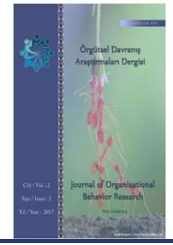




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MEASUREMENT OF INTERNAL MARKETING INGREDIENTS AT GARMENT ENTERPRISES IN THAI NGUYEN PROVINCE

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ABSTRACT

The goal of internal marketing is to satisfy internal customers and retain employees. When internal customers are satisfied, they will become more loyal and committed to the company. Internal customers will be ready to serve to satisfy and create loyalty of customers outside the business. Thus, internal marketing needs to be done before doing external marketing. The function of internal marketing is that the internal communication between the business and its employees must function effectively before the business can succeed in realizing its goals in relation to the external market. This study aimed to measure the internal marketing components at garment enterprises in Thai Nguyen province. The data was collected from the survey results of officials and employees at garment enterprises in the province. The data were processed by the statistical software SPSS 22.0, the scale was tested by Cronbach Alpha coefficient and the exploratory factor analysis (EFA) model. As a result, there are seven internal marketing components at garment enterprises in Thai Nguyen province, including motivation and reward system, internal communications, staff selection, recruitment, staff training and development, support system, and employee empowerment.

Keywords: Measurement, Internal marketing, Garment enterprises, Garment industry, Thai Nguyen province

INTRODUCTION

In any business, internal and external marketing are essential (Hoseini & Haghighi, 2020). Due to the complex and specific nature of the manufacturing industry, relationship marketing, especially internal marketing, becomes very important.

In fact, in Vietnam, garment enterprises due to limitations on the scale of business operations, management experience is based on practice mainly the ability to set up a marketing department occurs only in a few large-scale enterprises. So, in the recent period, managers have not paid enough attention to marketing, especially the implementation of mixed internal marketing activities. Some successful businesses are only interested in external marketing such as customers, the public, suppliers, etc. but have not realized the internal marketing role, so the source of business talent leaves because the business does not implement it. Attractive measures to attract and retain them, even managers forget about this internal marketing activity.

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Currently, there are 39 garment enterprises in Thai Nguyen province [Thai Nguyen Provincial Statistics Office (2016-2020)]. With such business characteristics, these enterprises use a large direct labor force, with unequal education levels, mainly at low levels. Manual work, stereotypes as required. Therefore, employees themselves have certain barriers such as lack of commitment to work with the enterprise, poor skills in handling obstacles for work, psychology of "job hopping", competitive factors at work (Fakhri *et al.*, 2020). So, they only work for a short time and automatically quit. This causes many difficulties for garment enterprises to find alternative labor sources, costly recruitment costs, especially creating disturbances in resolving policies for employees, and creating pressures on employees. Enterprises cannot conduct marketing outside the scale and methodically, internal marketing activities become more important and real than marketing outside the business, and businesses that apply internal marketing well will achieve business success. [Thai Nguyen Provincial Business Association (2016-2020). Van Tuan, *et al.* (2021) mentioned the strategy of marketing in the competitive context, and Dat *et al.* (2020) mentioned quality standards for business management. Hang *et al.* (2020) mentioned there is risk in business and need to manage. Also, Hang and Huy (2021) specified business in industries including garment can receive supports from banks. Then, Huy *et al.* (2021) mentioned we need to train workers for EVFTA. In addition, information system of companies need to be improved (Huy & Hang, 2021). Beside, Tinh *et al.* (2021) stated research skills needed for laborers and students to work. And this is conditions to prepare for human resource qualified (ThiHoa *et al.*, 2021). Last but not least, Hac *et al.* (2021) said that banks need to support companies more to develop sustainably.

Theoretical Basis

Based on previous studies on the content of internal marketing measurement components in enterprises, the author applied the research and built a theoretical basis with the following specific components:

The first is the "Motivation and reward" component. Today, several organizations realize that the motivation of employees also requires certain respect between employees and management. This respect can be observed as the involvement of employees in decisions that affect them, listening to employees, and implementing their suggestions when appropriate (Foreman & Money, 1995). Performance assessment and reward indicators are identified and that is why the relationship between employees and customers is significantly improved (Imankhan & Charakdar, 2013).

H1: The component "Motivation and reward system" has a positive effect on employee satisfaction when enterprises conduct internal marketing in garment enterprises.

The Second is the "Internal Communication" component. Internal marketing communication can be both horizontal and vertical. Vertical communication is downward from employees to management or from management to employees. One of the functional boundaries within an organization is horizontal communication. According to Aeeni *et al.* (2013), how to apply communication mechanisms is the principle to improve the knowledge, skills, and awareness of employees in their work. David Ballantyne (1997) identified the importance of communication to measure internal marketing including leadership style in providing information for employees, facing any difficulties in carrying out tasks, employees know to whom they will report. Studies have noted a positive association between internal communications and the



outcomes of job satisfaction (Sousa *et al.*, 2018).

H2: The component "Internal communication" has a positive effect on employees' satisfaction when enterprises conduct internal marketing in garment enterprises.

The third is the "Employee Selection" component. The goal of effective selection is to match individual features (experience, ability, etc.) with the requirements of the job. When management fails to get the right fit, both the employee and the organization suffer. The clear objective of the selection process is to select individuals with the skills, knowledge, and abilities to do tasks for the success of the organization. Managers must strive throughout the recruitment process to find those who have the experience, ability, and drive to work, and also have an organization-consistent value system (Chang & Chang, 2007).

H3: The component "Selection of employees" has a positive effect on employees' satisfaction when enterprises conduct internal marketing in garment enterprises.

The Fourth is the component "Recruitment of employees". Employee selection is the process of selecting people who are suitable for the nature and requirements of each job. Employee selection is the decisive stage for the quality of employee recruitment in the enterprise (Che, *et al.*, 2007). Therefore, it is important to choose the right people before trying to retain them, the company should find the right group of employees before keeping them (Ahmed & Rafiq, 2003). Therefore, effective recruitment is a key step in internal marketing adoption.

H4: The component "Recruitment of employees" has a positive effect on employees' satisfaction when enterprises conduct internal marketing in garment enterprises.

The Fifth is the component "Training and developing employees". Employees should be trained and developed in such a way that they can understand the goals of the organization so that they can perform their tasks to the best of their ability. Among the internal marketing definitions mentioned is that the business focuses on training in addition to focusing on customers (Hernandez-Diaz, *et al.*, 2017). Statistical analyzes of data show a positive relationship between training and development programs and salesperson motivation (Hernandez-Diaz *et al.*, 2017). Training evolves from training to ready-to-use, scripted activities that are the necessary ingredients to get employees to the right skillset (Ong'unya *et al.*, 2019).

H5: The component "Training and developing employees" has a positive effect on employees' satisfaction when enterprises conduct internal marketing in garment enterprises.

The sixth is the "Support System" component. Businesses use information technology to gain and maintain a competitive advantage (Kale, 2007). Supporting the workforce by creating communication support systems and transmitting information is of fundamental importance (Dunmore, 2002). There is a positive impact of internal marketing on the perceived value of internal customers. Organized efforts and efforts of managers can assist employees to overcome organizational obstacles and throughout the organization to motivate them with internal marketing activities (Ong'unya *et al.*, 2019).

H6: The component "Support system" has a positive effect on employees' satisfaction when enterprises conduct internal marketing in garment enterprises.



The seventh is the component “Working environment”. Creating a healthy work environment without excessive stress requires recognition of the realities of the current environment, clear behavioral standards and expectations, and structures and systems to make sure that organizational changes are long-lasting and are a means of evaluating them. Companies always ensure the continuous evaluation of the working environment for their employees. An important internal marketing tool that attempts to create symbolic changes that emphasize organizational safety is implementing safety awareness programs, including activities such as: (1) identify and communicate job hazards, (2) a safety incentive program for rewarding workers for committing to the safety goals, and (3) establishing a safety management system through skills and education training (Ahmed & Rafiq, 2003).

H7: The component “Working environment” has a positive effect on employees' satisfaction when enterprises conduct internal marketing in garment enterprises.

The eighth is the “Empowerment” component. Empowering employees in their jobs is directly related to their satisfaction. Empowerment is one of the non-monetary motivational tools that can fulfill an employee's intrinsic mission. Al-Dmour *et al.*, 2012 found that managers use internal marketing to motivate employees to render the best service to customers (Al-Dmour *et al.*, 2012). Empowerment as an aspect of internal marketing means authorizing and allowing employees to act, behave, think, and make decisions to get work done (Ahmed & Rafiq, 2003).

H8: The component “empowerment” has a positive effect on employees' satisfaction when enterprises conduct internal marketing in garment enterprises.

MATERIALS AND METHODS

Theory Model

The theoretical model in the present study is built based on the research results of related studies. The model includes internal marketing components in the enterprise which are: Motivation and reward system (Quality), Internal communication (TT), Employee selection (LC), Employee recruitment (TD), Employee Training and Development (DT), Support System (HT), Work Environment (MT), Empowerment (TQ), the model can be represented as follows:

$$IM = \beta_0 + \beta_1\text{DL} + \beta_2\text{TT} + \beta_3\text{LC} + \beta_4\text{TD} + \beta_5\text{DT} + \beta_6\text{HT} + \beta_7\text{MT} + \beta_8\text{TQ} + U_i \quad (1)$$

Inside:

IM is internal marketing in garment enterprises in Thai Nguyen province

DL is the motivation and reward system

TT is internal communication

LC is employee selection

TD is recruiting staff

DT is training, developing employees

HT is the support system

MT is the working environment

TQ is the empowerment of employees.

U_i is random error

In this study, the author collects primary data through interviews with officials and employees at garment enterprises in Thai Nguyen province. The questionnaire was developed by the author based on the past research studies and opinions of experts in which to evaluate the internal marketing components used in the research, the author used a 5-point Likert scale on a scale from 1 to 5 as follows: 1-Strongly disagree; 2- Disagree; 3- Wondering; 4-Agree; 5-Strongly agree

Research Data

The present study aimed to evaluate the internal marketing component of garment enterprises in Thai Nguyen province.

+ In the best case of regression analysis, according to Tabachnick and Fidell (2012), the sample size must be guaranteed according to the formula:

$$n = 8 \times m + 50 \quad (2)$$

where, n is the sample size, and m is the independent variable in the model.

Thus, with the regression analysis of this study, the sample size is

$$n = 8 \times 8 + 50 = 114 \text{ (persons)} \quad (3)$$

+ In case the exact number of elements of the population (N) is known, the sample size (n) can be calculated by Slovin (1960) formula: (Slovin, 1960).

Where n is the sample size; N is the total; and e is the standard error.

$$n = \frac{N}{1 + \varepsilon^2 N} \quad (4)$$

Trong đó:

n is the sample size.

N is the total (21.302 persons)

ε is standard error (take the approximate value 0,05)

Applying the above formula to calculate $n = 392,6 \approx 393$ (persons)

+ For exploratory factor analysis (EFA): According to Hair *et al.* (1998), for EFA analysis, the minimum sample size must be 50, preferably 100. There are two ways to choose the sample rate. An analytic variable is 5/1 or 10/1, which means that 1 analyte requires a minimum of 5 observations or 10 observations. Thus, according to Hair *et al.* (1998), the minimum sample size of this study is:

$$n = 39 \times 5 = 195 \text{ (persons)} \quad (5)$$



According to Thang (2015), in quantitative research, the representativeness of the sample is extremely important. The representativeness of the sample depends on two basic factors, namely the sample size and the sampling procedure and method. Thus, with the method of selecting samples according to the standard procedure, the author believes that the representativeness of the research sample can be ensured. The higher the sampling results, the better, but to ensure the representativeness of the study and to ensure the conditions for collecting sufficient information, the author chose the largest sample size among the three sampling methods above ($n = 393$ persons).

After sending random questionnaires to 393 officials and employees working at 39 garment enterprises in Thai Nguyen province from August 2020 to January 2021, the number of valid answer sheets obtained by the author is 353 votes of which, men accounted for 51.6% and women accounted for 48.6%. In this study, the author observed employees in both administrative and production sectors in garment enterprises; 69.6% of employees were working in Joint Stock Company and 30.4% worked for a limited company. The most surveyed people (43.9%) were under 30 years old, 33.2% were between 31-40 years old, and 26.5% were 41-55. Working seniority from 3-10 years accounted for 64.5%, those with less than 3 years seniority accounted for 17.9%, and over 10 years accounted for 17.6%.

Data Analysis Method

Before performing data analysis, using Cronbach's Alpha method, the author tests the scale's reliability. According to Hair *et al.* (1998), In a case in which the concept under study is new or in a new context, Cronbach's Alpha from 0.8 to close to 1 indicated that the scale is good, from 0.7 to nearly 0.8 is a usable scale, and ≥ 0.5 is possibly acceptable. When considering the type of variable, it is necessary to base on the total correlation coefficient (item-total correlation). This coefficient shows the degree of the close relationship between the corresponding observed variable and the total variable. Observable variables with a total correlation coefficient < 0.3 will be considered to be removed. In this study, the sample size is large enough to be 358 units. So keep the scales with Cronbach's Alpha coefficient ≥ 0.6 and total variable correlation coefficient ≥ 0.3 .

Some criteria when analyzing exploratory factors are KMO coefficient ≥ 0.5 , "the factor extraction method used is the principal component method with varimax rotation to obtain the factor loading. factor is the smallest" (Trong & Ngoc, 2008).

Correlation analysis shows the relationship between factors in the research model through the correlation coefficient Pearson. The closer the correlation coefficient goes to 1, the stronger the relationship, the closer to 0 the weaker the coefficient. Correlation coefficient from 0.1-0.2: no or very weak correlation; Correlation coefficient of 0.2-0.4: weak correlation; Correlation coefficient of 0.4-0.6: average correlation; Correlation coefficient of 0.6-0.8: strong correlation; Correlation coefficient of 0.8-1: very strong correlation.

Regression analysis and hypothesis testing: Adjust R square (also known as adjusted R squared): reflects the degree of effect of the independent variable on the dependent variable. Dubin Watson (DW) is used to test the correlation of adjacent errors (also known as first-order serial correlation) with values ranging from 0 to 4; if the error parts have no first-order serial correlation, the value will be close to 2 (from 1 to 3); if the value is smaller, closer to 0, the error



parts are positively correlated; if larger, closer to 4 means that the error parts are negatively correlated. The value of the F test ≤ 0.05 shows the significant factor in the model. Standardized regression coefficient Beta: factors with a larger Beta coefficient will have a higher degree of influence. Factors that have a negative Beta coefficient will have the opposite effect and vice versa. VIF value to check for multicollinearity. If VIF < 10 , there is no multicollinearity between variables.

RESULTS AND DISCUSSION

To assess the reliability of the scale, the internal marketing measurement components are all evaluated through Cronbach's Alpha coefficient. Cronbach's Alpha is a statistical test of the rigor or explainability for a research concept of a set of observed variables in the scale. At the same time, this method is used to eliminate inappropriate variables and limit waste processing in the research model (Trong & Ngoc, 2008). According to Hair *et al.* (1998), Cronbach's Alpha from 0.8 to close to 1, the scale is good, from 0.7 to nearly 0.8 is a usable scale, from 0.5 or more is acceptable in case the concept being studied is new or researched in a new context. In this study, the sample size is large enough to be 358 units. So keep the scales with Cronbach's Alpha coefficient ≥ 0.6 and total variable correlation coefficient ≥ 0.3 . The results of the preliminary assessment of the internal marketing scale in garment enterprises in Thai Nguyen Province are presented in **Table 1**:

Table 1. Results of testing the reliability of the scale of components of internal marketing in the garment industry in Thai Nguyen Province

Observed variables	Cronbach's Alpha	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Motivation and reward system	$\alpha = 0,724, N = 4$		
DL1		.498	.671
DL2		.593	.611
DL3		.489	.676
DL4		.473	.685
Internal communications	$\alpha = 0,911, N = 7$		
TT1		.684	.903
TT2		.739	.897
TT3		.766	.893
TT4		.741	.897
TT5		.760	.894
TT6		.697	.901
TT7		.730	.897
Selection of employees	$\alpha = 0,836, N = 5$		
LC1		.621	.807
LC2		.645	.801
LC3		.646	.800
LC4		.650	.799



Observed variables	Cronbach's Alpha	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LC5		.625	.806
Recruitment of employees	$\alpha = 0,804, N = 4$		
TD1		.559	.783
TD2		.698	.714
TD3		.617	.756
TD4		.609	.761
Training and developing employees	$\alpha = 0,857, N = 5$		
DT1		.676	.826
DT2		.612	.842
DT3		.720	.815
DT4		.676	.826
DT5		.676	.826
Support system	$\alpha = 0,858, N = 4$		
HT1		.640	.846
HT2		.627	.848
HT3		.780	.785
HT4		.771	.789
Working environment	$\alpha = 0,861, N = 3$		
MT1		.712	.829
MT2		.748	.795
MT3		.751	.792
Empowerment	$\alpha = 0,861, N = 4$		
TQ1		.712	.822
TQ2		.721	.817
TQ3		.711	.822
TQ4		.691	.830
General assessment of Internal Marketing	$\alpha = 0,847, N = 3$		
IM1		.739	.765
IM2		.731	.771
IM3		.679	.826

Source: SPSS analysis results

After the scale components of the factors were preliminarily assessed for reliability by Cronbach's alpha coefficient, the variables were satisfactory, the author used the exploratory factor analysis (EFA) method. EFA with Principal Component Factoring, Varimax rotation for each factor, and the set of factors have been scale tested. The results of EFA analysis showed that the factors were all basic to ensure convergence and discriminant correlation with other factors, including TD1 and TQ4. Therefore, the author re-tested Cronbach's Alpha coefficient for two scales: "Employee

recruitment" and "Employee empowerment", the results obtained on both scales are significant. The results of testing the scale and the EFA method are shown in **Table 2**:

Table 2. Exploratory factor analysis EFA of an independent variable

KMO and Bartlett's Test							
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.							.941
Bartlett's Test of Sphericity	Approx. Chi-Square						7516.703
	df						561
	Sig.						.000
Rotated Component Matrix^a							
	Component						
	1	2	3	4	5	6	7
TT1	.669						
TT2	.689						
TT3	.745						
TT4	.743						
TT5	.697						
TT6	.626						
TT7	.724						
TQ1	.608						
TQ2	.517						
TQ3	.499						
ĐT1		.685					
ĐT2		.634					
ĐT3		.720					
ĐT4		.808					
ĐT5		.736					
HT1			.729				
HT2			.672				
HT3			.712				
HT4			.689				
LC1				.565			
LC2				.683			
LC3				.743			
LC4				.638			
LC5				.563			
MT1					.649		
MT2					.616		
MT3					.715		
ĐL1						.650	
ĐL2						.741	
ĐL3						.566	
ĐL4						.614	
TD2							.619
TD3							.836



TD4	.513
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.	
a. Rotation converged in 8 iterations.	

Source: SPSS analysis results

The results of the EFA analysis performed (load coefficient 0.4) when each factor was removed showed that the KMO coefficient and the value of Bartlett's test were both significant. The results showed that coefficient KMO = 0.941, the value of Bartlett's test is significant (Sig < 0.05), factor groups are extracted with total variance extracted 66.655%.

Table 3 shows the correlation coefficient matrix between the variables. The correlation coefficients show that the relationship of variables is quite reasonable in both direction and degree. Specifically, the correlation coefficient values are all greater than 0 and less than 1; The correlation coefficients all have positive signs, and the significance level is 0.000, which means that the relationship between the variables in the model is significant and there are no unusual signs.

Table 3. Pearson correlation analysis between internal marketing components in garment enterprises in Thai Nguyen Province

		Correlations ^b								
		IMC	ĐLC	TTC	LCC	TDC	ĐTC	HTC	MTC	TQC
IMC	Pearson Correlation	1								
	Sig. (2-tailed)									
ĐLC	Pearson Correlation	.572**	1							
	Sig. (2-tailed)	.000								
TTC	Pearson Correlation	.762**	.524**	1						
	Sig. (2-tailed)	.000	.000							
LCC	Pearson Correlation	.691**	.503**	.665**	1					
	Sig. (2-tailed)	.000	.000	.000						
TDC	Pearson Correlation	.637**	.534**	.609**	.600**	1				
	Sig. (2-tailed)	.000	.000	.000	.000					
ĐTC	Pearson Correlation	.576**	.420**	.549**	.538**	.422**	1			
	Sig. (2-tailed)	.000	.000	.000	.000	.000				
HTC	Pearson Correlation	.679**	.461**	.629**	.569**	.530**	.549**	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000			
MTC	Pearson Correlation	.625**	.484**	.658**	.532**	.469**	.536**	.577**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		
TQC	Pearson Correlation	.816**	.560**	.767**	.638**	.599**	.542**	.636**	.624**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	

** Correlation is significant at 0.01 (2-tailed).

b. Listwise N=358



Source: SPSS analysis results

The results of the correlation analysis showed that the observed significance level of all factors in the correlation matrix is less than 0.01. From there, the author included the regression analysis in **Table 4**:

Table 4. Regression of internal marketing components in garment enterprises in Thai Nguyen Province

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% CI for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	-.702	.149		-4.715	.000	-.995	-.409
DL	.099	.046	.076	2.165	.031	.009	.189
TT	.206	.051	.195	4.049	.000	.106	.306
LC	.171	.045	.154	3.790	.000	.082	.260
1 TD	.094	.039	.092	2.407	.017	.017	.172
DT	.085	.043	.071	1.994	.047	.001	.170
HT	.193	.045	.165	4.248	.000	.103	.282
MT	.031	.038	.032	.822	.412	-.043	.105
TQ	.299	.046	.281	6.573	.000	.210	.389

a. Dependent Variable: IM

Source: SPSS analysis results

Regression analysis results showed that Dubin Watson Test = 1,799 and Sig value < 0.05, proving that these components all affect internal marketing in garment enterprises in Thai Nguyen province (in turn strong to weaker) including: employee empowerment (Beta = 0.299); internal communication (Beta = 0.195); support system (Beta = 0.165); employee selection (Beta=0.154); staff recruitment (Beta=0.092); motivation and reward (Beta=0.076); staff training and development (Beta=0.071). There was a component "working environment" with Beta = 0.032 > 0 but Sig = 0.412 > 0.05, so the research model had only 7 components, all of which have the same impact on internal marketing implementation of the ministry of garment enterprises in Thai Nguyen Province. The adjusted R coefficient showed that the independent variables explain 73.6% of the internal marketing performance, 26.4% due to random error or factors other than the model.

The normalized regression equation is:

$$IM = 0.076 * DL + 0.195 * TT + 0.154 * LC + 0.092 * TD + 0.071 * DT + 0.165 * HT + 0.299 * TQ \quad (6)$$

Thus, all 07 independent variables had a positive impact on the level of implementation of the internal marketing component in garment enterprises, and these variables are all statistically significant.



CONCLUSION

Through the analysis results, it is found that the positive and statistically significant impact includes 07 components: motivation and reward system, internal communications, staff selection, recruitment, staff training and development, Support system, the empowerment of employees at garment enterprises in Thai Nguyen Province. Based on the research results, the author proposes the following recommendations:

Firstly, for the issue of motivation and reward system: to increase the level of employee satisfaction when the enterprise implements internal marketing, the enterprise needs to affect the observed variables of the component "Motivation and reward system". Enterprises build a salary scale system and promulgate flexible salary and bonus regulations in the form of grading or based on 3 components: Know, how, problem-solving, and responsibility. This principle overcomes the situation of average distribution, helps to evaluate the contribution of each position in the enterprise, associated with salary/bonus, improves the quality and efficiency of each employee, encourages employees to have high professional and technical level, creating momentum to improve working efficiency.

Secondly, for the internal communication component: In fact, enterprises are now very interested in information transmission, this is identified by enterprises as regular and continuous activities to create a good image with the public. Employees need to understand the internal operations of the business, the image of the leader, the brand, and the pride of the business. Enterprises organize "dialogue" through weekly, monthly and quarterly meetings. They should hold regular meetings to evaluate and encourage communication between employees and employees, between employees and the Board of Directors.

Thirdly, about employee selection in enterprises: Enterprises will satisfy employees when choosing the right employees for the job position. This helps business leaders make an objective assessment. Employees will be assessed that internal marketing activities are done right when they do the right job position. It will help the company to satisfy individual needs such as career development opportunities, promotion, safe and effective working environment, etc. Therefore, enterprises should conduct employee selection before and after conducting recruitment activities. This will increase opportunities for employees and motivate them to stay loyal to the enterprises.

Fourthly, about employee recruitment: The characteristics of garment enterprises often have staff fluctuations in production departments, so building a quality recruitment process is an important requirement for businesses to recruit the right people. The recruited people perceive the working position as worthy of their capacity, skills, and qualifications. Garment enterprises recruit officers, and employees according to the appropriate policy between the conditions of the enterprise and the supply of human resources, ensuring the requirements of job positions, implementing the addition of young and capable employees, skill in the profession.

Fifth, on employee training and development: Because each garment enterprise perceives the need for training and developing employees differently, their investment in training and developing employees is different. Some enterprises have not focused on training and developing employees. When employees improve their qualifications, skills, and expertise, they are being selected by the organization for development. In addition, when participating in training and developing employees, they also improve their qualifications and professional capabilities to serve their work in



the future. This has made them more motivated to continue working more closely with the work they are doing and more attached to their profession, from which they have a bond with the enterprise. Garment enterprises should classify employees to implement training policies. For new employees who do not know their profession, enterprises sign contracts for vocational training. For employees who have worked at enterprises and want to improve their professional qualifications, enterprises will support 100% of their salaries and training fees.

Sixth, about the employee support system: Garment enterprises need to strengthen investment items to support facilities and equipment for employees. The evaluation results show that if enterprises have a safe, comfortable, and secure working support system for employees, it will promote their passion for work, thereby increasing productivity and product quality for businesses. Some suggestions for enterprises in the garment industry are as follows: it is necessary to review employee support systems, supplement, replace, and invest in new facilities and working equipment, especially applications of science and technology in the era. 4.0 needs to be used in both administrative and production blocks.

Seventh, about the working environment: Garment enterprises need to promote their attention to the working environment for their employees. In addition to the regimes prescribed by the Labor Law, enterprises need to apply uniform standards of labor law. SA8000 social responsibility, thereby helping employees always feel secure and stick with the business. In addition to maintenance, businesses should pay attention to implementing employee safety more thoroughly and actively in order to increase employee satisfaction. Some activities that businesses can do are strengthening the organization of training sessions on occupational safety and fire prevention. In addition, employees need to be guided and equipped with knowledge about their role and how to ensure safety for their health, as well as the methods of handling when an unsafe incident occurs, and at the same time, the enterprise conducts check for employees to seriously implement.

Eighth, about employee empowerment: The leaders of garment enterprises have realized the necessity of employee empowerment. However, in the future, businesses need to strengthen this work, when empowering, they always exercise control in different ways. To effectively implement employee empowerment, leaders of garment enterprises need to appreciate employees, share vision, share goals and guidelines, trust employees, provide enough information for employees to make decisions, give regular feedback, solve problems with employees, listen to employees, to properly recognize and reward them. Empowerment before the collective also helps employees feel respected, realize their responsibilities so that they will be more active, proactive, and work more effectively. Hien *et al.* (2021) mentioned we need to improve quality of management in the nation, and Thi Hang *et al.* (2021) stated it is better to train our laborforce before EVFTA. Whereas Hoang and Huy (2021) stated teachers need to educate students to enter foreign units. Last but not least, Huy (2015) stated we need to apply certain standards in business. Last but not least, Huy *et al.* (2021) said teachers and educators need to pay attention to train skills for students.

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