



How Internal Relationship Marketing Drives the Well-Being–Performance Nexus: Insights from Saudi Arabia’s Hotel Workforce

Mohamed Amine M’HENNA

Assistant Professor of Marketing, Department of Human Studies, Khurma University College, Taif University, Saudi Arabia.

*Corresponding Author

Mohamed Amine M’HENNA

Assistant Professor of Marketing, Department of Human Studies, Khurma University College, Taif University, Saudi Arabia.

Article History

Received: 17.09.2025

Accepted: 10.11.2025

Published: 14.12.2025

Abstract: Over the past decade, sustainable tourism has emerged as a strategic issue for hotel organisations amid growing environmental, social, and economic pressures. In this context, hotels are seeking to integrate sustainability practices not only into resource management, but also into their organisational and relational models. Among the internal levers that can be mobilised, internal relationship marketing is emerging as a key determinant of sustainable performance, as it aims to develop employee engagement, satisfaction, and active participation in organisational initiatives (Ahmed et al., 2021; Kim & Lee, 2022). Thus, the question of whether internal relationship marketing can be considered an essential element of sustainable tourism is of major scientific interest, as it allows us to explore a dimension that has received little attention in the literature, at the intersection of human resource management, hotel marketing, and sustainability.

By introducing three essential relational variables—job satisfaction, organizational trust, and organizational commitment—this article aims to better understand the role of the internal relational approach between employees' well-being at work and their performance in terms of productivity and innovative behavior. To carry out this work, we used a quantitative study based on a database of 258 employees of several hotels in Saudi Arabia. The results show that well-being at work is an input variable to the internal relational model. Two central and mediating relational variables are job satisfaction and organizational trust. Finally, the internal relational chain has three outputs: the employee's commitment to the organization, their willingness to try new things, and their productivity. These results confirm and recommend the importance of good management through an internal relational approach within a company.

Keywords: Job Satisfaction; Relationship Marketing; Well-being at work; Organizational Commitment; Organizational Trust; Work Performance.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license



1. Introduction

The growing emphasis on sustainability in the tourism and hospitality industries has shifted attention from purely operational and environmental concerns toward the human and relational dimensions of organizational performance. In the contemporary landscape shaped by digital transformation and the increasing integration of artificial intelligence (AI), hotels are required not only to adopt sustainable marketing practices but also to strengthen internal organizational dynamics that support employee well-being and long-term productivity. As frontline employees remain central to service delivery—even with the rise of automation—understanding how their well-being influences performance has become essential for sustaining service quality in AI-enhanced

environments. Internal relationship marketing (IRM) has emerged as a critical framework for managing the quality of relationships within service organizations. By focusing on variables such as job satisfaction, organizational trust, and organizational commitment, IRM provides mechanisms that enhance employee engagement and promote sustainable workplace environments. Recent research in hospitality management suggests that these relational variables serve as key determinants of employee performance and behavioral outcomes, especially in contexts undergoing technological transformation. However, there remains a theoretical and empirical gap regarding how IRM mediates the link between employee well-being—an increasingly recognized dimension of sustainable human resource management—and individual productivity in service-intensive sectors.

Cite this article:

M’HENNA, M. A., (2025). How Internal Relationship Marketing Drives the Well-Being–Performance Nexus: Insights from Saudi Arabia’s Hotel Workforce. *ISAR Journal of Economics and Business Management*, 3(12), 8-21.

This study situates IRM at the intersection of sustainable tourism marketing and AI-driven organizational transformation. As hotels integrate AI technologies to optimize operations, personalize customer experience, and support managerial decision-making, the human factor risks being overshadowed. Yet, sustainable tourism principles underscore the need to preserve social sustainability through the protection, motivation, and empowerment of employees. Investigating the mediating role of IRM variables thus provides valuable insight into how organizations can maintain high levels of performance while safeguarding employee well-being in technologically augmented workplaces. By addressing this gap, the study contributes to current debates on sustainable tourism marketing by demonstrating that human-centered relational strategies remain essential—even, and especially, in an era increasingly characterized by automation and intelligent systems. This rationale places IRM not merely as a supportive internal function but as a strategic mechanism that links sustainability, human well-being, and organizational performance in the age of artificial intelligence.

From Gummesson's (1999) perspective, all marketing fundamentally operates through relationships within networks. When relationship development becomes a strategic priority, self-organizing networks naturally emerge to support it. This, in turn, leads to relationship-based internal marketing, which can become a catalyst for cultural change through interactions within the network of relationships (Ballantyne et al., 2003). Connections between resources, actors, and activities form the foundation of business networks. In the context of internal marketing, relationship development focuses on learning, renewing knowledge, and creating a community of motivated, satisfied, committed, and innovative employee participants (Hakansson and Snehota, 1995). For this reason, adopting a relational approach to internal marketing may be an appropriate strategy (Ballantyne et al., 2003). Employees play an important role in driving business outcomes, particularly in services, as they act as intermediaries between the company and customers (Park and Tran, 2018). Mainardes et al. (2019) explore the concept of internal marketing as "an approach companies adopt to view their employees as internal customers." Through this approach, the main objective is to increase employee satisfaction and engagement, thus creating a motivated and customer-centric workforce (Kanyurhi and Akonkwa, 2016). Internal marketing can foster a sense of belonging within the organization and create a solid corporate brand (Papas, 2009). The literature has widely accepted that internal marketing plays a critical role in shaping an organization's performance in the service sector (Mainardes et al., 2019).

A positive work environment can have a significant impact on an employee's attitude and overall understanding of their working life. Cropanzano et al. (1997) highlight the importance of individuals' perceptions of their social environment at work, noting that these perceptions can vary depending on whether the company is self-interested or responsive to employees' concerns. According to procedural justice theories, employees' favorable attitudes toward the company increase when they perceive fair and equitable treatment (Kilic, 2014). Examining two key concepts is necessary to identify the factors that contribute to job satisfaction. Workplace well-being and the perception of organizational support are crucial factors. Job well-being, as defined by Fung et al. (2015), encompasses an employee's dedication to their job. Perceived

organizational support, according to Courbière et al. (2022), refers to an employee's perception of the organization's investment in their well-being and the recognition of their contributions. Numerous studies have found a significant correlation between perceived organizational support and job satisfaction (Kurtessis et al., 2017). Management, HR departments, and colleagues perceive it as a source of professional and emotional support (Ndayirata et al., 2020; Safy-Godineau et al., 2020). Conversely, perceived support from colleagues tends to foster constructive professional relationships that favor solidarity over competition (Mansour & Commeiras, 2015). Perceived organizational support also reflects a corporate culture that favors work-life balance, as it assesses the extent to which the company values the employee's well-being and professional contributions (Thakur & Kumar, 2015). Our problem lies within this framework: "What mediating roles do job satisfaction, organizational trust, and organizational commitment play in the relationship between workplace well-being and individual employee performance?" This topic is of both theoretical and practical interest, serving as a valuable resource for marketers in the business world to design internal relational marketing strategies for better results. To this end, we will begin with a review of the literature and a presentation of the research hypotheses, after which we will present the working methodology and the results of our study.

2. Literature review

2.1 Job satisfaction

One of the key questions researchers are trying to answer is what factors contribute to employee job satisfaction or dissatisfaction (Janssen and Van Yperen, 2004). Therefore, it is crucial to examine job satisfaction and its conceptual interactions that can enhance business performance (Meyssonier and Roger, 2006). Previous studies, like Iglesias et al. (2010), have identified many antecedents of satisfaction, but some relationships still require further investigation (Le Flanchec et al., 2015). Roussel (1996) defines job satisfaction as *"the degree of convergence between an individual's desires and what they receive from the various facets of their work."* Similarly, Spector (1997) defined it as *"the emotional outcome of how individuals feel about their work or specific aspects of it."* Igalens (1999) further solicited the emotional response from the evaluation, suggesting that job satisfaction is *"a positive emotional response stemming from the evaluation of one's work or work experiences."* This definition emphasizes that job satisfaction is not a static concept but rather a dynamic one that can change over time. Both the employee's experiences and their changing expectations throughout their working life influence it. Meyssonier and Roger (2006) also support this point of view, proposing that job satisfaction is *"a dynamic concept that evolves according to the needs and expectations of the individual."* It is the result of an evaluation of what the employee expects from their work and what they perceive, ultimately translating into an emotional state (Alves and Raposo, 2010). When analyzing certain studies, it is crucial to distinguish between satisfaction associated with an attitude and satisfaction associated with an affective state. Affective state refers to the emotions felt in the workplace, such as positive or negative moods, attitude; on the other hand, it concerns the evaluation of one's work (Weiss, 2002). Job satisfaction encompasses the evaluation, as well as the affective and/or

cognitive judgement, that an individual makes of his working conditions and the nature of his work (Hulin et al., 2003; Yu et al., 2023). Several researchers have examined the relationship between job satisfaction and employee performance. This research yielded three conclusions. The first group of researchers, such as Li et al., (2005) shows a significant positive correlation between the two concepts. Another group, such as Shore and Martin (1989) identified a reciprocal relationship between the two concepts. The last group, such as Brashear et al. (2003) found no correlation between job satisfaction and employee performance.

H1: Job satisfaction positively influences the individual worker's performance.

H1.1: Job satisfaction positively influences the worker's productivity.

H1.2: A high level of job satisfaction encourages innovative behavior in employees.

2.2 Well-being at work

Scientific research on well-being has made significant progress, particularly in the field of management and internal marketing. However, the concept of well-being at work still lacks a clear, universally accepted definition. Even today, it remains vague and unstable, leading researchers to use different terms to describe it, such as "psychological well-being at work," "emotional well-being at work," "subjective well-being at work," or simply "well-being at work." Despite these variations, there are three key points on which researchers generally agree. The first point emphasizes the distinct nature of workplace well-being. This is due to the unique characteristics of the workplace and the specific emotions it elicits, including positive emotions such as fulfillment and joy, as well as negative emotions such as suffering and work-related stress. Experts in the field recognize well-being at work as a concept. Researchers must comprehend the dual nature of individuals in their role as employees (Biétry et al., 2019) and the subsequent well-being at work that arises from the employee's cognitive and emotional assessment of work experiences and events. Empirical research by Biétry and Creusier (2016) supports the second perspective, which acknowledges the influence of culture on well-being. Their work demonstrates that well-being at work manifests itself differently in distant cultures, while showing similar patterns in countries with closely aligned national cultures. The third aspect relates to the multidimensional nature of the concept. Studies in positive psychology concur that the complementary perspectives of the hedonic and eudemonic approaches can comprehend well-being, encompassing a positive psychological state (Seligman et al., 2005). The hedonic approach sees well-being as the pursuit of pleasure, focusing on maximizing positive emotions and minimizing negative ones (Kahneman et al., 1999). The eudemonic approach concerns the search for meaning in one's work and the links forged with other individuals in society (Waterman, 1993). Biétry and Creusier (2013) characterize well-being at work as "a psychological state resulting from positive interactions with others, oneself, time, and the physical work environment." Four distinct elements comprise this state. The first two components focus on interpersonal relationships at work, confirming Robert's (2007) idea that the individual employee needs to be recognized and aligned with an eudemonic perspective. These components involve evaluating the expectations for relationships with colleagues and the perception of management support for career development. The

third component looks at the various temporal aspects of work (such as working hours and maintaining work-life balance), while the fourth component looks at the physical conditions of the work environment. Biétry and Creusier (2013) specify that these last two components reflect a "more hedonic perspective of well-being" because they require the feeling of being able to carry out one's professional duties effectively. Our research is part of an integrative approach to understanding well-being at work. Within this framework, it becomes clear that the conditions in which individuals work play a crucial role in improving or reducing their general sense of well-being.

People often confuse the correlation between well-being and job satisfaction (Wright and Cropanzano, 2000). However, it is important to recognize that there is a causal relationship between these two concepts. The concepts of 'well-being' and 'satisfaction' at work are distinct from each other. Another finding was that changes in one concept often affected the other. According to the dispositional approach (Diener, 1994), individuals have an inherent tendency to perceive events in a positive light. This tendency influences the way they interact with their environment, including their workplace. Therefore, one could argue that well-being precedes job satisfaction. Empirical evidence has already demonstrated this relationship between well-being and job satisfaction (e.g., Brunetto et al., 2012), which is more significant than the inverse relationship between job satisfaction and well-being (Bowling et al., 2010). Cognitive psychology provides a lens through which to understand the link between job satisfaction and well-being. Well-being, in this context, refers to a general disposition that exerts a positive influence on individuals. This disposition plays a role in the way individuals gather and interpret information. According to Wright and Bonett (2007), employees who experience an increased sense of well-being tend to perceive situations in a more positive light, as they feel less vulnerable or anxious. This positive state of contentment then has the potential to extend and impact the overall work environment. Wright et al., (2007) suggests that positive well-being can significantly enhance job satisfaction. Similarly, Thévenet (2011) argues that 'well-being' can also be a significant driver of satisfaction. Employees consider their future situation, and this anticipation plays a role in their overall sense of anticipated satisfaction. The concept of well-being at work centers on striking a balance between the individual's contentment and their professional fulfillment (Bowling et al., 2010), with well-being itself influencing employees' job satisfaction (Thévenet, 2010). Numerous employees in extensive research have demonstrated that receiving respect not only enhances their sense of trust and security but also leads to significantly higher levels of job satisfaction (Courbière et al. 2022).

H2: The level of well-being at work positively influences the employee's job satisfaction.

H2.1: The work environment positively influences employee job satisfaction.

H2.2: Working time positively influences employee job satisfaction.

H2.3: Relationships at work positively influence employee job satisfaction.

H2.4: Human resources practices positively influence employee job satisfaction.

2.3 Organisational trust

The concept of trust can be defined as "a state of mind which consists of recognizing one's vulnerability based on one's beliefs about the intentions or actions of another person" (Rousseau et al., 1998). Therefore, individuals link trust, as a belief, to the expectations they develop about the attitudes, intentions, or actions of others. Robinson (1996) describes how the employer's perceived obligations foster an employee's trust in the context of the employer-employee relationship. In turn, this trust generates in the employee a sense of responsibility to act in the best interests of the organization (norm of reciprocity). This willingness to act for the benefit of the organization can manifest itself in various attitudes and behaviors, illustrating the employee's positive impact on the working relationship (Campoy and Neveu, 2007). The definition of trust, as described by Rousseau et al. (1998), characterizes it as "a psychological state that involves embracing vulnerability based on optimistic assumptions about the intentions and actions of another individual." This definition serves as a comprehensive summary of the main interpretations of trust employed in the field of management. Research by Robinson and Rousseau (1994) has established employee trust within the organization over the last thirty years. Trust is an essential element of social interaction, resulting in a process of sustained and mutually beneficial exchange. Previous studies such as those by Mayer and Gaven (2005) have demonstrated a positive correlation between trust within the organization and attitudes that contribute to employee retention, such as organizational. Franck et al. (2004) suggest that employee retention will play a crucial role in the success of future businesses, particularly given the anticipated shortage of skilled people and high-potential employees. Establishing trust within the organization can therefore be an asset in fostering a lasting social exchange between employees and their respective companies. Numerous studies have explored the role of organizational trust in the formation of lasting employment relationships. These studies have demonstrated that various factors and attitudes, centered around the social exchange individuals have with their organization, influence organizational trust (Mayer and Gavin, 2005). As the exchange relationship develops, individuals become more aware of the level of attention they receive from their organization. The importance of attention in building trust increases over time (Guerrero and Herrbach 2009). The antecedents of organizational trust, which operationalize the concept of attention, include factors such as a satisfactory work environment (Dirks and Ferrin 2002), allocated work time (Allen et al., 1998), and effective human resource management (Lamsa and Pucetaite, 2006). These factors are crucial in retaining employees and improving their productivity and performance in the workplace. Research into trust within organizations has produced consistent results. Research such as Dirks and Skarlicki (2004) has established that trust in one's organization plays an important role in explaining both organizational commitment and intention to leave. Trust within an organization can act as a catalyst to improve employee attitudes and behaviors, ultimately leading to improved job performance (Campoy and Neveu, 2007; Jaujard, 2016).

H3: Job satisfaction positively influences employees' organizational trust.

H4: Well-being at work develops organizational trust.

H5: Organizational trust has a positive influence on employee organizational commitment.

H6: Organizational trust has a positive influence on employees' innovative behavior.

H7: Organizational trust has a positive influence on employee productivity.

2.4 Organisational commitment

The concept of employees' commitment to their employer, known as organizational commitment, has been the subject of research in the field of organizational behavior. Organizational commitment is therefore "an employee's attitude towards his or her organization, which may be continuous, normative, or affective in nature" (Djohossou, 2022). Research on organizational commitment has shifted toward perceptions of work experience and individual and organizational characteristics as they relate to employees' attitudes and behaviors in the workplace (Balhadj and Ammary, 2020). This research's practical implications demonstrate that the support of superiors and colleagues, as well as the effectiveness of human resources, directly influence commitment to an organization. Establishing an ethical climate that fosters understanding between employees and their organization is essential to creating a positive and productive work environment. The relationship between job satisfaction and organizational commitment has been the subject of interest and investigation. Numerous studies have explored the link between these two variables, seeking to understand the impact of job satisfaction on an individual's commitment to their organization (Meyer et al., 2002). The results show that employees with a high level of job satisfaction are the most likely to have a high level of organizational commitment. Researchers have observed that employees who express satisfaction with their work typically exhibit lower absenteeism rates compared to their dissatisfied counterparts (Kohler and Mathieu, 1993). In addition, employees who feel respected in their workplace have higher levels of commitment than others (Porath and Erez, 2009). The higher an individual's job satisfaction, the less likely they are to want to change (Alves and Raposo, 2010). Many studies have shown a negative correlation between job satisfaction and the intention to leave, such as Hom and Kinicki (2001). The extent to which the organization meets employees' expectations for personal growth and fulfillment directly influences their level of commitment (Alves and Raposo, 2010). Cultivating a positive work environment can foster a positive mindset among employees and improve their understanding of their career path (Kilic 2014).

H8: The degree of employee satisfaction with their work positively influences their commitment to the organization.

H9: A feeling of well-being at work fosters an employee's organizational commitment.

Employees with high levels of organizational commitment tend to be more productive and effective and less likely to leave the company (Meyer et al., 2002). Some authors, such as Wiener et al. (1987), suggest that high levels of organizational commitment lead to a greater sense of well-being for individuals. Organizations strive to foster organizational commitment among their members, as this translates into positive behaviors that enable them to achieve economic and social objectives in a high-performance environment. According to other research, Meyer and Allen's work

(Allen and Meyer, 1990) widely recognizes and reverses the various forms of attachment that organizational commitment encompasses. These authors contend that individual or situational factors not only determine commitment, but also significantly predict various indicators of organizational success, including performance measures, adoption of organizational citizenship behaviors, and attendance at work (Meyer et al., 2002). Furthermore, the current instability of working environments is compelling organizations to rely on employee innovation. With the aspirations of new generations on the labor market, who seek recognition, fulfillment, and autonomy in their work, employee initiatives are increasingly becoming the primary source of competitive advantage for organizations (Verrier and Bourgeois, 2016). Research demonstrates that the emotional commitment of employees positively impacts their inclination to enhance their performance, assist their peers, and embrace innovative practices (Thompson and Heron, 2006). Committed employees invest in their organization's success and exhibit desired behaviors, including innovative ones, to achieve this.

H10: Employees' organizational commitment has a positive influence on their innovative behavior.

H11: An employee's organizational commitment has a positive influence on his or her level of productivity.

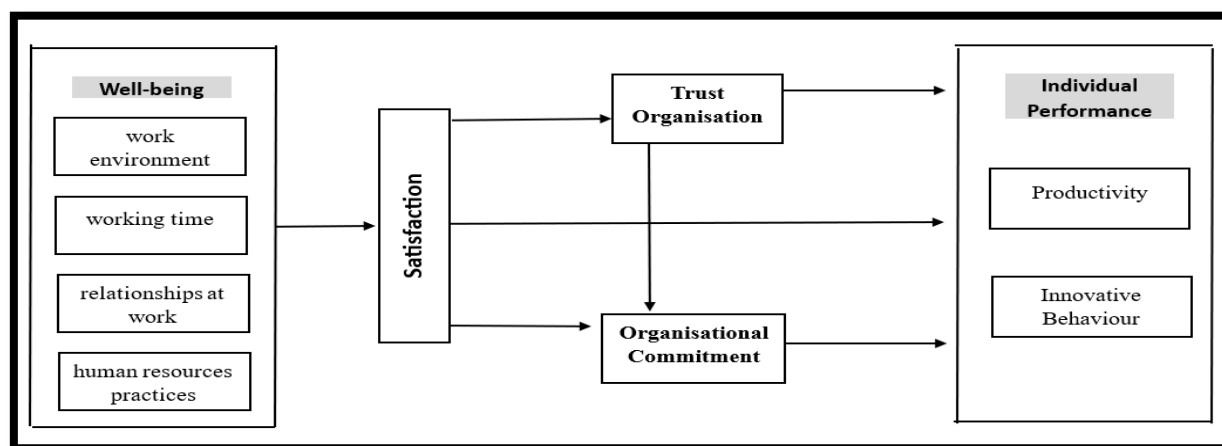
2.5 Relationship between well-being and employee performance

There is a connection between employees' well-being at work and their innovative performance and behavior. Scholars have widely studied the correlation between well-being and both innovative performance and innovative behavior. Reviewing the literature, it becomes clear that most studies focus on a positive correlation between well-being and performance (Bryson et al., 2017). Conversely, there is a lack of comprehensive literature on the reciprocal effects of performance on well-being at work (Leclerc et al., 2014). Most research findings suggest that well-being at work fosters individual innovation and performance, a factor commonly considered (Boivin and Malo, 2019; Odoardi et al., 2019; Koca Balli et al., 2021). On the other hand, a growing body of literature proposes theoretical models of the effects of innovative individual performance on well-being at work, as exemplified by Helzer and Kim (2019). Other studies, including those by Leclerc et al. (2014) and Nande and Commeiras (2022), have explored the bidirectional relationship between well-being at work and innovative individual performance. Their findings suggest that a sustained level of well-being over time leads to improved work performance, while also indicating that consistent effectiveness contributes to well-being at work. Therefore, we can infer that there is a mutual influence between well-being at work and performance.

H12: Well-being at work encourages innovative employee behavior.

H13: Well-being at work has a positive influence on employee productivity.

Figure 1: Conceptual framework



3. Research Methodology

To meet our objective, we felt it appropriate to position our research within the positivist current by following a hypothetico-deductive approach. We began by setting out the initial question. We then chose a theoretical basis. We then developed the research hypotheses deductively. Finally, we will test these hypotheses in the field to confirm or refute them. As part of our research, we tried to interview all employees of 4- and 5-star hotels in Saudi Arabia, located in the cities of Makkah, Jeddah, and Taif, but only 258 employees agreed to take part in the study. We administered the questionnaires face-to-face and sent some via e-mail. We

counted and checked the questionnaires, eliminated 14 incomplete ones, and ultimately retained 244 questionnaires.

We selected measurement scales from previous research to measure our test variables. We invited respondents to assess their job satisfaction and organizational satisfaction using a 4-item job satisfaction measurement scale, which we borrowed from Courbière et al. (2022). The study uses the well-being measurement scale that Biétry and Creusier (2013) developed. It comprises twelve items and is multi-dimensional. The four dimensions encompass the relationships among colleagues, the impact of management, the interaction with social time, and the physical work environment. Three items comprise each dimension.

Organizational trust was measured using a scale adapted from the work of Guerrero and Herrbach (2009), while the Bashir et al. (2024) scale was used to measure worker productivity. Gamble and Huang (2008) used three items to measure organizational commitment, while Bunce and West (1995) developed a scale to measure the workers' innovative behavior. We used the Likert interval scale from 1 to 5, commonly used to measure attitudes (Gavard-Perret et al., 2008), for response modalities. Using this scale, respondents can express their opinions based on a "degree of agreement" with a proposition. For the modeling, we used the partial least squares (PLS) method of the SmartPLS 4.0 software with a bootstrap procedure of 500 iterations (Chin, 1998; Efron and Tibshirani, 1993; Tenenhaus et al., 2005). We chose the PLS

method for this research due to its ability to avoid multi-normality constraints, among other benefits (Tenenhaus et al., 2005).

4. Results and discussion

First, we tested reliability using the Dillon-Goldstein Rhô and composite reliability, which are less sensitive to the number of items and better suited to structural equation methods. For convergent validity, the variance shared between each variable (or factor in the case of structures of order 2 or higher) is considered; hence, the use of the AVE indicator (short for Average Variance Extracted) on PLS.

Table 1: Convergent Validity Test

	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
Commitment	0.898	0.937	0.831
Environment	0.907	0.941	0.843
Innovative	0.883	0.919	0.740
Management	0.900	0.935	0.828
Productivity	0.911	0.944	0.849
Relations	0.890	0.931	0.819
Time	0.806	0.885	0.720
Trust	0.959	0.965	0.775
Satisfaction	0.901	0.931	0.771

From Table 1, we can see that all the measures have an AVE greater than 0.50 (Hair et al., 2017) and a Rhô or composite reliability greater than 0.70 (Fornell and Larcker, 1981; Wetzels et al., 2009). Therefore, we can confirm the measurement scales' reliability and convergent validity, as well as the high correlation between the measurement indicators and the constructs they aim to measure. On the other hand, we must ensure that the scales we use have a weak relationship with the other constructs, which is why we are interested in discriminant validity. We verified this by comparing the extracted average variance (AVE) with the squares of the correlations between the constructs (Table 2). The AVE values exceeded the squares of the correlations between the

constructs (Fornell-Larcker 1981 criterion), indicating that the used scales accurately measured their intended constructs, thereby verifying the discriminant validity of the constructs. We also checked for multiple collinearities using the collinearity statistics test (VIF). The results were satisfactory, with a VIF value of less than 5 for all items. A global fit indicator is also available. As proposed by Tenenhaus et al. (2004), the GoF (goodness of fit) corresponds to the geometric mean of the municipalities and the average regression coefficient (Duarte and Raposo, 2010):

$$GOF = \sqrt{\text{communality} \times R^2}$$

Table 2: Discriminant Validity Test

	Commitment	Environment	Innovative	Management	Productivity	Relations	Time	Trust	Satisfaction
Commitment	0.912								
Environment	0.860	0.918							
Innovative	0.704	0.706	0.860						
Management	0.430	0.500	0.407	0.910					
Productivity	0.561	0.608	0.671	0.325	0.921				
Relations	0.607	0.612	0.577	0.319	0.556	0.905			
Time	0.696	0.684	0.689	0.693	0.521	0.556	0.849		
Trust	0.746	0.817	0.709	0.463	0.556	0.500	0.680	0.881	
Satisfaction	0.810	0.853	0.783	0.467	0.667	0.625	0.655	0.791	0.878

Both the measurement model and the structural model use this indicator to evaluate the overall quality of the model. It relates to the predictive performance of the model and varies between 0 and 1. The higher the GoF value, which is above 0.3 and close to 1, the better the model is (Henseler and Sarstedt, 2013). Our study yielded a GoF value of 0.708 and a GoF (Bootstrap) value of 0.712. We note that the GoF values before and after bootstrapping are roughly equivalent, indicating the stability of our collection and leading us to conclude that the overall model is of satisfactory quality. After verifying convergent and discriminant validity and testing the goodness of fit of the overall model, we will move on to testing the structural model and verifying our research hypotheses. To accept or reject a hypothesis, we will rely on the significant relationships provided by PLS, i.e., on the reading of the structural links (path coefficients) that are significant at 5%. We will propose an interpretation of each of the sub-models before suggesting a cross-sectional reading of the results.

4.1 Studies of direct relationships in the model

Firstly, the results show that only the environment (physical conditions of the workplace, $p = 0.000$; $t = 12.123$) and

relationships within the workplace ($p = 0.023$; $t = 2.275$) have a positive effect on the level of employee satisfaction. Our study indicates that job satisfaction is unaffected by working hours and management. This can be explained by the context of the study since the working time is already acceptable and accepted by employees and does not pose any problem, especially with the flexibility of working time, as well as the management style adopted by managers (direct hierarchical style), because it is the dominant style in Saudi Arabia, and people have become accustomed to this style that can be considered even as a managerial tradition. So, referring to the work of Biétry and Creusier (2013), the two approaches to well-being at work have been verified, but only with one dimension for each approach. Our study in the Saudi context partially validates Biétry and Creusier's (2013) definition of well-being as "a psychological state resulting from positive interactions with others, oneself, time, and the physical work environment," leading us to conclude that well-being at work primarily refers to "a psychological state resulting from positive interactions with others and the physical work environment."

Table 3: Direct Relationship Tests

Relations	Path Coefficient	F ²	T value	P Value	Hypothesis test
Environment -> satisfaction	0,697	0,870	12,123	0,000	Confirmed
Management -> satisfaction	0,011	0,000	0,163	0,871	Not supported
Relations -> satisfaction	0,146	0,049	2,275	0,023	Confirmed
Time -> satisfaction	0,089	0,011	1,123	0,262	Not supported
Satisfaction -> Commitment	0,587	0,412	7,790	0,000	Confirmed
Satisfaction -> Innovative	0,510	0,192	4,928	0,000	Confirmed
Satisfaction -> Productivity	0,582	0,162	5,836	0,000	Confirmed
Satisfaction -> Trust	0,791	1,668	22,824	0,000	Confirmed
Trust -> Commitment	0,282	0,095	3,425	0,001	Confirmed
Trust -> Innovative	0,199	0,038	2,541	0,011	Confirmed
Trust -> Productivity	0,065	0,003	0,664	0,506	Not supported
Commitment -> Innovative	0,142	0,018	1,465	0,143	Not supported
Commitment -> Productivity	0,041	0,001	0,348	0,728	Not supported

Our study confirmed the role of satisfaction in the formation of organizational trust ($p = 0.000$; $t = 22.824$). In line with the work of Michra (1996), satisfaction enables the development of a feeling of trust in the organization among workers. Several previous works (Meyer et al., 2002 and Megha, 2016) present satisfaction as an important antecedent in the internal marketing chain, playing a determining role in the formation of the employee's organizational commitment ($p = 0.000$; $t = 7.790$). Thus, the results suggest that individuals who experience higher levels of job satisfaction tend to display higher levels of organizational commitment. The results also show that the more satisfied employees are, the higher their performance will be; employee job satisfaction has a positive effect on their productivity ($p = 0.000$; $t = 5.836$) and acts positively on

their innovative behavior ($p = 0.000$; $t = 4.928$). The results verified the relationship between organizational trust and organizational commitment ($p = 0.001$; $t = 3.425$), showing that employees with a high level of trust in their organization tend to commit to a long-term relationship and have less intention of leaving (Dirks and Ferrin 2002; Meyer et al. 2002; Dirks and Skarlicki 2004). Researchers have found that trust serves as an antecedent to an employee's innovative behavior ($p = 0.011$; $t = 2.514$); trust within an organization can act as a catalyst to improve employee attitudes and behaviors, ultimately leading to improved performance at work (Campoy and Neveu 2007; Jaujard 2016).

Table 4: Model Relationship Test Results

Relations	Path Coefficient	F ²	T value	P Value	Path Coefficient	T value	P Value	Path Coefficient	T value	P Value	Mediation	Type of mediation
	Direct effects				Indirect effects			Total effects				
Environment -> satisfaction	0,697	0,870	12,123	0,000	-	-	-	0,697	12,123	0,000	No	
Management -> satisfaction	0,011	0,000	0,163	0,871	-	-	-	0,011	0,163	0,871	-	
Relations -> satisfaction	0,146	0,049	2,275	0,023	-	-	-	0,146	2,275	0,023	No	
Time -> satisfaction	0,089	0,011	1,123	0,262	-	-	-	0,089	1,123	0,262	-	
Environment -> trust	0,465	0.194	4,630	0,000	0,227	3,157	0,002	0,692	10,983	0,000	Yes	Complementary
Management -> trust	-0,056	0.006	0,462	0,644	0,004	0,174	0,862	-0,053	0,429	0,668	-	
Relationships -> trust	-0,109	0.024	1,519	0,129	0,049	2,016	0,044	-0,060	0,853	0,394	No	
Time -> trust	0,246	0.075	1,936	0,053	0,030	1,018	0,309	0,277	2,151	0,031	No	
Environment -> commitment	0,554	0.283	5,000	0,000	0,156	2,093	0,036	0,697	9,690	0,000	Yes	Complementary
Management -> commitment	-0,134	0.038	1,985	0,047	0,003	0,140	0,888	-0,125	1,790	0,073	No	
Relationships -> commitment	0,040	0.004	0,647	0,518	0,034	1,761	0,078	0,074	1,185	0,236	-	
Time -> commitment	0,244	0.087	2,732	0,006	0,021	0,628	0,530	0,264	2,870	0,004	No	
Environment -> innovative behavior	-0,089	0.004	0,589	0,556	0,471	3,640	0,000	0,383	4,817	0,000	No	
Management -> innovative behavior	-0,130	0.026	1,686	0,092	-0,006	0,114	0,909	-0,136	1,486	0,137	-	-
Relationships -> innovative behavior	0,069	0.008	0,988	0,323	0,069	1,468	0,142	0,138	2,077	0,038	-	-
Time -> innovative behavior	0,350	0.112	3,880	0,000	0,095	1,432	0,152	0,445	4,427	0,000	No	
Environment -> productivity	0,112	0.004	0,646	0,518	0,245	1,573	0,116	0,357	3,234	0,001	-	-
Management -> productivity	-0,067	0.004	0,613	0,540	0,020	0,488	0,626	-0,047	0,466	0,642	-	-
Relationships -> productivity	0,207	0.045	1,840	0,066	0,059	1,356	0,175	0,266	2,751	0,006	-	-
Time -> productivity	0,150	0.013	1,114	0,265	0,013	0,216	0,829	0,163	1,212	0,226	-	-
Satisfaction -> Commitment	0,587	0,412	7,790	0,000	0,223	3,315	0,001	0,810	25,638	0,000	Yes	Complementary

Satisfaction -> Innovative	0,510	0,192	4,928	0,000	0,273	3,165	0,002	0,783	22,621	0,000	Yes	Complementary
Satisfaction -> Productivity	0,582	0,162	5,836	0,000	0,085	0,895	0,371	0,667	13,444	0,000	No	-
Satisfaction -> Trust	0,791	1,668	22,824	0,000	-	-	-	0,791	22,824	0,000	-	-
Trust -> Commitment	0,282	0,095	3,425	0,001	-	-	-	0,282	3,425	0,001	-	-
Trust -> Innovative	0,199	0,038	2,541	0,011	0,040	1,271	0,204	0,239	3,095	0,002	No	-
Trust -> Productivity	0,065	0,003	0,664	0,506	0,012	0,317	0,751	0,077	0,866	0,386	-	-
Commitment -> Innovative	0,142	0,018	1,465	0,143	-	-	-	0,142	1,465	0,143	-	-
Commitment -> Productivity	0,041	0,001	0,348	0,728	-	-	-	0,041	0,348	0,728	-	-

4.2 Study of the mediation effect of variables in the model

We introduced the Preacher and Hayes (2008) procedure in place of the Sobel test to better understand the role of internal relational variables and their potential mediating effects between employee well-being at work and job performance in the Saudi tourism sector. These authors developed the 'Bootstrap' approach, a two-stage procedure compatible with small sample sizes (Hair et al. 2004). Initially, the process occurs without mediation, and subsequently, it incorporates mediation. Note that if the direct path is not significant, there is no mediator effect (Wang and Yin, 2015). If the direct path "c" is significant, then it is possible to include the mediating variable in the model and assess the significance of the indirect path (a * b). We use the Variance Account For (VAF: Variance Account For) to assess the degree of mediation (Hair et al., 2014).

To calculate this, use the formula $VAF = \text{indirect path} / \text{total path} = (a * b) / [c + (a * b)]$.

A VAF value above 80% is synonymous with full mediation; a value between 20% and 80% is equivalent to partial mediation; and a value below 20% means that there is no mediation.

The study of the mediation effect of the model's variables, shown in Table 5, shows that satisfaction partially mediates the relationship between the work environment and organizational trust and between the work environment and organizational commitment. Organizational trust partially mediates the relationship between employee job satisfaction and organizational commitment; it also partially mediates the relationship between employee job satisfaction and innovative behavior.

Table 5: Study of the Type of Mediation of Variables

Relations	VAF (Variance Account For)	Type of mediation
Environment-> Satisfaction-> Trust	20% < 54% < 80%	Complementary
Environment-> satisfaction-> Commitment	20% < 42.4% < 80%	Complementary
Satisfaction -> Trust-> Commitment	20% < 27.53% < 80%	Complementary
Satisfaction -> Trust-> Innovative Beh.	20% < 23.58% < 80%	Complementary

According to the presented results, the Saudi tourism sector considers the work environment and workplace relations as the primary factors that determine employee well-being and positively impact job satisfaction. This may be related to the Saudi work culture, which is characterized firstly by a directive management style (very hierarchical and vertical management), which is the most popular and practiced, and secondly by working hours that are adapted to the Saudi lifestyle (respect for prayer times, breaks, etc.). This flexibility in working hours practiced by Saudi tourist establishments has had a direct positive effect on the organizational commitment of employees and has enabled them to adopt innovative behavior. The higher an employee's job satisfaction, the higher his or her productivity. Job satisfaction is not only important for improving employee productivity; it also fosters the development of organizational trust and commitment among employees. The results also showed that the more satisfied employees are, the more they adopt innovative behavior that contributes to the success of the organization. Well-being at work is an input variable in the internal relational chain. Organizational trust and commitment are relational dimensions. Innovative behavior and productivity are output variables from the internal relational chain. Satisfaction, then, is a key factor in the internal relational approach. Another important relational variable, which according to the results plays a partial mediating role, is organizational trust. It partially mediates the relationship between job satisfaction and employees' organizational commitment and between job satisfaction and employees' innovative behavior. The results showed that well-being at work is an input variable to the internal relational model. Job satisfaction and organizational trust are two central and (partially) mediating relational variables. An employee's organizational commitment, innovative behavior, and productivity are three output variables.

5. Conclusion

Finally, we believe that our research will enhance our comprehension of the role internal relational marketing plays in promoting well-being at work and individual worker performance, as demonstrated by the worker's innovative behavior and productivity. The achievement of this objective was the source of several contributions of various types, both theoretical, methodological, and managerial.

From a theoretical point of view, this research enabled us firstly to confirm the validation of the relational approach both inside the company (with employees) and outside (with customers), and secondly to gain a better understanding of the role played by relational internal marketing in the development of employee performance and how well-being at work determines the level of job satisfaction, develops employees' organisational confidence and conditions their commitment to the organisation. The validation of the approach in the Saudi hotel sector (a sector with specific characteristics) was important.

From a methodological point of view, the innovative contribution lies in the choice of method used to test the mediating effect of job satisfaction, firstly on the relationship between well-being at work (physical environment) and organizational relational variables (trust and commitment), and secondly to test the mediating effect of organizational trust between job satisfaction and the worker's organizational commitment and between job satisfaction and the worker's performance (innovative behavior). It is simpler and less

restrictive from a distributional point of view, as we pointed out earlier, and it provides precise information on the mediation rate.

The third type of contribution is managerial; the results have enabled us to draw certain managerial recommendations. Faced with ever-increasing and ever-developing competition, the personnel in the service context have become a determining factor in the success of companies. It has therefore become imperative for service companies—and, in our study, those operating in the tourism sector—to understand and retain their employees, especially the best ones. In the Saudi context, and according to the results of our study, managers need to focus on improving the physical working environment (air conditioning, comfort, material support, internet connection, etc.) and establishing positive internal relations. As a result of the analysis, working hours and working time are key factors in the development of innovative employee behavior. You need to be able to reinforce employees' sense of well-being to improve their productivity and optimize their behavior. Ensuring employee well-being means having a satisfied employee who has trust in the organization and is physically and morally committed to the organization's objectives.

According to the results of this research, job satisfaction, while conceptual, has concrete and measurable repercussions. Companies that attach paramount importance to the well-being and satisfaction of their employees always reap significant benefits. Management methods require minor adjustments. Trust fosters a sense of competence that makes it easier for employees to attribute meaning to their work. To illustrate this trust, companies must grant a certain amount of autonomy to their employees, for example by allowing them to swap time slots, which enables them to better manage their schedules. It is also important to regularly consider employees' opinions and recommendations without hesitating to assign additional tasks to those who demonstrate their potential. To encourage company growth, employees must feel recognized for their efforts, positive impact, and added value. As a result, they have a positive perception of their work experience, which leads to greater satisfaction.

As highlighted in the survey results, maintaining positive relationships with colleagues is one of the key determinants of employee satisfaction. Maintaining a friendly atmosphere within the team is crucial. The current situation in the labor market offers a multitude of opportunities for employees. So, employers must stand out from the crowd by offering attractive working conditions. Although it's not a miracle solution, offering quality working conditions plays an essential role in improving employee satisfaction.

However, this work is not without its limitations, which constitute potential extensions. First, given that our study population consisted of workers in Saudi tourist organizations, it seems necessary to continue the investigations and validate these initial results with other populations to extend the external validity of these findings. It would therefore be desirable to test this model with other populations and to carry out a comparative study. Secondly, we obtain our results by instantaneously measuring the study's independent variables. While this methodological choice enables us to highlight a series of relationships, it does not consider the dynamic evolution of these variables over time or the changes that could affect the relationships we are investigating. To continue this work, we could establish a research model that incorporates

temporal dynamics, allowing us to measure the phenomena under investigation at various stages of their development. Another way of extending this research could involve an in-depth analysis of the moderating role of the worker's personality, age, and seniority while distinguishing their respective influences on the variables in the model.

References

- Abord de Chatillon E. and Richard D., 2015, "Du Sens, du Lien, de l'Activité et du Confort. Une proposition pour une modélisation des conditions du bien-être au travail par le S.L.A.C", *Revue Française de Gestion*, 41, 249.
- Agic, E., Cinjarevic, M., Kurtovic, E. and Cicic, M., 2016, "Strategic marketing patterns and performance implications", *European Journal of Marketing*, 50, 12, 2216-2248
- Allen, N. J., and Meyer, J. P., 1990, "The measurement and antecedents of affective, continuance and normative commitment to the organization", *Journal of Occupational Psychology*, 63(1), 1-18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Awwad, M.S. and Agti, D.A.M., 2011, "The impact of internal marketing on commercial banks' market orientation", *International Journal of Bank Marketing*, 29, 4, 308-332.
- Ballantyne, D., Christopher, M. and Payne, A., 2003, "Relationship Marketing: Looking Back, Looking Forward", *Marketing Theory*, 3(1), 159-166, DOI:[10.1177/1470593103003001009](https://doi.org/10.1177/1470593103003001009)
- Bapat, D., 2017, "Impact of brand familiarity on brands experience dimensions for financial services brands", *International Journal of Bank Marketing*, 35, 4, 637-648. <https://doi.org/10.1108/IJBM-05-2016-0066>
- Bapat, D. and Mazumdar, D., 2015, "Assessment of business strategy: implication for Indian banks", *Journal of Strategy and Management*, 8 (4), 306-325
- Balhadj, S. and El Ammary, H., 2020, "L'influence des Pratiques de Management du Capital Humain sur l'Engagement Organisationnel : proposition d'un modèle de recherche", *Revue Internationale des Sciences de Gestion*, 3 (2), 1293-1319.
- Bashir, I., Qureshi, I. H., and Ilyas, Z., 2024, "How does employee financial well-being influence employee productivity: A moderated mediating examination". *International Journal of Social Economics*. <https://doi.org/10.1108/IJSE-09-2023-0676>
- Biétry, F. and Creusier, J., 2013, "Proposition d'une échelle de mesure positive du bien-être au travail (EPBET)", *Revue de gestion des ressources humaines*, 87(1), 23-41. <https://doi.org/10.3917/grhu.087.0023>.
- Biétry, F. and Creusier, J., 2016, "Comment allez-vous ? How are you doing? extension de la validité de l'échelle positive de mesure du bien-être au travail (EPBET) ", *Revue de gestion des ressources humaines*, 99(1), 62-80. <https://doi.org/10.3917/grhu.099.0062>.
- Biétry, F., Creusier, J., and Lemarie-Quillerier, S., 2019, "Souvenirs, souvenirs : Une étude de la relation bien-être au travail rétrospectif-bien-être actuel". *Revue de gestion des ressources humaines*, 113(3), 3-21. [10.3917/grhu.113.0003](https://doi.org/10.3917/grhu.113.0003)
- Boivin, M.P., and Malo, M., 2019, "La résilience et le bien-être psychologique au travail au service de la thèse du travailleur heureux-productif", *Psychologie du Travail et des Organisations*, 25 (4), 240-250, <https://doi.org/10.1016/j.pto.2019.10.001>.
- Bowling, N. A., Eschleman, K. J., and Wang, Q., 2010, "A meta-analytic examination of the relationship between job satisfaction and subjective well-being", *Journal of Occupational and Organizational Psychology*, 83(4), 915-934. <https://doi.org/10.1348/096317909X478557>
- Brashear, T. G., Boles, J. S., Bellenger, D. N., and Brooks, C. M., 2003, "An empirical test of trust-building processes and outcomes in sales manager-salesperson relationships". *Journal of the Academy of Marketing Science*, 31(2), 189-200. <https://doi.org/10.1177/0092070302250902>
- Bunce, D., and West, M. A., 1995, "Self-perceptions and perceptions of group climate as predictors of individual innovation at work", *Applied Psychology: An International Review*, 44, 199-215.
- Bryson, A., Forth, J., and Stokes, L., 2017, "Does employees' subjective well-being affect workplace performance?" *Human Relations*, 70(8), 1017-1037. doi.org/10.1177/0018726717693073
- Brunetto, Y., Teo, S. T. T., Shacklock, K., and Farr-Wharton, R., 2012, "Emotional intelligence, job satisfaction, well-being and engagement: Explaining organisational commitment and turnover intentions in policing", *Human Resource Management Journal*, 22(4), 428-441. <https://doi.org/10.1111/j.1748-8583.2012.00198.x>
- Campoy, E. and Neveu, V., 2007, "Confiance et performance au travail L'influence de la confiance sur l'implication et la citoyenneté du salarié", *Revue française de gestion*, 175(6), 139-153. <https://doi.org/10.3166/rfg.175.139-154>.
- Chahal, H. and Bakshi, P., 2015, "Examining intellectual capital and competitive advantage relationship: role of innovation and organizational learning", *International Journal of Bank Marketing*, 33 (3), 376-399
- Chai, B.B.H., Tan, P.S. and Goh, T.S., 2016, "Banking services that influence the bank performance", *Procedia-Social and Behavioral Sciences*, 224, 401-407.
- Yu, C.-Y., Sun, H.-H., and Chen, S.-C., 2023, "Research on the Relationship between Organizational Justice, Emotional Labor and Job Satisfaction – A Case of Flight Attendants", *International Journal of Business*, 28(2), 005. [https://doi.org/10.55802/IJB.028\(2\).005](https://doi.org/10.55802/IJB.028(2).005)
- Courbière, B., Dalmas, M. and Lacan, A., 2022, "Employees' health pathways and job satisfaction. A case study of employees involved in medically assisted reproduction (MAR) in France". *Recherches en Sciences de Gestion*, N° 151(4), 137-165. <https://doi.org/10.3917/resg.151.0137>.
- Cropanzano, R., Howes, J. C., Grandey, A. A., and Toth, P., 1997, "The Relationship of Organizational Politics and Support to Work Behaviors, Attitudes, and Stress". *Journal of Organizational Behavior*, 18, 159-180. [http://dx.doi.org/10.1002/\(sici\)1099-1379\(199703\)18:2<159::aid-job795>3.0.co;2-d](http://dx.doi.org/10.1002/(sici)1099-1379(199703)18:2<159::aid-job795>3.0.co;2-d)
- Diener, E., 1994, "Assessing Subjective Well-Being: Progress and Opportunities". *Social Indicator Research*, 31, 103-157. <https://doi.org/10.1007/BF01207052>
- Dirks, K. T., and Ferrin, D. L., 2002, "Trust in leadership: Meta-analytic findings and implications for research and

- practice”, *Journal of Applied Psychology*, 87(4), 611–628. <https://doi.org/10.1037/0021-9010.87.4.611>
- Dirks, K. T., and Skarlicki, D. P., 2004, “Trust in Leaders: Existing Research and Emerging Issues”. In R. M. Kramer & K. S. Cook (Eds.), *Trust and distrust in organizations: Dilemmas and approaches* (21–40). Russell Sage Foundation.
 - de Vassoigne, T., 2013. *Relationship between internal marketing elements and employee commitment: the case of French call-center employees*, Normandie Université. France. Retrieved from <https://coillink.org/20.500.12592/4hqlizz> on 19 Oct 2024. COI: 20.500.12592/4hqlizz.
 - Djohossou, A.J.D. and Worou Houndekon, R.D., 2022, “Effet du bien-être au travail sur la relation entre engagement organisationnel et comportements innovants des salariés du secteur public au Bénin”, *Revue Internationale des Sciences de Gestion*. 5 (4), 294-316
 - Frank, F.D., Finnegan, R.F. and Taylor, C.F., 2004, “The Race for Talent: Retaining and Engaging Workers in the 21st Century”, *Human Resource Planning*, 27, 12-25.
 - Guerrero S., and Herrbach O., 2009, “La confiance organisationnelle au cœur de l’échange social : Et si bien traiter ses employés était payant ? ”, *Relations industrielles/Industrial Relations*, 64(1), 6-26.
 - Guerrero, Sylvie and Herrbach, Olivier., 2009, “La confiance organisationnelle au coeur de l’échange social”, *Relations industrielles*, 64 (6), 10.7202/029536ar.
 - Gummesson E. (1999), “Total Relationship Marketing: Experimenting with a Synthesis of Research Frontiers”, *Australasian Marketing Journal (AMJ)*, 7 (1), 72-85, [https://doi.org/10.1016/S1441-3582\(99\)70204-1](https://doi.org/10.1016/S1441-3582(99)70204-1).
 - Hakansson, H. and Snehota, I., 1995, “*Developing Relationships in Business Networks*”, Routledge, London.
 - Helzer, E.G., and Kim, S.H., 2019, “Creativity for Workplace Well-Being”, *Academy of Management Perspectives*, 33, 134–147, <https://doi.org/10.5465/amp.2016.0141>
 - Hom, P. W., and Kinicki, A. J., 2001, “Toward a greater understanding of how dissatisfaction drives employee turnover”, *Academy of Management Journal*, 44(5), 975–987. <https://doi.org/10.2307/3069441>
 - Hulin, C.L., Judge, T.A., Borman, W.C., Ligen, D.R. and Klimoski, R.J., 2003, “*Handbook of Psychology: Industrial and Organizational Psychology*. Wiley, Hoboken, 255-276.
 - Igalens, J., 1999, “Cent ans de gestion du travail”, *Revue Française de Gestion*, Nov-Déc, 14-23.
 - Iglesias K., Renaud O. and Tschan F., 2010, “Satisfaction au travail : conséquences du choix des outils statistiques et des instruments de mesure en GRH”, *XXI^{ème} congrès AGRH*, Saint Malo, 17-19 novembre.
 - Janssen, O., and Van Yperen, Ni., 2004, “Employees' Goal Orientations, the Quality of Leader-Member Exchange, and the Outcomes of Job Performance and Job Satisfaction”. *The Academy of Management Journal*, 47, 368-384. <https://doi.org/10.2307/20159587>.
 - Jaujard, F., 2016, “Critique des évaluations de la performance au travail L’intégration des dispositifs de gestion dans une perspective organisationnelle”, *Revue française de gestion*, 260(7), 55-69. <https://doi.org/10.3166/rfg.2016.00085>.
 - Judge, T.A., Piccolo, R.F., Podsakoff, N.P., Shaw, J.C. and Rich, B.L. (2010) “The Relationship between Pay and Job Satisfaction: A Meta-Analysis of the Literature”. *Journal of Vocational Behavior*, 77, 157-167. <http://dx.doi.org/10.1016/j.jvb.2010.04.002>
 - Kahneman, D., Diener, E., and Schwarz, N. (Eds.), 1999, “*Well-being: The foundations of hedonic psychology*.”, Russell Sage Foundation.
 - Kanyurhi, E.B. and Akonkwa, D.B.M., 2016, “Internal marketing, employee job satisfaction, and perceived organizational performance in microfinance institutions”, *International Journal of Bank Marketing*, 34 (5), 773-796.
 - Kilic, S., 2014, “Perception de l’équilibre travail – hors-travail et satisfaction au travail”, *Management & Avenir*, 69(3), 89-105. <https://doi.org/10.3917/mav.069.0089>.
 - Kohler, S. S., and Mathieu, J. E., 1993, “Individual characteristics, work perceptions, and affective reactions influences on differentiated absence criteria”, *Journal of Organizational Behavior*, 14(6), 515–530. <https://doi.org/10.1002/job.4030140602>
 - Koca Balli, A.I., Ustun F., Balli E., 2021, “The Mediating Role of Psychological Safety in the Effect of Organizational Culture on Innovation: A Research in Hotel Enterprises”, *International Journal of Business*, 26(04), 46-69
 - Kurtessis, J.N., Eisenberger, R., and Ford, M.T., 2017, “Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory”. *Journal of Management*, 43, 1854-1884. <https://doi.org/10.1177/0149206315575554>
 - Lamsa, A.M. and Pucetaite, R., 2006, “Development of Organizational Trust among Employees from a Contextual Perspective”, *Business Ethics: A European Review*, 15, 130-141. <https://doi.org/10.1111/j.1467-8608.2006.00437.x>
 - Laukkanen, T., Tuominen, S., Reijonen, H. and Hirvonen, S., 2016, “Does market orientation pay off without brand orientation? A study of small business entrepreneurs”, *Journal of Marketing Management*, 32 (7-8), 673-694
 - Leclerc, J., Boudrias, J. and Savoie, A., 2014, “La santé psychologique et la performance au travail : des liens longitudinaux bidirectionnels ? ”, *Le travail humain*, 77(4), 351-372. <https://doi.org/10.3917/th.774.0351>.
 - Le Flanchec, A., Mullenbach, A. and Rojot, J., 2015, “Favoriser la satisfaction au travail : les apports de l’enquête REPOSE 2011”, *Management & Avenir*, 81(7), 37-55. <https://doi.org/10.3917/mav.081.0037>.
 - Li, S., Rao, S. S., Ragu-Nathan, T., and Ragu-Nathan, B., 2005, “Development and Validation of a Measurement Instrument for Studying Supply Chain Management Practices”. *Journal of Operations Management*, 23, 618-641. <https://doi.org/10.1016/j.jom.2005.01.002>
 - Mainardes, E., Rodrigues, L. and Teixeira, A., 2019, “Effects of internal marketing on job satisfaction in the banking sector”, *International Journal of Bank Marketing*, 37 (5), 313-333.
 - Mansour, S. and Commeiras, N., 2015, “Le conflit travail-famille médiatise-t-il les effets des conditions de travail sur le stress professionnel ? Une étude auprès du personnel en contact dans le secteur hôtelier”, *Revue de gestion des*

- ressources humaines, 95(1), 3-25. <https://doi.org/10.3917/grhu.095.0003>.
- Mayer, R. C., and Gavin, M. B., 2005, "Trust in management and performance: Who minds the shop while the employees watch the boss?", *Academy of Management Journal*, 48(5), 874-888. <https://doi.org/10.5465/AMJ.2005.18803928>
 - Mbama, C.I. and Ezepue, P.O., 2018, "Digital banking, customer experience and bank financial performance: UK customers' perceptions", *International Journal of Bank Marketing*, 36 (2), 230-255
 - Meyer, J.P., Stanley, D.J., Herscovitch, L. and Topolnytsky, L., 2002, "Affective, Continuance, and Normative Commitment to the Organization: A Meta-Analysis of Antecedents, Correlates, and Consequences", *Journal of Vocational Behavior*, 61, 20-52.
 - Meyssonnier, R., and Roger, A., 2006, "L'impact du cocooning organisationnel et des opportunités d'emploi sur le lien entre satisfaction au travail et intention de quitter", XVIIème Congrès de l'AGRH, IAE de Lille et Reims Management School, 16 et 17 novembre, Reims
 - Nande, F. and Commeiras, N., 2020, "Stratégies identitaires en réponse aux signaux de l'environnement : proposition d'une typologie et effets sur le bien-être au travail Une étude exploratoire auprès des enseignants-chercheurs de l'université française", @GRH, 35(2), 73-102. <https://doi.org/10.3917/grh1.202.0073>.
 - Narteh, B., 2012, "Internal marketing and employee commitment: evidence from the Ghanaian banking industry", *Journal of Financial Services Marketing*, 17 (4), 284-300.
 - Narteh, B. and Odoom, R., 2015, "Does internal marketing influence employee loyalty? Evidence from the Ghanaian banking industry", *Services Marketing Quarterly*, 36 (2), 112-135.
 - Ndayirata, S., Belghiti-Mahut, S. and Briole, A., 2020, "Intention de départ volontaire, pratiques de GRH et équipements de travail dans les hôpitaux publics burundais : le rôle médiateur du soutien organisationnel perçu", *Revue de gestion des ressources humaines*, 117(3), 26-42. <https://doi.org/10.3917/grhu.117.0026>.
 - Niehoff, Brian P., Paul, Robert J., 2001, "The just workplace: Developing and maintaining effective psychological contracts", *Review of Business*, 22, 1/2, 5-8
 - Odoardi, C., Battistelli, A., Montani, F., and Peiró, J. M., 2019, "Affective commitment, participative leadership, and employee innovation: A multilevel investigation", *Journal of Work and Organizational Psychology*, 35(2), 103-113. <https://doi.org/10.5093/jwop2019a12>
 - Park, J.H. and Tran, T.B.H., 2018, "Internal marketing, employee customer-oriented behaviors, and customer behavioral responses", *Psychology and Marketing*, 35, 6, 412-426.
 - Porath, C. L., and Erez, A., 2009, "Overlooked but not untouched: How rudeness reduces onlookers' performance on routine and creative tasks". *Organizational Behavior and Human Decision Processes*, 109(1), 29-44. <https://doi.org/10.1016/j.obhdp.2009.01.003>
 - Robert, N., 2007, "Bien-être au travail : une approche centrée sur la cohérence de rôle", *Les notes scientifiques et techniques de l'INRS*, mars, NS267, 33 p.
 - Robinson, S.L., 1996, "Trust and Breach of the Psychological Contract", *Administrative Science Quarterly*, 41, 574-599. <http://dx.doi.org/10.2307/2393868>
 - Robinson, S. L., and Rousseau, D. M., 1994, "Violating the psychological contract: Not the exception but the norm", *Journal of Organizational Behavior*, 15(3), 245-259. <https://doi.org/10.1002/job.4030150306>
 - Rousseau, D.M., Sitkin, S.B., Burt, R.S. and Camerer, C., 1998, "Not So Different after All: A Cross-Discipline View of Trust", *Academy of Management Review*, 23, 393-404. <http://dx.doi.org/10.5465/AMR.1998.926617>
 - Roussel, P., 1996, "Rémunération, motivation et satisfaction au travail", Paris, Editions Economica.
 - Safy-Godineau, F., Fall, A. and Carassus, D., 2020, "Perceived organizational support, organizational commitment, and job satisfaction: Effects on sickness absenteeism in the local public sector". *Revue de gestion des ressources humaines*, 116(2), 45-67. <https://doi.org/10.3917/grhu.116.0045>.
 - Sahi, G.K., Gupta, M.C. and Lonial, S.C., 2018, "Relating strategic market orientation and market performance: role of customer value types", *Journal of Strategic Marketing*, 26 (4), 318-338.
 - Seligman, M. E. P., Steen, T. A., Park, N., and Peterson, C., 2005, "Positive Psychology Progress: Empirical Validation of Interventions", *American Psychologist*, 60(5), 410-421. <https://doi.org/10.1037/0003-066X.60.5.410>
 - Shore, L. M., and Martin, H. J., 1989, "Job Satisfaction and Organizational Commitment in Relation to Work Performance and Turnover Intentions". *Human Relations*, 42, 625-638. <https://doi.org/10.1177/001872678904200705>
 - Sieger, P., Bernhard, F. and Frey, U., 2011, "Affective Commitment and Job Satisfaction among Non-Family Employees: Investigating the Roles of Justice Perceptions and Psychological Ownership". *Journal of Family Business Strategy* 2, pp 78-89. <https://doi.org/10.1016/j.jfbs.2011.03.003>
 - Spector, P. E., 1997, *Job satisfaction: Application, assessment, causes, and consequences*, Sage Publications, Inc.
 - Thakur, A., and Kumar, N., 2015, "The Effect of Perceived Organizational Support, Role Related Aspects and Work Involvement on Work-Life Balance: Self Efficacy as a Moderator", *International Journal of Scientific and Research Publications*, 5, 1, 1-8
 - Thévenet, M., 2010, "Le travail, le marteau, les trous noirs et le crâne", *Revue internationale de psychosociologie*, (39), 27-36. <https://doi.org/10.3917/rips.039.0027>.
 - Thévenet, M., 2011, "Management et religion La poule devant un couteau", *Revue internationale de psychosociologie*, (41), 27-43. <https://doi.org/10.3917/rips.041.0027>.
 - Thompson, M., and Heron, P., 2006, "Relational quality and innovative performance in R&D based science and technology firms", *Human Resource Management Journal*, 16(1), 28-47. <https://doi.org/10.1111/j.1748-8583.2006.00003.x>
 - Verrier, G. and Bourgeois, N., 2016, "Faut-il libérer l'entreprise ? Confiance, responsabilité et autonomie au travail", Dunod, 1-5, <https://doi.org/10.3917/dunod.verri.2016.01>.

- Warr, P., and Nielsen, K., 2018, “Well-being and work performance”. Dalam E. Diener, S. Oishi, and L. Tay (Eds.), *Handbook of Well-being*. Salt Lake City, UT: DEF Publishers
- Waterman A.S., 1993, “Two conceptions of happiness: contrasts of personal expressiveness (eudaimonia) and hedonic enjoyment”, *Journal of Personality and Social Psychology*, 64, 678-691.
- Weiner, B., Frieze, I., Kukla, A., Reed, L., Rest, S., and Rosenbaum, R. M., 1987, “Perceiving the causes of success and failure”, In E. E. Jones, D. E. Kanouse, H. H. Kelley, R. E. Nisbett, S. Valins, & B. Weiner (Eds.), *Attribution: Perceiving the causes of behavior* (pp. 95–120). Lawrence Erlbaum Associates, Inc.
- Weiss, H.M., 2002, “Deconstructing Job Satisfaction: Separating Evaluations, Beliefs and Affective Experiences”, *Human Resource Management Review*, 12, 173-194. [http://dx.doi.org/10.1016/S1053-4822\(02\)00045-1](http://dx.doi.org/10.1016/S1053-4822(02)00045-1)
- Wright, T. A., and Bonett, D. G., 2007, “Job satisfaction and psychological well-being as nonadditive predictors of workplace turnover”, *Journal of Management*, 33(2), 141–160. <https://doi.org/10.1177/0149206306297582>
- Wright, T. A., and Cropanzano, R., 2000, “Psychological well-being and job satisfaction as predictors of job performance”, *Journal of Occupational Health Psychology*, 5(1), 84–94. <https://doi.org/10.1037/1076-8998.5.1.84>
- Wright, T. A., Cropanzano, R., and Bonett, D. G., 2007, “The moderating role of employee positive well-being on the relation between job satisfaction and job performance”, *Journal of Occupational Health Psychology*, 12(2), 93–104. <https://doi.org/10.1037/1076-8998.12.2.93>
- Yu, Q., Yen, D.A., Barnes, B.R. and Huang, Y.A., 2019, “Enhancing firm performance through internal market orientation and employee organizational commitment”, *International Journal of Human Resource Management*, Vol. 30 No. 6, 964-987.