SUCCESSFUL INTERNAL MARKETING FACTORS ON ENTREPRENEURIAL OF SMALL AND MEDIUM ENTERPRISES IN CHINA

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ABSTRACT

The purposes of this research are 1)To explore internal marketing, organizational commitment, change leadership and business continuity and their components, 2) To analyze the direct and indirect effects of internal marketing, organizational commitment and transformational leadership on business continuity, and 3) to find the internal marketing factors that affect the business continuity of industrial SMEs in Guangxi, China.

Qualitative and quantitative research methods were adopted in this study, and the data collection tools included in-depth interviews and questionnaires. Through in-depth interviews with experts, the internal marketing factors affecting the business continuity of small and medium-sized enterprises were found, and an effective and reliable questionnaire was developed. 505 samples were collected. Descriptive statistics, mean and inferential statistics, confirmatory factor analysis, path analysis and structural equation modeling (SEM) are used.

The research shows that: 1) Internal communication has the greatest impact on internal marketing, continuous commitment has the greatest impact on organizational commitment, moral model has the greatest impact on transformational leadership, and social responsibility has the greatest impact on business continuity. 2) The results of confirmatory factor analysis show that internal marketing, organizational commitment and transformational leadership all have significant influence on business continuity, but the degree of influence is different. Transformational leadership has the strongest impact on business continuity, indicating that a leader's ability to inspire and change plays a key role in a company's sustainable operation. 3) This study constructs a structural equation model of internal marketing, organizational commitment and transformational leadership on business continuity. The path analysis results show that all paths have significant positive effects and support all hypotheses. Among them, transformational leadership has the greatest impact on organizational commitment, while internal marketing has the weakest direct impact on business continuity, but it is still significant.

The research shows that internal marketing significantly promotes the organizational commitment of employees by enhancing their sense of participation and identity, and further improves the business continuity and innovation ability of enterprises. Therefore, the following suggestions are put forward: 1) Enterprises should establish a strong cohesive corporate culture through internal marketing, reduce employee mobility, and lay the foundation for long-term stable development of enterprises. 2) Focus on training managers with transformational leadership characteristics, stimulate the creativity and responsibility of employees, and promote the innovation and competitiveness of enterprises. 3) Enterprises should enhance employees' organizational commitment by providing career development opportunities and enhancing employees' professional identity, and improve the stability and performance of enterprises. In short, companies can ensure competitive advantage in a dynamic market environment through a combination of internal marketing, organizational commitment, and transformational leadership. The research findings provide theoretical support for internal marketing in improving employee performance, enhancing organizational commitment and promoting the sustainable development of enterprises, and provide important implications for the management practice of small and medium-sized enterprises.

Keywords: Internal Marketing, Organizational commitment, Transformational leadership, Business Continuity

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The completion of my doctoral studies marks not an end, but the beginning of a new chapter. I will devote myself to contributing meaningfully to society, and stick to academic research. Salute the past and look forward to the future!

Li Ling

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Introduction

Rationale

Small and medium-sized enterprises (SMEs) play a vital role in the Chinese economy, acting as "capillaries" that help solve employment issues, drive economic growth, and foster market vitality. According to statistical data, by 2023, the total number of industrial SMEs in China was 472,009, including 36,049 medium-sized and 426,948 small enterprises (National Bureau of Statistics of China, Statistical Yearbook, 2023). SMEs account for 98.28% of the total, with their assets making up 54.37%, business income at 56.95%, and profits at 52.07%. These figures highlight the irreplaceable role of SMEs in sustaining stable growth in China's economy.

Small and medium-sized enterprises (SMEs) in China play a crucial role in the country's economic development. As the backbone of the economy, they make significant contributions to job creation, innovation and technological advancement, promoting balanced regional development, and stabilizing social and economic conditions.

Firstly, SMEs are a major component of China's job market. According to statistics, SMEs account for about 80% of the total employment in China. These enterprises provide numerous job opportunities and absorb a large labor force. Especially during urbanization, SMEs offer local employment opportunities for rural labor, alleviating the pressure of migrant worker employment. SMEs are the most numerous type of enterprise in China. Meanwhile, most SMEs operate in industries with lower scientific and technological content, and their requirements for employees' labor skills are relatively low, thus enabling them to widely absorb a large labor force. Particularly for rural laborers, SMEs have absorbed hundreds of millions of them. For laid-off workers and unemployed individuals in cities, SMEs also play an irreplaceable role that large enterprises cannot fulfill. Therefore, while driving the rapid development of China's socio-economic landscape, SMEs also provide an important guarantee for stabilizing social order.

Secondly, SMEs play a crucial role in driving economic innovation and technological advancement. Due to their relatively flexible organizational structures and fewer decision-making levels, SMEs can respond more swiftly to market demands by launching new products, technologies, and service innovations. Many SMEs focus on scientific research for their survival and development, enhancing their capacity for independent innovation. They have achieved success in high-tech fields, emerging industries, and creative sectors, injecting new vitality into China's economic development.

Additionally, SMEs have played an active role in promoting balanced regional development. In the context of China's economic growth, the eastern coastal areas have always been the main engines of economic growth. The rise of SMEs in central and western regions as well as rural areas has increased local fiscal revenues, contributing to coordinated regional development, narrowing the economic gap between different areas, and improving the standard of living for the people.

SMEs in China play a crucial role in promoting the country's economic growth, innovation, and employment, becoming an important driving force behind China's economic development. As of the end of 2023, there were 7,599 industrial SMEs in Guangxi, including 6,868 medium-sized industrial enterprises and 731 small-sized industrial enterprises. (Guangxi Statistical Yearbook, 2023)

However, SMEs in China also face some problems and challenges.

The first issue is financing difficulties. Compared to large enterprises, SMEs often face a more challenging financing environment. The operational risks of SMEs are relatively higher, which increases the risk tolerance of financial institutions. As a result, SMEs often struggle to obtain sufficient loans and financing support from traditional financial channels (Li Yaohua, 2023). Bank credit fails to meet their capital needs, and there is a lack of other diversified financing channels (Wu Weiyan, 2024). This leads to SMEs frequently encountering funding shortages during their development, limiting their expansion and innovation capabilities.

Secondly, there is the pressure from market competition. Due to their small production scales, short processing chains, and fewer high-tech products, SMEs lack market competitiveness. Compared to large enterprises, they are at a disadvantage in terms of funding, talent, technology, and management, facing greater survival risks in fierce market competition. As market competition becomes increasingly intense, many SMEs face competition pressure from large domestic and foreign enterprises (Sun Weina, 2024). SMEs often have limited resources and relatively weak technological capabilities, making it difficult for them to compete with large enterprises. In addition, SMEs also face issues such as high market entry barriers and imperfect intellectual property protection, which restrict their development and growth.

Thirdly, SMEs encounter some difficulties in management, innovation capability, and talent development. Compared to large enterprises, SMEs usually have simpler management systems and processes, lacking specialized management teams and experience (Zhang Xi,2024). At the same time, SMEs need to strengthen the cultivation of innovation capability and improve the quality and competitiveness of their products and services. Moreover, SMEs also need to focus on talent development and attraction, enhancing the quality and capability level of their employees.

Fourth, the challenge of weakening traditional advantages. Under the new normal of economy, the production cost of Chinese small and medium-sized enterprises continues to rise, the traditional advantages continue to weaken, the living space is shrinking day by day, and they are facing unprecedented development difficulties and challenges. Chinese small and medium-sized enterprises are generally small in scale, concentrated at the low end of the industrial chain, without core technology, and have long relied on price advantages to gain competitive advantages in the market (Sun Weina,2024). At present, rising labor costs and raw material prices in China have led to rising production costs and reduced profits for small and medium-sized enterprises. The rise of production cost will inevitably lead to the rise of finished product price, and the main competitiveness of small and medium-sized enterprises to compete with large enterprises will be lost, and the living space will become more narrow.

Fifth, the challenge of ecological environment constraints. Most of China's small and medium-sized enterprises are labor-intensive and resource-intensive enterprises, which mainly rely on the production mode of "high input, high energy consumption and high emission" and the operation mode of "low cost, low price and low profit". At present, governments around the world have intensified efforts in environmental protection and governance, introduced intensive policies related to environmental protection and governance, put forward ecological standards for enterprise development (Michael Odei Erdiaw-Kwasie, 2024), and ordered enterprises that fail to meet environmental protection standards to rectify themselves and implement strict inspection systems. Some enterprises that fail to strictly implement environmental protection standards and pollution discharge regulations will be shut down. Since 2018, China has officially implemented the environmental protection tax, and enterprises with large emissions will pay high environmental protection tax. All these factors have led to the increase of operating costs of small and medium-sized enterprises, making survival and development more difficult.

Despite the many challenges SMEs face, their important role in China's economic development cannot be ignored. China has successively introduced policies to support the development of small and medium-sized enterprises, provided more financing channels and financial support, lowered the market access threshold for small and medium-sized enterprises, and improved the business environment. At the same time, small and medium-sized enterprises themselves need to strengthen the cultivation of management ability and innovation ability, and actively seek cooperation and innovation to cope with the increasingly fierce market competition.

This paper has significant theoretical and practical implications. Theoretical significance: The study will contribute to refining the applicability of internal marketing theory in the specific context of China, and provide empirical research findings on the role of transformational leadership and organizational commitment in

Chinese SMEs. By exploring these theoretical relationships, it can enhance the academic community's understanding of business management and development models in China's specific environment. Practical significance: The research findings will offer valuable insights into the actual management practices of Chinese SMEs. For example, how to improve organizational commitment through internal marketing strategies, and how to use transformational leadership to enhance enterprise stability and market competitiveness. Policy-making significance: The conclusions of the study may guide government policy formulation for supporting SMEs, such as providing training programs, incentive measures, etc., to strengthen the internal capacity building and market adaptation of SMEs. Social significance: The success and continuity of SMEs have an important impact on promoting employment, balancing regional development, and innovation. This study, by promoting the healthy development of SMEs, can help stabilize and progress the broader socio-economic landscape.

The paper may face some potential issues, proposing the following theories to support the research. First, the issue of whether theory aligns with practice. SMEs may vary significantly across different regions and industries; the paper needs to integrate general theories with the specific practices of Chinese SMEs. It is necessary to assess whether the theories are applicable in the specific environment of Chinese SMEs. Second, methodological issues. Accurately measuring the relationship between internal marketing activities, organizational commitment, transformational leadership, and business continuity may present challenges. It is essential to determine appropriate scales and ensure data validity and reliability. Third, difficulties in data collection and sample selection. As accessing SMEs for data collection may be restricted, determining a representative sample will be challenging.

Small and medium-sized enterprises face challenges such as fierce market competition, resource limitation and rapidly changing economic environment. Focusing on small and medium-sized enterprises, internal marketing, organizational commitment, transformational leadership and business continuity, this paper studies the relationship among them, so as to find the factors for Chinese small and medium-sized enterprises to survive in the market and achieve sustainable development.

It is very important to analyze the factors that affect the business continuity of small and medium-sized enterprises, understand the challenges of small and medium-sized enterprises, use resources, and achieve long-term stable development.

Research Questions

This thesis explores how SMEs can improve their viability and sustainable development through internal marketing, organizational commitment, and transformational leadership. The study focuses on the following issues.

1. What are internal marketing, organizational commitment, transformational leadership, and business continuity respectively?
2. How do internal marketing, organizational commitment, and transformational leadership affect the business continuity of SMEs?
3. How do SMEs in Guangxi carry out business continuity?

Objectives

This study aims to explore the relationship between internal marketing, transformational leadership, organizational commitment, and business continuity among small and medium-sized industrial enterprises in Guangxi. Specifically, the research objectives include the following aspects:

1. To explore the components of internal marketing, organizational commitment, transformational leadership, and business continuity
2. To analyze the direct and indirect effects of internal marketing, organizational commitment, and transformational leadership on business continuity
3. To find the internal marketing factors that affect the continuity of small and medium-sized industrial enterprises in Guangxi, China.

The results of this study will help enhance understanding of internal operations and leadership in small and medium-sized enterprises, provide practical significance and management insights, and offer valuable recommendations for the sustainable development and continuity of small and medium-sized enterprises in Guangxi.

Research Hypothesis/Hypotheses

The main body of the paper includes the following eight research hypotheses:

H1: Internal marketing influences organizational commitment.

H2: Internal marketing influences transformational leadership.

H3: Transformational leadership influences organizational commitment.

H4: Organizational commitment influences business continuity.

H5: Transformational leadership influences business continuity.

H6: Internal marketing directly influences business continuity.

Scope of the Research

Scope of Content

This is a study on the impact of internal marketing, leadership models, and organizational commitment on the business continuity of small and medium-sized industrial enterprises in Guangxi, China. The article includes the following variables:

Independent variables

Internal marketing of small and medium-sized enterprises in Guangxi, including growth motivation, management support, green education and training, internal communication, and green human resource management.

Intermediate variables

The first intermediate variable is organizational commitment, including continuous commitment, normative commitment, and emotional commitment. The second intermediate variable is transformational leadership, including charismatic leadership, individualized consideration, moral modeling, and inspirational motivation.

Dependent variables

Business continuity of small and medium-sized industrial enterprises in Guangxi, China, mainly studied through profitability, social responsibility, customer satisfaction, and employee satisfaction.

Scope of Population

7,599 small and medium-sized industrial enterprises in Guangxi, China.

Scope of area

Industrial SMEs registered in 14 cities of Guangxi.

Scope of Time

From January 2023 to December 2023

Advantages

The paper has potential impacts and contributions for different beneficiaries.

1. Operators and owners of Small and Medium Enterprises (SMEs) in China

The most direct beneficiaries of this research are the operators of SMEs. Identifying which internal marketing factors most affect business continuity can help them develop more effective marketing strategies and operational decisions, thereby promoting enterprise development and improving profitability.

2. Government and related institutions

Understanding the factors that promote SME business continuity helps policymakers in government and related institutions design supportive policies and entrepreneurial environments to foster economic growth and employment.

3. Potential investors and financial institutions

For individuals and institutions seeking to invest in SMEs or provide financial support to them, the research findings can serve as a reference for identifying enterprises with potential for success.

4. Scholars and researchers

The paper expands the understanding of the relationship between internal marketing and business continuity in SMEs, enriching the theoretical foundation of related fields. Peer scholars and researchers can use the results and models for subsequent research.

5. Potential entrepreneurs and business students

For individuals wishing to start their own businesses, as well as students receiving business management education in universities and research institutions, the findings of the paper can serve as part of their learning materials and guide for entrepreneurship plans.

6. Business consulting firms and training institutions

Professional consulting firms and training institutions can utilize the research findings to improve training materials and advice, providing more targeted services for business owners.

7. The public and society

Given the large scale of SMEs, they play an important role in promoting economic growth. The success of SMEs drives improvements in social employment and welfare, benefiting the general public.

In summary, by analyzing the interactions between variables, the paper provides theoretical basis and practical guidance for the success and sustainable development of SMEs. It also offers new perspectives and ideas for academic research, enriching and expanding the theoretical system of related fields. Most importantly, through in-depth study of the mechanisms of these key factors, it can provide decision-making references for governments and related institutions, promoting the healthy development and economic prosperity of Chinese SMEs.

Definition of Terms

Successful internal marketing factors on entrepreneurial of small and medium enterprises in china

In this study, industrial SMEs in 14 cities in Guangxi, China were selected as the research objects to systematically explore the mechanism of internal marketing on the sustainable development of enterprises through a mixed qualitative and quantitative research method. The study focused on four key variables: internal marketing, organizational commitment, transformational leadership, and business continuity. By collecting data through in-depth interviews and structured questionnaires, modeling and verifying the causal relationship between variables, this study aims to reveal how internal marketing promotes business continuity by enhancing organizational commitment and transformational leadership, so as to provide theoretical support and strategic enlightenment for the management practice of small and medium-sized enterprises in Guangxi.

Small and Medium-Sized Enterprises (SMEs)

The definition of small and medium-sized enterprises varies from country to country, primarily based on operational scale, number of employees, and annual sales. This article defines SMEs as legally established entities within a country that are relatively small in terms of staff and business scale, including medium-sized, small, and micro enterprises. (Wang Baicun, 2024)

According to the "Standards for Classification of Small and Medium-Sized Enterprises" issued by China's Ministry of Industry and Information Technology, National Bureau of Statistics, Development and Reform Commission, and Ministry of Finance, industrial enterprises with fewer than 1,000 employees or less than 4 billion yuan in revenue are classified as small and micro enterprises. Among them, those with 300 or more employees and revenue of 200 million yuan or more are considered medium-sized; those with 20 or more employees and revenue of 3 million yuan or more are small enterprises; and those with fewer than 20 employees or less than 3 million yuan in revenue are micro enterprises. (Ministry of Industry and Information Technology, 2011)

Internal Marketing

In this paper, the definition of internal marketing is to regard employees as internal customers, regard their work as products, provide good services to the insiders and strengthen the interaction with the insiders, so as to motivate the employees in the organization to effectively implement the strategy, so as to better carry out external marketing. In this process, the internal relationship of employees in different departments and processes is consolidated, and they jointly provide quality services to external customers and stakeholders with a high degree of service orientation, so that the enterprise can gain benefits. (Longbottom et al. 2006; Ho-Taek Yi et al.2023; Liu Yamin,2022)

1. Growth Motivation

Growth motivation refers to the internal drive of employees to pursue personal development, professional skill enhancement, and career progression in their work. This motivation affects employee engagement, job satisfaction, and organizational commitment. (Muhammad Amin et al., 2024)

2. Management Support

This denotes the support provided by management to employees in completing daily tasks and achieving career growth, such as resource allocation, feedback provision, guidance and advice, creating a positive work environment, and assistance during challenges. (Murad Ali et al., 2024) Management support is an important part of internal marketing, helping employees better understand and accept corporate goals and culture, thereby enhancing work efficiency and satisfaction.

3. Green Education and Training

This refers to the education and training on environmental protection, sustainable development, and green business philosophy provided by companies for their employees. Through such training, employees can better understand the company's green development strategy and implement green practices in their daily work. (Xie Xuemei et al., 2020)

4. Internal Communication

This involves the transmission and sharing of information between different levels within a company, including the frequency, quality, and effectiveness of internal information flow, and coordination between different departments. Effective internal communication ensures that employees are aware of the company's goals, strategies, and values, and facilitates interaction between employees and management through timely feedback mechanisms. (Ana Tkalac Verčič, 2023)

5. Green Human Resource Management

This is a human resource management approach centered on human resources, aiming to achieve competitive advantage through corporate social responsibility and long-term development organizational values (Alaa Amin Abdalla, 2024). It integrates environmental management practices into human resource management activities, such as considering environmental factors in performance management and reward systems, encouraging employees to adopt environmentally friendly behaviors, and promoting environmental support.

Organizational Commitment

This paper defines organizational commitment as: the identification and trust of individuals towards the goals and values of their organization, as well as the internalization of behavioral norms and positive emotional experiences towards the organization that this brings. It has a significant impact on job performance. (Sha Yunyu, 2021; Akbar Jan N, 2024)

1. Continuous Commitment

This is a form of commitment where employees continue to stay within the organization in order not to lose their current position and years of investment. (Pham Khuong Thao, 2024)

2. Normative Commitment

This refers to a sense of obligation and responsibility felt by employees, staying within the organization is something they feel they ought to do. (Liu Xiaoping, 2011; Pham Khuong Thao, 2024)

3. Affective Commitment

The emotional connection between employees and the organization, the psychological attachment of employees to the organization. (Liu Xiaoping, 2011; Pham Khuong Thao, 2024)

Transformational Leadership

Transformational leadership refers to the ability of a leader to drive organizational change in pursuit of set goals and in response to challenges, actively guiding the organization through transformation, and inspiring employees to achieve personal change in order to meet various challenges and seize opportunities. Compared to traditional team leadership, transformational leadership places greater emphasis on personal charisma, closely linking individual interests with those of employees, maximizing and enhancing individual employee capabilities, and encouraging them to value their responsibilities and tasks. (Wang Jingying, 2024; Tal Eitan et al., 2024)

1. Charisma of a leader

The leader's inherent affinity and influence enable employees to listen and trust, possessing visionary insights and serving as a role model for employees to emulate. (Zhang Ziyun, 2023)

2. Caring for personality

Leaders care about the personal needs of employees, identify their traits and potential, thereby actively providing support and assistance for the comprehensive development of employees. (Zhang Ziyun, 2023)

3.Moral modeling

Leaders lead by example, setting standards with virtues, upholding honesty, fairness, and integrity in decision-making and behavior, subtly influencing employees' actions and motivating them to strive towards team objectives. (Zhang Ziyun, 2023)

4.Vision Motivation

This refers to leaders presenting a clear and attractive vision, effectively communicating it, and encouraging employees to understand, accept, and work together towards its realization. (Zhang Ziyun, 2023)

Business Continuity

This paper defines business continuity as the enduring presence of a company over time and space, as well as its ability to face challenges, maintain stability, and competitive advantage, that is, the capability to continue operations in the future. (Oguzhan Yavuz, 2023; Liu Xuyuan, 2024)

1. Profitability

Specifically refers to the ability of a business to generate income, usually measured by financial indicators such as profit margin, net profit, return on investment, etc. (Wang Junya, 2024)

2. Social Responsibility

It is a business management approach that applies sustainability values to business operations. While meeting economic goals, it also considers the positive impact on society, community, and the environment, including ethical standards of behavior, contributions to society, and sustainable environmental practices. (Esther Ortiz-Martínez, 2023)

3. Customer Satisfaction

Involves the degree of satisfaction customers have with a company's products or services, typically including customer expectations, perceived quality of the product or service, comparison of price and value, as well as the willingness to repurchase and recommend. (Wen Hua Sharpe, 2023)

4. Employee Satisfaction

The overall evaluation of employees' perceptions and attitudes towards various aspects of their work environment, content, compensation, and benefits. It reflects the level of employee satisfaction with their job and work environment, serving as an important indicator for measuring employee mental state, work enthusiasm, and loyalty. (Li Yanhuan, 2019)

Research Framework

In the research of this paper, the impact of internal marketing on business continuity will be explored, and transformational leadership and organizational commitment will be explored as intermediate variables. The research framework of the paper is shown in Figure 1.1

Figure 1.1 Research Framework

Chapter 2
Literature Review

The purpose of this chapter is to lay a solid theoretical foundation for the study of this paper by sorting out the literature closely related to the research topic. To achieve this goal, the researchers conducted in-depth discussion and analysis of theories, concepts and literature reviews closely related to the research topic of this paper.

Through in-depth research on the literature involving all variables and their contents, we have a clearer understanding of the research topic, which provides strong theoretical support for subsequent research work. On this basis, we construct the research framework of this paper, which points out the direction for the research work of this paper. This chapter consists of the following five parts.

1. General information of Small and Medium-sized Enterprises
2. Concept and theory of Internal Marketing
3. Concept and theory of Organizational Commitment
4. Concepts and theories of Transformational Leadership
5. Concept and theory of Business Continuity
6. Related Research

General information on Small and Medium-sized Enterprises (SMEs)

The development history of SMEs in China can be traced back to the early 20th century, particularly after the economic reform and opening up, when the rapid rise of SMEs became a significant driving force in China's economic growth. Scholars have identified the main phases of SME development in China as follows.

Early Development Stage (1949-1978). In the early days of the People's Republic of China, the country implemented a planned economy, with most enterprises being state-owned. There were fewer SMEs, which were mainly concentrated in the handicraft and family workshop models. During this period, the development of SMEs was significantly restricted, with low operational freedom. Under the dominance of the state-owned economy, they lacked resources and policy support.

Rise after the Reform and Opening-up (1978-1990). After the reform and opening-up in 1978, a market economy gradually took shape, and SMEs developed rapidly. With the implementation of government policies encouraging the private and collective economies, a large number of SMEs began to emerge, especially township enterprises in rural areas, which flourished and became an important force in the rural economy. SMEs played an active role in manufacturing, services, and other sectors.

Market Economy Perfection Stage (1990-2000). In the 1990s, as China transitioned to a market economy system, the legal and policy environment for SMEs gradually improved. The "Small and Medium-sized Enterprises Promotion Law" preliminarily proposed measures for the protection and support of SMEs in 1999. During this period, SMEs not only grew rapidly in number but also significantly improved in technological innovation, market competitiveness, and management level, gradually becoming an important part of the national economy.

Globalization and Information Development Stage (2000 to the present). Entering the 21st century, globalization and information technology have brought new opportunities and challenges. SMEs have become the core force in driving technological innovation, promoting employment, and advancing regional economic development. The government has introduced a series of policies, such as revisions to the "Small and Medium-sized Enterprises Promotion Law" and the "Regulations on the Standards for Classification of Small and Medium-sized Enterprises," further supporting the development of SMEs. At the same time, the rise of e-commerce and the digital economy has also provided new development platforms for SMEs.

The development history of SMEs in Guangxi mirrors that of China's overall SME growth, yet it possesses distinct local characteristics. As an autonomous region for ethnic minorities in China, Guangxi is strategically located near the Association of Southeast Asian Nations (ASEAN), offering unique geographical advantages.

Following the economic reforms and opening-up policies, SMEs in Guangxi experienced preliminary development, with a rapid increase in township enterprises and private businesses. Leveraging its unique location and policy support, Guangxi gradually established a cluster of SMEs primarily focused on agricultural product processing, light industry, and construction materials. Entering the 1990s, SMEs in Guangxi benefited from the national strategy for developing the western regions and the establishment of the China-ASEAN Free Trade Area. A large number of SMEs flourished in sectors such as agriculture, manufacturing, tourism, and trade logistics. Particularly in cities like Nanning, Liuzhou, and Guilin, SMEs have increasingly become a vital force in driving local economic growth and job creation.

The development of industrial SMEs in Guangxi exhibits unique regional characteristics. Relying on abundant natural resources, ethnic minority cultures, and the geographical advantage towards ASEAN, a manufacturing-led cluster of industrial SMEs has gradually formed.

The development of small and medium-sized industrial enterprises (SMEs) in Guangxi has also undergone a start-up and expansion phase following the reform and opening-up policy. In the 1980s, industrial enterprises in Guangxi mainly concentrated in resource-based industries such as mining, metallurgy, and papermaking. With the deepening of the market economy, the industrial structure was gradually adjusted, and the development of light industry and processing industry began. At the beginning of the 21st century, Guangxi proposed the "industrial strong region" strategy, which further promoted the rapid development of small and medium-sized industrial enterprises.

Currently, small and medium-sized industrial enterprises in Guangxi have become an important force in promoting regional economic growth. According to statistics in recent years, SMEs in Guangxi account for more than 90% of the total number of enterprises and contribute most of the region's industrial output and employment positions. The main industries of small and medium-sized industrial enterprises are concentrated in areas such as automobile manufacturing, metallurgy, mechanical processing, chemical industry, and deep processing of agricultural products. The cluster of small and medium-sized enterprises in Liuzhou City, Guangxi, specializing in automobile and parts manufacturing, as well as the SMEs in the petrochemical and logistics industries in the Beibu Gulf, have become pillar industries for regional economic development.

In addition, small and medium-sized industrial enterprises in Guangxi have made significant progress in technological innovation and intelligent manufacturing. The autonomous regional government has introduced multiple support policies, including tax reductions and exemptions, financing support, and technological innovation incentives, to promote the development of small and medium-sized industrial enterprises towards high-tech, environmental protection, and intelligent directions.

The development of SMEs in China and Guangxi has experienced a slow growth during the planned economy period to a rapid rise in the context of a market economy. Especially in Guangxi, with the construction of the China-ASEAN Free Trade Area and the national regional development policy, small and medium-sized industrial enterprises have developed rapidly and become an important part of the regional economy. In the future, small and medium-sized industrial enterprises in Guangxi still have broad development prospects. Therefore, this article takes small and medium-sized industrial enterprises in Guangxi as the research object to study the relationship between internal marketing and business continuity.

Concept and theory of internal marketing

Concept of internal marketing

The concept of internal marketing originated in the 1970s and was first proposed by scholar Berry in 1976. After that, many scholars in different periods expressed their different views. Its conceptual evolution has roughly gone through three stages: employee satisfaction stage, customer orientation stage and change management (Ahmed, 2003; Xi Hongmei, 2003). Throughout the evolution of the concept of internal marketing, each stage emphasizes the means of "quasi-marketing" to some extent. Based on this, internal marketing as a simple, direct, effective means came into being.

Some scholars regard internal marketing as a management tool that can guide and promote the formation of excellent service concepts and external customer orientation among corporate employees, encouraging them to proactively and enthusiastically deliver superior services to external customers (Quester, 1999). Meanwhile, other scholars consider external marketing as their point of departure, viewing the target audience of internal marketing as internal customers, namely corporate employees. By meeting employee needs and achieving employee satisfaction, this approach further attracts, develops, and retains outstanding employees. Its essence is a philosophy of pleasing employees through providing high-quality services, which enhances employee recognition of the company, thereby improving corporate performance (Lings, 2005; Xie Xian, 2006; Wang Desheng, 2006).

Ballantyne, David et al. (2003) argue that internal marketing requires a relationship-mediated approach to generate new and effective knowledge during planned learning activities among volunteers, which is crucial for improving external market performance. Therefore, the article defines internal marketing as a relationship development strategy aimed at updating knowledge.

Different scholars have different understandings of the concept of internal marketing. From the perspective of quasi-marketing, in the process of implementing internal marketing, companies continuously coordinate and integrate employees to overcome resistance in the strategic execution process (Ahmed, 2003), by meeting the diverse needs of employees to encourage their positive behavior towards the company. This process clearly treats corporate employees as internal customers, first gaining employee recognition and satisfaction through a series of measures, and then satisfied internal employees deliver satisfactory service to external customers. This study adopts the second definition of internal marketing, treating employees as internal customers.

From the above analysis, it can be seen that whether internal marketing is a behavioral tool or a management philosophy, its core idea is unified, which is to gradually cultivate and improve employees with a strong sense of quality service within the company.

From the perspective of transaction costs, some scholars divided internal marketing into three dimensions, namely, vision, employee reward and employee development (Foreman et al., 1995). Based on the 4Ps tool in marketing, some scholars have proposed four dimensions of internal marketing (Piercy et al., 1991), and some relevant scholars have further explained it (Rafiq & Ahmed, 1993). Internal work products refer to all kinds of information that internal customers need to complete their own work, as well as colleague relationship, salary, respect, etc. Internal price refers to the cost for internal customers to obtain knowledge and related information (Kennedy et al., 2002). Internal promotion refers to the positive information that can have a positive impact on employees and improve their attitude, including all-round support and smooth communication. Internal distribution refers to the formal procedures and steps adopted by internal suppliers to effectively deliver work products to internal customers (Keller, 2006). It should be pointed out that scholar Wang Yumei holds a positive attitude towards the division of internal marketing into four dimensions.

Some scholars divided internal marketing into five dimensions, namely, education and training, management support, internal communication, human resource management measures and external communication (Li and Li, 2004). In addition, Gronroos proposed five dimensions in 1990, including recruitment. Work support, staff training, participatory management, information communication and empowerment. It is worth mentioning that Rafiq and Ahmed proposed nine dimensions in 2003, including reward and compensation, internal communication, training and development, organizational structure, senior leadership, external environment, inter-functional coordination, incentive system and empowerment.

According to the above analysis, it is found that scholars at home and abroad have different views on the dimensions of internal marketing, so there is no unified opinion on the internal marketing measurement scale. Referring to the research of Li

Quan and Li Jiawei (2004), this paper proposes an internal marketing measurement scale suitable for this paper.

1. Growth Motivation

Growth motivation refers to the drive of employees to pursue personal and professional growth. It includes the desire for knowledge, skills, and career development.

David Bright et al. (2024) studied from the perspective of professional development and teacher autonomy, and found that teachers were usually able to get rid of the limited situation by carrying out teaching motivation in the way of professional achievement. Andi Yusuf et al. (2019) analyzed the relationship between work motivation and employee growth and development through the balanced scorecard method, and the results showed that work motivation, employee growth and development and working environment have a significant positive impact on employee performance, demonstrating the importance of growth motivation in improving employee performance. Hu et al. (2020) emphasized the role of job empowerment and self-efficacy in stimulating employees' growth motivation, pointing out that empowerment and self-efficacy are important ways to stimulate growth motivation. Lepak & Gowan (2021) emphasized the stimulating effect of organizations providing clear career development paths and continuous training programs on employees' growth motivation, pointing out that these measures are crucial to promoting employees' growth motivation. Wang Qiu et al. (2024) studied the moderating effect of career growth opportunities on the relationship between job satisfaction and turnover intention, and found that career growth opportunities could alleviate the turnover intention caused by low job satisfaction to a certain extent. David M. Brown et al. (2024) showed in a study on employees in B2B enterprises that a coordinated strategy to promote the development of employee networks inside and outside the organization helps support interaction, knowledge sharing and employee empowerment, thus effectively stimulating employees' growth motivation. Finally, Marianne van Woerkom et al. (2024) pointed out that growth motivation is negatively correlated with age, and older employees are more inclined to problem-centered rather than discipline-centered learning mode. To sum up, employees' growth motivation is affected by a variety of factors, including career development opportunities, working environment, self-efficacy and supportive measures provided by the organization, which work together to affect employees' career development and overall performance.

2. Management Support

Management support refers to the resources and care provided by management to employees, including guidance, training, and emotional support.

Kahn (1990) put forward the theory of psychological safety, believing that management support can improve employees' participation and job satisfaction. The Perceived Organizational Support theory (POS) proposed by Eisenberger et al. (2002) emphasizes that management support helps to improve employees' organizational commitment and work performance.

Cheng et al. (2020) showed that positive feedback and emotional support from management significantly improved employees' job satisfaction and organizational commitment.

Kim & Beehr (2022) proposed that management support plays a key role in coping with work stress and reducing employee burnout.

3. Green Education and Training

Green education and training refer to programs focused on environmental protection and sustainable development, aimed at enhancing employees' awareness and skills in environmental conservation.

Daily et al. (2007) emphasize that green education and training are crucial components of implementing a green HRM strategy. Tang et al. (2020) highlight the positive impact of green training on corporate environmental performance and note that fostering eco-friendly behaviors among employees requires long-term, continuous training programs.

Jackson et al. (2011) demonstrate that green training can drive corporate sustainability goals by strengthening employees' environmental awareness and behavioral capabilities.

Jabbour & de Souza Freitas (2021) propose that green education and training, when integrated with real work scenarios, can more effectively enhance employees' eco-skills and awareness.

Rizwan Ullah Khan et al. (2023) find that sharing environmental knowledge in the workplace can improve a company's sustainable performance. Environmental knowledge sharing plays a significant and positive mediating role in the relationship between green leadership and corporate sustainable performance.

Hemaloshinee Vasudevan et al. (2024), viewing the enhancement of environmental consciousness as a fundamental element in building a nation's capacity for sustainable development, conceptualize green training and pro-environmental behaviors in higher education institutions. The authors believe that green education and training can assist in achieving environmental objectives as key human resource management activities. A lack of training on new green technologies could lead to insufficient sustainability and restricted progress.

4. Internal Communication

Internal communication refers to the transmission and exchange of information between different levels and departments within the organization, including formal and informal communication.

Men and Stacks (2014) proposed that transparent and two-way communication mechanism helps improve employee engagement and plays a key role in organizational change. Tourish and Robson (2006) discussed the impact of internal communication on organizational trust and employee morale.

Mishra et al. (2019) proposed that the transparency and frequency of internal communication directly affect employees' trust and morale, especially in the process of change management.

Nelly Moreira Mero (2020) studied the relationship between internal marketing dimensions and organizational commitment, focusing on the dimensions of internal market segmentation, internal communication, management attention and training. And proposed that the internal marketing dimension is a form of identifying the needs of the employees of these organizations, bearing in mind that their main objective is to provide quality services to their employees.

Mazzei (2021) studied the role of effective internal communication strategies in promoting employee engagement and innovation.

Christina Thomaidou Pavlidou et al. (2021) found that the use of internal marketing strategies by school leaders will have a positive impact on the organizational culture of the school, thus forming a healthy and lifelong learning school environment, improving the morale of educators and the performance of learners. At the same time, communication within the school staff can improve the sense of safety and stability of teachers. The higher the degree of communication between teachers and principals, the higher the relationship established, and the higher the sense of safety and stability of teachers in the workplace.

Christina Thomaidou Pavlidou et al. (2021) found through research that internal marketing strategy, as a non-economic incentive and empowerment strategy, has a positive impact on the organizational culture of schools.

David M. Brown et al. (2024) argued that as a strategic tool, internal marketing centers on the cultural dynamics within an organization and promotes inter-organizational cooperation to achieve sustainable value co-creation. Internal marketing as an operational resource can enable B2B employees to co-create sustainable value.

The study by Suemay Arif et al. (2024) shows that meaningful internal communication has a positive impact on employees' strategic behavior, which is characterized by understanding their organizational goals, emotional intelligence and team leadership behaviors, and is mediated through employee engagement. Internal communication can enhance the dimension of engagement and help the organization to perform more strategically in its social environment.

5. Green Human Resource Management

Green human resource management refers to the integration of environmental management practices into traditional human resource management, including green recruitment, green training, and green incentives.

To promote environmental sustainability and establish a lasting cultural atmosphere, many companies are re-examining their human resource management strategies and actively adopting a series of green human resource practices. This includes implementing green recruitment processes, offering environmental protection training programs, and promoting an environmentally-oriented performance evaluation system. These companies support and advance their long-term sustainable development strategies by selecting and hiring employees who not only possess the necessary professional skills but also have a strong awareness of environmental protection. Providing employees with environmental training has been proven to effectively motivate them to achieve the company's green vision and recognize and reward their environmental contributions.

Research data shows that training focused on environmental protection has a significant positive effect on improving corporate environmental performance. It helps companies achieve their set green development goals by rewarding employees for their efforts in environmental protection. Moreover, incorporating environmental performance into employee performance assessment further motivates employees to adopt more ecologically responsible actions in their daily work.

Whether a company can achieve growth and success in the market largely depends on whether it has a team of employees who demonstrate a high degree of work dedication. This work dedication covers three core elements: "vigor," "dedication," and "absorption," enabling employees to maintain enthusiasm, pride, and satisfaction even after long hours of work.

The green HRM framework proposed by Renwick et al. (2013) emphasizes the contribution of green recruitment, training, and performance management to corporate environmental performance. Jabbour (2015) defines green HRM as promoting organizational environmental sustainability through human resource practices.

Pham et al. (2020) explored how green HRM practices optimize corporate environmental performance by enhancing employees' environmental awareness and behavior.

Yusliza et al. (2021) found that green HRM not only contributes to environmental sustainability but also enhances the corporate social responsibility image and employees' organizational identity.

Aisha AlKetbi et al. (2024) studied the relationship between green human resource management practices and employee green attitudes, employee green satisfaction, customer green satisfaction, employee green behavior, and organizational green performance. The study found a positive relationship between green human resource management practices and these factors. Green human resource management practices become important tools for cultivating employees' environmental awareness, attitudes, and behaviors, ultimately helping to improve employee satisfaction and organizational ecological performance.

Anjali Gupta et al. (2024) discovered a significant correlation between green human resource management and work dedication, mediated by management support and attribution of human resource management performance.

Malka Liaquat et al. (2024) developed a model to explore the impact of financial and non-financial measures of green behavior factors on the environmental performance of bank employees. The results indicate that studying green behavior factors through task-related and voluntary green behaviors is significant for maintaining a constant green environment in organizations. Voluntary green behaviors may help banks maintain a green image among employees but do not contribute to employees' environmental performance.

Social Exchange Theory

Social Exchange Theory (SET) is a theoretical framework used to explain interpersonal interaction and its dynamic mechanism. The theory was first described by sociologist George Homans in his 1958 paper "Social Behavior: Its Elementary Forms "was proposed by Peter Blau in" Exchange and Power in Social Life "in 1964 and further developed and improved by Richard Emerson and other scholars. The core idea of this theory is that the development and maintenance of interpersonal relationships is based on a reciprocal exchange process of costs and rewards.

According to the principle of reciprocity proposed by the social exchange theory, interpersonal communication and interaction are based on the reciprocal relationship of reward and remuneration, and individuals expect to obtain corresponding returns through input behaviors in social communication. This is in line with the fact that in internal marketing, the relationship between managers and employees of an organization can be regarded as an exchange relationship. By providing incentives, training, growth opportunities and other "rewards," organizations stimulate employees' work enthusiasm and loyalty, that is, employees' "input."

The fairness and balance principle proposed by the social exchange theory holds that the relationship between the organization and employees is more likely to be stable and lasting when both parties feel the fairness in the exchange process. Otherwise, it will lead to disharmony or even interruption of the relationship. This is in line with the emphasis on fair compensation system, transparent promotion opportunities and reasonable work arrangements in internal marketing. These measures can make employees feel the organization's fair return to their labor, enhance their loyalty and work enthusiasm, so as to achieve the marketing goals of internal marketing to employees.

Social exchange theory provides a theoretical framework for understanding and implementing internal marketing, through which organizations can continuously optimize and strengthen the relationship with employees in this exchange process, so as to achieve higher organizational effectiveness and sustainable development.

To sum up, the internal marketing considered in this paper is to regard employees as internal customers, regard their work as products, provide good services to insiders and strengthen the interaction with them, so as to motivate employees within the organization to effectively implement the strategy, so as to better carry out external marketing. In this process, the internal relationship of employees in different departments and processes is consolidated, and they jointly provide quality services to external customers and stakeholders with a high degree of service orientation, so that the enterprise can gain benefits.

The Concept and Theory of Organizational Commitment

The Concept of Organizational Commitment

Research data reveals that organizational commitment follows job satisfaction as another key predictor for employee turnover. Organizational commitment, also known as "organizational belongingness," originated from William H. Whyte's book "The Organization Man" published in 1956. This concept describes a phenomenon where organization members are not just working for the organization but become part of it; organizational commitment is the label that signifies the close connection between employees and the organization.

From the perspective of contractual exchange, Becker (1960) understood organizational commitment as the "unilateral investment" made by employees to the organization, which can be in various forms such as time, energy, money, etc. Once employees leave the organization, the skills they have learned within the organization will have nowhere to be applied, and the rewards they expect will also disappear. Therefore, those who are reluctant to face loss often choose to continue working within the organization, and such employees usually have higher organizational commitment.

This shows that organizational commitment not only reflects the loyalty and dependence of employees on the organization but also serves as an important indicator for measuring employee retention intention. Employees with high organizational commitment tend to maintain a long-term stable employment relationship with the organization, which is crucial for the stable development and talent retention strategy of the organization.

Porter et al. (1974) believed that organizational commitment refers to employees' willingness to stay in the organization and work hard for the organization, as well as their recognition of organizational goals and values. Mowday, Steers & Porter (1979) believed that organizational commitment was an attitude or orientation toward the organization. Sheldon (1971) believed that this attitude or orientation combined individuals' identification with the organization, and the behavioral performance of commitment results was that employees stayed in the enterprise for a period of time. This means rejecting the options of other firms. In 1984, Meyer & Allen redefined organizational commitment proposed by Becker& Porter et al., redefining Becker's definition as "continuous commitment" and Porter's definition as "affective commitment," and proposed a two-factor model of organizational commitment. Later, Allen & Meyer proposed a three-factor model of organizational commitment in 1990: affective commitment, normative commitment and continuous commitment. Affective commitment represents employees' recognition of the organization and their acceptance of organizational goals and values, which is manifested as employees' willingness to work hard for the organization. "Continuous commitment" means that employees are reluctant to leave the organization because they realize that leaving the original organization will lead to a loss of existing value and affiliated benefits. "Normative commitment" indicates that employees feel obligated to remain in the organization.

1. Continuous Commitment

Continuous commitment refers to the commitment of employees to remain within an organization in order not to lose their existing positions and the benefits earned through years of investment.

Allen and Meyer (1990): They define continuous commitment as the tendency of employees to stay in the organization due to cost factors. Employees may choose to stay because they cannot find better job opportunities or because leaving their current job would result in high costs.

Chinese scholar Liu Xiaoping (1999) pointed out that it is a commitment based on economic principles and has a strong transactional nature. When employees join an organization, they have expectations that reflect three aspects of their needs: maintaining livelihood, self-development, and social responsibility. The organization strives to meet the needs of its employees while also hoping for their loyalty and hard work. This interactive relationship leads to the accumulation of "Side-Bets" for employees. These "Side-Bets" refer to everything valuable, such as pensions, energy, specific skills and techniques mastered within the organization, interpersonal relationships formed within the organization, and the status and qualifications held. If an employee leaves, all of these will be lost. Beck originally proposed this concept with this meaning.

Chinese scholar Zhang Kezhong (2001) pointed out in his research that continuous commitment involves individual considerations of investments and potential costs of leaving, emphasizing the assessment of benefits and costs.

Fatima Shaikh et al. (2024), through their research, found that a technical leadership style has a significant impact on an organization's commitment to sustainability. Given that green human resource management practices as a mediator and green knowledge-sharing behavior as a moderator also have a significant impact on an organization's commitment to sustainability.

2. Normative Commitment

It refers to the commitment to stay within the organization due to social responsibility formed by long-term social influence. In the process of socialization, individuals are constantly instilled and emphasized with such an idea or norm that loyalty to the organization is an appropriate behavior that will be appreciated and encouraged, so that individuals tend to obey such norms. At the same time, receiving benefits or benefits from the organization will also create a sense of obligation in the heart of employees to give back.

Reichers (1985) argued that since organizations are composed of different "coalitions and groups," each of which has its own goals and values, organizational commitment is a collection of multiple commitments. Employees have different levels of commitment to different goals and values, and various commitments may coexist in coordination and conflict with each other.

Yu et al. (1985) believed that there are five levels of organizational commitment, from low to high: utilitarian commitment, participatory commitment, pro-attribute commitment, goal commitment and spiritual commitment. The survival and development of these five levels are not completely a continuous and gradual process, not a mechanical movement from the low level to the high level, but may present either a leap development, or the coexistence of several content levels of commitment in one behavior subject.

Allen and Meyer (1990) argued that normative commitment is related to employees' sense of moral obligation to the organization, and employees feel that they should stay in the organization because it is the right thing. This commitment stems from family, cultural, or other forms of socialization influence.

Liu Xiao-ping (1999) found that the factors that affect continuing commitment include the level of education, the application scope of the technology, the possibility of changing careers, the amount of investment, and welfare factors.

Li Yanhuan (2016) found that the contribution of normative commitment to organizational commitment in nonprofit organizations was not significant, that is to say, employees in nonprofit organizations did not have a strong sense of obligation to stay in a nonprofit organization, and "normative commitment" was more applicable to those organizations closely related to employees' own interests, such as family enterprises or private companies.

3. Affective commitment

This refers to the degree to which organizational members are involved and participate in the social interactions of the organization. It is an individual's emotional attachment to an entity, representing a positive psychological tendency. This includes identification with value goals, employee pride, and voluntary sacrifices and contributions made for the benefit of the organization. The loyalty and hard work exhibited by employees towards the organization are primarily due to deep emotional connections rather than material benefits.

Allen and Meyer (1990) pointed out that emotional commitment refers to employees staying within the organization due to emotional connections and identification with it. This type of commitment is based on personal emotional attachment to the organization, often associated with positive work experiences and satisfaction.

Liu Xiaoping's (1999) research found that there are five main factors affecting emotional commitment: individual characteristics, job characteristics, leadership-member relations, role characteristics, and organizational structure characteristics. The strength of correlation between these factors and organizational commitment, in descending order, is job characteristics, leadership-member relations, role characteristics, organizational structure characteristics, and individual characteristics.

Chen Zhiyong (2016) emphasized the emotional attachment of employees to the organization in emotional commitment, suggesting that this is because employees have positive emotional experiences and identity recognition towards the organization.

Social Identity Theory

Social Identity Theory (SIT) is a theory that explains how individuals form their self-concept by classifying themselves and others. The theory was mainly put forward in the 1970s by the British social psychologist Henri Tajfel, who explained intergroup conflict and individual group behavior. His student John Turner further studied it, In 1987, he and other scholars jointly put forward the Self-Categorization Theory, which further expanded the social identity theory and explained individuals' behaviors within groups and interactions inside and outside groups.

The main view of social identity theory holds that individuals' self-identity comes in part from their identification with the group to which they belong, and points out that people usually consciously or unconsciously classify others into "in-group" and "out-group". This classification often leads to individuals' tendency to favor and support their in-group members, while holding a negative attitude towards out-group members. People determine the relative position and value of groups by comparing in-group with out-group. Positive social comparison helps to improve individuals' sense of self-worth and social identity.

Social identity theory suggests that employees who view their organization as an in-group, identify with the values, goals, and culture of the organization, are more likely to develop positive emotions towards the organization, increasing their emotional commitment. This sense of identification motivates them to be more engaged in their work and demonstrate higher organizational commitment.

Social identity theory provides a robust theoretical framework for understanding the formation and maintenance of organizational commitment. By enhancing employees' sense of organizational identity, fostering in-group identification, and utilizing positive social comparisons, organizations can effectively boost employees' emotional commitment, normative commitment, and continuance commitment. Organizational managers can strengthen employees' sense of social identity by shaping and disseminating a positive organizational culture, enhancing team building, and encouraging employee participation in organizational decision-making, thereby improving their organizational commitment.

In summary, this paper considers organizational commitment to be the individual's identification with and trust in the goals and values of their organization, as well as the resulting internalization of behavioral norms and positive emotional experiences towards the organization. It has a significant impact on job performance.

The Concept and Theory of Transformational Leadership

Concept of Transformational Leadership

Bass (1980) was the first to put forward the word transformational leadership as a leadership theory. Leaders take the lead in the enterprise, set an example of morality, actively care for employees, solve the needs of employees, can fully mobilize the enthusiasm of employees. In this way, employees can not only trust each other, cooperate with each other, and strive for common organizational goals, but also help the organization to implement changes. Another important goal of transformational leadership is to map out the future of the enterprise for employees and inspire employees through the creation of visions.

The measurement of transformational leadership primarily relies on scale-based assessments. Therefore, prior to measurement, the design of the scale requires significant attention. The concept of transformational leadership has evolved with its practical application, leading to continuous refinement of the measurement scales. Starting from Bass's proposed three dimensions of transformational leadership, he later improved the scale to derive four dimensions of transformational leadership. On this basis, a set of applicable evaluation tools, the MLQ, was established. Although the MLQ is supported by numerous empirical studies, some scholars have questioned its universality. The most controversial issue is whether the MLQ questionnaire is applicable across different cultural backgrounds. Considering cultural factors, many scholars have begun to develop new questionnaires for transformational leadership. In the context of Chinese culture, Taiwanese scholars Lin Hemao and Wu Jingji developed the first Chinese scale; Meng Hui (2004) concluded through extensive empirical research that the transformational leadership questionnaire has good validity and reliability; based on China's cultural background, Shi Kan from the Chinese Academy of Sciences and Li Chaoping, a professor at Renmin University of China (2005), identified moral example, visionary inspiration, individualized consideration, and charisma of a leader as the four dimensions of transformational leadership, and accordingly compiled a transformational leadership questionnaire suitable for China's national conditions, the TLQ. This questionnaire includes four dimensions: moral example, charisma of a leader, visionary inspiration, and individualized consideration. Research indicates that the questionnaire has good reliability and validity and is the most widely used theoretical model in China for studying transformational leadership.

This article, combining the research of Chinese and foreign scholars, considers transformational leadership as leaders exemplifying their behavior, providing timely help and care for employees' needs, co-creating organizational visions with employees, maximizing employee potential, and being willing to make the greatest effort to achieve organizational goals.

1. Charisma of a leader

James MacGregor Burns (1978) proposed that transformational leaders influence followers through strong personal values and ideals.

Bernard M. Bass (1985) further developed Burns's theory, emphasizing the importance of leaders as moral models.

In recent years, researchers have emphasized the importance of leaders influencing followers through their own behaviors. For example, Van Knippenberg and Van Knippenberg (2015) explored the positive impact of leaders' role building and behaviors on followers' self-efficacy.

Zhang Ziyun (2023) transformational leadership has extraordinary personality charm, and will influence subordinates to identify with organizational vision and achieve organizational goals through their own personality charm.

In a context as deeply influenced by Confucianism as China's, the ethical standards and professional integrity of leaders, as well as the good qualities they show their subordinates -- such as taking responsibility for work, prioritizing the collective good, and leading by example in the face of difficulties -- can have a profound moral impact on subordinates and set an example worth following. This leadership style unconsciously guides subordinate employees to follow them in daily work, and gradually regards staying in the organization and working for them as a kind of responsibility and responsibility.

2. Caring for personality

Research by Bernard M. Bass and Bruce J. Avolio (1994) points out that transformational leaders identify and focus on the individual needs and development of their followers.

Ronald E. Riggio (2008) discussed how leaders can inspire the potential of their followers by understanding and supporting their personal differences.

Studies have emphasized the importance of leaders attending to the individual needs of their followers, as shown in the research by Odom, Boyd, and Williams (2019), which indicates that caring for personality from leaders can enhance follower job satisfaction and team cohesion.

Zhang Ziyun (2023) found that transformational leadership involves developmental care for subordinates, not only providing support and encouragement at work but also offering more opportunities for development, enabling them to improve their skills and capabilities continuously.

3. Moral modeling

Robert K. Greenleaf's (1970) servant leadership theory highlights the moral responsibility of leaders and the importance of serving others.

Joanne B. Ciulla (2004) discussed the significance of ethical leadership, considering it the foundation for establishing sustainable leadership effects.

The behavior of ethical leadership and the integrity of leaders have always been a focus of scholarly attention. Ciulla's (2014) research on ethical leadership behavior emphasized that leaders must lead by example, ensuring their actions align with the organization's values and ethical standards.

Professor Li Chaoping from Renmin University of China (2005), based on domestic and international research findings and within the context of Chinese culture, introduced a new dimension of "moral example," which is closely linked to China's long history and cultural traditions. This shows that the dimensions of transformational leadership theory are significantly contingent, meaning they can dynamically adjust according to different times and environments. The structural dimensions of this theory also change accordingly with actual situations.

4. Vision Motivation

Bernard M. Bass (1990) emphasized in his theory of transformational leadership that leaders provide inspiring vision and sense of mission.

John Antonakis et al. (2003) examined how vision can motivate followers and move them toward a common goal.

As for the research on vision motivation, Avolio and Bass (2017) pointed out that transformational leaders need to clearly communicate the vision and goals of the organization to followers and motivate followers to work towards a common goal.

Zhang Ziyun (2023) pointed out that transformational leadership is good at inspiring subordinates, guiding them to understand problems and solutions, and providing necessary authorization to subordinates, so that subordinates can assume certain personal responsibilities in the process of solving problems.

By depicting an attractive vision of the future, leaders can stimulate the motivation and creativity of employees, thus driving the organization to achieve change and development. This vision not only provides employees with direction and goals for their work, but also enables them to understand how their efforts will contribute to the development of the organization as a whole. An attractive vision can stimulate the enthusiasm and motivation of employees, making them more engaged and focused to work to achieve the common goal. This vision can help employees build confidence in their ability to overcome difficulties and succeed. This confidence can stimulate the creativity and innovation spirit of employees, and promote the change and development of the organization. In addition, a shared vision can promote cooperation and collaboration among team members, bringing employees closer together to work together to achieve the vision. By sharing a vision, team members can better understand each other's work and goals and thus work together more effectively.

In short, leaders provide employees with the direction and goal of work through a clear vision, stimulate employees' motivation and creativity, and promote the organization to achieve change and development. This vision not only inspires employees' enthusiasm and motivation, but also helps them build confidence, promotes teamwork and collaboration, and drives the organization to achieve change and development.

Resource-Based View

The Resource-Based View (RBV) is a theoretical framework that explains how firms gain competitive advantages through their internal resources and capabilities. The theory was first proposed by Birger Wernerfelt in his 1984 paper "A Resource-Based View of the Firm" and was further developed and refined by Jay Barney in 1991.

According to the Resource-Based View, the resources owned by different firms are heterogeneous and difficult to replicate in the short term. This means that unique resources possessed by certain firms can become a source of competitive advantage.

Leadership itself is considered an important corporate resource under the Resource-Based View. Transformational leaders possess unique abilities such as identifying and developing key resources within the organization and allocating these resources to areas of strategic importance; transformational leadership helps firms adjust and adapt in rapidly changing market environments, thereby maintaining a competitive edge and better utilizing the key resources identified in the Resource-

Based View; through continuous innovation and change, transformational leadership ensures that a firm's resources remain at the forefront and are difficult for competitors to replicate; transformational leaders often foster a positive corporate culture, which can serve as an intangible, unique resource that enhances the integration and efficiency of internal resources, further consolidating the firm's competitive advantage.

The Resource-Based View provides an essential framework for understanding the sources of a firm's competitive advantage, with transformational leadership being one of the key factors in achieving and maintaining this advantage. By identifying, developing, and deploying a company's critical resources, transformational leaders strengthen organizational capabilities and resilience, helping firms maintain a leading position in competition.

In conclusion, this article considers transformational leadership to be the ability of leaders to actively guide organizational change, motivate employees to achieve self-transformation, and address various challenges and seize opportunities in the process of driving organizations to achieve set goals and respond to challenges.

The Concept and Theory of Business Continuity

The Concept of Business Continuity

This article discusses the concept of business continuity, which primarily refers to an enterprise's ability to continue operating. This capability enables businesses to develop and grow within a constantly changing market environment. Therefore, the business continuity referred to in this article is the ability of an enterprise to ensure its business can maintain stable growth and development over the long term through effective management and strategic planning.

Business continuity is not only about crisis response measures but also encompasses the optimization of daily operations, efficient resource management, and the enhancement of innovation capabilities. These factors work together to enable enterprises to sustain competitiveness and profitability in a highly competitive market.

Effective management is key to business continuity. Enterprises need to establish a comprehensive management system, including organizational structure, decision-making processes, and incentive mechanisms, to ensure efficient and orderly operations. At the same time, enterprises should focus on employee training and development, improving their job skills and overall quality to provide talent support for the company's growth.

Strategic planning is an important part of business continuity. Enterprises need to make long-term development plans and strategic goals according to the market environment and their own advantages. This helps enterprises to grasp opportunities, avoid risks and achieve sustainable development in market competition.

The optimization of daily operations is also an important part of business continuity. Enterprises need to continuously optimize business processes, improve work efficiency, and reduce costs in order to enhance the profitability of enterprises. At the same time, enterprises also need to pay attention to the needs and satisfaction of customers and provide quality products and services to win the trust and support of customers.

Effective management of resources is also key to business continuity. Enterprises need to rationally allocate human, material and financial resources to ensure the maximum utilization of resources. This helps enterprises to occupy a favorable position in the market competition and achieve rapid development.

Finally, the improvement of innovation capability is the core of business continuity. Enterprises need to continuously carry out technological innovation, product innovation and management innovation to adapt to the changes in the market and the needs of customers. The improvement of innovation ability helps enterprises to maintain a leading position in the competition and achieve sustainable growth.

1. Profitability

Sustained profitability refers to a company's ability to consistently generate profits

over the long term. This depends on factors such as effective cost management, market competitiveness, innovation capabilities, and strategic planning.

Hristov Ivo et al. (2023) examined the impact of stakeholder non-financial resources on corporate profitability. The results indicate that managers should incorporate non-financial indicators of return on net assets into their performance evaluation systems to better manage and maintain the value creation process of the enterprise.

Amanj Mohamed Ahmed et al. (2023) tested the relationship between capital structure and corporate profitability through the moderating effect of firm size. The results show that profitability is negatively affected by capital structure decisions. However, firm size is positively related to profitability. Robust research findings also suggest that firm size plays a significant role in enhancing the impact of capital structure choices on corporate profitability.

Martin Becker (2024) proposed a framework for Positive Management Practices (PMP), which includes six dimensions: respect for interaction, open communication, interpersonal support, reasonable guidance, intellectual support, and management capability. Research has found a positive correlation between PMP at the organizational level and corporate profitability.

Nathan Wright's (2024) study shows that there is no relationship between growth and profitability and formal education. Survey and data analysis reveal that managers use the TAL style more than the TFL style. They often consider the moral and ethical consequences of their decisions and discuss what needs to be done without spending any time teaching and guiding; whereas managers with a TAL style often focus on mistakes and deviations from standards.

Thuy Thi Cam Nguyen (2024), using Vietnam as an example, studied the relationship between executive education levels and corporate profitability. The results indicate that the profitability of listed construction and real estate companies with highly educated CEOs is not higher than other companies. The study also proved that company age, company size, net operating capital, current ratio, and inflation rate do not affect profitability.

Lian Yuting et al. (2024) selected 523 Chinese listed companies from 2015 to 2020 and measured corporate profitability based on EBIT (Earnings Before Interest and Taxes). The study found that the impact of corporate social responsibility and internal governance capabilities on corporate profitability is greater than that of environmental information disclosure. The extent of environmental information disclosure and the level of social responsibility undertaken by a company have a negative impact on its profitability.

Benidze Djantijo (2024) examined the impact of profitability and liquidity on corporate value using pharmaceutical companies listed on the Indonesia Stock Exchange as an example. The results show that profitability positively affects capital structure and corporate value, while liquidity negatively affects both capital structure and corporate value.

Serrasqueiro Zélia et al. (2024) analyzed the relationship between profitability, productivity, external debt, and growth among small and medium-sized enterprises (SMEs). The results indicate that after profitability reaches a certain level, productivity has a positive impact on business growth. Labor productivity and debt have a positive impact on the growth of SMEs, proving the importance of financial resource availability in sustaining the growth of SMEs.

2. Social Responsibility

Corporate social responsibility (CSR) refers to the initiative of enterprises to undertake social and environmental responsibilities, including environmental protection, employee welfare, community development and other aspects, while pursuing economic benefits.

When discussing corporate social responsibility, we should realize that it is not only the embodiment of corporate ethics, but also the key force to promote social progress. With the development of The Times, corporate social responsibility has changed from simple charitable activities to comprehensive social participation, which reflects the deep concern of enterprises for the interests of the state and the nation.

In recent years, more and more companies have integrated social responsibility into their business strategies, which not only enhances customer satisfaction and loyalty, but also enhances their reputation and brand image. This transformation reflects the deep understanding and positive response of enterprises to social responsibility. In the business world, there is a clear trend towards a growing demand for CSR initiatives by stakeholders. Corporate leadership is increasingly realizing that emphasizing the importance of social issues in business operations is the key to winning the trust of end customers and translating it into competitive advantage.

Past research has shown that consumers show great enthusiasm for corporate social actions. This is because these initiatives not only meet the needs of consumers, but also promote the cycle of consumer purchase intention and customer loyalty. This cycle not only brings economic benefits to enterprises, but also contributes to the harmonious development of society.

However, we should also see that in the context of globalization, some enterprises may be influenced by external factors and neglect their responsibilities to society. Therefore, we need to strengthen the guidance and supervision of enterprises to ensure that they always adhere to the principle of social responsibility and make positive contributions to the interests of the country and the nation.

As the public becomes more sensitive to sustainability issues, various countries are developing regulatory measures to protect and maintain the natural environment. In response to changing customer preferences, companies are under intense pressure to produce environmentally friendly goods and services (Khan et al., 2021; Amoako et al., 2024)

In order to comprehensively evaluate the impact of green financing and green taxation on corporate social responsibility, Deb Bishawjit Chandra et al. (2023) made an empirical analysis on Bangladesh as an example, and put forward suggestions for enterprises on how to coordinate economic success and environmental management and promote cooperation with socially responsible entities.

Maya Katenova and Hassan Qudrat Ullah (2024) combined CSR with variables such as return on assets, return on equity, market value and net profit margin, and found that there was a positive correlation between CSR practices and net profit margin in Kazakh enterprises.

Ghazinoori Amir et al. (2024) studied the role of formal and informal institutions in shaping corporate social responsibility (CSR) policies and practices in Iran, and the results showed that formal and informal institutions complement and promote each other among the institutions related to CSR. The role of informal institutions is more prominent in shaping CSR policies and practices.

Zhu Naiping (2024) takes China's A-share high-tech enterprises from 2017 to 2019 as the research sample, and the results show that CSR is the promotion factor of innovation investment, and external financing can enhance the promotion effect of CSR on innovation investment.

Cevat Tosun (2022) conducted a study on Cyprus, demonstrating that corporate social responsibility can play a significant role in developing green applications at the destination.

Ben Saad Sourour et al. (2024), through empirical research on French companies, found that companies prioritizing corporate social responsibility, especially in social and environmental dimensions, tend to have higher credit ratings and lower default risks. This indicates that credit rating agencies incorporate corporate social responsibility performance into their ratings.

The study by Fang Wei et al. (2024) shows a significant positive correlation between an optimistic management tone and company involvement in rural revitalization efforts. The findings highlight that a proactive and forward-looking stance of the management can stimulate corporate contributions to rural development, especially evident among non-state entities and those constrained by financing. This underscores the critical role of management tone in shaping corporate social responsibility (CSR) initiatives, particularly in rural development, thus encouraging enterprises to participate in rural revitalization.

Wang Zhao et al. (2024) discovered that CEO responsible leadership plays a crucial role in enhancing corporate social responsibility and organizational performance by fostering a positive organizational atmosphere. Notably, CEO responsible leadership significantly promotes the formation of ethical, service, and proactivity cultures.

3. Customer Satisfaction

Consumer Satisfaction, also known as the Customer Satisfaction Index, refers to the degree of match between customer expectations and their experience with a product. It is the result derived when customers compare the perceivable effects of a product against their expectations. Consumer satisfaction primarily reflects the subjective feelings or psychological experiences of consumers, which are challenging to evaluate directly. Therefore, it is generally quantified through measurement analysis. Generally, if customers have low expectations and receive higher quality products or services, their satisfaction level is stronger. Conversely, high expectations with lower quality products or services received can decrease consumer satisfaction. High consumer satisfaction typically implies higher customer loyalty and repeat purchase rates.

The concept of consumer satisfaction was first introduced in the field of management and marketing by Cardozo (1965), who discussed the relationship between consumer satisfaction and actual purchasing decisions. Since then, numerous experts and scholars have engaged in research related to consumer satisfaction, conducting comprehensive studies from different perspectives and achieving many research outcomes.

Sucháne (2018), drawing on transaction satisfaction and cumulative satisfaction theories, considers consumer satisfaction as a subjective variable, evaluated by comparing what customers feel, perceive, and obtain against their expectations. Branislav (2019) elaborated on consumer satisfaction from a business perspective, stating that business operations must revolve around consumer demands and satisfaction. He argues that consumer satisfaction is not generated from a single experience with a product or service but from the cognition and understanding of a company or brand.

Hirata (2019) applied the Customer Satisfaction Index assessment to the retail industry, quantifying evaluations across various customer types. Marvin (2019) pointed out that the key to modern enterprise competition is winning customer satisfaction and support, noting that a decline in the Customer Satisfaction Index could lead to risks such as customer loss and market share reduction.

Wouroud (2020) believes that quantifying and assessing the Customer Satisfaction Index is particularly important for modern enterprises. He suggests incorporating customer complaints, returns, and exchange ratios into the index assessment, considering changes in customer satisfaction over the long term to measure trends in satisfaction development, thereby providing a basis for business decision-making.

Shokouhyar et al. (2020) conducted quantitative research on multiple customer clusters, measuring how different elements of post-sales service quality affect the dissatisfaction reduction index and satisfaction increase index, helping enterprises to allocate resources more reasonably and effectively.

Westin (2020), by comparing the relationship between customer satisfaction and Corporate Social Responsibility (CSR), proposed a CSR effect curve, proving a nonlinear relationship exists between them, thereby suggesting that enhancing customer satisfaction can positively impact financial performance.

Jacob (2021) believes that high levels of customer satisfaction have multiple positive effects on businesses: enhancing corporate image, protecting market share, increasing customer loyalty, reducing customer complaints, and improving financial performance.

Gao Jianhui (2020), through researching a large amount of enterprise complaint handling data, found that response time and method are significantly related to customer satisfaction and churn rate.

Fang Yanfei (2021) believes that modern enterprises should pay attention to complaint management, listening to and promptly addressing customer complaints as an important way to resolve issues.

Yan Zhanghua (2021), based on the two-factor theory, optimized the customer satisfaction measurement model and proposed strategies for enhancing customer satisfaction.

Zhao Fang (2021), combining SWOT strategy and marketing theories "4Ps-4Cs-4Rs-4Vs," studied the fundamental reasons behind the practical issues of participatory marketing in China's market and its impact on customer satisfaction, suggesting that participatory marketing should adhere to a "people-oriented" approach, innovate participatory marketing plans with technology, and perfect the goal planning for improving customer satisfaction.

4. Employee satisfaction

Ute Stephan et al. (2024) found that in the case of unstable enterprises, due to the high job demand of employees, the PP of entrepreneurs is negatively correlated with employees' job satisfaction. In stable firms, PP is positively related to employee job satisfaction due to higher levels of employee job control and social support. Employees are essential to the success of entrepreneur-led companies, and their work-related well-being is the source of their production. Employee job-related well-being is positively related to individual job performance (Bowling et al., 2015; Judge et al., 2001); Similarly, work units with higher job satisfaction tend to be more productive (Garcia-Buades and others, 2020). Second, low levels of work-related well-being and poor job design impose substantial social and economic costs on the health care system and cause lost productivity.

Cao Ce et al. (2024) measured the employee satisfaction of listed enterprises based on the list of China's Top 100 Best Employers and explored the impact of employee satisfaction on the digital transformation of enterprises. The study shows that top 100 companies with high employee satisfaction are positively associated with driving digital transformation. Heterogeneity analysis shows that employee satisfaction plays a more significant role in promoting digital transformation in nonsoes, firms with high industry concentration, and firms with high R&D intensity. In addition, it is found that the higher the employee satisfaction is, the better the financial status of the enterprise is, and the higher the innovation efficiency is, the higher the profit of the enterprise is, and the higher the scale expansion is, the higher the employee income is, creating a virtuous cycle.

Chen xing Jing et al. (2023) found that employees with more education, employees aged between 30 and 40, and management employees have lower satisfaction when the company has pollution.

Business continuity management theory

Business continuity management theory is gradually developed from the evolution of enterprise management practice as enterprises pay more and more attention to disaster recovery and business continuity. Its core idea is to systematically identify, assess and respond to risks that may cause business disruption to ensure that enterprises can minimize the impact and quickly resume operations in the face of a disaster or emergency.

This theory is closely related to the business continuity of enterprises, because it provides a systematic framework to help enterprises cope with various risks that may lead to business interruption, so as to ensure the continuous operation of the business, which is an important guarantee for the survival and development of enterprises in the crisis.

BCM theory ensures that an enterprise can resume normal operation as soon as possible after an emergency occurs by identifying and managing risks that may lead to business interruption. Effective business continuity planning can reduce losses and additional costs due to business interruptions and ensure that a business maintains profitability.

BCM plans generally take corporate social responsibility into account, abide by laws and regulations and social responsibility obligations in emergencies, fulfill their responsibilities to the society, reduce the negative impact on the community and the environment, and maintain public trust. At the same time, BCM enhances social responsibility by supporting the sustainable development strategy of enterprises, so as to ensure business continuity.

The BCM program also includes enhancing customer trust in the company, knowing that the company can quickly recover and continue to provide services even if an accident occurs; In addition, communication strategies with customers in the event of a crisis, timely notification of the situation and response measures to customers, all of which help to maintain customer satisfaction.

The BCM also emphasizes protecting the safety of employees in a crisis and reducing the negative impact on employees' lives by quickly resuming operations; Effective communication with employees, providing psychological support and safeguard measures to enhance employees' confidence and sense of belonging during the crisis; By ensuring business continuity, BCM helps stabilize the employment of employees and reduces the risk of layoffs or salary cuts that may occur due to business disruptions. These are directly related to employee satisfaction.

The Business continuity management theory (BCM) is closely related to various business continuity dimensions of an enterprise. Through effective BCM practices, companies are able to quickly resume operations in the face of emergencies, maintain and enhance profitability, fulfill social responsibilities, and maintain customer and employee satisfaction, thus achieving full business continuity. BCM is more than just a technical and operational plan, it also covers the relationship management with all stakeholders of the enterprise, ensuring that the enterprise can still maintain stable and sustainable development in the face of challenges.

To sum up, this paper considers business continuity as the enduring existence of an enterprise in time and space, as well as its ability to cope with challenges and maintain stability and competitive advantages, that is, the ability to continue operations in the future.

Related Research

Foreign scholars have discussed the relevant research on internal marketing, organizational commitment, transformational leadership and business continuity in many aspects. These studies reveal complex interrelationships among these variables, indicating their importance in business management.

Related research on Internal Marketing and Organizational Commitment

Internal marketing plays a crucial role in influencing organizational commitment across different industries.

Canales-Requena et al. (2021) studied the impact of internal marketing on organizational commitment of retail employees. The method used was quantitative correlation method and non-experimental design was adopted at the interpretation level. That is, internal marketing is related to three types of organizational commitments, and the use of internal marketing for personnel selection is a basic tool to achieve the three organizational commitments, which ensures efficiency, both internal and external to the company, with long-term results.

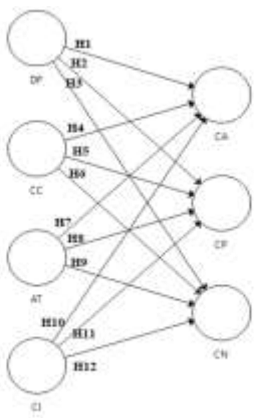

Figure 2.1 The relationship between the dimensions of internal marketing and organizational commitment

Notc. from Incidence of Internal Marketing and Organizational Commitment in The Retail Sector, by Junior Canales-Requena et al., 2021

The study by Canales-Requena et al. demonstrated the relationship between internal marketing and the dimensions of organizational commitment, and scholars also carried out relevant studies in different industries.

Kim et al. (2020) focused on the impact of internal marketing on organizational commitment and management performance in the tourism and hotel industry, highlighting the moderating role of organizational trust.

Dokuzoğlu et al. (2020) examined the impact of internal marketing on organizational commitment among sports and physical education teachers, underscoring the use of correlation and regression analysis in data processing.

Kong et al. (2020) explored the influence of perceived internal marketing on employee organizational behavior, presenting a theoretical framework where internal marketing is a determinant, organizational commitment acts as a mediator, and job performance is the outcome.

Chasanah et al. (2021) studied the mediating role of job satisfaction and organizational justice between internal marketing and organizational commitment among lecturers in private universities in Indonesia.

Canales-Requena et al. (2021) investigated the incidence rate of internal marketing and organizational commitment in the retail sector, concluding that internal marketing used for personnel selection is vital for achieving an acceptable level of commitment.

Abd-Elmageed et al. (2021) surveyed the impact of elements of the internal marketing mix on employee organizational commitment at an Egyptian airline, using questionnaires for data collection.

Sigit et al. (2022), in the context of sugar mills, analyzed the impact of internal marketing and organizational commitment on employee performance with psychological capital acting as a mediator.

Elshaer et al. (2024) discussed the effect of internal green marketing orientation on business performance, emphasizing the importance of environmental commitment and green organizational identity among employees in the tourism and hospitality industry. These studies collectively underscore the significant role of internal marketing in fostering organizational commitment and enhancing overall performance in various organizational settings.

Li Yanhuan (2019) found that internal marketing in non-profit organizations, starting from five dimensions: organizational culture, training, recruitment, communication, and motivation. Statistical validation showed a significant correlation between internal marketing and organizational commitment in non-profit organizations, with internal marketing having a positive impact on organizational commitment.

Huang Chao (2019), in his study on the impact of perceived internal marketing on organizational commitment among new-generation employees, discovered that perceived internal marketing positively affects organizational commitment, with new-generation employees' organizational commitment acting as a mediator between perceived internal marketing and job performance.

Related research on Internal Marketing and Transformational Leadership

Internal marketing and transformational leadership are two key concepts that have been extensively studied in the literature. However, there is not much literature on the relationship between the two.

Through sorting out and reviewing the literature, Fauzul Adhim Aufa Ahmad et al. (2019) found that transformational leadership and internal marketing orientation have a positive and significant impact on employee performance, and transformational leadership and internal marketing orientation have a positive and significant impact on corporate performance through organizational commitment.

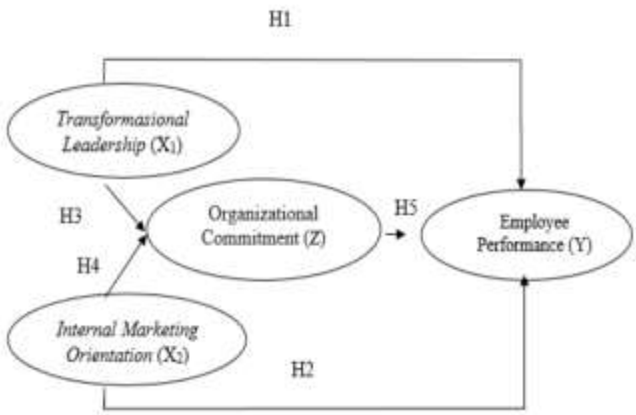

Figure 2.2 The relationship between transformational leadership and internal marketing

Notc. From The Effect of Transformational Leadership and Internal Marketing orientation on employee performance with Organizational Commitments as intervening variables in employees, by Fauzul Adhim Aufa Ahmad et al., 2019

In the process of studying the relationship between internal marketing and transformational leadership, scholars have found a close connection between the two.

Jan Wieseke et al. (2009) pointed out that leaders play an important role in internal marketing, and their charisma and organizational identification will affect employee engagement.

Akbari et al. (2018) emphasized the importance of understanding the relationship between transformational leadership and internal marketing, and emphasized the role of human resources in meeting the needs of employees. They suggest that internal marketing can play a moderating and mediating role in promoting the impact of transformational leadership on social capital and employee loyalty.

Through research on Chinese enterprises, Fauzul Adhim Aufa Ahmad et al. (2019) found that transformational leadership and internal marketing orientation have a positive and significant impact on employee performance, and transformational leadership and internal marketing orientation have a positive and significant impact on corporate performance through organizational commitment.

A.Mansoor (2021) believed that green transformational leaders generally support employees' innovative ideas, and these behaviors become role models, so employees are more likely to agree with green human resource management, thus enhancing the power of enterprises' green innovation and creativity.

In the study of lean production system, E. Afum et al. (2021) found that the catalytic effect of green transformational leadership provides employees with experimental motivation and courage.

Nobertus R. Santoso et al. (2022) studied the function of transformational leadership in improving employee engagement through internal communication to ensure company sustainability during the COVID-19 pandemic. Research has shown that transformational leadership can increase employee engagement through internal communication, especially during challenging times like the COVID-19 pandemic.

This literature in general emphasizes that transformational leadership behaviors have a significant impact on internal marketing practices and organizational outcomes. Understanding the role of leaders in internal marketing and the importance of adopting a transformational leadership style can make organizations aware of the need to advance internal marketing practices and enhance employee engagement and innovation through effective leadership.

Related research on Transformational Leadership and Organizational Commitment

The relationship between transformational leadership behavior and organizational commitment in different contexts has been extensively studied.

Ausat et al. (2022) used the quantitative techniques of variance structural equation modeling (SEM) and partial least squares (PLs) to better understand the relationship between variables and investigate the relationship between transformational leadership on organizational commitment and work performance by taking small and medium-sized enterprises in the Kai region of Indonesia as an example. Transformational leadership has a good and significant impact on organizational commitment and job performance, and transformational leadership can have beneficial effects on employees.

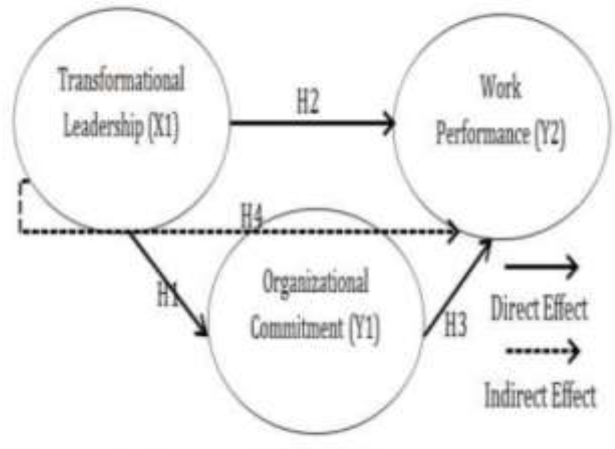

Figure 2.3 The relationship between transformational leadership and organizational commitment and job performance

Notc. From The Effect of Transformational Leadership on Organizational Commitment and Work Performance, by Abu Muna Almaududi Ausat et al., 2022

Iqbal et al. (2019) found that when nursing staff perceive their leaders as transformational, their psychological empowerment is enhanced, leading to higher well-being and increased commitment to the hospital.

Doan et al. (2020) explored the mediating role of transformational leadership behavior between emotional intelligence and project success, as well as the moderating effect of organizational commitment. The results suggest that leaders should be aware of the importance of emotional intelligence.

Murad Ali et al. (2020) investigated the relationship between transformational leadership and organizational effectiveness, measured by organizational commitment, job satisfaction, and turnover intention, examining the moderating effect of leader-member exchange on this relationship. The study found a positive moderating effect of transformational leadership behavior on organizational commitment and job satisfaction.

Agus Purwanto et al. (2021) studied the impact of transformational leadership, job satisfaction, and organizational commitment on organizational citizenship behavior in high schools. The results indicate a significant positive influence of transformational leadership behavior and job satisfaction on organizational citizenship behavior.

Shuja Iqbal et al. (2021) examined the impact of entrepreneurial orientation, transformational leadership, and organizational commitment on innovation performance in SMEs. The findings suggest a significant moderating effect of transformational leadership in entrepreneurial orientation and organizational commitment, recommending SME leaders to practice transformational leadership to enhance employees' emotional attachment and moral obligation to stay with the company, which in turn improves organizational commitment to innovation performance.

Xue Yuan et al. (2021) explored the impact of transformational leadership and leader trust on employee affective commitment during the pandemic. They discovered that transformational leadership is a positive predictor of continued and affective commitment, indicating a positive relationship between transformational leadership and organizational commitment.

Ausat et al. (2022), using SMEs in the Karimun area of Indonesia as an example, investigated the relationship between transformational leadership, organizational commitment, and job performance. The results show that transformational leadership has a good and significant impact on organizational commitment and job performance. Despite the beneficial impact of transformational leadership on employees, having a considerable income during the Covid-19 pandemic was found to have a more significant effect.

Cheng-Chung Cho et al. (2022) validated the positive impact of transformational leadership and organizational commitment on organizational citizenship behavior among Taiwanese immigration officers. The study found a strong influence of transformational leadership on organizational commitment and organizational citizenship behavior, suggesting that practicing transformational leadership is very beneficial for organizations aiming for sustainable development.

Busthomi Ibrahim et al. (2023), using Islamic boarding schools as an example, studied the level of transformational leadership style and organizational commitment. The research found a direct relationship between transformational leadership style and organizational commitment levels.

Sun Shan (2020) studied the impact of transformational leadership on organizational commitment. The results indicate that individualized consideration, moral modeling, and inspirational motivation have a significant positive effect on organizational commitment. He suggests that corporate leaders should adopt a transformational leadership style, painting a vision for employees through their own charismatic leadership qualities, supporting personal development, fostering identification with the company's values, and striving towards the company's vision to enhance employees' organizational commitment.

Li Meng et al. (2020), focusing on five-star hotel employees, explored the impact of transformational leadership on organizational commitment, showing a positive influence. Based on this, recommendations were made for hotels to shape leadership capabilities into advantages, expand department leaders' influence, strengthen employee training and motivation, promote leader-employee interaction, optimize service management, attract potential service talent, implement a comprehensive service philosophy, and enhance tourism hotel development levels to improve business outcomes.

Zhao Min (2021) discovered through research that transformational leadership can influence organizational commitment through informal learning on the spot by employees, suggesting the selection of managers with a transformational leadership style and strengthening the training and development of existing managers in transformational leadership.

Yustinus Budi Hermanto (2024) found a significant positive correlation between transformational leadership, work-life quality, and organizational commitment. The analysis indicates that increasing transformational leadership practices and improving work-life quality plans can enhance teacher organizational commitment.

In summary, these studies contribute to understanding how transformational leadership behavior affects organizational commitment in different organizational contexts.

Related research on Organizational Commitment and Business Continuity

Organizational commitment is an important aspect of business continuity as it affects the willingness of employees to stay with and maintain the organization in the long term.

Eileen Cruz González et al. (2020) developed a predictive model for predicting the intention to stay within companies affiliated with local business groups in Cuba, finding that emotional commitment, normative commitment, and continuous organizational commitment are all significantly positively correlated with perpetual intention, thus directly affecting the continuity of the enterprise.

Sami Basly et al. (2020) emphasized the role of family members' commitment to ensuring the continuity of family businesses, with emotional attachment and identity matching within family businesses playing a mediating role.

Alpha Kaleb Gill et al. (2020) found that flexible work arrangements during the COVID-19 "pandemic" state were related to emotional organizational commitment and work-life enrichment because they reduced work-life conflict, increased employee engagement, thereby improving efficiency and ensuring the successful continuity of the business.

Waynika Tanpipat et al. (2021) explored the impact of organizational norms on remote work, remote work productivity, and organizational commitment among Thai employees. The study, conducted during the COVID-19 pandemic when work methods suddenly changed to maintain business continuity, implemented remote working policies by many organizations. The results showed that organizational norms have a significant impact on perceived productivity and organizational commitment while maintaining work demands. It emphasized the importance of organizational commitment in maintaining business continuity through remote work policies.

Ahmad et al. (2021) found that organizational commitment affects job performance in the retail banking sector in northern India.

Li Yanhuan (2019) found that organizational commitment in non-profit organizations includes two aspects: emotional commitment and continuous commitment, and "normative commitment" does not apply to non-profit organizations. Through statistical validation, it was shown that there is a significant correlation between organizational commitment and employee satisfaction, with organizational commitment having a positive impact on employee satisfaction, thereby affecting the sustainability of the business.

Huang Chao (2019) found that organizational commitment among new generation employees has a positive impact on business performance. He believes that employees with higher levels of organizational commitment have more enthusiasm and satisfaction with their work, enough motivation to complete tasks, and strive to achieve strategic goals for the company, thereby contributing to the sustainable development of the enterprise.

Sharif Hosen et al. (2024), taking the hotel industry in Bangladesh as an example, concluded that organizational commitment in the hotel industry is significantly related to business performance. Additionally, there is a significant correlation between training and development of hotel staff and job performance, which is mediated by organizational commitment. They proposed recommendations, suggesting that hotel owners and managers should strengthen employee career development and training, enhance employee organizational commitment, thereby bringing possibilities for the continued operation of hotels.

In summary, organizational commitment plays a vital role in ensuring business continuity and sustainability. Understanding the factors that influence organizational commitment is crucial for organizations seeking to maintain competitive business performance and achieve long-term success.

Related research on Transformational Leadership and Business Continuity

The study by Susantinah et al. (2023) focuses on the relationship between dynamic transformation-oriented leadership and innovation in entrepreneurial management. It has been proven that transformational leadership is a driving force for innovation in the field of business management. By providing teams with inspiration, motivation, and guidance, transformational leadership creates an environment that fosters creativity.

Edge's article (2024) discusses the importance of transformational leadership from a business perspective. The article emphasizes the significance of transformational leadership in driving organizational change and achieving business objectives. This highlights the relevance of transformational leadership in various business environments.

Héctor Cuevas-Vargas et al. (2023), using small and medium-sized enterprises in Guanajuato, Mexico, as a sample, studied the impact of transformational leadership on business performance. The study shows that transformational leadership has a significant impact on corporate performance and suggests that it can be an effective strategy to overcome the challenges of the COVID-19 pandemic and improve business performance. This research provides valuable information for decision-makers, promoting company growth and resilience to future challenges.

Nguyen Phuc Nguyen et al. (2023) examined data from 903 employees in the Vietnamese manufacturing industry, indicating that transformational leadership affects corporate performance and culture, but the effects vary according to different environments. This finding offers practical significance for businesses aiming to enhance company performance by changing leadership styles.

W. Zhao, L. Huang (2022) researched green transformational leadership and found that providing employees with green education and training, and incorporating green practices as incentives for employees, enhances corporate social responsibility. This improves the company's market reputation, increases its customer base, and consequently boosts revenue. Additionally, due to reduced costs of green products, there is a synergistic effect on improving the overall performance of small and medium-sized enterprises.

A. Mansoor (2021) discovered through research that green transformational leaders are more likely to develop inspiring visions, which helps their followers have higher job satisfaction and be willing to complete tasks in a sustainable manner. This puts companies at a competitive advantage in the market.

Chen xing Jing et al. (2023) found that employees of highly polluting companies are less satisfied with their senior leadership and are reluctant to recommend working at these companies to their friends. Employees of highly polluting companies care more about environmental sustainability and hope leaders will deepen their care for employees and reduce pollution, which is crucial for improving employee satisfaction.

Q. Maitlo (2022), in studying the impact of green transformational leadership and green innovation, found that consumers are attracted to companies engaging in green sustainable practices, further increasing customer satisfaction, leading to increased revenue and financial success for the businesses.

In summary, scholars emphasize the importance of transformational leadership in driving innovation, ensuring business continuity, and fostering resilience in various organizational contexts. Transformational leadership plays a vital role in motivating change, attracting employees, and managing crises to achieve long-term success.

Related research on Internal Marketing and Business Continuity

Research on the relationship between internal marketing and business continuity is relatively scarce, but existing literature suggests that internal marketing plays a crucial role in ensuring business continuity within an organization.

Marco Antônio Silva et al. (2012) compared marketing management between operationally-focused and strategically-focused companies, finding that internal marketing management has a significant impact on revenue generation. The study found that strategic marketing management attracts greater investment, creates more value for shareholders, and maintains expectations for business continuity, emphasizing the importance of internal marketing strategies in maintaining profitability.

William Karnadi (2024) discussed the importance of internal communication and marketing in emergency management and business continuity.

Li Yanhuan (2019) argued that internal marketing treats employees as customers, adopting various measures to meet their needs, with the core of internal marketing being the pursuit of employee satisfaction. By employing internal marketing through strategies and activities similar to those used in external marketing, companies can improve employee satisfaction and effectively motivate their workforce. Statistical analysis has shown that non-profit organizations implementing internal marketing have a positive impact on employee satisfaction.

Huang Chao (2019) found that the perception of internal marketing among new generation employees has a positive effect on corporate performance. He believes that internal marketing is one of the effective ways for companies to gain a sense of belonging from their employees; the stronger the employees' perception of internal marketing, the higher their recognition of the company, which significantly affects their work efficiency and effectiveness, thereby impacting the company's sustainable development.

In summary, internal marketing strategies and effective communication play an indispensable role in ensuring business continuity within an organization. By prioritizing internal processes and stakeholder participation, companies can enhance their adaptability in facing challenges.

Table 2.1 Correlation studies among variables

Related research	Author	Main views	Title of the paper	Title of the journal
Internal Marketing and Organizational Commitment	LI Yanhuan	Internal marketing includes five dimensions: organizational culture, training, recruitment, communication and motivation; (2) Internal marketing has a positive impact on organizational commitment	Study on the Relationships of NPO's Internal Marketing, Organization Commitment, and Employee Satisfaction	*Lan Zhou University Dissertation, 2019*
	Huang Chao	Internal marketing perceived by the new generation of employees has a positive impact on organizational commitment; Organizational commitment of the new generation of employees plays a mediating role between perceived internal marketing and job performance	A Research on the Relationship among Perceived Internal Marketing, Organizational Commitment and Individual Job Performance of Generation	*Shan Dong University Dissertation, 2019*
Internal Marketing and Transforma- tional Leadership	Mansoor, M. Farrukh, J.-K. Lee, S. Jahan	Green transformational leaders support employees' innovative concepts, and employees identify more with green human resource management, which enhances the power of corporate green innovation	Stimulation of employees' green creativity through green transforma tional leadership and management initiatives	*Sustainability,2 021*
	E.Afum Z. Sun, Y. Agyabeng-Mensah, C. Baah	The motivation provided by green transformational leadership makes it easier for employees to accept corporate training on green and environmental sustainability and empowers employees to participate in green practices	Lean production systems,social sustainability performance and green competit iveness: The mediating roles of green technology adoption and green product innovation	*Engineering, Design and Technology, 2021*

Table 2.1 (Continued)

Related research	Author	Main views	Title of the paper	Title of the journal
Transforma-tional leadership and organizatio-nal commitment	Zhao Min	Transformational leadership can influence organizational commitment through employees' on-site informal learning	The Relationship between Transformational Leadership and Employees 'Organizational Commitment	*East China Normal University Dissertation, 2021*
	Yustinus Budi Hermanto, Veronika Agustini Srimulyani, Didik Joko Pitoyo	Transformational leadership, quality of work life and organizational commitment are significantly positively correlated; Teacher organizational commitment can be enhanced by increasing transformative leadership practices.	The mediating role of quality of work life and organizational commitment in the link between transformational leadership and organizational citizenship behavior	*Heliyon， 2024*
Organizatio-nal commitment and business continuity	Li Yanhuan	In non-profit organizations, organizational commitment includes two aspects: emotional commitment and continuous commitment. "Normative commitment" is not applicable to non-profit organizations. There is a significant positive correlation between organizational commitment and employee satisfaction, thus affecting the sustainable operation of enterprises	Study on the Relationships of NPO's Internal Marketing,Organization Commitment,and Employee Satisfaction	*Lan Zhou University Dissertation, 2019*
	Huang Chao	Organizational commitment of the new generation of employees has a positive impact on enterprise performance	A Research on the Relationship among Perceived Internal Marketing, Organizational Commitment and	*Shan Dong University Dissertation, 2019*

Table 2.1 (Continued)

Related research	Author	Main views	Title of the paper	Title of the journal
			Individual Job Performance of Generation	
	Sharif Hosen, Siti Raba'ah Hamzah,Ismi Arif Ismail,Siti Noormi Alias, Mohd Faiq Abd Aziz,Md Mizanur Rahman	Organizational commitment in the hotel industry is significantly related to firm performance; There is also a significant correlation between training and development of hotel staff and job performance, which is mediated by organizational commitment	Training & development, career development, and organizational commitment as the predictor of work performance	*Heliyon*, *2024*
Transforma-tional leadership and business continuity	Héctor Cuevas-Vargas, Jeffrey J. Lozano-García , Roberto Morales-García,	Transformational leadership has a significant impact on business performance and promotes the company's growth and resilience to future challenges.	Transformational leadership and innovation to boost business performance: The case of small Mexican firms	*Procedia Computer Science*, *2023*
	W.Zhao,L. Huang	(1)Transformational leadership takes green practices as the content to motivate employees, and the enterprise has a stronger sense of social responsibility, which increases the customer base of the enterprise, thus increasing the income; (2)Green transformation promoted by transformational leadership reduces product costs and improves the overall performance of SMEs.	The impact of green transformational leadership, green HRM, green innovation and organizational support on the sustainable business performance: Evidence from China	*Economic Research*, *2022*

Table 2.1 (Continued)

Related research	Author	Main views	Title of the paper	Title of the journal
	Nguyen Phuc Nguyen, Nguyen Phuc Nguyen	Transformational leadership will affect firm performance and culture and improve firm performance by changing the type of leadership	Does transformational leadership influence organisational culture and organisational performance: Empirical evidence from an emerging country	*IIMB Management Review，2023*
Internal marketing and business continuity	LI Yanhuan	Internal marketing has a positive effect on employee satisfaction	Study on the Relationships of NPO's Internal Marketing,Organization Commitment,and Employee Satisfaction	*Lan Zhou University Dissertation, 2019*
	Huang Chao	The stronger the internal marketing sense of employees is, the higher the recognition of the enterprise is, which significantly affects the work efficiency and effect of employees, thus affecting the sustainable development of the enterprise	A Research on the Relationship among Perceived Internal Marketing, Organizational Commitment and Individual Job Performance of Generation	*Shan Dong University Dissertation, 2019*

Chapter 3
Research Methodology

This chapter systematically studies the relationship between internal marketing, organizational commitment, transformational leadership and business continuity of industrial SMEs in Guangxi, ensuring strict academic standards, including procedures such as research format, target group, sample selection, research tools, quality check, data collection and statistical data used to analyze data. The details of each question are as follows:

1. The population and the sample
2. Research Instruments
3. Data Collection
4. Statistics Used for Data Analysis

The population and the Sample

The Population

This study uses a sample of industrial SMEs in Guangxi. There are 7,599 industrial small and medium-sized enterprises in Guangxi, including 6,868 medium-sized industrial enterprises and 731 small industrial enterprises (Guangxi Bureau of Statistics, Guangxi Statistical Yearbook, 2023). The distribution of industrial SMEs is shown in Table 3.1 (Regional distribution of industrial SMEs included in the statistics in 2023). With the support of Guangxi Department of Industry and Information Technology, Guangxi Market Supervision Administration and other government agencies, the enterprises directory was consolidated. In each city, firms on the directory were randomly selected into the sampling frame of the study. The firms were fully informed and accepted an invitation to participate in the study by telephone. The researcher makes a commitment to the confidentiality of the information and the purpose of the academic research.

Table 3.1 Regional distribution of industrial SMEs included in the statistics in 2023

City	Number of industrial SMEs	Proportion
Nanning	1165	15.33%
Liuzhou	1118	14.71%
Guilin	558	7.35%
Wuzhou	525	6.92%
Beihai	296	3.90%
Fangcheng	146	1.93%
Qinzhou	369	4.86%
Guigang	955	12.57%
Yulin	662	8.72%
Baise	424	5.59%
Hezhou	332	4.38%
Hechi	265	3.50%
Laibin	341	4.50%
Chongzuo	443	5.83%
Total	**7599**	**100%**

Therefore, the population is 7599 industrial SMEs in Guangxi.

The Sample

In this paper, the sampling method of stratification by region was chosen, which ensures that the characteristics of the different categories of firms are adequately represented in the context of the large internal variation within the sample population, and helps to analyze the relationship between the variables of internal marketing, organizational commitment, and transformational leadership in the different types of firms.

Simple random sampling was then chosen to draw samples in each stratum using random sampling. A certain number of SMEs were randomly selected as the research sample from the business directory of Guangxi's industrial sector. Each individual has the same probability of being sampled. The sample is drawn directly and randomly from the overall population.

It has been suggested that multivariate data analysis should have a sample size of at least 20 times the number of parameters (variables) to be estimated. (Lindeman, Merenda & Gold, 1980)

Sample Size = 20 times all variables

= 20 × 20

= 400

To meet the needs of this article and the validity of statistical analysis, according to the analysis of Lindeman et al., the effective sample size is 400 industrial SMEs in Guangxi.

The sample size of 14 cities in Guangxi was calculated and simple random sampling was conducted. The quota for each group to conduct the study was not less than 30 samples, supplemented by 105 samples to ensure the valid number of samples collected.

Table 3.2 Calculation table of sample size required

City	Population	The Stratified Random Sampling	Sample Size
Nanning	1165	400*15.33%	61
Liuzhou	1118	400*14.71%	59
Guilin	558	400*7.35%	29+(1)=30
Wuzhou	525	400*6.92%	28+(2)=30
Beihai	296	400*3.90%	16+(4)=30
Fangcheng	146	400*1.93%	8+(22)=30
Qinzhou	369	400*4.86%	19+(11)=30
Guigang	955	400*12.57%	50
Yulin	662	400*8.72%	35

Table 3.2 (Continued)

City	Population	The Stratified Random Sampling	Sample Size
Baise	424	400*5.59%	22+(8)=30
Hezhou	332	400*4.38%	18+(12)=30
Hechi	265	400*3.50%	14+(16)=30
Laibin	341	400*4.50%	18+(12)=30
Chongzuo	443	400*5.83%	23+(7)=30
Total	**7599**	**100%**	**505**

Research Instruments

The "Successful internal marketing factors on entrepreneurial of small and medium enterprises in China i" is a study that combines quantitative research. There are two main data collection tools: in-depth interviews and questionnaires.

1. In-depth interviews

Three experts in different fields were invited to conduct interviews to collect data.

2. Questionnaire survey

It is used to collect data of the sample group and provide data support for subsequent research.

The interview form and questionnaire were created as follows:

1. Interview three groups of experts, namely management research experts, scholars who are good at quantitative research methods and data analysis, and corporate strategy experts. Management research specialists specialize in organizational behavior and leadership research and understand conceptual frameworks. Scholars with knowledge of statistical analysis and research methods, ensure the rigor of data interpretation. Corporate strategy experts with extensive experience, providing insights into the real impact, see Table 3.3 for expert information.

2. Design the questionnaire through documents, books, articles, etc.

Table 3.3 The composition of the interviewed experts

Experts	Qualifications	Number (people)
Experts in management science.	Enterprise management, management science research	1
Academics with knowledge and ability in statistical analysis	Independent scholars or renowned university professors	1
Experts who are strategic advisors in the enterprise strategy domain	Experts are qualified for business management and can develop long-term strategic plans for sustainable development and growth of enterprises	1
Total		**3**

As can be seen from Table 3.3, this is an interview panel composed of experts from different fields. A management studies specialist is a researcher with expertise in organizational behavior and internal marketing. An academic expert with solid knowledge of statistical analysis, a researcher or university teacher with academic qualifications. Expert in the field of enterprise strategy, with rich experience in strategic management of enterprise sustainable development.

Table 3.4 The structure of the in-depth interview (Depth interview)

variable	number of verses
Part 1 Internal marketing 1. How do you encourage and support employees' career growth and development in your organization? 2. Give an example of how management provides employees with the necessary resources and support to help them improve their performance? 3. How does your organization promote employee awareness and action on environmental protection and sustainable development through education and training? 4. What steps does your organization take to ensure the effective flow of information between different departments and levels? 5. How does your organization integrate human resource management with environmental responsibility and how does this impact on culture and performance?	**5 items**
Part 2 Organizational commitment 1. How do you ensure that your employees understand the core values of your organization and incorporate them into their daily work? 2. How do you recognize and reward employees who show a high level of commitment to their work? 3. What kind of emotional commitment do you think employees have to the organization? What factors can enhance this commitment?	**3 items**
Part 3 Transformational leadership 1. As a leader, how do you use your personal charm to proactively lead the company to meet challenges and seize opportunities?	**4 items**

Table 3.4 (Continued)

variable	number of verses
2. How do you think personalized care can be integrated into the management strategy of enterprise leadership? 3. How do leaders follow ethical principles? 4. How does the leadership communicate the vision of the company and motivate employees?	
Part 4 Business Continuance 1. What factors do you think are most critical to a company's profitability and economic continuity? 2. What does social responsibility mean for your business? What are the challenges and opportunities encountered in the actual implementation? 3. How do you think companies can ensure or improve customer satisfaction? 4. How do you improve employee satisfaction so that employees are motivated to work hard?	**4 items**
Total	**16 items**

3. Conducting research based on structured questionnaires can accurately set questions and their coverage that are highly consistent with the research objectives, so as to give full play to its advantages.

Table 3.5 Questionnaire structure for internal marketing, organizational commitment, transformational leadership, and business continuity

Variable	Number of verses	Clause	Data	Measure ment
Part 1				
Internal marketing	21			
1. Growth motivation	4	1-4	Likert Scale	5 opinion levels
2. Management Support	5	5-9		
3. Green education and training	4	10-13		
4. Internal communication	4	14-17		
5. Green human resource management	4	18-21		
Part 2				
Organizational commitment	13			
1. Continuance commitment	5	22-26	Likert Scale	5 opinion levels
2. Normative commitment	4	27-30		
3. Affective commitment	4	31-34		
Part 3				
Transformational leadership	20			
1. Charisma of a leader	5	35-39	Likert Scale	5 opinion levels
2. Caring for personality	5	40-44		
3. Moral modeling	5	45-49		
4. Vision Motivation	5	50-54		
Part 4				
Business Continuance	16			
1. Profitability	4	55-58		
2. Social responsibility	4	59-62		
3. Customer satisfaction	4	63-66		
4. Employee satisfaction	4	67-70		
Total	**70**			

4. After in-depth interviews with experts, relevant questions were started to be constructed. In the process of learning, research, as well as clarifying the definition of research, these issues are presented to experts who consider and verify their appropriateness.

5. Subsequently, the completed questionnaire was handed over to experts for measurement and evaluation, so as to test the content validity of the questionnaire. This verification is done by people with knowledge and expertise in management science, statistical analysis, and corporate strategy. They will scrutinize each item to ensure specific content coverage, accuracy of language presentation, and consistency with research objectives.

The list of content validators used by the researcher (see Appendix B for details) and item objective congruence (IOC) index of items have the following score characteristics:

+1 These questions are consistent with the research objectives

0 It is uncertain whether the questions are consistent with the research objectives

-1 These questions are inconsistent with the research objectives

The selection of question items is based on criteria to assess content validity. According to Kanlaya Wanichbancha (2009), the calculated IOC index value must be greater than 0.6 (IOC>0.6). Therefore, if the IOC index meets this criterion, the question items are considered to align with the intended message.

Table 3.6 IOC content validity examiner (item objective congruence)

Experts	Experts Qualification	Number (person)
Experts in the field of management.	Academics or related agencies in management	1
Experts in statistics measure and evaluate	Independent academics or university professors with a reputation for statistics, measurement, research methodology.	1
Experts in the field of corporate strategy.	Academic in corporate strategy	1
Total		**3**

6. The researchers sent the initial draft of the questionnaire to the consultant for re-examination of its completeness and selected 30 people for trial use to test the reliability of the questionnaire. (Cronbach's alpha coefficient).

7. The researchers improved the questionnaire after the trial use, corrected the defects, and finally formed a complete and highly reliable survey questionnaire, which was officially used to collect research data.

Scoring criteria are established to gauge the degree to which the research subjects align with or endorse specific opinions or statements within the study. It is a study of the opinions level of respondents towards various aspects of internal marketing, organizational commitment, transformational leadership, and business sustainability in SMEs. The questionnaire with question characteristics is a 5-level estimation scale of Likert, with the meaning of the score and its implications as follows: “5 – Strongly Agree, 4 – Agree, 3 – In general, 2 – Disagree, 1 – Strongly Disagree”.

Score level 5 means the highest level of agreement.

Score level 4 means high level of agreement.

Score level 3 means moderate level of agreement.

Score level 2 means low level of agreement.

Score level 1 means the least level of agreement.

The criteria for interpreting the average scores of the observed variables are divided into 5 levels as follows.

Average score 4.50 – 5.00, highest level

Average score 3.50 – 4.49, high level

Average score 2.50 – 3.49, moderate level

Average score 1.50 – 2.49, low level

Average score 1.00 – 1.49, lowest level

The reasons for setting such rules are as follows:

1. The arithmetic mean should be in the range of 1 to 5, such as 1.75, 4.50... The equivalent value of 5.00 can occur.

2. The score on levels 1 to 5 are continuous values, represented by straight lines, and can be defined as a continuous scoring range, where each segment is separated by 1 unit, as follows:

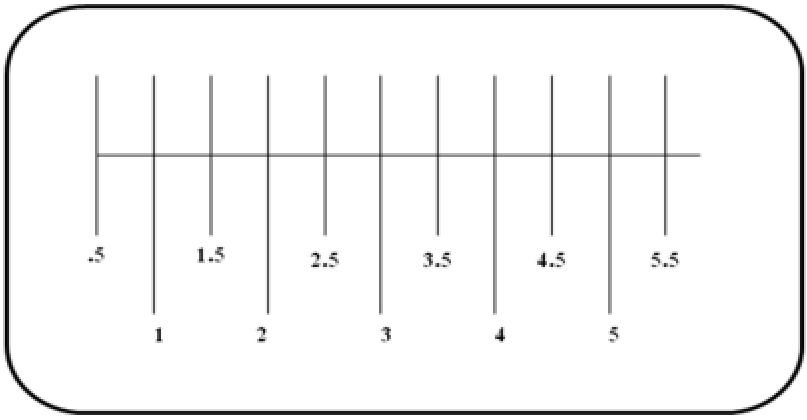

Figure 3.1 Mean Interpretation Interval Determination Source

From the foundational principles of Likert scale analysis and data interpretation strategies commonly employed in social sciences research.

3. Based on the actual data collected from the scores, the minimum value is 1 and the maximum is 5. Therefore, the criteria should be adjusted to 1.00–1.50 instead of 0.50–1.50, and to 4.50–5.00 instead of 4.50–5.50.

4. When the calculated arithmetic mean ($\bar{X}$) is in the interval between higher opinion levels, say an arithmetic mean of 4.50, this indicates that opinion on the matter is at its highest level, and so on. This approach ensures that the interpretation of the data tends to identify the highest potential rating within a given range, which in turn promotes a positive outlook on the performance of the observed variables.

Determining the quality of research tools.

To obtain a high-quality instrument, a questionnaire was designed and tested for validity and reliability. (Reliability) is as follows:

1. Determination of validity. The researcher checked the content validity of each text to ensure that it was consistent with the study objectives. By consulting three subject matter experts, the language clarity and wording of the questions in the questionnaire, as well as the consistency accuracy between the content and the goal (item goal consistency index -IOC) were checked, and then the IOC value of each item was quantitatively assessed. This process is completed according to the following scoring criteria:

+1 when the expert is sure that the question is consistent with the content

0 When the expert is not sure that the question is consistent with the content

-1 when the expert is sure that the question is inconsistent with the content

follow formula

$$IOC = \frac{\sum R}{N}$$

IOC Instead, it indexes the consistency between queries. with research objectives

$\sum R$ Instead, The sum of the opinions of experts or experts.

N Instead, of the number of experts or experts.

Calculation of consistency. The research objectives must have an IOC value greater than 0.6 to conclude that the content accuracy of the questionnaire is within an acceptable standard. Can be used to collect further data.

2. Reliability (reliability) was determined using a questionnaire verified by the Advisory Committee. Experts with specialized knowledge modified and tested 30 test subjects with similar characteristics to the sample group to be studied before using the questionnaire with the sample group. Cronbach (1990) 's αcoefficient method was used to analyze reliability. If the reliability coefficient is greater than 0.8 (Kanlaya Wanichbancha, 2008), it indicates that the questionnaire is reliable and can be used for research. From the data analysis results, the results are summarized in Table 3.7

Table 3.7 Questionnaire confidence value

Factors		Number of questions (N)	Confidence value (R)
Part 1	Internal marketing	21	0.939
Part 2	Organizational commitment	13	0.916
Part 3	Transformational leadership	20	0.934
Part 4	Business Continuance	16	0.931
Factors Total		**70**	**0.963**

From Table 3.7 Questionnaire confidence value, it was found that the confidence values of all factors and the total factors of the questionnaire were over 0.8. Therefore, it can be concluded that Questionnaires can be used to collect real data. with confidence values that pass the acceptance criteria.

Data Collection

The researcher proceeded with data collection and distributed questionnaires from various sources after obtaining the sample size. The information here will be divided into 2 main parts according to the research method, namely data collection from in-depth interviews by interviewing experts and academics in the field of management, statistical analysis, and corporate strategy. About 30 people use the information as a guideline for constructing the questionnaire, after which the data is collected from the distribution of the questionnaire. Data will be collected from experts in management studies focusing on internal marketing and organizational commitment; experts in statistical analysis and research methods to ensure the validity and reliability of the methods; and corporate strategy experts discussing the role of transformational leadership in shaping and executing business strategy as detailed below.

Data collection from in-depth interviews.

Because this in-depth interview will use both interviews and conversation

recordings using a voice recorder. Therefore, data collection used both interview recordings and recordings in the memory of the voice recorder. Then open it to transcribe into a recording later again with the following steps:

1. Make appointments and schedule interviews with experts.
2. Interviews were conducted according to the interview structure and recorded in the record sheet, and necessary audio recordings were made after obtaining permission during the interview
3. According to the content of the interviews, including the additional valuable information obtained from the interviews, they were recorded and translated into words
4. Analytical techniques were used to analyze the data, and the interview results were summarized as descriptive data as follows.

Results of in-depth interviews from experts and academics with knowledge and competency in management, statistical analysis, and corporate strategy, summarized as follows:

Comments on the interplay of internal marketing, organizational commitment, and transformational leadership within Guangxi SMEs:

1. How these factors contribute to business continuity.

2. Their impact on employee motivation and satisfaction.

3. Strategies for implementing effective internal marketing to boost commitment and leadership effectiveness.

Comments about the use of statistical analysis in validating research data:

1. Importance of choosing the right statistical tools for data analysis.

2. Common pitfalls in statistical analysis of organizational data.

3. How data interpretation affects strategic decision-making.

The role of transformational leadership in business operation:

Transformational leadership promotes the development of small and medium-sized enterprises.

The role of transformational leadership in adapting to market changes.

4. How transformational leaders effectively communicate and implement corporate vision.

Data collection using questionnaires.

Because the data of the sample that will distribute the questionnaire is crucial for validating the hypotheses of the study, the researcher used the document submission method in some areas. And most of the researchers will go to the area by themselves to collect questionnaires by themselves in the area. Because this research has a limited number of samples. The data collection process can be summarized as follows:

1. The researchers will make the questionnaires, distribute them online, use apps such as "Questionnaire Star", invite the respondents in the region to fill in the questionnaires, and take them back in time.

2. After waiting for 15 days, if the number of questionnaires collected is insufficient, I will call to remind them accordingly. If the questionnaire feedback data is still not received, the researcher will go to the area to collect it in persont.

3. Check the completeness of the questionnaire framework and count the quantity as planned. If incomplete, further collection will be made to obtain a sufficient amount of information.

4. According to the recovered questionnaires, they were converted into preliminary statistical values.

5. Use statistical methods to analyze and obtain relevant and valid data for the research of this paper.

Data Analysis

Statistics Used for Data Analysis

When collecting the questionnaires, the researchers checked the accuracy and completeness of all the questionnaires. The questionnaires were then coded and processed by computer. The data were subsequently subjected to statistical analysis using a ready-made program.

In interpreting the meaning of the collected data and presenting the results, this study employed methods such as content analysis, descriptive statistical analysis, and inferential statistical analysis. These methods were used to identify patterns and relationships among the data. Descriptive statistics were applied to summarize the central tendency, variability, and overall distribution of the data, providing a snapshot of the collected information. On the other hand, inferential statistics enabled the researchers to make predictions or inferences about a population based on a sample drawn from that population. The results of inferential statistical analysis often lead to conclusions that extend beyond the immediate data, allowing for broader implications and recommendations.

By integrating both descriptive and inferential statistical methods, the study ensured a comprehensive analysis. It not only described the current state of the data but also provided insights into potential trends, outcomes, and relationships within the data set.

Statistics are used to analyze data.

The researcher uses statistics to analyze data according to the research objectives as follows:

1. To assess the levels of awareness, attitudes, and behaviors of the respondents towards sustainable marketing practices.

The statistics used to analyze the data are Descriptive statistics: To find the basic statistics of the respondents, the arithmetic mean, standard deviation (SD), skewness and kurtosis were used.

2. Analysis of the components of the variables of sustainable marketing practices to explore the underlying dimensions that could influence small business marketing sustainability.

The statistics used to analyze the data are Confirmatory component analysis (confirmatory factors analysis--CFA) to confirm the constituent indicators of a small business sustainable marketing model. This component analysis is divided into two steps: (1) second order confirmatory component analysis; (confirmatory factors analysis- second order--CFA) to confirm the question of each variable observed whether it is the indicator of the element to be measured or not. and to confirm the observed variables of each factor as to their constituents. The results in this step were applied in the second step. (2) Confirmatory component analysis from structural equation model analysis. This will be an analysis of all factors at the same time. The variables to be analyzed must have a correlation of not less than .30 to use the results in this section to further develop strategies.

3. Analyze the direct and indirect effects of internal marketing practices on the sustainability of SMEs.

The statistical method used for data analysis was causal influence analysis (Path analysis) using structural equation modeling (SEM). The analysis helps in understanding how different components of internal marketing impact business performance and sustainability, considering both direct and indirect effects.

4. The search for the successful mode of business continuity of small and medium-sized enterprises through internal marketing practice.

The pattern that was searched for will be the result of component analysis and causal influence analysis at the same time. It is an overall analysis of the model. whole measurement model and structural model (structural model), also known as (structural equation modeling--SEM). This model is a model that is adjusted in accordance with the empirical data (model fit). Therefore, the resulting model is a model that can be used. effective application in each factor there are variables that promote various factors. Each factor will have a causal influence on each other.

Structural Equation Model--SEM Analysis

It is an advanced statistical technique for analyzing multivariate relationships. It has the advantage of being able to analyze linear relationships between latent variables, which general statistics cannot do. This is because structural equation models can relax the limitations of other types of analysis, such as regression analysis. where the original variable must not be correlated but structural equation model analysis can relax this restriction, etc. A structural equation model consists of two parts: the structural model consists of the relationship paths between each latent variable. and measurement model (measurement model), which consists of observed variables of each latent variable. Therefore, structural equation model analysis can be performed as confirmatory factor analysis. (Confirmatory factors analysis--CFA) and causal influence analysis (path analysis--PA) at the same time. Suitable for proof-of-concept theories, which usually have a structure of variables as a causal model. Structural equation models can also perform other statistical analyses, such as multiple regression analysis. analysis of covariance, canonical analysis, etc. In analyzing the structural equation model, the analyst must first adjust the model to be consistent with the empirical data. So, the various statistics can be used correctly. You can consider the acceptance criteria as shown in the values in Table 3.8.

Table 3.8 Criteria for agreeing on model conformity with empirical data

Statistical Values	Symbols	Acceptance Criteria	Reference
Chi-square	X2	-	
Degrees of freedom	Df	-	
Chi-square/ Degrees of freedom	x2/df	< 2	Discussed the statistical properties of the chi-square distribution, emphasizing that a variable following this distribution with p degrees of freedom can be expressed as the sum of p chi-square variables, each with one degree of freedom. (Gudmund R. Iversen, 1979)
probability	P-Value	>0.05	
Root means square error of approximation	RMSEA	<0.05	
Comparative Harmony Index (GFA)	CFI	>0.9	Comparative fix index (CFI) = 0.96. Concurrent validity was demonstrated via the positive correlation between work engagement, life satisfaction, and the Career Competencies Questionnaire for Nurses.(Masako Yamada et al. 2022)
Tucker-Lewis (AGFI)	TLI	>0.9	
Square root index of standard residuals.	SRMR	<0.05	

Chapter 4
Results of Analysis

The purpose of this study was to investigate the relationship between internal marketing, organizational commitment, transformational leadership and business continuity in SMEs in Guangxi. The results of the data analysis are as follows:

1. Symbol and abbreviations
2. Presentation of data analysis
3. Results of data analysis

The details are as follows.

Symbol and Abbreviations

This study contains four main research variables, these are Internal Marketing, Organizational Commitment, Transformational Leadership, and Business Continuity, corresponding variables and abbreviations, and indicator explanations, as detailed in Tables 4.1 and 4.2

Table 4.1 Symbol and abbreviations

Dimension	Variable	Abbreviation
Internal Marketing (IM)	Growth Motivation	GM
	Management Support	MS
	Green Education and Training	GET
	Internal Communication	IC
	Green Human Resource Management	GHRM
Organizational Commitment (OC)	Continuance Commitment	CC
	Normative Commitment	NC
	Affective Commitment	AC

Table 4.1 Symbol and abbreviations

Dimension	Variable	Abbreviation
Transformational Leadership (TL)	Charisma of a Leader	CL
	Caring for Personality	CP
	Moral Modeling	MM
	Vision Motivation	VM
Business Continuity (BC)	Profitability	P
	Social Responsibility	TSR
	Customer Satisfaction	CS
	Employee Satisfaction	ES

Table 4.2 Explanation of indicators

Various indicators	Definition
Min	The smallest observation in the data set, indicating the lowest level of the variable
Max	The largest observation in the data set, indicating the highest level of the variable
S.D.	The degree of dispersion of the data, which measures the volatility of the data distribution.
SK	SK > 0 means right skewness, SK < 0 means left skewness, and SK = 0 means symmetry
KU	KU > 0 means peak distribution, KU < 0 means flat distribution, and KU = 0 means normal distribution
Level	Level of statistical distribution based on the mean (e.g. Low, Moderate, High)
Alpha	Alpha > 0.7 indicates that the scale has good reliability

Table 4.2 (Continued)

Various indicators	Definition
The corrected term is correlated with the aggregate	The correlation between each measurement item and the total score of the scale, with a higher value indicating a stronger correlation between the item and the overall measure
Alpha after deleting items	If the Kronbach Alpha value recalcoated after deleting an item increases, it indicates that the measurement item may not be suitable for retention
KMO and Bartlett test	KMO > 0.6 is suitable for factor analysis, and $P < 0.05$ of Bartlett's test indicates that there is sufficient correlation between variables for factor analysis
Total variance interpretation	The cumulative variance explanation rate > 60% indicates that the factor extraction effect is good
Factor Loadings	Load values > 0.5 indicate that the measurement item is suitable
AVE	AVE > 0.5 indicates good convergent validity
CR	CR> 0.7 indicates that the measurement of latent variables is stable and consistent
Pearson Correlation	A $\|r\| > 0.3$ indicates a moderate correlation, while a $\|r\| > 0.5$ indicates a strong correlation
χ^2/df	A χ^2/df < 3 indicates a good model fit, and a χ^2/df < 5 indicates an acceptable fit
AGFI	AGFI > 0.9 indicates a good fit
NFI	NFI > 0.9 indicates that the model fits well
IFI	IFI > 0.9 indicates that the model fits well
TLI	TLI > 0.9 indicates that the model fits well
CFI	CFI > 0.9 indicates a good model fit
RMSEA	RMSEA < 0.08 indicates a good fit, and < 0.05 indicates an excellent fit

Table 4.2 (Continued)

Various indicators	Definition
SRMR	SRMR < 0.08 indicates that the model fits well
P-Value	P > 0.05 This indicates that the chi-square test is not significant and the model matches the observed data well
Path Analysis	T > 1.96 and P < 0.05 indicate that the path is significant
R^2	Represents the degree to which the independent variable explains the dependent variable, and the higher the value, the stronger the explanatory power of the model
T	It is used to judge the significance of the path relationship. All C.R. values are much larger than 1.96, indicating that these path coefficients are statistically significant

Presentation of Data Analysis

This study collects data through questionnaire survey, taking 505 small and medium-sized enterprises in Guangxi as the research object, a total of 600 questionnaires were distributed, and 505 valid questionnaires were collected, with an effective recovery rate of 84.17%. SPSS and AMOS software were used for data analysis, and the relationship among internal marketing, organizational commitment, transformational leadership and business continuity of small and medium-sized enterprises in Guangxi was empirically analyzed.

Part 1 General information of the respondents

Descriptive statistical analysis

1. Basic information

Table 4.3 Basic information

Variable	Classification	Frequency	Percentage
City	Nanning	61	12.1
	Liuzhou	59	11.7
	Guilin	30	5.9
	Wuzhou	30	5.9
	Beihai	30	5.9
	Fangcheng	30	5.9
	Qinzhou	30	5.9
	Guigang	50	9.9
	Yulin	35	6.9
	Baise	30	5.9
	Hezhou	30	5.9
	Hechi	30	5.9
	Laibin	30	5.9
	Chongzuo	30	5.9
Type of Company	State-owned/ state-controlled	218	43.2
	Private/private holding	243	48.1
	Other	44	8.7
Number of employees	1-20 people	71	14.1
	21-300 people	167	33.1
	301-500 people	147	29.1
	501-1000 people	120	23.8
Years of establishment	0-3 years	86	17
	4 to 6 years	122	24.2
	7-10 years	132	26.1
	More than 10 years	165	32.7

Table 4.3 Basic information

Variable	Classification	Frequency	Percentage
Position	Enterprise grassroots level	273	54.1
	Middle level of enterprise	162	32.1
	Senior management of enterprises	70	13.9
Level of education	High school	107	21.2
	Junior college	117	23.2
	Undergraduate degree	172	34.1
	Master's Degree	71	14.1
	Doctor of Science	38	7.5
	Total	**505**	**100**

According to the data in Table 4.3, enterprises in Guangxi are distributed in multiple cities, with Nanning (56) and Guilin (71) accounting for a large share, accounting for 11.1% and 14.1% respectively. Other more scattered cities such as Liuzhou, Beihai, and Yulin also have a certain proportion of enterprises, but the overall proportion is low. Chongzuo has the smallest number of enterprises, accounting for only 0.4%. Nanning and Guilin are the main cities of Guangxi's economy and commerce, and the distribution of enterprises is highly concentrated. In smaller cities, such as Wuzhou and Baise, the proportion of enterprises is relatively low, indicating that their commercial activities and development may be relatively limited.

In the distribution of company types, private or privately controlled companies occupy the main position (48.1%), while state-owned or state-controlled companies account for 43.2%. Other types of companies accounted for 8.7%. Private enterprises occupy a dominant position in the business environment of Guangxi, indicating that the private economy has a strong vitality in the market competition of Guangxi province. Although state-owned enterprises account for a relatively small proportion, they also occupy an important position, indicating that in some industries or fields, state-owned enterprises still have a strong influence.

In terms of the number of employees, the number of companies with 21 to 300 employees is the largest, accounting for 33.1 percent. This was followed by companies with 301-500 and 1-20 employees, accounting for 29.1 percent and 14.1 percent, respectively. There are relatively few companies with more than 500 employees, accounting for 23.8 percent. The majority of companies are small to medium sized (21-300 employees), which are typically nimble in responding to market changes but may face pressure on funding and resources. There are fewer large firms (more than 500 employees), which means that large-scale enterprises are not particularly common in the Guangxi region, possibly limiting the development of certain industries.

The distribution of enterprise establishment years is relatively uniform, with companies over 10 years accounting for the largest proportion (32.7%), followed by 7-10 years (26.1%) and 4-6 years (24.2). A relatively small proportion (17%) of new companies are 0-3 years old. Most of the companies have been operating in the market for many years, indicating that the business environment in Guangxi is relatively stable and some companies have accumulated sufficient experience. The relatively small number of new firms may be related to market entry barriers, capital requirements and other factors.

In terms of position distribution, employees at the grassroots level account for the largest proportion (54.1%), followed by those at the middle level (32.1%), and those at the senior level account for the least proportion (13.9%). Grass-roots employees account for the largest proportion, indicating that grass-roots employees play a more important role in enterprise operation and may be the main body of labor force in most enterprises.

The relatively small proportion of senior management may mean that the number of senior management is relatively small, and more decision-making and management work may rely on middle managers.

In terms of education level, the proportion of employees with bachelor's degree (34.1 percent) and junior college degree (23.2 percent) is higher. The proportion of high school students and master's students was 21.2 percent and 14.1 percent, respectively, and the proportion of doctoral students was lower (7.5 percent). Employees with bachelor's degree and junior college degree account for more than half, reflecting the high demand for employees with higher education background in Guangxi enterprises.

The low proportion of masters and PHDS may indicate that high-level research and management talent is relatively less distributed in the region.

In general, most of the surveyed enterprises are concentrated in Nanning and Guilin, and private enterprises occupy a dominant position, mainly small and medium-sized enterprises. Most enterprises have been operating steadily in the market for many years, and the proportion of grass-roots employees in enterprises is large, and the middle and senior management is relatively small. Bachelor's degree and college education level, but the proportion of highly educated talents is low.

Part 2 Empirical analysis of internal marketing, organizational commitment, transformational leadership, and business continuity

2. Descriptive statistical analysis

Table 4.4 Describes statistical analysis

Variable	Dimension	N	Min	Max	$\overline{X}$	S.D.	SK	KU	Level
		Statistics							
Internal Marketing	GM	505	1	5	3.378	0.838	-0.174	-0.348	Moderate
	MS	505	1	5	3.572	0.894	-0.239	-0.815	High
	GET	505	1	5	3.363	0.801	-0.034	-0.653	Moderate
	IC	505	1	5	3.341	0.849	-0.099	-0.702	Moderate
	GHRM	505	1	5	3.574	0.907	-0.635	-0.345	High
	Total	**505**	**1.25**	**4.76**	**3.446**	**0.697**	**-0.479**	**-0.641**	**Moderate**
Organizational commitment	CC	505	1	5	3.651	0.832	-0.470	-0.210	High
	NC	505	1	5	3.543	0.894	-0.585	-0.022	high
	AC	505	1	5	3.595	0.819	-0.406	-0.213	High
	Total	**505**	**1.25**	**5**	**3.596**	**0.714**	**-0.845**	**0.235**	**High**
Transformational leadership	CL	505	1	5	3.610	0.871	-0.503	-0.531	High
	CP	505	1	5	3.623	0.937	-0.669	-0.348	High
	MM	505	1.2	5	3.795	0.814	-0.741	-0.154	High
	VM	505	1.2	5	3.655	0.805	-0.438	-0.591	High
	Total	**505**	**1.75**	**5**	**3.671**	**0.688**	**-0.733**	**-0.092**	**High**
Business continuity	P	505	1.25	5	3.388	1.021	-0.331	-0.738	Moderate
	TSR	505	1	5	3.353	0.952	-0.294	-0.869	Moderate
	CS	505	1	5	3.584	0.934	-0.605	-0.480	High
	ES	505	1	5	3.347	0.866	-0.175	-0.268	Moderate
	Total	**505**	**1.31**	**5**	**3.418**	**0.775**	**-0.354**	**-0.598**	**Moderate**

According to the data in Table 4.4, the Mean value (Mean) of each variable is concentrated between 3.3 and 3.8, indicating that respondents' evaluation of internal marketing (IM), organizational commitment (OC), transformational leadership (TL) and business continuity (BC) is relatively positive but not highly recognized. Among them, transformational leadership (TL3, Mean=3.795) has the highest score, indicating that respondents have a high degree of recognition for leaders' vision shaping and caring for personality. However, the score of business continuity (BC2, Mean=3.353) is low, reflecting that SMEs still face challenges in their stability in market uncertainty.

The Skewness of the data ranges from−0.869 to−0.022, and the Kurtosis ranges from − 0.741 to − 0.034, both of which do not exceed ±2, in line with the standard of normal distribution proposed by Bagozzi (1981). This shows that the data distribution is basically in line with the assumption of normality, and the mean values of all items are at a medium or high level.

Reliability Analysis

The Cronbach Alpha coefficient is a common measure of the internal consistency of the scale. Its value is usually between 0 and 1, with higher values indicating better internal consistency of the scale. In general, the criteria for the value of the Kronbach Alpha are: $\alpha \geq 0.9$: excellent consistency; $0.8 \leq \alpha < 0.9$: good consistency; $0.7 \leq \alpha < 0.8$: acceptable consistency; $0.6 \leq \alpha < 0.7$: consistency that may need improvement; $\alpha < 0.6$: This scale is not recommended.

1. Reliability analysis of internal marketing scale

Table 4.5 Reliability statistics of the internal marketing scale

Alpha	N
0.939	21

According to the data in Table 4.5, there are 21 items in the scale, and Kronbach Alpha = 0.939. It shows that the internal marketing scale has a very high internal consistency, and the items in this scale are strongly correlated with each other, which can effectively measure the relevant dimensions of internal marketing.

Table 4.6 Total statistics of items in the internal marketing scale

Dimension of dimension	N	The corrected term is correlated with the aggregate	Alpha after deleting items	Alpha
Motivation for growth	GM1	0.633	0.936	0.855
	GM2	0.609	0.937	
	GM3	0.636	0.936	
	GM4	0.652	0.936	
Management Support	MS1	0.646	0.936	0.873
	MS2	0.635	0.936	
	MS3	0.617	0.936	
	MS4	0.626	0.936	
	MS5	0.67	0.936	
Green education and training	GET1	0.615	0.936	0.828
	GET2	0.573	0.937	
	GET3	0.541	0.938	
	GET4	0.623	0.936	
Internal communication	IC1	0.704	0.935	0.853
	IC2	0.643	0.936	
	IC3	0.651	0.936	
	IC4	0.614	0.936	
Green human resource management	GHRM1	0.657	0.936	0.864
	GHRM2	0.673	0.935	
	GHRM3	0.618	0.936	
	GHRM4	0.59	0.937	

According to the data in Table 4.6, The internal marketing scale contains five dimensions, and the Cronbach Alpha coefficients of growth motivation (0.855), management support (0.873), green education and training (0.828), internal communication (0.853) and green human resource management (0.864) are all greater than 0.8. This shows that all scales have good internal consistency and can stably measure the dimensions to be measured.

The correlation between the revised items and the total is greater than 0.6, indicating that there is a strong correlation between these items and the total score of the scale. This means that each item plays an important role in reflecting the overall situation of this dimension, with good discrimination and representativeness. As can be seen from the data, the magnitude of the change in the Cronbach Alpha coefficient is very small after deleting individual entries. This indicates that deleting any single item does not significantly improve the internal consistency of the scale. In other words, the overall reliability of the scale is already high, and there is no case where a single item has a significant impact on consistency. Therefore, the reliability of the overall scale is high and suitable for further analysis and research.

2. Reliability analysis of organizational commitment scale

Table 4.7 Reliability statistics of organizational commitment scale

Alpha	N
0.916	13

According to the data in Tables 4.7, The organizational commitment scale contains 13 items, and the total Cronbach Alpha coefficient is 0.916, indicating that the scale has a very high internal consistency. According to statistical criteria, a Cronbach Alpha above 0.9 indicates that the reliability of the scale is very good, so the scale is suitable for further analysis.

Table 4.8 Total statistics of organizational commitment scale items

Dimension of dimension	Item of question	The corrected term is correlated with the aggregate	Alpha after deleting items	Alpha
Continuous commitment	CC1	0.758	0.905	0.884
	CC2	0.588	0.911	
	CC3	0.651	0.909	
	CC4	0.658	0.909	
	CC5	0.671	0.908	
Normative commitment	NC1	0.699	0.907	0.864
	NC2	0.621	0.91	
	NC3	0.665	0.909	
	NC4	0.644	0.909	
Affective commitment	AC1	0.634	0.91	0.862
	AC2	0.584	0.912	
	AC3	0.539	0.913	
	AC4	0.659	0.909	

According to the table 4.8 data, the organizational commitment scale contains three dimensions, and the number of clonal Bach alpha in each dimension is more than 0.8. it shows that the scale is strong in internal consistency and is suitable for relevant research. The revised term and total correlation are greater than 0.5and the correlation of most items is higher, indicating that each item's contribution to the overall score is significant. The changes in the cloning of Bach alpha after deleting any item are smaller, indicating that deleting any single entry does not significantly improve the reliability of the scale, and indicates that the various groups contribute more evenly to the consistency of the scale. Therefore, the organization commitment scale is very good, suitable for subsequent analysis and research.

3. Reliability analysis of transformational Leadership Scale

Table 4.9 Reliability statistics of transformational leadership scale

Cronbach's alpha	N
0.934	20

According to the data in Table 4.9, the transformational leadership scale contains 20 items, and the total Cronbach's alpha is 0.934, indicating that the scale has very high internal consistency. According to statistical criteria, a Cronbach's alpha above 0.9 indicates that the reliability of the scale is very good, so the scale is suitable for further analysis.

Table 4.10 Total statistics of transformational leadership scale items

Dimension of dimension	Item of question	The corrected term is correlated with the aggregate	Alpha after deleting items	Alpha
Charisma of leadership	CL1	0.612	0.931	0.894
	CL2	0.637	0.93	
	CL3	0.577	0.932	
	CL4	0.585	0.931	
	CL5	0.605	0.931	
Caring for personality	CP1	0.666	0.93	0.901
	CP2	0.618	0.931	
	CP3	0.638	0.93	
	CP4	0.697	0.929	
	CP5	0.693	0.929	
An example of virtue	MM1	0.61	0.931	0.886
	MM2	0.618	0.931	
	MM3	0.597	0.931	
	MM4	0.661	0.93	
	MM5	0.711	0.929	

Table 4.10 (Continued)

Dimension of dimension	Item of question	The corrected term is correlated with the aggregate	Alpha after deleting items	Alpha
Vision incentive	VM1	0.568	0.932	0.865
	VM2	0.568	0.932	
	VM3	0.559	0.932	
	VM4	0.591	0.931	
	VM5	0.604	0.931	

According to the data in Table 4.10, the transformational leadership scale contains four dimensions, including charisma of a leader (Cronbach's alpha=0.894); caring for personality (Cronbach's alpha=0.901); Virtue model (Cronbach's alpha =0.886); Vision motivation (Cronbach's alpha=0.865), and the Cronbach's Alpha of all dimensions are higher than 0.8, indicating that the reliability of each dimension is high and the scale has strong internal consistency, which is suitable for follow-up research.

The corrected item-total correlation of all items is greater than 0.5, which means that each item has a significant correlation with the total score of the dimension and can effectively measure the content of the dimension. The Cronbach's Alpha after the deletion of any single item does not change much, indicating that each item contributes more evenly to the reliability of the dimensions. There is little change in the reliability after the deletion of items, which indicates that the contribution of each item to the overall reliability of the scale is relatively balanced, indicating that the scale is reasonably designed and has good internal consistency, which is suitable for subsequent statistical analysis and research.

4. Reliability analysis of business continuity scale

Table 4.11 Reliability statistics of the business continuity scale

Alpha	N
0.931	16

According to the data in Table 4.11, the business continuity scale contains 16 items, and the total Cronbach's Alpha is 0.931, indicating that the scale has high internal consistency and can effectively measure all aspects of business continuity.

Table 4.12 Total statistics of business continuity scale items

Dimension of dimension	Item of question	The corrected term is correlated with the aggregate	Alpha after deleting items	Alpha
Profitability	P1	0.706	0.925	0.886
	P2	0.67	0.927	
	P3	0.671	0.926	
	P4	0.657	0.927	
Social responsibility	TSR1	0.63	0.927	0.871
	TSR2	0.652	0.927	
	TSR3	0.656	0.927	
	TSR4	0.671	0.926	
Customer satisfaction	CS1	0.698	0.926	0.893
	CS2	0.651	0.927	
	CS3	0.626	0.928	
	CS4	0.645	0.927	
Employee satisfaction	ES1	0.616	0.928	0.931
	ES2	0.636	0.927	
	ES3	0.632	0.927	
	ES4	0.621	0.928	

According to the data in Table 4.12, the business continuity scale contains four dimensions (profitability, social responsibility, customer satisfaction and employee satisfaction), and the Cronbach's Alpha of each dimension is greater than 0.8, indicating that the business continuity scale has high reliability.

The corrected item-total correlation of all items is greater than 0.6, which means that each item has a significant correlation with the total score of the dimension and can effectively measure the content of the dimension. There is no significant change in the Cronbach Alpha coefficient after the deletion of any single item, which shows that the contribution of items to the overall reliability is relatively balanced, and the reliability is not significantly improved after the deletion of items.

Exploratory factor analysis

1.Validity analysis of internal marketing scale

Exploratory factor analysis (EFA) is a statistical method that aims to identify underlying factors or structures by reducing the dimensions in the data. This analysis is used to explore inherent relationships, patterns, or structures in the data and is often used when constructing scales or data reduction.

Some key data analysis criteria need to be followed when performing EFA to ensure the validity and reliability of the analysis results. KMO values are used to measure the suitability of the data for factor analysis. Its value is between 0 and 1, and a higher KMO value indicates that the data is more suitable for factor analysis, and generally KMO ≥ 0.7 is considered valid. Bartlett's test of sphericity is used to test whether the correlation between variables is significant. If the significance (P-value) of the test is less than 0.05, it means that there is sufficient correlation in the data for factor analysis. Eigenvalue is used to measure the explanatory power of a factor. Each factor has a corresponding eigenvalue that represents the amount of variance explained by the factor. Typically, only factors with eigenvalues greater than one are retained. Factor loading is used to measure the correlation between each variable and the factor, reflecting the strength of the relationship between the variable and the factor. A higher factor loading, typically greater than 0.4, indicates that the variable contributes more to the factor. The total variance explanatory degree reflects the degree to which the extracted factors explain the original data. In general, the extracted factors should explain more than 60% of the total variance.

Tables 4.13 Internal marketing scale KMO and Bartlett test

KMO sampling appropriateness quantity		0.947
Bartlett's test of sphericity	Approximate chi-square	5869.774
	Degree of freedom	210
	Significance of significance	0

According to the data in Table 4.13, the KMO value of the internal marketing scale is 0.947, which is much higher than the critical value of 0.6, meaning that the data are very suitable for factor analysis. The chi-square value is 5869.774, the degree of freedom is 210, and the significance is $p < 0.05$. The validity and applicability of the data are further verified. Therefore, a subsequent factor analysis can be carried out.

Table 4.14 Interpretation of the total variance of the internal marketing scale

Composition of ingredients	**Initial eigenvalue**			**Extract the sum of squared loads**			**Sum of squared rotational loads**		
	Total	Percent-age variance	Accum-ulation %	Total	Perce-ntage variance	Accum-ulation %	Total	Perce-ntage varian-ce	Accu-mulati-on %
1	9.491	45.194	45.194	9.491	45.194	45.194	3.409	16.234	16.234
2	1.493	7.111	52.305	1.493	7.111	52.305	2.825	13.453	29.687
3	1.407	6.699	59.003	1.407	6.699	59.003	2.823	13.443	43.13
4	1.069	5.09	64.093	1.069	5.09	64.093	2.739	13.043	56.173
5	1.008	4.8	68.893	1.008	4.8	68.893	2.671	12.72	68.893
6	0.643	3.062	71.954						
7	0.537	2.555	74.51						
8	0.514	2.446	76.955						

Table 4.14 (Continued)

Composition of ingredients	Initial eigenvalue			Extract the sum of squared loads			Sum of squared rotational loads		
	Total	Percent-age variance	Accum-ulation %	Total	Perce-ntage variance	Accum-ulation %	Total	Perce-ntage varian-ce	Accu-mulati-on %
9	0.496	2.362	79.318						
10	0.49	2.332	81.649						
11	0.459	2.185	83.834						
12	0.428	2.04	85.874						
13	0.41	1.952	87.825						
14	0.387	1.844	89.67						
15	0.378	1.802	91.472						
16	0.351	1.672	93.144						
17	0.344	1.64	94.783						
18	0.309	1.472	96.255						
19	0.284	1.354	97.609						
20	0.266	1.267	98.876						
21	0.236	1.124	100						
Extraction method: principal component analysis.									

According to the data shown in Tables 4.14, in the exploratory factor analysis of the internal marketing scale, the total variance interpretation was used to determine the number of factor extractions and the proportion of variance explained by each factor. In this study, five principal components were extracted by principal component analysis.

Component 1: An initial eigenvalue of 9.491 explains 45.194% of the variance and cumulatively explains 45.194% of the total variance.

Component 2: The initial eigenvalue is 1.493, explaining 7.111% of the variance, and the cumulative explanation is 52.305%.

Component 3: The initial eigenvalue is 1.407, explaining 6.699% of the variance and 59.003% cumulatively.

Component 4: The initial eigenvalue is 1.069, explaining 5.09% of the variance, and the cumulative explaining 64.093%.

Component 5: The initial eigenvalue is 1.008, explaining 4.8% of the variance, and cumulatively explaining 68.893%.

Taken together, the first five components explain more than 68% of the variance, meeting the criteria for extracting factors. The factors with eigenvalues greater than 1 are the first to the fifth, so these five factors can be selected for further analysis.

Table 4.15 Matrix A of components after rotation of the internal marketing scale

Item of question	Ingredients				
	1	2	3	4	5
GM1			0.711		
GM2			0.69		
GM3			0.725		
GM4			0.81		
MS1	0.731				
MS2	0.761				
MS3	0.697				
MS4	0.71				
MS5	0.745				
GET1				0.749	
GET2				0.601	
GET3				0.728	
GET4				0.811	
IC1					0.693
IC2					0.718
IC3					0.698
IC4					0.736

Table 4.15 (Continued)

Item of question	Ingredients				
	1	2	3	4	5
GHRM1		0.76			
GHRM2		0.691			
GHRM3		0.761			
GHRM4		0.766			
Extraction method: principal component analysis.					
Rotation method: Caesar normalized maximum variance method.					
The A-rotation has converged after six iterations.					

According to the data shown in Table 4.15, this study performed factor rotation by the maximum variance method of Caesar normalization. This gives us five principal components. The rotated component matrix clearly represents the relationship between each factor and each item (i.e., the factor loading). Each factor reflects its relevance to the item.

Component 1: It is mainly related to items GM1, GM2, GM3 and GM4, and the load value of all related items is greater than 0.6, indicating that these items are highly loaded on the first component. These items together describe the latent variable of growth motivation.

Component 2: Related to items MS1, MS2, MS3, MS4, MS5, all related items have a load value greater than 0.6, indicating that these items are highly loaded on the second component, and these items jointly describe the latent variable of management support (MS).

Component 3: Related to items GET1, GET2, GET3, and GET4. The loading value of all related items is greater than 0.6, indicating that these items are highly loaded on component 3, and these items jointly describe the latent variable of green education training (GET).

Component 4: It is mainly related to items IC1, IC2, IC3, and IC4. The load value of all related items is greater than 0.6, indicating that these items are highly loaded on component 4, and these items jointly describe the latent variable of internal communication (IC).

Component 5: Related to GHRM1, GHRM2, GHRM3, GHRM4. The load value of all related items is greater than 0.6, indicating that these items are highly loaded on component 5, and these items jointly describe human resource management (GHRM).

In summary, all items can converge well in each dimension after rotation, indicating that they collectively reflect similar latent variables. Through the analysis after rotation, the structure of the factors becomes clearer, which indicates that the scale has very good convergent validity and provides a reliable basis for subsequent analysis.

2. Validity analysis of organizational commitment scale

Tables 4.16 Organizational Commitment Scale KMO and Bartlett test

KMO sampling appropriateness quantity		0.928
Bartlett's test of sphericity	Approximate chi-square	3680.089
	Degree of freedom	78
	Significance of significance	0

According to the data in Table 4.16, the KMO value of the organizational commitment scale is 0.928, which is much higher than the critical value of 0.6, meaning that the data is very suitable for factor analysis. The chi-square value was 3680.089, the degree of freedom was 78, and the significance was $p <0.05$. The validity and applicability of the data are further verified. Therefore, a subsequent factor analysis can be performed.

Table 4.17 Explanation of the total variance of the Organizational Commitment scale

Composition of ingredients	Initial eigenvalue			Extract the sum of squared loads			Sum of squared rotational loads		
	Total	Percent-age variance	Accum-ulation %	Total	Perce-ntage variance	Accum-ulation %	Total	Perce-ntage varian-ce	Accu-mulati-on %
1	6.49	49.925	49.925	6.49	49.925	49.925	3.333	25.639	25.639
2	1.493	11.486	61.411	1.493	11.486	61.411	2.912	22.397	48.035
3	1.165	8.961	70.372	1.165	8.961	70.372	2.904	22.336	70.372
4	0.536	4.122	74.494						
5	0.49	3.769	78.263						
6	0.453	3.482	81.745						
7	0.432	3.326	85.071						
8	0.384	2.957	88.028						
9	0.369	2.838	90.865						
10	0.345	2.652	93.517						
11	0.304	2.336	95.853						
12	0.277	2.131	97.985						
13	0.262	2.015	100						

Extraction method: principal component analysis.

According to the data shown in Tables 4.17, in the exploratory factor analysis of the organizational commitment scale, the total variance interpretation was used to determine the number of factor extractions and the proportion of variance explained by each factor. In this study, three principal components with eigenvalues greater than one were extracted by PCA.

Component 1: The eigenvalue is 6.49, the variance percentage is 49.925%, and the cumulative variance is 49.925%.

The second component: the eigenvalue is 1.493, the variance percentage is 11.486%, and the cumulative variance is 61.411%.

The third component: the eigenvalue is 1.165, the variance percentage is 8.961%, and the cumulative variance is 70.372%.

Therefore, the results of factor analysis show that the organizational commitment scale contains three main factors, which can explain 70.372% of the variance in the scale. The rotated factor structure makes the explanatory power of these factors clearer and has high reliability and validity.

Table 4.18 The rotated component matrix A of the organizational commitment scale

Item of question	Composition of ingredients		
	1	2	3
CC1	0.748		
CC2	0.787		
CC3	0.764		
CC4	0.731		
CC5	0.762		
NC1			0.808
NC2			0.803
NC3			0.73
NC4			0.742
AC1		0.797	
AC2		0.798	
AC3		0.782	
AC4		0.792	
Extraction method: principal component analysis			
Rotation method: Caesar normalized maximum variance method.			
The A-rotation has converged after 5 iterations.			

According to the data in Tables 4.18, this study obtained three main factors after factor rotation by using the Kaiser normal maximum variance method.

The first component included CC1 (0.748), CC2 (0.787), CC3 (0.764), CC4 (0.731), and CC5 (0.762). The factor loading of all items is greater than 0.7, indicating that these items are highly loaded on the 1st component. These items together describe the latent variable of sustained commitment.

The second component contains four items: NC1 (0.808), NC2 (0.803), NC3 (0.730), and NC4 (0.742). The factor loading of all items is greater than 0.7, indicating that these items are highly loaded on the second component.

These items collectively reflect normative commitment.

The third component contains four items: AC1 (0.797), AC2 (0.798), AC3 (0.782), and AC4 (0.792). All items have a factor loading greater than 0.7, indicating that these items are highly loaded on component 3. These items are mainly related to affective commitment.

Therefore, through the factor analysis, it can be clearly seen that all items can be well converged under the three dimensions of organizational commitment. The rotated factor matrix further verified the independence and structure of these dimensions, and the loading of each item showed that each item could well converge in the dimensions, indicating that the scale had good convergent validity, which provided strong support for subsequent analysis.

3. Validity analysis of Transformational Leadership Scale

Tables 4.19 Transformational Leadership Scale KMO and Bartlett test

KMO sampling appropriateness quantity		0.939
Bartlett's test of sphericity	Approximate chi-square	6102.795
	Degree of freedom	190
	Significance of significance	0

According to the data in Table 4.19, the KMO value of the Transformative Leadership scale is 0.939, which is much higher than the critical value of 0.6, meaning that the data is very suitable for factor analysis. The chi-square value was 6102.795, the degree of freedom was 190, and the significance was p <0.05. The validity and applicability of the data are further verified. Therefore, a subsequent factor analysis can be performed.

Table 4.20 Explanation of the total variance of the Transformational Leadership Scale

Composition of ingredients	Initial eigenvalue			Extract the sum of squared loads			Sum of squared rotational loads		
	Total	Percent-age variance	Accum-ulation %	Total	Perce-ntage variance	Accum-ulation %	Total	Perce-ntage varian-ce	Accu-mulati-on %
1	8.898	44.489	44.489	8.898	44.489	44.489	3.604	18.021	18.021
2	1.905	9.527	54.015	1.905	9.527	54.015	3.551	17.753	35.774
3	1.715	8.576	62.591	1.715	8.576	62.591	3.364	16.818	52.592
4	1.35	6.752	69.343	1.35	6.752	69.343	3.35	16.751	69.343
5	0.598	2.988	72.331						
6	0.546	2.729	75.06						
7	0.496	2.48	77.54						
8	0.482	2.409	79.949						
9	0.454	2.27	82.22						
10	0.433	2.163	84.383						
11	0.399	1.994	86.376						
12	0.384	1.919	88.295						
13	0.353	1.764	90.059						
14	0.335	1.675	91.733						
15	0.323	1.613	93.347						
16	0.3	1.501	94.847						
17	0.28	1.398	96.245						
18	0.27	1.35	97.595						
19	0.248	1.241	98.836						
20	0.233	1.164	100						

Extraction method: principal component analysis

The data in Tables 4.20, show that in the transformative leadership scale, four component factors with eigenvalues greater than 1 were extracted by principal component analysis.

Component 1: Initial eigenvalue is 8.898. The percentage of variance was 44.489%. The cumulative percentage was 44.489%.

The second component: initial eigenvalue is 1.905. The percentage of variance was 9.527%. The cumulative percentage was 54.015%.

Component 3: Initial eigenvalue is 1.715. The percentage of variance was 8.576%. The cumulative percentage was 62.591%.

Component 4: Initial eigenvalue is 1.35. The percentage of variance was 6.752%. The cumulative percentage was 69.343%.

Therefore, the factor analysis of the transformational leadership scale showed that the first four factors were sufficient to explain most of the variance, and the cumulative explanation degree reached 69.343%, while the contribution of the remaining components was relatively small. In the structure after factor rotation, the variance contribution of each dimension is clearly distinguished, and the explanatory power of the rotated factors is enhanced to better explain the different dimensions of transformational leadership.

Table 4.21 The rotated component matrix A of the Transformational Leadership scale

Item of question	Composition of ingredients			
	1	2	3	4
CL1		0.818		
CL2		0.776		
CL3		0.777		
CL4		0.782		
CL5		0.753		
CP1	0.777			
CP2	0.741			
CP3	0.788			
CP4	0.746			
CP5	0.777			
MM1				0.765
MM2				0.76
MM3				0.742
MM4				0.782
MM5				0.646
VM1			0.782	
VM2			0.727	
VM3			0.786	
VM4			0.728	
VM5			0.714	
Extraction method: principal component analysis.				
Rotation method: Caesar normalized maximum variance method.				
The A-rotation has converged after six iterations.				

According to the data shown in Table 4.21, after the rotation of the Kaiser normal maximum variance method, the rotated component matrix shows that four components are included.

The first component contains CL1, CL2, CL3, CL4, and CL5. The load values of each item are between 0.753 and 0.818. All relevant items have a strong loading on this factor, indicating that these items are highly loaded on component 1. These items together describe the latent variable of charisma of a leader.

The second component consists of CP1, CP2, CP3, CP4, and CP5. The load values of each item are between 0.741 and 0.788. All relevant items have a strong loading on this factor, indicating that these items are highly loaded on component 2. These items together describe the latent variable of caring for personality.

The third component contains MM1, MM2, MM3, MM4, and MM5. The load values of each item are between 0.646 and 0.782. All relevant items have a strong loading on this factor, indicating that these items are highly loaded on component 3. These items together describe the latent variable of moral norm.

The fourth component contains VM1, VM2, VM3, VM4, and VM5. The load values of each item are between 0.714 and 0.786. All relevant items have a strong loading on this factor, indicating that these items are highly loaded on component 4. These items together describe the latent variable of vision motivation.

Therefore, the four core dimensions of transformational leadership are clearly distinguished by the rotation of the PCA method (Kaiser normal maximum variance method). The loading of each item shows that each item can be well converged in the dimensions, indicating that the scale has good convergent validity, and provides reliable data support for subsequent research.

4. Validity analysis of business continuity scale

Table 4.22 Business Continuity Scale KMO and Bartlett test

KMO sampling appropriateness quantity		0.929
Bartlett's test of sphericity	Approximate chi-square	5076.418
	Degree of freedom	120
	Significance of significance	0

According to the data in Table 4.22, the KMO value of the business continuity scale is 0.929, which is much higher than the critical value of 0.6, meaning that the data is very suitable for factor analysis. The chi-square value was 5076.418, the degree of freedom was 120, and the significance was $p < 0.05$. The validity and applicability of the data are further verified. Therefore, a subsequent factor analysis can be performed.

Table 4.23 Business Continuity Scale total variance explained

Composition of ingredients	Initial eigenvalue			Extract the sum of squared loads			Sum of squared rotational loads		
	Total	Percent-age variance	Accum-ulation %	Total	Perce-ntage variance	Accum-ulation %	Total	Perce-ntage varian-ce	Accu-mulati-on %
1	7.893	49.331	49.331	7.893	49.331	49.331	3.082	19.262	19.262
2	1.543	9.644	58.976	1.543	9.644	58.976	2.996	18.724	37.986
3	1.205	7.53	66.506	1.205	7.53	66.506	2.877	17.983	55.969
4	1.155	7.218	73.724	1.155	7.218	73.724	2.841	17.755	73.724
5	0.518	3.237	76.961						
6	0.489	3.057	80.018						
7	0.447	2.793	82.811						
8	0.393	2.457	85.268						
9	0.37	2.313	87.581						
10	0.363	2.266	89.847						

Table 4.23 (Continued)

Composition of ingredients	Initial eigenvalue			Extract the sum of squared loads			Sum of squared rotational loads		
	Total	Percent-age variance	Accum-ulation %	Total	Perce-ntage variance	Accum-ulation %	Total	Perce-ntage varian-ce	Accu-mulati-on %
11	0.32	1.999	91.845						
12	0.294	1.839	93.684						
13	0.286	1.787	95.471						
14	0.27	1.687	97.157						
15	0.258	1.614	98.771						
16	0.197	1.229	100						
Extraction method: principal component analysis.									

The data in Tables 4.23 show that in the business continuity scale, four component factors with eigenvalues greater than 1 are extracted by principal component analysis.

The first component: the initial eigenvalue is 7.893, the variance percentage is 49.331%, and the cumulative percentage is 49.331%.

The second component: the initial eigenvalue is 1.543, the variance percentage is 9.644%, and the cumulative percentage is 58.976%.

The third component: the initial eigenvalue is 1.20, the variance percentage is 7.530%, and the cumulative percentage is 66.506%.

The fourth component: the initial eigenvalue is 1.155, the variance percentage is 7.218%, and the cumulative percentage is 73.724%.

Thus, after the rotation, the total variance contribution reaches 73.724%, and the variance explanation of each component after the rotation remains at a high level, showing that the data variability is mainly concentrated in these four main components.

Table 4.24 The rotated component matrix a of the Business Continuity Scale

Item of question	Composition of ingredients			
	1	**2**	**3**	**4**
P1		0.815		
P2		0.814		
P3		0.683		
P4		0.784		
TSR1				0.774
TSR2				0.797
TSR3				0.668
TSR4				0.772
Customer satisfaction			0.768	
CS2			0.721	
CS3			0.771	
CS4			0.786	
Employee satisfaction	0.787			
ES2	0.813			
ES3	0.809			
ES4	0.812			
Extraction method: principal component analysis.				
Rotation method: Caesar normalized maximum variance method.				
The A-rotation has converged after six iterations.				

According to the data shown in Tables 4.24, this study was extracted by principal component analysis and rotated by the maximum variance method of Caesar normalization. In the rotated component matrix, each item converges in four principal components.

Component 1 includes P1 (0.815), P2 (0.814), P3 (0.683), P4 (0.784), and the load value of each item is greater than 0.6. All relevant items have a strong loading on this factor, indicating that these items are highly loaded on component 1. These items together describe the latent variable of profitability.

Component 2 includes TSR1 (0.774), TSR2 (0.797), TSR3 (0.668), and TSR4 (0.772). The load value of each item is greater than 0.6. All relevant items have a strong loading on this factor, indicating that these items are highly loaded on component 2. These items together describe the latent variable of social responsibility.

Component 3 contains CS1 (0.768), CS2 (0.721), CS3 (0.771), and CS4 (0.786). The load value of each item is greater than 0.7. All relevant items have a strong loading on this factor, indicating that these items are highly loaded on component. These items together describe the latent variable of customer satisfaction.

Component 4 includes ES2 (0.813), ES3 (0.809) and ES4 (0.812), and the load value of each item is greater than 0.8. All relevant items have a strong loading on this factor, indicating that these items are highly loaded on component. These items together describe the latent variable of employee satisfaction.

Therefore, through the rotation of principal component analysis (Kaiser normal maximum variance method), the four core dimensions of business continuity scale are clearly distinguished. The loading of each item shows that each item can be well converged in the dimensions, indicating that the scale has good convergent validity, and provides reliable data support for subsequent research.

Pearson correlation analysis

The Pearson Correlation Coefficient (PCC) reflects the strength and direction of the linear relationship between two variables and ranges from -1 to 1, where 1 indicates a perfect positive correlation; -1 indicates a perfect negative correlation. 0 indicates no correlation.

Table 4.25 Pearson correlation analysis

Variables	GM	GM	GM	GM	GM	CC	NC	AC	CL	CP	MM	VM	P	TSR	CS	ES
GM	1															
MS	.553**	1														
GET	.545**	.560**	1													
IC	.599**	.604**	.620**	1												
GHRM	.610**	.581**	.487**	.577**	1											
CC	.379**	.455**	.424**	.415**	.452**	1										
NC	.361**	.378**	.380**	.344**	.347**	.630**	1									
AC	.289**	.206**	.234**	.232**	.218**	.528**	.529**	1								
CL	.247**	.264**	.279**	.267**	.236**	.485**	.343**	.388**	1							
CP	.190**	.211**	.196**	.209**	.193**	.280**	.257**	.446**	.493**	1						
MM	.163**	.173**	.162**	.158**	.137**	.321**	.313**	.449**	.510**	.628**	1					
VM	.194**	.223**	.199**	.246**	.191**	.281**	.294**	.417**	.481**	.524**	.517**	1				
P	.305**	.279**	.283**	.285**	.278**	.345**	.356**	.512**	.352**	.501**	.423**	.405**	1			
TSR	.345**	.263**	.336**	.311**	.334**	.333**	.330**	.473**	.328**	.399**	.318**	.398**	.611**	1		
CS	.227**	.186**	.250**	.237**	.292**	.313**	.319**	.485**	.255**	.372**	.358**	.321**	.597**	.587**	1	
ES	.327**	.293**	.301**	.318**	.325**	.309**	.270**	.413**	.264**	.373**	.297**	.344**	.510**	.534**	.540**	1

Note: ** means p<0.01

According to the data in Table 4.25:

1. The relationship between the dimensions of internal marketing (IM)

Internal communication (IC) has the highest correlation with growth motivation (GM) ($r=0.599$, $p<0.01$), indicating that enterprises with smooth communication are more able to motivate employees to develop their own abilities. There is also a strong correlation between green human resource management (GHRM) and management support (MS) ($r=0.581$, $p<0.01$), indicating that employees are more likely to feel organizational support when managers implement green HR policies. On the whole, all dimensions of IM show a significant positive correlation ($r > 0.5$), indicating that all aspects of IM influence each other and work together on organizational management.

2. The relationship between internal marketing (IM) and organizational commitment (OC)

Management support (MS) has the highest correlation with continuous commitment (CC) ($r=0.455$, $p < 0.01$), indicating that when the enterprise provides good management support, employees are more willing to stay in the enterprise for a long time. Growth motivation (GM) is positively correlated with affective commitment (AC) ($r=0.289$, $p < 0.01$), which means that when the enterprise provides growth opportunities, employees' emotional engagement in the organization will be stronger. The correlation between each dimension of IM and OC is between 0.2 and 0.45, indicating that internal marketing can effectively enhance employees' commitment to the enterprise, especially in the aspect of continuous commitment.

3. The relationships among dimensions of organizational commitment (OC)

Continuous commitment (CC) is highly correlated with normative commitment (NC) ($r=0.630$, $p < 0.01$), indicating that employees with long-term commitment to the organization usually follow organizational norms as well. The correlation between affective commitment (AC) and continuous commitment (CC) is 0.528 ($p < 0.01$), indicating that if employees have emotional dependence on the organization, they are more willing to develop in the organization for a long time. The correlation between affective commitment (AC) and normative commitment

(NC) is 0.529 ($p < 0.01$), indicating that the standardized management of the organization may enhance employees' emotional engagement.

4. The relationship between organizational commitment (OC) and transformational leadership (TL)

Charisma of a leader (CL) is moderately positively correlated with continuous commitment (CC) ($r=0.485$, $p < 0.01$), indicating that managers with charismatic leadership style are more able to enhance employees' long-term commitment. Affective commitment (AC) has the highest correlation with caring for personality (CP) ($r=0.446$, $p < 0.01$), indicating that leaders' caring for personality helps improve employees' affective commitment. On the whole, all dimensions of TL are moderately correlated with OC ($r > 0.3$), indicating that transformational leadership can significantly enhance employees' commitment to the enterprise.

5. The relationship between transformational leadership (TL) and business continuity (BC)

There is a strong correlation between caring for personality (CP) and profitability (P) ($r=0.501$, $p < 0.01$), indicating that when leaders provide personalized support, the profitability of enterprises may be improved. The correlation between vision incentive (VM) and social responsibility (TSR) is 0.398 ($p < 0.01$), indicating that enterprises with clear vision usually pay more attention to social responsibility. There is a moderate correlation between charisma of a leader (CL) and customer satisfaction (CS) ($r=0.352$, $p < 0.01$), indicating that leaders' personal charisma helps to improve customer satisfaction.

6. The relationships between the dimensions of business continuity (BC)

Profitability (P) is highly correlated with social responsibility (TSR) ($r=0.611$, $p < 0.01$), indicating that enterprises with good social responsibility usually also have strong profitability. There is a high correlation between customer satisfaction (CS) and employee satisfaction (ES) ($r=0.540$, $p < 0.01$), indicating that enterprises with high employee satisfaction usually improve customer satisfaction. The correlation between social responsibility (TSR) and customer satisfaction (CS) is 0.587 ($p < 0.01$), indicating that corporate social responsibility practices may affect customer satisfaction and loyalty.

Section 3 Analysis of the direct and indirect effects of internal marketing, organizational commitment and transformational leadership on business continuity

Confirmatory factor analysis

Confirmatory Factor Analysis (CFA) is the test of a hypothetical factor structure model to verify whether the data support the prespecified factor structure. When performing CFA, it is common to evaluate multiple metrics such as model fit and factor loading. Firstly, the fit index is used to evaluate the fit between the fitted model and the actual data. Second, factor loading is the strength of the relationship between each observed variable and the latent factor. Factor loadings represent the contribution of each observed variable to the latent factor, and typically require standardized factor loadings greater than 0.5. Critical ratios are used to test whether factor loading is significant, and C.R. ≥ 1.96 indicates that factor loading is significant. Finally, Discriminant Validity is used to assess the dissimilarity between different latent variables. Common evaluation criteria include Average Variance Extracted (AVE). AVE reflects the explanatory power of each latent factor for its measured variables. AVE ≥ 0.50 indicates that the latent variable has good explanatory power. Composite Reliability (CR) is used to evaluate the internal consistency of latent factors, and CR ≥ 0.70 indicates that the latent factors have good internal consistency.

1. Confirmatory factor analysis of internal marketing measurement model

In this study, the internal marketing measurement model was constructed by AMOS software to verify the relationship between internal marketing (IM) and its latent variables (GM, MS, GET, IC, GHRM) and its observed variables (Figure 4-1).

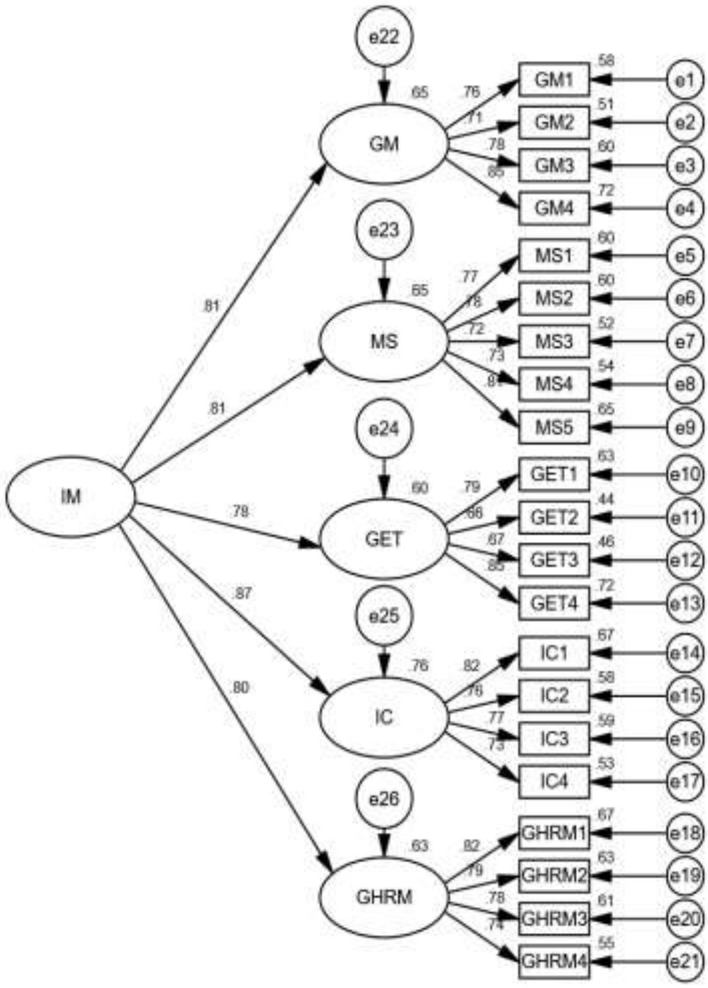

Figure 4.1 Internal marketing measurement model

Table 4.26 Analysis of fit of internal marketing measurement model

Index of Model Fit	x^2/df	AGFI	NFI	IFI	TLI	CFI	RMSEA	SRMR	P
Value of Fit	1.51	0.94	0.953	0.984	0.981	0.984	0.032	0.037	0.056
Value of Reference	<2	>0.9	>0.9	>0.9	>0.9	>0.9	<0.05	<0.08	>0.05

According to the model fitting index in Table 4.26, the index value is 1.51, lower than the standard value of 2, P>0.05, indicating that the model has a good fitting effect. The AGFI (adjusted goodness-of-fit index) of 0.94 is higher than 0.9, indicating that the quality of model fit is very good. The NFI (specification fit index) is 0.953, which exceeds the threshold of 0.9, further supporting the goodness of fit of the model. The IFI (incremental fit index) is 0.984, much higher than 0.9, which means that the model can explain the data well. The TLI (Tucker-Lewis index) is 0.981, close to 1, indicating a very good degree of fit. The CFI (comparative fit index) is 0.984, which shows the excellent performance of model fit. The RMSEA (root mean square error approximation) is 0.032, lower than 0.05, and the SRMR is 0.37, lower than 0.08, indicating that the model fits the data very closely. Therefore, the fit of the internal marketing measurement model is very good.

Table 4.27 Standardized factor loadings for internal marketing measurement models

Path			Standardized factor loading	S.E.	T	P	R^2
GM	<---	IM	0.807	——	——		0.652
MS	<---	IM	0.807	0.082	12.534	***	0.65
GET	<---	IM	0.776	0.077	12.319	***	0.602
IC	<---	IM	0.872	0.084	13.56	***	0.76
GHRM	<---	IM	0.796	0.086	12.825	***	0.634
GM1	<---	GM	0.765	——	——		0.585
GM2	<---	GM	0.711	0.056	15.874	***	0.506
GM3	<---	GM	0.776	0.053	17.445	***	0.602
GM4	<---	GM	0.849	0.057	19.123	***	0.722
MS1	<---	MS	0.772	——	——		0.595
MS2	<---	MS	0.778	0.06	17.842	***	0.605
MS3	<---	MS	0.721	0.058	16.368	***	0.519
MS4	<---	MS	0.734	0.057	16.709	***	0.539
MS5	<---	MS	0.805	0.058	18.542	***	0.648
GET1	<---	GET	0.795	——	——		0.632

Table 4.27 (Continued)

Path			Standardized factor loading	S.E.	T	P	R^2
GET2	<---	GET	0.663	0.055	14.939	***	0.44
GET3	<---	GET	0.675	0.055	15.234	***	0.455
GET4	<---	GET	0.846	0.055	19.387	***	0.716
IC1	<---	IC	0.82	——	——		0.672
IC2	<---	IC	0.76	0.053	18.32	***	0.577
IC3	<---	IC	0.767	0.048	18.53	***	0.588
IC4	<---	IC	0.729	0.05	17.416	***	0.532
GHRM1	<---	GHRM	0.819	——	——		0.671
GHRM2	<---	GHRM	0.794	0.05	19.313	***	0.63
GHRM3	<---	GHRM	0.779	0.05	18.89	***	0.608
GHRM4	<---	GHRM	0.742	0.047	17.772	***	0.551

Note: *** represents p<0.001

According to the internal marketing measurement model in Figure 4.1, in the influence of internal marketing on the first-level latent variables, IM (internal marketing) is the central latent variable, which points to the five first-level latent variables GM, MS, GET, IC and GHRM through the path. According to the data in Table 4-26, the coefficient marked on each path is the standardized factor loading, among which, the standardized factor loading of IM ⟶ GM is 0.807, the standardized factor loading of IM ⟶MS is 0.807, and the standardized factor loading of IM ⟶GET is 0.776. The standardized factor loading of IM ⟶ IC is 0.872, and the standardized factor loading of IM ⟶ GHRM is 0.796, and all factor loadings are significant (p< 0.001). All standardized factor loadings are within a reasonable range. The path coefficients of IM for the five level-1 latent variables are all high, with R2 values ranging from 0.44 to 0.76, indicating that the latent variables have a strong explanatory power for the observed variables, indicating that the model is well structured.

According to the data in Table 4.27, the standardized factor loading of the first-level latent variables (GM, MS, GET, IC and GHRM) on the observed variables is greater than 0.6, indicating that the first-level latent variables have strong explanatory power for each specific measurement index. Therefore, the internal marketing measurement model has good construct validity.

Table 4.28 Discriminant validity analysis of internal marketing measurement models

Variable of observation		Latent variable	CR	AVE
GM	<---	IM	0.906	0.660
MS	<---	IM		
GET	<---	IM		
IC	<---	IM		
GHRM	<---	IM		
GM1	<---	GM	0.8584	0.6034
GM2	<---	GM		
GM3	<---	GM		
GM4	<---	GM		
MS1	<---	MS	0.8740	0.582
MS2	<---	MS		
MS3	<---	MS		
MS4	<---	MS		
MS5	<---	MS		
GET1	<---	GET	0.835	0.561
GET2	<---	GET		
GET3	<---	GET		
GET4	<---	GET		
IC1	<---	IC	0.8530	0.5924
IC2	<---	IC		
IC3	<---	IC		
IC4	<---	IC		

Table 4.28 (Continued)

Variable of observation		Latent variable	CR	AVE
GHRM1	<---	GHRM	0.8644	0.6147
GHRM2	<---	GHRM		
GHRM3	<---	GHRM		
GHRM4	<---	GHRM		

According to the data in Table 4.28, most of the composite reliability (CR) exceeds the threshold of 0.7, indicating that the internal consistency of the model is good, and the measurement tool can reliably measure the latent variables. The average variance extracted (AVE) is also higher than 0.5, indicating that the latent variables have strong explanatory power for the observed variables and have good discriminant validity.

2. Confirmatory factor analysis of organizational commitment measurement model

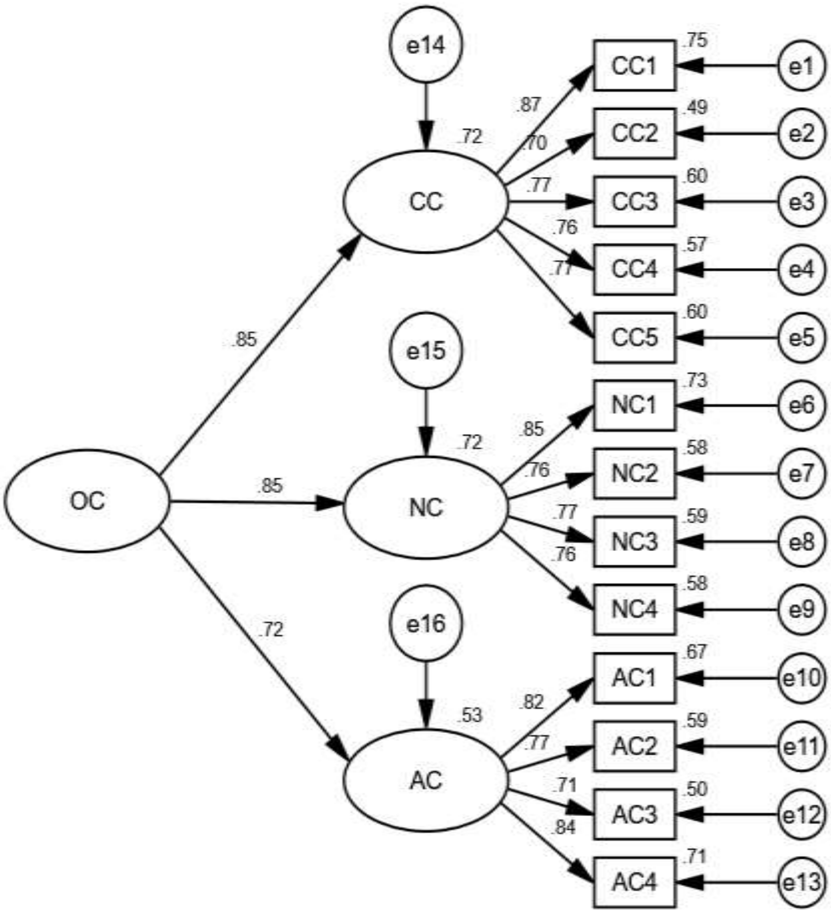

Figure 4.2 Organizational commitment measurement model

Table 4.29 Analysis of the fit of the organizational commitment measurement model

Index of Model Fit	x^2/df	AGFI	NFI	IFI	TLI	CFI	RMSEA	SRMR	P
Value of fit	1.568	0.958	0.974	0.99	0.988	0.99	0.034	0.026	0062
Value of reference	<2	>0.9	>0.9	>0.9	>0.9	>0.9	<0.05	<0.08	>0.05

According to the model fitting index in Table 4.9, the index value is 1.568, lower than the standard value of 2, P>0.05, indicating that the model has a good fitting effect. The AGFI (adjusted goodness-of-fit index) is 0.958 higher than 0.9, indicating that the quality of model fit is very good. The NFI (specification fit index) is 0.974, which exceeds the threshold of 0.9, further supporting the goodness of fit of the model. The IFI (incremental fit index) is 0.99, much higher than 0.9, which means that the model can explain the data well. The TLI (Tucker-Lewis index) is 0.988, close to 1, indicating a very good degree of fit. The CFI (Comparative Fit index) is 0.99, which shows the excellent performance of model fit. The RMSEA (root mean square error approximation) is 0.034, less than 0.05, and the SRMR is 0.026, less than 0.08, indicating that the model fits the data very closely. Therefore, the fit of the organizational commitment measurement model is very good.

Table 4.30 The organizational commitment measurement model standardizes factor loadings

Path			Estimate	S.E.	T	P	R^2
CC	<---	OC	0.851	——	——	——	0.724
NC	<---	OC	0.847	0.08	12.868	***	0.718
AC	<---	OC	0.725	0.058	12.044	***	0.525
CC1	<---	CC	0.868	——	——	——	0.753
CC2	<---	CC	0.701	0.042	17.805	***	0.492
CC3	<---	CC	0.774	0.044	20.533	***	0.598
CC4	<---	CC	0.758	0.044	19.919	***	0.574
CC5	<---	CC	0.774	0.042	20.546	***	0.599
NC1	<---	NC	0.854	——	——	——	0.729
NC2	<---	NC	0.762	0.045	19.225	***	0.581
NC3	<---	NC	0.766	0.048	19.35	***	0.587
NC4	<---	NC	0.759	0.044	19.127	***	0.577
AC1	<---	AC	0.816	——	——	——	0.666

Table 4.30 (Continued)

Path			Estimate	S.E.	T	P	R^2
AC2	<---	AC	0.769	0.06	18.452	***	0.592
AC3	<---	AC	0.707	0.055	16.631	***	0.5
AC4	<---	AC	0.84	0.056	20.4	***	0.706

According to the measurement model of organizational commitment in Figure 4.2, OC (organizational commitment) is the central latent variable in the influence of organizational commitment on the first-level latent variables, which points to the three first-level latent variables CC, NC and AC respectively through the path. According to the data in Table 4.30, the coefficient marked on each path is the standardized factor loading, where the standardized factor loading of OC ⟶ CC is 0.851, the standardized factor loading of OC ⟶NC is 0.847, and the standardized factor loading of OC ⟶AC is 0.725. All factor loadings are significant ($p< 0.001$). All standardized factor loadings are within a reasonable range. The path coefficients of OC for the three first-level latent variables are all high, with R2 values ranging from 0.492 to 0.753, indicating that the latent variables have a strong explanatory power for the observed variables, indicating that the model is well structured.

According to the data in Table 4.30, the standardized factor loading of the first-level latent variables (CC, NC and AC) on the observed variables is greater than 0.7, indicating that the first-level latent variables have strong explanatory power for each specific measurement index. Therefore, the organizational commitment measurement model has good construct validity.

Table 4.31 Discriminant validity analysis of organizational commitment measurement models

Path			CR	AVE
CC	<---	OC	0.850	0.655
NC	<---	OC		
AC	<---	OC		
CC1	<---	CC	0.883	0.603
CC2	<---	CC		
CC3	<---	CC		
CC4	<---	CC		
CC5	<---	CC		
NC1	<---	NC	0.866	0.618
NC2	<---	NC		
NC3	<---	NC		
NC4	<---	NC		
AC1	<---	AC	0.864	0.615
AC2	<---	AC		
AC3	<---	AC		
AC4	<---	AC		

According to the data in Table 4.31, most of the composite reliability (CR) exceeds the threshold of 0.7, indicating that the internal consistency of the model is good, and the measurement tool can reliably measure the latent variables. The average variance extracted (AVE) is also higher than 0.5, indicating that the latent variables have strong explanatory power for the observed variables and have good discriminant validity.

3. Confirmatory factor analysis of transformational leadership measurement model

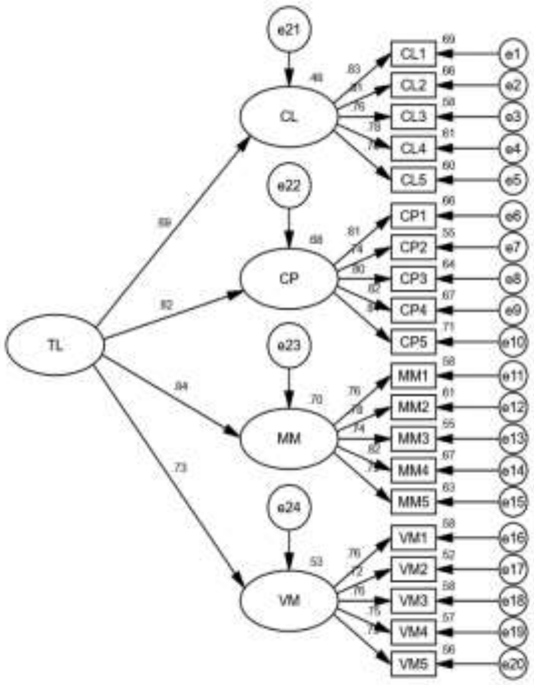

Figure 4.3 Transformational Leadership measurement model

Table 4.32 Analysis of the fit of the transformational leadership measurement model

Index of Model Fit	χ^2/df	AGFI	NFI	IFI	TLI	CFI	RMSEA	SRMR	P
Value of fit	2.09	0.921	0.944	0.97	0.966	0.97	0.046	0.037	0.066
Value of reference	<3	>0.9	>0.9	>0.9	>0.9	>0.9	<0.05	<0.08	>0.05

According to the indicators of model fit in Table 4.32, according to the research suggestions of Byrne, B. M. (2010) and Wheaton, B. (1977), $\chi^2/df< 3$ indicates that the model fit is acceptable. The AGFI (adjusted goodness-of-fit index) is 0.921 higher than 0.9, indicating that the quality of model fit is very good. The NFI (specification fit index) is 0.944, which exceeds the threshold of 0.9, further supporting the goodness of fit of the model. The IFI (incremental fit index) is 0.97, much higher than 0.9, which means that the model can explain the data well. The TLI (Tucker-Lewis index) is 0.966, close to 1, indicating a very good degree of fit. The

CFI (Comparative fit index) is 0.97, which shows the excellent performance of model fit. The RMSEA (root mean square error approximation) is 0.046, less than 0.05, and the SRMR is 0.037, less than 0.08, indicating that the model fits the data very closely. Therefore, the fit of the transformational leaership measurement model is very good.

Table 4.33 The transformational leadership measurement model standardized factor loadings

Path			Estimate	S.E.	T	P	R^2
CP	<---	TL	0.822	0.104	11.83	***	0.477
MM	<---	TL	0.839	0.087	11.551	***	0.676
VM	<---	TL	0.726	0.085	10.715	***	0.704
CL	<---	TL	0.691	——	——	——	0.527
CL1	<---	CL	0.831	——	——	——	0.691
CL2	<---	CL	0.813	0.046	20.951	***	0.661
CL3	<---	CL	0.763	0.047	19.203	***	0.582
CL4	<---	CL	0.778	0.048	19.709	***	0.605
CL5	<---	CL	0.776	0.046	19.651	***	0.602
CP1	<---	CP	0.811	——	——	——	0.658
CP2	<---	CP	0.742	0.05	18.235	***	0.551
CP3	<---	CP	0.802	0.047	20.206	***	0.643
CP4	<---	CP	0.819	0.05	20.8	***	0.671
CP5	<---	CP	0.841	0.049	21.551	***	0.707
MM1	<---	MM	0.765	——	——	——	0.585
MM2	<---	MM	0.779	0.061	17.864	***	0.607
MM3	<---	MM	0.739	0.058	16.828	***	0.546
MM4	<---	MM	0.82	0.061	18.924	***	0.673
MM5	<---	MM	0.794	0.059	18.236	***	0.63
VM1	<---	VM	0.764	——	——	——	0.584
VM2	<---	VM	0.723	0.061	15.975	***	0.522
VM3	<---	VM	0.759	0.06	16.845	***	0.577
VM4	<---	VM	0.753	0.06	16.684	***	0.566
VM5	<---	VM	0.75	0.061	16.615	***	0.562

According to the transformational leadership measurement model in Figure 4.3, TL (transformational leadership) is the central latent variable in the influence of transformational leadership on the first-level latent variables, which points to the four first-level latent variables CP, MM, VM and CL respectively through the path. According to the data in Table 4-32, the coefficients marked on each path are standardized factor loading, among which, the standardized factor loading of TL ⟶ CP is 0.822, that of TL ⟶MM is 0.839, and that of TL ⟶VM is 0.726. The standardized factor loading for TL ⟶CL is 0.691. All factor loadings are significant ($p< 0.001$). All standardized factor loadings are within a reasonable range. The path coefficients of TL for the four first-level latent variables are all high, indicating that the model is well structured.

According to the data in Table 4.33, the standardized factor loadings of the first-level latent variables (CP, MM, VM, CL) on the observed variables are all close to or greater than 0.7, indicating that the first-level latent variables have strong explanatory power for each specific measurement index. Therefore, the transformational leadership measurement model has good construct validity.

Table 4.34 Discriminant validity analysis of transformational leadership measurement models

Path			CR	AVE
CP	<---	TL	0.854	0.596
MM	<---	TL		
VM	<---	TL		
CL	<---	TL		
CL1	<---	CL	0.894	0.628
CL2	<---	CL		
CL3	<---	CL		
CL4	<---	CL		
CL5	<---	CL		

Table 4.34 (Continued)

Path			CR	AVE
CP1	<---	CP	0.901	0.645
CP2	<---	CP		
CP3	<---	CP		
CP4	<---	CP		
CP5	<---	CP		
MM1	<---	MM	0.885	0.608
MM2	<---	MM		
MM3	<---	MM		
MM4	<---	MM		
MM5	<---	MM		
VM1	<---	VM	0.865	0.562
VM2	<---	VM		
VM3	<---	VM		
VM4	<---	VM		
VM5	<---	VM		

According to the data in Table 4.34, most of the composite reliability (CR) exceeds the threshold of 0.7, indicating that the internal consistency of the model is good, and the measurement tool can reliably measure the latent variables. The average variance extracted (AVE) is also higher than 0.5, indicating that the latent variables have strong explanatory power for the observed variables and have good discriminant validity.

4. Business continuity measurement model Confirmatory factor analysis

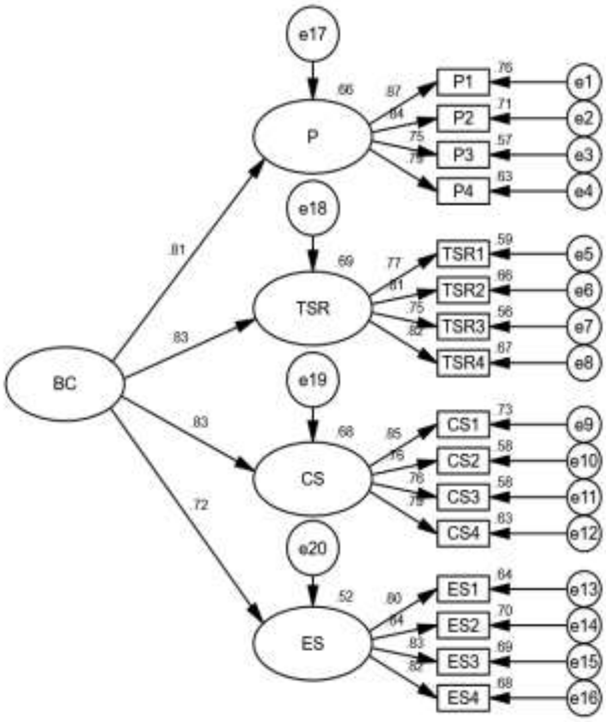

Figure 4.4 Business continuity measurement model

Table 4.35 Fit analysis of business continuity measurement model

Index of Model Fit	x^2/df	AGFI	NFI	IFI	TLI	CFI	RMSEA	SRMR	P
Value of fit	2.079	0.935	0.96	0.979	0.974	0.979	0.046	0.038	0.076
Value of reference	<3	>0.9	>0.9	>0.9	>0.9	>0.9	<0.05	<0.08	>0.05

According to the model fitting index in Table 4.35, the index value is 2.079, lower than the standard value of 3, P>0.05, indicating that the model has a good fitting effect (Byrne, B. M.,2010; Wheaton, B.,1977) The AGFI (adjusted goodness-of-fit index) is 0.935 higher than 0.9, indicating that the quality of model fit is very good. The NFI, the canonical fit index, is 0.96, which exceeds the threshold of 0.9, further supporting the goodness of fit of the model. The IFI (incremental fit index) is 0.979, higher than 0.9, which means that the model can explain the data well. The TLI

(Tucker-Lewis index) is 0.974, close to 1, indicating a very good degree of fit. The CFI (comparative fit index) is 0.979, which shows the excellent performance of model fit. The RMSEA (root mean square error approximation) is 0.046, which is lower than 0.08, and the SRMR is 0.038, which is lower than 0.08, indicating that the model fits the data very closely. Therefore, the fit of the business continuity measurement model is very good.

Table 4.36 Business continuity measurement model standardized factor loadings

Path			Estimate	S.E.	T	P	R^2
TSR	<---	BC	0.829	0.059	13.243	***	0.657
CS	<---	BC	0.825	0.066	14.184	***	0.688
ES	<---	BC	0.718	0.052	12.432	***	0.681
P	<---	BC	0.81	——	——	——	0.516
P1	<---	P	0.873	——	——	——	0.762
P2	<---	P	0.84	0.042	23.572	***	0.706
P3	<---	P	0.755	0.039	19.976	***	0.569
P4	<---	P	0.792	0.04	21.516	***	0.627
TSR1	<---	TSR	0.766	——	——	——	0.586
TSR2	<---	TSR	0.81	0.058	18.328	***	0.657
TSR3	<---	TSR	0.746	0.066	16.749	***	0.556
TSR4	<---	TSR	0.819	0.066	18.535	***	0.671
CS1	<---	CS	0.852	——	——	——	0.726
CS2	<---	CS	0.764	0.044	19.408	***	0.584
CS3	<---	CS	0.763	0.043	19.37	***	0.582
CS4	<---	CS	0.794	0.043	20.452	***	0.63
ES1	<---	ES	0.798	——	——	——	0.637
ES2	<---	ES	0.838	0.053	20.605	***	0.703
ES3	<---	ES	0.83	0.053	20.353	***	0.689
ES4	<---	ES	0.823	0.054	20.152	***	0.678

According to the business continuity measurement model in Figure 4.4, BC (business continuity) is the central latent variable in the influence of business continuity on the first-level latent variables, which points to the four first-level latent variables TSR, CS, ES and P respectively through the path. According to the data in Table 4.36, the coefficient marked on each path is the standardized factor loading, among which, the standardized factor loading of BC ⟶TSR is 0.829, that of BC ⟶CS is 0.825, that of BC ⟶ES is 0.718, and that of BC ⟶P is 0.81. All factor loadings are significant ($p<0.001$), and R2 values are between 0.516 and 0.762, indicating that latent variables have strong explanatory power for observed variables. All standardized factor loadings are within a reasonable range. The path coefficients of TL for the four first-level latent variables are all high, indicating that the model is well structured.

According to the data in Table 4.36, the standardized factor loadings of the first-level latent variables (TSR, CS, ES, P) on the observed variables are all close to or greater than 0.7, indicating that the first-level latent variables have strong explanatory power for each specific measurement index. Therefore, the business continuity measurement model has good construct validity.

Table 4.37 Discriminant validity of business continuity measurement model

Path			CR	AVE
TSR	<---	BC	0.874	0.635
CS	<---	BC		
ES	<---	BC		
P	<---	BC		
P1	<---	P	0.888	0.666
P2	<---	P		
P3	<---	P		
P4	<---	P		

Table 4.37 (Continued)

Path			CR	AVE
TSR1	<---	TSR	0.866	0.618
TSR2	<---	TSR		
TSR3	<---	TSR		
TSR4	<---	TSR		
CS1	<---	CS	0.872	0.631
CS2	<---	CS		
CS3	<---	CS		
CS4	<---	CS		
ES1	<---	ES	0.893	0.676
ES2	<---	ES		
ES3	<---	ES		
ES4	<---	ES		

According to the data in Table 4.37, most of the composite reliability (CR) exceeds the threshold of 0.7, indicating that the internal consistency of the model is good, and the measurement tool can reliably measure the latent variables. The average variance extracted (AVE) is also higher than 0.5, indicating that the latent variables have strong explanatory power for the observed variables and have good discriminant validity.

Part 4 Model Development Results identified the internal marketing factors that affect the continuity of small and medium-sized industrial enterprises in Guangxi, China

Structural equation Model

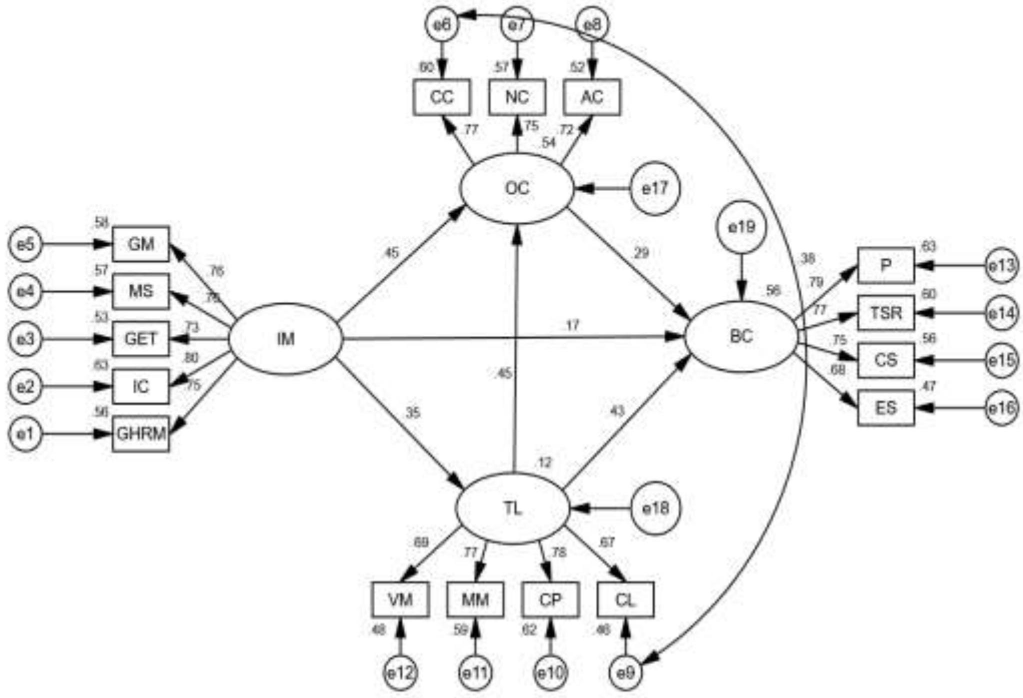

Figure 4.5 Structural equation model

In this study, SEM is constructed through AMOS, and the path model includes the path coefficient, item factor loading and R2 value (see Figure 4.5) to test the relationship between variables and the validity of research hypotheses.

1. Analysis of model fit

Table 4.38 Model fit analysis

Index of Model Fit	x^2/df	AGFI	NFI	IFI	TLI	CFI	RMSEA	SRMR	P
Value of fit	2.924	0.908	0.928	0.951	0.939	0.951	0.042	0.040	0.058
Value of reference	<3	>0.9	>0.9	>0.9	>0.9	>0.9	<0.05	<0.08	>0.05

According to the model fit index in Table 4.38, the index value is 2.924, lower than the standard value of 3 (Byrne, B. M.,2010; Wheaton, B.,1977), and P>0.05, indicating that the model has a good fitting effect. The AGFI (adjusted goodness-of-fit index) is 0.908 higher than 0.9, indicating that the quality of model fit is very good. The NFI (specification fit index) is 0.928, which exceeds the threshold of 0.9, further supporting the goodness of fit of the model. The IFI (incremental fit index) is 0.951, much higher than 0.9, which means that the model can explain the data well. The TLI (Tucker-Lewis index) is 0.939, close to 1, indicating a very good degree of fit. The CFI (comparative fit index) is 0.951, which shows the excellent performance of model fit. The RMSEA (root mean square error approximation) is 0.042, lower than 0.05, and the SRMR is 0.04, lower than 0.08, indicating that the model fits the data very closely. Therefore, the fit of the model is good.

2. Path analysis

Table 4.39 Path analysis

Path			Coefficient of path	S.E.	T	P
Internal Marketing	--->	Organizational commitment	0.445	0.048	8.833	***
Internal Marketing	--->	Transformational Leadership	0.348	0.048	6.358	***
Transformational Leadership	--->	Organizational commitment	0.448	0.054	8.877	***
Organizational commitment	--->	Business continuity	0.294	0.091	4.09	***
Transformational Leadership	--->	Business continuity	0.426	0.083	6.924	***
Internal Marketing	--->	Business continuity	0.175	0.066	3.165	0.002

According to the path analysis in Table 4.39:

Internal marketing ⟶ Organizational commitment: the path coefficient is 0.445, the standard error is 0.048, the T value is 8.833, and the P value is less than 0.05, indicating that internal marketing has a significantly positive impact on organizational commitment (H1 is supported).

Internal marketing ⟶ Transformative leadership: the path coefficient is 0.348, the standard error is 0.048, the T value is 6.358, and the P value is less than 0.05, indicating that internal marketing has a significantly positive impact on transformative leadership (H2 is supported).

Transformational leadership ⟶ Organizational commitment: the path coefficient is 0.448, the standard error is 0.054, the T value is 8.877, and the P value is less than 0.05, indicating that transformational leadership has a significantly positive impact on organizational commitment (H3 is supported).

Organizational commitment ⟶ Business continuity: the path coefficient is 0.294, the standard error is 0.091, the T value is 4.09, and the P value is less than 0.05, indicating that organizational commitment has a significantly positive impact on business continuity (H4 is supported).

Transformational leadership ⟶ Business continuity: the path coefficient is 0.426, the standard error is 0.083, the T value is 6.924, and the P value is less than 0.05, indicating that transformational leadership has a significantly positive impact on business continuity (H5 is supported).

Internal marketing ⟶ Business continuity: the path coefficient is 0.175, the standard error is 0.066, the T value is 3.165, and the P value is less than 0.05, indicating that internal marketing has a significantly positive impact on business continuity (H6 is supported).

To sum up, all hypotheses (H1-H6) are supported, and the path coefficients and significance test results show that there is a significant positive relationship between all variables.

Results of Data Analysis

This study focuses on SMEs in Guangxi, and the sample data cover SMEs in 14 cities in the Guangxi region. SPSS software and AMOS software were used for descriptive statistics, reliability and validity analysis (EFA, CFA), correlation analysis and path analysis. The SEM was constructed to explore the direct impact of internal marketing factors on business continuity, and the relationship between internal marketing, organizational commitment, transformational leadership and business continuity was analyzed. This study comprehensively verified the significant impact of internal marketing on organizational commitment, transformational leadership and business continuity, and all H1-H6 were supported (Table 4.38). The results show that internal marketing has a significant direct impact on business continuity (path coefficient 0.175, P=0.002). Although the path coefficient is relatively low, its direct effect is supported. The direct impact of organizational commitment on business continuity is relatively significant (path coefficient 0.294), indicating that employees' recognition and commitment have a great contribution to the long-term development of enterprises. Transformative leadership has the most significant direct impact on business continuity (path coefficient 0.426), indicating that leaders play a key role in promoting the sustainable development of enterprises. Compared with other paths, internal marketing has the strongest impact on organizational commitment (path coefficient 0.445), followed by the impact on transformational leadership (path coefficient 0.348). Therefore, when pursuing sustainable business development, SMEs in Guangxi should focus on strengthening internal marketing activities, and at the same time enhance the level of leadership and the commitment of employees to the organization. By effectively managing these key factors, firms are better able to cope with external challenges and enhance their sustainable competitiveness.

Table 4.40 Results of hypothesis verification

Hypothesis	Results
H1: Internal marketing influences organizational commitment	Support
H2: Internal marketing influences transformational leadership	Support
H3: Transformational leadership influences organizational commitment	Support
H4: Organizational commitment influences business continuity	Support
H5: Transformational leadership influences business continuity	Support
H6: Internal marketing directly influences business continuity	Support

Chapter 5
Discussion Conclusion and Recommendations

This study aims to explore the impact of internal marketing factors on the business continuity of small and medium-sized enterprises in Guangxi. By analyzing the relationship between internal marketing, organizational commitment, transformational leadership and business continuity, this study tries to identify the key factors for sustainable development in small and medium-sized enterprises in Guangxi. The research results demonstrate the importance of internal marketing in promoting long-term development of enterprises, especially its key role in enhancing employees' commitment to organization and promoting leadership development. At the same time, the study found that transformational leadership has a significant impact on the enterprise's adaptation of market changes and the realization of long-term competitiveness. The results of this study not only provide strong support for the theoretical research of internal marketing in the context of small and medium-sized enterprises, but also provide practical guidance for enterprise managers and policy makers to design effective strategies.

Conclusion

This study discusses the influence mechanism of internal marketing on organizational commitment, transformative leadership and business sustainability. The following main conclusions were drawn from data analysis of 505 valid questionnaires, combining descriptive statistics, reliability and validity tests, correlation analysis, and structural equation model (SEM) path analysis.

Part 1 Distribution characteristics of respondents

The enterprises in this survey are mainly concentrated in Nanning and Guilin, which are the economic and commercial centers of Guangxi and have a relatively dense distribution of enterprises. Cities such as Liuzhou, Beihai, and Yulin have a relatively small proportion of enterprises, while Chongzuo has the least number of enterprises, showing the imbalance of regional economic development. Private enterprises account for the highest proportion, nearly half, followed by state-owned and state-holding enterprises, which still have important influence in specific industries. The low proportion of other types of enterprises indicates that the market economic structure in Guangxi is still dominated by the private economy. Small and medium-sized enterprises (21-300 employees) had the most, followed by companies with 1-20 and 301-500 employees, with fewer large enterprises with more than 500 employees. Most enterprises are small and have strong market adaptability, but may be affected by resource constraints. The distribution of enterprise establishment years is relatively even, with the largest number of enterprises over 10 years, followed by 7-10 years and 4-6 years, and the least number of newly established enterprises (0-3 years), reflecting the stable market in Guangxi, but relatively few new entrants. The proportion of grassroots employees is the highest, followed by middle managers and the least by senior managers. Employees with bachelor's degree and associate's degree account for more than half, followed by high school and master's degree, and the proportion of doctor's degree is the lowest, indicating that enterprises mainly need practical talents with bachelor's degree or below, while high-end research and management talents are less.

Part 2 Findings on internal marketing, organizational commitment, transformational leadership and business continuity

The survey focused on internal marketing, organizational commitment, transformational leadership and business continuity, resulting in the following findings.

1. About Internal Marketing

In the internal marketing practice of SMEs in Guangxi, the average score difference of the five dimensions reflects the management focus and short board. Green HRM (Mean=3.574) and Management support (Mean=3.572) had the highest scores, indicating that most companies were recognized by employees for their environmentally oriented talent management and daily management support systems. This shows that small and medium-sized enterprises in Guangxi have a certain foundation in responding to sustainable development policies and establishing management support mechanisms. However, the scores of Growth motivation (Mean=3.378), Green education and training (Mean=3.363) and Internal communication (Mean=3.341) were relatively low, especially the lowest score of internal communication, reflecting a clear deficiency in information transmission and employee participation. This may mean that corporate communication channels are not smooth, departmental collaboration and communication between upper and lower levels are not transparent enough, which makes it difficult for employees to fully understand and agree with corporate strategies and policies. In view of this shortcomings, enterprises can give priority to the construction of efficient and open communication mechanism, improve the internal information sharing platform, and promote employees 'identification and participation in the organizational goals, so as to improve the overall internal marketing effect.

2. About Organizational Commitment

Among the three dimensions of organizational commitment, Continuous commitment (Mean=3.651) has the highest score, indicating that employees generally hope to stay on for a long time, which may be affected by the stable cultural atmosphere of the enterprise, the regional job market and the expectation of occupational safety. Affective commitment (Mean=3.595) comes second, reflecting employees' emotional dependence and identification with the organization to a certain extent. However, Normative commitment (Mean=3.543) has the lowest score, indicating that some enterprises have deficiencies in the construction of institutional norms and the cultivation of employees' sense of responsibility. This may be related to the fact that the enterprise management system is not clear enough or the implementation is not strict enough, which makes the employees' recognition of the compliance with rules and organizational obligations low. In order to improve this problem, enterprises should improve the construction of rules and regulations, ensure a fair, just and transparent management process, and at the same time strengthen the sense of post responsibility and organizational responsibility, create a standardized and orderly working environment, and enhance the overall commitment of employees to the organization.

3. About Transformational Leadership

SMEs in Guangxi show a relatively positive overall level in the four dimensions of transformational leadership. Moral model (Mean=3.795) has the highest score, indicating that the leader's moral modeling can win the trust and respect of employees the most; The scores of Vision motivation (Mean=3.655) and caring for personality (Mean=3.623) are also at a high level, indicating that most leaders can promote employee engagement by clarifying vision and caring support. However, charisma of a leader (Mean=3.61) has the lowest score, and although the overall score is still high, the relatively low score indicates that some managers have room for improvement in shaping personal influence and team appeal. This may be related to the leader's insufficient communication and expression ability, emotional appeal or personal image building. It is suggested that enterprises strengthen interpersonal communication, emotional resonance and influence construction of leaders through leadership development programs, training and coaching, so as to further enhance team cohesion and employees' willingness to follow.

4. About Business Continuity

The four dimensions of business continuity show the diversified characteristics of Guangxi SMEs in maintaining operational stability. The score of Customer satisfaction (Mean=3.584) is the highest, indicating that the enterprise shows certain competitive advantages in customer relationship management and can maintain good customer loyalty and market share. In contrast, Profitability (Mean=3.388), Social responsibility (Mean=3.353) and Employee satisfaction (Mean=3.347) scored even lower, with employee satisfaction being the lowest in particular. This shows that there is still significant room for improvement in employee benefits, career development opportunities and working environment of the surveyed enterprises. Low employee satisfaction may lead to high turnover rate and low loyalty, thus weakening the ability of enterprises to operate stably. Therefore, enterprises can give priority to improving the compensation and welfare system, improving the working environment and career development channels, enhancing employees' sense of belonging and engagement, and consolidating the internal foundation for long-term sustainable development of enterprises.

Part 3 Potential influencing mechanisms of internal marketing, organizational commitment, and transformational leadership on business continuity

According to the results of factor analysis and path analysis, internal marketing, organizational commitment and transformational leadership all have a significant impact on business continuity, but the degree of impact is different. According to the size of the impact, it is summarized as follows.

1. Transformational leadership has the strongest impact on business continuity

Transformational leadership (TL) has the greatest impact on business continuity (BC) in the whole model (path coefficient=0.426, T value=6.924, $P<0.05$), indicating that leaders' motivation and transformational ability play a key role in the sustainable operation of enterprises. Among the four first-level latent variables, ethical example (MM=0.839) has the greatest impact, indicating that leaders' ethical demonstration can enhance employees' trust and sense of belonging. caring for personality (CP=0.822) also plays an important role, reflecting that leaders' attention to the growth and needs of employees can effectively improve the stability of enterprises. The effects of vision motivation (VM=0.726) and charisma of a leader (CL=0.691) are relatively small, but still significant, indicating that leaders' vision shaping and personal charisma can enhance enterprises' long-term strategy execution.

It should be noted that the score of charisma of a leader is relatively low, reflecting the inadequacy of some leaders of Guangxi SMEs in terms of personal influence and appeal. Possible reasons include the limitations of leaders in communication and expression, emotional appeal and self-image building, which makes it difficult to fully stimulate employees' enthusiasm for work and team cohesion. Therefore, enterprises should strengthen leadership training, especially focusing on improving leaders' communication skills, emotional resonance ability and personality charm, and introducing incentive mechanisms to encourage leaders to take the initiative to play the role of role models, so as to further enhance team cohesion and employees' organizational identity.

2. Organizational commitment has a strong impact on business continuity

Organizational commitment (OC) has a significant impact on business continuity (path coefficient=0.294, T value=4.09, $P<0.05$), indicating that employees' commitment to the enterprise directly affects the stability and sustainable development of the enterprise. Continuous commitment (CC=0.851) contributed the most to business continuity, reflecting that employees' expectation of long-term retention is an important guarantee to maintain corporate business stability. Normative commitment (NC=0.847) follows, indicating that employees' retention intention based on responsibility and institutional constraints also plays a positive role in the sustainable operation of enterprises. Although the impact of affective commitment (AC=0.725) is relatively small, it is still significant, indicating that employees' emotional identification with the enterprise helps to enhance organizational cohesion.

Among them, the low score of affective commitment indicates that some employees of small and medium-sized enterprises in Guangxi have insufficient emotional attachment to the enterprise, which may be due to the lack of in-depth construction of enterprise culture, imperfect employee care and communication mechanism, resulting in the lack of sense of belonging and identity of employees. The relatively weak normative commitment may reflect the shortcomings of the enterprise in system construction and implementation, such as the lack of transparent and fair management system or effective incentive and restraint mechanism.

Therefore, enterprises need to strengthen the construction of corporate culture, pay attention to employees' emotional needs, and enhance employees' emotional identity through diversified communication channels and caring measures. At the same time, improve rules and regulations, strengthen job responsibilities and assessment mechanism, ensure that the system is fair and just, enhance employees' recognition and sense of responsibility for organizational norms, so as to improve the overall organizational commitment level and promote the stable and sustainable development of enterprise business.

3. Internal marketing has a weak impact on business continuity

The direct impact of internal marketing (IM) on business sustainability is weak (path coefficient=0.175, T value=3.165, $P<0.05$), but it is still significant, indicating that although internal marketing promotes the sustainable development of enterprises, its main effect is indirectly realized by improving organizational commitment and transformative leadership. Among the five level-1 latent variables, internal communication (IC=0.872) has the greatest impact on internal marketing, highlighting the key role of effective communication mechanism in enhancing employees' trust and sense of belonging. However, this study found that the internal communication scores of SMEs in Guangxi were low, reflecting poor information transfer and insufficient cross-department collaboration, resulting in limited employee understanding of corporate strategies and policies, and affecting the overall internal marketing effectiveness. Management support (MS=0.807) and growth motivation (GM=0.807) have a strong impact, indicating that the support and motivation of enterprises for employees can significantly improve organizational stability. The relatively low impact of green education and training (GET=0.776) and green human resource management (GHRM=0.796) shows that some enterprises still have shortcomings in promoting sustainable development strategy and green management, and fail to give full play to their role in promoting internal marketing.

Therefore, small and medium-sized enterprises in Guangxi should focus on optimizing internal communication channels, improving information transparency and employee participation, strengthening management support and incentive measures for employees, and increasing investment in green training and green human resource management to promote the green transformation and sustainable development of enterprises, so as to improve the overall efficiency of internal marketing and promote the stability and sustainable operation of enterprises.

4. Internal factors affecting business continuity

Business continuity (BC) is jointly measured by four level-1 latent variables: social responsibility (TSR=0.829), customer satisfaction (CS=0.825), profitability (P=0.81) and employee satisfaction (ES=0.718). Among them, social responsibility has the greatest impact on business continuity, indicating that the active fulfillment of social responsibility by small and medium-sized enterprises in Guangxi is helpful to establish a good corporate image, enhance social recognition, and thus promote the long-term stable development of enterprises. Customer satisfaction follows, emphasizing the critical role of CRM in maintaining a firm's market competitiveness and achieving a going concern. The importance of profitability cannot be ignored, indicating that the financial soundness of enterprises is the basis to support business continuity.

However, the impact of employee satisfaction is relatively weak and the score is low, which reflects that some small and medium-sized enterprises in Guangxi have deficiencies in employee welfare, working environment and career development, resulting in low enthusiasm and sense of belonging of employees, which may lead to brain drain and team instability, thus restricting the sustainable development ability of enterprises.

To sum up, although transformational leadership and organizational commitment play a core role in promoting business continuity, and internal marketing indirectly promotes business continuity by influencing the former two, enterprises must focus on fulfilling social responsibilities, improving customer satisfaction and stabilizing financial profitability to achieve real long-term steady development. At the same time, it is necessary to strengthen the improvement of employee satisfaction, enhance the work engagement and loyalty of employees by improving working conditions, optimizing incentive mechanism and improving career development channels, and lay a solid foundation for the sustainable development of enterprise business.

Part 4 A theoretical model that promotes business continuity was found

Based on AMOS software, this study constructs a structural equation model (SEM) of the impact of internal marketing, organizational commitment and transformational leadership on business continuity. The results of the model fit test show that the overall fit of the model is good, and all indicators meet the accepted standards of statistics: The adjusted goodness of fit (AGFI) is 0.908, the normative fit index (NFI) is 0.928, the value-added fit index (IFI) and comparative fit index (CFI) are 0.951, and the Tucker-Lewis index (TLI) is 0.939, and all of them are greater than 0.9, indicating that the model has strong explanatory power. The p-value of the chi-square test is greater than 0.05, the root mean square error approximation (RMSEA) is 0.042, and the standardized root mean square residual (SRMR) is 0.04, all of which are less than 0.05, further supporting the good fit of the model.

The results of path analysis show that all paths in the model have a significantly positive impact ($P<0.05$), supporting hypotheses H1 to H6. Specifically, transformational leadership has the most significant impact on organizational commitment (path coefficient=0.448, T=8.877), indicating that leaders' motivation and transformational ability are key factors to enhance employees' loyalty and sense of responsibility. The impact of internal marketing on organizational commitment follows (path coefficient=0.445, T=8.833), which reflects that effective internal marketing strategy can enhance employees' identification with the enterprise. Transformational leadership also has a significant impact on business continuity (path coefficient=0.426, T=6.924), indicating that leadership plays an important role in promoting the sustainable operation of enterprises.

In addition, the impact of internal marketing on transformative leadership (path coefficient=0.348, T=6.358) and the impact of organizational commitment on business continuity (path coefficient=0.294, T=4.09) both show a moderate positive relationship. Although the direct impact of internal marketing on business continuity is the weakest (path coefficient=0.175, T=3.165), it is still significant, indicating that internal marketing plays a role in promoting business continuity through indirect paths.

To sum up, the theoretical model constructed in this study effectively reveals the role mechanism of internal marketing, organizational commitment and transformational leadership in promoting business continuity in small and medium-sized enterprises in Guangxi, which provides theoretical basis and empirical support for relevant enterprises to improve management practice and promote business stability.

Discussion

Part 1 Distribution characteristics of respondents

This study conducted a questionnaire survey of SMEs managers in Guangxi to analyze their enterprise type, size, geographical distribution, staff structure and development status, in order to explore the overall characteristics of SMEs in Guangxi and their fit with existing theories. In addition, combined with domestic and foreign research results on the development of SMEs, we further explore the impact of the distribution characteristics of respondents on the development of enterprises.

1. Distribution characteristics of small and medium-sized enterprises in Guangxi

The findings of this study show that enterprises are mainly concentrated in Nanning and Guilin, which, as the economic centers of Guangxi, have attracted a large number of enterprises to settle in. This phenomenon is consistent with the regional economic agglomeration theory proposed by Chen et al. (2022), that is, enterprises tend to gather in economically active areas to obtain more market resources and competitive advantages. The proportion of enterprises in smaller cities such as Baise and Wuzhou is relatively low, which may be consistent with the competitive advantage theory proposed by Porter (1990), that is, it is difficult for smaller markets to provide sufficient competitive environment and resources to support enterprise growth. In addition, according to the data of Guangxi Statistical Yearbook (2023), by the end of 2023, there were 7,599 industrial SMEs in Guangxi, including 6,868 medium-sized enterprises and 731 small enterprises, indicating that the overall scale of SMEs in Guangxi is large, but the concentration is high. It still depends on the support of economically developed regions.

Enterprises in Guangxi are mainly private enterprises (48.1%), which is consistent with the findings of Yang et al. (2022) in the study of China's private economic development, that is, private enterprises show stronger adaptability and vitality in the market. However, the proportion of soEs and state-holding enterprises (43.2%) is relatively high, which may be related to the government's support for infrastructure, energy and manufacturing, in line with the "government-market mixed economic development" model proposed by Lin (2011), that is, in China's economic environment, soes still have a strong influence in some industries.

2. Enterprise size and operation time

The size of enterprises in Guangxi is mainly small and medium-sized enterprises with 21-300 employees (33.1%), which is consistent with the research results of Canton, H. (2021) on the dominance of global small and medium-sized enterprises in economic development. The strength of SMEs lies in their ability to adapt to the market, but they are also vulnerable to changes in funding, talent and the market. In contrast, the proportion of large enterprises with more than 500 employees is relatively low, indicating that Guangxi is still dominated by small and medium-sized enterprises, which is consistent with the research conclusion of Yan et al.(2019) on China's regional economy, that is, the number of large enterprises in underdeveloped areas is small, and the industrial cluster effect has not yet been fully formed.

In terms of the years of establishment, most enterprises have been operating for more than 7 years, indicating that enterprises in Guangxi have certain market stability, which is in line with the enterprise survival theory proposed by Geroski (1995), that is, enterprises with longer survival time usually have more stable market positioning and business model. At the same time, the proportion of new ventures between 0 and 3 years is only 17%, which may be consistent with the theory of corporate financing constraints proposed by Berger & Udell (2006), that is, start-ups face high capital acquisition threshold and market entry barriers. In addition, Li

Yaohua (2023) pointed out that small and medium-sized enterprises still face great challenges in financing, and bank credit loans are difficult to meet their capital needs, and there is a lack of diversified financing channels, which leads to limited growth of new ventures.

3. Employee structure and talent distribution

In terms of position distribution, grass-roots employees account for the highest proportion (54.1%), while senior managers account for the lowest proportion (13.9%), which is in line with the organizational structure theory of Mintzberg (1979), that is, grass-roots employees undertake most of the daily operation tasks, and the decision-making power is highly concentrated in a few managers. At the same time, middle managers account for about 32.1%, indicating that small and medium-sized enterprises still maintain a certain hierarchical structure in the management system, but compared with large enterprises, their decision-making chain is shorter and they have higher flexibility. From the perspective of employees' educational background, enterprises in Guangxi mainly have bachelor's degree and college degree, accounting for more than 50%, that is, enterprises are more inclined to hire undergraduate and college degree talents with certain skills but low cost. However, the proportion of high-end talents with master's and doctoral degrees is low, which may indicate a low demand for high-end research-oriented talents in the region; Highly educated talents tend to flow to more economically developed regions, such as the Yangtze River Delta and the Pearl River Delta. The industrial structure of Guangxi region is still dominated by traditional manufacturing and service industries, which has not yet formed a strong high-tech industrial cluster, resulting in an imbalance between the supply and demand of high-end talents. In addition, according to Wu Weiyan (2024), small and medium-sized enterprises still have great challenges in talent attraction, management and training, especially in the fierce market competition environment, it is difficult to provide competitive salary and career development opportunities, which further affects the retention rate of high-end talents.

The results of respondent distribution in this study are consistent with the development trend of SMEs in China; SMEs in Guangxi region have played an important role in economic growth, employment stability, and market competition, but there are still challenges such as financing difficulties, talent shortage, and pressure on industrial upgrading. Therefore, the government and enterprises should jointly promote talent attraction, financing support, technological innovation and regional balanced development, so as to further enhance the competitiveness and sustainable development ability of small and medium-sized enterprises in Guangxi.

Part 2 Findings on internal marketing, organizational commitment, transformational leadership and business continuity

This study conducted an investigation around transformational leadership, organizational commitment, internal marketing and business continuity, and analyzed each dimension. The research results verify all hypotheses (H1-H6), indicating that internal marketing, organizational commitment and transformational leadership all have a significant impact on business continuity, and there are complex action paths among the factors.

1. About Internal Marketing

Among the five dimensions of internal marketing, green human resource management and management support have the highest scores, indicating that enterprises are more recognized in terms of incentive policies and support systems, and have certain concerns in sustainable development. The results of this study confirm the five-dimension measurement model of internal marketing proposed by Li & Li (2004), including growth motivation, management support, green education and training, internal communication and green human resource management. This study finds that the score of growth motivation is relatively low (Mean=3.378), indicating that enterprises still have deficiencies in providing career development opportunities and incentive mechanisms. This is consistent with the study of Tracey et al. (2014), that is, employees' career growth opportunities can improve their organizational commitment and work enthusiasm.

This study found that management support (Mean=3.572) scored high in all internal marketing dimensions, indicating that the enterprise is more perfect in terms of resource input, training and leader care. This is consistent with the psychological safety theory proposed by Kahn (1990), that is, the support from the management can enhance employees' psychological safety and improve job satisfaction. In addition, the perceived organizational support theory (POS) proposed by Eisenberger et al. (2002) also points out that employees will show higher organizational commitment and work performance if they believe that the enterprise provides enough management support. The high score of this study is consistent with this theory, indicating that the management support system of enterprises can effectively enhance the organizational commitment and work engagement of employees.

This study finds that the score of green education and training is low (Mean=3.363), indicating that enterprises have relatively limited investment in this aspect. This is consistent with the research of Daily et al. (2007), that is, green training is an important part of the implementation of green human resource management (GHRM) strategy, but many enterprises have not fully developed and applied this strategy. Tang et al. (2020) pointed out that green training can significantly improve the environmental performance of enterprises, but only if enterprises need to establish long-term and continuous training programs. The low score in this study may indicate that the enterprise has not yet established an effective green training system, and this short board may limit the long-term sustainable development ability of the enterprise.

To sum up, this study answers research question 1 and clarifies the composition and connotation of internal marketing, organizational commitment, transformational leadership and business continuity. At the same time, the research conclusion is highly consistent with research objective 1, which deeply explores the influence path of internal marketing, organizational commitment and transformational leadership on the business sustainability of small and medium-sized enterprises in Guangxi, and provides targeted improvement suggestions for enterprise practice to promote the long-term stable development of small and medium-sized enterprises. Combined with the existing research, enterprises should further optimize the career development path of employees, strengthen green training and internal communication, so as to improve the overall organizational performance and business continuity.

2. About Organizational Commitment

Among the three dimensions of organizational commitment, continuous commitment has the highest score, followed by affective commitment and normative commitment has the lowest score. This shows that respondents choose to stay in the enterprise more out of consideration of the organization's existing investment and future benefits, rather than purely out of emotional identification or moral responsibility. This trend is consistent with Becker's (1960) Side-Bet Theory and Meyer & Allen's (1991) three-dimensional organizational commitment model, that is, employees with a high level of continuous commitment are more likely to stay in the organization for a long time, even if there are better opportunities outside.

The results show that continuous commitment has the highest score, reflecting that employees tend to make retention decisions based on financial benefits and career development paths. This is consistent with the view of Liu Xiaoping (1999), which emphasizes the transaction attribute of continuous commitment. Fatima Shaikh et al. (2024) also pointed out that technical leadership style, green human resource management practices and knowledge sharing behaviors can significantly enhance employees' commitment to sustainability. In combination with the results of this study, companies should focus on improving continuous commitment, reducing employee turnover and ensuring business continuity through career development incentives, skills training and long-term incentive plans.

In contrast, normative commitment has the lowest score, indicating that employees' sense of belonging and loyalty to the organization is relatively weak, and the cohesion of organizational culture still needs to be improved. Reichers (1985) believed that organizational commitment is a collection of multiple components, which may have coordination or conflict. The results of this study are consistent with the conclusion of Li Yanhuan (2016) that normative commitment plays a limited role in private and non-profit organizations. To this end, enterprises can enhance normative commitment by shaping organizational culture and strengthening mission vision identification, such as enhancing employees' moral responsibility and organizational identification through internal marketing strategies, value communication, employee empowerment and corporate social responsibility (CSR) practices.

The score of affective commitment is intermediate but lower than that of continuous commitment, indicating that although employees have some emotional dependence on the enterprise, economic factors play a greater role in the retention decision. Liu Xiaoping (1999) pointed out that the factors affecting affective commitment include job characteristics, leadership relationship and organizational atmosphere. The results of this study support Chen Zhiyong's (2016) view that a good organizational atmosphere, leadership style and colleague relationship can enhance employees' affective commitment. At the same time, social identity theory (Tajfel, 1979) believes that when employees regard the organization as an "in-group" and agree with its values and goals, they will form a stronger sense of belonging and commitment. Enterprises should strengthen this sense of identity and emotional dependence through motivational communication, team building and participatory management.

In summary, this study clearly answers research question 2 "How do internal marketing, organizational commitment, and transformational leadership influence business continuity in SMEs?" The results show that organizational commitment has an important impact on business continuity, especially the role of continuous commitment is the most significant. The research conclusion well realizes the research purpose 2, "to analyze the direct and indirect impacts of internal marketing, organizational commitment and transformational leadership on business continuity," and systematically reveals the path relationship and mechanism among the three. Based on this, enterprises should focus on optimizing career development mechanism, enhancing employee experience and shaping positive organizational culture, so as to enhance organizational commitment and promote the long-term stable development of small and medium-sized enterprises.

3. About Transformational Leadership

This study has verified the four-dimensional transformational leadership theory proposed by Shi Kan & Li Chaoping (2005) in the context of Chinese culture, namely, moral modeling, caring for personality, vision motivation and charisma of a leader, and measured and analyzed the role of the transformational leadership style of enterprise managers in organizational performance and business continuity. The survey results show that the scores of the four dimensions are high, among which the score of ethical demonstration is the highest, followed by vision motivation, caring for personality, and the score of leadership charisma is relatively the lowest, indicating that the respondents most approve the role of leaders in ethical demonstration, while the influence of leadership charisma is relatively weak.

Ethical demonstration is the core feature of transformational leadership, which means that leaders set an example through their own behaviors and guide employees with moral responsibility and integrity (Greenleaf, 1970). In this study, ethical demonstration was found to have the highest score, indicating that respondents highly recognized the positive impact of a leader's ethical conduct on organizational climate and employee loyalty. Ciulla (2014) pointed out that leaders' ethical behaviors are closely related to the shaping of organizational culture, which can enhance employees' sense of responsibility and organizational identification. This study also supports the view of Shi Kan & Li Chaoping (2005) that in the context of Chinese culture, leaders' integrity, sense of responsibility and dedication have an important impact on employees' work attitude and organizational commitment. In addition, the study shows that ethical demonstration not only enhances the organizational commitment of employees, but also promotes the long-term stable development of the firm. For example, Zhang Ziyun (2023) pointed out that leaders with ethical demonstration can enhance employees' sense of organizational identity, making them regard staying in the organization as a responsibility rather than a pure economic consideration, which is consistent with the high score of continuous commitment in this study.

Leaders stimulate employees' sense of mission and creativity through clear strategic goals and future visions (Bass, 1990). The high score of vision motivation found in this study, second only to ethical demonstration, indicates that respondents generally recognize the important role of a leader's vision shaping ability for employee motivation. Antonakis et al. (2003) pointed out that successful leaders can enhance employees' sense of purpose by depicting future visions, making them more willing to work. The path analysis of this study also shows that transformational leadership has a significantly positive impact on business continuity (path coefficient =0.426, $p<0.05$), which further verfies the role of vision incentive in promoting the long-term development of enterprises.

This study finds that the score of caring for personality ranks third, indicating that leaders are more recognized for their emotional support and career development care for employees. Riggio (2008) pointed out that caring for personality helps improve employees' job satisfaction and team cohesion. This study similarly found that caring for personality has a positive impact on employees' organizational commitment. In addition, Odom et al. (2019) showed that caring for personality can reduce employees' work stress and improve their happiness, which plays an important role in enhancing the business continuity of enterprises.

Although the leadership charisma score is the lowest, it is still at a high level, indicating that respondents believe that the personal charisma of leaders has some influence on organizational performance. Van Knippenberg and Van Knippenberg (2015) pointed out that leadership charisma can enhance employees' self-efficacy and make them more willing to accept challenges and responsibilities. However, the role of leadership charisma is often limited by cultural context, and its influence may be relatively weak in environments that emphasize collectivist culture. The results of this study support the view that the influence of moral modeling and vision incentives is more prominent in the Chinese cultural context. However, leadership charisma is still an important part of transformational leadership, especially in improving employee morale and organizational identification.

To sum up, this study clearly answers research question 2 "Transformational leadership significantly affects the business continuity of small and medium-sized enterprises." The results show that transformational leadership significantly enhances employees' organizational commitment through the four dimensions of ethical demonstration, vision motivation, caring for personality and charisma of a leader, and then promotes the business continuity of the enterprise. The research conclusion is highly consistent with research objective 2, analyzing the impact of transformational leadership on business continuity and its mechanism. Therefore, enterprise managers should focus on optimizing leadership style, strengthening ethical demonstration and vision incentive, and enhancing employees' organizational identity, so as to support the long-term and stable development of enterprises.

4. About Business Continuity

Among the four dimensions of business continuity, the customer satisfaction score is the highest, indicating that the firm performs well in customer relationship management, product quality and service experience, and is able to maintain high customer loyalty. This is consistent with the view of Hristov et al. (2023), which emphasizes that enterprises achieve stable development by optimizing operation, resource management and innovation in a complex market environment. Suchane (2018) and Jacob (2021) also pointed out that customer satisfaction is the core factor affecting brand loyalty and competitive advantage. In addition, Westin (2020) found that fulfilling corporate social responsibility (CSR) can enhance customer trust and loyalty, thus supporting long-term development.

This study found that the profitability score was the lowest, reflecting the pressure on cost management, market competition and innovation ability. Positive management practices (PMP) proposed by Becker (2024) help improve profitability through open communication and reasonable guidance. The results of this study support this view, showing that transformational leadership plays a key role in optimizing resource allocation and innovation management. The study by Serrasqueiro et al. (2024) also shows that profitability and productivity level are important factors to promote the long-term growth of SMEs.

The low CSR score indicates that investment in environmental protection, community support and employee welfare still needs to be strengthened. Chandra et al. (2023) believed that CSR was the key to the sustainable development of enterprises. Katenova & Ullah (2024) showed that fulfilling social responsibility can not only improve corporate image, but also enhance market competitiveness. Tosun (2022) also pointed out that CSR can promote green innovation and help enterprises establish sustainable development strategies. This study also finds that CSR improvement can improve customer and employee satisfaction, thus promoting business continuity.

The relatively low employee satisfaction score indicates that there is still room for improvement in employee motivation, career development and working environment. Yan Zhanghua (2021) and Fang Yanfei (2021) pointed out that optimizing the working environment, compensation mechanism and feedback channels can help improve employee satisfaction and reduce turnover rate. The results of this study show that transformational leadership improves employee satisfaction through caring for personality, which plays a positive role in the long-term development of enterprises.

In summary, this study found that business continuity is mainly affected by the joint influence of profitability, social responsibility, customer satisfaction and employee satisfaction. This study clearly answers research question 3 "How do SMEs in Guangxi, China carry out business continuity?" The results show that business continuity is mainly influenced by profitability, social responsibility, customer satisfaction and employee satisfaction together. The conclusion is highly consistent with the research objective 3: "To find the internal marketing factors that affect the business continuity of industrial SMEs in Guangxi, China". Based on this, enterprises should focus on optimizing leadership style, strengthening internal marketing and organizational commitment, and continuously improving innovation ability and social responsibility fulfillment level, so as to promote long-term and stable development of enterprises.

Part 3 Potential influencing mechanisms of internal marketing, organizational commitment, and transformational leadership

on business continuity

The findings of this study show that internal marketing, organizational commitment and transformational leadership all have a significant positive impact on business continuity, a finding that is consistent with existing research findings, while providing some new insights. In addition, in order to further ensure the rigor and practical application of the research, this study conducted in-depth interviews with three experts, covering the insights of management science experts, statistical analysis scholars and corporate strategy experts, focusing on the four core variables of internal marketing, organizational commitment, transformational leadership and business continuity.

Regarding the impact of internal marketing, management science experts emphasize that internal marketing plays a central role in promoting employee commitment and corporate culture. "If companies invest in management support, growth incentives, green education and training, and internal communication, they will effectively enhance employee satisfaction and loyalty," he said.

The corporate strategist further adds: "Effective internal communication can facilitate collaboration between departments and improve the efficiency of the organization. In addition, if companies can incorporate green human resource management into their strategy, they can not only enhance employees' awareness of environmental responsibility, but also strengthen the company's sustainable development advantages." Statistical analysis scholars pointed out from the perspective of measurement: "The five dimensions of internal marketing (management support, growth motivation, green education and training, internal communication and green human resource management) need to be verified by exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) to ensure the reliability of measurement."

As for the role of organizational commitment, management science experts believe that organizational commitment not only affects employees' work attitude, but also affects the overall stability and competitiveness of the enterprise: "Employees' continuous commitment to the enterprise (they choose to stay because of economic benefits or opportunity costs), emotional commitment (they are willing to stay because of the sense of belonging and identity to the enterprise), and normative commitment (they continue to stay because of social responsibility or ethical responsibility) are all the keys to the long-term success of the enterprise." Statistical analysis scholars stressed that "in the research, we need to examine the relative influence of these three commitments and verify the strength of their influence on business continuity through structural equation modeling (SEM)." Corporate strategy experts point out that "companies should strengthen employees' organizational commitment through clear core values, reasonable reward mechanisms and career development paths. "Companies that excel in their incentive systems and culture tend to have lower employee turnover."

The role of transformational leadership. Management science experts emphasize that "transformational leaders usually have four key characteristics: vision motivation (clearly delineating the future vision), moral modeling (setting an example and building trust), caring for personality (focusing on employees' personal development), and charisma of a leader (inspiring employees to identify with and follow)." Statistical analysis scholars further pointed out: "In the study, we found that transformational leadership can significantly affect organizational commitment, and also indirectly promote business continuity." Corporate strategy experts combine enterprise cases to explain: "In many successful enterprises, leaders' vision motivation and caring for personality play a key role. For example, some enterprises have improved employees' sense of identity with the organization through empowerment management and employee mentorship, thus enhancing organizational commitment and overall performance."

For business continuity and its drivers. Management science experts stressed that business continuity is not only dependent on the profitability of the company, but also closely related to the company's social responsibility, customer satisfaction and employee satisfaction. Statistical analysis scholars provide a data analysis perspective: "Profitability is the core driver of business continuity, but its influence is also moderated by organizational commitment, transformational leadership and internal marketing." Corporate strategy experts point out: "In the long run, if companies can continue to invest in fulfilling social responsibility, improving customer experience and focusing on employee satisfaction, they will be able to build a more stable competitive advantage in the market. For example, businesses with high customer satisfaction tend to have higher brand loyalty, which boosts long-term profitability."

Based on the interview results of the above experts, this study has clarified the core role of internal marketing, organizational commitment and transformational leadership in promoting business continuity, and preliminarily formed the theoretical presupposition of this study. These interview results were ultimately used to design the quantitative questionnaire for this study to further verify the relationship between the variables through empirical analysis.

1. Internal marketing significantly positively affects organizational commitment (Support H1)

This study verifies research Hypothesis 1 that internal marketing significantly promotes organizational commitment. The results show that internal marketing can significantly enhance continuous, normative and emotional commitment of employees by enhancing key practices such as growth motivation, management support, green education and training, internal communication and green human resource management.

The results of this study are consistent with the research of Kim et al. (2020), which shows that internal marketing significantly enhances organizational commitment and management performance by enhancing organizational trust in the tourism and hotel industry. It further confirms that in the context of SMEs, internal marketing significantly enhances employees' organizational commitment by enhancing their sense of trust in the company. Kong et al. (2020) proposed a theoretical framework that internal marketing, as a determinant, affects job performance through the mediating role of organizational commitment. The findings of this study further support this view by showing that internal marketing not only directly promotes organizational commitment in Guangxi SMEs, but also provides a rationale for possible indirect effects in subsequent research. Li Yanhuan (2019) showed that the internal marketing of nonprofit organizations has a significantly positive impact on organizational commitment in the dimensions of organizational culture, training, communication and motivation. This study further verifies this result in the context of Chinese SMEs, emphasizing the key role of green HRM and green education and training as emerging dimensions. This study further verifies the findings of Li Yanhuan (2019) in the context of Chinese SMEs, which shows that Npos' internal marketing has a significantly positive impact on organizational commitment in the dimensions of organizational culture, training, communication and motivation. The key role of green human resource management and green education and training as emerging dimensions is emphasized. This paper explores the perception of internal marketing by the new generation of employees and its impact on organizational commitment. This study further confirms the research point of Huang Chao (2019) that internal marketing can significantly improve organizational commitment, and at the same time expands the applicability of internal marketing theory in the context of small and medium-sized enterprises.

In summary, this study clearly answers the research question "How does internal marketing affect organizational commitment?" The results show that internal marketing significantly improves employees' continuous commitment, normative commitment and emotional commitment through five dimensions: growth motivation, management support, green education and training, internal communication and green human resource management, revealing its internal influence mechanism. At the same time, this study has achieved the research purpose, which is to systematically analyze the direct impact of internal marketing on organizational commitment and its action path. The research conclusions are highly consistent with the research objectives, which not only verify the theoretical hypothesis, but also provide actionable practical suggestions for SMEs in Guangxi to enhance employee organizational commitment, reduce turnover rate and enhance business continuity through internal marketing.

2. Internal marketing has a significantly positive impact on transformational leadership (Support H2)

This study verifies research Hypothesis 2, internal marketing significantly promotes transformational leadership. The results show that internal marketing can enhance leaders' transformational leadership behaviors such as charisma, vision motivation, ethical demonstration and caring for personality by optimizing management support, strengthening internal communication, providing green education and training, and implementing green human resource management. This result is consistent with the research opinion of Jan Wieseke et al. (2009) that leaders play a central role in internal marketing, and their charisma and organizational identification significantly affect employee engagement. This study further verifies the positive interaction between leaders' transformational behaviors (such as vision motivation and caring for personality) and internal marketing, indicating that optimizing internal marketing practices can enhance leaders' organizational identity, thus stimulating transformational leadership behaviors. This study further confirms the research results of Akbari et al. (2018) through the dimension of green human resource management (GHRM), that internal marketing can provide support for leaders and inspire them to promote employee loyalty and the accumulation of social capital through transformational leadership behaviors (such as moral example). Fauzul Adhim Aufa Ahmad et al. (2019) found in the study of Chinese enterprises that transformational leadership and internal marketing orientation had a significant impact on employee performance. By analyzing empirical data in the context of SMEs, this study further shows that internal marketing not only enhances employee performance, but also enhances transformational leadership behaviors, thereby indirectly enhancing organizational outcomes. This study verifies the view of A. Mansoor (2021) from the dimensions of green education and training and green human resource management, that green transformational leadership can enhance the green innovation capability of enterprises by supporting employees' innovation concepts and promoting green human resource practices. It further shows that internal marketing can provide support for green transformational leadership and promote it to play a greater role in the sustainable development of enterprises. The research of E. Afum et al. (2021) shows that green transformational leadership makes it easier for employees to accept green practices and training by providing experimental motivation and courage. This study finds that green-related practices in internal marketing, such as green education and communication, can enhance leaders' vision motivation and ethical demonstration capabilities, which in turn enhance employees' acceptance of green innovation.

In summary, this study clearly answers the research question "How does internal marketing affect transformational leadership?" The results show that internal marketing can significantly promote leaders' transformational leadership behaviors in terms of charisma, vision motivation, ethical demonstration, and caring for personality through key dimensions such as management support, internal communication, green education and training, and green human resource management, revealing its mechanism of action. This study fulfilled the purpose of the study, which was to systematically analyze the direct impact of internal marketing on transformational leadership and its path. The research conclusions are highly consistent with the research objectives, which not only verify the theoretical hypotheses, but also provide practical guidance and theoretical support for SMEs in Guangxi to cultivate transformational leadership, promote organizational innovation and achieve sustainable business development by optimizing internal marketing.

3. Transformational leadership enhances organizational commitment (Support H3)

This study verifies research Hypothesis 3 that transformational leadership significantly and positively promotes organizational commitment. The results show that transformational leadership can significantly improve employees' continuous commitment, normative commitment and emotional commitment through leaders' caring for personality, moral example, vision incentive and charisma of a leader. This conclusion further expands the applicability of transformational leadership in the context of small and medium-sized enterprises. This study has verified that transformational leadership can significantly promote organizational commitment, which is consistent with the conclusions of Iqbal et al. (2019), Sun Shan (2020) and Xue Yuan et al. (2021).

The results of this study verify the research of Iqbal et al. (2019) that transformational leadership enhances employees' commitment to the organization by enhancing their psychological empowerment and well-being. Transformational leadership behaviors significantly improve affective commitment by caring for employees and building trust. Doan et al. (2020) emphasized the positive moderating effect of transformational leadership on organizational commitment, and pointed out that leaders' emotional intelligence was crucial to organizational commitment. This study further shows that transformational leadership traits such as vision motivation and caring for personality can enhance employees' identification with corporate goals. Sun Shan (2020) pointed out that the core dimensions of transformational leadership (caring for personality, moral example, and vision motivation) significantly promoted employees' organizational commitment. The results of this study validate this finding and emphasize that SME leaders in Guangxi should motivate their employees through these dimensions to improve their continuous and emotional commitment to the enterprise. In the context of small and medium-sized enterprises, this study also verfies the research conclusions of Xue Yuan et al. (2021), which further shows that transformational leadership plays an important role in enterprises' coping with challenges and stabilizing the workforce.

To sum up, this study clearly answers the research question "How does transformational leadership affect organizational commitment?" The results show that transformational leadership significantly enhances employees' continuous commitment, normative commitment, and affective commitment through key behavioral dimensions such as ethical demonstration, vision motivation, caring for personality, and charisma of a leader, clarifying its specific mechanism of action. This study has achieved the research purpose, which is to systematically analyze the direct impact and path characteristics of transformational leadership on organizational commitment. The research conclusions are highly consistent with the research objectives, which not only verify the theoretical hypothesis, but also provide practical suggestions and theoretical reference for small and medium-sized enterprises in Guangxi to enhance the organizational commitment of employees, reduce the turnover rate and achieve sustainable business development by optimizing the leadership style.

4. Organizational commitment significantly positively affects business continuity (Support H4)

This study verifies research Hypothesis 4 that organizational commitment significantly promotes business continuity. The results show that emotional, normative, and continuous commitment not only increase employee loyalty to the firm, but also significantly enhance the firm's profitability, customer satisfaction, employee satisfaction, and CSR practices. This conclusion further reveals the central role of organizational commitment in corporate sustainability. This study has verified the significant promotion effect of transformational leadership on business continuity, which is consistent with the conclusions of Susantinah et al. (2023) and Hector Cuevas-Vargas et al. (2023). Through vision incentive, caring for personality, green management practice and the improvement of innovation ability, transformational leadership provides the core driving force for enterprises to achieve long-term development and competitive advantage. These mechanisms not only enhance the market competitiveness of enterprises, but also provide theoretical support and practical guidance for SMEs to maintain business stability and sustainable development in a dynamic environment. Eileen Cruz Gonzalez et al. (2020) found that emotional commitment, normative commitment and continuous commitment are significantly related to employees' persistence intention, thus directly affecting the continuity of the enterprise. This study also verifies the positive effect of the commitment of these three dimensions on business continuity, indicating that employees' loyalty and attachment to the enterprise are important driving forces for the stable operation of the enterprise. Sami Basly et al. (2020) emphasized the importance of family members' emotional attachment and corporate identity matching for family business continuity. In the broader SME context, this study further demonstrates that affective commitment, as a core factor, can significantly enhance employee identification with corporate goals and culture, thereby driving long-term corporate development. The study by Waynika Tanpipat et al. (2021) pointed out the importance of organizational commitment in remote work policies, especially in response to emergencies. The results of this study further suggest that in SMEs, the stability and adaptability of employees can be enhanced by enhancing their continuous commitment and normative commitment, thus maintaining business continuity in an uncertain market environment.

In summary, this study clearly answers the research question "How does organizational commitment affect business continuity? The results show that affective commitment, normative commitment and continuous commitment of employees all have a significant positive impact on business continuity, especially affective commitment plays a key role in enhancing employee loyalty and stable operation of the firm. This study achieves the research objective of deeply analyzing the promotion mechanism of organizational commitment on business continuity and its multi-dimensional impact. The research conclusion is highly consistent with the research purpose, which verifies that organizational commitment, as an important link between employees and enterprises, can effectively enhance the profitability, customer satisfaction, employee satisfaction and social responsibility practice of enterprises, thus promoting the long-term and stable development of small and medium-sized enterprises in the complex and changeable market environment. This finding not only enriches the theoretical connotation of the relationship between organizational commitment and business continuity, but also provides powerful practical guidance for small and medium-sized enterprises in Guangxi to enhance employee commitment and consolidate business continuity.

5. Transformational leadership has a significantly positive impact on business continuity (Support H5)

This study verifies research Hypothesis 5 that transformational leadership significantly promotes business continuity. The results show that transformational leadership not only enhances a firm's market competitiveness, but also significantly improves its customer satisfaction, social responsibility and profitability by enhancing employee satisfaction, promoting innovative practices and promoting green management. This conclusion is consistent with multiple views of existing research, and further reveals the central role of transformational leadership in promoting the sustainable development of enterprises. Susantinah et al. (2023) pointed out that transformational leadership creates an environment that promotes innovation by providing inspiration, motivation and guidance to teams. This study also shows that transformational leadership, through vision motivation and caring for personality, can stimulate employees' creativity and promote enterprises to achieve business innovation in a dynamic environment, thus enhancing business continuity. This study is in line with the findings of Edge (2024) that transformative leaders in SMEs are able to ensure business continuity by enhancing internal communication and employee empowerment to make the firm more flexible in the face of market changes. Hector Cuevas-Vargas et al. (2023), in a study of Mexican SMEs, found that transformational leadership significantly improved firm performance, especially in dealing with COVID-19 challenges. This study further shows that transformational leadership effectively improves business stability and continuity by enhancing employee satisfaction and internal management efficiency in SMEs in Guangxi. Nguyen Phuc Nguyen et al. (2023) mentioned the impact of transformational leadership on corporate performance and culture in different environments. By validating empirical data from SMEs, this study shows that the positive effect of transformational leadership on business continuity is equally significant in resource-limited SMEs, especially in terms of culture building and employee loyalty. W. Zhao and L. Huang (2022) emphasized that green transformational leadership enhances corporate social responsibility and market reputation by providing green education and practice. The results of this study echo this, finding that green education and training and green human resource management play an important role in the path of transformational leadership to business continuity.

To sum up, this study clearly answers the research question "How does transformational leadership affect business continuity?" The results show that transformational leadership significantly promotes the sustainable business development of small and medium-sized enterprises by improving employee satisfaction, stimulating innovation ability and promoting green management practices. The research has achieved the research purpose, which is to deeply explore the direct and indirect influence mechanism of transformational leadership on business continuity. The research conclusion is highly consistent with the research purpose, which further verifies that transformational leadership, as the core driving force of enterprise reform and innovation, not only enhances enterprise market competitiveness and customer satisfaction, but also enhances corporate social responsibility and profitability. It provides solid theoretical and practical support for small and medium-sized enterprises in Guangxi to maintain stable operation and achieve sustainable development in the complex and changeable market environment.

6. Internal marketing promotes business continuity (Support H6)

This study verifies research hypothesis 6 that internal marketing significantly promotes business continuity. The results show that internal marketing enhances the adaptability and sustainable development ability of enterprises in a dynamic environment by enhancing employee satisfaction, optimizing internal communication and promoting the construction of corporate culture.

The results of this study confirm the conclusion of Marco Antonio Silva et al. (2012) that internal marketing strategy is crucial to corporate profitability and business continuity, especially to improve the anti-risk ability of enterprises by optimizing resource allocation and strategic investment. This study finds that SMEs can effectively improve their profitability and operational stability through internal marketing practices, such as green education and training and employee incentives, and further guarantee business continuity. By verifying the data of SMEs in Guangxi, this study found that efficient internal communication mechanisms not only improve employees' job satisfaction, but also enhance their ability to cope with business challenges, thus enhancing the resilience and business continuity of enterprises. This conclusion is consistent with the research of William Karnadi (2024). Li Yanhuan (2019) pointed out that internal marketing takes employees as the core and improves their satisfaction by meeting their needs. The results of this study support this view and further show that the improvement of employee satisfaction not only promotes employee productivity, but also significantly enhances customer satisfaction and overall performance of the firm, providing reliable guarantee for business continuity. Huang Chao (2019) found that internal marketing can enhance employees' sense of belonging and work efficiency, thus promoting the sustainable development of enterprises. This study further validates this finding, showing that through internal marketing strategies such as management support, internal communication and human resource optimization, employees' loyalty to the enterprise and enthusiasm for work are significantly increased, which in turn lays the foundation for business continuity.

In summary, this study clearly answers the research question "How does internal marketing facilitate business continuity?" The results show that internal marketing effectively enhances the adaptability and sustainable development power of small and medium-sized enterprises in complex and changeable environment by improving employee satisfaction, optimizing internal communication mechanism and promoting positive corporate culture construction. The research achieved the purpose of the research, which was to deeply explore the direct impact of internal marketing on business continuity and its path of action. The research conclusion is highly consistent with the research purpose, which further verifies that the internal marketing strategy with employees as the core not only improves employees' sense of belonging and work efficiency, but also enhances enterprises' profitability and customer satisfaction, providing solid theoretical support and practical guidance for small and medium-sized enterprises in Guangxi to achieve stable business continuity and long-term development.

Part 4 A theoretical model that promotes business continuity was found

This study constructed a theoretical model to promote business continuity, and verified the action mechanism of internal marketing, organizational commitment and transformational leadership on business continuity through structural equation modeling (SEM). The findings suggest that internal marketing does not directly and significantly affect business continuity, but works indirectly through organizational commitment and transformational leadership. This is consistent with the research of Rafiq & Ahmed (2000), indicating that when promoting sustainable development, enterprises should improve employee satisfaction through internal communication, management support, employee growth incentive and other ways, so as to enhance organizational commitment and leadership effectiveness (Ballantyne et al., 2003).

Among the influence of the five dimensions of internal marketing on organizational commitment and transformational leadership, internal communication is the strongest, while green education and training are relatively weak and still significant. This finding is consistent with the views of Lings (2005) and Tang et al., (2020), that is, enterprises need to first improve internal marketing strategies to optimize employee experience, and then promote sustainable development of enterprises through high performance of employees.

Among the three dimensions of organizational commitment, continuous commitment is the strongest, indicating that employees stay in the enterprise for economic or career development (Allen & Meyer, 1990). Normative commitment comes second, indicating that employees stay in the organization based on moral responsibility and social expectations (Reichers, 1985). The weakest affective commitment indicates that employees choose to stay in the enterprise due to personal emotional identification (Sheldon, 1971).

Among the four dimensions of transformational leadership, caring for personality is the strongest, indicating that leaders' attention to employee development and well-being can best improve employee satisfaction (Bass & Avolio, 1994). Charisma of a leader is the weakest, indicating that the influence of leaders' personality enhances team collaboration (Burns, 1978). These results are consistent with the research of Zhang (2023), indicating that managers with high transformational leadership style are more able to stimulate employees' motivation and enhance organizational commitment, thus promoting the sustainable development of business.

This study further explores the four key factors of business continuity, and the results show that profitability has the greatest impact, indicating that the financial health of enterprises is the basis of long-term business operation (Ahmed et al., 2023). Enterprises with high profitability usually have stronger market adaptability (Becker, 2024). Social responsibility comes second, indicating that modern enterprises not only need to pursue profits, but also need to fulfill social responsibility to improve brand value and customer loyalty (Khan et al., 2021). Employee satisfaction is relatively weak, indicating that enterprises should improve employee satisfaction by providing a good working environment, career development opportunities and salary incentives, so as to enhance business stability (Jacob, 2021). These results also support the competitive advantage theory proposed by Porter (1980), that is, when improving business sustainability, enterprises should take into account financial performance, social responsibility, customer experience and employee satisfaction, so as to establish solid long-term competitive advantages.

To sum up, the theoretical model constructed in this study verifies the key role of internal marketing, organizational commitment, and transformational leadership in business continuity, answers the three research questions and objectives raised in this study, and supports the existing management theories through empirical analysis. It was found that companies should optimize their internal management strategies and enhance organizational commitment and leadership effectiveness to improve profitability, social responsibility, customer satisfaction and employee satisfaction, and ultimately achieve long-term sustainable development.

Recommendations

This study constructs a theoretical model to reveal the influence mechanism of internal marketing, organizational commitment and transformational leadership on business continuity through structural equation modeling (SEM) (Figure 5.1). The results show that internal marketing has a significant positive effect on organizational commitment and transformational leadership, which play an important mediating role in business continuity. Therefore, this study proposes the following suggestions to help companies optimize management practices, enhance employee organizational commitment, improve business continuity, and ultimately enhance corporate competitiveness.

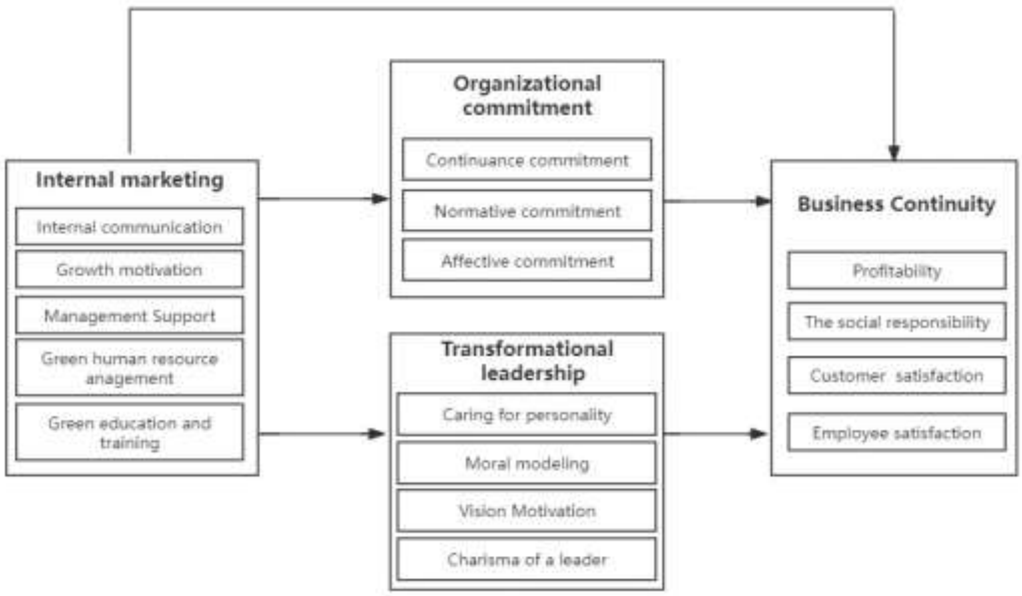

Figure 5.1 Path result diagram

Among the five dimensions of internal marketing, internal communication (path coefficient=0.795) is the most influential dimension. It is followed by growth motivation (path coefficient=0.762), management support (path coefficient=0.756), green human resource management (path coefficient=0.745) and green education and training (path coefficient=0.730). The score of green education and training is the lowest, and the possible reason is that the small and medium-sized enterprises in Guangxi are generally small in scale, have limited resources, and have relatively insufficient understanding and investment in the concept of green development, which leads to the lack of systematic and in-depth development of green education and training. At the same time, green training lacks long-term planning, content update is slow, and employee participation is not high, which affects its effect.

Among the three dimensions of organizational commitment, continuous commitment (path coefficient=0.773) is the most influential, followed by normative commitment (path coefficient=0.752) and affective commitment (path coefficient= 0.721). The score of affective commitment is the lowest, and the possible reason is that employees in Guangxi SMEs are greatly affected by economic factors and have weak emotional attachment to the enterprise. At the same time, problems such as high work pressure, limited promotion opportunities and insufficient team building are common in small and medium-sized enterprises, which lead to low emotional identity of employees. Therefore, enterprises should pay attention to enhancing employees' retention intention by providing stable career paths and welfare security, and further enhancing employees' loyalty by strengthening corporate values and employee care.

Among the four dimensions of transformational leadership, caring for personality (path coefficient=0.785) is the most influential, followed by Moral modeling (path coefficient=0.770), vision motivation (path coefficient=0.693) and charisma of a leader (path coefficient=0.675). The charisma of a leader has the lowest score, and the possible reason is that the leaders of small and medium-sized enterprises in Guangxi pay more attention to business operation and management, and less attention to the cultivation and improvement of their charisma of a leader. Therefore, enterprises should attach importance to leaders' personal care and support for employees, enhance employees' trust and recognition of the organization through ethical role models, and stimulate employees' enthusiasm and teamwork spirit through clear organizational goals and leaders' personal charm.

Among the four dimensions of business continuity, profitability (path coefficient=0.793) is the most influential, followed by social responsibility (path coefficient=0.775), customer satisfaction (path coefficient=0.749) and employee satisfaction (path coefficient=0.684). The lowest score of employee satisfaction was attributed to the fact that the problems of low salary and welfare level, limited space for career development and insufficient improvement of working environment are common in small and medium-sized enterprises in Guangxi, and the employee incentive mechanism is not perfect, which leads to low employee satisfaction and affects their stability and work enthusiasm. Therefore, enterprises should attach importance to improving profitability as the basis of operation, enhance brand image and customer loyalty by fulfilling social responsibilities, and at the same time promote sustainable development and stability of enterprises by enhancing customer and employee satisfaction.

Therefore, based on the importance of the influence of the above dimensions, this study proposes the following four suggestions. In this way, enterprises can better cope with internal and external challenges, enhance market competitiveness, and ensure long-term stability and sustainable development of business.

Strengthen internal marketing to improve employee satisfaction and organizational commitment

The study shows that internal marketing can significantly enhance the role of organizational commitment and transformational leadership by influencing employees' internal communication, growth motivation, management support, green human resource management, and green education and training. Enterprises can take the following measures in internal marketing.

1. Improve internal communication channels

Enterprises should establish a smooth and transparent communication platform to ensure barrier-free information flow and promote cross-departmental collaboration. Since internal communication has the strongest influence in enhancing employee trust, work engagement, and organizational commitment, good communication can reduce misunderstandings and barriers, improve employee participation and belonging, and directly promote employee satisfaction.

2. Enhanced management support

Enterprises should strengthen management support, provide a fair and transparent management system, and regularly communicate with employees to understand and address their needs. The path coefficient of management support is close to that of internal communication, which can significantly improve employees' psychological safety, engagement and loyalty to the organization. By strengthening the care and resource support of managers, the work efficiency and satisfaction of employees can be significantly improved.

3. Optimize the growth incentive mechanism

Enterprises should provide clear career promotion paths and skills training to promote the growth motivation of employees. As growth motivation has a strong impact on employees' sense of belonging and loyalty, providing career development opportunities can not only stimulate employees' potential, but also enhance their long-term commitment and enhance their sense of dependence and loyalty to the enterprise.

4. Strengthen green human resource management

Enterprises should implement measures such as green recruitment, green performance appraisal and environmental protection incentives to promote employees' participation in the sustainable development strategy of enterprises. The implementation of green human resource management can enhance employees' sense of identity for environmental protection and corporate social responsibility, further enhance employees' organizational commitment, and improve the social image of the enterprise.

5. Strengthening green education and training

Enterprises should strengthen green education and training to enhance employees' awareness of environmental protection and sustainable development. Through regular environmental protection training and green action guidelines, enterprises can help employees understand green policies, cultivate employees' environmental protection behaviors, promote the implementation of corporate sustainable development strategies, enhance employees' sense of identity with corporate culture, and enhance organizational commitment.

Improve organizational commitment and reduce employee turnover

The study shows that the three dimensions of organizational commitment-continuous commitment, normative commitment, and affective commitment-play a key role in business continuity, especially continuous commitment is the most prominent in organizational performance. Therefore, enterprises should take the following measures to enhance employees' sense of commitment to the organization.

1. Enhance continuous commitment

Continuous commitment is usually closely related to the financial benefits and career development of employees. Enterprises should first provide competitive compensation and benefits, stable employment environment and clear career development channels. By providing stable employment security and clear career promotion paths, enterprises can enhance employees' long-term retention intention and reduce employee turnover caused by lack of development opportunities or unsatisfied economic benefits.

2. Strengthening affective commitment

Affective commitment plays an important role in enhancing employees' loyalty to the organization. Enterprises should enhance the emotional identification between employees and the organization by shaping a positive corporate culture, increasing team building activities and enhancing the care of leaders. A warm and supportive working environment can help employees establish deep emotional connections, increase their sense of belonging to the organization, and then be willing to make more efforts for the organization.

3. Enhancing normative commitment

Normative commitment involves employees' identification with the organizational culture and code of conduct. Enterprises should strengthen the construction of values, and help employees better understand and identify with the mission and goals of the organization through training, value promotion and corporate culture construction. By creating a sense of responsibility and obligation, it is easier for employees to cultivate the consciousness of staying in the organization for a long time, which helps to enhance the cohesion and loyalty of the organization.

Develop transformational leadership and improve employees' innovation ability

The results show that the four dimensions of transformational leadership caring for personality, moral example, vision incentive and charisma of a leader - all play an important role in business continuity. Enterprises should focus on the following aspects in leadership development.

1. Strengthening personal care

Personal care is the most influential dimension in transformational leadership. Enterprises should pay attention to leaders' care and support for employees, and encourage leaders to establish personalized communication and connection with employees. By focusing on employees' personal needs, career development, and work-life balance, leaders are able to enhance employees' job satisfaction and commitment to the organization. This kind of care can stimulate the innovative thinking and enthusiasm of employees, and improve their work engagement and innovation ability.

2. Setting moral modeling

Moral modeling are at the heart of transformational leadership. Companies should cultivate leaders who exemplify ethics, responsibility, and professionalism. Through the ethical example of leaders, employees can feel trust and respect, and enhance their sense of identity with the organization. Ethical role models help to create an open and upright work environment that encourages employees to come up with innovative ideas and solutions, thereby enhancing the overall innovation capability of the team.

3. Clear vision motivation

Vision motivation can stimulate the enthusiasm of employees through clear strategic goals and directions. Enterprises should clearly communicate the vision and goals of the company's future development through leaders to ensure that employees see the consistency of their contributions with the goals of the organization in their work. Leaders should be able to motivate employees to work toward common goals and enhance team cohesion and innovation drive.

4. Enhancing charisma of a leader

Although charisma of a leader is less important in transformational leadership, it also has certain influence. Companies should encourage leaders to enhance team motivation by showing personal charm and motivating employees to achieve higher goals. Charismatic leaders can enhance the spirit of cooperation and collectivism of employees through personal influence, thus promoting the formation and development of an innovative culture.

Pay attention to the core elements of business continuity and enhance enterprise competitiveness

Business continuity is affected by many factors, and the study found that profitability, social responsibility, customer satisfaction, and employee satisfaction play a key role in maintaining corporate sustainability. According to the ranking of the influence of each dimension from high to low, enterprises should take measures in the following aspects to ensure long-term and stable business development.

1. Improving profitability

Profitability is the core factor of business continuity and has the strongest impact. Enterprises should focus on improving their financial health and enhance their profitability through measures such as optimizing cost management, improving efficiency and expanding market share. At the same time, enterprises should invest in innovation and technology upgrading to enhance market adaptability and competitiveness and ensure sound financial growth in the long run.

2. Fulfilling social responsibility

Corporate social responsibility (CSR) is closely related to business continuity. Enterprises should strengthen their responsibilities in environmental protection, employee welfare and community development, and enhance their brand image and social credibility. Fulfilling social responsibility can not only enhance a company's social identity, but also enhance customer loyalty and public support, thus gaining an edge in the competition.

3. Improve customer satisfaction

Customer satisfaction directly affects the market share and competitiveness of enterprises. Companies should enhance customer experience by improving product quality, optimizing service processes, and innovating products. Good customer satisfaction can improve customer loyalty, promote repeat purchase and word-of-mouth communication, and then promote the sustainable development of enterprises.

4. Enhancing employee satisfaction

Employee satisfaction plays a vital role in ensuring stable operation of the business and improving productivity. Enterprises should provide a good working environment, competitive compensation and benefits, and career development opportunities to improve employees' work engagement and loyalty. Satisfied employees not only improve work efficiency, but also create greater innovation and growth potential for the business.

In summary, this study explored the influencing mechanism of business continuity from the perspective of internal marketing, organizational commitment, and transformational leadership, and the results show that internal marketing has a significant impact on organizational commitment and transformational leadership, while organizational commitment and transformational leadership play a significant mediating role in business continuity. Therefore, enterprises should strengthen internal marketing, enhance organizational commitment, optimize transformational leadership, pay attention to the core elements of business sustainability and promote green management to improve organizational performance and ensure long-term sustainable development in the competitive market environment.

Future Researches

Insufficient research

Although this study conducted an in-depth analysis of the relationship among internal marketing, organizational commitment, transformational leadership and business continuity of SMEs in Guangxi, and drew some valuable conclusions, there are still some limitations.

1. Limitations of the sample scope

The sample of this study focuses on small and medium-sized enterprises in Guangxi, which may limit the universality of the research conclusions to a certain extent. Due to significant differences in the level of economic development, cultural background and industrial characteristics in different regions, the research conclusions may not be fully applicable to other regions or industries.

2. Limitations of variable selection

This study focuses on the relationship between internal marketing, organizational commitment, transformational leadership and business continuity, but fails to fully cover other factors that may affect business continuity, such as changes in the external environment, industry competition intensity, technological innovation level and so on. These factors that were not included could potentially influence the results of the study.

3. Limitations of cross-sectional data

Using cross-sectional data analysis, this study mainly focuses on the correlation at a certain point in time, but fails to reveal the dynamic relationship and causal mechanism among the variables in depth. The lack of support from longitudinal data may have limited the exploration of how the variables change over time.

4. Subjective bias of the self-rated scale

The data in this study were mainly collected through questionnaires, and despite the adoption of anonymity and confidentiality measures, there may still be subjective biases caused by the social expectation effect of the subjects, thus affecting the objectivity and accuracy of the results.

5. There has been limited exploration of mediating and moderating effects

Although this study has verified the direct impact of internal marketing and transformational leadership on business continuity, the mechanism of mediating variables (such as employee satisfaction) or moderating variables (such as organizational size and corporate culture) has not been deeply analyzed, which may lead to an incomplete understanding of the relationship between variables.

Future Outlook

In view of the above shortcomings, future research will be improved and expanded from the following six aspects.

1. Expand sample scope and industry coverage

Future research will select small and medium-sized enterprises in different regions or countries as research objects, especially in regions with large differences in economic environment and cultural background for comparative analysis, so as to verify the applicability and universality of the conclusions. At the same time, the coverage of enterprises in different industries (such as high-tech, service or manufacturing) can be increased to explore the impact of industry characteristics on the relationship between research variables.

2. More relevant variables are included

Subsequent research will introduce more external and internal variables that may affect business continuity, such as market competition intensity, technological innovation ability, and enterprise digital transformation level, so as to build a more comprehensive theoretical model to reveal the comprehensive impact of multiple factors on the sustainable development of enterprises.

3. A longitudinal research design was used

In order to gain a deeper understanding of the dynamic relationship between variables, future research will analyze the long-term role of internal marketing, organizational commitment and transformational leadership on business continuity over time through longitudinal data collection. This will help to reveal the causal relationship and provide a more reliable reference basis for enterprises to formulate long-term strategies.

4. Combine multiple sources of data

In addition to the questionnaire survey, future research will introduce multi-source data, such as enterprise performance indicators, customer feedback data, employee behavior data, etc., to analyze and verify objective data, so as to reduce the result error caused by subjective bias.

5. Discuss the mediating and moderating mechanisms

Future research will further explore the mediating variables (such as employee satisfaction and organizational culture) through which internal marketing and transformational leadership have an effect on business continuity, and examine whether different enterprise characteristics (such as size, industry and region) have a moderating effect on the relationship between variables. This will help reveal the influence mechanism more comprehensively and enrich the theoretical framework.

In conclusion, this study provides theoretical and practical guidance for the improvement of business continuity of SMEs in Guangxi, but there are still shortcomings in sample scope, variable selection and research methods. Future research should further improve the theoretical framework and enhance the applicability and accuracy of research by expanding the sample scope, including multi-dimensional variables, adopting longitudinal research design and exploring mediating and moderating mechanisms. This will not only help deepen the understanding of the sustainable development of SMEs, but also provide more comprehensive and practical reference for enterprise managers to make decisions.

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Appendices

Appendix A

List of Specialists and Letters of Specialists Invitation for IOC Verification

List of Specialists and Letters of Specialists Invitation for IOC Verification

Name of Experts	Position/Office
Dr.Jiang Fei	Guangxi Academy of Social Sciences
Dr.Kitti Kaewkhiew	King Mongkut's Institute of Technology Ladkrabang
Dr.Xiong Na	College of Management Guangxi University for Nationalities

<u>Seeking Clarification from Experts in Examining Research Instruments.</u>

Dear experts,

This questionnaire for educational purposes for research studies student Doctor of Business Administration Program (International Program) in the Faculty of Management Science at Bansomdejchaopraya Rajabhat University prepared by Li Ling, Subject "Successful Internal Marketing Factors on Entrepreneurial of Small and Medium Enterprises in China". The questionnaire was made for Industrial small and medium-sized enterprises in Guangxi. The researcher asks for help from experts. Please check the questionnaires as follows.

+1 means that you are sure that the questions are consistent with the research objective.

0 means you are unsure whether the question is consistent with the research objective.

-1 means that you are certain that the questions are inconsistent with the research objective.

With the courtesy of your qualified, this makes this study a powerful research tool. This will be very useful for education. We would like to thank you very much for spending your valuable time reviewing the research instrument.

Expert (Name) Jiang Fei

Department Guangxi Academy of Social Sciences

Inspection date September 20-25, 2024

Location 5 Xinzhu Road, Nanning, Guangxi, the PRC

Seeking Clarification from Experts in Examining Research Instruments.

Dear experts,

This questionnaire for educational purposes for research studies student Doctor of Business Administration Program (International Program) in the Faculty of Management Science at Bansomdejchaopraya Rajabhat University prepared by Li Ling, Subject "Successful Internal Marketing Factors on Entrepreneurial of Small and Medium Enterprises in China". The questionnaire was made for Industrial small and medium-sized enterprises in Guangxi. The researcher asks for help from experts. Please check the questionnaires as follows.

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Expert (Name) Kitti Kaewkhiew

Department King Mongkut's Institute of Technology Ladkrabang

Inspection date September 20-25, 2024

Location 10120 Lat Krabang, Bangkok 10520, Thailand

Seeking Clarification from Experts in Examining Research Instruments.

Dear experts,

This questionnaire for educational purposes for research studies student Doctor of Business Administration Program (International Program) in the Faculty of Management Science at Bansomdejchaopraya Rajabhat University prepared by Li Ling, Subject "Successful Internal Marketing Factors on Entrepreneurial of Small and Medium Enterprises in China". The questionnaire was made for Industrial small and medium-sized enterprises in Guangxi. The researcher asks for help from experts. Please check the questionnaires as follows.

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Expert (Name) Xiong Na

Department College of Management Guangxi University for Nationalities

Inspection date September 20-25, 2024

Location 188 Daxue Dong Lu, Nanning, Guangxi, the PRC

Appendix B

Official Letter

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

Ref.No. MHESI 0643.14/2703

7 September 2024

Subject: Invitation to validate research instrument

Dear Asst.Prof.Dr. Jiang Fei

Mrs.Li Ling is a graduate student in Doctor of Business Administration Program (International Program) of Bansomdejchaopraya Rajabhat University. She is undertaking research entitled "Successful Internal Marketing Factors on Entrepreneurial of Small and Medium Enterprises in China"

The thesis advisory committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

With your expertise, we would like to ask your permission to validate the attached research instrument. In this regard, we would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Yours faithfully,

(Assistant Professor Dr.Tanaput Chancharoen)
Vice Dean Acting for of Dean of Graduate School

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7 September 2024

Subject: Invitation to validate research instrument

Dear Prof.Dr.Xiong Na

Mrs.Li Ling is a graduate student in Doctor of Business Administration Program (International Program) of Bansomdejchaopraya Rajabhat University. She is undertaking research entitled "Successful Internal Marketing Factors on Entrepreneurial of Small and Medium Enterprises in China"

The thesis advisory committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

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Yours faithfully,

(Assistant Professor Dr.Tanaput Chancharoen)
Vice Dean Acting for of Dean of Graduate School

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7 September 2024

Subject: Invitation to validate research instrument

Dear Dr. Kitti Kaewkhiew

Mrs.Li Ling is a graduate student in Doctor of Business Administration Program (International Program) of Bansomdejchaopraya Rajabhat University. She is undertaking research entitled "Successful Internal Marketing Factors on Entrepreneurial of Small and Medium Enterprises in China"

The thesis advisory committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

With your expertise, we would like to ask your permission to validate the attached research instrument. In this regard, we would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Yours faithfully,

(Assistant Professor Dr.Tanaput Chancharoen)
Vice Dean Acting for of Dean of Graduate School

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Appendix C

Research Instrument

Questionnaire

This is a questionnaire about internal marketing factors for entrepreneurial success in Chinese SMEs.

Thank you for taking the time to answer this questionnaire. This anonymous questionnaire is only used for academic research on internal marketing factors of small and medium-sized enterprises in Guangxi, and will not be made public or used for other purposes. Please feel free to fill it out! This questionnaire was answered anonymously. There is no right or wrong, your valuable opinion is the key to complete this study. If you have any questions or suggestions, please E-mail lifecola0159@126.com.

This survey consists of two parts. Answering all the questions in this survey is critical to the success of this study. Part A: profiles of the surveyed companies and participants, Part B: internal marketing factors for business continuity of SMEs in Guangxi, China.

Section A: Profiles of the surveyed companies and participants

I. Basic Information

Please fill in the basic information (for statistical analysis only, will never damage your privacy).

1. Where is your company located?

☐ Nanning ☐ Liuzhou ☐ Guilin ☐ Wuzhou ☐ Beihai ☐ Fangcheng

☐ Qinzhou ☐ Guigang ☐ Yulin ☐ Baise ☐Hezhou ☐ Hechi

☐ Laibin ☐ Chongzuo

2. What is the ownership type of your company?

☐State-owned/state-controlled ☐Private/private-controlled ☐Other

3. What is the total number of employees in your company?

☐1-20 people ☐21-300 people ☐301-500 people ☐501-1000people

4. How many years has your company been established?

☐0-3 years ☐4-6 years ☐7-10 years ☐10 years and above

5. Your position in the company

☐Basic level ☐Middle level ☐High level

6.Your education level

☐ High school ☐ College ☐ Bachelor's degree

☐ Master's degree ☐ Doctor's degree

Part B: Internal marketing factors for business continuity of SMEs in Guangxi, China

The instructions are as follows:

The five numbers from "1" to "5" represent different levels of willingness, with a larger number indicating a higher degree of agreement: 1 means strongly disagree, 2 means disagree, 3 means fair, 4 means agree, and 5 means strongly agree.

Please judge the statements in the table below according to the actual situation and circle the figures that you think are most appropriate. (Please tick the number that represents your opinion in the following questions according to your situation)

Strongly Disagree	Disagree	Generally	Agree	Strongly Agree
1	2	3	4	5

I. **Internal marketing**

Questions					
1. Growth motivation					
The training opportunities provided by the company can help me improve my professional skills					
My company appreciates and respects me					
I have room for advancement in the company					
I am willing to take on more challenging work tasks to achieve personal growth					
2.Management support					
The management of the company encouraged and supported my innovative suggestions					
The management of the company values and cares about my performance					
My company provides me with a working environment conducive to self-development					
The company's management took the time to respond to my concerns					
When encountering difficulties in work, my superior will give me timely support and guidance					
3.Green education and training					
The company's green concept can be understood by me					
The information and resources provided by the green education and training provided by the company are of practical help to me in my work					

Questions					
Our clients recognize my green work philosophy					
The company's green education and training can create additional value for the company					
4.Internal Communication					
The company provides an unimpeded feedback channel for employees to express their opinions and suggestions					
I will actively communicate my ideas on work with leaders					
I have smooth communication with my colleagues and can effectively cooperate to complete tasks					
There is good information sharing within my company					
5.Green Human Resource Management					
My colleagues and I can reach a consensus on the company's green services					
My company has incorporated environmental performance measures into its performance evaluations					
My company encourages me to take the initiative to improve service in an environmentally friendly way					
The company's training aims to meet the environmental needs of its customers					

II. Organisational commitment

Questions					
1.Continuance Commitment					
I am willing to contribute to the long-term success of the company					
Because of my investment in the company (e.g. time, energy), I felt compelled to stay here					
I think changing jobs can enhance my qualifications or experience					
I think if I leave this company now, my life will be greatly affected					
I think being in an organization all the time makes me boring					
2.Normative commitment					
I feel that my morality drives my obligation to stay with my company					
Even if I had other options, I would not want to go, because I am familiar with the environment and life of the organization, and it makes me feel safe					
The company has a good development prospect, and it is beneficial for my own development to stay in this job					
If there is a chance, I will work in this company for a long time					
3.Affective commitment					
I feel like I "belong" to this company					
I like to show others that I am part of the company					

Questions					
I would recommend this organisation as a good place to work					
I feel highly aligned between my values and those of the company					

III. Transformational Leadership

Questions					
1.Charisma of a leader					
My leader has the ability to clearly present goals and directions to the team					
My leader can keep calm in difficult times and build confidence for the team					
My leader motivates team members through his behaviors and decisions to enhance team dynamics					
My leader has insight into the team's achievements and can publicly recognize the team's efforts and successes					
My leader often influences the team by example, making the team more united and fighting					
2.Caring for personality					
My leader understands and cares about the personal needs and career development of team members					
My leader treats every team member fairly and makes everyone feel important and respected					
My leader always communicates effectively with the team members to ensure that their opinions and suggestions					

Questions					
are heard					
The leader provides the necessary support and resources to help team members cope with work and life challenges					
The leader provides psychological support and encouragement when the team faces failure and encourages the team to overcome difficulties					
3.Moral modeling					
My leader adheres to the principle of integrity and transparency					
My leader sets a high ethical standard for the team and insists he adheres to it					
My leaders always make decisions with long-term benefits in mind, not just short-term results					
My leadership handles internal and external conflicts fairly and maintains fairness					
My leaders value integrity behavior in their teams and promote a culture of integrity in the company					
4.Vision Motivation					
My leader communicates clearly and enthusiastically the vision and goals of the organization					
My leader is able to link the vision to the daily work of team members and enhance the meaning of the work					
My leader encourages team members to come up with innovative ideas and provides support to implement them					
My leader regularly reviews and updates the team's					

Questions					
goals and plans to ensure they align with the long-term vision of the organization					
My leader deepens team members' understanding and commitment to the company's vision and goals by organizing and leading team activities					

IV.Business Continuity

Questions					
1.Profitability					
My company has the ability to cope with market fluctuations and challenges					
My company can quickly adjust its business strategy to respond to unexpected events					
My company has a long-term sustainable development strategy and planning					
My company was able to recover quickly from failures and seize new opportunities compared to its competitors					
2.Social Responsibility					
My company pays attention to sustainable development and environmental protection in the operation process					
My company is actively involved in cause marketing					
My company has increased its earnings through environmental protection activities					

Questions					
My company's sense of social responsibility enhances the company's image and reputation in the public					
3.Customer Satisfaction					
My client has a regular business relationship with us					
My customers are satisfied with our products or services					
My company enjoys a good reputation for our products					
Customer feedback can be adopted and improved by the company in a timely manner					
4.Employee satisfaction					
I am satisfied with the compensation and benefits provided by the company					
I am satisfied with the working environment and atmosphere of the company					
My career development opportunities were supported within the enterprise					

Appendix D
The Results of the Quality Analysis of Research Instruments

Content validity

Testability of Item Variable Congruence Index

Variable	Problem	Expert			Total	IOC value	Evaluation
		1	2	3			
Internal marketing	Growth motivation	+1	+1	+1	3	1	Consistent
	Growth motivation	+1	+1	+1	3	1	Consistent
	Growth motivation	+1	+1	+1	3	1	Consistent
	Growth motivation	+1	+1	+1	3	1	Consistent
	Management Support	+1	+1	+1	3	1	Consistent
	Management Support	+1	+1	+1	3	1	Consistent
	Management Support	+1	+1	+1	3	1	Consistent
	Management Support	+1	+1	+1	3	1	Consistent
	Management Support	+1	+1	+1	3	1	Consistent
	Green education and training	+1	+1	+1	3	1	Consistent
	Green education and training	+1	+1	+1	3	1	Consistent
	Green education and training	+1	+1	+1	3	1	Consistent
	Green education and training	+1	+1	+1	3	1	Consistent
	Internal communication	+1	+1	+1	3	1	Consistent
	Internal communication	+1	+1	+1	3	1	Consistent
	Internal communication	+1	+1	+1	3	1	Consistent
	Internal communication	+1	+1	+1	3	1	Consistent
	Green human resource management	+1	+1	0	2	0	Consistent

Variable	Problem	Expert			Total	IOC value	Evaluation
		1	2	3			
	Green human resource management	+1	+1	+1	3	1	Consistent
	Green human resource management	+1	+1	+1	3	1	Consistent
	Green human resource management	+1	+1	+1	3	1	Consistent
Organizational commitment	Continuance commitment	+1	+1	+1	3	1	Consistent
	Continuance commitment	+1	+1	+1	3	1	Consistent
	Continuance commitment	+1	+1	+1	3	1	Consistent
	Continuance commitment	+1	+1	+1	3	1	Consistent
	Continuance commitment	+1	+1	+1	3	1	Consistent
	Normative commitment	+1	+1	+1	3	1	Consistent
	Normative commitment	+1	+1	+1	3	1	Consistent
	Normative commitment	+1	+1	+1	3	1	Consistent
	Normative commitment	+1	+1	+1	3	1	Consistent
	Affective commitment	+1	+1	+1	3	1	Consistent
	Affective commitment	+1	+1	+1	3	1	Consistent
	Affective commitment	+1	+1	+1	3	1	Consistent
	Affective commitment	+1	+1	+1	3	1	Consistent

Variable	Problem	Expert			Total	IOC value	Evaluation
		1	2	3			
Transform-ational leadership	Charisma of a leader	+1	+1	+1	3	1	Consistent
	Charisma of a leader	+1	+1	+1	3	1	Consistent
	Charisma of a leader	+1	+1	+1	3	1	Consistent
	Charisma of a leader	+1	+1	+1	3	1	Consistent
	Charisma of a leader	+1	+1	+1	3	1	Consistent
	Caring for personality	+1	+1	+1	3	1	Consistent
	Caring for personality	+1	+1	+1	3	1	Consistent
	Caring for personality	+1	+1	+1	3	1	Consistent
	Caring for personality	+1	+1	+1	3	1	Consistent
	Caring for personality	+1	+1	+1	3	1	Consistent
	Moral modeling	+1	+1	+1	3	1	Consistent
	Moral modeling	+1	+1	+1	3	1	Consistent
	Moral modeling	+1	+1	+1	3	1	Consistent
	Moral modeling	+1	+1	+1	3	1	Consistent
	Moral modeling	+1	+1	+1	3	1	Consistent
	Vision Motivation	+1	+1	+1	3	1	Consistent
	Vision Motivation	+1	+1	+1	3	1	Consistent
	Vision Motivation	+1	+1	+1	3	1	Consistent
	Vision Motivation	+1	+1	+1	3	1	Consistent
	Vision Motivation	+1	+1	+1	3	1	Consistent
Business Continua-nce	Profitability	+1	+1	+1	3	1	Consistent
	Profitability	+1	+1	+1	3	1	Consistent
	Profitability	+1	+1	+1	3	1	Consistent
	Profitability	+1	+1	+1	3	1	Consistent
	Social responsibility	+1	+1	+1	3	1	Consistent
	Social responsibility	+1	+1	+1	3	1	Consistent
	Social responsibility	+1	+1	+1	3	1	Consistent
	Social responsibility	+1	+1	+1	3	1	Consistent
	Customer satisfaction	+1	+1	+1	3	1	Consistent

Variable	Problem	Expert			Total	IOC value	Evaluation
		1	2	3			
	Customer satisfaction	+1	+1	+1	3	1	Consistent
	Customer satisfaction	+1	+1	+1	3	1	Consistent
	Customer satisfaction	+1	+1	+1	3	1	Consistent
	Employee satisfaction	+1	+1	+1	3	1	Consistent
	Employee satisfaction	+1	+1	+1	3	1	Consistent
	Employee satisfaction	+1	+1	+1	3	1	Consistent
	Employee satisfaction	+1	+1	+1	3	1	Consistent

Questionnaire confidence value

Factors		Number of questions (N)	Confidence value (R)
Part 1	Internal marketing	21	0.939
Part 2	Organizational commitment	13	0.916
Part 3	Transformational leadership	20	0.934
Part 4	Business Continuance	16	0.931
Factors Total		70	0.963

Total confidence value

Reliability Statistics

Cronbach's Alpha	N of Items
.963	70

Internal marketing confidence value(1-21)

Reliability Statistics

Cronbach's Alpha	N of Items
.939	21

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Growth motivation	69.12	195.613	.633	.936
GM2	68.97	197.193	.609	.937
GM3	69.22	197.433	.636	.936
GM4	69.10	195.470	.652	.936
Management support	68.84	194.708	.646	.936
MS2	68.95	193.888	.635	.936
MS3	68.95	195.190	.617	.936
MS4	68.96	195.235	.626	.936
MS5	68.84	193.284	.670	.936
Green education and training	69.18	197.103	.615	.936
GET2	69.04	198.320	.573	.937
GET3	69.11	199.352	.541	.938
GET4	69.14	196.932	.623	.936
Internal communication	69.14	194.033	.704	.935
IC2	69.13	194.951	.643	.936
IC3	69.17	196.327	.651	.936
IC4	69.12	196.941	.614	.936
Green human resource management	68.90	193.950	.657	.936
GHRM2	68.88	193.555	.673	.935
GHRM3	68.92	195.156	.618	.936
GHRM4	68.93	197.335	.590	.937

Organizational commitment confidence value(22-34)

Reliability Statistics

Cronbach's Alpha	N of Items
.916	13

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Continuance commitment	43.06	72.072	.758	.905
CC2	43.13	75.820	.568	.911
CC3	43.18	73.754	.651	.909
CC4	43.17	73.735	.658	.909
CC5	43.23	73.767	.671	.908
Normative commitment	43.23	72.419	.699	.907
NC2	43.30	74.230	.621	.910
NC3	43.26	72.562	.665	.909
NC4	43.26	74.041	.644	.909
Affective commitment	43.03	75.713	.634	.910
AC2	43.32	74.689	.584	.912
AC3	43.29	76.506	.539	.913
AC4	43.20	74.150	.659	.909

Transformational leadership confidence value(35-54)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Charisma of a leader	69.82	171.440	.612	.931
CL2	69.78	170.908	.637	.930
CL3	69.80	172.503	.577	.932
CL4	69.76	171.797	.585	.931
CL5	69.84	172.362	.605	.931
Caring for personality	69.75	168.978	.666	.930
CP2	69.81	170.169	.618	.931
CP3	69.87	170.640	.638	.930
CP4	69.74	167.626	.697	.929
CP5	69.78	167.683	.693	.929
Moral modeling	69.62	173.241	.610	.931
MM2	69.60	171.963	.618	.931
MM3	69.57	173.373	.597	.931
MM4	69.67	170.818	.661	.930
MM5	69.64	170.030	.711	.929
Vision Motivation	69.78	173.639	.568	.932
VM2	69.79	173.188	.568	.932
VM3	69.75	173.686	.559	.932
VM4	69.70	172.817	.591	.931
VM5	69.77	172.289	.604	.931

Business Continuance confidence value(55-70)

Reliability Statistics

Cronbach's Alpha	N of Items
.934	20

Reliability Statistics

Cronbach's Alpha	N of Items
.931	16

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Profitability	51.17	132.394	.706	.925
P2	51.30	132.897	.670	.927
P3	51.34	135.238	.671	.926
P4	51.37	134.552	.657	.927
The social responsibility	51.30	136.978	.630	.927
TSR2	51.41	136.321	.652	.927
TSR3	51.32	134.102	.656	.927
TSR4	51.31	133.422	.671	.926
Customer satisfaction	50.97	133.763	.698	.926
CS2	51.14	135.864	.651	.927
CS3	51.21	136.718	.626	.928
CS4	51.09	136.191	.645	.927
Employee satisfaction	51.33	138.690	.616	.928
ES2	51.33	137.605	.636	.927
ES3	51.32	137.842	.632	.927
ES4	51.37	137.857	.621	.928

Results of descriptive statistical analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
GM	505	1.00	5.00	3.3777	.83795	-.174	.109	-.348	.217
MS	505	1.00	5.00	3.5715	.89442	-.239	.109	-.815	.217
GET	505	1.00	5.00	3.3629	.80094	-.034	.109	-.653	.217
IC	505	1.00	5.00	3.3411	.84932	-.099	.109	-.702	.217
GHRM	505	1.00	5.00	3.5743	.90684	-.635	.109	-.345	.217
CC	505	1.00	5.00	3.6507	.83236	-.470	.109	-.210	.217
NC	505	1.00	5.00	3.5426	.89416	-.585	.109	-.022	.217
AC	505	1.00	5.00	3.5950	.81854	-.406	.109	-.213	.217
CP	505	1.00	5.00	3.6099	.87113	-.503	.109	-.531	.217
MM	505	1.00	5.00	3.6226	.93650	-.669	.109	-.348	.217
VM	505	1.20	5.00	3.7949	.81351	-.741	.109	-.154	.217
CL	505	1.20	5.00	3.6550	.80498	-.438	.109	-.591	.217
P	505	1.25	5.00	3.3876	1.02104	-.331	.109	-.738	.217
TSR	505	1.00	5.00	3.3525	.95237	-.294	.109	-.869	.217
CS	505	1.00	5.00	3.5842	.93440	-.605	.109	-.480	.217
ES	505	1.00	5.00	3.3470	.86602	-.175	.109	-.268	.217

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IM	505	1.25	4.76	3.4455	.69652	-.479	.109	-.641	.217
OC	505	1.25	5.00	3.5961	.71447	-.845	.109	.235	.217
TL	505	1.75	5.00	3.6706	.68797	-.733	.109	-.092	.217
BC	505	1.31	5.00	3.4178	.77469	-.354	.109	-.598	.217

Exploratory factor analysis (EFA)

EFA for Internal marketing

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.947
Bartlett's Test of Sphericity	Approx. Chi-Square	5869.774
	df	210
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.491	45.194	45.194	9.491	45.194	45.194	3.409	16.234	16.234
2	1.493	7.111	52.305	1.493	7.111	52.305	2.825	13.453	29.687
3	1.407	6.699	59.003	1.407	6.699	59.003	2.823	13.443	43.130
4	1.069	5.090	64.093	1.069	5.090	64.093	2.739	13.043	56.173
5	1.008	4.800	68.893	1.008	4.800	68.893	2.671	12.720	68.893
6	.643	3.062	71.954						
7	.537	2.555	74.510						
8	.514	2.446	76.955						
9	.496	2.362	79.318						
10	.490	2.332	81.649						
11	.459	2.185	83.834						
12	.428	2.040	85.874						
13	.410	1.952	87.825						
14	.387	1.844	89.670						
15	.378	1.802	91.472						
16	.351	1.672	93.144						
17	.344	1.640	94.783						
18	.309	1.472	96.255						
19	.284	1.354	97.609						
20	.266	1.267	98.876						
21	.236	1.124	100.000						

Extraction Method: Principal Component Analysis.

EFA for Organizational commitment

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.928
Bartlett's Test of Sphericity	Approx. Chi-Square	3680.089
	df	78
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.490	49.925	49.925	6.490	49.925	49.925	3.333	25.639	25.639
2	1.493	11.486	61.411	1.493	11.486	61.411	2.912	22.397	48.035
3	1.165	8.961	70.372	1.165	8.961	70.372	2.904	22.336	70.372
4	.536	4.122	74.494						
5	.490	3.769	78.263						
6	.453	3.482	81.745						
7	.432	3.326	85.071						
8	.384	2.957	88.028						
9	.369	2.838	90.865						
10	.345	2.652	93.517						
11	.304	2.336	95.853						
12	.277	2.131	97.985						
13	.262	2.015	100.000						

Extraction Method: Principal Component Analysis.

EFA for Transformational leadership

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.939
Bartlett's Test of Sphericity	Approx. Chi-Square	6102.795
	df	190
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.898	44.489	44.489	8.898	44.489	44.489	3.604	18.021	18.021
2	1.905	9.527	54.015	1.905	9.527	54.015	3.551	17.753	35.774
3	1.715	8.576	62.591	1.715	8.576	62.591	3.364	16.818	52.592
4	1.350	6.752	69.343	1.350	6.752	69.343	3.350	16.751	69.343
5	.598	2.988	72.331						
6	.546	2.729	75.060						
7	.496	2.480	77.540						
8	.482	2.409	79.949						
9	.454	2.270	82.220						
10	.433	2.163	84.383						
11	.399	1.994	86.376						
12	.384	1.919	88.295						
13	.353	1.764	90.059						
14	.335	1.675	91.733						
15	.323	1.613	93.347						
16	.300	1.501	94.847						
17	.280	1.398	96.245						
18	.270	1.350	97.595						
19	.248	1.241	98.836						
20	.233	1.164	100.000						

Extraction Method: Principal Component Analysis.

EFA for Business Continuance

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.929
Bartlett's Test of Sphericity	Approx. Chi-Square	5076.418
	df	120
	Sig.	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.032	.024	.039	1.000
Independence model	.233	.228	.238	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.893	49.331	49.331	7.893	49.331	49.331	3.082	19.262	19.262
2	1.543	9.644	58.976	1.543	9.644	58.976	2.996	18.724	37.986
3	1.205	7.530	66.506	1.205	7.530	66.506	2.877	17.983	55.969
4	1.155	7.218	73.724	1.155	7.218	73.724	2.841	17.755	73.724
5	.518	3.237	76.961						
6	.489	3.057	80.018						
7	.447	2.793	82.811						
8	.393	2.457	85.268						
9	.370	2.313	87.581						
10	.363	2.266	89.847						
11	.320	1.999	91.845						
12	.294	1.839	93.684						
13	.286	1.787	95.471						
14	.270	1.687	97.157						
15	.258	1.614	98.771						
16	.197	1.229	100.000						

Extraction Method: Principal Component Analysis.

Confirmatory Factor Analysis (CFA)

Model Fit Analysis

Model Fit Analysis for Internal Marketing

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	47	277.857	184	.000	1.510
Saturated model	231	.000	0		
Independence model	21	5962.444	210	.000	28.393

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.037	.952	.940	.758
Saturated model	.000	1.000		
Independence model	.447	.211	.133	.192

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.953	.947	.984	.981	.984
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model Fit Analysis for Organizational commitment

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.046	.040	.053	.794
Independence model	.250	.245	.256	.000

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	29	97.190	62	.003	1.568
Saturated model	91	.000	0		
Independence model	13	3718.205	78	.000	47.669

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.026	.971	.958	.662
Saturated model	.000	1.000		
Independence model	.448	.275	.154	.236

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.974	.967	.990	.988	.990
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model Fit Analysis for Transformational leadership

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.034	.020	.046	.987
Independence model	.304	.296	.313	.000

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	44	346.868	166	.000	2.090
Saturated model	210	.000	0		
Independence model	20	6194.983	190	.000	32.605

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.037	.938	.921	.741
Saturated model	.000	1.000		
Independence model	.438	.222	.140	.201

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.944	.936	.970	.966	.970
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model Fit Analysis for Business Continuance

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMI
Default model	36	207.911	100	.000	
Saturated model	136	.000	0		
Independence model	16	5139.300	120	.000	42.827

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.046	.037	.055	.747
Independence model	.288	.281	.295	.000

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.038	.952	.935	.700
Saturated model	.000	1.000		
Independence model	.542	.232	.129	.204

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.960	.951	.979	.974	.979
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Standardized Factor Loadings of the Model

Standardized Factor Loadings of the Internal Marketing Model

Regression Weights: (Group number 1 - I

			Estimate	S.E.	C.R.	P	Label
GM	<---	IM	1.000				
MS	<---	IM	1.034	.082	12.534	***	
GET	<---	IM	.948	.077	12.319	***	
IC	<---	IM	1.135	.084	13.560	***	
GHRM	<---	IM	1.108	.086	12.825	***	
GM1	<---	GM	1.000				
GM2	<---	GM	.886	.056	15.874	***	
GM3	<---	GM	.916	.053	17.445	***	
GM4	<---	GM	1.090	.057	19.123	***	
MS1	<---	MS	1.000				
MS2	<---	MS	1.065	.060	17.842	***	
MS3	<---	MS	.951	.058	16.368	***	
MS4	<---	MS	.954	.057	16.709	***	
MS5	<---	MS	1.080	.058	18.542	***	
GET1	<---	GET	1.000				
GET2	<---	GET	.829	.055	14.939	***	
GET3	<---	GET	.836	.055	15.234	***	
GET4	<---	GET	1.061	.055	19.387	***	
IC1	<---	IC	1.000				
IC2	<---	IC	.962	.053	18.320	***	
IC3	<---	IC	.895	.048	18.530	***	
IC4	<---	IC	.869	.050	17.416	***	
GHRM1	<---	GHRM	1.000				
GHRM2	<---	GHRM	.966	.050	19.313	***	
GHRM3	<---	GHRM	.948	.050	18.890	***	
GHRM4	<---	GHRM	.840	.047	17.772	***	

Standardized Regression Weights model)

			Estimate
GM	<---	IM	.807
MS	<---	IM	.807
GET	<---	IM	.776
IC	<---	IM	.872
GHRM	<---	IM	.796
GM1	<---	GM	.765
GM2	<---	GM	.711
GM3	<---	GM	.776
GM4	<---	GM	.849
MS1	<---	MS	.772
MS2	<---	MS	.778
MS3	<---	MS	.721
MS4	<---	MS	.734
MS5	<---	MS	.805
GET1	<---	GET	.795
GET2	<---	GET	.663
GET3	<---	GET	.675
GET4	<---	GET	.846
IC1	<---	IC	.820
IC2	<---	IC	.760
IC3	<---	IC	.767
IC4	<---	IC	.729
GHRM1	<---	GHRM	.819
GHRM2	<---	GHRM	.794
GHRM3	<---	GHRM	.779
GHRM4	<---	GHRM	.742

Squared Multiple Correlations model)

	Estimate
GHRM	.634
IC	.760
GET	.602
MS	.650
GM	.652
GHRM4	.551
GHRM3	.608
GHRM2	.630
GHRM1	.671
IC4	.532
IC3	.588
IC2	.577
IC1	.672
GET4	.716
GET3	.455
GET2	.440
GET1	.632
MS5	.648
MS4	.539
MS3	.519
MS2	.605
MS1	.595
GM4	.722
GM3	.602
GM2	.506
GM1	.585

Standardized Factor Loadings of the Organizational commitment Model

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
CC	<---	OC	1.000				
NC	<---	OC	1.025	.080	12.868	***	
AC	<---	OC	.696	.058	12.044	***	
CC1	<---	CC	1.000				
CC2	<---	CC	.742	.042	17.805	***	
CC3	<---	CC	.896	.044	20.533	***	
CC4	<---	CC	.871	.044	19.919	***	
CC5	<---	CC	.872	.042	20.546	***	
NC1	<---	NC	1.000				
NC2	<---	NC	.859	.045	19.225	***	
NC3	<---	NC	.925	.048	19.350	***	
NC4	<---	NC	.842	.044	19.127	***	
AC1	<---	AC	1.000				
AC2	<---	AC	1.106	.060	18.452	***	
AC3	<---	AC	.922	.055	16.631	***	
AC4	<---	AC	1.141	.056	20.400	***	

Standardized Regression Weights:

			Estimate
CC	<---	OC	.851
NC	<---	OC	.847
AC	<---	OC	.725
CC1	<---	CC	.868
CC2	<---	CC	.701
CC3	<---	CC	.774
CC4	<---	CC	.758
CC5	<---	CC	.774
NC1	<---	NC	.854
NC2	<---	NC	.762
NC3	<---	NC	.766
NC4	<---	NC	.759
AC1	<---	AC	.816
AC2	<---	AC	.769
AC3	<---	AC	.707
AC4	<---	AC	.840

Squared Multiple Correlations:

	Estimate
AC	.525
NC	.718
CC	.724
AC4	.706
AC3	.500
AC2	.592
AC1	.666
NC4	.577
NC3	.587
NC2	.581
NC1	.729
CC5	.599
CC4	.574
CC3	.598
CC2	.492
CC1	.753

Standardized Factor Loadings of the Transformational leadership Model

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
CP	<---	TL	1.226	.104	11.830	***	
MM	<---	TL	1.009	.087	11.551	***	
VM	<---	TL	.908	.085	10.715	***	
CL	<---	TL	1.000				
CL1	<---	CL	1.000				
CL2	<---	CL	.972	.046	20.951	***	
CL3	<---	CL	.911	.047	19.203	***	
CL4	<---	CL	.955	.048	19.709	***	
CL5	<---	CL	.895	.046	19.651	***	
CP1	<---	CP	1.000				
CP2	<---	CP	.921	.050	18.235	***	
CP3	<---	CP	.943	.047	20.206	***	
CP4	<---	CP	1.035	.050	20.800	***	
CP5	<---	CP	1.064	.049	21.551	***	
MM1	<---	MM	1.000				
MM2	<---	MM	1.086	.061	17.864	***	
MM3	<---	MM	.977	.058	16.828	***	
MM4	<---	MM	1.148	.061	18.924	***	
MM5	<---	MM	1.084	.059	18.236	***	
VM1	<---	VM	1.000				
VM2	<---	VM	.971	.061	15.975	***	
VM3	<---	VM	1.005	.060	16.845	***	
VM4	<---	VM	.999	.060	16.684	***	
VM5	<---	VM	1.007	.061	16.615	***	

Standardized Regression Weights:

			Estimate
CP	<---	TL	.822
MM	<---	TL	.839
VM	<---	TL	.726
CL	<---	TL	.691
CL1	<---	CL	.831
CL2	<---	CL	.813
CL3	<---	CL	.763
CL4	<---	CL	.778
CL5	<---	CL	.776
CP1	<---	CP	.811
CP2	<---	CP	.742
CP3	<---	CP	.802
CP4	<---	CP	.819
CP5	<---	CP	.841
MM1	<---	MM	.765
MM2	<---	MM	.779
MM3	<---	MM	.739
MM4	<---	MM	.820
MM5	<---	MM	.794
VM1	<---	VM	.764
VM2	<---	VM	.723
VM3	<---	VM	.759
VM4	<---	VM	.753
VM5	<---	VM	.750

Squared Multiple Correlations:

	Estimate
VM	.527
MM	.704
CP	.676
CL	.477
VM5	.562
VM4	.566
VM3	.577
VM2	.522
VM1	.584
MM5	.630
MM4	.673
MM3	.546
MM2	.607
MM1	.585
CP5	.707
CP4	.671
CP3	.643
CP2	.551
CP1	.658
CL5	.602
CL4	.605
CL3	.582
CL2	.661
CL1	.691

Standardized Factor Loadings of the Business Continuance Model

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
TSR	<---	BC	.778	.059	13.243	***	
CS	<---	BC	.938	.066	14.184	***	
ES	<---	BC	.643	.052	12.432	***	
P	<---	BC	1.000				
P1	<---	P	1.000				
P2	<---	P	.982	.042	23.572	***	
P3	<---	P	.783	.039	19.976	***	
P4	<---	P	.868	.040	21.516	***	
TSR1	<---	TSR	1.000				
TSR2	<---	TSR	1.067	.058	18.328	***	
TSR3	<---	TSR	1.100	.066	16.749	***	
TSR4	<---	TSR	1.228	.066	18.535	***	
CS1	<---	CS	1.000				
CS2	<---	CS	.853	.044	19.408	***	
CS3	<---	CS	.839	.043	19.370	***	
CS4	<---	CS	.877	.043	20.452	***	
ES1	<---	ES	1.000				
ES2	<---	ES	1.095	.053	20.605	***	
ES3	<---	ES	1.073	.053	20.353	***	
ES4	<---	ES	1.082	.054	20.152	***	

Standardized Regression Weights

			Estimate
TSR	<---	BC	.829
CS	<---	BC	.825
ES	<---	BC	.718
P	<---	BC	.810
P1	<---	P	.873
P2	<---	P	.840
P3	<---	P	.755
P4	<---	P	.792
TSR1	<---	TSR	.766
TSR2	<---	TSR	.810
TSR3	<---	TSR	.746
TSR4	<---	TSR	.819
CS1	<---	CS	.852
CS2	<---	CS	.764
CS3	<---	CS	.763
CS4	<---	CS	.794
ES1	<---	ES	.798
ES2	<---	ES	.838
ES3	<---	ES	.830
ES4	<---	ES	.823

Squared Multiple Correlations:

	Estimate
ES	.516
CS	.681
TSR	.688
P	.657
ES4	.678
ES3	.689
ES2	.703
ES1	.637
CS4	.630
CS3	.582
CS2	.584
CS1	.726
TSR4	.671
TSR3	.556
TSR2	.657
TSR1	.586
P4	.627
P3	.569
P2	.706
P1	.762

Appendix E

Certificate of English

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RAJABHAT UNIVERSITY

This is to certify that

Mrs. Li Ling

Achieved BSRU English Proficiency Test (BSRU-TEP) level

C2

Given on 22nd August 2021

(Assistant Professor Dr Kulsirin Aphiratvoradej)

Director

Appendix F

The Document for Accept Research / Full Paper

Current Manuscript Status:

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Successful Internal Marketing Factors on Entrepreneurial of Small and Medium Enterprises in China

Chaiyawit Muangmee * , Li Ling, Nusanee Meekaewkunchorn, Tatchapong Sattabu,

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Research Article

Successful Internal Marketing Factors on Entrepreneurial of Small and Medium Enterprises in China

Li Ling, Chaiyawit Muangmee*, Nusanee Meekaewkunchorn and Tatchapong Sattabu

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Abstract | The enhanced competition in the market and continuous change in the business environment, encouraging employees, increasing organizational commitment, and guaranteeing the enterprise's long-term stability and sustainable development have turned into key challenges for small and medium enterprises (SMEs). This study aimed to explore the relationship between internal marketing, organizational commitment, transformational leadership, and business continuity. Data were collected from 505 SME managers and analyzed through structural equation modeling to explore the said relationships. The results show that internal marketing significantly promotes employees' organizational commitment by enhancing their sense of participation and identity and further enhances the firm's business stability and innovation ability. In addition, internal marketing also has a significant positive impact on transformational leadership. In contrast, transformational leadership enhances employees' commitment to the organization by motivating their participation and work enthusiasm, thus promoting the firm's long-term development. These findings provide theoretical support for internal marketing in improving employee performance, enhancing organizational commitment, and promoting sustainable development of enterprises. They also provide important implications for the management practice of small and medium-sized enterprises. These findings suggest that SMEs should integrate internal marketing strategies to strengthen leadership effectiveness and employee commitment, ultimately fostering sustainable growth.

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Keywords | Internal marketing, Organizational commitment, Business continuity, Transformational leadership, Small and medium enterprises, China

Introduction

The world economy includes 90% of all businesses that operate as small and medium enterprises (SMEs), which also employ more than 50% of the global workforce (Arroyabe *et al.*, 2024). Formal small and medium enterprises generate around 40% of the total national income in emerging economies (World Bank, 2024). The export contribution of SMEs in China remained steady from 2012 to 2018 as they generated 22.9% and then 32.4% of national exports during this period (Ali *et al.*, 2023). However, in the context of accelerated globalization and digitalization, small and medium-sized enterprises (SMEs) are facing challenges such as intensified market competition, changing consumer needs and technological advances (Tariq, 2025). Although small and SMEs are significant in driving innovation, employment and economic growth, a higher incidence compared with large-scale enterprises is noted on issues of lack of resources, weak management capacity, and poor capacity to withstand risks (De Matteis *et al.*, 2023). Especially in the increasingly uncertain business environment, how to ensure the business continuity of enterprises has become the core issue of the survival and development of small and medium-sized enterprises (Silva *et al.*, 2025).

In this context, internal marketing, as a key management means, can improve employee satisfaction and work efficiency under the condition of limited resources, thus enhancing the competitiveness of enterprises (Demir, 2022; Khan and Afzal, 2018). At the same time, internal marketing can strengthen the organizational commitment of employees, reduce the turnover rate, and reduce the operating costs caused by personnel turnover. Moreover, the idea of introducing transformational leadership will give further reinforcement to the impact of internal marketing so as to boost the ability of employees' innovation and understanding of the corporate goals as well as to arouse the internal motivation and responsibility of employees (Nguyen and Vu, 2023; Yaseen *et al.*, 2020). Transformational leadership and organizational commitment synergy not only make employees feel part of the organization but also create a foundation for enterprises long-term sustainable development (Lee, 2024). Organizational success heavily depends on implementing effective internal marketing practices among these enterprises that aim for sustainable growth (Demir, 2022). An organization achieves success by treating its workers as internal clients while recognizing employee motivations and requirements to create higher employee involvement and satisfaction accompanied by improved outcomes (Muangmee *et al.*, 2023). The strategy proves crucial for SMEs because the ability to maintain employees together with productivity becomes essential for achieving market competitiveness.

Chinese small and medium enterprises must deal with specific market challenges because of their fast-moving markets and need to adopt new technologies (Ali *et al.*, 2023). A company that implements internal marketing practices will create a motivated employee base that addresses organizational challenges (Demir, 2022). The research on Chinese construction SMEs demonstrated that the following methods for marketing differentiation combined with innovation and Guanxi relationship development lead to better results (Zhao and Ha-Brookshire, 2018). SMEs worldwide, including those located in China, have not widely adopted internal marketing strategies even though the advantages are well-documented (Ma, 2014). The necessity for understanding better internal marketing methods for SME operations becomes evident since they hold the potential to advance entrepreneurial achievement.

Although previous studies have explored the relationship between internal marketing and organizational commitment, most of them have focused on large enterprises or specific industries. At the same time, research on the unique environment of SMEs is still limited. Moreover, the mechanism of transformational leadership in this relationship has not been fully studied. Therefore, the following objectives are set for this study:

- To examine the impact of internal marketing on organizational commitment within SMEs.
- To analyze the role of transformational leadership as a mediating factor in the relationship between internal marketing and organizational commitment.
- To assess how internal marketing contributes to organizational efficiency, creative development, and business continuity in SMEs.

This paper examines the positive internal marketing elements that shape SME entrepreneurship by studying their relationship to improved organizational efficiency, creative development, and lasting business viability. The analysis of Chinese SMEs' unique conditions and elements aims to deliver concrete, actionable knowledge for business leaders together with policymakers, academics, and researchers who wish to encourage sustainable business expansion.

Materials and Methods

Internal marketing and organizational commitment

As a management concept, internal marketing regards employees as "internal customers" and improves employees' job satisfaction and loyalty by optimizing the working environment, resource support, and incentive measures (Elshaer *et al*., 2024). Its core is to enhance employees sense of identity with corporate strategy, and then promote the realization of organizational goals. Research shows that internal marketing not only focuses on employees' external interests but also focuses on cultivating their internal identity, thus enhancing emotional commitment, continuous commitment and normative commitment (Aziiz and Susanti, 2024; Khan, 2022). Among them, emotional commitment is particularly critical, and a good working environment, vocational training, and development opportunities can make employees feel valued by enterprises, thus enhancing their loyalty (Davras, 2024). In addition, efficient communication mechanisms and management support help employees better understand corporate culture and strategic direction, enhance the sense of belonging and participation, and further strengthen organizational commitment (Soleymandarabia *et al*., 2024). Therefore, internal marketing can not only enhance employee satisfaction but also enhance organizational commitment and improve corporate stability and long-term performance. Therefore, this study proposes the following hypothesis:

H1: Internal marketing has a positive effect on organizational commitment.

Internal marketing and transformational leadership

Internal marketing and transformational leadership are key factors to enhance firm performance and employee commitment. Transformational leadership leads organizational change by stimulating employees' intrinsic motivation, shaping the shared vision and encouraging innovation (Kumar *et al*., 2024); Internal marketing enhances employees sense of participation, loyalty and recognition of organizational goals (Soleymandarabia *et al*., 2024). The research shows that there is a positive promoting effect between the two, that is, internal marketing provides the basis for the development of transformational leadership, and transformational leadership further enhances the effectiveness of internal marketing. By optimizing the working environment, providing development opportunities and enhancing employee satisfaction, internal marketing makes employees more willing to accept the guidance of transformational leadership and actively participate in organizational change (Binu Raj, 2022). At the same time, transformational leadership promotes organizational change and innovation by shaping vision, motivating communication and innovative thinking, and enhancing employees' sense of responsibility and creativity. In addition, transformative leadership enables employees to feel supported by leaders by shaping common goals and values, which further improves employee loyalty and job satisfaction (Dahleez and Abdelmuniem-Abdelfattah, 2022). Studies have shown that employees with high satisfaction are more likely to form a positive working attitude and are willing to contribute to the development of the organization (Kumar *et al*., 2024). Therefore, internal marketing enhances the influence of transformational leadership and promotes the sustainable development of enterprises by improving employee satisfaction and motivation. Based on this, this study proposes research hypotheses.

H2: Internal marketing has a positive impact on transformational leadership.

Transformational leadership and organizational commitment

Transformational Leadership involves making the employees realize the organizational goals through stimulation of their intrinsic motivation, creating a common vision and encouraging innovation and employee development. The studies have revealed that transformational leadership has a close positive relationship with Organizational Commitment, which is also great in enhancing the emotional commitment and loyalty of employees (Purwanto *et al*., 2021). First of all, transformational leaders enhance employees confidence in the future of the organization by clarifying their vision and goals, enabling them to show stronger continuous commitment in the face of challenges, that is, to support the development of the organization in the long term (Pamungkas *et al*., 2023). When employees career development is in line with organizational goals, their loyalty and sense of belonging will also be enhanced. Secondly, by encouraging innovation and autonomous decision-making, transformational leadership stimulates employees' awareness of innovation and enables them to gain a sense of value in the process of participating in corporate reform, thus enhancing emotional commitment (Susanto *et al*., 2023). This leadership style not only helps to cultivate employees' true emotions of accomplishment but also makes employees more dedicated to the unit through their internal motivation so as to benefit the long-term and stable development of the enterprise. According to the analysis given above, this study

proposes the research hypothesis:
H3: Transformational leadership has a positive impact on organizational commitment.

Organizational commitment and business continuity
Organizational Commitment refers to employees emotional and behavioral investment in the organization, including identification with organizational goals, loyalty and long-term retention intention (Hngoi *et al.*, 2023). A high level of organizational commitment not only affects employees' work attitudes and behaviors but also is directly related to the long-term success and sustainability of enterprises, which is particularly critical in small and medium-sized enterprises (SMEs) with limited resources and flexible management (Corrales-Estrada *et al.*, 2021). Studies have shown that enhancing organizational commitment can enhance employees' enthusiasm and responsibility for work, make them contribute more actively, improve work efficiency and product quality, and show stronger resilience and adaptability in the face of challenges, thus enhancing corporate competitiveness (Sánchez and De Batista, 2023). In addition, the reduction of employee turnover not only saves recruitment and training costs but also contributes to team stability and corporate culture inheritance, ensuring the long-term operation of the enterprise in the market. Organizational commitment is also helpful in stimulating employees' innovation and adaptability, and employees with high commitment are likely to offer ideas and suggestions to enable the enterprises to grab new opportunities in the dynamic market environment and to gain strong competitiveness in the long term (Vanichchinchai, 2023). In the context of increasing market uncertainty, high organizational commitment can support enterprises in moving forward steadily and promoting the sustainable development of business. Based on the above analysis, this study proposes research hypotheses.
H4: Organizational commitment has a positive impact on business continuity.

Transformational leadership and business continuity
Transformational leadership promotes organizational change and innovation by motivating and stimulating employees' intrinsic motivation and enhancing their sense of responsibility and loyalty. Transformational leaders usually have the characteristics of vision, personalized care and ethical demonstration (Sabbah, 2024). In small and medium-sized enterprises (SMEs), transformational leadership is particularly critical when dealing with challenges such as market movements, technological change and resource constraints. Transformational leaders can stimulate employees' awareness of innovation and sense of responsibility, and promote enterprises' continuous innovation in technology, products, services, processes and management methods, so as to improve the adaptability of organizations (Ali *et al.*, 2023). In addition, leaders vision and motivation methods can enhance employees creativity, form long-term innovation capabilities, and ensure that enterprises remain competitive and flexible in an uncertain environment. Research shows that transformational leadership can also enhance employees' loyalty and work engagement with the enterprise by improving employees' job satisfaction and performance, thus promoting the sustainable development of the enterprise (Kabii and Kinyua, 2023). On the contrary, effective leadership can increase the quality and production of employees' work, which gives small and medium-sized enterprises the opportunity to compete with the market and improve their survival rate and sustainable development ability. Consequently, the research hypotheses of this study are built based on this:
H5: Transformational leadership has a positive impact on business continuity.

Internal marketing and business continuity
Internal Marketing aims to improve employees job satisfaction by optimizing employee experience, providing quality services and strengthening communication, thus affecting the operational efficiency and performance of enterprises (Demir, 2022). Research shows that in small and medium-sized enterprises (SMEs), employees' satisfaction and work attitude are particularly important to the business continuity of enterprises. In addition, internal marketing enhances employees' organizational commitment by improving employee satisfaction, providing career development opportunities and enhancing communication, that is employees loyalty to the company, sense of responsibility and long-term retention intention (Lee, 2024). The improvement of organizational commitment not only reduces the recruitment and training costs of enterprises but also enhances the efficiency of team collaboration, thus providing sustainable competitive advantages for enterprises. Furthermore, internal marketing may also enhance internal marketing employees'

familiarity and enthusiasm of innovation, and inspires internal marketing employees to bring forward new products, services or new processing for enterprises in order to promote enterprise's service, products and processing optimization (Nguyen and Vu, 2023). For SMEs, innovation is key to maintaining market competitiveness and ensuring business sustainability (De Matteis *et al*., 2023). Strengthening internal marketing can not only enhance the creativity of employees, but also enhance the organizational resilience of enterprises, helping enterprises develop steadily in the market changes. Based on the above analysis, this study proposes research hypotheses.
H6: Internal marketing has a positive impact on business continuity.

Research model
Based on the aforementioned theoretical framework and research hypotheses, this paper constructs a research model with four core variables (internal marketing, organizational commitment, transformational leadership and business continuity). By analyzing the relationship between these four variables, the model explores their interaction and influence path so as to reveal how to enhance organizational commitment and transformational leadership through internal marketing so as to enhance the business continuity of small and medium-sized enterprises (Figure 1).

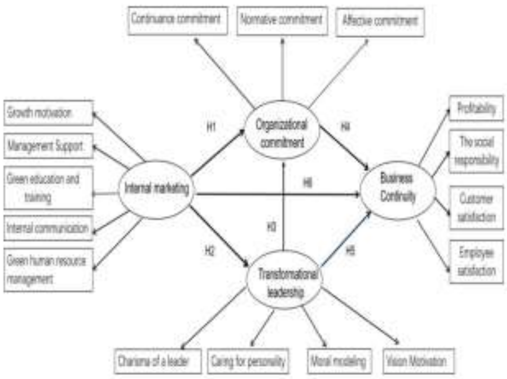

Figure 1: *Research model.*

Research methods
Data collection: For data collection, this study used a purposive sampling method, and the respondents of the questionnaire were managers (the middle and senior levels) of 50 SMEs. Through email and online survey platforms, 600 questionnaires were sent out to managers of these companies on companies in different industries, including manufacturing, services, and retail. A survey was finally accomplished, and a total of 505 valid questionnaires were obtained, the appropriate response rate being 84.17%. The main use of the questionnaire was to determine relations among variables such as internal marketing, organizational commitment, transformational leadership, and business continuity. Through purposive sampling, this study ensured the relevance and representativeness of the sample in order to analyze more accurately how SMEs promote their business continuity and competitiveness through these factors in a complex, competitive environment.

Instrumentation and measures
The 5-point likert scale of scale (1 = strongly disagree, 5 = strongly agree) was used to gauge the reliability and validity of measurement and the core variables were measured using the same maturity scale used in this study. According to Gounaris (2006), internal marketing is based on five dimensions of growth motivation, management support, green education and training, internal communication and green human resource management to measure the contribution of the enterprises in enhancing employee identity and satisfaction by means of internal marketing. Organizational commitment adopts Meyer and Allen (1991) scale, which covers affective commitment, continuous commitment and normative commitment to measure employees' dependence on the enterprise, loyalty and long-term retention intention. According to the scale of Avolio and Bass (2004), transformational leadership examines the four dimensions of leadership charisma, personality concern, moral example and vision motivation to evaluate how leaders improve organizational innovation through vision shaping and motivation. Business continuity adopts Ojha and Gokhale (2009) indicators, including four dimensions of profitability, social responsibility, customer satisfaction and employee satisfaction, to measure the stability and adaptability of enterprises in market competition. Each measurement tool has been widely verified to effectively assess the impact of internal marketing, organizational commitment and transformational leadership on business continuity, providing a solid data foundation for research.

Results

We performed an extensive evaluation of internal marketing strategies and entrepreneurial success within Chinese small and medium enterprises. Path analysis combined with reliability and validity tests from descriptive statistics examines the hypotheses in the results section.

Descriptive statistical analysis

For this study, questionnaires of 505 respondents, totaling 600 managers of SMEs, were collected through distributing questionnaires to them. Furthermore, a descriptive statistical analysis of the data was conducted, and the sample characteristics and data distribution were fully understood with the use of SPSS software. It sets the basis for subsequent hypothesis testing and model building. The data shown in Table 1 indicate that the mean value of each variable is comprised of between 3.341 and 3.795, respectively, which means that interviewed SMEs are fairly stable and generally above the medium level in internal marketing, organizational commitment, transformative leadership, and business continuity performance. The data exhibit skewness values between −0.869 and −0.022 and kurtosis values between −0.741 and −0.034, all within the ±2 threshold, aligning with Bagozzi (1981) normality standard. This shows that the data distribution basically conforms to the normality hypothesis, and the average value of the items is greater than 0.3, reflecting a moderately high level, which can provide a reliable basis for subsequent analysis.

Table 1: *Descriptive statistical analysis.*

Latent variable	Observed variables	N	Min	Max	Mean	S.D.	SK	KU
IM	GM	505	1	5	3.378	0.838	-0.174	-0.348
	MS	505	1	5	3.572	0.894	-0.239	-0.815
	GET	505	1	5	3.363	0.801	-0.034	-0.653
	IC	505	1	5	3.341	0.849	-0.099	-0.702
	GHRM	505	1	5	3.574	0.907	-0.635	-0.345
OC	CC	505	1	5	3.651	0.832	-0.47	-0.21
	NC	505	1	5	3.543	0.894	-0.585	-0.022
	AC	505	1	5	3.595	0.819	-0.406	-0.213
TL	CP	505	1	5	3.61	0.871	-0.503	-0.531
	MM	505	1	5	3.623	0.937	-0.669	-0.348
	VM	505	1	5	3.795	0.814	-0.741	-0.154
	CL	505	1	5	3.655	0.805	-0.438	-0.591
BC	TSR	505	1	5	3.388	1.021	-0.331	-0.738
	CS	505	1	5	3.353	0.952	-0.294	-0.869
	ES	505	1	5	3.584	0.934	-0.605	-0.48
	P	505	1	5	3.347	0.866	-0.175	-0.268

Reliability and validity analysis

Reliability and validity analyses were performed on the measurement instruments to guarantee precise recording of internal marketing effects on small and medium enterprises (SMEs) entrepreneurial success. A cronbach's alpha analysis was performed to determine the survey item reliability, which showed that each key variable measurement scale, including employee engagement, organizational commitment, and innovation, produced reliable results. The acceptable level for cronbach's alpha measurement was set at 0.7 or higher, which demonstrates that survey items properly assessed their intended target constructs (Muangmee *et al*., 2024).

Reliability analysis

After the reliability analysis of the questionnaire data, this study evaluated the standardized factor loadings of each variable, the correlation of items to the total score (CITC) and cronbach's alpha after each item was deleted. Each item was more than 0.7, and the number of cronbach's alpha was not significantly improved after any project (Table 2). The questionnaire had good internal consistency and could reliably measure each dimension. The cronbach's alpha value of the scale is 0.901, indicating that the questionnaire has good internal consistency.

Table 2: *Reliability analysis.*

Dimensions	Item	Standardized factor load	CITC	Item deleted Cronbach's alpha value	Cronbach's alpha
IM	GM	0.77	0.557	0.895	0.855
	MS	0.791	0.542	0.896	
	GET	0.747	0.548	0.895	
	IC	0.818	0.564	0.895	
	GHRM	0.763	0.547	0.895	
OC	CC	0.759	0.624	0.893	0.873
	NC	0.803	0.567	0.895	
	AC	0.717	0.616	0.893	
TL	CP	0.71	0.539	0.896	0.828
	MM	0.775	0.551	0.895	
	VM	0.79	0.516	0.896	
	CL	0.729	0.528	0.896	
BC	TSR	0.719	0.642	0.892	0.853
	CS	0.754	0.627	0.892	
	ES	0.808	0.566	0.895	
	P	0.72	0.574	0.894	

Validity analysis

Table 3 shows that the combined reliability of measurement for each latent variable is greater than 0.7, which means the measurement items for the latent variable are highly consistent. Therefore, the scale has enough convergent validity (AVE > 0.5), and the measured variables could better explain the latent variables. The R-squared analysis shows that the explanatory power of all observed variables on their latent variables is greater than between 0.477 and 0.724, indicating that all observed variables have a high explanatory power on their latent variables.

Table 3: *Validity analysis.*

Variables	Item	Estimate	CR	AVE	R^2
IM	GM	0.807	0.906	0.660	0.652
	MS	0.807			0.65
	GET	0.776			0.602
	IC	0.872			0.76
	GHRM	0.796			0.634
OC	CC	0.851	0.850	0.656	0.525
	NC	0.847			0.718
	AC	0.725			0.724
TL	CP	0.822	0.854	0.596	0.527
	MM	0.839			0.704
	VM	0.726			0.676
	CL	0.691			0.477
BC	TSR	0.829	0.874	0.635	0.516
	CS	0.825			0.681
	ES	0.718			0.688
	P	0.81			0.657

Model results

Fit analysis of the model: As seen from the Table 4 model fitting index data, CMIN/DF is 2.924 < 3 and P> 0.05, and this conforms to that of the standard less than 3 suggested by Wheaton *et al.* (1977), indicating that the model is well-fitted. The RMSEA of 0.062 is lower than 0.08, and thus, the fitting error of the model is very small, the subsequent goodness of fit criterion. Values of the indexes of GFI, CFI, NFI and IFI are all above 0.9 and are 0.908, 0.951, 0.939 and 0.928, respectively, which shows that the fitting effect of the model is ideal and can better explain the data on the basis. According to the model fitting index data in Table 4, CMIN/DF is 2.924, lower than 3, and P>0.05, which conforms to the standard of less than 3 proposed by Wheaton *et al.* (1977), indicating that the model has a good degree of fit. The RMSEA is 0.062, which is lower than 0.08 and meets the criterion of good fit, indicating that the fitting error of the model is very small. The indexes of GFI, CFI, NFI and IFI are all close to or greater than 0.9, which are 0.908, 0.951, 0.939 and 0.928, respectively, indicating that the fitting effect of the model is ideal and can better explain the data. Therefore, all fit indices reached the ideal values, indicating that the model has a good fit and is suitable for data analysis and hypothesis verification in this study.

Table 4: *Model fitting index.*

Indicators	CMIN/DF	GFI	IFI	CFI	NFI	RMSEA	P value
Ideal value	2.924	0.908	0.951	0.939	0.928	0.062	0.058
Reach the target value	<3	>0.8	>0.8	>0.9	>0.9	<0.08	>0.05

Table 5: *Unstandardized factor loadings.*

Path			Estimate	S.E.	T	P	R^2
GM	<---	IM	1	—	—	—	0.58
MS	<---	IM	0.999	0.058	17.25	***	0.572
GET	<---	IM	0.865	0.055	15.82	***	0.533
IC	<---	IM	1	0.061	16.394	***	0.633
GHRM	<---	IM	0.944	0.057	16.52	***	0.556
CC	<---	OC	1	—	—	—	0.52
NC	<---	OC	1.053	0.067	15.717	***	0.566
AC	<---	OC	0.924	0.061	15.158	***	0.598
CP	<---	TL	1	—	—	—	0.455
MM	<---	TL	1.23	0.084	14.721	***	0.616
VM	<---	TL	1.048	0.072	14.529	***	0.593
CL	<---	TL	0.933	0.07	13.365	***	0.48
TSR	<---	BC	1	—	—	—	0.562
CS	<---	BC	0.911	0.052	17.471	***	0.467
ES	<---	BC	0.865	0.051	16.871	***	0.6
P	<---	BC	0.731	0.048	15.245	***	0.629

Note: ***=$P < 0.001$

According to the data in Table 5, all path estimates are positive, so there is a positive relationship among the variables, which is in line with the research hypothesis. All path relationships are significant as the values of the t's are much greater than 2.56 and P < 0.001, validating that the model is statistically valid. All the observed variables have high explanatory power in relation to their latent variables, as the R-squared results show that the variables are greater than 0.455 or 0.633. Thus, its explanatory power in relation to the latent variables is greater than it was between the observations of them. The findings conform to the theoretical framework of this study as they support the role of internal marketing, organizational commitment, and transformational leadership in business continuity.

Direct path analysis

This study runs AMOS to explore the impact of direct paths among internal marketing, organizational commitment, transformative leadership and business continuity so as to verify the research hypothesis.

Internal marketing →Organizational commitment (H1)

A standardized parameter of 0.445 combined with a standard error of 0.048 and a t-value of 8.833 along with a P-value below 0.05 proves that internal marketing positively impacts organizational commitment. The research findings allow for the acceptance of Hypothesis 1 because effective internal marketing procedures producing clear communication alongside employee development and recognition practices build emotional ties and loyalty from employees. Previous studies establish that feeling integrated within organizational goals causes employees to commit more strongly to company objectives.

Internal marketing → Transformational leadership (H2)

Results from the study demonstrate a positive connection between internal marketing practices and transformational leadership. The obtained standard error of 0.048 and t-value of 6.358 with P-value < 0.05 evidence this correlation, which confirms Hypothesis 2 (H2). By implementing internal marketing practices, organizations create an environment that both connects staff members and develops leadership competencies that empower innovation and motivation. SMEs operating in dynamic markets gain an essential advantage through leaders who support continuous improvement along with adaptability because of their transformational leadership style.

Organizational commitment→Business continuity (H3)

The results indicate a confirmed Hypothesis 3 (H3) due to the positive relationship between organizational commitment and business continuity based on a path coefficient of 0.412 with a standard error of 0.045, a t-value of 7.134 and a P-value < 0.05. An organization's long-run business stability, together with resiliency, directly results from having committed employees. Organizational dedication from employees leads them to put significant commitment into problem-solving and business operation maintenance when uncertainty occurs.

Transformational leadership →Business continuity (H4)

This study shows through H4 that transformational leadership significantly impacts business continuity because the path coefficient reaches 0.376 and exhibits a P-value < 0.05, along with a t-value of 6.784 and a standard error of 0.046. Business operations, along with long-term success, depend highly on leaders who provide direction to guide and inspire employees throughout change processes. Through transformational leadership frameworks, SMEs become capable of handling market changes while developing new ideas to respond to emerging business situations.

Internal marketing → Business continuity (H5)

Research data indicated that internal marketing produces a direct positive effect on business continuity at a 0.359 level with 0.047 standard error while achieving a 6.542 t-value when the P-value is under 0.05. This validates Hypothesis 5 (H5). Internal marketing displays its capacity to fuel both intermediate elements, such as leadership and commitment, and directly promote sustainable business continuity for SMEs. Organizations achieve superior business performance together with continuity through internal marketing approaches that link employee engagement to organizational vision.

Organizational commitment → Transformational leadership (H6)

So, the path coefficient is 0.367, its standard error is 0.047, the t value is 6.521, and the P value is <0.05, which is in support of Hypothesis 6 (H6). That means that employees committed to their organization are more likely to be transformational leaders. They will take on leadership roles, generate innovation, and inspire others to succeed in the organization.

The path coefficient of Chinese workers, according to the data in Table 6: Internal marketing → organizational commitment, is 0.445, the standard error of which is 0.048, the t value is 8.883, and the P value is less than 0.05, which shows that the internal marketing has a significant positive effect on organizational commitment (H1 holds). The path coefficient is 0.348, the standard error is 0.048, the t value is 6.158, and the P value is less than 0.05. Thus, internal marketing has a significantly positiveeffect on transformative leadership (H2 has been confirmed).

Table 6: *Path coefficients among variables.*

Path	Estimate	S.E.	T(C.R.)	P
Internal marketing → Organizational commitment	0.445	0.048	8.833	***
Internal marketing → Transformational leadership	0.348	0.048	6.358	***
Organizational commitment → Business continuity	0.294	0.091	4.09	***
Transformational leadership → Business continuity	0.426	0.083	6.924	***
Transformational leadership → Organizational commitment	0.448	0.054	8.877	***
Internal marketing → Business continuity	0.175	0.066	3.165	0.002

*Note: ***=P < 0.001*

The path coefficient is 0.294; the standard error is 0.091, the t value is 4.09, and the P value < 0.05, implying that organizational commitment shows a significant positive impact on BCP (H3 is supported). The path coefficient is 0.426, the standard error is 0.083, the t value is 6.924, and P < 0.05, which indicates that transformational leadership has a rather significant positive impact on business continuity (H4 is supported). Organizational commitment → transformational leadership: the path coefficient is 0.514, the standard error is 0.072, the t value is 7.671, and the p-value is less than 0.05, thus supporting (H3). H6: Business continuity → internal marketing: The path coefficient is 0.175, the standard error is 0.066, the t value of 3.165, and the P value is smaller than 0.05. Thus, internal marketing significantly affects business continuity.

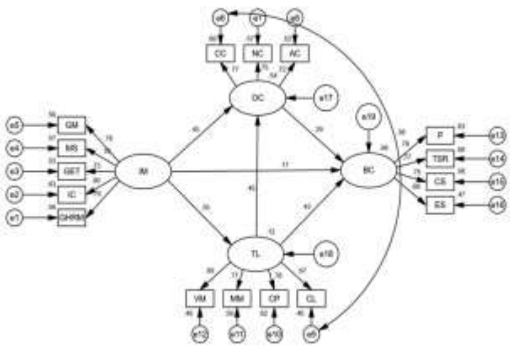

Figure 2: *Diagram of path.*

In this study, software was used to construct SEM for path analysis, verifying the relationship between variables and the validity of the research hypothesis. Figure 2 demonstrates the level of connection between internal marketing (IM) and various organizational factors through its unstandardized factor loadings. The relationship between IM and GM possesses a strong value of 0.76. IM has a similar level of significance to MS when influencing the results, which show a coefficient value of 0.76. Likewise, are the results for OC, BC, and TL.

Internal environment support increases through transformational leadership combined with effective internal marketing practices, leading to stronger organizational commitment and enabling sustainable entrepreneurial expansion. The research confirms how internal organizational strategies work together with SME performance achievements while providing crucial information for academic scholars as well as those focused on enhancing business success within Chinese dynamic markets.

Discussion

This study verified the relationship between internal marketing, organizational commitment, transformational leadership, and business continuity through empirical analysis supporting six hypotheses. The findings indicate that internal marketing significantly enhances organizational commitment by increasing employee participation and identity, aligning with the research of Ahmed and Taha (2023) and supporting the theoretical framework of Gounaris (2006). Similarly, this result is agreement with the study of Panyasupat *et al.* (2024), which emphasizes the importance of internal marketing strategies in driving employee engagement and commitment within modern enterprises.

Additionally, the study confirms that internal marketing has a significantly positive impact on transformational leadership, consistent with Lee (2024), providing a strong foundation for leadership development and enterprise reform. Transformational leaders, through effective internal marketing, inspire creativity, commitment, and innovation within organizations. This finding is further supported by Khurana *et al.* (2022), who highlight the role of digital marketing in enhancing entrepreneurial success, demonstrating how internal marketing and leadership initiatives contribute to business continuity in dynamic industries.

Furthermore, the research reveals a strong positive correlation between employees organizational commitment and business continuity, supporting the findings of Hngoi *et al.* (2023). This indicates that emotional commitment and continuous commitment are crucial for business stability and competitiveness. Moreover, transformational leadership significantly enhances employees organizational commitment by fostering motivation and personalized support, leading to employees long-term professional development. This perspective with Muangmee *et al.* (2023), who explored post-purchase intentions in Thailand's tourism sector, emphasizing trust, perceived value, and service quality as essential elements also influenced by strong organizational commitment and leadership.

Most importantly, the study confirms that internal marketing indirectly affects business continuity through organizational commitment and transformational leadership and directly enhances business stability and innovation capacity. This finding reinforces Gounaris (2006) and Demir (2022), that well-structured internal marketing strategies can significantly improve employee motivation and innovation, thereby strengthening enterprise performance and sustaining competitive advantage. Additionally, Muangmee *et al.* (2024) discuss the success factors for processed agricultural products in Thailand, demonstrating that internal marketing and leadership play crucial roles in maintaining business sustainability across different sectors.

To further validate these relationships, this study employed the Bootstrap method to examine the mediating effect of transformational leadership and organizational commitment between internal marketing and business continuity. The results confirm that transformational leadership and organizational commitment serve as critical mediators, consistent with the research of Ahmed and Taha (2023). These findings align with Muangmee *et al.* (2024), who emphasize the role of digital marketing in business sustainability, further underscoring the importance of leadership and commitment in ensuring long-term enterprise success.

Conclusion

Main findings

This study extends the theoretical framework of organizational behavior and strategic management by exploring the relationship between internal marketing, organizational commitment, transformational leadership, and business continuity. Through the discussion of SMEs, the mediating role of these variables in driving business continuity was clarified. The findings suggest that internal marketing serves as a key driver of employee commitment and leadership development, ultimately ensuring long-term business sustainability.

Managerial implications

Based on the findings, this study provides four key recommendations for SMEs managers: (1) Strengthen internal marketing: enterprises should establish a strong, cohesive corporate culture and enhance employees sense of organizational identity by strengthening employees sense of participation and belonging. Internal marketing can not only enhance employee job satisfaction but also reduce employee turnover, laying the foundation for the long-term stable development of the enterprise. (2) Cultivating transformational leaders: Organizations should actively develop managers with transformational leadership traits. Transformational leaders can stimulate the creativity and responsibility of employees through incentive stimulation and personalized care so as to promote innovation and adaptability and enhance competitiveness. (3) Pay attention to employees' organizational commitment: enterprises should improve employees' organizational commitment by providing career development opportunities and enhancing employees' professional identity. Enhancing organizational commitment can reduce employee turnover rate, improve employee work engagement, and then improve the stability and performance of the enterprise. (4) Focus on business continuity: To maintain a competitive edge in dynamic markets, businesses should integrate internal marketing, organizational commitment, and transformational leadership into their core strategies for business continuity.

Limitations of the study

While this study offers valuable theoretical and practical insights, it has certain limitations. Firstly, the research focuses on factors such as internal marketing and organizational commitment in SMEs, and future research will further explore the applicability of different types of enterprises, such as large enterprises. Secondly, this study mainly used the self-report scale to collect data, which may have social expectation bias. Future studies should incorporate diverse data collection methods, such as interviews, to mitigate potential biases and strengthen the findings. Finally, future research will consider adding more variables, such as personality characteristics of employees and organizational culture, to more comprehensively explore the factors affecting business continuity.

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Novelty Statement

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Author's Contribution

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Conflict of interest

The authors have declared no conflict of interest.

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Appendix G

Certificate of Translation

Certificate of Translation

Li Ling ， The document was entrusted to Shenzhen TransFirst Translation Co.,Ltd. for translation on July 18, 2025. Successful Internal Marketing Factors on Entrepreneurial of Small and Medium Enterprises in China ， The original text and the translated text should have the same meaning.

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