THE EFFECT OF PERSON-JOB FIT, PERSON-ORGANIZATION FIT AND PERSON-GROUP FIT ON MARKETING ORIENTATION IN VIETNAM TOURISM

ẢNH HƯỞNG GIỮA NHÂN SỰ VỚI CÔNG VIỆC, NHÂN SỰ VỚI TỔ CHỨC VÀ NHÂN SỰ - NHÓM NHÂN SỰ TRONG ĐỊNH HƯỚNG TIẾP THỊ DU LỊCH VIỆT NAM

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ABSTRACT: *The objectives of the study were to examine effects of person - organization fit, person-group fit, person-job fit, on internal communication, and market orientation in the Vietnam tourism sector. An internal marketing model was developed from a literature review. This paper embedded the resulting model into a quantitative method. The research used a survey design. A questionnaire was used as the research instrument. A sample of 400 individuals was drawn from tourism and hospitality organizations in Vietnam. The data were collected via personal questionnaires. Structural equation modeling was used for data analysis since the proposed model is a simultaneous system of equations having latent constructs and multiple indicators. Quantitative data were analyzed using statistical techniques, including confirmatory factor analysis, and structural equation modeling. The results found that the person-organization fit, person-group fit, person-job fit have positively related to internal communication. Also, there was significant effect of the internal communication on the market orientation.*

Keywords*: Person-Job fit, person-organization Fit, person-group Fit, internal communication, market orientation, structural equation modeling.*

TÓM TẮT: *Mục đích của nghiên cứu là khảo sát ảnh hưởng sự phù hợp giữa nhân sự với tổ chức, giữa nhân sự - nhóm nhân sự, giữa nhân sự với công tác truyền thông nội bộ và định hướng thị trường du lịch tại Việt Nam. Mô hình tiếp thị nội bộ được phát triển từ việc tổng hợp và xem xét các tài liệu nghiên cứu. Kết quả bài báo sử dụng phương pháp nghiên cứa định lượng với 400 phiếu khảo sát điều tra từ các cá nhân và tổ chức du lịch ở Việt Nam. Dữ liệu được thu thập thông qua bảng câu hỏi cá nhân. Mô hình phương trình cấu trúc được sử dụng để phân tích dữ liệu bởi đây là mô hình hệ thống đồng thời các phương trình có cấu trúc tiềm ẩn và nhiều chỉ số. Dữ liệu định lượng được phân tích bằng cách sử dụng các kỹ thuật thống kê gồm phân tích nhân tố xác nhận và mô hình phương trình cấu trúc. Kết quả cho thấy sự phù hợp giữa nhân sự với tổ chức, sự phù hợp với nhóm nhân sự, sự phù hợp giữa nhân sự với công việc có liên quan tích cực đến truyền thông nội bộ. Ngoài ra, truyền thông nội bộ tác động đáng kể đến việc định hướng thị trường.*

Từ khóa: *Nhân lực, công việc, nhóm nhân lực, nhân lực - tổ chức, truyền thông nội bộ, định hướng thị trường, mô hình cấu trúc tuyến tính*

1. INTRODUCTION

The internal marketing construct has been widely adopted among marketing scholars [1]. Still, research suggested variations in internal market orientation (IMO) practices [2]. For instance, Ahmed et al. (2003) [1] indicated IMOs consist of three dimensions, top management support, business process support and cross-functional coordination mixes. Also, Lings & Greenley (2005) [3] argued that IMOs encompass internal information generation, information dissemination, and response information. A few studies investigated and found the mediating role of internal communication in the IMO and market orientation (MO) relationship. Additionally, person-environment fit theory has been widely explored [4].

Vietnam has been recognized as an emerging economy with a significant and growing tourism market [5]. The country has undergone radical economic reform since 1986 [6], turning since the 2000s into an emerging low-cost destination for international tourists. Besides this significant increase in international arrivals, Vietnam has a population of 93 million people, with one in every three residents travelling domestically in 2016 as reported by the Vietnam National Administration of Tourism. This made for a total of 25 million domestic travelers that year [7]. While the significance of this huge domestic market is ignored by government policy, planning, and promotion efforts, there has been some attention paid to the emergence of domestic tourism in Vietnam in the literature [8] . Therefore, the objectives of the study are to examine a model of the internal marketing indicators, to determine the factors of service management, and to investigate the effect of internal communication on market orientation in the Vietnam tourism sector.

2. CONCEPTUAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

The marketing literature has indicated that the adoption of a marketing concept is the foundation of successful performance. The marketing concept is a distinct business philosophy that puts the customer in the center of the firm's thinking about strategy and operation [9]. It has three pillars, customer philosophy, goal attainment and an integrated marketing organization. Likewise, Kohli & Jaworski (1990) [10] indicated that while a marketing concept is defined as a philosophy that guides the allocation of resources and formulation of strategies for an organization, market orientation (MO) is considered to be an activity involved in the implementation of a marketing concept. Additionally, Kohli & Jaworski (1993) [11] offered that market orientation refers to three core aspects, generation of market intelligence, dissemination of this intelligence and organization-wide responsiveness to it. The definition of [12] complements this. There are three behavioral components (customer orientation, competitor orientation, interfunctional co-ordination) and two decision criteria (long-term focus, profit objective). Based on the scales of Narver and Slater (1990) [12], a comprehensive measure of market orientation includes interfunctional coordination, profit emphasis, competitor orientation, customer orientation and responsiveness dimensions.

A number of studies have widely applied the MO concept to organizational human resources [13]. The concept of an internal marketing was introduced by Berry, Hensel, &

Burke (1976) [14] in the context of a service industry to address the problem of inconsistent service quality. Early work by Tansuhaj, Randall, & McCullough (1988) [15] asserted that internal marketing needed to be firmly associated with external marketing to achieve organizational effectiveness. Internal marketing (IM) refers to the human resource components such as recruitment, training and development of employees and employers in an organization (Lings, 2004) [16]. Similarly, internal marketing are the tasks associated with successfully hiring, training, and motivating of employees to serve customers well External marketing has been defined as information that is generated and disseminated with an associated market response. Another study on

this topic by Lings & Greenley (2010) [17] suggested that the internal market orientation has an effect on market-oriented behaviours. As, Lings (2009) [18] discussed the effect of IMO on organizational performance through MO. Moreover, Ahmed et al. (2003) [1] considered the mediating role of organizational competencies in an internal marketing orientation. Very recent research Boukis, Gounaris, & Lings (2017) [19] showed the association of internal and external marketing activities, employees and customer satisfaction (Boukis & Gounaris, 2014) [20].

On the basis of the literature discussed above (Ahmed et al., 2003 [1]; Lings, 2009 [18]; Boukis et al., 2017 [19]), the IMO model is depicted as shown in Figure 1.
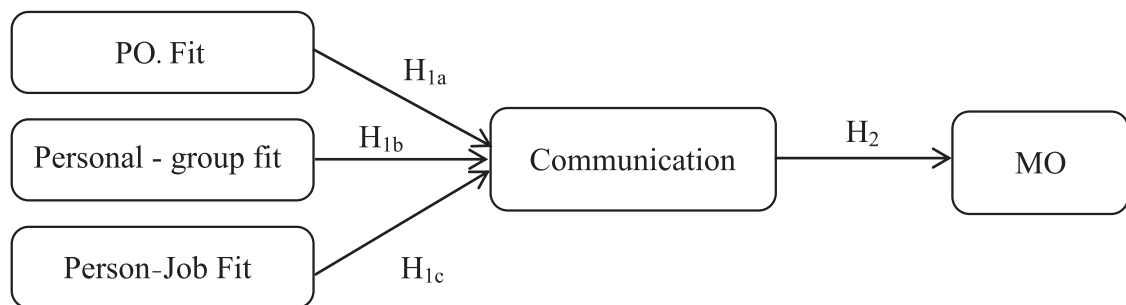

Figure 1. IMO model

3. THE HYPOTHESES

An IMO construct included internal market intelligence generation, internal communication, and response to intelligence dimensions. The internal communication component is the most important for the cross-functional coordination dimension in IMO (Ahmed et al., 2003 [1]; Boukis et al. 2017 [19]) considered that IMO has an influence on employee-organization fit, employee-job fit, and employee-supervisor fit and employee patronage [4]. There have been positive linkages between P-J fit, P-O fit and P-G fit

factors [21]. Thus a hypothesis can be proposed as follows:

H_{1a}: There is a positive relationship between P-O fit and internal communication.

H_{1b}: There is a positive relationship between P-G fit and internal communication.

H_{1c}: There is a positive relationship between P-J fit and internal communication.

The antecedents of MO include IMO and organization systems (Lings & Greenley, 2009) [18]. Thus a hypothesis can be established as the following:

H$_2$: There is a positive relationship between internal communication and market orientation.

4. METHODOLOGY

The proposed research design employed a quantitative approach. It included a two-stage process. The first stage was a pilot study (i.e., pretesting questionnaire items) with undergraduate business students conducting data collection at Udon Thani Rajabhat University. Additionally, the cross-section survey design of this investigation into IMO attributes necessitated uncovering the variables of interest and their relationships. This required a large-scale field study.

4.1. The Sample and Data Collection

The focus of this survey research was on scrutinizing the link of IMO and MO dimensions. The target population included such information as sampling elements, sampling unit, and area of coverage. The target of this study referred to the population of Quang Binh Province. The sampling technique used in this paper was a random probability sampling since this was the simplest method of drawing a probability sample. Data collection involved a survey of 400 employees with hard copy questionnaires in November 2016.

4.2. Measures

A preliminary list of measurement items was generated from the review of the literature related to IMO (Lings, 2009 [18]; Boukis et al., 2017) [19], MO (Jaworski and Kohli, 1993 [22]; Wang, Chen, & Chen, 2012 [23]). The items were measured using established scales, with response options anchored at 'strongly disagree' (1), and 'strongly agree' (7), (see Table 1).

Table 1. The study's measures

Measures	Loadings	t-values
Job-fit (adapted from [21])		
I feel comfortable in my job in the sense that I am able to perform the job well.	.88	7.97**
My company hires people who are qualified to do their jobs.	.93	6.00**
My company gives me the tools and equipment that I need to perform my job well.	.81	9.09**
I spend a lot of time in my job trying to resolve problems over which I have little control.	.92	6.63**
I have the freedom in my job to truly satisfy my customers' needs.	.79	9.13**
Person-Organization fit (adapted from [24])		
In our company, we try to set specific quality of service goals.	.70	8.08**
Our company effectively uses automation to achieve consistency in serving customers.	.84	4.92**
Programs are in place in our company to improve operating procedures to provide consistent service.	.62	8.65**
What my customers want me to do and what management wants me to do are usually the same thing.	.29	9.82**

My company and I have the same ideas about how my job should be performed.	.55	9.07**
Market Orientation (adapted [22])		
We regularly collect information about customer / market needs and wants.	.61	4.14**
We disseminate market info/intelligence across functions in the organization.	.91	5.70**
We concern about the responsiveness to information	.74	8.65**
Person-Group fit [25]		
I feel that I am part of a team in my branch or organizational unit.	.48	9.13**
Everyone in my branch or organizational unit contributes to a team effort in servicing customers.	.60	8.53**
I feel a sense of responsibility to help my fellow employees do their jobs well.	.80	5.58**
My fellow employees and I cooperate more often than we compete.	.74	6.64**
Internal Communication (adapted from [1])		
The managers in our company frequently have face-to-face interactions with customer-contact personnel.	.75	2.03*
The primary means of communication in our company between contact personnel and upper level managers is through memos.	.60	4.56**
Employees interact with operations people to discuss the level of service the company can deliver to customers.	.20	9.90**

Significance *p<.05, **p<.01

5. FINDINGS

5.1. Measurement model

The constructs of reliability and validity were examined using confirmatory factor analysis. The goodness-of-fit index (GFI), the root mean square error of approximation (RMSEA), the adjusted goodness-of-fit index (AGFI), and the normed fit index (NFI) were used. The IMO model demonstrated a good fit: $\chi^2 = 232.60$ (df =155), p-value (0.00005), RMSEA (0.05), GFI (0.90) normed fit index (NFI) = 0.91. These values were within the recommended criteria.

The composite reliability values for each of the IMO dimensions are shown in Table 2. This reveals that the composite reliability score for each dimension was satisfied (.89, .75, .68, .85, 67). Additionally, the Cronbach's alpha values for each of the IMO dimensions are shown in Table 3. All of them were greater than 0.60. Thus, all of the composite reliability values demonstrated a high level of internal consistency in measuring a given factor. Additionally, the result was that the variance extracted estimates were all a greater than .50 (.62, .54, .47, .59, .36) [26].

In addition to the reliability test, convergent validity was demonstrated when various instruments were used to measure the same construct. The scores from these instruments were strongly correlated. Convergent validity can be assessed by reviewing the *t*-test for the factor loadings (greater than twice their standard error). The *t*-test for each indicator loading is shown in Table 1. The results of this analysis demonstrated a high convergent validity because all t-values were significant at =.01.

Table 2. Reliability and validity of IMO dimensions

Factors	Cr.	Ave.	Cronbach's Alpha
Job-fit	.89	.62	.94
PO-fit	.75	.54	.76
Market Orientation	.68	.47	.87
person-group fit	.85	.59	.77
Internal Communication	.67	.36	.47

5.2. Structural equation model

Structural Equation Model or SEM is a well-known tool used for data analysis, especially when the proposed model contains multiple equations of latent constructs and multiple indicators. It is also a solid methodology for assessing reliability and validity in marketing and behavioral research. SEM was primarily used for data analysis since the proposed model was a simultaneous system of equations having latent constructs (unobservable variables) and multiple indicators, was a powerful methodology for assessing validity and reliability of marketing constructs [27]. In LISREL programming, an important consideration was to demonstrate that the model is properly identified. Quantitative data was analyzed using multivariate statistical techniques, i.e., structural equation modeling.

The analysis began with the calculation of the mean and standard deviation for each unweighted interval scale. A substantial portion of the variance in the IMO was explained by the model. The model closely fit the data with a x^2 (155) value of 207.07 (p<0.01). However, the ratio of x^2 and degrees of freedom was 1.83

(207.07/113), with a GFI value of 0.92, an AGFI value of 0.89, CFI value of 0.97 and RMSEA value of 0.05. Therefore, the IMO model can be considered acceptable.

The results of the hypothesis testing are provided in Table 3, along with parameter estimates, their corresponding t-values, and the fit statistics. As shown in Table 3, the $H_{1a,b,c}$, H_2 hypotheses were supported. $H_{1a,c}$ suggested that there are positive relationships between PO-fit, person-job fit, and internal communication (γ_{11} = 0.499, p<0.01, γ_{13} = 0.239, p<0.01). Whereas a positive relationship between internal commitment and person-group fit was not significant (γ_{12} = 0.118, p>0.05). Thus the H_{1b} hypothesis was not supported. Additionally, H_2 predicted a positive relationship between internal communication and market orientation that was supported (β_{11} = 0.137, p<0.05).

On the basis of these findings, we concluded that although internal communication plays a significant mediating role in IMO tourism in Vietnam, the role of person-organization fit and person-job fit in this context remains quite strong. The result summary of hypotheses testing of the proposed model was illustrated in Figure 2.

Table 3. Hypothesis testing for IMO

Hypothesized Paths	Standardized Coefficients	t-value	p-value
H_{1a} PO fit → Communication	0.499	6.83**	0.001
H_{1b} person-group fit → Communication	0.118	1.60	0.11
H_{1c} Person-Job fit → Communication	0.239	4.59**	0.001
H_2 Communication → MO	0.137	2.14*	0.03
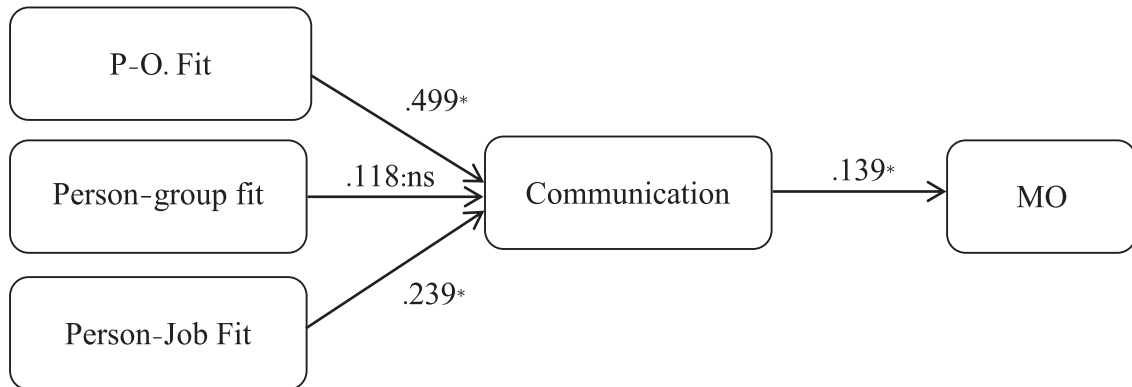
Figure 2. Estimates of the IMO model

6. CONCLUSION AND DISCUSSION

The purposes of the study were to examine the model of internal marketing factor which comprises P-O fit, P-G fit and P-J fit, to determine the factors of the service management, and to investigate the effect of communication on MO in the Vietnam tourism sector. The results of the model demonstrated the roles of IMO & MO in tourism organizations. Specifically, the results confirm the findings of previous researchers who investigated the influence of IMO on MO in other contexts (Lings & Greenley, 2010) [17]. Specifically, these support assertions that internal communication was influenced by P-O fit (H_{1a}), by P-J (H_{1c}) and that IMO impacts MO (H_2). More specifically, $H_{1a,c}$ was that the positive relationships between P-O fit, P-J fit and communication were supported. These findings are consistent with the research of Lings & Greenley (2009) [18] and [20]. H_2, that there was a positive relationship between communication and market orientation was supported. This findings is consistent with the work of Tortosa, Llorens-Monzonis, & Moliner (2015) [28]. One explanation for these findings might be that MO effectiveness may be based on organizational competence [17]. However, H_{1b} was not supported. This rationale probably that the relationships between P-G fit and communication was mediated by organizational commitment and empowerment [24].

7. FUTURE RESEARCH IMPLICATIONS

7.1. Research implications

From a research perspective, although the proposed model in this study contains no organizational performance in the form of profit, customer satisfaction or loyalty, customer equity, it would be interesting to relate this model to such measures.

7.2. Managerial implications

From a managerial perspective, these results provide initial empirical evidence of the importance of implementing IMO strategies. This suggests that employees evaluate IMO along three dimensions, P-O fit, P-G fit and P-J fit. Tourism managers cannot be selective in implementing certain service quality practices since all subcomponents serve as building blocks of one concept. However, managers should pay more attention to internal communication for developing favorable firm performance. Specifically, they should emphasize clear and complete explanations provided by the staff about their activities, efficiency, and their ability to communicate with each other.

Providing for IMO for managers should be a top priority for tourism managers. They need to find which of the many employees' needs and wants signal organizational effectiveness.

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