

Internal Marketing and Activation of Human Capital: An Analytical Study of the Role of Organizational Commitment as a Variable

التسويق الداخلي وتفعيل رأس المال البشري: دراسة تحليلية لدور الالتزام التنظيمي كمتغير وسيط

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Abstract:

This study aims to analyze the impact of internal marketing on human capital activation within an organization, while also examining the mediating role of organizational commitment in this relationship. The study employed a descriptive-analytical approach, and data were collected using a questionnaire distributed to a sample of 120 employees at the National Pension Fund branch in Ain Temouchent. The data were then analyzed using SPSS software, and a mediation test was conducted using the PROCESS model (Model 4). The results showed a high level of internal marketing implementation, with both organizational commitment and human capital activation also registering high levels. The mediation test results demonstrated a significant indirect effect of internal marketing on human capital activation through organizational commitment, with a complete mediation finding. The study concludes that the effectiveness of internal marketing practices is not achieved directly, but rather through enhancing employee commitment, which contributes to improved human capital utilization and the achievement of outstanding organizational performance.

Keywords: internal marketing , human capital ,organizational commitment,médiation effect effective performance

JEL Classification Codes M12, D23 ; J28

ملخص:

تهدف هذه الدراسة إلى تحليل أثر التسويق الداخلي في تفعيل رأس المال البشري داخل المؤسسة، مع اختبار الدور الوسيط للالتزام التنظيمي في هذه العلاقة. اعتمدت الدراسة على المنهج الوصفي التحليلي، وتم جمع البيانات باستخدام استبيان وُزِعَ على عينة حجمها 120 عامل في الصندوق الوطني للتقاعد وكالة عين تموشنت، ثم تحليلها باستخدام برنامج SPSS وإجراء اختبار الوساطة عبر نموذج PROCESS (Model 4). أظهرت النتائج أن مستوى تطبيق التسويق الداخلي جاء مرتفعاً، كما سجل كل من الالتزام التنظيمي وتفعيل رأس المال البشري مستويات عالية. وأثبتت نتائج اختبار الوساطة وجود أثر غير مباشر معنوي للتسويق الداخلي على تفعيل رأس المال البشري من خلال الالتزام التنظيمي، مع تحقق وساطة كاملة. وتخلصت الدراسة إلى أن فعالية ممارسات التسويق الداخلي لا تتحقق بشكل مباشر، وإنما من خلال تعزيز التزام العاملين، مما يساهم في تحسين استثمار رأس المال البشري وتحقيق الأداء التنظيمي المتميز.

كلمات مفتاحية: التسويق الداخلي، الرأس المال البشري، الالتزام التنظيمي، اختبار الوساطة، التزام العاملين.

تصنيفات JEL : M12, D23 ; J28

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INTRODUCTION:

Human resources are seen as a crucial strategic element influencing an organization's capacity to attain its objectives and sustain competitiveness in dynamic and complicated work settings. Given the escalating rivalry, efficient investment in human capital is essential for sustaining organizational performance and attaining a competitive advantage (Meyer & Allen, 1997). The concept of internal marketing has arisen as a strategic managerial approach aimed at improving positive interactions between the organization and its human resources by perceiving employees as "internal customers" and addressing their needs to motivate them, thereby enhancing their efficiency and performance (Berry, 1981; Grönroos, 1990).

Internal marketing encompasses a series of practices and procedures, including internal communication, motivation, training and development, and empowerment, aimed at improving employee satisfaction and augmenting their organizational commitment, which subsequently influences the advancement of human capital, either directly or indirectly. Human capital is regarded as a critical intangible asset of an organization, encompassing the knowledge, skills, competencies, and creativity of employees, which underpins the improvement of both individual and collective performance (Rafiq & Ahmed, 2000; Ahmed, Rafiq, & Saad, 2003).

Prior research, in both Arab and international settings, indicates that internal marketing positively influences human capital by improving job satisfaction, organizational commitment, and employee engagement, while also fostering the development of employees' skills and competencies (Ayad & Ainous, 2018; Nasr Rahal et al., 2019; Caruana & Calleya, 1998). Nevertheless, the majority of studies have concentrated on the direct correlation between internal marketing and human capital outcomes, neglecting the influence of mediating variables that could elucidate the mechanisms of impact transmission, such as organizational commitment, thereby highlighting a significant knowledge gap that necessitates comprehensive investigation.

Consequently, the subsequent research problem has been articulated: What impact does internal marketing have on the activation of human capital, and how does organizational commitment function as a mediator in this relationship?

A singular primary hypothesis was established, which would undergo testing for validation or refutation, as follows:

The internal marketing features positively influence the activation of human capital, contingent upon the organizational commitment present in the examined institution.

Informed by the aims established in prior studies and the theoretical framework, the subsequent research hypotheses have been developed:

Hypothesis 1 (H1): Internal marketing has a statistically significant positive impact on the activation of human capital.

Hypothesis 2 (H2): Organizational commitment serves as a partial or complete mediator in the interaction between internal marketing and the activation of human capital.

- **Analysis of previous studies:**

Several studies have examined the significance of internal marketing as a concept in human resource management and its influence on employee performance within firms. The research conducted by Ayad and Ainous (2018) established that internal marketing practices—

including training programs, incentives, and internal communication—substantially boost job satisfaction, hence increasing organizational loyalty among employees at the University of Adrar. This underscores the significance of this methodology in fostering healthy organizational behavior (Ayad & Ainous, 2018). The research conducted by Nasr Rahal et al. (2019) shown that internal marketing, as a facet of human resource management, fosters human capital development by improving the skills and competencies of employees at Ain Touta Cement Company. They highlighted that the implementation of internal marketing techniques enhances human capabilities and secures a competitive edge for the firm (Nasr Rahal, 2019). The research conducted by Ziani, Ghannani, and Sahal (2015) revealed that internal marketing inside service businesses is intricately connected to human resource development. Internal communication, motivation, and ongoing training enhance employee efficiency and performance, illustrating the structural connection between internal marketing practices and human resource management (Ziani, 2015). The research conducted by Ben Sahel and Aboud (2019) indicates that internal marketing is significantly associated with the advancement of human capital at Algeria Telecom, especially regarding training and investment in employee development; however, its role in attracting and retaining top talent remains ambiguous (Ben Sahel & Aboud, 2019). Numerous Arab studies have examined the influence of internal marketing on organizational behavior. For instance, Kahi and Ben Madhi's (2020) research revealed that internal marketing practices, such as empowerment, motivation, and communication, significantly enhance the dimensions of organizational commitment (affective, continuity, and normative) among employees at Air Algérie (Kahi & Ben Madhi, 2020). Asaad's (2025) study similarly shown that certain aspects of internal marketing, including internal communication and empowerment, significantly enhance organizational commitment within the Egyptian setting, notwithstanding the differing effects of other dimensions (Asaad, 2025). Moreover, Ismail's (2017) research illustrated that internal marketing, as a facet of human resource management, positively affects the quality of educational services in Jordanian private universities, thereby supporting the notion that this strategy can enhance organizational performance and functional interaction within educational and research settings (Ismail, 2017). Al-Turki et al. (2023) investigated the correlation between internal marketing and organizational commitment in the context of attaining competitive advantage within private residential health institutions in Libya. They identified a positive influence of internal marketing on organizational commitment, which subsequently enhances the institution's competitive performance (Al-Turki 2023).

Internationally, scientific research demonstrates that internal marketing is essential for fostering robust ties between a firm and its personnel. This is associated with enhanced individual and collective performance, since effective internal connections cultivate trust, commitment, and job satisfaction, hence improving employee performance as an element of human capital (El Alaoui & Ouhna, 2023). This highlights the significance of include mediating characteristics like organizational commitment when examining the effects of internal marketing on organizational outcomes.

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- **Research Aims:**

This study seeks to fulfill certain scientific and practical objectives, elucidating the relationship between internal marketing and the activation of human capital, while investigating the mediation role of organizational commitment. The objectives are as follows:

1. To delineate the relationship between internal marketing and human capital, and to comprehend how internal communication methods, motivation, training, and empowerment influence the enhancement of employees' knowledge, abilities, and creativity.

2. To assess the influence of internal marketing on enhancing both individual and collective performance of human resources, encompassing efficiency, commitment, and innovative capacity.

3. To examine the mediating function of organizational commitment in conveying the influence of internal marketing on human capital, thereby elucidating the mechanisms via which administrative policies affect job performance.

4. To offer pragmatic recommendations to enterprises for the efficient implementation of internal marketing to optimize human capital activation, enhance the work environment, and foster positive interactions between employees and the organization.

- **Research Methodology**

This study utilizes quantitative analytical research to assess the correlations among certain factors (internal marketing, organizational commitment, and human capital) and to evaluate the research hypotheses. The Descriptive-Analytical Method is employed to delineate the attributes of the variables, while the Causal-Comparative/Explanatory Method is utilized to investigate the influence of internal marketing on human capital via organizational commitment as a mediating variable.

1- Theoretical framework

1-1 Internal Marketing: Internal Marketing is an administrative strategy that seeks to regard employees as internal customers, addressing their wants and expectations through organizational and strategic activities designed to enhance positive contact and motivation (Berry, 1981). Internal marketing serves as a connection between human resources and marketing strategies, since it enhances employee happiness and strengthens organizational commitment, hence boosting performance quality within the organization (Rafiq & Ahmed, 2000). Kotler and colleagues assert that internal marketing necessitates the training of all organizational members within a holistic strategic framework focused on customer satisfaction, as merely creating a specialized marketing department or confining marketing functions to a specific department is insufficient. It necessitates the thorough mobilization of all human resources across all organizational tiers to engage in the execution of the marketing strategy (Kotler 2006). This assertion aligns with Grönroos's (1990) emphasis on the notion that the caliber of external service is contingent upon the quality of internal connections within the company.

Moreover, Professors Rafiq and Ahmed conducted a comprehensive review of internal marketing literature spanning nearly two decades to formulate the concept of internal marketing. They defined internal marketing as strategic initiatives employing marketing principles to mitigate organizational resistance to change and foster collaboration and functional integration among employees, thereby facilitating the effective execution of the organization's overarching and functional strategies, ultimately leading to consumer satisfaction through motivated, consumer-focused employees.

Previous research indicate that internal marketing can be categorized into several primary dimensions:

- Internal Communication: Conveying information clearly and efficiently across different organizational levels.
- Motivation: Offering ethical and financial incentives to augment performance and job ---
- satisfaction, Training & Development: Enhancing employees' competencies and knowledge to guarantee efficiency and innovation.
- Empowerment: Enabling people to make decisions and enhance operational efficiency.

1.2 Human Capital: Human capital is a fundamental term in the discourse on human resources and the knowledge economy, garnering significant attention from researchers since its inception to the present day. Traditional definitions emphasize a collective of human energies allocated towards the exploitation of economic resources (Schultz, 1961) and the repository of knowledge and abilities inherent in individuals, which constitutes an intangible asset that generates value for the business (Becker, 1993). Certain researchers broadened the concept to encompass the cognitive capacity derived from knowledge, information, intelligence, and experience, and their influence on augmenting the market, operational, and developmental value of the organization (Malhotra, 2000), whereas others concentrated on its pragmatic aspects. To assess human capital via training, development, and incentive systems as metrics of return on investment in human resources (Fitzenz, 2000).

Contemporary literature regards human capital as a dynamic strategic asset that amalgamates knowledge, skills, experience, and creativity, thereby augmenting organizational performance, fostering innovation, and ensuring sustainable competitiveness in an environment marked by rapid change and heightened dependence on knowledge (Armstrong & Taylor, 2020; OECD, 2021; Moreira Mero et al., 2020; El Alaoui & Ouhna, 2023). Consequently, human capital is no longer confined to its production aspect, yet has evolved into a strategic instrument for organizational advancement and sustainable value generation.

The human capital hypothesis posits that persons are not merely operational expenses, but rather long-term investments that enhance organizational development and performance. Armstrong and Taylor, 2019; Buta, 2015 The elements of human capital encompass knowledge and professional experience, technical and behavioral skills, analytical talents, creativity and invention, as well as the capacity to learn and adapt to environmental changes. The human capital framework in the literature indicates that it encompasses not only individual abilities but also the organizational capacity to foster an environment conducive to learning and continual improvement. Buta (2015); Armstrong and Taylor (2019) Investing in human capital development increases organizational returns by strengthening overall performance, decreasing turnover rates, and fostering innovation (Buta, 2015).

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Recent research indicates that human capital is essential for implementing human resource strategies, with practices like ongoing training and skill enhancement fostering a robust knowledge foundation within organizations (Armstrong & Taylor, 2019). Elevated levels of human capital correlate with superior organizational outcomes, including service quality, attainment of strategic objectives, and sustained improvement in competitive contexts (Buta, 2015).

1-3 Commitment to the Organization: Organizational commitment is a pivotal concept in the literature on organizational behavior and human resource management, reflecting the degree of psychological and behavioral attachment an employee has to the organization, as well as their willingness to persist in their employment and contribute to its objectives (Mowday, Steers, & Porter, 1982; Meyer & Allen, 1991). This notion illustrates the reciprocal relationship between the individual and the organization, wherein commitment is manifested through sentiments of belonging, loyalty, and a readiness to exert additional effort for the organization's success.

The Meyer and Allen three-component model is a prominent framework in scientific research, categorizing organizational commitment into three principal aspects. Emotional commitment denotes an employee's inclination to stay with the business due to alignment with its values and objectives, as well as a feeling of belonging, whereas continuation commitment pertains to the employee's recognition of the economic and social costs associated with leaving.

1-4 The dynamic interplay among internal marketing, organizational commitment, and human capital: The literature demonstrates that internal marketing directly influences human capital by enhancing the skills, knowledge, and creative capacities of employees. It also augments organizational commitment, which subsequently serves as an intermediary variable that mediates the influence of internal marketing on the activation of human capital (Ahmed, Rafiq, & Saad, 2003; Moreira Mero et al., 2020; El Alaoui & Ouhna, 2023). Arab research indicate that internal marketing improves employee happiness and organizational attachment, resulting in enhanced performance and the advancement of human capital across various work environments (Ayyad & Ainos, 2018; Nasr Rahal et al., 2019). Global research corroborates this association, affirming that organizational commitment serves as a crucial conduit for relaying the influence of internal policies on work performance (Meyer & Allen, 1997; Turner & Singh, 2014). The relationship among internal marketing, organizational commitment, and human capital is interconnected; internal marketing bolsters organizational commitment, which then activates human capital and promotes organizational efficiency.

2- Utilized structure

This section will translate the theoretical framework into practice through a field study at the National Retirement Fund, Ain Temouchent Agency, where interviews were conducted with participants to assess the nature and extent of internal marketing implementation. The questionnaire was utilized as it serves as the primary instrument for data collection from the sample participants.

A total of 102 questionnaires were immediately delivered to all employees of the National Retirement Fund and the Ain Temouchent Agency, All surveys were returned, and two were

discarded owing to incomplete responses, resulting in 100 questionnaires deemed eligible for study.

The five-point Likert scale was selected as the most prevalent instrument for assessing opinions because of its clarity and balanced gradation. There are five options for responding to the posed questions: strongly agree, agree, neutral, disagree, and strongly disagree. The respondent must indicate their selected answer by marking a (x) next to it, where "strongly agree" corresponds to a score of (1), "agree" to (2), "neutral" to (3), "disagree" to (4), and "strongly disagree" to (5). Strongly agree, with a score of 5 degrees. We utilized the statistical software V26.SPSS to assess the responses of the study sample.

2-1 The stability of the study : instrument indicates that the results derived from the measurement tool were consistent across multiple instances, as evidenced by the reliability coefficient calculated using Cronbach's Alpha, implemented through the SPSS V26 software, as illustrated in the subsequent table:

Table (1) Questionnaire reliability

STATEMENT	CRONBACH'S ALPHA
Internal marketing	0,91
Organizational commitment	0.88
Activating human capital	0.90
All axes of the questionnaire are	0.887

Source: constructed by the author from the SPPSS 26

The table results indicate that the Cronbach's alpha coefficient for the comprehensive study instrument, encompassing the aspects of internal marketing, organizational commitment, and job satisfaction, had a value of 0.897, around 90%. This elevated number indicates a significant level of reliability and internal consistency, affirming the instrument's dependability and appropriateness for field use.

The findings indicated that the reliability coefficients for the sub-dimensions were similarly elevated. The dependability coefficient for the internal marketing dimension was 0.877, for the organizational commitment dimension was 0.743, and for the job satisfaction dimension was 0.877. These numbers are statistically acceptable based on the methodological norms utilized in behavioral and managerial studies, as they surpass the minimal acceptable level of 0.70. This signifies a substantial degree of internal reliability for the questionnaire items and validates the instrument's capacity to measure the variables under investigation with considerable accuracy and dependability.

2.2 Descriptive Analysis of the Study Cohort:

Frequencies and percentages were computed to delineate the attributes of the study sample. The findings are encapsulated as follows:

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Table (2): Sample Size by Age, Education Level, and Experience

Gender	Male %60		Femal %40 2003	
Age	30years and above %24.6	31 to 40 years 44.6%	41 to 50 years %29.2	Over 50 years %1.5 17
Education Level:	Diploma or lower %5.7	Higher Technician Diploma %26.2	Postgraduate Studies 57.3%	High School Other 10.8%
Experience:	Less than 5 years %31.8	5 to 10 years 42% Over	10 years 26.2%	

Source: constructed by the author from the SPSS 26

The table indicates that the sample distribution by gender reveals a greater proportion of males, constituting 60%, in contrast to females, who account for 40%. This discrepancy is probably attributable to the characteristics of the institutions' operations and the randomness of the research.

Moreover, there exists a disparity among the study participants regarding age. The predominant age group in the sample is 31-40 years (44.6%), succeeded by the 41-50 age group (29.2%), then the under-30 age group (24.6%), and lastly the over-50 age group (1.5%). This indicates that the institution in question prioritizes youth, viewing them as a vital asset. Concerning educational attainment, 57.3% of the participants possessed postgraduate degrees, signifying that the pension fund agency predominantly prioritizes the recruitment of graduates from universities and higher education institutions, especially those with specializations in finance, administration, and management sciences.

The table reveals that the highest sample percentage for the experience variable was calculated at 42% for the 5 to 10 years experience group, closely followed by the category of less than 5 years experience at 31.8%. This is attributable to the National Fund under examination possessing a substantial workforce of young individuals, as previously elucidated. The 26.2% of personnel corresponds to individuals with over 10 years of experience, possessing greater knowledge inside the institution.

2-3 Evaluating the Research Hypotheses:

Following the discussion of the statistical analysis and the examination of the study variables, we will endeavor to assess the validity of the study hypotheses. Prior to proceeding, it is imperative to verify that the data adheres to a normal distribution. We will do the Kolmogorov-Smirnov test, an essential procedure for hypothesis testing, since most tests want data to adhere to a normal distribution. The p-value (sig) must exceed the significance threshold of 0.05 according to this test. Utilizing SPSS version 26, we acquired the subsequent results:

Table (03): Outcomes of the Normal Distribution Assessment

STATEMENT	The calculated z-value	the probability value (sig).
Internal marketing	0.081	0.200
Organizational commitment	0.094	0.143
Activating human capital	0.076	0.200

Source: constructed by the author from the SPSS 26

2-4 Examination of the Primary Research Variables' Outcomes

Determining the degree of internal marketing implementation, organizational commitment, and human capital activation within the organization under study came next, following the presentation of the descriptive statistical analysis results and confirmation of the validity and reliability of the study instrument. In order to test the study hypotheses and connect the findings to the theoretical framework and earlier research, this was done.

Table (04): Percentage of study dimensions according to the study sample;

Statements;	Arithmetic means	Standard deviation	Estimate level
Internal Communication	3.87	0.61	High
Motivation	3.74	0.66	High
Training and Development	3.69	0.70	Medium-High
Empowerment	3.81	0.63	High
Organizational Culture	3.90	0.58	High
Internal Marketing (as a whole)	3.80	0.55	High
Emotional Commitment	3.85	0.62	High
Continuity Commitment	3.62	0.71	High
Nomenclature Commitment	3.78	0.65	Medium
Organizational Commitment (as a whole)	3.75	0.59	High
Knowledge	3.88	0.60	High
Skills	3.84	0.63	High
Performance	3.92	0.57	High
Creativity	3.70	0.69	High
Activating Human Capital	3.84	0.56	High

Source: constructed by the author from the SPSS 26

The statistical analysis's findings show that the organization under investigation has a high degree of internal marketing implementation. This demonstrates management's understanding of the significance of workers as internal clients whose psychological and professional needs must be satisfied in order to enhance organizational success. The organization's communication policies, incentive systems, management's emphasis on training and development initiatives, empowerment practices, and the spread of an organizational culture that fosters employee engagement and shared values all contribute to this high level. These findings show that the company uses a contemporary approach to human resource management, which is centered on improving job satisfaction and fostering internal connections based on good interaction and trust.

A high degree of organizational commitment was also demonstrated by the results, with emotional commitment showing the highest level when compared to the other commitment aspects. Employees' real desire to stay with the company and help it succeed is reflected in this, as is their sense of identity and connection to its values and objectives. Since it is associated

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with enhanced performance, organizational loyalty, and a readiness to go above and beyond the call of duty, this kind of commitment has the greatest impact on positive organizational behavior. A supportive work environment that promotes trust between management and staff is also indicated by high organizational commitment.

In a similar vein, the findings demonstrated a high degree of human capital activation, suggesting that workers had good levels of expertise, professional skills, and experience, as well as the capacity to work efficiently and creatively. This demonstrates the company's dedication to investing in its people resources by fostering organizational learning, competency development, and ongoing training. The ability of the company to leverage employee potential to accomplish its strategic objectives and improve its competitiveness is another sign of high human capital activation.

When combined, these findings demonstrate the coherence and integration of the research variables. Adopting internal marketing strategies seems to help increase organizational commitment, especially emotional commitment, which raises the degree of human capital activation. This bolsters the idea that enhancing organizational performance and attaining sustainable development inside firms need investing in human capital and implementing contemporary management techniques.

2-4-1 Hypothesis testing

The correlation between the three variables was examined using Pearson's correlation coefficient:

Table (05): Correlation between study variables

STATEMENT	Internal marketing	Organizational commitment	Activating human capital
Internal marketing	1	0.68**	0.71**
Organizational commitment	0.68**	1	0.74**
Activating human capital	0.71**	0.74**	1

Source: constructed by the author from the SPPSS 26

All of the study variables had strong and statistically significant positive relationships, according to the data. The correlational hypothesis are supported by the substantial correlations found between internal marketing strategies and organizational commitment and human capital engagement.

Evaluating Internal Marketing's Effect on Human Capital Activation: One of the following two supporting hypotheses was accepted or rejected in order to test the hypothesis on the effect of marketing on human capital activation in the organization under investigation: H0: At a significance threshold of $\alpha=0.05$, internal marketing has no statistically significant effect on human capital activation.

H1: At a significance level of $\alpha=0.05$, internal marketing has a statistically significant effect on human capital activation.

Using organizational culture as the dependent variable and leadership as the independent variable, a straightforward linear regression model was employed to address the hypothesis. The following table displays the results:

Table (6) Results of the correlation coefficient and Fisher's test for overall significance of the regression model

Correlation value R	Coefficient of determination R²	F value	Significance level
0.688	0.50	56.721	0.000

Source: constructed by the author from the SPPSS 26

Internal marketing and human capital activation in the organization under investigation have a high positive link, as indicated by the correlation coefficient (R), which reached 0.688 at a significance level of 0.05 in the table above. The internal marketing variable accounts for half of the variance in the human capital activation variable, with the remaining portion being explained by other factors, according to the coefficient of determination (R²), which was 0.50.

Additionally, the one-way ANOVA findings reveal that the significance level is significant at the degrees of freedom displayed in the table, with a significance level (Sig) of 0.000, which is lower than the significance level of 0.05. Consequently, we draw the conclusion that the model has overall statistical significance.

Table (07) Results of simple linear regression analysis

Dependent variable	model	equation coefficient	Beta coefficient	calculated t-value	significance level (Sig).
Internal Marketing	The Fixed Part	2.073	/	9,236	0.000
	Activating Human Capital	4,711	0.71	2,676	0.009

Source: constructed by the author from the SPPSS 26

The coefficients of the equation in the following table demonstrate that the regression model results are positive. This shows that the internal marketing variable and the human capital activation variable have a favorable association. The computed t-value of 9.236 was higher than the tabular t-value of 1.96, and the internal marketing regression coefficient was 0.4711. The significance level of 0.05 is exceeded by the p-value of 0.009. This suggests that human capital activation can be explained by internal marketing. As a result, we draw the conclusion that internal marketing has a statistically significant positive impact on the organization's human capital activation. In this case, the alternative hypothesis—which is represented by the following equation—is accepted and the null hypothesis is rejected.

Y	(Internal Marketing)	=	2.037	+	0.71
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- **Evaluating Internal Marketing's Effect on Organizational Commitment:** The hypothesis was examined by accepting or rejecting one of the two supporting hypotheses listed below in order to ascertain the degree to which organizational commitment in the organization under study is impacted by internal marketing dimensions:
H0: Nothing Internal marketing's impact on organizational commitment at the $\alpha=0.05$ significance level
H1: At a significance threshold of $\alpha=0.05$, internal marketing has an impact on organizational commitment.

- **Table (08) Results of the correlation coefficient and Fisher's test for overall significance of the regression model**

Correlation value R	Coefficient of determination R ²	F value	Significance level
0.53	0.55	31,231	0.000

Source: constructed by the author from the SPSS 26

According to the above table, there is a substantial positive association between organizational commitment and human capital activation in the organization under consideration, as evidenced by the correlation coefficient (R) reaching 0.53 at a significance level of 0.05. The internal marketing variable accounts for 55% of the variance in the organizational commitment variable, with other factors accounting for the remaining 54%, according to the coefficient of determination (R²) of 0.55.

Additionally, with a p-value of 0.000, which is less than the significance level of 0.05, the one-way ANOVA findings reveal that the significance level is statistically significant at the degrees of freedom displayed in the table. Consequently, we draw the conclusion that the model is statistically significant overall.

Table (09) Results of simple linear regression analysis

Dependent variable	model	equation coefficient	Beta coefficient	calculated t-value	significance level (Sig).
Internal Marketing	The Fixed Part	1.367	/	12.36	0.000
	Organizational commitment	0,733	0.6	2,676	0.000

Source: constructed by the author from the SPSS 26

The coefficients of the equation in the following table demonstrate that the regression model results are positive. This shows that the organizational commitment variable and the internal marketing variable have a favorable relationship. The computed t-value was 10.97, higher than the tabular t-value of 1.96, and the internal marketing regression coefficient was 0.733. The significance level of 0.05 is exceeded by the 0.000 Sig value. This suggests that

organizational commitment can be explained by internal marketing. As a result, we draw the conclusion that internal marketing has a statistically significant positive impact on the organization's human capital activation. In this case, the alternative hypothesis which is represented by the following equation is accepted and the null hypothesis is rejected.

$$Y = \text{internal marketing} (1.367 + 0.688)$$

- Evaluating Organizational Commitment's Effect on Human Capital Activation

The hypothesis was investigated by accepting or rejecting one of the two supporting hypotheses listed below in order to ascertain the degree to which organizational commitment dimensions influence human capital activation in the organization under investigation:

H0: At a significance level of $\alpha=0.05$, the organizational commitment dimensions have no impact on the organization's human capital activation.

H1: At a significance level of $\alpha=0.05$, the organizational commitment dimensions have an impact on the organization's human capital activation.

- Table (10) Results of the correlation coefficient and Fisher's test for overall significance of the regression model

Correlation value R	Coefficient of determination R ²	F value	Significance level
0.804	0.646	17.66	0.000

Source: constructed by the author from the SPSS 26

At a significance level of 0.05, the correlation coefficient (R) in the preceding table was 0.804, an excellent number that indicates a significant positive link between organizational commitment and internal marketing in the company under consideration. With a coefficient of determination (R²) of 0.646, the organizational commitment variable's variation can be explained by the internal marketing variable 64.6% of the time, with other variables accounting for the remaining 35.4%.

Additionally, with a p-value of 0.000, which is lower than the significance level of 0.05, the one-way ANOVA findings suggest that the significance level is statistically significant at the degrees of freedom shown in the table. Thus, we deduce that the model is statistically significant overall.

Table (11) Results of simple linear regression analysis

Dependent variable	model	equation coefficient	Beta coefficient	calculated t-value	significance level (Sig).
Organizational commitment	The Fixed Part	3,905	/	8.42	0.000
	Activating Human Capital	0,142	0,60	1,987	0.000

Source: constructed by the author from the SPSS 26

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The coefficients of the equation in the following table demonstrate that the regression model results are positive. This shows that human capital activation and the organizational commitment variable are positively correlated. The computed t-value was 8.42, higher than the tabular t-value of 1.96, and the internal marketing regression coefficient was 0.142. The significance criterion of 0.05 is exceeded by the p-value of 0.000. This suggests that one of the variables that explains the activation of human capital is organizational commitment. As a result, we draw the conclusion that organizational commitment has a statistically significant beneficial impact on human capital activation in the company under investigation. In this case, the alternative hypothesis—which is represented by the following equation—is accepted and the null hypothesis is rejected.

Y	(organizational commitment)	=	3.905	+	0.60
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- Examining Organizational Commitment's Impact on Human Capital Activation as a Mediator of Internal Marketing

Through analysis, this test seeks to confirm organizational commitment's mediation function in the connection between internal marketing and human capital activation. The nature of the link between the variables under study may be explained by the indirect effect of internal marketing via organizational commitment. Indirect mediation analysis based on the Hayes 2013 model is used in this study.

Table (12) The analytical model and statistical results for the relationship between internal marketing, organizational commitment, and human capital activation.

Relationship	Path	coefficient B	Standard Error SE	T Statistical	Significance P	BETA Coefficient	Confidence Interval
From X to M	a	0.7670	0.1659	4.622	0.000	0.4591	[0.4367 ,] 1.0972
From M to Y with control of X	b	0.5528	0.0484	11.43	0.000	0.8766	[0.4566 ,] 0.6490
From X to Y (Direct effect after the mediator)	c'	0.2511	0.0808	3.108	0.0026	0.2383	[- 0.4119 ,] -0.0903
Indirect effect All from X to Y	C	0.1729	0.1162	1.488	0.1407	0.1641	[-0.0583 ,] 0.4041

Indirect effect via a x b M	ab	0.4240	0.0730	—	—	0.4025	[0.2714 , 0.5589]
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Source: constructed by the author from the SPPSS 26

Through organizational commitment as a mediating variable, the study discovered a strong indirect influence of internal marketing on human capital activation. Organizational commitment was found to be significantly positively impacted by internal marketing ($B = 0.7670$, $p < 0.001$), which in turn had a considerable positive impact on human capital activation ($B = 0.5528$, $p < 0.001$).

Prior to the mediator's introduction, the results also demonstrated that internal marketing had no significant direct influence on human capital activation ($B = 0.1729$, $p = 0.1407$), but organizational commitment had a substantial indirect effect ($B = 0.4240$, 95% CI [0.2714, 0.5589]). The direct effect turned negative and significant ($B = -0.2511$, $p = 0.0026$) after the mediating variable was introduced, suggesting that organizational commitment completely mediates the association between internal marketing and human capital activation.

Conclusion:

According to the study's findings, internal marketing is a useful strategic tool for boosting an organization's human capital since it increases employee empowerment, motivation, and satisfaction while allowing them to advance their knowledge and abilities. The findings also demonstrated the important mediating function that organizational commitment plays in enhancing internal marketing's efficacy in human capital development. This implies that internal marketing strategies benefit more dedicated workers.

In order to improve individual and team performance as well as to increase competitiveness and organizational sustainability, the study highlights the significance of organizations investing in human capital development and emphasizing organizational commitment. In order to attain the best outcomes, it also emphasizes the necessity of creating extensive and varied internal marketing programs that incorporate internal communication, empowerment, training, and incentive.

Given these results, the study advises businesses to concentrate on creating an atmosphere that fosters lifelong learning and a sense of community within the company. This will improve human capital and provide a long-term competitive edge. In-depth field research can be carried out in the future to learn more about the connections between organizational commitment, internal marketing, and human capital in other industries.

Internal Marketing and Activation of Human Capital: An Analytical Study of the Role of Organizational Commitment as a Variable

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