



## THE EFFECTS OF INTERNAL MARKETING ACTIVITIES ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

<sup>1</sup>Ferda ALPER AY

<sup>1</sup> Sivas Cumhuriyet University, Faculty of Health  
Sciences, [ferdaalperay@gmail.com](mailto:ferdaalperay@gmail.com)

communication dimensions, led to an  
increase in organizational citizenship  
behavior.

## ARTICLE INFO

**Keywords:** internal marketing,  
organizational citizenship behavior,  
rewarding and communication.

### **Abstract**

It is not possible for external customers to be satisfied without motivating internal customers. The purpose of this study was to examine the effect of internal marketing activities on organizational citizenship behavior. This study is important in terms of showing how internal marketing activities contribute to organizational citizenship behavior and to human resources management practices. A survey was conducted on 171 people in a hospital that produces hospital furniture and medical equipment. For the analysis of data in the study, exploratory factor analysis, correlation and multiple regression analyzes were used. In the research findings, there was a positive and significant correlation between internal marketing and organizational citizenship. As a result, increasing of internal marketing activities led to an increase in organizational citizenship behavior. Especially, from internal marketing activities an increase the importance of rewarding and

## 1. INTRODUCTION

Internal marketing is a concept that emerges and emerges in the late 1970s and early 1980s, focusing not only on external consumers, but also on internal constitutes (Kaplan,2017). Internal marketing term, used to describe the work done within an organization with the aim of training, motivating and communicating with employees, has been largely developed in the service sector. If an organization does not have internal marketing activities, it can not focus on how employees interact with their customers (Wilson and Gilligan,1995).

Stating clearly the importance of internal marketing, the chairman of Southwest Airlines' board of directors stated in 1996: "Who comes first for businesses?, customers, employees or shareholders? I have never hesitated to answer this question. Employees come first. If they are happy, satisfying, self-empowered and energetic, they will do what is best for their consumers, and therefore customers will come again; this will make also the shareholders happy "(Demir et al., 2008).

Internal marketing activities are closely related to employee satisfaction and performance. Employees in internal marketing are seen as internal customers. Thus, as the level of employee satisfaction increases, the likelihood of creating external satisfaction and loyalty for external customers will also increase (Ahmed and Rafiq, 2003). In internal marketing studies, organizational commitment (Joung et al.,2015; Chi et al.,2016); job satisfaction (Marques et al.,2018; Al-Ababneh et al., 2018), service quality (Sohail and Jang, 2017; Bang et al.,2016; Bonyadinaeini et al., 2015), Organizational performance (Ullah and Ahmad, 2017) and turnover intentions (Kim et al., 2016), institutional reputation

(Fettahlioglu et al. 2016) has been identified as having significant impact. Yüce and Kavak (2017) determined that internal marketing activities reduced the intention to leave work, where organizational commitment increased.

Başaran et al. (2011) found that internal marketing directly affected perceived quality of service, rewards and development dimensions, they found that job satisfaction is mediating between the rewarding dimension of internal marketing and perceived service quality. Internal marketing activities have been found to be an effective tool for organizational citizenship behavior (Yıldız, 2016; Salajeghe t al., 2015).

Today, the rapid development of customer expectations has increased the importance of human resources management. There is a greater need for organizations to fulfill their assets and to achieve their strategic goals, employees who behave beyond job descriptions (Bolat and Bolat, 2008). In other words, employees who exhibit organizational citizenship behavior have become more preferred.

Attaching importance to internal marketing activities that closely related to human resources management practices in increasing organizational citizenship behaviors in an organization, will bring forth the importance given to the employees of the organizations. In this study, internal marketing and organizational citizenship behavior are discussed together. When the literature is examined, there is a limited number of directly related researches in which internal marketing and organizational citizenship issues are studied together. These results show that there is a positive relationship between internal marketing practices and organizational citizenship behavior (Yildiz,2016; Kamalinasab et al.,

2014; Kamalinasab et al., 2017; Alshurideh et al.,2015; Salajeghe t al.,2015). This study is important in terms of showing how internal marketing activities contribute to organizational citizenship behavior. It is also important in terms of contributing to human resources management practices.

## **2.THEORETICAL FRAMEWORK**

### **2.1. Internal Marketing**

Today, the concept of internal marketing is one that has become intensely debated by researchers. The concept of internal marketing that emerged in the service marketing literature began to be addressed at the end of the 1970s (Ene, 2013), but nowadays it is among the topics that are examined in detail. Internal marketing has become increasingly important for organizations as the service industry and knowledge base grows in importance. Internal marketing, however, is not only concerned with the service sector, but also with the organizations that market the products (Dunmore 2002).

Internal marketing is a management philosophy that requires organizations to treat their employees as customers (Başaran et al., 2011). Internal marketing means that a service organization makes great investments in employee quality and performance. It is necessary to educate and motivate them effectively in order to ensure customer satisfaction and for employees to work in teams (Kotler et al., 1999). As a marketing "understanding", the satisfaction and motivation of employees in internal marketing are emphasized. Accordingly, internal marketing is an understanding of marketing aimed at attracting, retaining and motivating employees in order to enable an entrepreneur to effectively externally market (Rafiq and Ahmed 1993, Shepherd, 2004). Internal marketing focuses

on employees and helps the company achieve competitive advantage(Abbas and Riaz,2018). Internal marketing is a philosophy of management that envisages "acting like a customer" to employees, which offers actions to meet their demands in order to gain employee loyalty and organizational loyalty (Kocaman et al., 2013).

The dimensions of internal marketing can be expressed as career development, vision development, rewarding and intra-organizational communication from the definitions given in the literature and Money and Foreman's (1996) internal marketing scale (İşler and Özdemir, 2010). Internal marketing activities require that employees of the organization be informed, trained, developed, rewarded and motivated in order to meet the needs and expectations of the internal customers (Kocaman et al., 2013).

Internal marketing is closely related to human resource management practices. In internal marketing, which is a management philosophy that aims to shape business products to the needs of employees, everyone who works in the business is regarded as an internal customer and the service will be sold to the internal customers before the external customers, so that they are happy in the business (Uygun, et al., 2013). Internal marketing; human resources development, strategic management, staff relations, quality management, intra-organizational communication and macro marketing, is combination characteristic of many different management technologies (Özdemir, 2014).

### **2.2. Organizational Citizenship Behavior (OCB)**

As a concept, organizational citizenship first appeared in the literature in 1983 by Organ and colleagues. Organizational citizenship

behavior is one of the most researched topics today (Bateman and Organ, 1983) because of the contribution of employees to performance evaluations and to the success and effectiveness of organizations. The organ expressed organizational citizenship behavior as "good soldier behavior" (Organ 1997). According to Organ (1990), organizational citizenship behavior, is defined as "are useful behaviors for the organization that do not arise from the contractual compensation indemnity, can not be applied on the basis of official role obligations". Organizational citizenship behavior, which is crucial for the effective functioning of organizational functions, voluntarily indicates more of the required role requirement for employees to benefit the organization (Organ 1990). The organizational citizenship behaviors shown by the employees in the organization mainly appear in two ways. First, requires employees to actively participate in the organizational structure, practices and targets. Secondly, requires that the employee should avoid harmful behavior (Sökmen and Boylu, 2011).

It shows that social change, equality and reciprocity are related to norm theories, reward allocation, job satisfaction and organizational citizenship behavior and justice. Employees can improve their performance when they perceive fair behavior and job satisfaction. Demonstrating organizational citizenship behavior will be a possible way for employees to respond to their organizations (Netemeyer and Boles, 1997).

Organizational citizenship behavior, on the decisions, can be effective such as, managers' performance evaluations, wage increases, and promotion. Organizational citizenship behavior improves organizational effectiveness and performance in the long

run. It will also increase employees' internal motivations and achieve employee achievement, competence and contribution to belonging feelings. Organizational citizenship behavior is closely related to job satisfaction, organizational commitment, organizational justice, turnover and anti-citizenship behavior (Gürbüz, 2006). Organizational citizenship behavior provides the ability to attract and retain qualified workforce by making the working environment of the organization attractive (Karaman et al., 2008). It is known that organizational citizenship behaviors, organizational social mechanisms facilitate the functioning, reduce conflicts and increase effectiveness. As a result, exhibiting organizational citizenship behavior can increase organizational performance (Şehitoğlu ve Zehir, 2010).

Organizational citizenship behavior is classified in two ways. Individually directed organizational citizenship behavior (OCBI) is a citizen's behavior indirectly contributed by members. They are behaviors that help employees to their colleagues and thus indirectly contribute to the organization. Organizationally directed organizational citizenship behavior (OCBO) is voluntary behavior that members of the organization actively undertake in their duties and demonstrate to the benefit of the organization (Fu, 2013).

It is seen that there are different dimensions in organizational behavior dimensions in the literature (Oğuz, 2011). Organ (1997), however, has combined these dimensions under five headings. These are the dimensions "Altruism", "Conscientiousness", "Courtesy" "Sportmanship" and "Civic Virtue". Altruism, is voluntary behavior to help other people or to prevent work-related problems from occurring (Basım ve Şeşen, 2006). It is

used to help certain people who contribute to the activity (such as colleagues, partners, customers or boss) (Organ, 1997). Conscientiousness is a voluntary demonstration of a role behavior beyond the minimum role behaviors expected of employees. Courtesy is behavior based on informing others before making moves or making decisions that affect others' affairs (Basim ve Seşen, 2006). Sportsmanship means that the employees do not complain about the unavoidable or imposed situations related to the work. Civil virtue is the act of participating actively in the organization's activities, protecting the interests of the organization against possible changes and losses (Podsakoff et al. 2000).

Job satisfaction, employee engagement and job embeddedness, organizational commitment, HR practices, Self-efficacy, transformational leadership, self-serving motives and Culture are antecedents/determinants of OCB (Ocampo et al.,2018).

Determining the organizational citizenship behavior tendencies of candidates applying for employment in the selection of employees regarding human resources management activities can help to increase the efficiency and effectiveness of the organization (Çavuş and Develi, 2015: 239). In addition, training and development activities to increase the qualifications and activities of employees will contribute to exhibit organizational citizenship behavior (Çorum and Öge, 2018: 30).

Liu and the others explored (2017), explore the mediating effect of compulsory citizenship behavior in the relationship between organizational citizenship pressure and work-family conflict. Acaray and Akturan (2015) determined that prosocial organizational silence has a positive effect

on organizational citizenship behavior. Moorman et al. (2018) explained the importance of trust in organizational citizenship behavior. Ghanbari and Eskandari (2014) found a positive correlation between organizational climate and job motivation and organizational citizenship behavior. Lee and Woo (2017) found that job satisfaction partially mediated the relationship between organizational citizenship behavior and emotional labor.

Tabancalı and Çakıroğlu (2017) found that ethical leadership behaviors increased their organizational citizenship behaviors. Avcı (2016) stated that the organization's positive and strong organizational culture will contribute to the development of organizational citizenship behaviors. Dinka (2018) determined that employee performance is positively linked to organizational citizenship behavior. Seeing employees as internal customers will lead to the development of organizational citizenship behavior and will lead to an increase in service quality (Kamalinasab et al., 2014). Demirel and Güner (2015) found a positive relationship between internal customer relationships and organizational citizenship behavior. SeyedJavadin and by his friends (2012), it determined that organizational citizenship behavior is mediated between internal marketing and service quality.

An organization that has employees who demonstrate organizational citizenship behavior, according to other competitors, will have employees who give more importance to organization and work. The fact that the organization attaches more importance to its internal marketing activities, its the most important resource "human resource", will reveal the significance given. For this reason, it was thought that increasing the organizational

citizenship behavior would be an effect of the internal marketing activities and the hypotheses of the research was determined as follows.

H1: Internal marketing dimensions have a positive and significant effect on organizational citizenship.

H1a: Developing education and vision from internal marketing dimensions has a positive and significant impact on organizational citizenship behavior.

H1b: Rewarding and communication from the internal marketing dimensions has a positive and significant impact on organizational citizenship behavior.

H2: Internal marketing has a positive and significant effect on (general) organizational citizenship (general).

### **3. MATERIAL AND METHOD**

The main purpose of this research is to determine the effects of internal marketing activities on organizational citizenship behavior. This study constitutes the universe, which has many international design awards, hospital furnishings and producing medical equipment, a company that he in Sivas (Turkey) "Nitrocare" is situated under the name activity. The population of the research is 225 employees. The sample of the study consisted of 171 people who worked actively between November and December 2017. The sample is 76% of the universe. A written consent was obtained from Nitrocare Anonim Şirketi before it started to work. It seems that the number of samples is sufficient for the 5% confidence interval. 143 people were calculated to be adequate. (<http://www.raosoft.com/samplesize.html>).

The questionnaire was used in the study included questions about demographic characteristics consisting of 8 questions; consisting of 15 items "Internal Marketing Scale" developed by Money and Foreman (1996) (Kocaman et al., 2013) ; and "Organizational Citizenship Behavior Scale" consisting of 19 items which were combined with two different scales and made valid and reliable in Turkish by Basım ve Şeşen (2006). The intrinsic marketing scale was implemented in the form of a 5-point Likert scale, which " I absolutely disagree " with (1) and " strongly agree " with (5); whereas the organizational citizenship scale was used " never" (1) and "always" (6) in the form of a 6-point Likert scale. For the analysis of data in the study, percentage, frequency, arithmetic mean, descriptive (explanatory) factor analysis, t test, anova, correlation and regression analyzes were used with SPSS program.

Explanatory factor analysis was used to determine how many dimensions of internal marketing and organizational citizenship scales could be examined. The statistics on factor analysis for the following internal marketing scale are shown in table I. KMO sample fit was found to be 0,929, and the Barlett normal distribution test result was significant. Accordingly, since the value of KMO is significant, it can be said that there is a data suitable for factor analysis. For the internal marketing scale, two dimensions above of 1 the eigenvalues, were derived using varimax transformation. There are no substances that can be loaded in more than one factor in the scale items. For this reason, the substance was not removed. These two factors account for 70% of the total variance. It is usually sufficient that this ratio is above 50%. When the subcomponents and factor structures that make up these factors are examined, the first

factor (F1) which consists of 8 questions is composed of training and vision development components. The second factor

(F2) consists of 7 questions and rewards and communication components.

**Table I.** Results of factor analysis on internal marketing perceptions

<i>Internal Marketing</i>	<i>F1</i>	<i>F2</i>
10- This organization collects information from employees to improve employee duties and improve the organization strategy.	,824	
14- This organization has the flexibility to supply the different needs of employees.	,808	
13- Employees in this organization, for performing service roles, they are grown appropriately.	,801	
11- This organization, transmit the importance of service roles to employees, .	,795	
15- Communication with employees in this organization is of great importance and the importance of communication is placed in the organization.	,788	
12- Employees who provide excellent service to this organization are rewarded for their efforts.	,787	
9- This organization measures and rewards the performances of employees who often contribute to the vision of the organization.	,764	
8- This organization's performance measurement and reward systems, encourages their employees to work together.	,652	
1- This organization provides a vision for their employees will be able to believe.		,852
3- This organization prepares its employees to perform well in their jobs.		,847
4- This organization sees the development of its employees' knowledge and skills sees it as an investment rather than a cost.		,826
2- This organization transmits its vision appropriately to its employees.		,821
7- This organization, beyond the training of its employees, at the same time educates.		,702
5- The knowledge and skills of the employees in this organization, evolves in the organization process.		,633
6- This organization teaches its employees not how to do need things, teaches "why" should be done need that.		,623
Factor eigenvalue	8,914	1,629
Variance Percent of Factor Explained	59,429	10,857
Total Variance Explained (%):	70,287	
Tests: Kaizer-Meyer-Olkin test (KMO): 0.929 Barlett's test of Sphericity: 2144,586 (p<0.000)		

The scale of organizational citizenship behavior was combined with two different scales and the validity and reliability of Turkish version were made by Basım and Şeşen (2006). There are five dimensions in the scale consisting of 19 items. In this

study, the scale was done re-reliability and validity because it was applied to a different business. Kaiser-Meyer-Olkin (KMO) and Barlett test were performed with explanatory factor analysis for the data. KMO sampling suitability was found to be 0.892, and Barlett

normal distribution test result was significant. Since the KMO value is significant, can be said to be an appropriate data to do factor analysis. For the organizational citizenship behavior scale, 4 dimensions were derived above the eigenvalue 1 using varimax transformation. These items have been removed because more than one factor can be loaded in the 16th and 14th items (F1 and F3) and 5th item (F2 and F4).(Table II). These four

factors account for 66% of the total variance. It is usually sufficient that this ratio is above 50%. When examining the sub-components and factor structures that make up these factors; consists of the first factor (F1) courtesy that contains a total of 5 questions, the second factor (F2) Altruism with 4 questions, third factor (F3) civil virtue with 3 questions, and the fourth factor (F4) Conscientiousness with 3 questions.

Table II. Results of factor analysis on perceptions of organizational citizenship behavior

<i>Organizational Citizenship Behavior</i>	<i>F1</i>	<i>F2</i>	<i>F3</i>	<i>F4</i>
11- I try not to create problems for the other people I work with	,826			
10- When unexpected problems occur, not to be harmed their, I warn the other employees	,759			
9- I show respect for the rights and laws of other employees	,703			
12- I do not waste time complaining about minor problems	,660			
13- I try to see the positive direction of events rather than focus on problems related to the workplace environment	,659			
18- I keep pace with changes to the company structure .	,594			
2- I help a company employee who is overworked		,778		
1-I do the day's work for an employee who gets daily leave.		,748		
3- I help someone who starts a new job learn.		,685		
4- I do not avoid sharing materials with others when there are business problems		,658		
15- I am actively involved in the resolution of conflicts within the company			,725	
17- I voluntarily agree to the company's social activities.			,712	
19- I take part in research and project groups that perform all kinds of developer activities.			,697	
8- I do not spend time for personal work within working hours.				,722
7- I would like to participate in all activities that will create a positive image for my company.				,716
6- I spend most of my time in business related activities.				,700
Factor eigenvalue	8,351	1,645	1,521	1,111
Variance Percent of Factor Explained	43,953	8,659	8,007	5,846

Total Variance Explained (%):	66,464
Tests: Kaizer-Meyer-Olkin test (KMO): 0.892	
Barlett's test of Sphericity: 1868,175 (p<0.000)	

Unlike the original of the scale, the sportmanship did not create the factor with the dimension. For this reason, the sportmanship dimension was not included in this study and a total of 16 items were evaluated on scale. Reliability analysis of the scales was done after factor analysis.

When the reliability analysis results of the scales are examined, it can be said that Cronbach Alpha values (> 0.70) are quite reliable. The mean scores of the scale dimensions are also shown below (Table III).

Table III. Reliability levels for general and lower dimensions of scales

	<i>Number of items</i>	<i>Reliability</i>	<i>Average</i>	<i>Standard deviation</i>
Courtesy	6	0,886	4,84	0,99
Altruism	4	0,819	4,43	1,12
Civil virtue	3	0,739	4,34	1,14
Conscientiousness	3	0,779	4,59	1,13
Organizational Citizenship Behavior (General)	16	0,911	4,60	0,87
Training and vision development	8	0,941	2,99	1,14
Rewarding and communication	7	0,924	3,29	1,02
Internal marketing (general)	15	0,951	3,13	1,00

#### 4. FINDINGS

The distribution of 171 participants according to their socio-demographic characteristics is given in Table IV. According to this, 44.4% of the participants were in the 28-37 age group, 81.9% were male, 70.8% were married, 32.2% of them

had a bachelor's degree, 41.5% of the experience were between 1-5 years, 42.7% were employed as workers, 52% had a monthly income between 1500-3000 and 64.9% did not have managerial duty.

Table IV. Distribution of Participants according to Demographic Characteristics (n=171)

<i>Age</i>	<i>N</i>	<i>%</i>	<i>Educational status</i>	<i>N</i>	<i>%</i>
18-27	47	27,5	Primary education	47	27,5
28-37	76	44,4	High school	39	22,8
38 and over	48	28,1	Associate Degree	20	11,7
			License	55	32,2
			Master's degree	10	5,8
<i>Gender</i>			<i>Marital status</i>		
Woman	31	18,1	Married	121	70,8
Male	140	81,9	Single	50	29,2

Experience			<i>Title</i>		
1-5 years	71	41,5	Administrative staff	61	35,7
6-10 years	58	33,9	Technical personnel (engineer, technician and technician)	37	21,6
11-15 years	20	11,7	Worker	73	42,7
16 years and ve over	22	12,9			
Income status			Management task		
1500 and below	55	32,2	Yes	60	35,1
1501-3000	89	52,0	No	111	64,9
3001 and over	27	15,8			

In table V, there was a positive correlation between education and vision dimension from internal marketing dimensions and marital status of employees ( $r = 0.187$ ) and education level ( $r = 0.188$ ). Positive correlation was found between the level of civil virtue ( $r=0,153$ ), which is the dimension of organizational citizenship behavior, and the level of education. However, the correlation between education level and organizational citizenship behavior (general) is not significant. There was no correlation between gender, age, marital status, experience, title, managerial duty, and monthly income variables. There was a positive and significant correlation between internal marketing (general) and organizational citizenship (general) ( $r = 0,335$ ). There were positive and significant correlations between internal marketing

dimensions and organizational citizenship dimensions. There were significant and positive relationships between, in education and vision of internal marketing dimensions, between courtesy ( $r = 0,276$ ), civil virtue ( $r = 0,274$ ) and conscientiousness ( $r = 0,192$ ) of organizational citizenship behavior dimensions. There were significant and positive relationships between, in the rewarding and communication of internal marketing dimensions between of all of organizational citizenship behavior dimensions. [courtesy ( $r = 0,287$ ), altruism ( $r = 0,285$ ), civic virtue ( $r = 0,277$ ) and conscientiousness ( $r = 0,310$ )]. However, with the development of education and vision, which is the internal marketing dimension, there was no significant correlation between altruism.

Table V. Findings of correlation analysis of relationships between internal marketing and organizational citizenship behavior

	Gender	Age	Marital status	Education Status	Experience	Title	Management task	Income status	Training and vision development	Rewarding and communication	Internal marketing (general)
Gender									-,026	,072	,019
Age									-,073	-,073	-,079
Marital status									<b>,187*</b>	,101	,161*
Education status									<b>,188*</b>	,147	,184*
Experience									,014	-,087	-,033
Title									-,084	-,023	-,062
Management task									-,133	-,053	-,106
Income status									,056	,052	,058
1.Courtesy	-,072	-,008	,047	,062	-,067	-,020	-,072	-,024	,276**	,287**	,304**
2.Altruism	,013	-,029	,023	-,011	-,029	,003	-,035	-,003	,131	,285**	,215**
3.Civil virtue	,026	,009	,099	<b>,153*</b>	,054	-,131	-,119	,131	,274**	,277**	,298**
4.Conscientiousness	,010	-,117	,003	-,038	-,137	,061	-,050	,000	,192*	,310**	,264**
OCB (general)	-,018	-,039	,052	,051	-,058	-,025	-,083	,021	,273**	,356**	,335**

According to regression findings, about 13% ( $R^2 = 0.128$ ) of organizational citizenship behavior variable is explained by the variables of internal marketing dimension. No significant effect of training and vision development on organizational citizenship behavior ( $p > 0,5$ ). Rewarding and communication dimension had a positive and significant effect on

organizational citizenship ( $\beta = 0,324$ ,  $t = 3,207$ ,  $p = 0 < 0,5$ ). H1b hypothesis was therefore accepted, while H1a hypothesis was rejected. Accordingly, the dimension of internal marketing, rewarding and communication, leads to an increase in organizational citizenship behavior (Table VI).

Table VI. Findings of multiple regression analysis on the effects of internal marketing dimensions on organizational citizenship

Independent Variables	Dependent Variable	Model Summary		ANOVA		Regression coefficients			Hypotheses	Result
		R	R <sup>2</sup>	F	p	Beta	T	p		
		1. Education and Vision Development	OCB	0,357	0,128	12,300	0,000	0,046		
2. Rewarding and Communication	0,324	3,207						<b>0,002*</b>	H <sub>1b</sub>	Accept

\*p < 0.05. \*\*p < 0.01; Durbin-Watson = 1,762

According to regression analysis findings, 11% of the organizational citizenship variable (R<sup>2</sup> = 0.112) is explained by the internal marketing variable. Internal marketing has a positive and significant effect on organizational

citizenship ( $\beta = 0,335$ ,  $t = 4,621$ ,  $p = 0 < 0,5$ ). Hence, the H2 hypothesis has been accepted. Accordingly, as internal marketing activities increase, organizational citizenship behavior may increase (Table VII).

Table VII. Simple regression analysis regarding the effects of internal marketing activities (general) on organizational citizenship behavior (general)

Independent Variables	Dependent Variable	Model Summary		ANOVA		Regression coefficients			Hypothesis	Result
		R	R <sup>2</sup>	F	p	Beta	T	p		
		Internal Marketing	OCB	0,335	0,112	21,350	0,000	0,335		

\*p < 0.05. \*\*p < 0.01; Durbin-Watson = 1,697

## 5. DISCUSSION AND RESULT

In today's organizations, it is more preferable to have employees who demonstrate extra-role behaviors that exceed the limits of their job descriptions in order to achieve their goals. Organizations have to pay attention to the needs of the human resource, which is the most important resource. If internal marketing activities that closely concern human resources management practices are given importance, organization employees may increase organizational citizenship behavior exhibits and it can provide contributions of qualified personnel to remain in the organization.

This study was conducted to determine the effect of internal marketing activities on organizational citizenship behavior. It has been examined whether there is a significant difference between the variables according to socio-demographic characteristics in the study. According to the results of the research, no significant difference was found between organizational citizenship behavior and demographic variables. Similarly, in the Akindobe (2011) study, it was determined that personal factors did not have significant determinants of organizational citizenship behavior, but extroversion and experiential openness dimension of personality factors were significant determinants of organizational citizenship behavior. Similarly, Podsakoff et al. (2000: 527) did not find a significant difference in their research in terms of gender and duration of duty, organizational citizenship behavior (general) and organizational citizenship behavior.

In the perceptions of intrinsic marketing activities; in terms of education level, perceived level of internal marketing activities of high school graduates was

found to be significantly lower than that of associate degree graduates. Furthermore, according to the marital status variable, the perception of inner marketing was higher than that of married ones. In other words, in high school graduates and married employees, the internal marketing activities performed by the organization are perceived as lower. Accordingly, it may be suggested that the emphasis should be placed on the provision of opportunities and environments for the company, especially for high school graduates and married employees, in terms of internal marketing activities.

Similarly, in the research of Çoban et al. (2008), there was a difference between level of education and marital status and level of satisfaction with internal marketing activities. In terms of education level, internal marketing practices, internal communication, internal integration and level of satisfaction with internal product activities was higher in associate and university graduates. On the other hand, according to marital status, satisfaction levels of internal product activities were found to be higher for married employees than for single employees.

In study there was found a positive and significant correlation between internal marketing (general) and organizational citizenship (general) ( $r = 0,335$ ). Accordingly, the increase in internal marketing activities can lead to an increase in organizational citizenship behavior. However, there was no significant correlation between education and vision development, which is the dimension of internal marketing activities, and the altruism dimension of organizational citizenship. In other words, increasing education and vision development, it also leads to an increase in courtesy, civil virtue and conscientiousness in the dimensions of

organizational citizenship, it does not cause an effect on altruism behaviors.

According to the findings of regression analysis, no significant effect of organizational citizenship behavior was found on education and vision development (H1a hypothesis was rejected). On the other hand, positive and significant effect of rewarding and communication dimension on organizational citizenship was found (H1b hypothesis was accepted). Accordingly, rewarding and communication, the dimension of internal marketing, caused an increase in organizational citizenship behavior.

Moreover, according to the findings of simple regression analysis, a positive and significant effect of internal marketing activities on organizational citizenship was determined. (H2 hypothesis was accepted). Accordingly, as internal marketing activities increase, organizational citizenship behavior increases. These results support research in the literature (Yildiz,2016; Kamalinasab et al., 2014; Kamalinasab et al., 2017; Alshurideh et al.,2015; Salajeghe t al.,2015; Abzari and Ghujali, 2011; Mahmood et al.,2013; Barzoki, and Ghujali, 2013).

Similarly, Demirel and Güner (2015) investigated the relationship between internal customer relationships and organizational citizenship behaviors. In their research, the dimensions of internal customer relationships (effective management, internal customer orientation, collaboration and communication, internal customer satisfaction and technology competence) was positively related to the dimensions of organizational citizenship behavior (Individually directed (OCBI) and organizationally directed (OCBO) organizational citizenship behavior). Alshurideh et al., (2015), in their research, on organizational citizenship behavior,

internal marketing dimensions of motivation and communication have a strong impact, but less impact on the dimensions of training and development has been determined. These results support the results of the study.

As a result, increasing internal marketing activities led to an increase in organizational citizenship behavior. In particular, importance given to rewarding and communication dimensions from internal marketing activities, led to an increase in organizational citizenship behavior. Accordingly, attaching importance to the internal marketing activities of organizations can contribute to the increase of employees who exhibit organizational citizenship behavior. In particular, more emphasis on rewarding and communication activities can be suggested to increase organizational citizenship behavior.

Attaching importance to internal marketing activities that closely related to human resources management practices in increasing organizational citizenship behaviors in an organization, will bring forth the importance given to the employees of the organizations. If organizations want to maintain external customer satisfaction and commitment, it is necessary first to give importance to the internal customer. In other words, you can not please the outside customer without being motivated the internal customer. For this reason, firstly, the giving importance internal customers, meeting their needs, and thus giving more importance to rewarding and communication as internal marketing activities for motivation, will also increase the organizational citizenship behaviors.

In order to increase the generalizability of the results of the study, it is recommended to reproduce the study in large samples in

public and private institutions. This study is important in terms of encouraging internal marketing practices and contributing to organizational citizenship behavior. This study has an impact on future theoretical and empirical research. In future research, I encourage both the internal marketing and organizational citizenship behavior to be addressed clearly. In future research, achieving different or similar results may also contribute to organizational behavior and human resource management as well as to internal marketing practices.

## REFERENCES

- Abbas, R. A. & Riaz, M. T. (2018). The effect of internal marketing dimensions on organizational commitment of employees: An Investigation among Private Banks in Faisalabad. Pakistan (A study based on different dimensions of internal marketing), 7, 147-165.
- Abzari, M. & Ghujali, T. (2011). Examining the impact of internal marketing on organizational citizenship behavior. *International Journal of Marketing Studies*, 3, 95-104.
- Acaray, A. & Akturan, A. (2015). The Relationship Between Organizational Citizenship Behaviour And Organizational Silence. *Procedia-Social and Behavioral Sciences*, 207, 472-482.
- Ahmed, P. K. & Rafiq, M. (2003). Internal marketing issues and challenges. *European Journal of marketing*, 37, 1177-1186.
- Akinbode, G. A. (2011). Demographic and dispositional characteristics as predictors of organizational citizenship behaviour. *IFE Psychologia: An International Journal*, 19, 375-404.
- Al-Ababneh, M. M., Masadeh, M. A., Al-Shakhsheer, F. J. & Habiballah, M. M. A. (2018). The impact of internal service quality on job satisfaction in the hotel industry. *Research in Hospitality Management*, 8, 55-62.
- Alshurideh, M., Alhadeed, A. Y. & Barween, A. (2015). The effect of internal marketing on organizational citizenship behavior an applicable study on the University of Jordan employees. *International Journal of Marketing Studies*, 7, 138-145.
- Avcı, A. (2016). Örgüt Kültürünün Örgütsel Vatandaşlık Davranışlarına Etkisi. *Journal of Human Sciences*, 13, 5373-5398.
- Bang, W. S., Oh, J. S. & Chung, K. H. (2016). A Study on the Effect of Internal Marketing on Internal Service Quality: The Moderating Role of Self-Esteem. *한국경영정보학회 학술대회*, 102-108.
- Basım, H. N. & Şeşen, H. (2006). Örgütsel vatandaşlık davranışı ölçeği uyarlama ve karşılaştırma çalışması. *Ankara Üniversitesi SBF Dergisi*, 61, 83-101.
- Başaran, Ü., Büyükyılmaz, O. & Çevik, E. İ. (2011). İçsel pazarlamanın algılanan hizmet kalitesi üzerindeki etkisinde iş tatmininin aracılık rolü. *Dokuz Eylül Üniversitesi İşletme Fakültesi Dergisi*, 12, 201-225.
- Barzoki, A. Sh. and Ghujali, T. (2013). Study the Relationship of Internal Marketing with Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior. *International Journal of Academic Research in Business and Social Sciences*, 3, 33-49.
- Bateman, T. S. & Organ, D. W. (1983). Job Satisfaction And The Good Soldier: The Relationship Between Affect And Employee "Citizenship". *Academy of management Journal*, 26, 587-595.
- Bolat, O. İ. & Bolat, T. (2008). Otel işletmelerinde örgütsel bağlılık ve örgütsel vatandaşlık davranışı ilişkisi. *Balıkesir Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 11, 75-94.
- Bonyadinaeinı, A., Kamfiroozı, M. & Dehghan, M. M. (2015). Surveying The Effect Of Internal Marketing And

- Internal Branding On Service Quality (Case Study: A Server Company). *Journal Of Marketing Management*, 9, 83-99
- Chi, H., Yeh, H. & Liou, J. (2016). How Internal Marketing Mediates the Relationship between Teacher's Organizational Commitment and Job satisfaction. *Journal of Education & social policy*, 3, 56-69.
- Çavuş, M. F. & Develi, A. (2015). İnsan kaynakları yönetimi uygulamalarının örgütsel vatandaşlık davranışı üzerindeki etkileri. *TISK Academy/TISK Akademi*, 10, 230-249.
- Çoban, S., Nilüfer, Ş., Perçin, Tandoğan, G. K. (2008). İçsel pazarlamada iç müşteri tatmininin demografik özelliklere göre farklılaşması: neşehir'de dört yıldızlı otel çalışanlarına yönelik bir araştırma. 13. Ulusal Pazarlama Kongresi, 2008, Nevşehir.
- Çorum, M. & Öge E. (2018). İnsan kaynakları yönetimi fonksiyonlarından eğitim ve geliştirme faaliyetlerinin örgütsel vatandaşlık davranışına etkileri: bankacılık sektöründe bir araştırma. *ASSAM Uluslararası Hakemli Dergi*, 10, 24-36.
- Demir, H., Usta, R. & Okan, T. (2008). İçsel pazarlamanın örgütsel bağlılık ve iş tatminine etkisi. *Hacettepe Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 26, 135-161.
- Demirel, Y. & Güner, E. (2015). İç müşteri ilişkileri yönetiminin örgütsel vatandaşlık davranışı üzerine etkisi. *Journal of Alanya Faculty of Business/Alanya İletme Fakültesi Dergisi*, 7.1-14.
- Dinka, D. D. (2018). Organizational citizenship behaviour and employees performance assessment: the case of dire dawa university. *American Journal of Theoretical and Applied Business*, 4, 15-26.
- Dunmore, M. (2002). Inside-out marketing: how to create an internal marketing strategy. Kogan Page Ltd., London.
- Ene, S. (2013). İçsel pazarlamaya yönelik olarak çalışanların pazarlama kültürünün oluşturulmasının işletme performansını arttırmadaki rolü. *Uluslararası İktisadi ve İdari İncelemeler Dergisi*, 5, 67-91.
- Fettahlıoğlu, H. S., Yıldız, A. & Birin, C. (2016). İçsel pazarlamanın kurumsal itibar üzerine etkisi: bir alan araştırması. 3rd International Congress on Social Sciences, China to Adriatic, October 27-30, 2016, Antalya, Türkiye.
- Fu, Y. K. (2013). High-performance human resource practices moderate flight attendants' organizational commitment and organizational citizenship behavior. *Social Behavior and Personality: an international journal*, 41, 1195-1208.
- Ghanbari, S. and Eskandari, A. (2014). Organizational climate, job motivation and organizational citizenship behavior. *International Journal of Management Perspective*, 1.1-14.
- Gürbüz, S. (2006). Örgütsel vatandaşlık davranışı ile duygusal bağlılık arasındaki ilişkilerin belirlenmesine yönelik bir araştırma. *Ekonomik ve Sosyal Araştırmalar Dergisi*, 3, 48-75
- İşler, D. B. & Özdemir, Ş. (2010). Hastane işletmelerinde içsel pazarlama yaklaşımının iş tatmini ve örgütsel bağlılık üzerine etkisi: Isparta ili örneği. *Hacettepe Sağlık İdaresi Dergisi*, 13,115-142.

- Joung, H. W., Goh, B. K., Huffman, L., Yuan, J. J. & Surlles, J. (2015). Investigating relationships between internal marketing practices and employee organizational commitment in the foodservice industry. *International Journal of Contemporary Hospitality Management*, 27, 1618-1640.
- Kamalinasab, H., Sami, A. & Zendedel, A. (2017). The effect of internal marketing on service quality with emphasis on moderator role of organizational citizenship behavior (case study postal services in khorasan razavi province). *QUID: Investigación, Ciencia y Tecnología*, 1, 1246-1258.
- Kamalinasab, H., Sami, A., Zendedel, A. & Zargari M. J. (2014). Internal marketing, organizational citizenship behavior and quality of service. *Applied mathematics in Engineering, Management and Technology*, 2, 2014:492-495.
- Karaman, K., Yücel, C. & Dönder, H. (2008). 'Öğretmen görüşlerine göre, okullardaki bürokrasi ile örgütsel vatandaşlık arasındaki ilişki. *Kuram ve Uygulamada Eğitim Yönetimi*, 53, 49-74.
- Kaplan, R. S. (2017). Internal Marketing and Internal Branding in the 21 st Century Organization. *IUP Journal of Brand Management*, 14, 7-22.
- Kim, J. S., Song, H. J. & Lee, C. K. (2016). Effects of corporate social responsibility and internal marketing on organizational commitment and turnover intentions. *International Journal of Hospitality Management*, 55, 25-32.
- Kocaman, S., Durna, U. & İnal, M. E. (2013). Konaklama İşletmelerinde İçsel Pazarlama Uygulamalarının Örgütsel Bağlılığa Etkisi: Alanya Örneği. *Journal of Alanya Faculty of Business/Alanya İşletme Fakültesi Dergisi*, 5, 21-29.
- Lee, Y. H. & Woo, B. (2017). Emotional Labour, Emotional Exhaustion, Job Satisfaction And Organisational Citizenship Behaviour Among Korean Fitness Employees. *South African Journal for Research in Sport, Physical Education and Recreation*, 39, 137-148.
- Liu, Y., Zhao, H. & Sheard, G. (2017). Organizational citizenship pressure, compulsory citizenship behavior, and work-family conflict. *Social Behavior and Personality: an international journal*, 45, 695-704.
- Mahmood Y., Meysam S, Ayoob R. (2013). Examining The Impact Of Internal Marketing Orientation And Organizational Citizenship Behavior On Organizational Performance At The University Of Mazandara. *Journal of Executive Management*, 4,157- 176.
- Marques, C. P., Leal, C. T., Marques, C. S. & Cabral, B. T. (2018). Internal marketing and job satisfaction in hotels in Via Costeira, Natal, Brazil. *Tourism & Management Studies*, 14, 36-42.
- Money, A. and Foreman, S. (1996). The Measurement of Internal Marketing: A Confirmatory Case Study. *Journal of Marketing Management*, 11,755-766.
- Moorman, R. H., Brower, H. H., Grover, S. L. ( 2018 ). Organizational citizenship behavior and trust: Pursuing an upward spiral. In Podsakoff P. M. MacKenzie S. B. Podsakoff N. P. (Eds.), *Oxford handbook of organizational citizenship behavior*. New York, NY: Oxford University Press. doi: 10.1093/oxfordhb/9780190219000.013.20

- Netemeyer, R. G., Boles, J. S., McKee, D. O. & McMurrian, R. (1997). An Investigation Into The Antecedents Of Organizational Citizenship Behaviors In A Personal Selling Context. *The Journal of Marketing*, 61, 85-98.
- Ocampo, L., Acedillo, V., Bacunador, A. M., Balo, C. C., Lagdameo, Y. J. & Tupa, N. S. (2018). A historical review of the development of organizational citizenship behavior (OCB) and its implications for the twenty-first century. *Personnel Review*, 47, 821-862.
- Oğuz, E. (2011). Öğretmenlerin Örgütsel Vatandaşlık Davranışları İle Yöneticilerin Liderlik Stilleri Arasındaki İlişki. *Kuram ve Uygulamada Eğitim Yönetimi*, 3, 377-403.
- Organ, D. W. (1990). The Motivational Basis Of Organizational Citizenship Behavior. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior*, 12, 43-72). Greenwich, CT: JAI Press.
- Organ, D. W. (1997). Organizational Citizenship Behavior: It's Construct Clean-Up Time. *Human performance*, 10, 85-97.
- Rafiq, M. & Ahmed, P. K. (1993). The Scope Of Internal Marketing: Defining The Boundary Between Marketing And Human Resource Management. *Journal of Marketing Management*, 9, 219-232.
- Salajeghe, S., Farahbakhsh, A. and Sohi, Z. (2015). Explaining The Relationship Between Internal Marketing Activities With Organizational Citizenship Behavior Among Employees of Tejarat Bank. *Indian Journal of Fundamental and Applied Life Sciences*, ISSN: 2231– 6345 (Online), 5, 3644-3655.
- Sohail, M. S. & Jang, J. (2017). Understanding the relationships among internal marketing practices, job satisfaction, service quality and customer satisfaction: an empirical investigation of Saudi Arabia's service employees. *International Journal of Tourism Sciences*, 17, 67-85.
- Sökmen, A. ve Boylu, Y. (2011). Örgütsel vatandaşlık davranışı cinsiyete göre farklılık gösterir mi? otel işletmeleri açısından bir değerlendirme. *Gaziantep University Journal of Social Sciences*, 10, 147-163.
- SeyedJavadin, S., Rayej, H., Yazdani, H., Estiri, M. & Aghamiri, S. A. (2012). How organizational citizenship behavior mediates between internal marketing and service quality: The case of Iranian GAS company. *International Journal of Quality & Reliability Management*, 29, 512-530.
- Şehitoğlu, Y. & Zehir, C. (2010). Türk kamu kuruluşlarında çalışan performansının, çalışan sessizliği ve örgütsel vatandaşlık davranışı bağlamında incelenmesi. *Amme İdaresi Dergisi*, 43, 87-110.
- Tabancalı, E. & Çakıroğlu, K (2017). Okul müdürlerinin etik liderlik davranışları ile öğretmenlerin örgütsel vatandaşlık davranışları arasındaki ilişki. *Mersin Üniversitesi Eğitim Fakültesi Dergisi*, 13, 392-417.
- Ullah, M. & Ahmad, H. M. (2017). The Impact of Internal Marketing on the Organizational Performance through Organizational culture Mediation. *Abasyn University Journal of Social Sciences*, 10,129-148.
- Uygun, M., Güner, E. & Mete, S. (2013). Hizmet İşletmelerinde İç Müşteri Yaklaşımının Çalışanların Müşteri

Yönlü Davranış Geliştirmesindeki Rolü. Organizasyon ve Yönetim Bilimleri Dergisi, 5, 129-149.

Wilson, R.M. and Gilligan, C. 1995. Strategic Marketing Management, third edition. Butterworth-Heinemann, Oxford.

Yildiz, S. M. (2016). The effect of internal marketing on organizational citizenship behavior of academic staff in higher

educational institutions. Universal Journal of Educational Research, 4, 1122-1128.

Yüce, A. & Kavak, O. (2017). İçsel pazarlama faaliyetlerinin örgütsel bağlılık ve işten ayrılma niyeti üzerindeki etkisi: bir araştırma. Balkan and Near Eastern Journal of Social Sciences, 3, 79-96.