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INTERNAL MARKETING, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT: A CASE STUDY OF TAIWAN INDIGENOUS TELEVISION

Kai-Ting Lee
Doctoral Student, Shih Hsin University Ph.D. Program in Communication Studies,
Taipei City, Taiwan (R.O.C.)
Indigenous Student Affairs Counselor, National Taiwan Normal University,
Taipei, Taiwan

Abstract

More and more scholars, experts, and industry professionals are realizing that for all enterprises, the most important resource is their well-trained and service-oriented employees. Therefore, treating employees as customers and aiming to satisfy their needs, thereby creating a team consensus and invigorated morale can effectively improve employees' productivity and an enterprise's overall performance. This study adopted a qualitative research method and collected data mainly through in-depth interviews. The interviewees were seven professionals in the news department of TITV.

The study reached three conclusions from the interview data:

1. The interviewed employees' satisfaction toward the company's internal marketing was generally "average."
2. The interviewed employees' job satisfaction was generally "unsatisfied."
3. The interviewed employees' satisfaction with organizational commitment was generally "satisfied."

According to these conclusions, the researcher proposed some suggestions for the management of TITV and for reference in future studies:

1. Reinforce vertical and transverse channels for two-way communication and value external information exchange and sharing.
2. Establish a complete and rationalized promotion and salary structure system, and provide channels for in-service training and vocational training for employees.
3. Improve the ability and quality of the leading management, and delegate responsibilities when appropriate.

Key words: internal marketing, job satisfaction, organizational commitment, Taiwan indigenous television, qualitative research, loyalty-based, employees.

Introduction

Marketing management is a crucial part of business management and has long been a matter of concern for companies. In recent years, numerous companies have explored the use on internal employees of marketing approaches traditionally employed with external customers. Gronroos (1981) defined internal marketing as "regarding employees as customers," the purpose of which is to encourage employees and establish the concept of serving customers. From the perspective of the broadcasting industry, the vast majority of the audience are the ultimate customers who are served through the various broadcasting media (such as television, radio, and the internet).

How companies should motivate their employees, discover the needs of their audience, and provide the information required by their audience to obtain mutual benefits for the company itself, its employees, and its consumers is a matter of debate. Internal marketing holds that companies should value employees and regard them as internal customers; marketing operations long used on external customers should thus be applied to internal employees. Attention should be paid to employee satisfaction (ES) and well-designed "internal products" marketed to employees, with the corporate goal of achieving customer satisfaction (CS) through ES (Xiao, 1997). Job satisfaction is an emotional state, the essence of which is attitude, and an employee's attitude affects his or her behavior, which in turn affects the performance of the organization. When employees are unsatisfied with their

work, they respond through loyalty, voicing their concerns, exiting the company, and neglecting their duties; among these responses, exiting and neglecting are detrimental to the organization (Yeh, 2003). Mowday, Porter, and Steers (1982) reported that organizational commitment represents the loyalty and contribution of individuals to their organization and affects the relative strength of an individual's input to their organization; it also represents the attitude or inclination of an individual and their linkage to their organization.

This study used as its research participant employees who joined the news department of Taiwan Indigenous Television (TITV) after 2007. TITV, abbreviated to "Yuan Shi" and often verbally called "Yuan Shi Tai," is the first and only 24-hour television channel aimed at the indigenous people of the Republic of China (ROC). It is also the seventh biggest cable television station, and subtitles are provided in Mandarin Chinese. The television station is currently broadcast from the China Television Building; it broke away from the Taiwan Broadcasting System in 2014 and is now owned by the Indigenous Peoples Cultural Foundation. The television channel officially began broadcasting in high definition on August 1, 2016. In January 2014, TITV changed to 24-hour broadcasting.

This study aimed to discover how satisfied the employees of the TITV news department were with their current work environment, what leadership qualities they thought their supervisor should have, and how their supervisor actually performed. The present evalua-

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tion of the leadership abilities of supervisors and job satisfaction of employees not only has academic research value but also will help leaders understand their performance, enabling them to make improvements. This study also aimed to improve the satisfaction of news department employees regarding their work environment. Only when leaders strive for improvement, improve continually, understand their employees, and provide timely motivation, care, or learning opportunities to employees can work performance be enhanced, which in turn improves the overall performance of the organization.

Literature Review

Internal Marketing

Significance of Internal Marketing.

Recognizing the importance of employees is called internal marketing. The concept includes work design, organizational culture, and organizational vision, all of which are well-designed "internal products" that are marketed to "internal customers" with the expectation of achieving CS through ES. Therefore, successful internal marketing creates successful external marketing and interactive marketing.

Meaning of Internal Marketing.

The author considered the various existing definitions of internal marketing and extended the concept to a nonservice industry and overall organizational application, defining internal marketing as an organization's commitment to adopting an "approximate marketing" ap-

proach. Through the process of cultivating customer orientation and service awareness in employees, organizations motivate and integrate cross-functional department cooperation to overcome organizational resistance generated by organizational change; they establish organizational culture, core competencies, and shared vision to enable employees to implement organizational and departmental strategies, ultimately achieving CS and organizational objectives.

Connotations of Internal Marketing.

(1) The most fundamental motivation is valuing employees

Scholars, experts, and industry professionals have begun to realize that the most vital corporate resource is well-trained and service-oriented employees.

(2) Regarding employees as internal customers

Consensus should be achieved in an organization, morale should be boosted, and employees should be encouraged to work hard to provide better services to customers.

(3) Using marketing perspectives to manage the human resources of an organization

Only by using the marketing perspective to manage the human resources of an organization can the organization improve the working abilities of its employees, which in turn improve the overall performance of the organization.

(4) From ES to CS

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Internal marketing enables employees to obtain job satisfaction through various efforts and to provide perfect services to customers, which ensures high CS.

(5) Full service

Internal consensus should be established for full service through the efforts of internal marketing, so that all employees become service staff that serve customers.

(6) Employees as part-time marketers

Regardless of whether they work in the marketing department, all employees are required to undertake some marketing tasks.

(7) The importance of top management

Participation by a supervisor in internal marketing helps implement internal marketing.

(8) Decentralization of power to employees

When solving customer requests or problems, with sufficient authorization, employees can make adjustments and flexibly handle the situation.

Practices of Internal Marketing.

Joseph (1996) proposed an internal marketing approach for establishing high ES:

(1) Listen to internal employees: supervisors should regularly make time to understand employee morale, satisfaction, and general attitude toward the organization and their work.

(2) Participate, authorize, and enfranchise: when a suggestion made by an employee is adopted, the employee should be rewarded and given the authority to make independent decisions.

(3) The top management should periodically perform the work of first-line employees.

(4) Cultivate team spirit: the elimination of hierarchical symbols can enhance team spirit among the top management and their inclination to participate.

(5) Formal and informal communication: advanced new media (e.g., email and mobile phone) can be used.

(6) Financial compensation: a favorable financial compensation plan should be provided, for example, profit sharing and an employee stock option plan.

(7) Expand and open career paths: employees should be given career planning and future development counselling.

(8) Support the lifestyle of employees: employee programs should be supported, and the cost and benefits of these programs evaluated.

Work Satisfaction

Significance of Work Satisfaction.

Seashore and Taber (1975) summarized the importance of job satisfaction as follows:

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(1) It is representative of any valued product of society.
(2) It can be regarded as an early warning indicator in an organization.
(3) It is a significant variable in organizational and management theories.

Definition of Work Satisfaction.

This study defined job satisfaction as employees' feelings, perceptions, and emotional responses to their work (Lai, 2007). When the difference between the expected and actual remuneration is small, the employee is more satisfied; when the actual remuneration is considerably smaller than the expected remuneration, the employee is unsatisfied (Chu, 2006).

Organizational Commitment
Definition of Organizational Commitment.

This study employed the perspective proposed by Porter, Steers, Mowday, and Boulian (1974), defining organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization. It is characterized by a strong belief in and acceptance of the organization's objectives and values, a willingness to exert considerable effort for the organization, and a strong desire to maintain membership of the organization (Chu, 2006).

Types of Organizational Commitment.

For the division of variable, this study used the method of Porter et al.

(1974) in which organizational commitment is categorized into three dimensions: value commitment, commitment to the work, and commitment to remaining.

Research Design and Implementation

Research Framework

The purpose of this study was to discover the effect of internal marketing on the relationship between job satisfaction and organizational commitment within employees of the TITV news department. A qualitative research method was employed, with in-depth interviews with voice recording used to collect data (Figure 1).

Research Methods

Qualitative Research Method.

The study used the qualitative research method to enter the worlds of the research participants in the hope of gaining a deeper and unique perspective, obtaining rich and detailed data, and enhancing the understanding of the research topic.

In-depth Interviews.

To ensure that the interviews proceeded smoothly and taking into consideration the flexibility of free expression of the interviewees, a semistructured approach was used in the in-depth interviews. The researcher designed an interview outline on issues related to internal marketing, job satisfaction, and organizational commitment by reviewing the literature and research questions. The
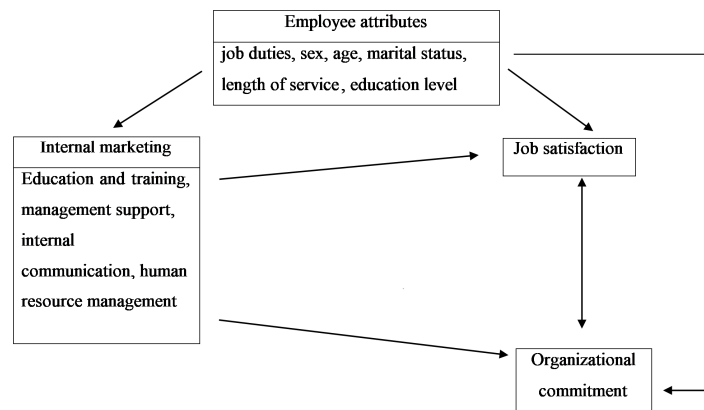
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Figure 1. Research Framework

order, wording, and details of the questions depended on the situation. Before a formal interview, the researcher read out the participant consent form to inform the interviewee of the study procedures and their rights and ensure the interviewee felt respected, which lowered the guard of the interviewee. Then, the interview was conducted according to the interview outline. Each interview was voice-recorded as well as written notes being taken; the recordings enabled the researcher to review the interview technique and revise the interview outline after each interview.

Research Participants

The study selected seven employees of the TITV news department to be the research participants. The basis on which these seven interviewees were chosen was, in order, their length of service and duties; their understanding of their work and the company; and their sex, age, marital status, and education level. For easy reading and coding, the interview

date was employed for coding. For example, the formal interview of the first interviewee was conducted on March 3, 2019, written in the date format of the ROC as 108-03-03; thus, "080303" was used as the code. The basic information of the interviewees is displayed in Table 1.

Data Processing and Analysis

Data Compilation.

The interview data verified by interviewees were organized and interpreted on the basis of the research purpose. The researcher then analyzed the background of the interviewees and their understanding of the interview questions. Finally, the content of the interviews was subject to individual concept classification.

Data Coding.

The opinions of the interviewees were assigned a category and code. The first column in the data coding was cate-

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gory, which was the interview content category. The second column was the serial code of the opinion. The third column was the specific content of the opinion.

Data Analysis.

The opinions of each interviewee in each category were integrated to create a data matrix for induction (Huang, 2000). The X-axis variable in the matrix was the interview category, of which there were six: the first part contained four categories related to internal marketing, which were education and training, management support, internal communication, and human resource management; the second part was job satisfaction; and the third was organizational commitment. The Y-axis variable was the opinion of each interviewee.

Induction and Interpretation.

Using logic and editing analysis, the opinions of the interviewees were rearranged and summarized to obtain and the research findings, which were combined with the literature for explanation. Finally, the research questions of this study were answered

Results

The following content has been divided into four sections for compilation and analysis: that on internal marketing (education and training, management support, internal communication, and human resource management), job satisfaction, organizational commitment, and correlations between variables.

Internal Marketing

Education and Training.

(1) Messages on company education and training

Three of the internal employees interviewed stated that they were clear about the company's position on education and training. However, most of the field workers interviewed were unclear about it and thought they could not participate.

I'm clear about it; I've received the messages, because I receive mail. In fact, I see it when I check my inbox. (0803111-1-1)

How can that be? We have to check our own mail, and sometimes you find out only when someone informs you. (0803221-1-1)

(2) The company believes that education and training can help employees understand problems with their business needs

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Table 1. Basic Information of Interviewees

Research participant	Interview date	Interview time	Job	Sex	Age	Marital status	Length of service (ls)	Education level
080303	March 3, 2019	11:00	Reporter	Female	≤25 years	Single	$2 < ls < 3$ years	Bachelor's degree
080304	March 4, 2019	14:45	Assistant editor	Female	≤25 years	Single	$1 < ls < 2$ years	Bachelor's degree
080311	March 11, 2019	15:30	Associate researcher	Female	31–39 years	Married	4 years and longer	Bachelor's degree
080313	March 13, 2019	16:35	Producer	Female	40–49 years	Single	4 years and longer	Bachelor's degree
080314	March 14, 2019	15:35	Photojournalist	Male	31–39 years	Single	$3 < ls < 4$ years	Bachelor's degree
080322	March 22, 2019	12:35	Deputy head of photography team	Male	31–39 years	Married	4 years and longer	Bachelor's degree
080412	April 12, 2019	16:30	Photojournalist	Male	31–39 years	Single	$2 < ls < 3$ years	Vocational high school diploma or lower education attainment

Two of the interviewees said that the company believed in them, five interviewees stated that the education and training provided by the company were insufficient and noncomprehensive, because they do not meet the employees' needs.

I think the company believes it, because they don't know what the situation is like down there, so they choose to believe. (0804121-1-2)

I think employees should be the ones to tell their supervisor what functional courses they need, so that the supervisor can hold educational training courses that meet employee requirements. In this way, the problems that we encounter at

work can be solved, giving us greater job satisfaction. (0803041-1-2)

(3)   Regarding the education and training provided by the company

Three of the interviewees wished that the company education and training could be held on weekends and combined with a reward scheme that would encourage employees to participate. Additionally, four interviewees wanted the company to systematize and diversify the employee curriculum and make appropriate plans. This would meet the needs of employees to achieve the function of education and training.

Because of the nature of our job, we want education and training to be held after work and to be mandatory but with encouragement. (0803141-1-3)

Some of the courses don't meet everyone's needs; for instance, the job re-

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quirements for editing, execution, and accounting are different. So the company should categorize different employee needs and arrange their courses accordingly. (0803041-1-3)

(4)   Company-provided education and training courses give employees an opportunity to use their skills

Two interviewees believed that the company-provided education and training gave them an opportunity to use their skills given the education and training being effective. However, four interviewees stated that the education and training provided by the company was too shallow and superficial and required improvement in comparison with the education and training courses offered by others. Therefore, opportunities to use their skills were relatively few.

The opportunities to use my skills are limited. Theoretical courses enable media professionals to use their

skills, but courses should be balanced between practice and theory. The courses offered by the company offer us little opportunity to use our skills because they are too shallow and superficial; they need to be more comprehensive. (0803031-1-4)

There are opportunities to use my skills, given that the education and training are effective. (0803131-1-4)

In summary, on the basis of the four subtopics of the interviews, this study defined internal marketing as a company regarding its employees as internal customers and, through various strategies such as education and training, delivering "internal products" such as company vision, the management theory of the company, and company organizational culture to its internal members, cultivating professionalism and service awareness in the members as well as enhanc-

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ing their organizational commitment. Doing so results in employees being willing to work together to support the company mission.

Management Support.

(1)   Nature of employee–supervisor interaction

Seven interviewees stated that they got along well with their supervisor and communication was relatively free from hindrance.

I get along quite well with my supervisors because they are willing to listen to my ideas but also correct my wrong ideas; after all, they have more experience, and their knowledge is greater. The supervisors communicate their ideas to us and don't overrule our ideas during the communication process; in the end, we reach a consensus. (0803031-2-1)

(2)   Provision of problem-solving guidance by supervisors

Six interviewees reported that if they proactively brought up a problem, their supervisor would always provide guidance into how to solve the problem. Only one interviewee felt that their supervisor did not provide such guidance.

The supervisors usually help us when we ask for help on a problem. They are always happy to help us or teach us what to do. (0803041-2-2)

He can't help solve my problem because I don't think he can solve the problem. (0803111-2-2)

(3)   Method of communication adopted by supervisors

Five interviewees stated that their supervisor communicated in an open and calm manner. However, two interviewees reported that the communication method of their supervisor was relatively negative.

Most of our current supervisors are relatively open; they first listen to our opinion and then combine it with their original idea; ideas are implemented only after reaching a consensus. (0803041-2-3)

My personality is not good, so my supervisor didn't respond when I sent a message about a problem. I think the communication between me and my supervisor is very negative. (0803111-2-3)

(4)   Supervisors implement projects only that are guaranteed to succeed

According to five interviewees, the supervisors are only willing to work on projects that they are certain will succeed because they are averse to

risk. However, two interviewees disagreed with this:

Usually, the supervisors tell us to do a project only if it is certain to succeed. If the project might fail, the supervisors are unlikely to promote it. (0803031-2-4)

Not necessarily. (0803131-2-4)

In summary, all the interviewees wished that their supervisors would understand their work-related problems. They considered a good supervisor to be one who spends time attempting to understand the bottlenecks encountered by team members and solve all problems to facilitate achievement of company goals.

Internal Communication.

(1)   Understanding the policies and objectives of the company

Five interviewees stated that they were grassroots employees, who were prevented from understanding company policy by supervisors. They also indicated that the company policy and objectives were too abstract and unrealistic; therefore,

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they did not understand the company's policy and objectives. Two of the interviewees were junior supervisors, so they did understand the company's policy and objectives.

> **I don't understand the policy and objectives of the company. For example, to be in line with international standards, what standard should be used? For example, in policy and objectives, how do you connect and befriend with the tribe? I think the policy and objectives of the company are extremely unrealistic. (0803111-3-1)**

> **Yes, I understand. (0803131-3-1)**

(2)   Regular communication of relevant plans and information in the department

Five interviewees regularly received relevant plans and information from the company but

had to habitually check their e-mail. Additionally, two interviewees were often given short notice of the temporary addition of new executors, and some supervisors kept information to themselves; thus, the employees had no idea of the plan that their supervisors expected them to execute.

> **We did, because we usually have a meeting before executing the plan, and the supervisors want everyone to know how the plans and objectives will be executed. (0803041-3-2)**

> **We have a group of colleagues working on the same objective. We know very little about the objectives and work. I'm responsible for the digital library work. I'm often informed of meetings at very short notice and only participate in**

part of the meetings, not the entire work plan. I feel like I'm at a disadvantage and treated unfairly. Because I'm a work executor, supervisors don't share important information with me after meetings. The supervisors hold back a lot of information; I receive very little information. (0803111-3-2)

(3)　　Procedure in company meetings

According to five interviewees, the results of the procedure of company meetings were acceptable. Two interviewees mentioned that they had relatively little communication with their supervisors.

I think the company meeting procedure isn't bad, because meetings are always being held, and the

entire meeting is recorded. Also, anyone can speak at any time during the meeting. For ethnic language news, for example, each expert expresses their opinion, and the supervisors combine the opinions of each expert. I think it's not bad, and there's currently no bias. (0803041-3-3)

If it's a team meeting, it's quite normal for everyone to say what they want, but I don't know what it's like in higher-level meetings! (0804121-3-3)

(4)　　Formulation of the company's standard operating procedure (SOP) and description of the operation guide

Four interviewees knew only the SOP for their work and did not know the SOPs for the

work of others. One interviewee stated that the company does not have an SOP, because the supervisors have the final say.

On our photography team, the SOP for material collecting, editing, and interviews is quite clear. I don't know the procedure for balanced communication between teams. (0803221-3-4)

Does such a thing exist? I have no idea. (0804121-3-4)

In summary, regarding the internal communication interview results, the seven interviewees clearly did not feel that their supervisors communicated with them in the manner described by Chang (2003b). In other words, organizations that regard employees as internal customers, use marketing concepts and through internal communication methods, and create an efficient internal environment as well as various levels in the organization to enable employees in the organization to clearly understand the mission and objectives of the organization do not necessarily instill customer orientation and service awareness in employees.

Human Resource Management.

(1)   Salary system of the company

According to the seven interviewees, the salary system of the company is relatively unfair and objectionable. The company has numerous dispatch workers. No standard policy is stimulated on salary increments and promotion. A large internal salary gap exists, and employees receive low pay compared with their peers. Some workers even mentioned that the company is people oriented; it is extremely subjective and unfair.

The salary system of the company is not very transparent, so I think that salary can't be used to encourage employees to work hard. If the salary system had a basis, I think the employees would work harder. (0803131-4-1)

The pay is extremely low, and the company simply can't afford professional talent when

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offering this pay. The salary system is not robust; the pay gap is too large. The most serious problem is the widespread pay discrimination. (0804121-4-1)

(2)   The addressing of internal and external complaints

According to three interviewees, the company is not active enough in addressing complaints. Some supervisors would pass them off to frontline reporters and not take responsibility. Additionally, three interviewees believed that the company addresses complaints in accordance with Public Television Service regulations, so the addressed part is acceptable.

The company doesn't address internal and external complaints; the reporters handle them. The supervisors usually don't bother with these complaints; one has to be responsible for what one has done.

(0804121-4-2)

I've encountered only one complaint, which was an external complaint against the news department. There was an error in a news headline; the headline should have read "Bunun tribe" but was wrongly written as some other tribe. The manager or assistant manager immediately held a meeting with us, the editing team, to discuss how the matter could be addressed externally. In the end, the time taken to address the matter was less than one month. I think this was quite efficient. (0803041-4-2)

(3)   Management of company

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attendance

According to four interviewees, attendance is not managed well by supervisors, who are not clear and decisive enough. Two other interviewees stated that employee attendance is flexibly managed according to work and is dependent on the judgment of the employee's first manager.

The attendance management needs to be improved, because the attendance of some colleagues has been problematic and has continued. The important issue of a penalty has not been completely solved. (0803031-4-3)

Flexibly managing the attendance situation of the company according to the flexible work situation of each employee is dependent on the judgment of the employee's first

manager. (0803111-4-3)

(4)   Basis on which the company rewards an employee

Four interviewees stated that rewards are given depending on the preferences and feelings of supervisors. No distinction is made between reward and punishment, the surface appearance of behaviors is most valued, and employees are rewarded only in accordance with their length of service. Additionally, two interviewees stated that basing rewards on whether an employee earns any award makes employees feel that the company is stingy. The salary system is insufficiently clear, and the company does not use a rewards approach that encourages employees to work hard; therefore, employees are often lazy.

The company rewards employees on the basis of relationships. This cannot be considered a reward system because there's no clear distinction between reward and punishment. (0803111-4-4)

Employees are rewarded on the basis of awards. This

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makes me think the company is stingy. Also, the salary system is unclear, and the pay is low. The company doesn't use rewards to encourage employees to have a sense of belonging to the company, so there's no positive impression added for the company. (0803131-4-4)

In summary, strong correlation exists between internal marketing and human resource management. For instance, flexible working hours, that is, redesigning the work focusing on the differences between individual employees; this concurs in the perspective of market segmentation. This result is the same as that of Collins and Payne (1991), who reported that "internal marketing and human resource management are correlated."

Job Satisfaction

Opportunities to Use Skills.

Five interviewees stated that they are not given an opportunity to use their skills. Some employees believed that the company does not give employees the opportunity to learn about interdisciplinary professions. Others stated that the supervisors do not put employee talent to good use; additionally, the company does not give employees career planning advice and systematic professional training.

I have been like this for many years; there's no opportunity for me to use my skills because the company doesn't give us the opportunity to learn about different departments such as program hosting and post-production in the news department. Therefore, there's limited opportunity for us to use our skills. I'm from the interview team, so I can only work on tasks relevant to the interview team. I can't work in anchoring or hosting. (0803032-1)

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Stability of the Company.

Four interviewees believed that the company is not sufficiently stable, because the internal system remains insufficiently robust and is not perfect. There are too many dispatch workers, so the interviewees held a negative attitude regarding the stability of the company. Additionally, two interviewees believed that the company is actually positioned between stable and unstable, because for the temporary workers, the company is stable, but for dispatch workers, the company is unstable.

The company is not stable enough; this affects the mood of the workers because of the large uncertainty. Therefore, we can't make proper long-term plans, because we worry that the plan may last only half a year or a few months. In fact, this affects the operation of the entire company. (0803132-2)

I think my job is stable, but I believe that as long as an employee is an atypical worker, his position is extremely unstable, and he is afraid of becoming unemployed at any time. Moreover, he doesn't have a stable promotion pathway. (0803112-2)

Working Conditions.

Five interviewees found the work conditions (such as leave, benefits, company trips, and performance bonuses) offered by the company to be acceptable. Among them, one was a dispatch worker; although he mentioned that there are no benefits, he holds a positive attitude regarding leave. Another interviewee stated that the company working conditions are acceptable but wished there were company trips. Two interviewees believed that the benefits offered to dispatch workers are relatively poor, and the performance bonus is basically unused; there is no healthy competition.

I am a dispatch worker, so I'm not entitled to those benefits. But in terms of leave, because the current

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labor law stipulates eight hours of work, when my hours exceed eight hours, I get compensatory leave, which is okay for me. At least my overtime can be used to claim leave. (0803032-3)

Except for leave, I have no benefits, and this is unfair. I think the company divides employees into aristocrats and peasants. (0804122-3)

Salary and Workload.

The seven interviewees had different perspectives on salary and workload. Some of the interviewees were field workers, often traveling, covering natural disasters, and working under risky conditions. In reality, their work and salary could not be equated. Some of the interviewees occasionally did the work of two people. Others could apportion their workload with others, so they did not have a problem with the salary. Additionally, the interviewees mentioned that workload depended on work role; some stated that salary should be de-

cided according to length of service, and the due workload should be completed. However, other interviewees believed that compared with that of their peers, the gap between their salary and workload was large, and salary should be decided according to professional level rather than workload.

Because we work in the field, emergencies are common and unpredictable, such as typhoons. We are considered the frontline staff, so we often encounter distress and are often under stress. Therefore, our salary and workload are not balanced; our work-related stress is also too great for our salary. (0803032-4)

I can't choose my own salary, but I can adjust my workload, so I try to keep my workload in line with my salary. (0803112-4)

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The job satisfaction of the interviewees was evidently the same as in Chen (2003) who investigated procurement staff. The results corresponded with those by Chen (2003) by showing substantial difference among age, job title, and official rank with regard to job satisfaction.

Organizational Commitment

Company Management Rules, Regulations, Rewards, and Punishments.

Five interviewees said that the company management rules and regulations and standard for rewards and punishments were unclear. Some interviewees stated that employees took initiative and cared about their work only if it was in their own interests. Some felt that the company should take the initiative to inform employees of the standard. Others stated that the company failed to inform employees of important information, causing employees to be unclear about the rules. Some even believed that the company made decisions according to simply the opinion of the supervisor. However, there were two interviewees who were clear about the company management rules and regulation and standard for rewards and punishment, but the application of these was dependent on the mood of the supervisor.

It's not very clear; if it's in my interest, then I care and find out. But if it doesn't di-rectly concern me, I don't bother to find out why. (0803033-1)

We supposedly follow the regulations of public television and the rewards and punishments standard, but the company applies these subjectively. The company should have management regulations and a rewards and punishments system that is appropriate for the company, instead of being dependent on the mood of the supervisor. (0803113-1)

Willingness to Spend Extra Effort and Time to Achieve Company Work Objectives.

Five interviewees were willing to spend extra time and effort to obtain work outcomes. Some believed that it was an opportunity for them to learn the merits of others; others stated that it gave them an opportunity to use their skills. Additionally, two interviewees

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stated that they were unwilling to spend extra time and effort because the company objectives were unrealistic; the pay was also too low and did not match the amount of work.

> **Usually, we spend extra time, because the usual interview time is too long. Sometimes we do during night shoots for news volume and for the good of the company. If on a business trip, extra preparation time is taken, such as contacting the interviewee and preparing information; this is all done outside of working hours. (0803033-2)**

> **Of course we are unwilling to spend the extra time because of the difference between how much we are paid and how much we work done;**

> **you can't expect a horse to perform well without feeding it. (0804123-2)**

Company Environment and Policy Conditions.

Seven interviewees agreed that the organizational environment was sound but that the policy conditions need to be clearer. The human resource aspect should be uniform, professional, systematic, integral, and fair.

> **The environment is okay, but the policy needs to be clearer—such as the benefits, rewards and punishments, etc.—because indigenous people value favors, and this creates bias. It can't go according to policy, so the policy is problematic. (0803033-3)**

> **The company environment is acceptable, but the policy needs to be clearer and integral, par-**

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ticularly in employee career planning. (0803143-3)

Proactive Care About the Company's Future Development.

Seven interviewees stated that they proactively cared about the future development of the company but wished that the policy aspect was more robust and integral. The interviewees believed that the biggest problem in the company was the lack of professionalism among supervisors. The interviewees wished that the supervisors would be willing to work hard for the company and put the company's interests before their own. The company in question, TITV, hopes to improve the perception of mainstream media with regard to indigenous people.

Of course I care, because it is TITV, and I'm also an indigenous person; I hope that TITV will become mainstream so that the mainstream media will change their perception of indigenous people. I wish there was a supervisor who truly worked for the company rather than personal gains like a high-level job position or high salary; this would affect the future development of TITV. (0803223-4)

I care of course, because it concerns my future income. I think the company's biggest problem is the lack of professionalism of the supervisors. The company doesn't have a fair and just promotion policy; it feels like the supervisors have an attitude of first-mover advantage. (0804123-4).

In summary, the interview results were similar to the research findings of Chang (2003a, 2004), Fu (2003) and Hsu (2001): job satisfaction and organizational commitment are positively correlated.

Conclusions and Recommendations

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Conclusions

Level of Satisfaction with Regard to the Internal Marketing of the Company Is "Ordinary".

(1) Education and training

The interviewees reported that the education and training pathway is not smooth, universal, or diverse. The training content should be divided into different levels to meet different needs and address differences in professional skills.

(2) Management support

The management approach of supervisors is humane and caring, and supervisors accept suggestions that have more advantages than disadvantages.

(3) Internal communication

The company does not have much of a problem with communication at the supervisor level. The grassroots employees want supervisors to explain the relevant policies and objectives in a timely manner and to implement broad communication. Formal and informal meetings can be used to achieve these goals.

(4) Human resource management

The management of salary, rewards, and attendance is of a reasonable standard and is executed in a fair, just, and open manner.

These findings reveal that for media workers, in addition to the need to enhance their encouragement in material and reward aspects, the spiritual aspect also needs addressing.

Level of Job Satisfaction is "Unsatisfactory".

The company has no formal career planning for employees; therefore, it does not have a fair promotion policy. The employees hoped the company would arrange for systematic interdisciplinary professional training, which would give employees an opportunity to use their skills. The gap between salary and workload is large, causing the employees to be unmotivated to dedicate themselves to the company.

Level of Satisfaction with Regard to Organizational Commitment is "Satisfactory".

The employees were satisfied with the company work environment, and most of them were willing to spend extra time to ensure their work was good for the sake of the professional reputation of TITV and their job stability. However, they desired the supervisors to be more professional so that mainstream media would be awed by the excellent performance of TITV.

Recommendations

(1) The two-way vertical and horizontal communication within the organization must be enhanced.

(2) An integral and reason-

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able policy for promotion and salary structure should be established.

(3) On-the-job training and professional training should be provided to employees.

(4) Emphasis should be placed on the interchange and sharing of external information.

(5) The professional skills of management-level supervisors should be enhanced.

(6) Management-level super-

visors should delegate responsibilities appropriately.

(7) Policies relevant to TITV should be appropriately implemented.

(8) The objectives and visions of the company for each year should be specified.

(9) Subsequent studies are recommended to add vertical dimensions to ascertain the relationships among variables.

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