



The Effect of Internal Marketing on Organizational Citizenship Behavior

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Abstract

The aim of this paper is to determine the effect of internal marketing through three dimensions: vision, development, and reward - on organizational citizenship behavior in three private universities in Iraq. Organization's view of their members as internal customers could be made them more realistic in dealing with the reasons for leaving and going to other organizations. This can promote business organizations to build an organizational environment that contributes to making the organization look like the homeland of those workers. The research method is descriptive analytical. The tool for data collection was the questionnaire. Statistical software (SPSS V.23 and AMOS V.23) was used to analyze the data. The research sample was randomly selected and consisted of 290 faculty members. The results of the research indicated that there is a positive effect of the independent variable "internal marketing" on the dependent variable "organizational citizenship behavior". Also, the dimension of development has the most impact on organizational citizenship behavior, then comes the reward, and the vision, respectively. The research highlights on the level of variables and the nature of the relationships between them in the private higher education sector in the Iraqi environment.

Paper type: Research paper

Keywords: Internal Marketing, Organizational Citizenship Behavior, IM, OCB, Vision, Development, Reward.

1. Introduction

The concept of marketing witnessed a philosophical development starting with the production concept until it reached holistic marketing so far. Internal marketing is one of the four dimensions of holistic marketing. Internal marketing has become to see the employee as an internal customer who should be taken care of and work to provide for his needs within the organization, to create an organizational climate that provides him with comfort and stability, to better job performance. Organizational citizenship behavior is the employee's feeling that the organization is like a home, and that the feeling of alienation will be felt by the employee who leaves the organization and works elsewhere. Therefore, it can be said that organizational citizenship behavior represents a high level of employee adherence to the organization, participation, and the feeling that it is part of the identity. Many previous studies focused on knowing the relationship between "internal marketing" and "organizational citizenship behavior". Farzad et al., (2008) recommended that "internal marketing" be a part of the overall marketing strategy, and that organizations should invest in internal marketing in order to increase the level of organizational citizenship behavior. Chang et al., (2012) emphasize that "internal marketing" has a bigger impact on "organizational citizenship behavior" when the participation of individuals online was high. SeyedJavadin et al., (2012) conclude that there is a weak positive relationship between "internal marketing" and "organizational citizenship behavior". Yildiz, (2016) conducted his studies in the higher education sector, and he concluded that the sub-dimension most be affected by internal marketing is "civil virtue". Academic staff with civic virtue are more committed to the policies of higher education institutions, and more involved in responding to developmental requirements, for example publishing scientific research and participating in conferences. Kamalinasab et al., (2017) conclude that "internal marketing" measures had a significant impact on the "organizational citizenship behaviors" of employees. S. P. Huang, (2018) approves that there is a positive, medium-strength relationship between "internal marketing" and "organizational citizenship behavior". The research problem is summarized in the following: (1) the talent war in the private educational sector, (2) the difficulty in compensating distinguished individuals, and (3) the incurred costs by the university in the recruitment and selection processes for new individuals, so the research questions can be formulated as follows:

- Is it possible to positively influence organizational citizenship behavior through internal marketing?
- Which dimensions - the internal marketing dimensions - have the most impact on the behavior of organizational citizenship?

In this paper, internal marketing is identified as an independent variable, and organizational citizenship behavior as a dependent variable. The research was conducted in the higher education sector in Iraq, specifically in private universities that have achieved great success in attracting students and expanding the establishment of new departments, so the remarkable growth of this sector is worth studying in order to identify this young experience in Iraq.

1.2 Literature review

1.2.1 Internal Marketing

Internal marketing philosophy views employees as internal customers of the organization and are treated as such (de Bruin et al., 2021). Internal marketing is the organization's efforts to encourage employees to respond to the market and be able to adapt quickly to changes occurring in the external environment (Nwoko et al., 2021). There are several perspectives on internal marketing, one of which views internal marketing as a way to achieve employee satisfaction by offering functions as products. Another perspective aims to make employees more customer-oriented, so maintaining employee satisfaction is a minimum for organizations to meet. Another perspective sees internal marketing as a strategic approach that improves the integration of functions, so facilitating the achievement of strategic goals (Qiu et al., 2021).

Internal marketing is a mixture of marketing ideas and human resource management functions (Paul and Sahadev, 2018). According to (Ballantyne, 2003), the internal marketing approach is similar to the relationship marketing approach, but the first is internal and the second is external. An organization's dedication to meeting the needs of its employees provides value to the relationship between it and its employees. Creating harmonious relations between organizations and employees leads to the exchange of positive attitudes and behaviors (Qaisar and Muhamad, 2021). Subsequently, internal marketing can also assist create a sense of belonging to the company, help create a strong corporate brand (Mazzarolo et al., 2021), enhance employee performance and satisfaction (Huang and Rundle-Thiele, 2014), and make organizational happiness (Tang et al., 2020). This leads to creating positive words about the organization, thus repeating the purchase, and establishing relationships with customers that last for long periods (Park and Tran, 2018).

According to MacStravic (1985), internal marketing is an approach that works to achieve a positive relationship with employees, which is reflected in the achievement of external objectives of marketing activity, and other objectives such as quality, efficiency, and productivity (Qaisar and Muhamad, 2021). George, (1990) mentions that it is an approach aimed at maintaining and developing employees because this will positively reflect on customer service. Internal marketing is a prerequisite for successful external marketing, as it is a way to develop and maintain a service culture (Gronroos, 1990). Grönroos, (1995) defines it as “an extensive and ongoing internal marketing process requiring collaboration between key departments such as marketing, operations, and human resources”. According to (Varey, 1995) it is the process of selling the concept of customer service to employees. Rafiq and Ahmed, (2000) defines it as “a planned effort to achieve customer satisfaction through a marketing approach through enthusiastic and customer-focused employees”. Boukis, (2019) mentions that it is a mechanism for creating value for the internal market of organizations. Organizations develop a superior mutual value proposition for employees by driving internal markets.

1.2.2 Dimensions of internal marketing

The scale which was developed by (Foreman and Money, 1995) was adopted in this paper based on the sobriety of this scale, in addition to its suitability for the conditions of this study, these dimensions are:

- **Vision**, when organizations communicate their vision through various ways, employees will feel more informed and secure, and better equipped to serve customers well (de Bruin et al., 2021). Organizations that consistently communicate their vision to their employees can motivate them to perform better, increase job satisfaction through a sense of belonging to a successful organization, and increase engagement with that organization (Nemteanu and Dabija, 2021). Enabling employees to understand the vision of the organization makes them understand the reasons for their existence, in addition to feeling that they are an integral part of the organization, so internal marketing will be more effective (Ng et al., 2016). Internal marketing is a managerial process that implements within a marketing vision; therefore, the lack of a marketing vision leads to an imbalance and failure in the implementation of internal marketing in the organization (Nemteanu and Dabija, 2021).
- **Development**, employee development is an essential component of the internal marketing process. When an organization provides sustainable support for the development of its employees, it will make them more relevant to the organization, therefore, the work environment will be an attractive environment for employees (Nemteanu and Dabija, 2021). Employee development is a strategic investment for the organization, as it helps employees to become more motivated to customers, as well as providing them with knowledge, skills, and abilities; thus making them qualified to provide quality services to customers (Qiu et al., 2021). Internal marketing is geared towards attracting, developing, and retaining employees, with the aim of creating quality service and external customer satisfaction (de Bruin et al., 2021).

- **Reward**, rewarding the employee is a recognition by the management of his distinguished efforts at work, in addition to that it is part of the process of motivating others to practice proper behaviour, therefore, the rewards offered should be of value and awarded fairly (Arnett et al., 2002). When an organization provides a fair reward system, this creates employees who are emotionally attached to their organization and want to keep working (Awwad and Agti, 2011). A reward is a benefit that employees receive from employers for their work, that employee benefits are an essential part of internal marketing because it helps managers maintain their valuable employees and also helps in achieving organizational goals and values that they need in its employees (Sarangal et al., 2021).

1.2.3 Organizational Citizenship Behaviour

The concept of “Organizational Citizenship Behavior” focuses on the individual, who is considered one of the most important organizational resources, as the human component is the fundamental pillar to achieving organizational success (Cichorzewska and Rakowska, 2017). Organizational citizenship behavior helps reduce the need allocation scarce resources and helps maintain organizational cohesion (Hemaloshinee and Nomahaza, 2017). An employee who engages in organizational citizenship behavior can be able to improve the performance of his/her co-workers and increase their productivity, in addition to reducing the supervisory workload of group leaders (Martinescu et al., 2021). Organizational citizenship behavior describes an employee's voluntary commitment that is not part of contractual missions (Abiante, 2018). It is not included in the performance appraisal, it is not formally linked to incentive systems (Klotz et al., 2018).

Organizational citizenship behavior leads to three main behaviors: “helping”, “taking charge” and “creative behavior”. “Helping” means supporting employees and sharing necessary information, “Taking Charge” means pursuing change and innovation, while “Creative Behavior” involves providing creative ideas for the development of the company (Yu et al., 2021). Signs of organizational citizenship behavior are (1) altruism by providing assistance to others and facilitating their work in the organization; (2) courtesy, through kindness in dealing with others and respect for their needs; (3) sportsmanship, which consists in enduring unfavorable conditions without complaint; (4) civic virtue, which is concerned with the survival of the organization; and (5) conscientiousness, by doing useful things such as adhering to the rules and instructions of the organization (Utami et al., 2021).

Many different classifications of organizational citizenship behavior exist, but two more common forms are distinguished: (Organizational Citizenship Behavior targeting the Organization) (OCB-O), which consists of behaviors aimed directly at helping the organization. and (Organizational Citizenship Behavior targeting other Individuals) (OCB-I), which consists of behaviors that are beneficial to other employees of the organization (Pletzer et al., 2021).

2. Materials and Methods

2.1. Measures

- **Internal Marketing**: the level of internal marketing was determined by a scale developed by (Foreman and Money, 1995), consisting of 15 statements, spread over three dimensions: (1) Vision, consisting of two statements, (2) Development, consisting of eight statements, and (3) Reward, consisting of five statements.

- **Organizational Citizenship Behaviour**: the level of organizational citizenship behaviour was determined by a scale developed by (Lee and Allen, 2002), consisting of eight statements.

A five-point Likert scale was used to determine the sample's response level (5=strongly agree, 4=agree, 3=neutral, 2=disagree, 1=strongly disagree). According to (Dewberry, 2004), when the mean is between 1 and 1.8, the level of the variable is very low. If the mean is greater than 1.8 to 2.6, the variable has a low level. If the mean is greater than 2.6 to 3.4, the variable level is moderate. If the mean is greater than 3.4 to 4.2, the variable level is high. If the mean is greater than 4.2 to 5, the variable level is high.

2.2. The research hypotheses

The main research hypothesis: Internal marketing has an impact on organizational citizenship behavior.

Based on this main hypothesis, the following sub-hypotheses are put forward:

- There is an impact of vision on organizational citizenship behaviour.
- There is an impact of development on organizational citizenship behaviour.
- There is an impact of reward on organizational citizenship behaviour.

The questionnaire included (290) among (750) representing the teaching staff of three private universities in Iraq. The personal data of the persons included in this study are shown in Table 1.

Table 1: Demographics Statistics

Variables		Frequency	Percentage
Gender	Male	191	66%
	Female	99	34%
	Total	290	100%
Variables		Frequency	Percentage
Age	25-35 years	72	25%
	Over 35 to 45 years	89	31%
	Over 45 to 55 years	50	17%
	More than 55	79	27%
	Total	290	100%
Variables		Frequency	Percentage
Job position	Dean's office	8	3%
	Head of the Dep.	14	5%
	Teacher	268	92%
	Total	290	100%
Variables		Frequency	Percentage
Degree	Master	176	61%
	Ph.D.	114	39%
	Total	290	100%
Variables		Frequency	Percentage
Years of Experience	Less than 10	121	42%
	10-20	38	13%
	21-30	44	15%
	More than 31	87	30%
	Total	290	100%

2.3. The scale tests

2.3.1. Validity test:

The researcher conducted a test to determine the adequacy of the sample and the quality of the measurement through the Kaiser-Meyer-Olkin (KMO) and Bartlett's tests. The SPSS V.23 program was used to generate the results (Table 2).

Table 2: KMO and Bartlett's tests

Variables	KMO test	Bartlett's test		
		Chi-Square	Df	Sig
Internal Marketing	0.961	4158.418	105	0.001
Organizational citizenship behavior	0.886	1655.915	28	0.001

According to the results in Table 2, the measurement quality was achieved, since all values of (KMO) are higher than (0.05). In addition, Bartlett's test values are significant values less than (0.05).

2.3.2. Reliability tests

Alpha Cronbach's coefficient was used to measure the consistency of scale statements. Its value needs to be greater than (70%) to be statistically accepted in administrative and behavioral research (Table 3).

Table 3: Reliability tests

Variables	Statements questionnaire	Alpha-Cronbach
Vision	1-2	0.826
Development	3-10	0.947
Reward	11-15	0.911
Internal Marketing	1-15	0.965
Organizational citizenship behavior	16-23	0.919
The entire questionnaire	1-23	0.974

The results in Table 3 show that all Alpha Cronbach values exceed the minimum acceptable value (0.70) and most are close to (1.00), indicating that the scale gives results very close to these results when the questionnaire was given to the same conditions of the same sample.

3. Discussion of Results

3.1 View sample answers

Table 4 shows the answers of the research sample.

Table 4: Sample's answers

No.	Variables	Mean	S. D	Ranking
	Internal marketing	3.830	0.814	2
	• Vision	3.675	0.971	3
1	Our organization offers employees a vision that they can believe in	3.769	1.031	2
2	We communicate our organization's vision well to employees	3.944	1.040	1
	• Development	3.829	0.852	2
3	We prepare our employees to perform well	3.672	1.028	6
4	Our organization views the development of knowledge and skills in employees as an investment rather than a cost	3.624	1.068	7
5	Skill and knowledge development of employees happens as an ongoing process in our organization	3.579	1.072	8
6	We teach our employees "why they should do things" and not just "how they should do things"	3.744	1.024	5

7	In our organization, we go beyond training and educating employees as well	4.013	0.929	2
8	In this organization, the employees are properly trained to perform their service roles	4.010	0.982	3
9	This organization has the flexibility to accommodate the differing needs of employees	4.106	0.899	1
10	We place considerable emphasis in this organization on communicating with our employees	3.886	0.965	4
	• Reward	3.894	0.807	1
11	Our performance measurement and reward systems encourage employees to work together	3.962	0.956	2
12	We measure and reward employee performance that contributes most to our organization's vision	3.848	0.925	4
13	We use data we gather from employees to improve their jobs, and to develop the strategy of the organization	4.000	0.937	1
14	Our organization communicates to employees the importance of their service roles	3.789	0.974	5
15	In our organization, those employees who provide excellent service are rewarded for their efforts	3.872	0.904	3
	Organizational Citizenship Behavior	3.872	0.799	1
16	Attend functions that are not required but that help the organizational image	3.796	0.928	6
17	Keep up with developments in the organization	3.913	0.874	4
18	Defend the organization when other employees criticize it	3.793	0.980	7
19	Show pride when representing the organization in public	3.879	0.953	5
20	Offer ideas to improve the functioning of the organization	3.937	1.010	3
21	Express loyalty toward the organization	3.941	0.994	2
22	Take action to protect the organization from potential problems	4.203	0.862	1
23	Demonstrate concern about the image of the organization	3.672	1.028	8

Table 4 shows that all statements received high ratings, with some differences in rating levels. Variables, dimensions, and statements are sorted in descending order by mean. High ratings on all statements and vision questionnaires demonstrate that the university's proposed vision is consistent with the values of the community, the status of the institution, and the needs of its staff. In addition to the university's keenness to clarify the vision for its employees so that everyone understands what it wants the university to become, thus its employees will be able to understand and realize their role in a more accurate and easier way. High rankings on all statement questionnaires related to development indicate the university's belief in the importance of the human resource in achieving its goals, and based on this belief, the university seeks to invest in human resources in terms of the quality of training activities, the sobriety of development programs, and the efficiency of learning methods, in addition to paying attention to employees and communicating with them in a manner continuous, listening to their opinions, and sometimes taking their ideas. High ratings on all statements related to reward indicate that the university is keen to provide a high level of reward for its employees based on the value of the efforts made and the extent to which these efforts match the vision of the institution. The high level of reward at the university stems from a correct understanding because what will be spent will inevitably benefit it in terms of benefit at the scientific and financial levels. high

ratings for all statements on organizational citizenship behavior indicate that university employees reach a high level of this behavior, and this may be the result of the university's efforts to provide an appropriate organizational climate and a supportive organizational culture. Based on that, it can be inferred that there is a high level of loyalty, advocacy, and engagement that the employees have towards their university, they feel a real commitment to the task, pride in the university's accomplishments, love for the brand, and fear of threats from the external environment.

3.2 Testing Hypotheses

Figure 1 shows the relationships between the independent variable “Internal Marketing” and its three dimensions (vision, development, and reward) and the dependent variable “Organizational Citizenship Behavior”.

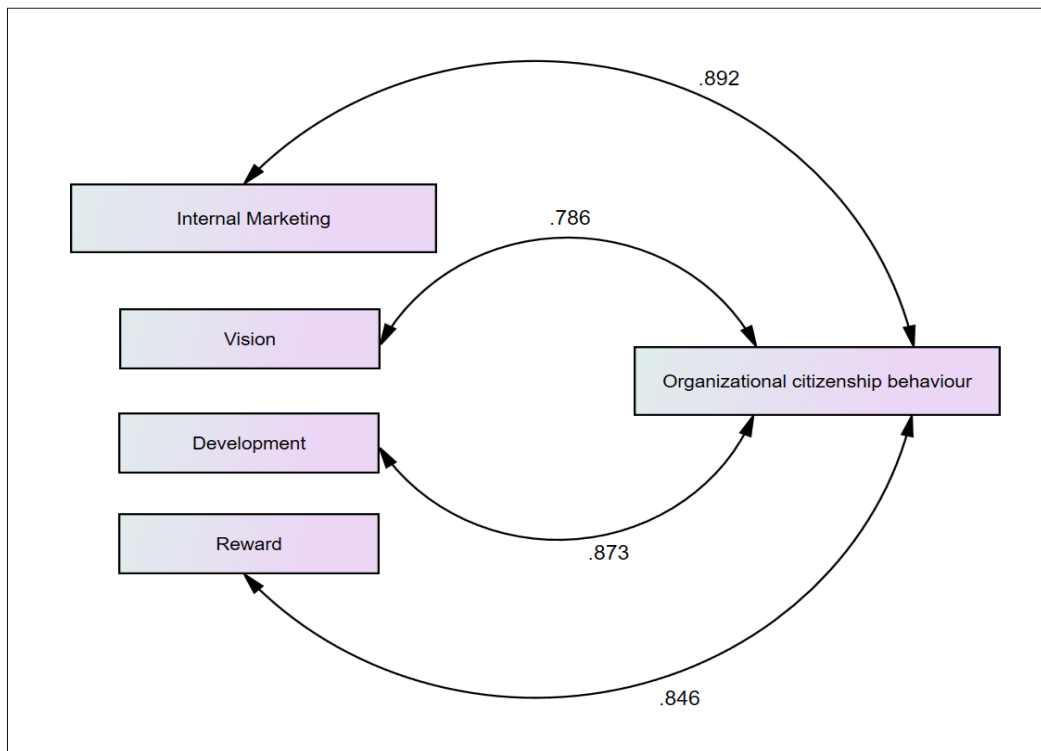


Figure 1: The correlation between the research variables

From Figure 1, it can be seen that there is a strong positive correlation between the independent variable and its dimensions and the dependent variable, indicating that the increase or decrease of one variable will be directly proportional to the other variable. Table 5 shows the simple linear regression equations for each dimension.

Table 5: Simple Linear Regression Equations

$Y = a + b(X)$					
Y	a	B	X	sig	R ²
Organizational citizenship behavior	0.518	0.876	Internal marketing	0.001	0.796
Organizational citizenship behavior	1.494	0.647	Vision	0.001	0.617
Organizational citizenship behavior	0.735	0.819	Development	0.001	0.762
Organizational citizenship behavior	0.610	0.838	Reward	0.001	0.715

According to the results in Table (5), all linear regression equations are significant, and for every unit increase in internal marketing, organizational citizenship behavior will increase (0.796). Furthermore, adding a unit of vision resulted in an increase in organizational citizenship behavior (0.617). Organizational citizenship behavior increases (0.762) for each additional unit of development. Finally, a one-unit increase in rewards leads to an increase in organizational citizenship behavior (0.715). Table (6) shows the coefficients and R², in order to formulate an equation for multiple linear regression. The first dimension has been excluded from the equation as it is not significant (Sig>0.05).

Table 6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	R ²
	B	Std. Error	Beta			
Constant	0.473	0.106		4.459	0.001	0.797
Vision	0.061	0.045	0.074	1.358	0.175	
Development	0.471	0.064	0.502	7.313	0.001	
Reward	0.353	0.052	0.356	6.745	0.001	

a. Dependent Variable: Organizational citizenship behavior

According to the results of Table (6), The multiple linear regression equation is as follows:

$$Y = a + b_1(X_1) + b_2(X_2) + b_3(X_3)$$

$$\text{Organizational citizenship behavior} = 0.473 + 0.471 (\text{Development}) + 0.353 (\text{Reward})$$

The multiple linear regression equation implies that an increase in one developmental unit leads to an increase in organizational citizenship behavior (0.471). Furthermore, adding one reward unit leads to an increase in organizational citizenship behavior (0.353). The R² coefficient of determination was (0.797), meaning that internal marketing explained about 80% of organizational citizenship behavior, while the remaining 20% was due to other non-research factors. "Vision" is excluded from the equation because of (sig ≥ 0.05), and this often happens in multiple linear regression equations that analyze data measured by a five-point Likert scale.

4. Conclusions

According to the results obtained in this study, we conclude that the universities in which the research was conducted are concerned with internal marketing and consider employees as internal customers whose needs and desires must be met, and the behavior of most faculty members is consistent with the behavior of organizational citizenship, as these members feel that belonging to the university is like belonging to the country. Therefore, the surveyed universities should support those individuals whose behavior is characterized by giving altruism and dedication towards the university, students, and co-workers, as this will reflect positively on the efficiency and effectiveness of these universities. One of the ways to support these individuals is through internal marketing, as the research found a strong positive relationship between "internal marketing" and "organizational citizenship behavior", as well as a strong positive relationship between the three dimensions of internal marketing -vision, development, and reward- and organizational citizenship behavior. Thus, it can be said that there is a possibility to exploit internal marketing to achieve organizational citizenship. The dimensions of "development" and "reward", respectively, are the most positively influential in achieving organizational citizenship behavior, so focusing on these two dimensions is the best in achieving organizational citizenship behavior.

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تأثير التسويق الداخلي في سلوك المواطنة التنظيمية

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مستخلص البحث

الهدف من هذه الورقة هو تحديد تأثير التسويق الداخلي - من خلال ثلاثة أبعاد: الرؤية، التطوير، والمكافأة - على سلوك المواطنة التنظيمية في ثلاث جامعات خاصة في العراق. ان نظرة المنظمات الى افرادها كزبائن داخليين جعلها أكثر واقعية في التعامل مع أسباب مغادرتهم وذهابهم إلى منظمات أخرى، مما دفع منظمات الأعمال إلى السعي لبناء بيئة تنظيمية تساهم في جعل المنظمة تبدو وكأنها موطن لهؤلاء الافراد. اعتمد الباحث المنهج الوصفي التحليلي للوصول الى اهداف البحث. تم استعمال الاستبانة كأداة لجمع بيانات البحث، كما تم استعمال البرمجيات الإحصائية (SPSS V.23 and AMOS V.23) لتحليل البيانات. تم اختيار عينة عشوائية مكونة من 290 عضواً من أعضاء الهيئة التدريسية. وخلص البحث إلى وجود تأثير إيجابي للتسويق الداخلي على سلوك المواطنة التنظيمية. كذلك فإن بعد التطوير له الأثر الأكبر على سلوك المواطنة التنظيمية، ثم تأتي المكافأة والرؤية على التوالي. البحث يسلط الضوء على مستوى المتغيرات وطبيعة العلاقات بينها في قطاع التعليم العالي الخاص في البيئة العراقية.

نوع البحث: ورقة بحثية

المصطلحات الرئيسية للبحث التسويق الداخلي، سلوك المواطنة التنظيمية، الرؤية، التطوير، المكافأة.