

Exploring the Relationships among Internal Marketing, Work Engagement, Job Performance and Turnover Intention: An Empirical Application in Sports Organizations

İçsel Pazarlama, İşe Cezbolma, İş Performansı ve İşten Ayrılma Niyeti Arasındaki İliřkiler: Spor Örgütleri Üzerinde Ampirik Uygulama

Süleyman M. YILDIZ^{ID}

Abstract

This study aimed to determine the relationships among internal marketing, work engagement, job performance, and turnover intention by focusing on sports organizations. The data was obtained from employees of public organizations providing sports services in the west of Turkey. Four different scales were used for data collection: The IM-11 Scale developed by Yıldız and Kara (2017), the UWES-3 scale developed by Schaufeli et al. (2019), the job performance scale developed by Sigler and Pearson (2000), and the turnover intention scale developed by Landau and Hammer (1986). Relationships between the variables were determined by correlation and hierarchical regression analyses. Correlation analysis showed that internal marketing had a significant and positive relationship with both work engagement and job performance, and it also indicated a significant and positive relationship between work engagement and job performance. This analysis also showed that turnover intention was significantly and negatively related to internal marketing, work engagement, and job performance. On the other hand, hierarchical regression analysis showed that work engagement had a partial mediating effect between internal marketing and job performance, and similarly, work engagement had a partial mediating effect between internal marketing and turnover intention. These results revealed that sports organizations should give importance to internal marketing and practices that attract employees to work in order to increase employees' job performance and at the same time reduce their turnover intention.

Keywords: Internal marketing, work engagement, job performance, turnover intention, sport organizations

* Prof. Dr., Muğla Sıtkı Kocman University, Faculty of Sport Sciences, Muğla, Türkiye smyildiz@gmail.com, ORCID: <http://orcid.org/0000-0002-5335-3593>

How to cite this article/Atıf için: Yıldız, S.M. (2024). Exploring the relationships among internal marketing, work engagement, job performance and turnover intention: An empirical application in sports organizations. *Eurasian Research in Sport Science*, 9(1), 15-26. DOI: 10.29228/ERISS.42

Makale Gönderim Tarihi: 03.06.2024

Yayına Kabul Tarihi: 11.06.2024



Bu eser Creative Commons Atıf-Gayri Ticari 4.0 Uluslararası Lisansı ile lisanslanmıştır.

Öz

Bu çalışmada, spor örgütlerine odaklanılarak, içsel pazarlama, işe cezbolma, iş performansı ve işten ayrılma niyeti arasındaki ilişkilerin belirlenmesi amaçlanmıştır. Çalışmanın verileri Türkiye'nin batısında bulunan, spor hizmeti sunan kamu örgütleri çalışanlarından elde edilmiştir. Veri toplama amacıyla dört farklı ölçek kullanılmıştır. Bunlar Yıldız ve Kara (2017) tarafından geliştirilen IM-11 Ölçeği, Schaufeli vd., (2019) tarafından geliştirilen UWES-3 ölçeği, Sigler ve Pearson (2000) tarafından geliştirilen iş performansı ölçeği, ve Landau ve Hammer (1986) tarafından geliştirilen işten ayrılma ölçeğidir. Değişkenler arasındaki ilişkiler korelasyon ve hiyerarşik regresyon analizleri ile belirlenmiştir. Korelasyon analizi, içsel pazarlamanın hem işe cezbolma hem de iş performansı ile anlamlı ve pozitif ilişkiye sahip olduğunu, ayrıca işe cezbolma ile iş performansı arasında anlamlı ve pozitif ilişki olduğunu göstermiştir. Aynı zamanda bu analiz, işten ayrılma niyetinin içsel pazarlama, işe cezbolma ve iş performansı ile anlamlı ve negatif ilişkili olduğunu da göstermiştir. Diğer taraftan, hiyerarşik regresyon analizi, işe cezbolmanın içsel pazarlama ve iş performansı arasında kısmi aracılık etkisinin olduğunu, benzer şekilde, işe cezbolmanın içsel pazarlama ve işten ayrılma niyeti arasında kısmi aracılık etkisinin olduğunu göstermiştir. Bu sonuçlar, çalışanların iş performansının artması ve aynı zamanda işten ayrılma niyetinin azalması için, spor örgütlerinin içsel pazarlama ve çalışanları işe cezbedici uygulamalara önem vermeleri gerektiğini ortaya koymuştur.

Anahtar Kelimeler: İçsel pazarlama, işe cezbolma, iş performansı, işten ayrılma niyeti, spor örgütleri

INTRODUCTION

In today's intensely competitive environment, human resources have very important roles in the production of quality service. Therefore, there is a consensus in the literature that organizations that want to be successful should know the expectations and wants of their employees and implement practices that motivate them (Achim et al., 2013; Honore, 2009). Organizations implement many practices that motivate employees. One of these is the internal marketing practices that have attracted attention recently. There is a lot of evidence in the literature that internal marketing has many positive effects on employees (Joung et al., 2015; Martensen & Grønholdt, 2006). In this context, our study focused on sports organizations and examined the relationships among internal marketing, work engagement, job performance, and turnover intention.

Sports is one of the important economic areas of the service sector. There are many sports organizations, both private and public, that provide sports services within this sector (Duyan, 2021). Recently, interest in sports has pushed sports organizations into a more competitive environment, and therefore service quality has become an important strategy area in sports organizations. The most important element for organizations to achieve service quality is the performance of their employees. High performance is the most important provider of high quality. Low performance has the effect of reducing organizational success (Demirtas & Yıldız, 2021). Therefore, organizations need to attach importance to practices that will provide employees with positive behaviors by introducing tools that will increase motivation. In this context, internal marketing is seen as an important tool to motivate employees.

Internal marketing is an approach that shows the value that an organization gives to its external customers to its employees and aims to increase the motivation of employees by meeting their wishes and expectations (Rafiq & Ahmed, 2000). The basis of this approach is the belief that if the employee is satisfied, external customer satisfaction will increase (George, 1977). Therefore, internal marketing

focuses on the factors that ensure employee satisfaction (Lings, 2004; Sahibzada et al., 2019). These factors include, for example, “physical environments suitable for employees’ expectations, vision, rewards, training/development, strengthens employees, equity and fair, appropriate workload and support, career advancement opportunities” (Foreman & Money, 1995; Yıldız & Kara, 2017).

The literature emphasizes that for organizational success, good relations should be established between employees and the organization and focus on internal exchange (George, 1990; Meira & Hancer, 2021). Good relations between the employee and the organization in organizations can be established with a win-win paradigm. In this context, the organization first meets the expectations and needs of its employees. Employees whose expectations and needs are met achieve high motivation and performance. Thus, there are successful employees on one side and a high-performance organization on the other side (Yıldız, 2014). An organization that offers internal marketing, which is an effective tool to obtain successful employees, sees positive attitudes and behaviors in its employees in return. These include work engagement, job performance, and turnover intention. Work engagement is the employee’s positive attitude toward the organization, willingly directing all his energy to his/her job and integrating with his/her job (Bakker & Leiter, 2010). Employees who are attracted to work become energetic and mentally strong, engage with their work with enthusiasm and focus on it with pleasure (Schaufeli et al., 2002). Job performance refers to the employee’s ability to fulfill job requirements to a high degree. High job performance forms the background for the organization to offer higher quality products (Borman & Motowidlo, 1997). Turnover intention on the job reflects the individual’s thoughts about not continuing to work, that is, his/her negative attitude towards the job. Low-quality service production may be seen in employees with high turnover intentions in their jobs (Yıldız, 2014).

Employees’ engagement in work, job performance, and turnover intention do not occur automatically. Therefore, the existence of strong effects of some factors is necessary for the formation of these phenomena. Internal marketing is an important element affecting these phenomena. There are many studies in the literature proving this. These studies show that there is a positive relationship between internal marketing and work engagement and job performance, but a negative relationship between internal marketing and turnover intention. However, there is no study in the literature on the relationships of these four variables with each other, especially in modeling in which work engagement is the mediating variable. Therefore, our study aimed to examine the relationships between internal marketing, work engagement, job performance, and turnover intention in sports organizations by developing various hypotheses. The results obtained will contribute to the management literature.

METHOD

Research Model

The model of this research, which was conducted to examine the relationship between internal marketing, work engagement, job performance, and turnover intention, is presented in Figure 1. This model shows the cause-effect relationship between variables. In other words, the effect of the

independent variable on the mediator variable, the effect of the independent variable on the dependent variable, and the effect of the mediator variable on the dependent variable are shown. Here, when the effect of the mediator variable is controlled, the level of relationship between the independent variable and the dependent variable is checked. A decrease in the relationship level and continued significance indicates “partial mediation”, and a lack of significance indicates “full mediation”. On the other hand, the significance level between the mediator variable and the dependent variable must be maintained (Baron & Kenny, 1986).

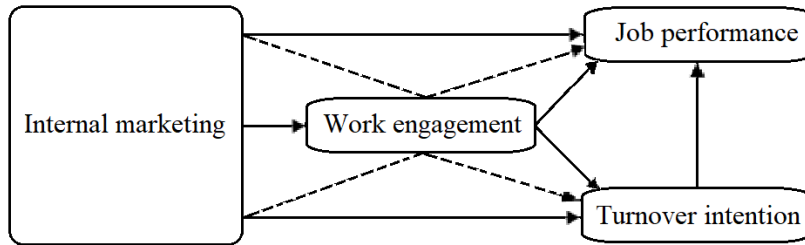


Figure 1. The relationships among internal marketing, work engagement, job performance, and turnover intention

The following hypotheses were developed in our study, which aims to determine the relationships between internal marketing, work engagement, job performance, and turnover intention.

Hypothesis 1: Internal marketing will have a significant and positive relationship with work engagement.

Hypothesis 2: Internal marketing will have a significant and positive relationship with job performance.

Hypothesis 3: Work engagement will have a significant and positive relationship with job performance.

Hypothesis 4: Work engagement will mediate the relationship between internal marketing and job performance.

Hypothesis 5: Internal marketing will have a significant and negative relationship with turnover intention.

Hypothesis 6: Work engagement will have a significant and negative relationship with turnover intention.

Hypothesis 7: Work engagement will mediate the relationship between internal marketing and turnover intention.

Hypothesis 8: Turnover intention will have a significant and negative relationship with job performance.

The Sample Size and Procedure

The data of this study was obtained from employees of public institutions providing sports services in the west of Turkey. Electronic communication tools were used to communicate with employees and collect data. Volunteer participants were included in the study. First, the purpose of the study was explained, and then the forms were sent via electronic communication tool to the participants who accepted voluntary participation. The number of data collection forms returned was 190 and these were analyzed.

Measurement Instruments

To collect data, four different scales were used in this study for the variables of internal marketing, work engagement, job performance, and turnover intention.

Internal marketing. “The IM-11 Scale” developed by Yıldız and Kara (2017) was used to measure internal marketing. This scale, which was developed with the sample obtained from educational organizations, was preferred in our study because it was found to be valid and reliable on the sample of sports organizations in subsequent studies (Yıldız, 2021; 2023). The scale is one-dimensional and consists of 11 items. Examples of items in the scale: “This organization fulfills the fundamental needs (pay, insurance, job security) of its employees.”, “This organization provides training/development programs to improve the knowledge and skills of its employees.” The statements were rated on a 5-point Likert-type scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). High values indicated high internal marketing practices.

Work engagement. “The UWES-3 Scale” developed by Schaufeli et al. (2019) was used to measure work engagement. This scale is one-dimensional and consists of 3 items. The items in the scale: “At my work, I feel bursting with energy.”, “I am enthusiastic about my job.” and “I am immersed in my work.” The statements were rated on a 7-point Likert-type scale ranging from 1 (“strongly disagree”) to 7 (“strongly agree”). High values indicated work engagement. This scale is the ultra-short version of previously developed scales and is as valid and reliable as them. At the same time, since it is not long, it is very economical in terms of time for the employees.

Job performance. Sigler and Pearson (2000) adapted this scale from Kirkman and Rosen (1999). This scale is one-dimensional and consists of 6 items. Examples of items in the scale: “I complete my tasks on time.”, “I meet or exceed my goals.”, and “I respond quickly when problems come up.” The statements were rated on a 7-point Likert-type scale ranging from 1 (“strongly disagree”) to 7 (“strongly agree”). High values indicated job performance.

Turnover intention. The turnover scale developed by Landau and Hammer (1986) was used to measure turnover intention. This scale is one-dimensional and consists of 3 items. Examples of items in the scale: “As soon as I can find a better job, I will leave” and “Pressure not to claim something to which by right you are entitled (e.g. sick leave, holiday entitlement, travel expenses)”. The statements were rated on a 7-point Likert-type scale ranging from 1 (“strongly disagree”) to 7 (“strongly agree”). High values indicated turnover intention.

Statistical Analyses

First, the validity and reliability study of the scales was conducted and it was determined whether the resulting values were consistent with the original scales. Exploratory factor analysis was used for construct validity, and Cronbach's alpha coefficient was calculated for reliability. Afterward, relationships between variables were determined by correlation analysis, and the effect of independent variables on the dependent variable, as well as mediator variable relationships, were determined by hierarchical regression analysis.

ANALYSIS AND RESULTS

Demographic Properties

Table 1 shows the demographic characteristics of the participants. Most respondents are male (52.6%), from 31 to 45 years old (74.7%), and have an undergraduate degree (56.8%). The majority of participants have permanent status (85.3%) and have a working period of 1 to 10 years.

Table 1. Sample characteristics

Variables	Categories	F	%
Gender	Male	100	52.6
	Female	90	47.4
Age	Less than 30 years	26	13.7
	31 to 45 years	142	74.7
	More than 46 years	22	11.6
Employment status	Fixed-term contract	28	14.7
	Permanent staff	162	85.3
Educational degree	Middle school	6	3.2
	High school	44	23.2
	Undergraduate	108	56.8
	Graduate	32	16.8
Tenure	1 to 5 years	76	40.0
	6 to 10 years	40	21.1
	11 to 15 years	50	26.3
	16 to 20 years	12	6.3
	21 to 25 years	10	5.3
	More than 26 years	2	1.1

Test for Validity and Reliability

Separate validity and reliability analyses were conducted for the four scales used in the study. Validity was determined by exploratory factor analysis and reliability was determined by Cronbach's alpha coefficient. Exploratory factor analysis showed that all scales were unidimensional. It was

observed that the factor loadings of the internal marketing scale varied between 0.49 and 0.91 (% of variance = 63.994), the factor loadings of the work engagement scale varied between 0.89 and 0.95 (% of variance = 85.193), the factor loadings of the job performance scale varied between 0.54 and 0.74 (% of variance = 85.193), and the factor loadings of the turnover intention scale varied between 0.93 and 0.96 (% of variance = 89.762). Reliability analysis showed that Cronbach's alpha coefficient of all scales was high (0.941 for the internal marketing scale, 0.913 for the work engagement scale, 0.882 for the job performance scale, and 0.939 for the turnover intention scale). The structure of these scales, which have high validity and reliability coefficients, is consistent with the original scales.

Correlation Analysis

Table 2 shows the relationship of each variable with other variables. Internal marketing is significantly and positively related to both work engagement ($r=0.605$; $p<0.01$) and job performance ($r=0.522$; $p<0.01$) variables, whereas it is significantly and negatively related to turnover intention ($r=-0.490$; $p<0.01$). Work engagement is significantly and positively related to job performance ($r=0.638$; $p<0.01$), but it is significantly and negatively related to turnover intention ($r=-0.533$; $p<0.01$). Job performance is significantly and negatively related to turnover intention ($r=-0.357$; $p<0.01$). The direction and significance of the relationships between the variables mentioned above confirm hypotheses 1, 2, 3, 5, 6, and 8.

In the literature, information is given about low, medium, and high correlation levels between constructs. If the correlation is between 0.1 and 0.3, it is considered a low correlation, 0.3-0.5 moderate correlation, and 0.5-0.7 high correlation (Cohen, 1988). These values show that the strength of the relationship between job performance and turnover intention is at a medium level, while the strength of the relationship between other variables is high.

Table 2. Results of correlation analysis

Variables	M	1	2	3	4	5	6	7	8
1. Gender ^a		-							
2. Age ^b		-0.02	-						
3. Employment status ^c		-0.022	.397**	-					
4. Educational degree ^d		-0.09	-0.095	-0.032	-				
5. Tenure ^e		-0.043	.329**	.305**	-0.056	-			
6. Internal marketing	3.14	-0.166*	-0.012	-0.073	-0.100	-0.166*	-		
7. Work engagement	4.92	-0.051	.066	.055	-0.219**	-0.010	.605**	-	
8. Job performance	5.76	-0.087	.130	-0.035	-0.194**	-0.154*	.522**	.638**	-
9. Turnover intention	2.41	.091	.071	.095	.261**	.072	-0.490**	-0.533**	-0.357**

*Correlation is significant at the 0.05 level. **Correlation is significant at the 0.01 level.

Key. ^a Gender: 1=male, 2=female. ^b Age was measured in 3-year intervals, coded as 1=less than 30, 2=31-45, 3= more than 46. ^c Employment status: 1=fixed-term contract, 2=permanent staff. ^d Educational degree: 1=middle school 2=lycée, 3=undergraduate, 4=graduate. ^e Tenure was measured in 6-year intervals, coded as 1=less than 5 years to 6=more than 26.

Hierarchical Regression Analysis

Table 3 shows the results of the three-stage regression analysis for the relationship between internal marketing and job performance, where work engagement is the mediating variable. Accordingly, in Model 1, internal marketing is the independent variable and work engagement is the dependent variable; In Model 2, internal marketing is the independent variable and job performance is the dependent variable; In Model 3, internal marketing and work engagement are treated as independent variables and job performance as dependent variable. According to the analysis results, there are positive relationships between the variables in all three models. The β value of internal marketing, which was 0.484 in Model 2, decreased to 0.171 in Model 3. The decrease in β value and its continued significance indicate that work engagement has a partial mediating effect between internal marketing and job performance. This confirms hypothesis 4. However, the point that should be emphasized here is that work engagement does not have a full mediating effect between internal marketing and job performance.

Table 3. Hierarchical regression analysis with work engagement as a mediating variable between internal marketing and job performance

Independent variable ↓	Dependent variable		
	Work engagement	Job performance	Job performance
	Model 1 β	Model 2 β	Model 3 β
Gender	.054	-.014	-.042
Age	.010	.180**	.175**
Employment status	.074	-.036	-.074
Educational degree	-.150***	-.137***	-.061
Tenure	.060	-.130	-.161**
Internal marketing	.615*	.484*	.171***
Work engagement	-	-	.510*
<i>F</i>	20.878	14.713	23.982
<i>R</i> ²	.406	.325	.480
<i>Adjusted R</i> ²	.387	.303	.460

Note: Standardized beta values used, * $P < 0.001$; ** $P < 0.01$; *** $P < 0.05$

Table 4 shows the results of the three-stage regression analysis for the relationship between internal marketing and turnover intention, where work engagement is the mediating variable. Accordingly, in Model 1, internal marketing is the independent variable and work engagement is the dependent variable; In Model 2, internal marketing is the independent variable, and turnover intention is the dependent variable; In Model 3, internal marketing and work engagement are treated as independent variables and turnover intention as dependent variables. According to the analysis results, there are negative relationships between the variables in the second and third models. The β value of internal marketing, which was -0.467 in Model 2, decreased to -0.250 in Model 3. The decrease in β value and its continued significance indicate that work engagement has a partial mediating effect between

internal marketing and turnover intention. This confirms hypothesis 7. However, the point that should be emphasized here is that work engagement does not have a full mediating effect between internal marketing and turnover intention.

Table 4. Hierarchical regression analysis with work engagement as a mediating variable between internal marketing and turnover intention

Independent variable ↓	Dependent variable		
	Work engagement	Turnover intention	Turnover intention
	Model 1	Model 2	Model 3
	β	β	β
Gender	.054	.015	.034
Age	.010	.078	.081
Employment status	.074	.047	.073
Educational degree	-.150***	.221**	.168**
Tenure	.060	-.032	-.011
Internal marketing	.615*	-.467*	-.250**
Work engagement	-	-	-.353*
<i>F</i>	20.878	12.791	15.220
<i>R</i> ²	.406	.295	.369
<i>Adjusted R</i> ²	.387	.272	.345

Note: Standardized beta values used, * $P < 0.001$; ** $P < 0.01$; *** $P < 0.05$

DISCUSSION AND CONCLUSIONS

The aim of this study was to determine the relationship between internal marketing, work engagement, job performance and turnover intention in sports organizations. The findings of the study showed that all variables were significantly correlated with each other and were therefore consistent with the literature.

According to the results of our study, internal marketing had a significant and positive relationship with both work engagement and job performance. In studies conducted on sports organizations, Yıldız (2022) found the same results between internal marketing and work engagement, and Chiu et al., (2020) and Yıldız et al., (2023) found the same results between internal marketing and job performance. Similar findings were found in other sectors. For example, similar relationships have been seen in studies conducted on bank employees (Sarangal & Nargotra, 2017), nurses (Ragap & Saleh, 2019), and academics (Yıldız, 2016).

According to another result of our study, there was a significant and negative relationship between internal marketing and turnover intention. The same result was found in a study conducted by Yıldız (2014) in sports organizations. Similar findings were found in other sectors. For example, similar relationships have been seen in studies conducted in the tourism and leisure sector (Cheng-Ping & Wei-Chen, 2009) and the casino sector (Kim et al., 2016).

The finding in our study regarding the relationship between work engagement and job performance was significant and positive. Wu et al. (2022) found the same result in their study conducted in sports organizations. In the meta-analysis study conducted by Corbeanu and Iliescu (2023), covering many studies, similar relationships were detected between both variables.

On the other hand, our study concluded that the relationship between turnover intention and job performance is significant and negative. Krug et al. (2021) found the same result in their study on sports teams. Similar findings are found in other sectors. For example, similar relationships were found between both variables in a study conducted in the restaurant industry (Dane & Brummel, 2014).

Unlike other studies in the literature, in our study, work engagement was considered as a mediating variable in the relationship between internal marketing, job performance, and turnover intention. The findings of our study showed that work engagement had a partial mediating effect both between internal marketing and job performance and between internal marketing and turnover intention. Since there are no similar studies in the literature, no further conclusions can be made regarding these results.

To sum up, according to the results of our study, first, internal marketing was significantly and positively related to both work engagement and job performance. Second, there was a significant and positive relationship between work engagement and job performance. Thirdly, turnover intention had a significant and negative relationship with other variables such as internal marketing, work engagement, and job performance. According to these results, sports organizations can be advised to effectively implement internal marketing practices in order to increase employee work engagement and job performance, as well as to reduce their intention to leave the job. Employees who are motivated by the effect of internal marketing will be attracted to work and their productivity and job performance will increase, which will increase the service quality of the organization. On the other hand, employees whose intention to leave the job decreases will continue to stay in the organization, and the organization whose labor turnover rate decreases will continue its services with its stable employees without interruption. According to the fourth result of our study, work engagement played a partial mediator role between job performance/turnover intention and internal marketing. Considering this role, it can be suggested that sports organizations should effectively use tools to attract employees to work. Attractive physical environments, job enrichment, competitive salaries, rewards, development opportunities, etc. can be included among these tools.

Conflict of interest: There is no personal or financial conflict of interest within the scope of the study.

Ethics committee: Ethics Committee of Mugla Sitki Kocman University, Turkey. Date: 19.03.2024
Decision number/protocol number: 46/240040

REFERENCES

- Achim, M.I., Dragolea, L., & Balan, G. (2013). The importance of employee motivation to increase organizational performance. *Annales Universitatis Apulensis Series Oeconomica*, 15(2), 685-691.
- Bakker, A.B. & Leiter, M.P. (2010). *Defining and measuring work engagement: Bringing clarity to the concept*. Psychology Press.

- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.
- Borman, W.C. & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10(2), 99-109.
- Cheng-Ping, C. & Wei-Chen, C. (2009). Internal marketing practices and employees' turnover intentions in tourism and leisure hotels. *Journal of Hospitality Application & Research*, 4(2), 5-30.
- Chiu, W., Won, D. & Bae, J. S. (2020). Internal marketing, organizational commitment, and job performance in sport and leisure services. *Sport, Business and Management*, 10(2), 105-123. <http://dx.doi.org/10.1108/SBM-09-2018-006>
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences*. Lawrence Erlbaum.
- Corbeanu, A. & Iliescu, D. (2023). The link between engagement and job performance. *Journal of Personnel Psychology*, 22(3), 111-122. <http://dx.doi.org/10.1027/1866-5888/a000316>.
- Dane, E. & Brummel, B.J. (2014). Examining workplace mindfulness and its relations to job performance and turnover intention. *Human Relations*, 67(1), 105-128. <http://dx.doi.org/10.1177/001.872.6713487753>
- Demirtas, E. & Yıldız, K. (2021). The examination of the effect of self-efficacy perceptions and stressors of football referees on their job performance. *Spormetre The Journal of Physical Education and Sport Sciences*, 19(4), 157-169. <http://dx.doi.org/10.33689/spormetre.939240>
- Duyan, M. (2021). The effect of internal marketing implementations on the organizational citizenship behaviors of youth and sports directorate employees. *Journal of Sport Sciences Researches*, 6(1), 76-87. <http://dx.doi.org/10.25307/jssr.891016>
- Foreman, S. & Money, A. (1995). Internal marketing: Concepts, measurement and application. *Journal of Marketing Management*, 11(8), 755-768. <http://dx.doi.org/10.1080/0267257X.1995.996.4388>
- George, W. R. (1977). The retailing of services – A challenging future. *Journal of Retailing*, 53(3), 85-98.
- Honore, J. (2009). Employee motivation. *Consortium Journal of Hospitality & Tourism*, 14(1), 63-75.
- Joung, H. W., Goh, B. K., Huffman, L., Yuan, J. J., & Surles, J. (2015). Investigating relationships between internal marketing practices and employee organizational commitment in the foodservice industry. *International Journal of Contemporary Hospitality Management*, 27(7), 1618-1640. <http://dx.doi.org/10.1108/IJCHM-05-2014-0269>
- 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. <http://dx.doi.org/10.1016/j.ijhm.2016.02.007>
- Kirkman, B. L. & Rosen, B. (1999). Beyond self-management: antecedents and consequences of team empowerment. *Academy of Management Journal*, 42(1), 58-74.
- Krug, H., Haslam, S. A., Otto, K., Safi, G. & Steffens, N. K. (2021). Doing it for the team: Soccer coaches' identity leadership predicts players' effort, turnover intentions, and performance. *Psychology of Sport and Exercise*, 55, 101947. <http://dx.doi.org/10.1016/j.psychosport.2021.101947>
- Landau, J. & Hammer, T. H. (1986). Clerical employees' perceptions of intraorganizational career opportunities. *Academy of Management Journal*, 29(2), 385-404.
- Lings, I. N. (2004). Internal market orientation: Construct and consequences. *Journal of Business Research*, 57(4), 405-413.
- Martensen, A. & Grønholdt, L. (2006). Internal marketing: A study of employee loyalty, its determinants and consequences. *Innovative Marketing*, 2(4), 92-116.

- Meira, J. V. S. & Hancer, M. (2021). Using the social Exchange theory to explore the employee-organization relationship in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 33(2), 670-692. <http://dx.doi.org/10.1108/IJCHM-06-2020-0538>
- Rafiq, M. & Ahmed, P. (2000). Advances in the internal marketing concept: Definition, synthesis and extension. *Journal of Services Marketing*, 14(6), 449-462. <http://dx.doi.org/10.1108/088.760.40010347589>
- Ragap, O. H. G. & Saleh, N. M. A. (2019). Formulation of internal marketing strategy to improve nurses' work engagement. *Assiut Scientific Nursing Journal*, 8(20) Special No. 1, 249-256. <http://dx.doi.org/10.21608/ASNJ.2020.95004>
- Sahibzada, U. F., Jianfeng, C., Latif, F., & Shafait, Z. (2019). Development and validation of a multidimensional instrument for measuring internal marketing in Chinese higher education. *Journal of Enterprise Information Management*, 32(3), 413-435. <http://dx.doi.org/10.1108/JEIM-09-2018-0206>
- Sarangal, R. . & Nargotra, M. (2017). Internal marketing, employee job satisfaction and employee engagement: A case of J&K Bank. *Pacific Business Review International*, 10(4), 80-89.
- Schaufeli, W. B., Shimazu, A., Hakanen, J., Salanova, M. & De Witte, H. (2019). An ultra-short measure for work engagement: The UWES-3 validation across five countries. *European Journal of Psychological Assessment*, 35(4), 577-591. <http://doi.org/10.1027/1015-5759/a000430>
- Schaufeli, W. B., Salanova, M., Gonzalez-Roma, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71-92.
- Sigler, T. H. & Pearson, C. M. (2000). Creating an empowering culture: Examining the relationship between organizational culture and perceptions of empowerment. *Journal of Quality Management*, 5, 27-52. [http://dx.doi.org/10.1016/S1084-8568\(00\)00011-0](http://dx.doi.org/10.1016/S1084-8568(00)00011-0)
- Wu, J., Inoue, Y., Filo, K. & Sato, M. (2022). Creating shared value and sport employees' job performance: The mediating effect of work engagement. *European Sport Management Quarterly*, 22(2), 272-291. <http://dx.doi.org/10.1080/16184.742.2020.1779327>
- Yıldız, S. M. (2014). The role of internal marketing on job satisfaction and turnover intention: an empirical investigation of sport and physical activity organizations. *Ege Academic Review: Business Administration, International Relations and Political Science*, 14(1), 137-146.
- Yıldız, S. M. (2016) The effect of internal marketing on work engagement of academic staff in higher educational institutions. *International Journal of Educational Sciences*, 13(2), 152-158. <http://dx.doi.org/10.1080/09751.122.2016.11890449>
- Yıldız, S. M. & Kara, A. (2017). A unidimensional instrument for measuring internal marketing concept in the higher education sector: IM-11 scale. *Quality Assurance in Education*, 25(3), 329-342. <http://dx.doi.org/10.1108/QAE-02-2016-0009>
- Yıldız, S. M. (2021). Relationship between internal marketing and workplace mobbing: Empirical results from organizations providing sports services. *Sistemas & Gestao*, 16(3), 286-297. <http://dx.doi.org/10.20985/1980-5160.2021.v16n3.1728>
- Yıldız, S. M. (2022). An examination of the effect of internal marketing on work engagement: An empirical evidence from sport organizations. *International Journal of Social Science Research*, 11(1), 40-50.
- Yıldız, S. M. (2023). The relationship between internal marketing and employee organizational withdrawal behaviors: Empirical evidence from sports organizations. *Eurasian Research in Sport Science*, 8(2), 167-180. <http://.doi.org/10.29228/ERISS.38>
- Yıldız, K., Polat, E. & Yıldız, S. M. (2023). Relationships between internal marketing and job performance mediated by psychological ownership on fitness centers' employees: Empirical analysis using PLS-SEM techniques. *Sistemas & Gestao*, 18(2), 163-174. <http://.doi.org/10.20985/1980-5160.2023.v18n2.779>