship between goal orientations and service innovative behavior. *International Journal of Hospitality Management*, 34, 324-337.
- Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of e-Collaboration (ijec)*, 11(4), 1-10.
- Kock, N. (2021). WarpPLS User Manual: Version 7.0. Laredo, TX: ScriptWarp Systems.
- Korschun, D., Bhattacharya, C. B., & Swain, S. D. (2014). Corporate social responsibility, customer orientation, and the job performance of frontline employees. *Journal of Marketing*, 78(3), 20-37.
- Kumar, P., Saxena, A., & Gupta, R. (2012). Internal marketing: A strategy for knowledge sharing. *FIIB Business Review*, 1(3-4), 42-50.
- Kuruppuge, R. H., & Gregar, A. (2017). Knowledge sharing and job performance: The intervening role of technological competency in knowledge-based industries. *International Journal of Economics and Statistics*, 5, 15-20.

- Kuvaas, B., Buch, R., & Dysvik, A. (2012). Perceived training intensity and knowledge sharing: Sharing for intrinsic and prosocial reasons. *Human Resource Management, 51*(2), 167-187.
- Kwahk, K. Y., & Park, D. H. (2016). The effects of network sharing on knowledge-sharing activities and job performance in enterprise social media environments. *Computers in Human Behavior, 55*(1), 826-839.
- Lee, K. J. (2016). Sense of calling and career satisfaction of hotel frontline employees: Mediation through knowledge sharing with organizational members. *International Journal of Contemporary Hospitality Management, 28*(2), 346-365.
- Lee, S., & Kim, S. H. (2017). Role of restaurant employees' intrinsic motivations on knowledge management: An application of need theory. *International Journal of Contemporary Hospitality Management, 29*(11), 2751-2766.
- Lee, Y. L. A., Malik, A., Rosenberger III, P. J., & Sharma, P. (2020). Demystifying the differences in the impact of training and incentives on employee performance: Mediating roles of trust and knowledge sharing. *Journal of Knowledge Management, 24*(8), 1987-2006.
- Liao, C., Wang, H. Y., Chuang, S. H., Shih, M. L., & Liu, C. C. (2010). Enhancing knowledge management for R&D innovation and firm performance: An integrative view. *African Journal of Business Management, 4*(14), 3026.
- Lim, S. E. (2021). Knowledge sharing in hospitality organizations: A meta-analysis. *International Journal of Hospitality Management, 95*, 102940.
- Lin, C. P., Huang, H. T., & Huang, T. Y. (2020). The effects of responsible leadership and knowledge sharing on job performance among knowledge workers. *Personnel Review, 49*(9), 1879-1896.
- Lin, S. W., & Lo, L. Y. S. (2015). Mechanisms to motivate knowledge sharing: Integrating the reward systems and social network perspectives. *Journal of Knowledge Management, 19*(2), 212-235.
- Lings, I. N., & Greenley, G. E. (2010). Internal market orientation and market-oriented behaviours. *Journal of Service Management, 21*(3), 321-343.
- Liu, C. H. (2017). Creating competitive advantage: Linking perspectives of organization learning, innovation behavior and intellectual capital. *International Journal of Hospitality Management, 66*, 13-23.
- Luqman, A., Zhang, Q., Kaur, P., Papa, A., & Dhir, A. (2023). Untangling the role of power in knowledge sharing and job performance: The mediating role of discrete emotions. *Journal of Knowledge Management, 27*(4), 873-895.
- Magatef, S. G., & Momani, R. A. (2016). The impact of internal marketing on employees' performance in private Jordanian hospitals sector. *International Journal of Business and Management, 11*(3), 129-148.
- Mahmud, M. F. B. (2017). The relationship between internal marketing and employee performance in telecommunication industry in Malaysia. *Journal of Postgraduate Current Business Research, 2*(1), 1-6.
- Mainardes, E. W., Rodrigues, L. S., & Teixeira, A. (2019). Effects of internal marketing on job satisfaction in the banking sector. *International Journal of Bank Marketing, 37*(5), 1313-1333.

- Masa'deh, R. E., Obeidat, B. Y., & Tarhini, A. (2016). A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modelling approach. *Journal of Management Development*, 35(5), 681-705.
- Mehmood, M. S., Jian, Z., Akram, U., Akram, Z., & Tanveer, Y. (2022). Entrepreneurial leadership and team creativity: The roles of team psychological safety and knowledge sharing. *Personnel Review*, 51(9), 2404-2425.
- Miao, R. T. (2011). Perceived organizational support, job satisfaction, task performance and organizational citizenship behavior in China. *Journal of Behavioral and Applied Management*, 12(2), 105-127.
- Motowidlo, S. J., & Kell, H. J. (2012). Job Performance. *Handbook of Psychology*, 12(2), 82-103.
- Na-Nan, K., Saribut, S., & Sanamthong, E. (2019). Mediating effects of perceived environment support and knowledge sharing between self-efficacy and job performance of SME employees. *Industrial and Commercial Training*, 51(6), 342-359.
- Nemteanu, M. S., & Dabija, D. C. (2021). The influence of internal marketing and job satisfaction on task performance and counterproductive work behavior in an emerging market during the COVID-19 pandemic. *International Journal of Environmental Research and Public Health*, 18(7), 3670.
- Nguyen, M., Malik, A., & Sharma, P. (2021). How to motivate employees to engage in online knowledge sharing? Differences between posters and lurkers. *Journal of Knowledge Management*, 25(7), 1811-1831.
- Nguyen, T. M. (2021). Four-dimensional model: A literature review in online organisational knowledge sharing. *VINE Journal of Information and Knowledge Management Systems*, 51(1), 109-138.
- Olawuyi, O. S. (2017). Organizational culture as factor affecting employee performance and increased productivity in tourism organizations (Agodi Gardens and University of Ibadan's Zoological Garden). *Afro-Asian Journal of Social Sciences*, 8(2), 1-18.
- Ozuem, W., Limb, N., & Lancaster, G. (2018). Exploring the locus of internal marketing. *Journal of Strategic Marketing*, 26(4), 356-372.
- Pekaar, K. A., van der Linden, D., Bakker, A. B., & Born, M. P. (2017). Emotional intelligence and job performance: The role of enactment and focus on others' emotions. *Human Performance*, 30(2-3), 135-153.
- Phuong, T. T. K., & Tran, T. V. (2020). Job satisfaction, employee loyalty and job performance in the hospitality industry: A moderated model. *Asian Economic and Financial Review*, 10(6), 698-713.
- Putra, F. I., Fadhilillah, I. P., & Prihartono, M. I. (2023). The effect of internal marketing, organisational commitment on job performance in sports and recreation services. *Jurnal Ekonomi Trisakti*, 3(1), 843-852.
- Rahimiaghdam, S. (2020). Internal marketing and employee productivity with mediating role of knowledge sharing in hotel industry. *The Journal of Productivity Management*, 14(54), 148-171.
- Ramlall, S. J. (2008). Enhancing employee performance through positive organizational behavior. *Journal of Applied Social Psychology*, 38(6), 1580-1600.



- Rao, Y., Yang, M., & Yang, Y. (2018). Knowledge sharing, organizational learning and service innovation in tourism. *Journal of Service Science and Management*, 11(5), 510-526.
- Razmerita, L., Kirchner, K., & Nielsen, P. (2016). What factors influence knowledge sharing in organizations? A social dilemma perspective of social media communication. *Journal of Knowledge Management*, 20(6), 1225-1246.
- Rodwell, J. J., Kienzle, R., & Shadur, M. A. (1998). The relationship among work-related perceptions, employee attitudes, and employee performance: The integral role of communications. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 37(3-4), 277-293.
- Rungsithong, R., & Meyer, K. E. (2020). Trust and knowledge sharing in context: A study of international buyer-supplier relationships in Thailand. *Industrial Marketing Management*, 88, 112-124.
- Saadeldin, SH., Abd El Wahab, M., & Eid, N. (2021). The impact of internal marketing on the development of employees' performance in the Egyptian tourism companies. *Journal of Association of Arab Universities for Tourism and Hospitality*, 20(2), 324-335.
- Salehzadeh, R., Khazaei Pool, J., Tabaeian, R. A., Amani, M., & Mortazavi, M. (2017). The impact of internal marketing and market orientation on performance: An empirical study in restaurant industry. *Measuring Business Excellence*, 21(4), 273-290.
- Salem, I. E. B. (2014). Toward better understanding of knowledge management: Correlation to hotel performance and innovation in five-star chain hotels in Egypt. *Tourism and Hospitality Research*, 14(4), 176-196.
- Sarangal, R. K., Nargotra, M., & Singh, R. (2021). Role of internal marketing in determining academic staff job satisfaction in higher education. *Gurukul Business Review*, 17(1), 82-96.
- Seng, N. L., & Arumugam, T. (2017). Financial reward and motivation toward employee job performance in the hospitality industry in Klang Valley. *Electronic Journal of Business & Management*, 2(1), 51-60.
- Sengupta, A., Venkatesh, D. N., & K. Sinha, A. (2013). Developing performance-linked competency model: A tool for competitive advantage. *International Journal of Organizational Analysis*, 21(4), 504-527.
- Shih, H. A., Chiang, Y. H., & Hsu, C. C. (2006). Can high performance work systems really lead to better performance?. *International Journal of Manpower*, 27(8), 741-763.
- Sigala, M., & Chalkiti, K. (2015). Knowledge management, social media and employee creativity. *International Journal of Hospitality Management*, 45, 44-58.
- Singh, R., & Das, G. (2013). The impact of job satisfaction, adaptive selling behaviors and customer orientation on salesperson's performance: Exploring the moderating role of selling experience. *Journal of Business & Industrial Marketing*, 28(7), 554-564.
- Swanson, E., Kim, S., Lee, S. M., Yang, J. J., & Lee, Y. K. (2020). The effect of leader competencies on knowledge sharing and job performance: Social capital theory. *Journal of Hospitality and Tourism Management*, 42, 88-96.
- Tang, A. D., Chang, M. L., & Cheng, C. F. (2017). Enhancing knowledge sharing from self-initiated expatriates in Vietnam: The role of internal marketing and work-role adjustment in an emerging economy. *Asia Pacific Business Review*, 23(5), 677-696.

- Taştan, S. B., & Davoudi, S. M. M. (2020). Investigating the mediating role of job satisfaction on the relationship between internal marketing and job performance: A research within services industry. *Middle East Journal of Management*, 7(5), 492-517.
- Terry Kim, T., Lee, G., Paek, S., & Lee, S. (2013). Social capital, knowledge sharing and organizational performance: What structural relationship do they have in hotels?. *International Journal of Contemporary Hospitality Management*, 25(5), 683-704.
- Thomas, R., & Wood, E. (2014). Innovation in tourism: Re-conceptualising and measuring the absorptive capacity of the hotel sector. *Tourism Management*, 45, 39-48.
- Ting, S. C. (2011). The effect of internal marketing on organizational commitment: Job involvement and job satisfaction as mediators. *Educational Administration Quarterly*, 47(2), 353-382.
- Van Beurden, J., Van Veldhoven, M., & Van De Voorde, K. (2018). When are HR practices effective for job performance? The role of employee HR effectiveness ratings. *Academy of Management Proceedings*, 2018(1), 14185.
- Wang, C. H., & Chen, H. T. (2020). Relationships among workplace incivility, work engagement and job performance. *Journal of Hospitality and Tourism Insights*, 3(4), 415-429.
- Widayani, A. A. D., Sarmawa, I. W. G., & Dewi, I. G. A. M. (2017). The roles of knowledge sharing in mediating the effect of self-efficacy and self-leadership toward innovative behavior. *Jurnal Manajemen dan Kewirausahaan*, 19(2), 112-117.
- Wright, S. E., Noble, R. B., & Bailer, A. J. (2007). Equal-precision allocations and other constraints in stratified random sampling. *Journal of Statistical Computation and Simulation*, 77(12), 1081-1089.
- Wu, C. S., Lee, C. J., & Tsai, L. F. (2012). Influence of creativity and knowledge sharing on performance. *Journal of Technology Management in China*, 7(1), 64-77.
- Wu, W. Y., Tsai, C. C., & Fu, C. S. (2013). The relationships among internal marketing, job satisfaction, relationship marketing, customer orientation, and organizational performance: An empirical study of TFT-LCD companies in Taiwan. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 23(5), 436-449.
- Yang, J. T. (2010). Antecedents and consequences of knowledge sharing in international tourist hotels. *International Journal of Hospitality Management*, 29(1), 42-52.
- Yang, J. T. (2015). Effect of internal marketing on knowledge sharing and organisational effectiveness in the hotel industry. *Total Quality Management & Business Excellence*, 26(1-2), 76-92.
- Yao, Q., Chen, R., & Cai, G. (2013). How internal marketing can cultivate psychological empowerment and enhance employee performance. *Social Behavior and Personality: An International Journal*, 41(4), 529-537.
- Yeboah, A. (2023). Knowledge sharing in organization: A systematic review. *Cogent Business & Management*, 10(1), 2195027.
- Zainal Abidin, H. A., & Roslin, R. M. (2019). The mediating effect of employee delight on the relationship between internal marketing and employee performance. *International Journal of Business & Society*, 20(3), 908-923.
- Zhang, Y., Zhang, J., & Liu, C. (2022). Motives for employees communicate positive electronic word of mouth (eWOM) on social network sites: Exploring moderating mechanisms. *Australasian Marketing Journal*, 30(1), 60-73.

- Zhang, Z., Song, F., & Song, Z. (2020). Promoting knowledge sharing in the workplace: Punishment v. reward. *Chaos, Solitons & Fractals*, 131, 109518.
- Zheng, T. (2017). A literature review on knowledge sharing. *Open Journal of Social Sciences*, 5(3), 51-58.

### **Appendix (A): measurement scale items**

#### **Internal marketing (Wu et al., 2013)**

- IM.1. My establishment provides sufficient training programs.
- IM.2. Attending the training programs improves my ability to do my job.
- IM.3. Training sessions help me to understand current and future customer needs.
- IM.4. Managers often offer guidance in solving job-related problems.
- IM.5. Two-way information flow across management levels is encouraged.
- IM.6. Management encourages the development of innovative strategies, accepting that some may fail.
- IM.7. I periodically receive feedback from my superior on my job performance.
- IM.8. I am made aware of the overall policies and goals of my company.
- IM.9. I am adequately informed about my establishment's financial position.
- IM.10. My establishment has suitable policies for job promotion.
- IM.11. This is the best establishment to work for in the industry.
- IM.12. We get rewarded when a target is achieved.

#### **Job performance (Rodwellet al., 1998)**

- JP.1. I am currently working at the highest level of performance.
- JP.2. It is my right to use my medical leave
- JP.3. Employees should only do enough work
- JP.4. I try to be at work as often as possible
- JP.5. I am one of the best in the work I am doing
- JP.6. I set quite high standards for my job
- JP.7. My work is always of high quality
- JP.8. I am proud of my job performance.

#### **Knowledge sharing (de Vries et al., 2006)**

- KS.1. When I have learned something new, I tell my colleagues about it
- KS.2. When I need certain knowledge, I ask my colleagues about it
- KS.3. I share the information I have with my colleagues
- KS.4. I like to be informed of what my colleagues know
- KS.5. I think it is important that my colleagues know what I am doing
- KS.6. I ask my colleagues about their abilities when I need to learn something
- KS.7. I regularly tell my colleagues what I am doing
- KS.8. When a colleague is good at something; I ask them to teach me how to do it.

Appendix (B): Model fit and quality indices

	Assessment	Criterion	Supported/Rejected
Average path coefficient (APC)	0.441, P<0.001	P<0.05	Supported
Average R-squared (ARS)	0.426, P<0.001	P<0.05	Supported
Average adjusted R-squared (AARS)	0.424, P<0.001	P<0.05	Supported
Average block VIF (AVIF)	1.606	acceptable if $\leq 5$ , ideally $\leq 3.3$	Supported
Average full collinearity VIF (AFVIF)	1.500	acceptable if $\leq 5$ , ideally $\leq 3.3$	Supported
Tenenhaus GoF (GoF)	0.540	small $\geq 0.1$ , medium $\geq 0.25$ , large $\geq 0.36$	Supported
Sympson's paradox ratio (SPR)	1.000	acceptable if $\geq 0.7$ , ideally = 1	Supported
R-squared contribution ratio (RSCR)	1.000	acceptable if $\geq 0.9$ , ideally = 1	Supported
Statistical suppression ratio (SSR)	1.000	acceptable if $\geq 0.7$	Supported
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000	acceptable if $\geq 0.7$	Supported

أثر التسويق الداخلي على الأداء الوظيفي في الفنادق ووكالات السفر: الدور الوسيط لمشاركة المعرفة

محمد عزت حشاد<sup>1</sup>، إسماعيل محمد حسين<sup>2</sup>، محمد هاني عبد الهادي<sup>3</sup>، رانيا السيد إبراهيم أبو العين<sup>4</sup>

<sup>1-2</sup> قسم إدارة الفنادق، كلية السياحة والفنادق، جامعة مدينة السادات، مصر

<sup>3</sup> قسم الدراسات السياحية، معهد الألسن العالي للسياحة والفنادق، مصر

<sup>4</sup> قسم الدراسات الفندقية، المعهد العالي للسياحة والفنادق إيجوث الأقصر، مصر

تهدف هذه الدراسة الى تقييم تأثير تصورات موظفي السياحة والفنادق للتسويق الداخلي على أدائهم الوظيفي، وكذلك تأثير سلوك تبادل المعرفة كوسيط. تم جمع بيانات 390 موظفًا من فنادق الخمس نجوم ووكالات السفر من الفئة (أ) في مصر وتم اعتماد وتنفيذ نهج PLS-SEM بواسطة برنامج WarpPLS الإصدار 7.0. أظهرت نتائج PLS-SEM أن الأداء الوظيفي يتأثر بشكل إيجابي بالتسويق الداخلي، كما أن هذه العلاقة تتوسطها سلوكيات تبادل المعرفة. توفر نتائج هذه الدراسة نظرة ثاقبة للتسويق الداخلي وسلوك تبادل المعرفة كعوامل مهمة في زيادة الأداء الوظيفي في قطاعي السياحة والفنادق. وفي هذا الصدد، ستكون شركات السياحة والفنادق قادرة على اكتساب وجهات نظر جديدة حول تحسين أداء الموظفين.

الكلمات المفتاحية: التسويق الداخلي، الأداء الوظيفي، مشاركة المعرفة، وكالات السفر، فنادق الخمس نجوم، مصر.