

FROM INTERNAL MARKETING STIMULI TO TOURISM EMPLOYEE PERFORMANCE: A STIMULUS-ORGANISM-RESPONSE (SOR) PERSPECTIVE IN VIETNAM

DOS ESTÍMULOS DE MARKETING INTERNO AO DESEMPENHO DOS FUNCIONÁRIOS DO SETOR DE TURISMO: UMA PERSPECTIVA ESTÍMULO-ORGANISMO-RESPOSTA (SOR) NO VIETNÃ

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Nguyen Thi Viet Há*

*Banking Academy of Vietnam, Hanoi, Vietnam

Orcid: <https://orcid.org/0009-0007-4236-432X>

hantv@hvnh.edu.vn

Nguyen Thu Tram*

*Banking Academy of Vietnam, Hanoi, Vietnam

hantv@hvnh.edu.vn

Le Thi Huyen Trang*

*Banking Academy of Vietnam, Hanoi, Vietnam

hantv@hvnh.edu.vn

Pham Dinh Dung*

*Banking Academy of Vietnam, Hanoi, Vietnam

hantv@hvnh.edu.vn

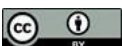
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Abstract

This study investigates the psychological mechanisms linking internal marketing (IM) to employee job performance in the tourism industry by incorporating philanthropic resources (PR) as a novel personal factor. Drawing on the Stimulus–Organism–Response (S–O–R) framework, Social Exchange Theory, and the Job Demands–Resources model, the research examines the mediating roles of job satisfaction and organizational commitment, as well as the moderating effect of PR. Data were collected from 376 travel employees in Vietnam and analyzed using PLS-SEM. The findings reveal that IM significantly enhances job satisfaction and organizational commitment, which in turn improve job performance. PR also exerts direct positive effects and acts as a psychological amplifier that strengthens the IM–performance relationship. This study contributes by integrating nonprofit-derived humanistic values into tourism research and highlights the importance of aligning organizational practices with employees’ intrinsic service orientation to achieve sustainable performance.

Resumo

Este estudo investiga os mecanismos psicológicos que ligam o marketing interno (IM) ao desempenho no trabalho dos funcionários na indústria do turismo, incorporando os recursos filantrópicos (PR) como um novo fator pessoal. Com base no arcabouço Estímulo–Organismo–Resposta (S–O–R), na Teoria da Troca Social e no modelo Demandas–Recursos do Trabalho, a pesquisa examina os papéis mediadores da satisfação no trabalho e do comprometimento organizacional, bem como o efeito moderador dos PR. Os dados foram coletados de 376 funcionários do setor de turismo no Vietnã e analisados por meio de PLS-SEM. Os resultados revelam que o IM aumenta significativamente a satisfação no trabalho e o comprometimento organizacional, os quais, por sua vez, melhoram o desempenho no trabalho. Os PR também exercem efeitos positivos diretos e atuam como um amplificador psicológico que fortalece a relação entre IM e desempenho. Este estudo contribui ao integrar valores humanísticos derivados do setor sem fins lucrativos na pesquisa em turismo e destaca a importância de alinhar as práticas organizacionais com a orientação intrínseca de serviço dos



Keywords: Internal Marketing. Philanthropic Resources. Job Performance. S-O-R Framework. Tourism Industry. Vietnam.

funcionários para alcançar um desempenho sustentável.

Palavras-chave: Marketing Interno. Recursos Filantrópicos. Desempenho no Trabalho. Modelo S-O-R. Indústria do Turismo. Vietnã.

1 INTRODUCTION

In the contemporary tourism industry, competitive advantage has shifted from the possession of destination resources to the ability to deliver superior service quality and personalized customer experiences. Given the high-contact nature of tourism services, employees play a pivotal role as their performance directly shapes customer satisfaction, brand value, and loyalty. However, sustaining high employee performance remains a persistent challenge due to the industry's inherent characteristics, including seasonality, high emotional labor, and workforce turnover (Park & Gursoy, 2012).

To address these challenges, internal marketing (IM) has emerged as a key managerial approach that treats employees as internal customers and aligns human resource practices with marketing principles (Berry, 1995; Qaisar & Muhamad, 2021). Prior studies have demonstrated that IM enhances employee satisfaction, engagement, and performance outcomes (Lings, 2004; Park & Tran, 2018). Nevertheless, existing research predominantly emphasizes structural and managerial mechanisms, with limited attention to the intrinsic humanistic values that drive employees' willingness to deliver exceptional service. This gap is particularly evident in emerging markets such as Vietnam, where cultural values related to hospitality and interpersonal care may play a critical role in shaping employee behavior.

To address this limitation, the present study introduces philanthropic resources (PR) - including compassion, altruism, and service consciousness—as a novel personal resource in the tourism context. Rooted in the Job Demands–Resources (JD–R) theory, these resources enable employees to sustain motivation and performance under high-pressure conditions by fostering meaning and intrinsic engagement (Xanthopoulou *et al.*, 2009; Mer *et al.*, 2024). We argue that employees with strong philanthropic resources are

more likely to transform service tasks into voluntary, value-driven behaviors, thereby extending the explanatory power of traditional IM frameworks.

Building on the Stimulus–Organism–Response (S–O–R) framework, this study develops an integrated model to explain how organizational and personal factors jointly influence employee performance. Specifically, internal marketing and philanthropic resources are conceptualized as stimuli that shape employees’ psychological states—namely job satisfaction and organizational commitment—which in turn drive job performance (Karatepe, 2013).

Accordingly, this study aims to:

- (1) Examine the effects of internal marketing and philanthropic resources on employees’ psychological states;
- (2) Investigate the mediating role of job satisfaction and organizational commitment in explaining job performance; and
- (3) Assess the moderating role of philanthropic resources in strengthening the effectiveness of internal marketing.

This study contributes to the literature in three ways. First, it extends internal marketing research by incorporating humanistic personal resources into the analysis. Second, it advances the S–O–R framework by integrating both organizational and individual-level stimuli. Third, it provides context-specific insights for tourism management in emerging markets, offering practical implications for developing a workforce that combines professional competence with empathetic service orientation.

2 THEORETICAL FRAMEWORK

2.1 Internal marketing

The concept of internal marketing emerged in the late 1970s and has evolved into a central construct in strategic service management. Early contributions by Berry (1981) introduced the behavioral–instrumental perspective, defining IM as the practice of treating jobs as internal products and employees as internal customers, with the primary aim of enhancing employee satisfaction and motivation as drivers of service quality and external customer satisfaction. In parallel, Grönroos (1981) advanced a mechanistic

perspective, emphasizing the role of IM in attracting and retaining customer-oriented employees through effective internal communication and coordination across organizational functions. Similarly, George (1990) conceptualized IM as a management philosophy that recognizes employees as internal stakeholders whose needs must be fulfilled to achieve external market success.

Building on these foundational views, subsequent research has extended IM into three dominant approaches: (1) the behavioral–instrumental approach focusing on employee satisfaction programs; (2) the mechanistic approach highlighting internal supplier–customer relationships and cross-functional integration; and (3) the internal market orientation (IMO) approach, which emphasizes managerial behaviors in identifying and satisfying employee needs while aligning human resource capabilities with marketing objectives (Lings, 2004; Gounaris, 2006). Among these, the behavioral perspective remains the most widely adopted, as it directly links internally oriented practices to external performance outcomes (Gounaris, 2006, 2008).

In contemporary contexts, IM is widely regarded as a strategic synthesis of marketing philosophy and human resource management, requiring continuous coordination among marketing, operations, and HR functions to optimize organizational performance (Ahmed & Rafiq, 2003; Qaisar & Muhamad, 2021). Operationally, IM is typically implemented through three core dimensions: training and development, management support, and internal communication. Training enhances employee competencies and service quality; management support fosters organizational commitment and loyalty; and internal communication ensures role clarity, shared values, and strategic alignment (Grönroos, 1995; Park & Tran, 2018).

The outcomes of IM are grounded in the Service-Profit Chain framework, which posits that effective IM practices improve internal service quality, thereby increasing employee satisfaction and affective commitment (Heskett *et al.*, 1994). In turn, satisfied employees are more customer-oriented and productive, ultimately enhancing organizational performance (Domínguez-Falcón *et al.*, 2017; Joung *et al.*, 2015; Tran *et al.*, 2023).

2.2 Theoretical framework

2.2.1 Stimulus–Organism–Response theoretical framework

This study adopts the Stimulus–Organism–Response framework (Mehrabian & Russell, 1974) to explain how organizational factors influence employee behavior. Unlike traditional input–output models, S–O–R highlights the mediating role of internal psychological states, allowing the study to capture the psychological black box through which stimuli are translated into behavioral outcomes.

Within this framework, stimuli (S) include internal marketing practices and philanthropic resources, representing both strategic and value-driven organizational inputs (Qaisar & Muhamad, 2021; Mer *et al.*, 2024). These factors shape employees' internal states (organism – O), reflected in job satisfaction and organizational commitment, which capture both cognitive evaluation and emotional attachment (Meyer *et al.*, 2002, Gounaris, 2008). In turn, these psychological states lead to responses (R) in the form of enhanced job performance, including both task-related and discretionary behaviors (Karatepe, 2013).

In the service-intensive travel industry, where performance is highly dependent on employee behavior, this framework explains why similar managerial practices may yield different outcomes. By applying S–O–R, the study provides a deeper understanding of how organizational practices influence employee performance through underlying psychological mechanisms.

2.2.2 Social exchange theory

In addition to the S–O–R framework, this study employs Social Exchange Theory (SET) to explain the relational mechanisms underlying employee responses. SET, developed by Blau (1964) and Emerson (1976), posits that social relationships are based on reciprocal exchanges of benefits and costs (Colquitt *et al.*, 2013).

A central principle of SET is the norm of reciprocity (Gouldner, 1960), which suggests that individuals who receive valuable resources feel obligated to reciprocate with positive attitudes and behaviors. In this study, IM practices—such as training,

management support, and internal communication—are perceived by employees as organizational investments in their well-being and development (Karatepe, 2013; Qaisar & Muhamad, 2021).

Beyond economic exchanges, SET emphasizes social and emotional reciprocity. Effective IM signals organizational care and commitment, leading employees to respond with higher job satisfaction and affective commitment (Joung *et al.*, 2015). Furthermore, the inclusion of philanthropic resources strengthens this exchange relationship by appealing to employees' ethical values, thereby encouraging greater discretionary effort and enhanced job performance (Mer *et al.*, 2024).

2.2.3 *Philanthropic resources*

While prior research in travel management has largely emphasized structural and managerial factors, this study extends the theoretical scope by incorporating philanthropic resources as a key personal resource. Originating from nonprofit research, this concept offers a valuable lens to explain employee dedication beyond financial incentives (Mer *et al.*, 2024).

Philanthropic resources are defined as ethical and humanistic capacities that sustain individual effort and resilience at work (Xanthopoulou *et al.*, 2009). This study conceptualizes them through three dimensions: compassion (sensitivity to customers' difficulties and willingness to help), altruism (selfless motivation to exceed formal job requirements), and service consciousness (a moral belief in the value of serving others). Together, these dimensions foster intrinsic motivation and meaningful engagement in service interactions.

Given the high job demands in the travel industry, such as emotional labor and service pressure, philanthropic resources function as critical personal resources within the JD–R framework. According to the JD–R, personal and organizational resources play a crucial role in buffering job demands and enhancing employee performance (Bakker & Demerouti, 2007, 2017). They enable employees not only to cope with stress but also to transform challenging situations into meaningful service experiences, thereby enhancing job satisfaction and commitment.

Within the S–O–R framework, while IM represents organizational (external)

stimuli, philanthropic resources constitute individual (internal) stimuli rooted in personal values. The interaction between these two sources creates a reinforcing effect on employees' psychological states, explaining why individuals with stronger humanistic values tend to exhibit higher engagement and superior job performance (Mer *et al.*, 2024).

2.3 Hypothesis development

2.3.1 Internal marketing and Job performance of travel agents

Internal marketing is conceptualized as the application of marketing principles to human resource management to align individual and organizational goals (Berry, 1995). Beyond training, IM encompasses internal communication and managerial support systems that enhance employee capabilities and engagement (Qaisar & Muhamad, 2021). Drawing on Social Exchange Theory (SET), IM practices signal organizational commitment to employees, fostering perceived organizational support and activating the norm of reciprocity. As a result, employees are more likely to develop positive attitudes, particularly higher job satisfaction (Karatepe, 2013). Empirical evidence in the Vietnamese context further confirms that IM plays a critical role in shaping favorable employee attitudes and reducing burnout through enhanced support and goal alignment (Park & Tran, 2018; Joung *et al.*, 2015). Consequently, by strengthening employees' psychological states, IM establishes a foundation for improved job performance (Joung *et al.*, 2015). Based on this reasoning, the following hypothesis is proposed:

H1: Internal marketing practices positively influence the job satisfaction of travel agents.

Organizational commitment, particularly affective commitment, is a key outcome of IM in service contexts (Domínguez-Falcón *et al.*, 2017). Through internal communication and alignment of organizational values, IM helps ensure consistency in employees' perceptions and behaviors (Gounaris, 2006). Moreover, IM enables firms to generate "internal market intelligence" by identifying and responding to employees' needs and expectations (Gounaris, 2008). When employees perceive that their needs are acknowledged and fulfilled, they develop a stronger sense of value and organizational identification. Job resources foster work engagement, which in turn enhances

performance and reduces burnout (Schaufeli & Bakker, 2004). This, in turn, fosters long-term attachment and willingness to contribute to organizational success (Domínguez-Falcón *et al.*, 2017). In the dynamic travel industry, such emotional attachment plays a critical role in sustaining loyalty and encouraging employees to uphold service quality and brand reputation (Kalleberg, 1977; Joung *et al.*, 2015; Karatepe, 2013). Based on this reasoning, the following hypothesis is proposed:

H2: Internal marketing practices positively influence the organizational commitment of travel agents.

The relationship between IM and job performance reflects the transformation from organizational inputs to behavioral outcomes. Within the S–O–R framework, IM functions as a stimulus, while job performance represents the behavioral response. Drawing on Social Exchange Theory, IM practices—such as rewards, empowerment, and support—create a sense of obligation among employees to reciprocate through enhanced performance (Gouldner, 1960; Homans, 1958). These practices strengthen commitment and improve task quality as well as cross-functional coordination (Domínguez-Falcón *et al.*, 2017). Moreover, by aligning employees with service goals and enhancing self-efficacy, IM encourages the development of professional competencies and discretionary effort (Bailey *et al.*, 2016). Empirical evidence across service contexts, including hospitality and tourism, consistently demonstrates that a supportive IM environment leads to improved employee performance (Punjaisri *et al.*, 2009). Accordingly, the following hypothesis is proposed:

H3: Internal marketing practices have a positive impact on the Job Performance of travel agents.

2.3.2 Human resources and job performance of travel agents

Inherited from nonprofit research, philanthropic resources—including compassion, altruism, and service consciousness—are conceptualized as intrinsic personal resources that enable employees to derive meaning from serving others (Mer *et al.*, 2024; Xanthopoulou *et al.*, 2009). Employees with higher levels of these resources tend to exhibit greater optimism and emotional regulation, leading to enhanced job satisfaction and stronger organizational commitment, even in the absence of external

incentives. Accordingly, the following hypotheses are proposed:

H4: Philanthropic resources positively influence the job satisfaction of travel agents.

H5: Philanthropic resources positively influence the organizational commitment of travel agents.

From the perspective of the JD–R model, philanthropic resources function as critical personal resources that help employees cope with high service demands. Compassion and altruism allow employees to transform emotional labor into authentic engagement, thereby sustaining energy, concentration, and service quality (Bakker & Demerouti, 2007, 2017). Moreover, these resources foster intrinsic motivation by enabling employees to perceive their work as meaningful rather than transactional. This sense of purpose enhances work engagement and encourages organizational citizenship behaviors, which contribute to improved service outcomes and operational efficiency (Schaufeli & Bakker, 2004; Karatepe, 2013). Therefore, the study proposes:

H6: Philanthropic resources positively influence the job performance of travel agents.

2.3.3 Organism and response

The link between psychological states and behavioral outcomes is central to the S–O–R framework. Job performance refers to employees’ task execution and their contribution to organizational goals. In the travel industry, performance extends beyond productivity to include flexibility and empathy in delivering superior customer experiences. Within S–O–R, job satisfaction and organizational commitment function as key psychological mediators that translate organizational resources into performance outcomes. Employees who are satisfied and emotionally attached to the organization are more likely to exert greater effort, sustain service quality under pressure, and engage in customer-oriented behaviors (Joung *et al.*, 2015; Karatepe, 2013). In particular, organizational commitment enables employees to maintain consistent service performance even in stressful conditions (Meyer *et al.*, 2002, Joung *et al.*, 2015c).

Accordingly, the following hypotheses are proposed:

H7: Job satisfaction positively influences the job performance of travel agents.

H8: Organizational commitment positively influences the job performance of travel agents.

2.3.4 The coordinating role of human resources

This study proposes that the effectiveness of IM depends not only on organizational practices but also on employees' intrinsic value systems. Specifically, philanthropic resources are posited as a key moderating factor that shapes the strength of the IM–performance relationship.

From the S–O–R perspective, IM represents structural stimuli, but their effectiveness varies depending on employees' internal dispositions. PR—comprising compassion, altruism, and service consciousness—acts as a psychological amplifier, enhancing employees' responsiveness to organizational support (Mer *et al.*, 2024; Xanthopoulou *et al.*, 2009). When organizational efforts align with employees' humanistic values, a state of value congruence emerges, leading to stronger satisfaction, commitment, and discretionary effort.

In the high-pressure travel industry, employees with higher PR are more likely to transform service demands into meaningful, voluntary engagement. In contrast, low PR may result in more transactional behaviors, limiting the effectiveness of IM. Therefore, the interaction between IM (organizational support) and PR (personal values) creates a dual motivational mechanism that sustains superior performance.

Accordingly, the following hypothesis is proposed:

H9: Philanthropic resources positively moderate the relationship between internal marketing and the job performance of travel agents.

2.4 Proposed research model

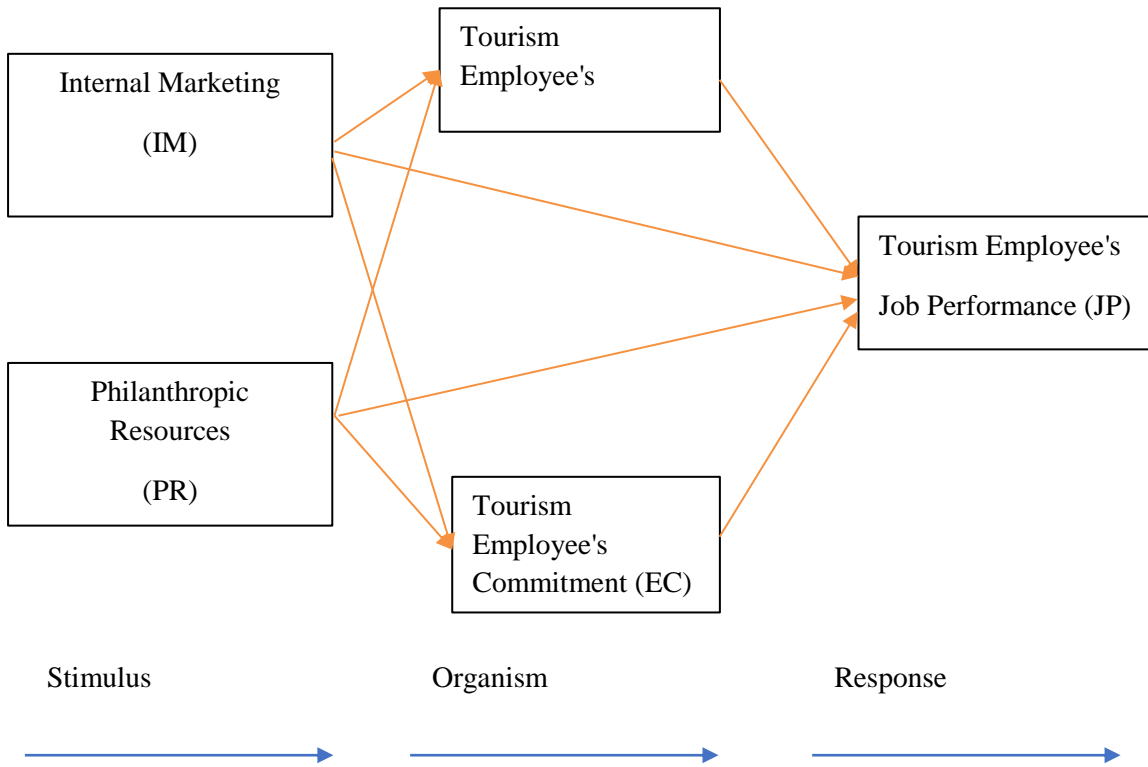
Drawing on the integration of the Stimulus–Organism–Response (S–O–R), Social Exchange Theory (SET), and Job Demands–Resources (JD–R) framework, this study develops a comprehensive model to explain the psychological mechanisms underlying travel agents' performance.

The model captures both direct effects and the moderating role of intrinsic

humanistic values, see Figure 1. Model structure based on S–O–R follows a three-stage process. First, stimuli (S) include IM as an organizational resource and philanthropic resources as a personal resource. Second, the organism (O) consists of job satisfaction and organizational commitment, which act as psychological mediators shaping employees’ cognitive and emotional responses. Finally, the response (R) is reflected in job performance, representing both productivity and service quality. A key contribution of the model lies in the moderating role of philanthropic resources.

Figure 1

Concept model.



3 METHODOLOGY

3.1 Research design and data collection process

This study adopts a quantitative research design using a self-administered questionnaire survey. The data collection process was conducted in two stages to ensure reliability and validity.

First, a pilot study was carried out with 30 travel agents and 3 industry experts to evaluate the clarity, wording, and content validity of the measurement items. Feedback from this stage was used to refine the questionnaire.

Second, the main survey targeted employees working in travel businesses in Vietnam. Data were collected using purposive sampling through both offline (on-site distribution at workplaces) and online channels (professional travel groups).

Following the guideline of Hair *et al.* (2010), the minimum sample size for structural equation modeling (SEM) should be 5–10 times the number of observed variables. With 35 measurement items, the required sample size was at least 350 responses. A total of 500 questionnaires were distributed, of which 376 valid responses were retained after data screening. This final sample satisfies the recommended threshold for SEM analysis and ensures adequate statistical power.

3.2 Measurement scales

All measurement scales were adapted from established studies and contextualized for the Vietnamese travel industry. Responses were recorded using a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). Internal marketing was measured using 12 items adapted from Joung *et al.* (2015), capturing three dimensions: training, management support, and internal communication. Philanthropic resources were measured with 9 items based on Mer *et al.* (2024), covering compassion, altruism, and service consciousness. Job Satisfaction (JS) was assessed using a 5-item scale from Joung *et al.* (2015) reflecting employees' overall satisfaction with their job. Organizational commitment was measured with 6 items adapted from Meyer *et al.* (1993) and Domínguez-Falcón *et al.* (2017), focusing on affective and normative commitment. Job performance was evaluated using a 5-item self-reported scale adapted from Karatepe. (2013) capturing task performance and service quality.

3.3 Common method bias

As data were collected from a single source at one point in time, common method bias was assessed using Harman's single-factor test. The results indicate that the first factor accounts for less than 50% of the total variance, suggesting that CMB is not a significant concern in this study.

3.4 Data analysis techniques

Data were analyzed using Smart-PLS, following a two-step approach (Anderson & Gerbing, 1988). First, the measurement model was evaluated to ensure construct validity and reliability, including internal consistency (Cronbach's alpha, composite reliability), convergent validity (average variance extracted – AVE), and discriminant validity. Second, the structural model was assessed using PLS-SEM to test the proposed hypotheses (H1–H8), examining path coefficients and their significance through bootstrapping. Finally, moderation analysis was conducted to test H9 by incorporating interaction terms and applying bootstrapping procedures, thereby evaluating the moderating role of philanthropic resources in the relationship between internal marketing and job performance.

4 RESULTS

4.1 Characteristics of the sample

The data collection was conducted over a three-month period among employees of major travel companies in Vietnam from August to October 2025. A total of 500 questionnaires were distributed, of which 376 valid responses were retained after data screening, yielding a response rate of 75.2%. This sample size exceeds the minimum requirement recommended by Hair *et al.* (2010), ensuring adequate reliability for subsequent multivariate analyses.

Regarding demographics, 57.6% of respondents were female and 42.4% were male, with an average age of 29.5 years as shown in table 1. More than 65% of participants had over three years of experience in the travel industry, indicating a relatively experienced workforce. In terms of job roles, the sample included tour guides (45.2%), tour operators (28.4%), and business/marketing staff (26.4%). The largest proportion of respondents (38%) had 3–5 years of experience, reflecting a group with substantial familiarity with organizational processes. Additionally, 62% of participants were employed in international travel firms, aligning well with the study’s focus on high-pressure, service-intensive environments.

Table 1

Sample characteristic.

Criteria	Characteristics	Frequency (n)	Rate (%)
Gender	Male	159	42.4%
	Female	217	57.6%
Age	Medium	-	29.5 years old
Position	Tour guides	170	45.2%
	Tour operator	107	28.4%
	Business and marketing	99	26.4%
Seniority	Less than 3 years	132	35.0%
	From 3-5 years	143	38.0%
	Over 5 years	101	27.0%
Type of business	International travel	233	62.0%
	Other types	143	38.0%

4.2 Measurement model evaluation

The measurement model was assessed to examine reliability and convergent validity following PLS-SEM guidelines. All indicator loadings exceeded the recommended threshold of 0.70, confirming indicator reliability.

As shown in Table 2, Cronbach’s alpha and composite reliability (CR) values for all constructs ranged from 0.912 to 0.949, exceeding the recommended threshold of 0.70. In addition, the average variance extracted (AVE) values ranged from 0.791 to 0.826, well above the minimum requirement of 0.50 (Fornell & Larcker, 1981). These results confirm satisfactory internal consistency and convergent validity of the measurement scales.

Table 2

Measurement model test.

Latent variables	Symbols	Number of Observed Variables	Cronbach's Alpha	Aggregate Reliability (CR)	Extraction Variance (AVE)
Internal marketing	IM	12	0.947	0.949	0.826
Human resources	PR	09	0.919	0.922	0.805
Job satisfaction	JS	05	0.945	0.946	0.821
Organizational ocmmitment	OC	05	0.912	0.914	0.791
Work efficiency	JP	05	0.927	0.927	0.820

Discriminant validity

Discriminant validity was assessed using the Fornell–Larcker criterion, which requires that the square root of AVE for each construct exceeds its correlations with other constructs. As presented in Table 3, all diagonal values (\sqrt{AVE}) are higher than the corresponding inter-construct correlations. This result confirms that each construct is empirically distinct from the others, indicating adequate discriminant validity of the model.

Table 3

Results of the Fornell-Larcker criterion.

Factors	IM	PR	JS	OC	JP
IM	0.909				
PR	0.628	0.897			
JS	0.802	0.684	0.906		
OC	0.556	0.417	0.556	0.890	
JP	0.610	0.489	0.643	0.426	0.905

Note: The values in bold on the diagonal are the square root of AVE.

4.3 Structural model testing

The structural model results indicate that all proposed hypotheses (H1–H9) are supported with statistical significance ($p < 0.05$), with most relationships significant at $p < 0.001$ (see Table 4).

Table 4*Results of testing hypotheses.*

Hypothesis	Relationships in the model	Path Factor (β)	Sample mean (M)	T-value	P-value	Conclusion
Group 1: Impact of Internal marketing						
H1	IM -> JS	0.268	0.268	7.071	0.000	Accept
H2	IM -> OC	0.405	0.404	7.983	0.000	Accept
H3	IM -> JP	0.141	0.141	3.616	0.000	Accept
Group 2: Impact of Human resources						
H4	PR -> JS	0.200	0.200	5.573	0.000	Accept
H5	PR -> OC	0.102	0.102	2.422	0.015	Accept
H6	PR -> JP	0.097	0.097	2.601	0.009	Accept
Group 3: The role of Psychological state						
H7	JS -> JP	0.178	0.178	4.465	0.000	Accept
H8	OC -> JP	0.097	0.098	2.637	0.008	Accept
Group 4: Coordinating role of Human resources						
H9	IM x PR -> JP	0.158	0.041	3.853	0.000	Accept

Impact of internal marketing

Internal marketing emerges as a key organizational stimulus. IM has significant positive effects on job satisfaction ($\beta = 0.268$, $p < 0.001$) and organizational commitment ($\beta = 0.405$, $p < 0.001$), confirming its role in enhancing employees' psychological states. IM also directly improves job performance ($\beta = 0.141$, $p < 0.001$), indicating that supportive organizational practices contribute to higher productivity.

Impact of philanthropic resources

Philanthropic resources function as important personal drivers. PR positively influences job satisfaction ($\beta = 0.200$, $p < 0.001$) and organizational commitment ($\beta = 0.102$, $p < 0.05$), and also has a direct effect on job performance ($\beta = 0.097$, $p < 0.01$). These findings highlight the role of compassion, altruism, and service consciousness in sustaining employee motivation and performance.

Role of psychological states

Consistent with the S-O-R framework, both job satisfaction ($\beta = 0.178$, $p < 0.001$) and organizational commitment ($\beta = 0.097$, $p < 0.01$) positively affect job performance, confirming their mediating role in translating stimuli into behavioral outcomes.

Moderating effect of philanthropic resources

The moderating hypothesis (H9) is supported. The interaction term (IM \times PR) has a significant positive effect on job performance ($\beta = 0.158$, $p < 0.001$), indicating that PR strengthens the impact of IM. Simple slope analysis further shows that the IM-

performance relationship is stronger at higher levels of PR (+1 SD) than at lower levels (−1 SD). These results suggest that philanthropic resources act as a psychological amplifier, enhancing value congruence between organizational practices and individual values. As a result, employees are more likely to transform organizational support into discretionary effort and sustained performance.

5 DISCUSSION

This study aims to linking internal marketing, philanthropic resources, and job performance in the Vietnamese travel industry. By integrating S–O–R, SET, and JD–R perspectives, the findings provide a more nuanced explanation of how organizational practices and individual values jointly shape employee outcomes.

5.1 Key findings

First, the results confirm that IM significantly enhances job satisfaction and organizational commitment, which subsequently improve job performance. This is consistent with prior studies (Joung *et al.*, 2015; Park & Tran, 2018), but the current study extends this line of research by demonstrating that IM has a stronger effect on organizational commitment than on satisfaction. This finding contrasts with some prior studies that emphasize satisfaction as the primary outcome of IM, suggesting that in the Vietnamese tourism context, long-term emotional attachment may be more critical than short-term evaluative responses. A possible explanation lies in the collectivist cultural context, where loyalty and relational bonds are highly valued.

Second, the study provides robust evidence for the role of philanthropic resources as intrinsic motivators. While previous research has acknowledged the importance of personal resources (Xanthopoulou *et al.*, 2009), empirical evidence in tourism remains limited. This study shows that PR not only directly influences satisfaction, commitment, and performance but also enables employees to reinterpret emotional labor as meaningful engagement. This finding helps reconcile mixed results in prior literature regarding the negative effects of emotional labor by suggesting that its impact depends on employees' internal value systems.

Third, and most importantly, the study identifies a significant moderating effect of PR. This finding advances existing literature by demonstrating that the effectiveness of IM is contingent upon employees' intrinsic humanistic values. Unlike prior studies that treat IM as universally effective, this research shows that IM yields stronger outcomes when employees possess higher levels of compassion, altruism, and service consciousness. This supports the person–organization fit perspective and extends SET by showing that reciprocity is not uniform but amplified under value congruence conditions.

5.2 Theoretical contributions

This study makes three key contributions. First, it extends the S–O–R framework by incorporating both organizational (IM) and personal (PR) stimuli, offering a more comprehensive explanation of employee behavior. Second, it introduces philanthropic resources into the tourism literature, bridging nonprofit and service management research and opening a new avenue for studying intrinsic motivation. Third, it identifies a boundary condition (PR as a moderator), explaining why similar management practices may produce heterogeneous outcomes across employees.

5.3 Managerial implications

From a managerial perspective, the findings suggest that IM should be treated as a strategic capability rather than a set of operational practices. Travel firms should invest in training, internal communication, and managerial support to build long-term commitment rather than focusing solely on short-term satisfaction.

Importantly, organizations should integrate humanistic values into HR practices, particularly in recruitment and development. Selecting employees with strong service orientation and nurturing compassion and altruism through organizational culture can significantly enhance performance outcomes.

Furthermore, firms should foster a value-congruent work environment, where organizational support aligns with employees' intrinsic motivations. This alignment can create a synergistic effect, transforming routine service tasks into meaningful and high-quality customer experiences.

5.4 Limitations and future research

Despite its contributions, this study has several limitations. The use of convenience sampling in Vietnam may limit external validity, and the cross-sectional design restricts causal inference. Future research should employ longitudinal designs to capture dynamic psychological processes and conduct cross-cultural studies to examine the generalizability of the model. Additionally, future studies may explore other personal resources or contextual factors as potential moderators.

6 CONCLUSION

This study develops and validates an integrated model explaining employee performance in the Vietnamese travel industry by combining S–O–R, SET, and JD–R perspectives. The findings show that IM enhances performance through job satisfaction and organizational commitment, while philanthropic resources play a complementary and strengthening role. Specifically, PR not only directly contributes to performance but also amplifies the effectiveness of IM, highlighting the importance of aligning organizational practices with employees' intrinsic humanistic values.

The study contributes to the literature by extending IM research with a value-based perspective and introducing nonprofit-derived constructs into tourism management. From a practical standpoint, it suggests that firms should integrate managerial support with the cultivation of service-oriented values to sustain performance. Future research should address limitations related to sampling and cross-sectional design by employing longitudinal and cross-cultural approaches.

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Authors' Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.