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DEPARTMENT OF MARITIME BUSINESS ADMINISTRATION
MARITIME BUSINESS ADMINISTRATION PROGRAM
MASTER’S THESIS

**THE EFFECT OF INTERNAL MARKETING ON JOB
SATISFACTION: A RESEARCH ON SHIP AGENCIES**

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İZMİR-2016

THESIS APPROVAL PAGE



DECLARATION

I hereby declare that this doctoral thesis titled as “The Effect of Internal Marketing on Job Satisfaction: A Research on Ship Agencies” has been written by myself in accordance with the academic rules and ethical conduct. I also declare that all materials benefited in this thesis consist of the mentioned resources in the reference list. I verify all these with my honor.

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Esra BARAN



ABSTRACT

Master's Thesis

The Effect of Internal Marketing on Job Satisfaction:

A Research on Ship Agencies

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Maritime Business Administration Program

The internal marketing concept is an important part of holistic marketing and services marketing triangle. And it argues that the needs and wants of employees must be satisfied by viewing them as internal customers. Especially in service sector, the employees have important roles in quality of service delivery. Therefore, service organizations must put emphasis on the satisfaction, motivation and customer orientation of their employees in order to provide better services and gain a competitive advantage in the market.

The main purpose of this research is to investigate the effect of internal marketing activities on employees' job satisfaction. In order to reach the aim of the study, as a quantitative research method, the survey method was used. The total 157 questionnaires were applied to office employees of container line agents in İzmir. Total 143 usable questionnaires were collected and data were analyzed by SPSS 20.0 software program. Regression analysis was used to examine the effect of internal marketing on job satisfaction. The research findings revealed that the internal marketing (development, vision and communication, and reward system) has a positive effect on job satisfaction of the office employees of container line agents in İzmir. Consequently, this research will make a contribution to the literature related to the subject and also to container line agents' managers in terms of internal marketing activities and employee's job satisfaction.

Keywords: Services Marketing, Internal Marketing, Job Satisfaction, Ship Agencies.



ÖZET

Yüksek Lisans Tezi

İçsel Pazarlamanın İş Tatmini Üzerindeki Etkisi:

Gemi Acenteleri Üzerine Bir Araştırma

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Denizcilik İşletmeleri Yönetimi Programı

İçsel pazarlama kavramı bütünsel pazarlamanın ve hizmet pazarlaması üçgeninin önemli bir parçasıdır. Ve çalışanları iç müşteri olarak görerek, onların istek ve ihtiyaçlarının tatmin edilmesi gerektiğini savunur. Özellikle hizmet sektöründe, çalışanlar hizmet sunumunun kalitesinde önemli rollere sahiptirler. Bu nedenle, hizmet kuruluşlarının daha iyi hizmet verebilmek ve pazarda rekabet avantajı kazanmak için çalışanlarının tatminine, motivasyonuna ve müşteri odaklı olmalarına önem vermeleri gerekir.

Bu araştırmanın temel amacı, içsel pazarlama faaliyetlerinin çalışanların iş tatmini üzerindeki etkisini araştırmaktır. Çalışmanın amacına ulaşmak için, bir nicel araştırma yöntemi olarak, anket yöntemi kullanılmıştır. Toplam 157 anket İzmir'deki konteyner hat acentelerinin ofis çalışanlarına uygulanmıştır. Toplam 143 adet kullanılabılır anket toplanmış ve veriler SPSS 20.0 yazılım programı ile analiz edilmiştir. İçsel pazarlamanın iş tatmini üzerindeki etkisini incelemek için regresyon analizi kullanılmıştır. Araştırmanın bulguları, içsel pazarlamanın (geliştirme, vizyon ve iletişim ve ödüllendirme sistemi) İzmir'deki konteyner hat acentelerinin ofis çalışanlarının iş tatminleri üzerinde olumlu bir etkiye sahip olduğunu ortaya koymuştur. Sonuç olarak bu araştırma, konuyla ilgili literatüre katkıda bulunup aynı zamanda içsel pazarlama faaliyetleri ve çalışanların iş tatmini açısından konteyner hat acentesi yöneticilerine katkı sağlamaktadır.

Anahtar Kelimeler: Hizmet Pazarlaması, İçsel Pazarlama, İş Tatmini, Gemi Acenteleri.



**THE EFFECT OF INTERNAL MARKETING ON JOB SATISFACTION: A
RESEARCH ON SHIP AGENCIES**

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
AMA	American Marketing Association
App.	Appendix
Asst.	Assistant
BIMCO	The Baltic and International Maritime Council
B/L	Bill of Lading
CBCR	Customer-based Corporate Reputation
CMC	Container Management and Control
CO	Customer Orientation
COB	Customer-oriented Behavior
CRM	Customer Relationship Management
Dept.	Department
DTO	Chamber of Shipping
EL	Employee Loyalty
EWA	Employee Work Attitude
Exp.	Export
FONASBA	The Federation of National Associations of Ship Brokers and Agents
HRM	Human Resource Management
IM	Internal Marketing
IMEAK	İstanbul and Marmara, Aegean, Mediterranean and Blacksea Regions
Imp.	Import
ISQ	Internal Service Quality
JDI	Job Description Index
JDS	Job Diagnostic Survey
JI	Job Involvement
JIG	Job in General
JS	Job Satisfaction

JSS	The Job Satisfaction Survey
MCIM	Management Commitment to Internal Marketing
MO	Market Orientation
MSE	Medium-sized Enterprises
MSQ	Minnesota Satisfaction Questionnaire
NOR	Notice of Readiness
NSQ	Need Satisfaction Questionnaire
OC	Organizational Commitment
OCB	Organizational Citizenship Behavior
OP	Organizational Performance
Rep.	Representative
SQ	Service Quality
SSS	Short-sea Shipping
TCC	Turkish Commercial Code
TL	Turkish Lira
TQM	Total Quality Management
TVE	Total Variance Explained
UNCTAD	United Nations Conference on Trade and Development
VDAD	Maritime Association of Shipowners and Agents

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INTRODUCTION

The internal marketing activities which are successfully performed by the organizations have positive influences on the employees and also on the organizations' goals and performance. Especially in labor-intensive service organizations the employees have crucial importance. There is a common agreement that "the organizations cannot have satisfied customers with unsatisfied and unhappy employees". For the successful implementation of internal marketing, there is need to establish the organization's internal marketing objectives, involvement of the management and employees in the process, effective internal communication within the organization and continuous control of the implementation process for corrective actions.

The agents are serving in the maritime industry and providing supporting, supplementary and facilitating services to the owners or operators of the ships. For the effective service offering they have crucial responsibilities. When the relevant literature was reviewed it was seen that there are many studies related to employees of different service sectors but there is no similar study with the ship agents serving in the maritime industry. For that reason, this research aims to investigate the internal marketing perceptions of container line agent employees and examine the effect of internal marketing activities on their job satisfaction.

This research consists of four chapters. In the first chapter, definition and characteristics of services are explained. The internal marketing concept is detailed as a part of services marketing. The literature review has been conducted through the secondary data resources. The definitions, development stages, objectives, benefits and consequences of internal marketing concept and the stages of internal marketing implementation are detailed. And the dimensions of internal marketing are identified by content analysis. The studies which have found relationship between internal marketing and job satisfaction in the literature are presented.

The second chapter focuses on the importance of job satisfaction. Job satisfaction and forms of job satisfaction are described. Content analysis is carried out related to factors which are affecting job satisfaction. Motivation and satisfaction

theories and consequences of job satisfaction are detailed. Finally, the scales used for measuring job satisfaction are given in this chapter.

The third chapter is related to ship agencies. In this chapter, types, roles, functions, services and duties of ship agents as intermediaries in maritime industry are described in detail.

In the fourth chapter, which is the last chapter of the research, the methodology of the research is detailed. The model of the research is presented in this chapter. Sampling and data collection processes are explained. The data collected from the survey are analyzed and the results of the analyses are given in detail. First, the descriptive statistics related to profile information of respondents and items in the questionnaire are given. And then, factor analysis is applied to the internal marketing and job satisfaction items. Finally, the hypotheses developed according to the aim of the research are tested and the findings of the research are highlighted.

CHAPTER ONE

THE ROLE OF INTERNAL MARKETING CONCEPT IN SERVICES MARKETING

1.1. THE SERVICE CONCEPT: SCOPE AND DEFINITION

Because of the nature of services and their diversity, defining the service is quite difficult. There are many attempts to define the service concept by different authors in services marketing literature (Gilmore, 2003: 3). Service as a term is defined by American Marketing Association; "activities performed by sellers and others that accompany the sale of a product and aid in its exchange or its utilization". According to definition of Kotler and Levy (1969: 12), "services are intangible goods that are subject to market transaction". And Kotler and Keller (2011: 378) defined the service as "any act or performance one party can offer to another that is essentially intangible and does not result in the ownership of anything; its production may or may not be tied to a physical product". Another definition made by Lovelock and Wright (2002: 6) "service is an act or performance offered by one party to another. Services are economic activities that create value and provide benefits for customers at specific times and places, as a result of bringing about a desired change in - or on behalf of - the recipient of the service". According to definition made by Gronroos (1984: 37-38) "service is basically immaterial and can be characterized as an activity where production and consumption to a considerable extent take place simultaneously. Services require high consumer involvement in the consumption process".

From the definitions made for service, it is possible to make a general point of view about the service concept. The common point of the definitions can be seen as 'activities' or 'processes' and 'intangibility'.

1.2. NATURE OF SERVICES

Services are different from goods and require a distinct approach to deal with management and marketing of services effectively (Kotler and Keller, 2011: 380; Lovelock and Wright, 2002: 24). There is a common agreement that the four main

characteristics of services (intangibility, inseparability, heterogeneity or variability, and perishability) distinguish them from physical/tangible goods (Baron and Harris, 2003: 19; Gilmore, 2003: 10; Hoffman and Bateson, 2010: 57; Kotler and Keller, 2011: 380; Lovelock and Wright, 2002: 9; Zeithaml et al., 1985: 33).

1.2.1. Intangibility

Intangibility is the most basic and recognized difference between goods and services. By comparison with the goods, services cannot be seen, tasted, touched, felt, heard or smelled before purchasing (Kotler and Keller, 2011: 380; Mudie and Pirrie, 2006: 3). The intangible nature of the services makes decision making more complex for the consumers. Therefore, to reduce the complexity and uncertainty the consumers look for sign and evidence of service quality (Gilmore, 2003: 10; Ruskin-Brown, 2005: 32). Service providers' duty is to "manage the evidence" through providing assurance and proving their service quality (Kotler and Keller, 2011: 380).

Because of the intangibility characteristics of services, several marketing challenges occur such as (Gilmore, 2003: 10; Hoffman and Bateson, 2010: 58; Zeithaml et al., 1985: 35):

- Services cannot be inventoried that creates supply and demand problems,
- Services lack patent protection and can be easily copied,
- Services are difficult to display and/or explain to customers,
- The prices of services are difficult to determine.

1.2.2. Inseparability

While the physical goods are first manufactured, then stored or inventoried and finally sold and consumed, services are first sold, then produced and consumed simultaneously (Baron and Harris, 2003: 20; Kotler and Keller, 2011: 381; Mudie and Pirrie, 2006: 4; Zeithaml et al., 1985: 33). The service delivery process depends on the interconnection between service provider, customer and other customers. The involvement of customers in the production and the behavior of other customers may influence the given service (Baron and Harris, 2003: 20; Gilmore, 2003: 11).

The inseparability characteristic of the services creates some marketing challenges. Some of the examples of these challenges can be stated as follows (Baron and Harris, 2003: 20; Gilmore, 2003: 11; Hoffman and Bateson, 2010: 64; Zeithaml et al., 1985: 35):

- The service provider is a part of the service,
- The consumers and other consumers are involved in production process,
- The centralized mass production of services is difficult.

1.2.3. Heterogeneity

It is not possible to standardize the services, because people (as service providers) cannot operate as constantly as machines. The quality of service may depend on who provides, when and where, and to whom it is provided (Baron and Harris, 2003: 20; Gilmore, 2003: 11; Kotler and Keller, 2011: 381; Mudie and Pirrie, 2006: 4-5; Zeithaml et al., 1985: 34). Different employees may provide different service outcomes and also the same employee may perform differently from day to day (Mudie and Pirrie, 2006: 5). Also, the evaluation of service quality may vary depending on the perceptions and expectations of customers (Gilmore, 2003: 11).

The main marketing challenge caused by heterogeneity of the service is the difficulty of achieving service standardization and quality control (Hoffman and Bateson, 2010: 70; Zeithaml et al., 1985: 35).

1.2.4. Perishability

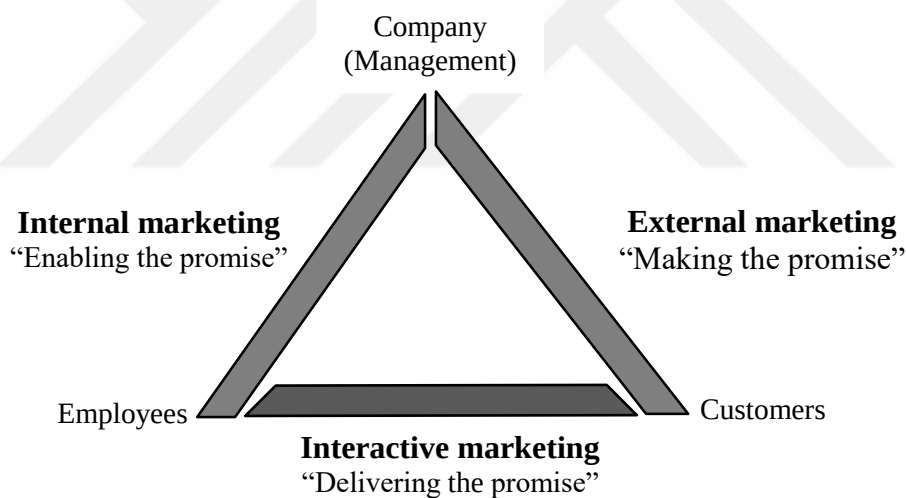
The perishability feature of services refers that they cannot be saved, stored, inventoried, returned and re-used (Gilmore, 2003: 11; Zeithaml et al., 1985: 34). Ruskin-Brown (2005: 33) states that "yesterday's service is gone forever; the service marketer can only sell what service can be provided from now onward". If the opportunity of service delivery is failed, it will be lost forever. When the demand fluctuates, the perishability of service creates problems (Kotler and Keller, 2011: 383).

1.3. INTERNAL MARKETING CONCEPT: AS A KEY FUNCTION OF HOLISTIC MARKETING APPROACH

Services marketing needs not only external marketing but also internal marketing and interactive marketing. For the successful service offering, the implementation of three types of marketing is essential. The services marketing triangle model consists of three types of marketing, namely external marketing, interactive marketing and internal marketing.

Services marketing is related with promises which are made and kept to customers. The services triangle which is shown in Figure 1 "visually reinforces the importance of people in the ability of firms to keep their promises and succeed in building customer relationships" (Zeithaml et al., 2000: 7).

Figure 1: Services Marketing Triangle



Source: Zeithaml et al., 2000: 7.

The three points of triangle represent the company (or management), the customers, and the employees (service providers), each of them works together in order to develop, promote and deliver the services (Zeithaml et al., 2000: 7).

External marketing involves the link between the company and its customers. In the external marketing process, the company makes promises concerning their service offerings and how the offerings will be delivered. And also, the company

engages in setting up the service level expectations of customers from the company (Strydom, 2005: 271; Zeithaml et al., 2000: 7).

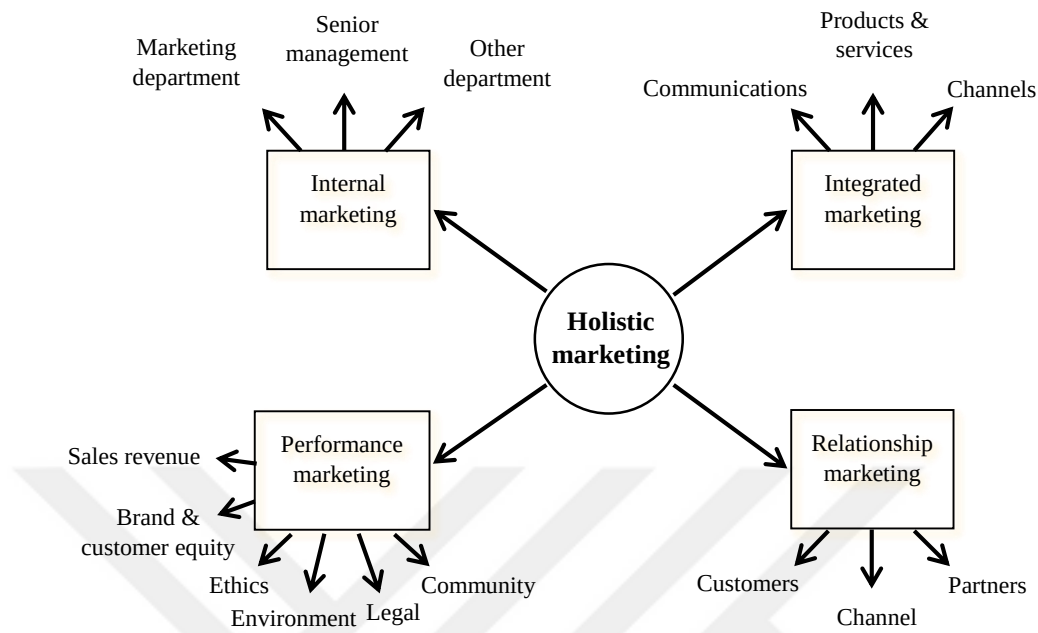
As service providers of the organization, employees have the responsibility to ensure that the promises given to customers are kept. Because; if the promises are not kept, the customers will be dissatisfied. At this stage, the interactive marketing occurs between the employees and the customers. Service providers make their best to provide high-quality service to their customers (Kotler and Keller, 2011:387; Strydom, 2005: 272; Zeithaml et al., 2000: 7).

Internal marketing plays a critical role in the services marketing triangle. The management must train their employees and give them the necessary tools to perform their jobs at the highest level in order to provide customer satisfaction (Kotler and Keller, 2011: 387; Strydom, 2005: 272). According to Zeithaml et al. (2000: 7), "unless service employees are able and willing to deliver on the promises made, the firm will not be successful, and the services triangle will collapse".

Kotler and Keller (2011: 40) defined the holistic marketing approach as;
"The holistic marketing concept is based on the development, design, and implementation of marketing programs, processes, and activities that recognize their breadth and interdependencies. Holistic marketing acknowledges that everything matters in marketing and that a broad, integrated perspective is often necessary".

The schematic overview of the four main elements of holistic marketing concept is shown in the Figure 2. Relationship marketing defined as "building rich, multifaceted relationships with customers, channel members, and other marketing partners". Integrated marketing is concerned with "ensuring multiple means of creating, delivering, and communicating value are employed and combined in the best way". Performance marketing means "understanding returns to the business from marketing activities and programs, as well as addressing broader concerns and their legal, ethical, social, and environmental effects". Internal marketing as an element of holistic marketing concept is related to "ensuring everyone in the organization embraces appropriate marketing principles" (Kotler and Keller, 2011: 17).

Figure 2: Holistic Marketing Concept



Source: Kotler and Keller, 2011: 41.

1.4. THE DEFINITION OF INTERNAL MARKETING IN SERVICES MARKETING LITERATURE

When the literature was reviewed, it was seen that there is a great extent of different definition for internal marketing. No universally accepted definition of internal marketing concept exists, because the internal marketing concept has evolved considerably since the emergence. This variety of the definitions causes the difficulties for the implementation and adaptation of the concept. So in the practice, only a limited number of organizations apply the internal marketing practices (Rafiq and Ahmed, 2000: 449; Owusu-Frimpong and Martins, 2010: 29-30).

The definitions of internal marketing in the literature are given in chronological order to be able to see the development (see Table 1).

Table 1: Internal Marketing Definitions in Services Marketing Literature

Author/s	Internal Marketing Definitions
Berry (1981)	We can think of internal marketing as viewing employees as internal customers, viewing jobs as internal products and then endeavoring to offer internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization.
Gronroos (1990) (in Varey, 2002)	Internal marketing is a management philosophy that provides managers with an understanding and appreciation for the roles of employees in the corporation, requiring that they have a holistic view of their jobs.
Rafiq and Ahmed (1993)	Internal marketing involves a planned effort to overcome organizational resistance to change and to align, motivate and integrate employees towards the effective implementation of corporate and functional strategies.
Greene et al. (1994)	Internal marketing is the key to superior service and the result is external marketing success. Internal marketing can be defined as the promoting of the firm and its product(s) or product lines to the firm's employees.
Ballantyne et al. (1995)	Internal marketing is any form of marketing within an organization which focuses staff attention on the internal activities that need to be changed in order to enhance external market place performance.
Varey (1995)	Internal marketing is a process and mechanism for ensuring effective responsiveness to environmental changes, flexibility for adopting newly designed administrative arrangements efficiently, and continuous improvement in performance.
Joseph (1996)	Internal marketing is the application of marketing, human resources management, and allied theories, techniques and principles to motivate, mobilize, co-opt, and manage employees at all levels of organization to continuously improve the way they serve external customers and each other.
Kotler (1997)	Internal marketing means that the service firm must effectively train and motivate its customer-contact employees and all the supporting service people to work as a team to provide customer satisfaction.
Ballantyne (2000)	Internal marketing is a strategic approach to challenging both the attitudes and behavior of staff towards an understanding of the centrality of the customer. The term 'customer consciousness' is appropriate here.
Rafiq and Ahmed (2000)	Internal marketing is a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and inter-functionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies, in order to deliver customer satisfaction through a process of creating motivated and customer orientated employees.
Varey (2002)	Internal marketing is continuous training to enhance the service providers' knowledge of their services and capabilities, their awareness of market opportunities and their marketing skills.
Dunmore (2005)	Internal marketing is concerned with the resources and activities occurring within an organization that influence the nature of its culture and competitiveness as a route to achieving its purpose.
Longbottom et al. (2006)	Internal marketing may be viewed from a series of perspectives developing from an early emphasis on marketing orientation, to adopting marketing like approaches, to developing employee relationship management, and most recently to a focus on creating value (in this context for both external and internal customers).

Source: Author

The researchers have made different categorizations in their studies while defining the internal marketing concept. For example; with the review of the literature, Sinčić and PološkiVokić (2007) and Davoudi and Kaur (2012) classified the definitions into four groups as; a mere synonym of human resource management, a usage of marketing techniques in internal marketplace, a precondition for satisfied external customers, and a source of competitive advantage. Considering the study of Rafiq and Ahmed (2000), Tortosa-Edo et al. (2010) classified the definitions of internal marketing in their study as (Table 2); a way of achieving employee satisfaction, a means of achieving customer orientation on the part of employees, and a method for managing change and implementing strategy.



Table 2: Classification of Internal Marketing Definitions in the Literature

Theoretical Approach	Author/s	Definition
Means of achieving employee satisfaction	Sasser and Arbeit (1976), Berry (1981)	Means of achieving employees' satisfaction by treating them like customers and offering them the job as an internal product that will permit the quality of service to be improved.
	Parasuraman et al. (1985), Berry and Parasuraman (1991)	Marketing orientation at internal level to achieve the satisfaction of front-line employees, and to attract, develop, motivate, and retain the best qualified employees.
	Lings and Greenley (2005)	Organizational culture concerned to consider the internal ambience at the same level as the external, with the aim of achieving the satisfaction of the worker, a key aspect in the progress of the organization.
Way to achieve customer orientation in employees	Gronroos (1985), Richardson and Robinson (1986)	Application of a marketing philosophy to motivate employees to have a market orientation, to be aware of customers' needs and requirements, and to possess a sales mentality.
	Quester and Kelly (1999), Papasolomou-Doukakis and Kitchen (2004)	Method of promoting the need to have a market orientation or the concept of service to external customers among the employees.
Method for management of change and strategic implementation	Winter (1985)	Technique of leading employees towards the achievement of organizational objectives.
	Gilmore and Carson (1995)	The spreading of the responsibility for all marketing activity across all functions of the organization, and the proactive application of marketing principles to 'selling the staff' on their role in providing customer satisfaction within a supportive organizational environment.
	Rafiq and Ahmed (2000)	Planned effort using marketing as an approach that permits the organizational resistance to change to be overcome, and aligns, motivates, inter-functional coordinates, and integrates employees towards the effective implementation of functional and corporate strategies.

Source: Adapted from Tortosa-Edo et al., 2010: 1282-1283.

1.5. DEVELOPMENT AND EVOLUTION OF INTERNAL MARKETING CONCEPT

As stated by Gummesson (2000: 27), the concept of internal marketing is originated from services marketing. And the origin of the internal marketing concept was suggested by Berry as a managerial approach to ensure satisfaction of customers by satisfying employees' needs (Berry, 1981; Gounaris, 2008: 69). The main concern of the concept was stated by Gummesson as "to get everyone who was involved in service encounters – the front line or contact staff – to perform better in the interaction with customers" (Aburoub et al., 2011: 108; Gummesson, 2000: 27).

However, the usage of the internal marketing concept has extended beyond traditional service industry and gained acceptance from all kinds of organizations (Gummesson, 2000: 27), it is much more important in labor-intensive service organizations because the performance of the employees is the product that the end customers buy (Berry, 1981: 39).

With the careful review of the literature, the study of Rafiq and Ahmed (2000: 450) indicated that there are three separate phases of internal marketing concept development process. These phases are:

- Employee motivation and satisfaction (First Phase)
- Customer orientation (Second Phase)
- Broadening the internal marketing concept, strategy implementation and change management (Third Phase).

1.5.1. Phase 1 - Employee Motivation and Satisfaction

In the developmental phase, the internal marketing literature mostly focused on the issue of employee motivation and satisfaction. In this phase, the importance of employee satisfaction as an important factor leading to customer satisfaction and also customer loyalty was investigated (Rafiq and Ahmed, 2000: 450).

By approaching the internal marketing concept from a traditional marketing view (Schultz, 2004: 112), Berry has defined the internal marketing as "viewing employees as internal customers, viewing jobs as internal products and then

endeavoring to offer internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization" (Berry, 1981: 34).

In order to be a successful service firm, first of all, the firm must sell the jobs to its employees then the employees can sell its services to customers (Sasser and Arbeit, 1976: 64). So if the firms want to have satisfied customers, they must satisfy their employees first. Internal marketing includes the efforts of organizations for training and motivating their personnel to ensure better service (Cooper and Cronin, 2000: 177).

According to this approach, the main principle for ensuring satisfied employees is the assessment of employees as customers (Rafiq and Ahmed, 2000: 451). Sasser and Arbeit (1976: 61) stated that the service firms must realize that their most critical productive resource and a key to success are their employees as their most important customers. Thereby, attraction of best employees, their retention and motivation have gained critical importance (Farzad et al., 2008: 1480; Rafiq and Ahmed, 2000: 451).

Rafiq and Ahmed (2000: 451) mentioned about to important problems related with this approach. The employees as internal customers have no choice while buying the product (their job). The other one is that the needs of the external customer could be seen as secondary after the needs of the firm's own employees and also the financial cost of having satisfied employees could be considerable. With the idea of customer is always right employees could behave like external customers and they would make impossible requests from organizations' resources. "For that reason in this approach employees do not know they are customers even though they are treated as such" (Ahmed and Rafiq, 2002: 26).

1.5.2. Phase 2 - Customer Orientation

The second phase in the evolution of the internal marketing concept was asserted by Gronroos (1981). According to Gronroos approach, the objective of internal marketing is to "get motivated and customer-conscious employees". In this approach, it is not enough that employees are satisfied and motivated to work better (as in the approach of Berry), but they must also be sales minded and responsive to

customers' needs (Farzad et al., 2008: 1480; Gounaris, 2008: 69; Rafiq and Ahmed, 2000 :451-452).

George (1990) similarly accepts this approach by defining the IM as "employees are best motivated for service-mindedness and customer oriented behavior by an active marketing-like approach, where marketing like activities are used internally" (Joseph, 1996: 54; Rafiq and Ahmed, 2000: 452).

If employees are seen as marketing resources, they develop into part-time marketers for the organization and so they create customer-oriented and customer-focused culture within the organization (Dunne and Barnes, 2000: 200; Varey, 1995).

The difference of Gronroos approach from Berry is that Gronroos focuses on ensuring customer orientation and customer consciousness among the employees by applying marketing-like processes internally, rather than only satisfying and motivating them (Farzad et al., 2008: 1481; Rafiq and Ahmed, 2000: 452).

1.5.3. Phase 3-Broadening the Internal Marketing Concept

In the beginning of the third phase, some authors explicitly began to adopt the role of internal marketing as a tool for implementing strategies of the organization. Rafiq and Ahmed (2000) stated that Winter (1985) was one of the earliest to suggest the role of internal marketing as a technique for managing employees aimed at the achievement of organizational goals (Rafiq and Ahmed, 2000: 452). They approached the internal marketing concept from a hybrid view (Farzad et al., 2008: 1481), using the both of Berry and Gronroos approaches. In the third phase, it was suggested that the scope of internal marketing concept is not only limited with the employee motivation and customer consciousness.

According to Rafiq and Ahmed (2000: 461), the implementation of internal marketing is difficult because of the organizational resistance to change and conflicts between the departments. These internal conflicts could be overcome with the development of cross-functional integration within the organization through the internal marketing.

Although in the beginning, this viewpoint of internal marketing tends to be seen in the context of services firms, later it may also become valid for any type of firms (Farzad, 2006: 16).

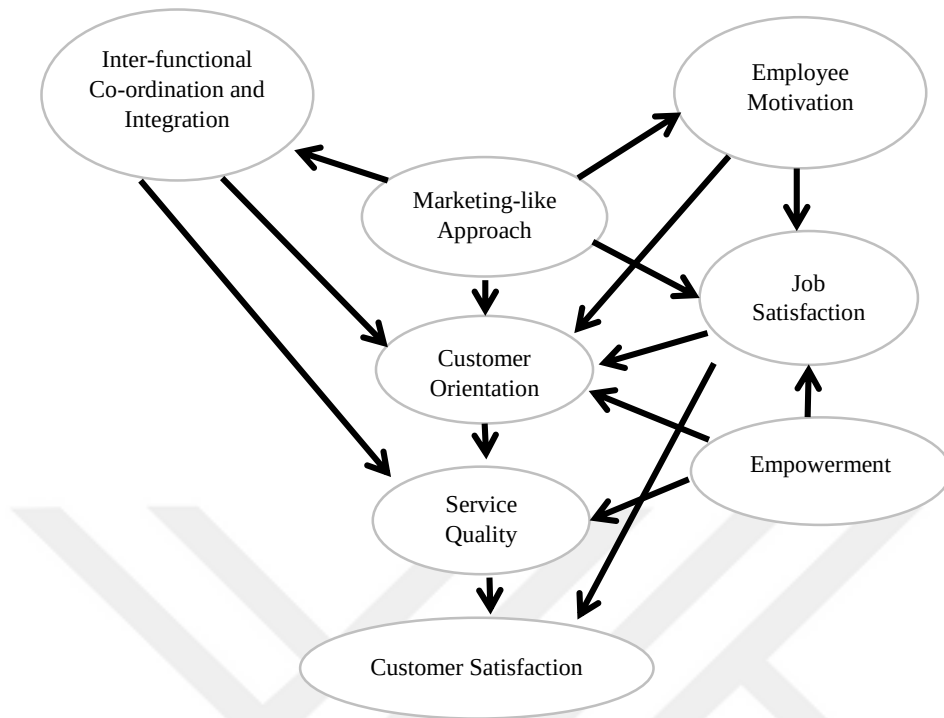
1.6. THE OBJECTIVES AND ELEMENTS OF INTERNAL MARKETING

Gilmore (2000: 76) stated that the main objective of the internal marketing is "to involve employees in the organization's mission and strategic direction, and to help them understand and value the corporate objectives". According to Gronroos approach, the objective of internal marketing is to "get motivated and customer-conscious employees".

In order to provide a comprehensive internal marketing model, Rafiq and Ahmed presented a new model which derived from the existing internal marketing literature by the combination of Berry's and Gronroos' models. The model highlights the importance of employee attitudes in service quality. According to Rafiq and Ahmed's internal marketing model (Ahmed and Rafiq, 2002: 15-23):

- the job satisfaction has impact on service quality indirectly via customer orientation,
- customer orientation is achieved through a marketing-like approach to the motivation of employees, and inter-functional co-ordination. The centrality of customer orientation reflects its importance in the marketing literature and its central role in achieving customer satisfaction and hence organizational goals,
- empowerment effects the job satisfaction, customer orientation and service quality,
- effective service quality requires high levels of inter-functional co-ordination and integration; also, employees need to be supported by requisite levels of empowerment to deliver the required levels of service quality. The empowerment is essential for interactive marketing to occur.

Figure 3: Internal Marketing Model



Source: Ahmed and Rafiq, 2002: 20.

Internal marketing aims to enhance the awareness among the employees about their roles and make the organization more marketing-oriented by active participation in marketing (Varey, 2002: 214). Internal marketing should not be regarded as short-term practice to engage the attention of customers, must be adopted as management philosophy by the organizations (Sinčić and PološkiVokić, 2007: 11). Considering the objectives of internal marketing, many attempts have been made to identify the main elements of internal marketing in the literature (see Table 3).

Table 3: Summary of Literature on Main Elements of Internal Marketing

Author/s	Elements of Internal Marketing
Berry and Parasuraman (1992)	- Compete for talent - Offer a vision - Prepare people to perform - Stress team play - Leverage the freedom factor - Measurement and reward - Know the customer
Foreman and Money (1995)	- Vision - Reward - Development
Rafiq and Ahmed (2000)	- Employee motivation and satisfaction - Customer orientation and customer satisfaction - Inter-functional co-ordination and integration - Marketing-like approach - Implementation of specific corporate/functional strategies
Bansal et al. (2001)	- Employment security - Extensive training - Generous rewards - Sharing information - Employees empowerment - Reduced status distinctions
Conduit and Mavondo (2001)	- Market training and education - Management support - Internal communication - Personnel management - External communication
Ahmed et al. (2003)	- Top management support - Business process support - Cross-functional coordination
Ting (2011)	- Support - Motivation - Communication - Training
Poor et al. (2013)	- Extensive training - Generous rewards - Sharing information - Employees empowerment - Reduced status distinctions - Internal customer loyalty - Trust in management - Job security
Narteh and Odoom (2015)	- Internal communication - Empowerment - Reward systems - Training - Organizational culture - Employee commitment

Source: Author

In order to identify the major elements of internal marketing in the literature, the content analysis is carried out with the total 49 studies regarding to the main elements of internal marketing. In Table 4, the results point out that the most common and accepted internal marketing elements in the literature are development element which includes the training and education of the employees, reward system which includes performance measurement systems and performance incentives, internal communication element related to communication within the organization between managers and employees or employees each other and vision offered by the organizations to the employees. The most common element which is development regarding to training and education is stated in 45 studies. After the development element, the reward system element is mentioned in 36 studies. The third most common element is internal communication stated in 29 studies. Vision is the fourth most common element which is referred in 20 studies. Elements of empowerment, motivation, and personnel management related to employee selection, recruitment, retention, recognition etc. are indicated in 18 studies. Coordination and integration between departments mentioned in 14 studies as an element of internal marketing. Support given by the management of the organizations are referred as the internal marketing element in 13 studies. Employees satisfaction, external communication and work conditions are mentioned in 10 studies. Then the elements of customer orientation (in 9 studies), marketing-like approach (in 7 studies), corporate strategies and information sharing (in 6 studies), job security (in 5 studies), corporate culture, reduced status distinctions and senior leadership (in 4 studies), service quality (in 3 studies), external environment (in 2 studies), performance, trust in management, and understanding and differentiation (in one study) are stated in the studies respectively.

Table 4: Content Analysis of Internal Marketing Elements

	Development/ Training & Education	Reward System	Internal Communication	Vision	Empowerment	Motivation	Personnel (HR) Management	Coordination & Integration	Management Support	Employee/ Job Satisfaction	External Communication	Work Environment / Conditions	Customer Orientation	Marketing-like Approach	Corporate/Functional Strategies	Information Sharing	Job Security	Corporate/Service Culture	Reduced Status Distinctions	Senior Leadership	Service Quality	External Environment / Activities	Performance	Trust in Management	Understanding & Differentiation
Greene et al. (1994)	✓	✓						✓								✓									
Foreman and Money (1995)	✓	✓		✓																					
Caruana and Calleya (1998)	✓	✓		✓																					
Quester and Kelly (1999)	✓	✓	✓	✓		✓	✓																		
Dunne and Barnes (2000)	✓	✓	✓			✓	✓					✓													
Rafiq and Ahmed (2000)						✓		✓		✓			✓	✓	✓										
Bansal et al. (2001)	✓	✓			✓											✓	✓		✓						
Conduit and Mavondo (2001)	✓		✓				✓		✓		✓														
Ahmed et al. (2003)	✓	✓	✓	✓	✓		✓	✓				✓								✓					
Ay and Kartal (2003)						✓		✓		✓			✓	✓	✓										
Chang and Chang (2007)	✓		✓				✓		✓		✓											✓			
Che Ha et al. (2007)	✓	✓	✓	✓	✓	✓		✓		✓			✓	✓						✓	✓				
Sihombing and Gustam (2007)	✓	✓																							
Demir et al. (2008)	✓	✓	✓	✓																					
Farzad et al. (2008)	✓					✓		✓		✓															✓
Tsai and Tang (2008)	✓	✓		✓																					
Candan and Gündüz Çekmecelioğlu (2009)	✓	✓		✓																					
Davidson (2009)	✓				✓													✓			✓				
De Farias (2010)						✓		✓		✓			✓	✓	✓		✓								

Table 4: Content Analysis of Internal Marketing Elements (Continued)

	Development/ Training & Education	Reward System	Internal Communication	Vision	Empowerment	Motivation	Personnel (HR) Management	Coordination & Integration	Management Support	Employee/ Job Satisfaction	External Communication	Work Environment / Conditions	Customer Orientation	Marketing-like Approach	Corporate/Functional Strategies	Information Sharing	Job Security	Corporate/Service Culture	Reduced Status Distinctions	Senior Leadership	Service Quality	External Environment / Activities	Performance	Trust in Management	Understanding & Differentiation
Ibrahim et al. (2010)	✓	✓	✓				✓																		
İşler and Özdemir (2010)	✓	✓	✓	✓																					
Shiu and Yu (2010)	✓	✓		✓		✓		✓		✓			✓	✓	✓										
Aburoub et al. (2011)	✓	✓																✓							
Abzari et al. (2011)	✓	✓	✓		✓	✓						✓													
Başaran et al. (2011)	✓	✓		✓																					
Çoban and Perçin (2011)		✓	✓		✓	✓		✓		✓		✓													
Iliopoulos and Priporas (2011)	✓	✓		✓		✓		✓		✓			✓	✓	✓										
Tag-Eldeen and El-Said (2011)	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓			✓		✓		✓					
Ting (2011)	✓	✓	✓	✓		✓	✓	✓	✓		✓														
Yıldız (2011)	✓	✓		✓																					
Ahmad and Al-Borie (2012)	✓	✓	✓			✓	✓		✓		✓														
ELSamen and Alshurideh (2012)	✓	✓	✓			✓	✓		✓			✓													
Eti İçli and Eti Aslan (2012)	✓	✓	✓	✓																					
Fernando (2012)	✓	✓	✓		✓															✓					
Hung (2012)	✓		✓				✓		✓		✓														
Barzoki and Ghujali (2013)	✓	✓	✓		✓						✓	✓													
Chen and Lin (2013)	✓		✓		✓	✓			✓			✓													
Ferdous et al. (2013)	✓	✓	✓		✓																				

Table 4: Content Analysis of Internal Marketing Elements (Continued)

	Development/ Training & Education	Reward System	Internal Communication	Vision	Empowerment	Motivation	Personnel (HR) Management	Coordination & Integration	Management Support	Employee/ Job Satisfaction	External Communication	Work Environment / Conditions	Customer Orientation	Marketing-like Approach	Corporate/Functional Strategies	Information Sharing	Job Security	Corporate/Service Culture	Reduced Status Distinctions	Senior Leadership	Service Quality	External Environment / Activities	Performance	Trust in Management	Understanding & Differentiation
Fu (2013)	✓	✓			✓											✓	✓		✓						
Huang and Chen (2013)	✓	✓	✓	✓	✓		✓	✓																	
Kocaman et al. (2013)	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓													
Poor et al. (2013)	✓	✓			✓											✓	✓		✓					✓	
Chen and Wu (2014)	✓		✓				✓		✓													✓			
Chiu et al. (2014)	✓		✓				✓		✓		✓														
Tsai (2014)	✓			✓			✓																		
Atlay Işık and Cerit (2015)	✓	✓	✓		✓					✓			✓								✓		✓		
Chen et al. (2015)	✓		✓				✓		✓		✓														
Kim et al. (2015)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓						
Narteh and Odoom (2015)	✓	✓	✓		✓													✓							
TOTAL	45	36	29	20	18	18	18	14	13	10	10	10	9	7	6	6	5	4	4	4	3	2	1	1	1

Source: Author

1.7. THE BENEFITS AND CONSEQUENCES OF INTERNAL MARKETING

Successfully implemented internal marketing activities have many significant benefits and consequences for both individuals and organizations (Dunne and Barnes, 2000: 196). Anosike and Ahmed (2006) evaluated the benefits of internal marketing in two categories. At the individual level, it links employees' goals with the organization's goals. At the organizational level, it helps the implementation of cross-functional activities effectively by creating inter-departmental awareness among the personnel within the organization.

The detailed literature review showed that the benefits of successfully implemented internal marketing activities include such consequences (Ahmed and Rafiq, 2003; Arnett et al., 2002: 87-89; Atlay Işık, 2011: 141-142; Dunne and Barnes, 2000: 196; Greene et al., 1994: 5-8; Gronroos, 1981; Heskett et al., 1994; Mishra, 2010: 189; Ting, 2011: 360; Varey, 1995: 46):

- decreasing the rate of personnel turnover,
- creating customer-conscious employees,
- improving employee commitment to the organization,
- reducing the barriers between departments,
- ensuring effective overall communication,
- promoting employees' job satisfaction and motivation,
- facilitating organizational growth and development,
- improving ability to implement change within the organization,
- improving service quality,
- enhancing customer satisfaction and customer loyalty, and
- achieving and sustaining competitive advantage.

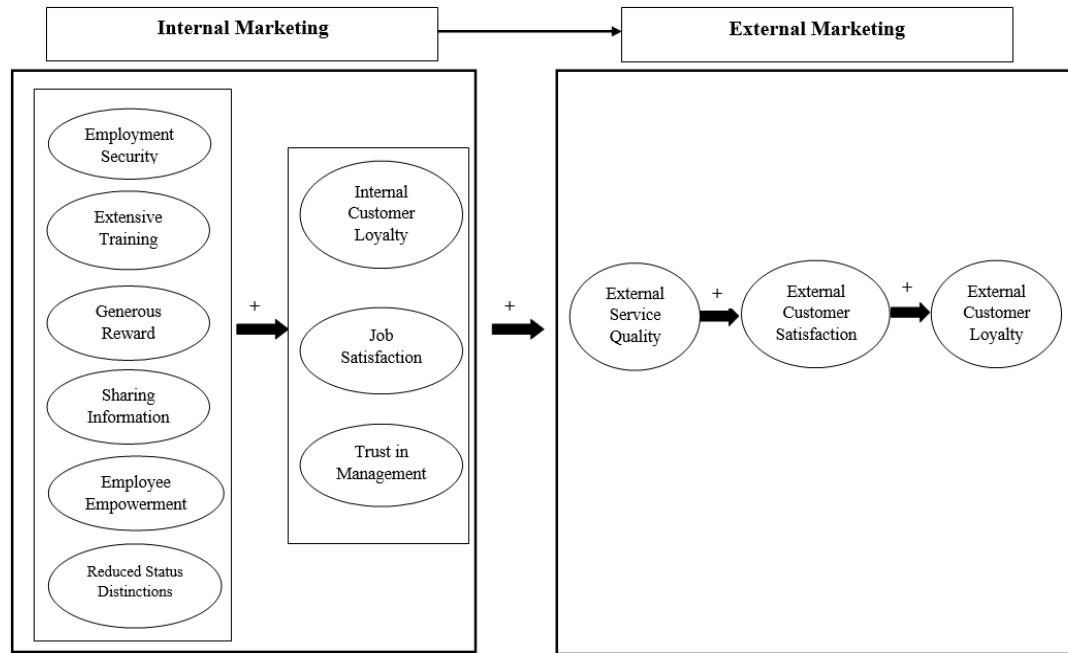
Bansal et al. (2001) presented a model (Figure 4) regarding the link between the main internal marketing activities and external marketing outcomes such as external service quality, external customer satisfaction and external customer loyalty. The main propositions of this model includes Bansal et al. (2001: 67-72):

- Internal marketing elements including employment security, extensive training, generous rewards, information sharing within the organization,

employee empowerment and reduced status distinctions are positively correlated with job satisfaction, loyalty to the firm, and trust in management.

- The behaviors of internal customers influenced by internal marketing practices have a positive impact on external marketing issues.

Figure 4: Linking Internal Marketing Activities to External Marketing Outcomes



Source: Bansal et al., 2001: 65.

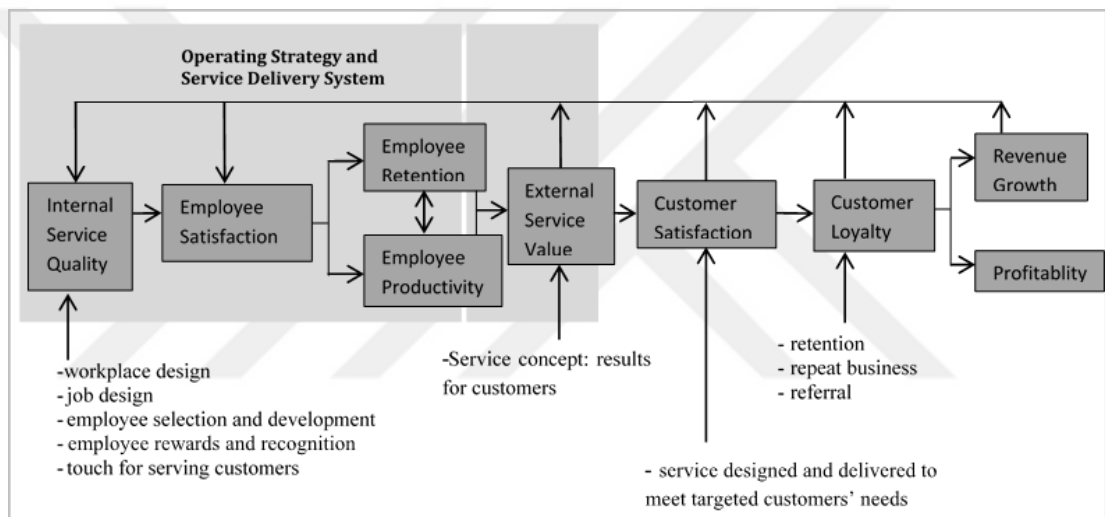
Internal marketing activities influence the employee's behaviors positively and they would be proud of being a part of organization (Arnett et al., 2002: 88; Ting, 2011: 360). And also it is believed that the internal marketing practices have the capability to minimize the overall gap between customers' expectations from service organization and what they actually receive (Baron and Harris, 2003: 129).

Employees are in the center of the service-profit chain, and managing the internal market of the organization has important role in creating and sustaining an organization's competitive advantage (Bansal et al., 2001: 65).

Service profit chain is a model based on the links in the chain as follows (Heskett et al., 1994: 164-165):

"Profit and growth are stimulated primarily by customer loyalty. Loyalty is a direct result of customer satisfaction. Satisfaction is largely influenced by the value of services provided to customers. Value is created by satisfied, loyal, and productive employees. Employee satisfaction, in turn, results primarily from high-quality support services and policies that enable employees to deliver results to customers".

Figure 5: Service-Profit Chain

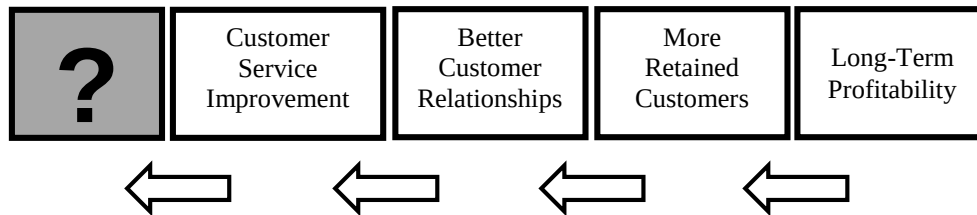


Source: Heskett et al., 1994: 166.

According to statement of Barnes and Morris (2000:477), "You can't make happy customers with unhappy employees". Satisfying the needs and requirements of employees as internal customers leads to improve the organization's competence of satisfying external customers' needs.

Ballantyne (2000) suggests that improvement of customer service may provide better customer relationships, more retained customers and accomplish the marketing activities of the organization. Consequently, this would make contribution to long-term profitability of organization. At the beginning point which is shown in Figure 6, "someone has to do something, where internal marketing begins" (Ballantyne, 2000: 44).

Figure 6: ‘Customer First’ Linear Logic



Source: Ballantyne, 2000: 44.

Through the employee survey, management of the organizations can realize and monitor the benefits and impacts of internal marketing activities on the employees such as the satisfaction of employees within the organization (Anosike and Ahmed, 2006: 14). Employee surveys enable management to recognize the needs of employees, working conditions and other job related issues and also identify the organization's policy violations and other organizational breakdowns (Berry, 1981: 34-35).

The relationship between the internal marketing and job satisfaction, organizational commitment, service quality, service culture, organizational performance, customer satisfaction, employee happiness and loyalty are the mostly investigated topics in the literature (see App. 1). Caruana and Calleya (1998) carried out a study in bank sector and found a significant relationship between internal marketing and organizational commitment. Hwang and Chi (2005) found that internal marketing has positive impacts on employee job satisfaction and performance of international hotels. Chang and Chang (2007) and Chang and Chang (2009), in their studies carried out with nurses, found positive effects of internal marketing on both job satisfaction and organizational commitment. Tsai and Tang (2008), Başaran et al. (2011) found positive relationship between internal marketing practices and service quality in their study. The importance and impact of internal marketing activities on the service culture of the service organizations is emphasized in the case study of Atlay Işık and Cerit (2015) which was carried out in cruise tourism sector. Tanhaei et al. (2013) revealed that internal marketing affects employee happiness. The positive influence of internal marketing on customer orientation has been found in the studies of Huang and Chen (2013) and Fu (2013).

1.8. INTERNAL MARKETING MIX

The traditional marketing mix can be used internally as internal marketing mix which includes internal product, internal price, internal distribution and internal promotion (De Bruin-Reynolds et al., 2015: 25 and Voima, 2000: 240).

1.8.1. Internal Product

In the internal marketing, fundamentally, the job is the internal product (Berry, 1981: 34; Rafiq and Ahmed, 1993: 223; De Bruin-Reynolds et al., 2015: 26 and Tanhaei et al, 2013: 340) and the job must be attractive for the employees in order to attract the best suitable people (Voima, 2000: 240). A successful service firm must first sell the jobs to its employees (Sasser and Arbeit, 1976: 64).

The components of the internal product were stated in the study of De Bruin-Reynolds et al. (2015) as; training and development, empowerment, role fit and clarity, and carrier advancement. In order to support the employees with the required skills and the knowledge, the training and development programs must be provided by the organizations. Empowerment gives employees more autonomy while performing their duties by enabling them to take actions and make necessary decisions. The role fit requires the good degree compliance between the job and employees' personalities and the responsibilities and expectations of the roles should be communicated with employees clearly. Career advancement plays an important role for the satisfaction, attraction and retention of the qualified employees (De Bruin-Reynolds et al., 2015: 26).

1.8.2. Internal Price

Piercy and Morgan (1991: 85) defines the internal price as what the organizations asking their internal customers (employees) to pay when they buy the product (job). This means employees pay some costs for the involvement of time and the commitment to work for the organization (Dunne and Barnes, 2000: 203), these

costs are classified as opportunity costs, psychological costs and the emotional labor costs (De Bruin-Reynolds et al., 2015: 26).

Opportunity cost refers to the external opportunities that the employees gave up for his job in the organization and the sacrifices that the employees made for adjusting changes within the organization (De Bruin-Reynolds et al., 2015: 26). Employees can over-estimate the cost of adopting the new ways of working and may be resistant to changes, because the accurate measurement of opportunity costs is quite difficult (Rafiq and Ahmed, 1993: 224). Psychological costs are related to employee depression and demoralization. The employees must control their emotions and stay calm while giving service to their customers (even if the customers are nervous or angry) and this may create emotional tension and difficulties for them (De Bruin-Reynolds et al., 2015: 26). Information sharing and cooperation between management and employees can minimize the psychological and emotional costs (Yang, 2012: 5).

1.8.3. Internal Promotion

Promotion within the internal marketing mix refers to the information sharing, internal communication within the organization and also the use of motivational incentives and reward systems (De Bruin-Reynolds et al., 2015: 26-27; Dunne and Barnes, 2000: 203; Piercy and Morgan, 1991: 85; Rafiq and Ahmed, 1993: 224; Tanhaei et al, 2013: 340; Voima, 2000: 240). The application of right internal communication strategies within the organization enables the preparation of healthy internal environment via the cooperation and understanding among the employees, problem-solving, and information sharing (De Bruin-Reynolds et al., 2015: 27; Rafiq and Ahmed, 1993: 224).

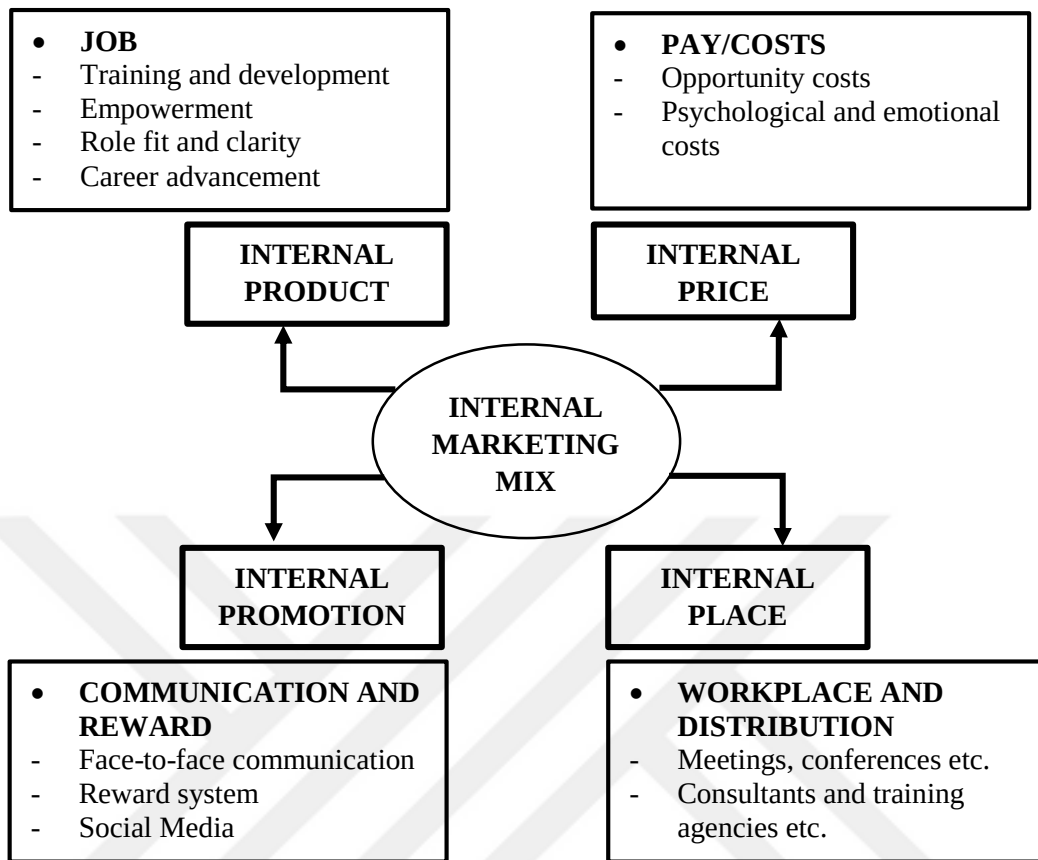
For effective internal promotion, there is a need to use of necessary communications media and reward systems such as internal advertising, face-to-face communications (personal selling), internal reward systems and social media (De Bruin-Reynolds et al., 2015: 27; Rafiq and Ahmed, 1993: 224). Internal advertising examples include the provision of internal brochures and booklets about internal product to employees as service provider (Yang, 2012: 6). Face-to-face communication method can be regarded as more impressive than the other methods of

communication because there is a direct communication between managers or supervisors (who have control over what they are saying) and employees. In order to motivate and encourage the employees for better service performances, the use of reward and recognition systems are very common in the service organizations (Rafiq and Ahmed, 1993: 224). The online platforms as a social media communication may be used for connecting employees and promoting cooperation within the organization (De Bruin-Reynolds et al., 2015: 27).

1.8.4. Internal Place

The internal place is related with the environmental conditions of workplace and also the distribution channels which are used in the delivery of internal product to internal customers (Dunne and Barnes, 2000: 203; Rafiq and Ahmed, 1993: 225). Providing the suitable working conditions and environment for their internal customers is under the responsibility of the management (Dunne and Barnes, 2000: 203). Meetings and conferences can be regarded as places where the organizational policies are announced. Also, the consultancy companies and training agencies can be used as channels in the delivery of training programs (Rafiq and Ahmed, 1993: 225).

Figure 7: Internal Marketing Mix



Source: Adapted from De Bruin-Reynolds et al., 2015: 25-27.

1.9. THE PROCESS AND IMPLEMENTATION OF INTERNAL MARKETING

The process of internal marketing offers a procedure in order to develop and update a model of how the organization operates and should be operated by using appropriate language (Varey, 1995: 47). The external marketing techniques may be used within the organization such as market research, segmentation, marketing mix in order to implementation of internal marketing successfully (Owusu-Frimpong and Martins, 2010: 34).

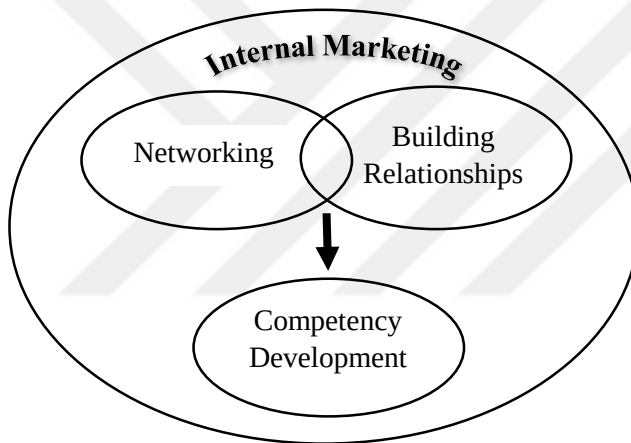
According to Gummesson (2000), the guidelines for internal marketing practice include;

- use the IM concept as a perspective and direction for marketing,
- follow the relationship marketing idea and

- make sure that implementation is systematic and dedicated.

Gilmore (2000) suggests that implementation of internal marketing successfully depends on the development of competencies in the management of the organization for each functional department. In order to implement and maintain internal marketing activities, the management and employees should have necessary competencies for networking and building relationships (Gilmore, 2000: 82-84; Joshi, 2007: 34). "Internal networking should be encouraged by service managers to develop, progress and support all aspects of service activity and responsibility in relation to internal service providers, customers and potential customers, and industry and business networks" (Gilmore, 2003: 150).

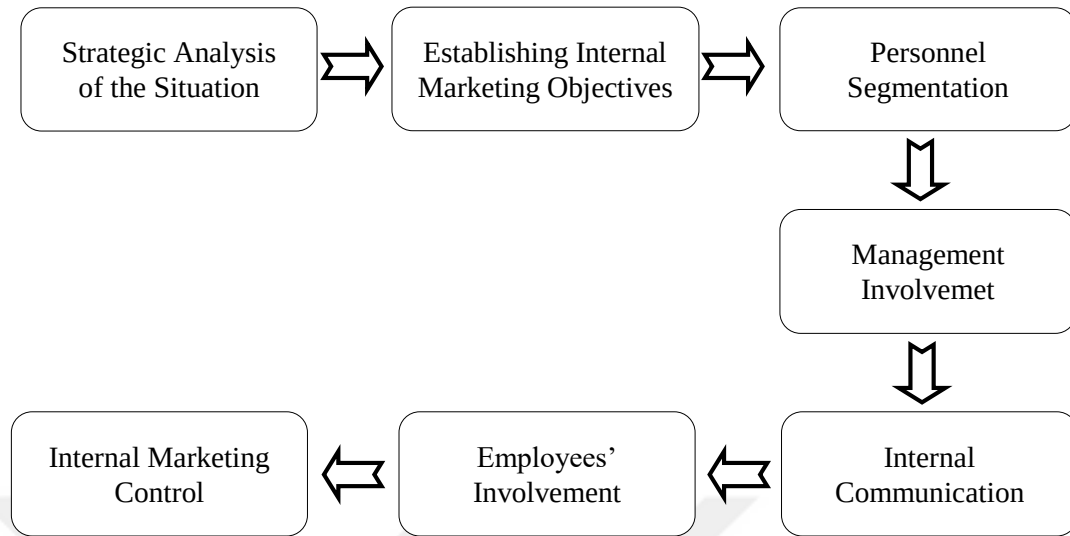
Figure 8: Components for Implementation of Internal Marketing



Source: Gilmore, 2000: 84.

Catalin et al. (2014) presented an overall view of the internal marketing implementation process in their study and they proposed an internal marketing implementation model (Figure 9) that builds up both internal and external relations by satisfying the needs of internal customers and adopting a holistic marketing vision.

Figure 9: Internal Marketing Implementation Stages



Source: Catalin et al., 2014: 11.

- **First Stage - Strategic Analysis of the Situation:** In the first stage as a starting point, some priorities must be defined regarding the measures need to be taken by the organization. Strategic analysis of the situation focuses on determining the pros and cons in four main areas: customer orientation of employees, employee orientation of organization, organizational culture and leadership style (Catalin et al., 2014: 11-15).
- **Second Stage - Establishing Internal Marketing Objectives:** The necessary internal marketing objectives must be established in consideration of situation analysis of the organizations and these objectives will be reliant to the general objective of internal marketing. For example, employee satisfaction and motivation are the main applicable internal marketing objectives for all organizations (Catalin et al., 2014: 13).
- **Third Stage - Personnel Segmentation:** Usually, the internal marketing practices are not implemented by the whole organization, only one or more specific departments, functions, groups or teams within the organization may be focused for internal marketing practices (Foreman and Money, 1995: 760). Because the internal marketing takes different forms at different levels (Joshi, 2007: 30), segmentation of employees helps the organizations to be able to use

the most convenient internal marketing practices for each employee segment (Catalin et al., 2014: 13-15). The employees' ages, positions in the organization, professional backgrounds etc. can be used as segmentation criteria (Catalin et al., 2014: 13).

- **Fourth Stage - Management Involvement:** Owusu-Frimpong and Martins state that for the successful implementation of internal marketing, different levels of management must be involved during the all implementation process, not only one department or person and the involvement in implementation should begin at the top level of management (Owusu-Frimpong and Martins, 2010: 33). The support and involvement of management promotes "a climate of mutual trust between management and personnel, facilitating the acceptance of internal marketing plans at all hierarchical levels" of the organization (Catalin et al., 2014: 13-15).
- **Fifth Stage - Internal Communication:** Internal communication helps to create efficient feedback systems irrespective of hierarchical levels and to communicate and inform all concerned employees within the organization systematically (Catalin et al., 2014: 15-16).
- **Sixth Stage - Employees' Involvement:** Employees who receive and internalize goals of the organization are more motivated and will make more contributions to succeed these goals. Mutual support and cooperation between the management and the employee are essential for implementing internal marketing (Catalin et al., 2014: 14-15).
- **Seventh Stage - Internal Marketing Control:** All stages in the internal marketing process continuously must be monitored and controlled, thus in case of the disorder the necessary corrective actions can be made at the right time (Catalin et al., 2014: 16).

1.9.1. Barriers in the Effective Implementation of Internal Marketing

The most common four barriers in the development and implementation of effective internal marketing practice in an organization are discussed in the literature (Anosike and Ahmed, 2006: 16-17; Gilmore, 2003: 144-146; Gilmore, 2000: 76-80

and Joshi, 2007: 32-34). These are inter-departmental conflict, intra-departmental conflict, resistance to change and lack of individual responsibility.

1.9.1.1. Inter-departmental Conflict

In most of the organizations, inter-departmental conflicts exist where the perspective of one department is different from the other departments' perspective. Priorities and ideologies are different, for example; marketing's view of an organization will be different from other departments' views (Gilmore, 2000: 78-79; Joshi, 2007: 32).

This conflict is particularly seen between the marketing and human resources departments because both departments claim to whole responsibility for the implementation of internal marketing. However, the study of Anosike and Ahmed (2006) revealed that the assumed conflict between the marketing and human resources departments does not exist in practice. Each department plays a significant role in the implementation process and both of them complement in each other in the implementation of internal marketing practices (Anosike and Ahmed, 2006: 16-17).

1.9.1.2. Intra-departmental Conflict

Intra-departmental conflict arises when the objectives of the organization and department are different from the personal objectives of individuals, because every employee in the organization has various goals, desires and ambitions (Gilmore, 2000:79) and their goals and desires influence their attitude and overall behavior in the organization (Joshi, 2007: 32).

If there is a limited number of internal promotion or advancement for a large number of employees in the organization, intra-departmental conflicts often take place. Then, coworkers can see each other as a competitor; this leads not to share their ideas, initiatives and plans with each other and limits the information flow within the organization (Gilmore, 2000: 79).

1.9.1.3. Resistance to Change

An organizational resistance to change can be seen in many organizations at different levels but at the top management level, the resistance to change causes more dangerous and important problems (Joshi, 2007: 32). Resistance to change arises from "a reluctance of management and employees to consider new ideas, where key managers (and gatekeepers) may feel their power could be eroded, and an overall fear of the unknown and concern about job security or future promotion" (Gilmore, 2003: 144). The more different the new idea than the older, the more resistance to adopt it (Gilmore, 2000: 78).

1.9.1.4. Lack of Individual Responsibility

This barrier occurs when the decisive action is necessary but the managers in the organization are unable or reluctant to make this action. Instead of developing and implementing new strategies and decisions, the managers just choose and implement the same action plan with the previous year and do not want to take responsibility (Gilmore, 2000: 79-80; Joshi, 2007: 33). Empowerment gives employee a chance to make daily updated decisions related with their jobs (Gilmore, 2000: 80).

1.10. THE RELATIONSHIP BETWEEN INTERNAL MARKETING AND JOB SATISFACTION

Successfully implemented internal marketing activities have many outcomes and one of them is job satisfaction. Internal marketing can be seen as a driver of employee satisfaction (De Bruin-Reynolds, 2015: 28). In order to ensure a positive influence and satisfaction on employees, the organizations must try their best to apply the internal marketing practices (Shiu and Yu, 2010: 798, Ting, 2011: 355).

Lings and Greenley (2005: 291) stated that "internal marketing uses a marketing perspective for managing an organization's human resources". Internal marketing as holistic concept includes the both service marketing and human resource marketing (HRM) activities because satisfaction of the service employees belongs to

both marketing and human resources tasks of the organizations internally (Gounaris, 2008: 69, Pantauvakis, 2012: 179). Therefore, the effect of internal marketing activities on the employees' job satisfaction has been examined in many studies.

In the literature, researchers have found a positive relationship between internal marketing and job satisfaction in different sectors. And also, some of the studies have found the mediating effect of job satisfaction between internal marketing and its consequences (i.e. organizational commitment, organizational performance, service quality etc.).

The studies which have found relationship between internal marketing and job satisfaction are detailed in Table 5. In the hotel sector, Hwang and Chi (2005), Gounaris (2008), Tag-Eldeen and El-Said (2011), Ruizalba et al. (2014) and Kim et al. (2015) have found relationship between internal marketing and job satisfaction. Chang and Chang (2007), Iliopoulos and Priporas (2011), Ahmad and Al-Borie (2012), Pantouvakis (2012), Dahl and Peltier (2014) and Chen et al. (2015) have carried out their studies with hospitals and medical centers (health sector). In education sector, Demir et al. (2008), Usta (2009), Başaran et al. (2011), Ting (2011), Hung (2012), Ogunnaike et al. (2012), Omar Salem (2013) and Shabbir and Salaria (2014) have carried out their studies with universities and schools. Shiu and Yu (2010) and Poor et al. (2013) have found relationship between internal marketing and job satisfaction in insurance sector. The studies carried out with banks and credit institutions includes Tortosa-Edo et al. (2010), Kameswari and Rajyalakshmi (2012), Barzoki and Ghujali (2013) and De Bruin-Reynolds et al. (2015). Yıldız (2011) and Chiu et al. (2014) carried out their studies in sport schools and centers to examine relationship between internal marketing and job satisfaction. Only, the study of Sihombing and Gustam (2007) has found negative relationship between internal marketing and job satisfaction which is carried out in private university.

Table 5: Literature Review of the Studies Found Relationship between Internal Marketing and Job Satisfaction

Author/s (Year)	Aim / objective of the study	Sample	Methodology / Scale	Variables	Findings
Hwang and Chi (2005)	To examine the relationships between internal marketing, employee job satisfaction and organizational performance.	International hotels in Taiwan	Survey/ IM Scale: Wu (2001), Gronroos (1990) JS Scale: Spector (1985) and Smith et al. (1969) OP Scale: Venkatraman & Ramanujam (1986) and Campbell (1977)	Internal Marketing, Job Satisfaction, and Organizational Performance (OP)	Internal marketing has positive effects on employee job satisfaction. And both employee job satisfaction and internal marketing have positive effects on performance of international hotels.
Chang and Chang (2007)	To investigate the relationship between the perceptions of nurses related to internal marketing, job satisfaction, and organizational commitment.	Nurses from two medical centers in Southern Taiwan	Survey / Questionnaire structured after consulting numerous related articles and discussion with experts	Internal Marketing, Job Satisfaction and Organizational Commitment	There is positive effect of job satisfaction on organizational commitment. The perceptions of nurses related to internal marketing have positive effects on their job satisfaction and organizational commitment.
Sihombing and Gustam (2007)	To test the effects of internal marketing on job satisfaction and organizational commitment.	Lecturers in a private university in West Java	Survey / IM Scale: Money & Foreman (1996) JS Scale: Spector (1999) OC Scale: Allen & Meyer (1990)	Internal Marketing, Job Satisfaction, and Organizational Commitment	Internal marketing is negatively related to job satisfaction. Internal marketing is positively related to organizational commitment. And job satisfaction is not positively related to organizational commitment.
Demir et al. (2008)	To examine the relationships between internal marketing, organizational commitment and job satisfaction.	Academicians from universities in Turkey	Survey / IM Scale: Foreman & Money (1995) JS Scale: Hackman & Oldham (1975) OC Scale: Allen & Meyer (1990)	Internal Marketing, Job Satisfaction, Organizational Commitment	The results of the analysis showed that internal marketing has a significant effect on job satisfaction and organizational commitment. Also, job satisfaction has a significant effect on organizational commitment.
Gounaris (2008)	To explore the impact of Internal Market Orientation (IMO) on the application of internal marketing practices and employee job satisfaction.	Managers and employees of five-star hotels.	Interview and Survey / Questionnaire was designed based on literature and new IMO scale developed by the author	Internal Marketing, Internal Market Orientation and Job Satisfaction	There is a positive relationship between job satisfaction and internal marketing practices. IMO is also a significant variable in explaining employee job satisfaction and it is also moderating the relationship between internal marketing and job satisfaction.

Table 5: Literature Review of the Studies Found Relationship between Internal Marketing and Job Satisfaction (Continued)

Author/s (Year)	Aim / objective of the study	Sample	Methodology / Scale	Variables	Findings
Usta (2009)	To examine the mediation effects of organizational commitment and job satisfaction on the relationship between internal marketing and perceived service quality.	Teachers employed in private education enterprises	Survey / IM Scale: Money & Foreman (1996) OC Scale: Allen & Meyer (1990) JS Scale: Bař (2002) SQ Scale: Parasuraman et al. (1988)	Organizational Commitment, Job Satisfaction, Internal Marketing And Service Quality	There are significant direct and positive relationship between internal marketing perceptions and service quality perceptions of teachers. And also, there is not mediation effect of organizational commitment in relation between two variables, but there is full mediation effect of job satisfaction.
Ibrahim et al. (2010)	To investigate the effect of the practices of internal marketing on the job satisfaction.	Sales personnel in the Jordan Telecom Group	Survey / Scale used: N/A	Internal Marketing and Job Satisfaction	Internal marketing has an effects on job satisfaction. Also found that demographic characteristics of respondents have an effect on the variables..
Shiu and Yu (2010)	To examine the relationship between internal marketing, organizational culture, job satisfaction, and organizational performance.	Non-life insurance industry in Taiwan	Survey / IM Scale: Foreman & Money (1995) JS Scale: Spector (1985), Tzeng et al. (2002), Lucas et al (1987) O. Culture Scale: Robbins (1996) and Stock et al (2007). OP Scale: Venkatraman & Ramanujam (1986) and Campbell (1977)	Internal Marketing, Organizational Culture, Job Satisfaction, and Organizational Performance (OP)	Internal marketing affects organizational performance through job satisfaction in the non-life insurance industry. Job satisfaction mediates the relationship between internal marketing and organizational performance.
Tortosa-Edo et al. (2010)	To explore the impact of internal marketing on the satisfaction of contact personnel.	Cashiers of the branches of a small, local credit institution	Survey / IMO Scale: Lings & Greenley (2005) Satisfaction Scale: Hunt et al. (1985), Johlke and Duhan (2000)	Internal Market Orientation (IMO) and Satisfaction	The results showed the validity and reliability of the IMO construct, formed by four of the five dimensions of the original scale. They also corroborate the causal relationships among the four dimensions, as well as the significant influence of the informal dimension of IMO on the satisfaction of contact personnel.

Table 5: Literature Review of the Studies Found Relationship between Internal Marketing and Job Satisfaction (Continued)

Author/s (Year)	Aim / objective of the study	Sample	Methodology / Scale	Variables	Findings
Başaran et al. (2011)	To investigate the effect of internal marketing on perceived service quality and the mediating role of job satisfaction on the relationship between internal marketing and perceived service quality.	Academicians who study in the West Black Sea Universities of Turkey.	Survey / IM Scale: Foreman & Money (1995) JS Scale: Rusbult et al. (1988) SQ Scale: SERVPERF	Internal Marketing, Perceived Service Quality and Job Satisfaction	Development and reward dimensions of internal marketing have influence on the service quality. Job satisfaction has a mediating role for the relationship between reward dimension of internal marketing and perceived service quality.
Iliopoulos and Priporas (2011)	To examine the influence of internal marketing on job satisfaction in health services.	Public hospitals in Northern Greece	Survey/ IM Scale: Foreman & Money (1995) JS Scale: Stamps & Piermonte (1986)	Internal Marketing and Job Satisfaction	There is a statistically significant positive relationship between internal marketing and job satisfaction.
Tag-Eldeen and El-Said (2011)	To explore the effect of internal marketing and satisfaction on performance.	Frontline employees of five-star hotels in Egypt	Survey / Scale : Lings & Greenley (2005)	Internal Marketing, Satisfaction, Experience	The perceptions of internal marketing implementation among hotel employees were influenced by their satisfaction and experience level.
Ting (2011)	To identify the relationship between internal marketing and organizational commitment by exploring the mediating roles of job involvement and job satisfaction.	Elementary school teachers in Taiwan	Survey / IM Scale: Conduit & Mavondo (2001) JS Scale: Ironson et al. (1989) OC Scale: Porter et al. (1974) JI Scale: Lodahl and Kejner (1965)	Internal Marketing, Organizational Commitment, Job Involvement (JI) and Job Satisfaction	Internal marketing, job involvement, and job satisfaction all have effects on organizational commitment. And also, job involvement and job satisfaction have mediating roles in the relationship between internal marketing and organizational commitment.
Yıldız (2011)	To explore the relationship between internal marketing, job satisfaction and organizational commitment for sports coaches working in sports schools.	Coaches working in sport schools	Survey / IM Scale: Foreman & Money (1995) JS Scale: Chang & Chang (2007) OC Scale: Allen & Meyer (1990)	Internal Marketing, Job Satisfaction, Organizational Commitment	There are significant positive relationships between the variables. And also, the impact of internal marketing on organizational commitment was partially mediated by job satisfaction.
Ahmad and Al-Borie (2012)	To investigate the effect of internal marketing on job satisfaction and organizational commitment.	Teaching Hospitals in Saudi Arabia	Survey / Questionnaire was designed based on literature	Internal Marketing, Job Satisfaction, Organizational Commitment	Internal marketing has positive effect on Saudi teaching hospitals physicians' job satisfaction, and organizational commitment.

Table 5: Literature Review of the Studies Found Relationship between Internal Marketing and Job Satisfaction (Continued)

Author/s (Year)	Aim / objective of the study	Sample	Methodology / Scale	Variables	Findings
Hung (2012)	To examine the impact of internal marketing on the job satisfaction of primary school teachers and the effectiveness of primary schools.	Teachers in Central Taiwan primary schools	Survey / IM Scale: Conduit & Mavondo (2001) JS Scale: Porter & Lawler (1968)	Internal Marketing, Job Satisfaction, School Effectiveness	According to the result of the study, both internal marketing and job satisfaction had a direct positive relationship with school effectiveness. And job satisfaction had a partial mediating role in the relationship between internal marketing and school effectiveness.
Kameswari and Rajyalakshmi (2012)	To explore the relationship between satisfaction of employee with IM dimensions.	Employees of State Bank of India in Visakhapatnam city	Survey / Scale : N/A	Internal Marketing and Job Satisfaction	There is a significant positive relationship between the dimensions of internal marketing (work content, training, work environment, superior support, coworker support and recognition) and job satisfaction.
Ogunnaike et al. (2012)	To examine internal marketing practices and its relationship with job satisfaction.	Academic and non-academic staff in a Nigerian university	Survey / Scale : N/A	Internal Marketing and Job Satisfaction	There is strong and positive relationship between internal marketing and job satisfaction.
Pantouvakis (2012)	To explore the internal marketing concept and its effect on internal customer satisfaction.	Medical staff members in hospitals	Survey / Questionnaire was designed based on literature	Internal Marketing and Internal Customer Satisfaction	The results showed that internal customer satisfaction is positively and directly affected by the four IM dimensions. IM has a significant impact on internal customer satisfaction.
Al-Hawary et al. (2013)	To examine the impact of internal marketing practices which include the empowerment, training, leadership and motivation, on job satisfaction of Jordanian commercial banks.	Employees of commercial banks in Amman	Survey / Questionnaire was designed based on literature	Internal marketing and Job satisfaction	Training and development has the highest impact on employees' job satisfaction followed by motivation, empowerment, communication, respectively. Thus, there is effect of the internal marketing practices on employees job satisfaction.

Table 5: Literature Review of the Studies Found Relationship between Internal Marketing and Job Satisfaction (Continued)

Author/s (Year)	Aim / objective of the study	Sample	Methodology / Scale	Variables	Findings
Barzoki and Ghujali (2013)	To investigate the relationship between internal marketing, job satisfaction, organizational commitment and organizational citizenship behavior.	Employees of Urmia Melli Bank	Survey / IM Scale: Rafiq & Ahmed (1993) JS Scale: Smith et al. (1969) OC Scale: Allen & Meyer (1990) OCB Scale: Podsakoff et al. (1990)	Internal Marketing, Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior (OCB)	The study found that positive impact of internal marketing on job satisfaction and organizational citizenship behavior and also significant impact of internal marketing on organizational commitment.
Omar Salem (2013)	To examine the relationship between internal marketing orientation and employee job satisfaction.	Supporting staff at University Utara Malaysia	Survey / Scale used: N/A	Internal Marketing Orientation and Job Satisfaction	The result indicated that internal marketing orientation positively correlated with employee job satisfaction. Also the result showed that internal response dimension of IMO has the highest effect on employee job satisfaction.
Poor et al. (2013)	To explore the influences of internal marketing on employees behaviors.	Private insurance companies	Survey/ Scales used : N/A	Internal Marketing, Job Satisfaction, Loyalty, Trust Management	There is positive meaningful relationship between the internal marketing and employee loyalty, job satisfaction, trust management.
Chiu et al. (2014)	To investigate the relationships among internal marketing, job satisfaction, and organizational commitment of employees.	Employees of public sports centers in Taipei City	Survey / IM Scale: Conduit & Mavondo (2001), JS Scale: Weiss et al. (1967) OC Scale: Porter & Lawler (1968)	Internal Marketing, Job Satisfaction and Organizational Commitment	Internal marketing has a positive influence on job satisfaction among employees. And also, job satisfaction has a positive impact on the organizational commitment of employees. Although a direct relationship between internal marketing and organizational commitment among employees was not found, a full mediation effect of job satisfaction between the factors was revealed.
Dahl and Peltier (2014)	To develop and validate a scale for internal marketing's impact on employee satisfaction and loyalty.	U.S. and German nurses	Survey / Questionnaire was designed based on literature	Internal Marketing, Employee Satisfaction and Loyalty	The scale provides managerial insights on the relative priority of relational bonds internal marketing efforts should address to enhance employee satisfaction and loyalty.

Table 5: Literature Review of the Studies Found Relationship between Internal Marketing and Job Satisfaction (Continued)

Author/s (Year)	Aim / objective of the study	Sample	Methodology / Scale	Variables	Findings
Ruizalba et al. (2014)	To analyze the relationships between IMO and two organizational consequences: job satisfaction and commitment.	Spanish hotels	Survey / IMO Scale: Lings & Greenley (2005), Gounaris (2008) JS and OC Scale: Meyer & Allen (1991), Kossek & Nichol (1992), Thompson et al. (1999), Hartline & Ferrel (1996) and Clark (2001)	IMO, Job Satisfaction and Employee Commitment	IMO has an effect on employees' commitment, and that it does so in two ways: both directly and through the positive effect which job satisfaction has on commitment.
Shabbir and Salaria (2014)	To investigate the effect of IM on employee job satisfaction especially in higher education institutions.	Business Universities of Pakistan	Survey / IM Scale: Questionnaire was designed based on literature	Internal marketing, Job Satisfaction, Empowerment, Communication	All internal marketing practices have positive effect on employees job satisfaction.
De Bruin-Reynolds et al. (2015)	To investigate the influence of the traditional internal marketing mix on the satisfaction levels of employees.	Employees of retail banks in South Africa	Survey / Questionnaire was designed based on literature	Internal Marketing and Employee Satisfaction	There are significantly positive relationships between internal marketing mix elements and satisfaction. Internal product has the highest influence on employee satisfaction.
Chen et al. (2015)	To develop or enhance the job satisfaction and organizational commitment of nurses by implementing job rotation and internal marketing practices.	Nurses in two southern Taiwan hospitals	Survey / IM Scale: Chang and Chang (2009), Conduit and Mavondo (2001), Gronroos (2000) JS Scale: Judge and Bono (2001), Best and Thurston (2004) OC Scale: Porter et al. (1974), Trimble (2006)	Internal Marketing, Job Satisfaction, Job Rotation and Organizational Commitment	Job rotation and internal marketing have positive effects on job satisfaction and organizational commitment of nurses. And also their job satisfaction positively influences their organizational commitment.
Kim et al. (2015)	To explore the relationship between internal marketing (employee delight and voice) and employee behavior from a marketing perspective.	Hotel employees in the Midwestern United States	Survey / Questionnaire was designed based on literature	Employee Delight, Employee Voice, Employee Job Satisfaction, Employee Turnover Intention and Employee Commitment	Employee job satisfaction can be used in a mediating role between IM and its consequences (employee turnover intention, employee commitment to customer service), demonstrating that IM indirectly affects employee turnover intention and employees' commitment to customer service.

Source: Author

CHAPTER TWO

JOB SATISFACTION

2.1. IMPORTANCE AND DEFINITION OF JOB SATISFACTION

There is a common agreement that job satisfaction is the most widely studied topic in the organizational behavior, organizational psychology, human resource management and the other related disciplines (Alegre et al., 2015: 1390; George and Jones, 2014: 75; Hewstone et al., 2005: 435; Hyz, 2010: 93; Judge and Klinger, 2008: 393; Luthans, 2010: 141; Özpehlivan and Acar, 2015: 284 and Spector, 1997: 1). Also, there are considerable number of researches about the relation of job satisfaction with sales force, performance and service quality from the marketing view (Brown and Peterson, 1993: 63; Christen et al., 2006: 137; Churchill et al., 1974; Malhotra and Mukherjee, 2004; Piriyathanalai and Muenjohn, 2012 and Snipes et al., 2005).

The job satisfaction of employees has gained attention of the many researchers and also the managers from the organizational management concern (Qasim and Sayeed, 2012: 32; Rast and Tourani, 2012: 91; Sarwar and Aburge, 2013: 22 and Spector, 1985: 693). Judge and Klinger (2008) explained the reason for the attention given to the job satisfaction as "job satisfaction is a salient and perhaps inveterate attitude, permeating cognitive, affective, and behavioral aspects of peoples' work and non-work lives. These features accentuate the importance of job satisfaction."

Job satisfaction has important influences both on the organizations and the employees. The employees spend most of their times at work, because of that reason their happiness and mental well-beings are affected by their satisfaction from the job they do and this reflects to their social life (family, friends etc.) (Çelik, 2011: 13; George and Jones, 2014: 75; Oshagbemi, 1999: 388; Özpehlivan and Acar, 2015: 284; Sageer et al., 2012: 32-37). In the literature, the employees are regarded as the most valuable assets of the organizations, because the satisfied employees can bring the organization to success. So, the organizations must give significant importance to their employees' satisfaction levels in order to reach the success.

There are many definitions of job satisfaction given by different researchers (see Table 6). The main point of the definitions is the affective or emotional reactions

of the employees towards their jobs. The earliest definition of the job satisfaction was given by Hoppock in 1935 and the most known and mentioned definition is belonging to the Locke (1976) in the literature.

Table 6: Definitions of Job Satisfaction in the Literature

Author/s	Definition
Hoppock (1935)	Any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say 'I am satisfied with my job'.
Smith (1974)	An affective response of the worker to his job. It is viewed as a result or consequence of the worker's experience on the job in relation to his own values, that is, to what he wants or expect from it.
Locke (1976)	A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.
Spector (1985/1997)	A cluster of evaluate feelings about the job. Simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.
Oshagbemi (1999)	An individual's positive emotional reactions to a particular job. It is an affective reaction to a job that results from the person's comparison of actual outcomes with those that are desired, anticipated or deserved.
Hewstone et al. (2005)	A judgement we make about how favourable our work environment is and can be reflected in our thoughts and feelings.
Hellriegel and Slocum (2010)	Reflect the extent to which individuals find fulfillment in their work.
Luthans (2010)	A result of employees' perception of how well their job provides those things that are viewed as important.
Aziri (2011)	A feeling that appears as a result of the perception that the job enables the material and psychological needs. It implies doing a job one enjoys, doing it well and being rewarded for one's efforts. And further implies enthusiasm and happiness with one's work.
Çelik (2011)	A general expression of workers' positive attitudes built up towards their jobs If the economic benefits, the social status, the job's own specific characteristics and the job expectation employees hoped, are appropriate for employees' desires, there is job satisfaction.
Qasim and Sayeed (2012)	A key element of general satisfaction which gives employees energy to perform and continue his job adequately.
Dugguh and Dennis (2014)	A measurement of job and work expectations and not just an overall holistic attitudinal manifestation.
George and Jones (2014)	The collection of feelings and beliefs that people have about their current jobs.
Kim et all. (2015)	Positive feelings, beliefs, and attitudes about the current job and work place.
Özpehlivan and Acar (2015)	When we say that an individual has job satisfaction, we mean that the individual generally likes and values the job highly and feels positively toward it.
Tepret and Tuna (2015)	In broad sense physical and social effects which is shown up as employee's reactions and interior fluctuations as a result of work conditions.

Source: Author

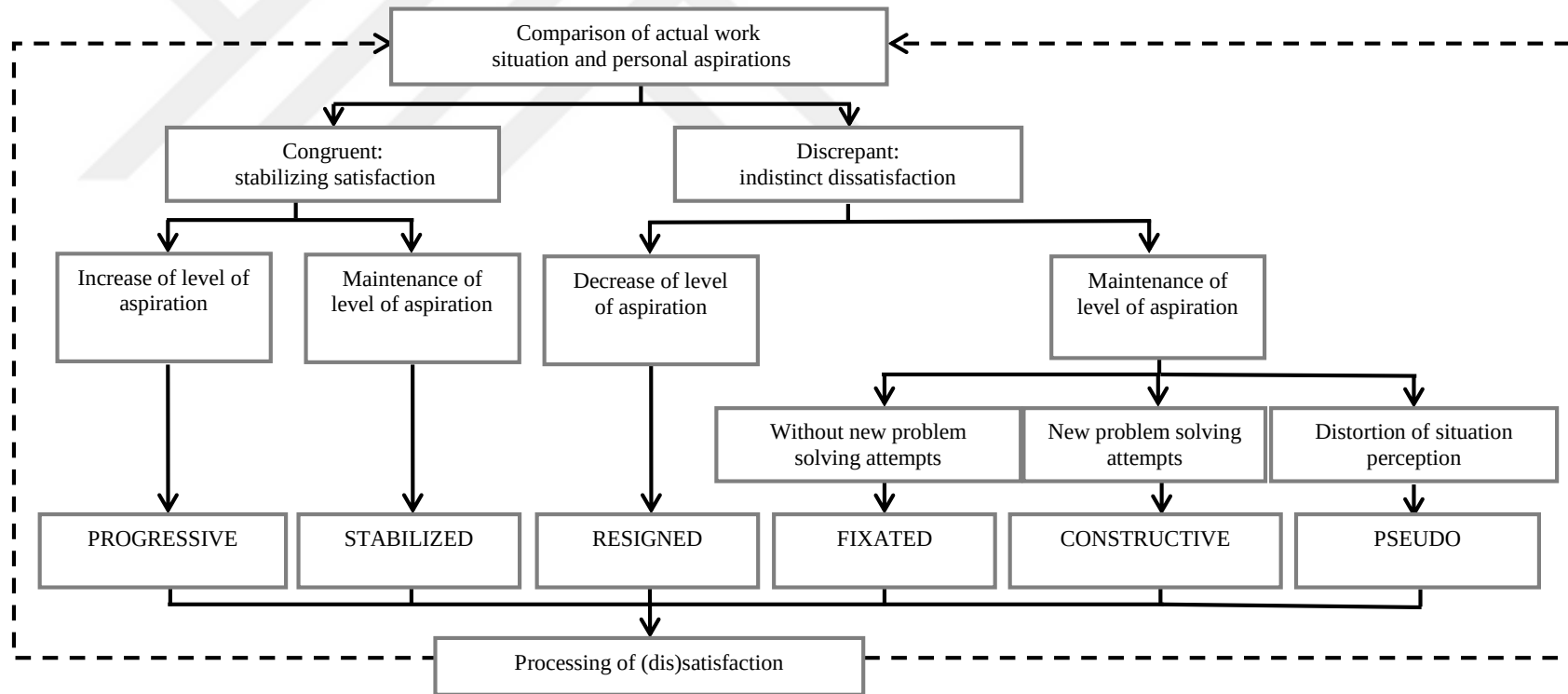
2.2. FORMS OF JOB SATISFACTION

The job satisfaction forms model was originally proposed by Bruggemann (1974 and 1976) in German language. The original model was translated into English, extended and contributed by the studies of Büssing and colleagues (Inauen et al., 2015: 139 and Unterrainer et al., 2013: 407).

The model composed of the three-step process; the first step begins with the comparison of present job situations and individual aspirations of the employees such as needs and expectations. This comparison results in two cases; stabilizing the satisfaction which means " a steady feeling of relaxation as a result met expectations and needs" or indistinct dissatisfaction which means " a feeling of tension as a result of unsatisfied needs and expectations" (Büssing et al., 1999: 1003 and Unterrainer et al., 2013: 405).

The second step includes the changes (increase or decrease) in the level of personal aspirations or the maintenance of the aspiration level. In the event of stabilizing satisfaction, the aspiration level of the employees can increase or maintain. The increase in the level of aspiration results in progressive job satisfaction which means, employees are looking for possibilities to achieve higher satisfaction level. The maintenance of aspiration level results in stabilized job satisfaction which means, employees want to maintain their satisfaction level.

Figure 10: Forms of Job Satisfaction



Source: Büssing and Bissels, 1998: 211 and Büssing et al., 1999: 1002.

In the event of the indistinct dissatisfaction, the aspiration level of the employees may decrease or maintain. The decrease in the aspiration level results in resigned job satisfaction. The maintenance of aspiration level may result in fixated, constructive or pseudo job satisfaction according to the problem-solving attempts (third step in the process). If the employees search for new solutions to their job problems, constructive job dissatisfaction arises. Fixated job dissatisfaction arises when the employees don't attempt to solve their problems in order to improve the work situations. Pseudo job satisfaction arises in the cases of employees confront with a serious insoluble problem and response with denying the negative work situation (Büssing et al., 1999: 1003-1005 and Unterrainer et al., 2013: 405-406).

Bruggemann ignored the pseudo form of job satisfaction in her further studies because she was not sure about whether it can be operationalized or not (Büssing et al., 1999: 1003). Unterrainer et al. (2013) stated that the stabilized and progressively satisfied employees have higher happiness and pleasure, lower distress and complaints about their job situations than fixated dissatisfied and resigned satisfied employees. The detailed definitions of each type of job satisfaction are given in Table 7.

Table 7: Definitions of Job Satisfaction Forms

Forms of Job Satisfaction	Definition
Progressive Job Satisfaction	A person feels satisfied with the work. By increasing the level of aspiration a person tries to achieve an even higher level of satisfaction. Therefore, a 'creative dissatisfaction' with respect to some aspects of the work situation can be an integral part of this form.
Stabilized Job Satisfaction	A person feels satisfied with the work, but is motivated to maintain the level of aspiration and the pleasurable state of satisfaction. An increase of the level of aspiration is concentrated on other areas of life because of little work incentives.
Resigned Job Satisfaction	A person feels indistinct work dissatisfaction and decreases the level of aspiration in order to adapt to negative aspects of the work situation on a lower level. By decreasing the level of aspiration a person is able to achieve a positive state of satisfaction again.
Constructive Job Dissatisfaction	A person feels dissatisfied with the work. While maintaining the level of aspiration a person tries to master the situation by problem solving attempts on the basis of sufficient frustration tolerance. Moreover, available action concepts supply for goal orientation and motivation for altering the work situation.

Table 7: Definitions of Job Satisfaction Forms (Continued)

Forms of Job Satisfaction	Definition
Fixated Job Dissatisfaction	A person feels dissatisfied with the work. Maintaining the level of aspiration, a person does not try to master the situation by problem solving attempts. While frustration tolerance prevents defense mechanisms, necessary efforts for problem solving seem beyond any possibility. Therefore, the individual gets stuck with their problems and pathological developments cannot be excluded.
Pseudo Job Satisfaction	A person feels dissatisfied with the work. Facing unsolvable problems or frustrating conditions at work and maintaining one's level of aspiration, for example because of a specific achievement motivation or because of strong social norms, a distorted perception or a denial of the negative work situation may result in a pseudo work satisfaction.

Source: Büssing et al., 1999: 1004.

2.3. FACTORS THAT AFFECTING JOB SATISFACTION

There are various factors that affect the satisfaction level of employees in the organization, some of them are environmental (organizational) factors and some of them are individual (personal) factors. According to Spector (1985), there are nine determinants of job satisfaction which are pay, promotion, supervision, benefits, rewards, operating procedures, coworkers, nature of work and communication. Smith et al. (1969) developed a scale to measure the job satisfaction level and presented five factors of job satisfaction. These are nature of the work, pay (compensation and benefits), attitudes of supervisors, relations with coworkers and opportunities for promotion. George and Jones (2014) categorized the factors affecting job satisfaction and dissatisfaction under four headings which are personality, values, work situations, and social influences.

The personal characteristics of employees have effects on their feelings and thoughts about their jobs. The competencies, perceptions and attitudes of employees influences their satisfaction or dissatisfaction with the job they do (Dugguh and Dennis, 2014: 15; George and Jones, 2014: 76). Expectations of employees from job are also crucial to determine their satisfaction level. If an employee gets more outcome than her/his expectation, he/she may feel satisfied (Sageer et al., 2012: 36). Also, the demographic characteristics of employees may have influence on their satisfaction, such as; age, gender, education level, hierarchical position in the organization etc.

(Hyz, 2010: 87-88; Rast and Tourani, 2012; Sageer et al., 2012: 36-37; Singh and Jain, 2013: 109). Toker (2007) have found that the job satisfaction levels are correlated with the age and education level of employees. Lee and Wilbur (1985) carried out a survey research with 1707 public employees in the United States and found out that there is relation between job satisfaction and age. When the employees get younger, they become less satisfied with their jobs. Sauser and York (1978) indicated in their study that while some studies have found that males are more satisfied, some have found that females are more satisfied. And also some other studies have found no relationship between the gender and job satisfaction (Rast and Tourani, 2012).

Table 8: Factors and Their Effects on Job Satisfaction

FACTORS	THEIR EFFECTS
<u>Work itself</u> Challenge Physical demands Personal interest	Mentally challenging work that the individual can successfully accomplish is satisfying. Tiring work is dissatisfying. Personally interesting work is satisfying.
Reward structure	Rewards that are equitable and that provide accurate feedback for performance are satisfying.
<u>Working conditions</u> Physical Goal attainment	Satisfaction depends on the match between working conditions and physical needs. Working conditions that promote goal attainment are satisfying.
Self	High self-esteem is conducive to job satisfaction.
Others in the organization	Individuals will be satisfied with supervisors, coworkers, or subordinates who help them attain rewards. Also, individuals will be more satisfied with colleagues who see things the same way they do.
Organization and management	Individuals will be satisfied with organizations that have policies and procedures designed to help them attain rewards. Individuals will be dissatisfied with conflicting roles and/or ambiguous roles imposed by the organization.
Fringe benefits	Fringe benefits do not have a strong influence on job satisfaction for most workers.

Source: Hellriegel and Slocum, 2010: 90.

The work itself and its features such as challenging, interesting, tiring, routine/monotone etc. influence satisfaction of employees positively or negatively. The employees who found their jobs interesting will be more satisfied than employees who found their jobs tiring or unexciting etc. (George and Jones, 2014: 78; Luthans, 2010: 142; Oshagbemi, 1999: 391; Rast and Tourani, 2012: 93).

Participative, supportive and good relationship with co-workers and managers/supervisors have important effect on employees' behaviors, motivation and satisfaction. Group dynamics and cohesiveness between co-workers positively influence the motivation and satisfaction of them (Hyz, 2010: 88; Luthans, 2010: 144; Sageer et al., 2012: 35; Singh and Jain, 2013: 106). The supports given by supervisors increase the employees' satisfaction with their jobs. Employees working with employee-oriented supervisors, who listen their employees' opinions and participate employees in decision making process, may feel positive towards their jobs. The management style of the organization and leadership style of managers are powerful determinant of employees' job satisfaction (Alegre et al., 2015: 1391; Luthans, 2010: 143; Mosadegh Rad and Yarmohammadian, 2006: 11; Özpehlivan and Acar, 2015: 285; Rast and Tourani, 2012: 94; Tepret and Tuna, 2015: 675).

Physical working conditions and working hours are another determinants of job satisfaction level. Because the employees spend most of their time in the office/work place, the physical work conditions are highly important for their comfort and happiness in the work. In order to satisfy their employees, organizations try to ensure more safe and comfortable working areas, and provide all necessary technical and equipment support for their employees (Hellriegel and Slocum, 2010: 90; Özpehlivan and Acar, 2015: 285; Qasim and Sayeed, 2012: 34; Singh and Jain, 2013: 106).

Other working conditions such as pay, promotion, job security, corporate policies and procedures are also related to satisfaction of employees. Because the financial dimension of the job is quite important and essential in order to fulfill the daily and social needs of employees (Özpehlivan and Acar, 2015: 285; Qasim and Sayeed, 2012: 34). The salaries and compensation provided to employees are considered to be important factors affecting their job satisfaction levels and also result in employee attraction and retention (Luthans, 2010: 142; Singh and Jain, 2013: 106). Pay and reward structure are seen related to how the management evaluates the employees' performance and their contributions to the company (Luthans, 2010: 142). In order to feel satisfied, the employees should perceive that the rewards and salaries are equitable and fair (Rast and Tourani, 2012: 93; Singh and Jain, 2013: 107). Judge et al. (2010) carried out a meta-analysis of the literature related to relationship between

pay and job satisfaction and their study revealed that the pay level is positively correlated with job satisfaction.

Promotion and career development opportunities are important to motivate and satisfy the employees with their job. Employees who have opportunities for promotion and future career development in their job may feel more satisfied than the employees who don't have any opportunity or have less opportunity (Özpehlivan and Acar, 2015: 286; Qasim and Sayeed, 2012: 35; Rast and Tourani, 2012: 94). Witt and Nye (1992) stated that employees perceiving equity in promotions may feel more satisfied with their jobs than employees perceiving inequity.

Job security is another determinant of job satisfaction. Ashford et al. (1989) found out that insecurity in job was negatively correlated with job satisfaction. Yousef (1998) supported the finding of Ashford et al.'s study and stated that there is a positive correlation between satisfaction with job security.

According to 31 studies' content analysis regarding to job satisfaction factors, the most common five factors are supervision/management, pay, coworkers, promotion and carrier development, and nature of the work respectively. These five common factors are same with the factors in the scale of Smith et al. (1969). The most common factor which is related to the attitudes of supervisor and management of the organization is stated in 29 studies. The relations of co-workers in the organization and pay are the second most common factors which are mentioned in 27 studies. After them the promotion and career opportunities for employees are stated in 25 studies. The nature of work is the another common factor indicated in 24 studies. The conditions related with the work is referred as the job satisfaction factor in 17 studies. After these five factors the mostly mentioned factors are reward system, job security, personal characteristics of employees, company policies/procedures social influences, communication job design (task identity), benefits, leadership styles etc. (see Table 9).

Table 9: Content Analysis of Job Satisfaction Factors in the Literature

	Supervision/ Management	Co-Workers	Pay	Promotion & Career Development	Nature of Work / Work itself	Working Conditions	Reward System	Job Security	Personality/ Individual Characteristics	Company Policy / Procedures	Social Influences	Communication	Job Design	Benefits / (Fringe)	Leadership Style	Customers	Recognition	Autonomy	External Environment	Fairness	Stress	Values
Lawler and Porter (1967)							✓															
Smith et al. (1969)	✓	✓	✓	✓	✓																	
Churchill et al. (1974)	✓	✓	✓	✓	✓					✓						✓						
Iaffaldano and Muchinsky (1985)	✓	✓	✓	✓	✓																	
Spector (1985)	✓	✓	✓	✓	✓		✓			✓		✓		✓								
Hoffman and Ingram (1992)	✓	✓	✓	✓	✓																	
Brown and Robert (1993)	✓	✓	✓	✓	✓				✓			✓	✓									
Hartline and Ferrell (1996)	✓	✓	✓	✓	✓					✓						✓						
Oshagbemi (1999)	✓	✓	✓	✓	✓	✓																
Wright and Cropanzano (2000)	✓	✓			✓																	
Judge et al. (2001)	✓	✓	✓	✓	✓	✓																
Kinicki et all. (2002)	✓	✓	✓	✓	✓																	
Nagy (2002)	✓	✓	✓	✓	✓																	
Peterson et al. (2003)	✓	✓	✓	✓	✓																	
Lu et al. (2005)	✓	✓	✓	✓	✓	✓		✓		✓					✓		✓	✓				
Moyes et all. (2006)	✓		✓	✓	✓		✓			✓												
Hellriegel and Slocum (2010)	✓	✓			✓	✓	✓							✓								
Hyz (2010)	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓								✓	
Luthans (2010)	✓	✓	✓	✓	✓	✓																

Table 9: Content Analysis of Job Satisfaction Factors in the Literature (Continued)

	Supervision/ Management	Co-Workers	Pay	Promotion & Career Development	Nature of Work / Work itself	Working Conditions	Reward System	Job Security	Personality/ Individual Characteristics	Company Policy / Procedures	Social Influences	Communication	Job Design	Benefits / (Fringe)	Leadership Style	Customers	Recognition	Autonomy	External Environment	Fairness	Stress	Values
Aziri (2011)	✓	✓	✓	✓	✓	✓		✓		✓	✓		✓									
Qasim and Sayeed (2012)			✓	✓		✓	✓													✓		
Rast and Tourni (2012)	✓	✓	✓	✓	✓																	
Sageer et al. (2012)	✓	✓	✓	✓		✓	✓	✓	✓				✓		✓							
Murad et al. (2013)	✓		✓	✓	✓	✓		✓				✓	✓				✓					
Sarwar and Abugre (2013)	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓		✓								
Singh and Jain (2013)	✓	✓	✓	✓		✓	✓	✓	✓		✓				✓							
Dugguh and Dennis (2014)	✓	✓	✓		✓	✓			✓		✓											
George and Jones (2014)	✓	✓	✓		✓	✓		✓	✓		✓											✓
OlusegunAninkan (2014)	✓	✓	✓	✓	✓	✓	✓					✓		✓								
Özpehlivan and Acar (2015)	✓	✓	✓	✓		✓													✓			
Tepret and Tuna (2015)	✓	✓				✓					✓				✓							
TOTAL	29	27	27	25	24	17	10	8	6	6	6	5	5	4	4	2	2	1	1	1	1	1

Source: Author

2.4. THEORIES RELATED WITH JOB SATISFACTION

Various theories, which can be used by managers, have been developed to explain factors that affecting the employee motivation and satisfaction. And these theories related to job satisfaction also called as ‘Motivation Theories’ and classified in two main headings which are ‘content theories’ focusing on internal factors (i.e. personal needs and wants) and ‘process theories’ focusing on external factors (i.e. incentives and rewards) (Koçel, 2010: 622). While the content theories explain the internal factors and needs which initiate the employee motivation, the process theories focus on diverse needs and factors of employee motivation and the process of how the employee motivation achieved by these factors (Rast and Tourani, 2012: 92 and Stroh et al., 2001: 64).

Table 10: Job Satisfaction and Motivation Theories

Content Theories	Process Theories
Maslow’s Hierarchy of Needs	Vroom’s Expectancy Theory
Herzberg’s Two Factor Theory	Porter and Lawler Expectancy Theory
McClelland’s Need Theory	Adam’s Equity Theory
Alderfer’s ERG Theory	Locke’s Goal Setting Theory

Source: Author

2.4.1. Content Theories

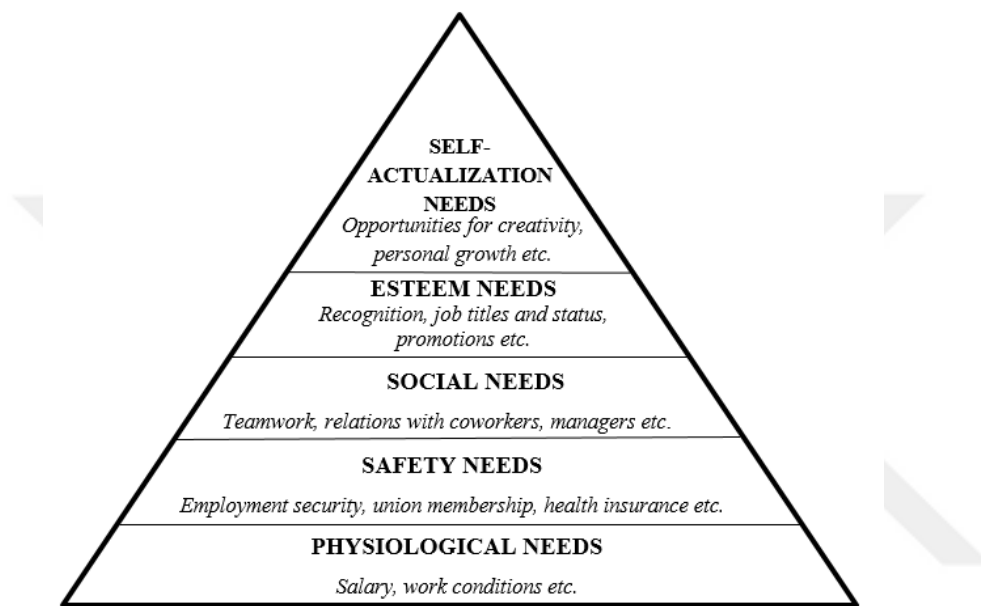
Basically content theories, which explain the needs of the employees and factors that influence the employees’ satisfaction and motivation, can be examined under four headings. These are Maslow’s Hierarchy of Needs, Herzberg’s Two Factor Theory, McClelland’s Need Theory and Alderfer’s ERG Theory.

2.4.1.1. Maslow’s Hierarchy of Needs

The hierarchy of needs theory developed by Abraham Maslow can be regarded as the most known motivation theory (Harris and Hartman, 2001: 202; Koçel, 2010: 623). According to this theory the needs and wants of people are the important factors

that affecting their motivations and behaviors. And these needs were categorized hierarchically by Maslow (see Figure 11). The main idea in this theory is satisfied needs are not motivating people anymore. When the lower level needs in the hierarchy are satisfied, the higher level needs gain the importance to motivate the individual (Maslow, 1943: 370, 395).

Figure 11: Organizational Concern of Maslow's Hierarchy of Needs



Source: Adapted from Koçel, 2010: 624 and Luthans, 2010: 164.

The physiological needs are the most basic people needs in the hierarchy such as needs of hunger, thirst, sleep. In the organizational concern these needs reflect to work conditions, salary etc. Safety or security needs includes the job security, insurances and union membership etc. When the physiological and safety needs of person are satisfied than the social needs may emerge which refer to belonging and affiliation needs. Relations with other coworkers in the organization, relations with supervisors and managers and teamwork can be given as examples of social needs. After the social needs are satisfied the esteem needs may become important. Esteem needs include both the self-esteem and esteem from other people. Self-actualization need is the highest level need in the hierarchy, when the whole physiological, safety, social and esteem needs of a person are satisfied the self-actualization need may

emerge. Self-actualization need refers to desire to be all that a person can be (Luthans, 2010: 163; Oliver, 2015: 142; Stroh et al., 2001: 64-65).

Because all these needs differ from person to person, the managers must understand that every employee may have different level needs. The satisfaction of one level need may not motivate the whole employees, they should have motivated according to their need levels (Harris and Hartman, 2001: 203; Maslow, 1943: 383).

2.4.1.2. Herzberg's Two Factor Theory

The two factor theory developed by Frederick Herzberg is the most known and mentioned motivation theory after the Maslow's Hierarchy Theory (Koçel, 2010: 626). Herzberg (1987) stated that "the opposite of job satisfaction is not job dissatisfaction but no job satisfaction" and "the opposite of job dissatisfaction is not job satisfaction but no job dissatisfaction". The factors that cause the job satisfaction and dissatisfaction are different and called as motivator factors (cause of satisfaction) and hygiene factors (cause of dissatisfaction). Motivator factors consist of intrinsic factors related to job content such as work itself, achievement, recognition, responsibility, advancement and growth. Hygiene factors consist of extrinsic factors such as work conditions, supervision, interpersonal relations, company policy and administration, salary, status and job security (Herzberg, 1987: 9; Tietjen and Myers, 1998: 226).

Table 11: Herzberg's Job Satisfaction Factors

Hygiene Factors (Dissatisfiers)	Motivator Factors (Satisfiers)
Work conditions	Work itself
Supervision	Achievement
Interpersonal relations	Recognition
Company policy and administration	Responsibility
Salary	Advancement
Status	Growth
Job Security	

Source: Adapted from Herzberg, 1987: 9.

Non-existence of the hygiene factors leads to dissatisfaction but the existence of them is not enough for ensuring the satisfaction, only can minimize the level of dissatisfaction. Tietjen and Myers (1998) gave the air conditioner example as a

hygiene factor (work condition) and stated that if the air conditioner in the office breaks down in a hot summer day, the employees working in the office will be dissatisfied. But, if the air conditioner works for whole day in the office, the employees will not be satisfied. To ensure the job satisfaction the motivator factors are required such as achievement, recognition, advancement and growth etc. The existence of the motivator factors leads to job satisfaction but the absence of them not cause the dissatisfaction (Harris and Hartman, 2001: 206; Herzberg, 1987: 15; Luthans, 2010: 166; Oliver, 2015: 145; Stroh et al., 2001: 66).

2.4.1.3. McClelland's Need Theory

According to McClelland's theory, people's behaviors affected by three types of needs and McClelland emphasized that all these needs are acquired by the people so they are all learned needs (Pardee, 1990: 14; Stroh et al., 2001: 67). The three learned needs according to McClelland's theory includes (Moore et al., 2010: 25-26; Royle and Hall, 2012: 25-27; Stroh et al., 2001: 66):

- *Need for Achievement:* Achievement need is concerned with the excellence in performance, success in competitive work environment.
- *Need for Power:* Power need of person means that a person desires to have a reputation and also control and influence (impact) on the other people.
- *Need for Affiliation:* The person who have high need for affiliation wants to establish and maintain an affective and close relationship with other people.

An employee who has high need for achievement may prefer the challenging jobs/projects with reachable goals. Employees with a high affiliation need may work more effectively with a team or group by cooperating with other coworkers. High need for power is an important characteristic for the managers/supervisors in order to make impact on his/her employees (Koçel, 2010: 627-628).

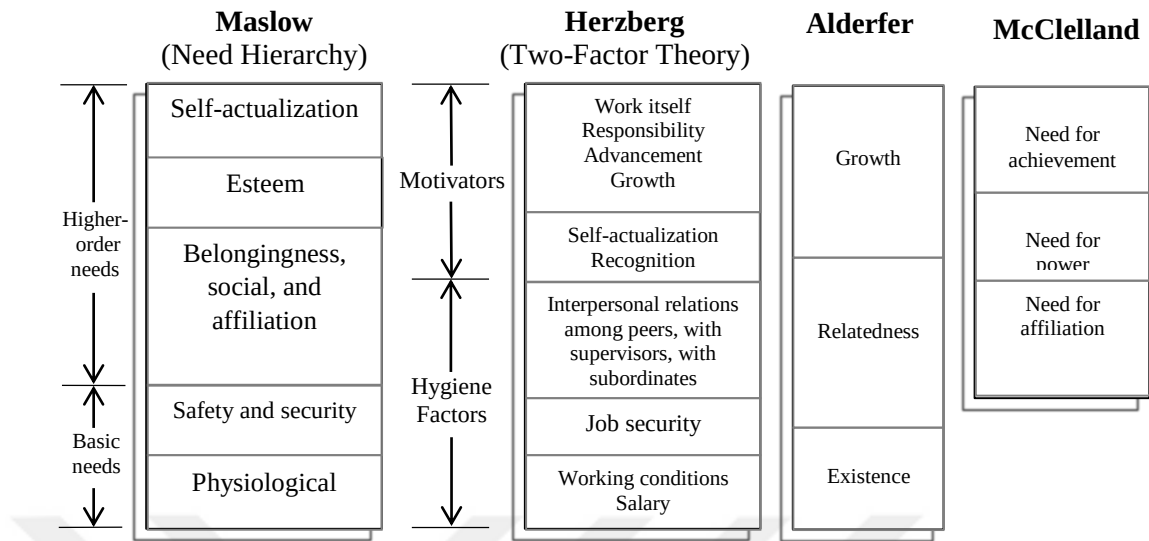
2.4.1.4. Alderfer's ERG Theory

Alderfer (1969) developed the ERG theory alternative to Maslow's need theory by simplifying the Maslow's hierarchy. In this theory, Alderfer classified the human needs in three categories. These are (Arnolds and Boshoff, 2002: 698; Harris and Hartman, 2001: 205; Stroh et al., 2001: 66):

- *Existence Needs*: The basic human needs which are necessity for the existence. They are same with the physiological and safety needs in Maslow's hierarchy. Pay, fringe benefits, working conditions, job security can be regarded in this category.
- *Relatedness Needs*: These needs are related to needs of maintaining interpersonal relationships and belongingness. Relatedness needs are similar to social needs in Maslow's hierarchy (i.e. relations with coworkers, supervisors etc.).
- *Growth Needs*: They include the needs for personal developments and growth and resemble the esteem and self-actualization needs in Maslow's hierarchy (i.e. opportunities for personal growth, creativity in job etc.).

Unlike the Maslow's hierarchy theory, there is no rigid hierarchy in the Alderfer's theory. "It does not assume lower-level satisfaction as a prerequisite for the emergence of higher-order needs" (Alderfer, 1969: 142) When the higher-order need (i.e. growth need) is not satisfied then the attention will be shifted to satisfy the lower-order need (i.e. relatedness need) (Harris and Hartman, 2001: 205; Stroh et al., 2001: 66).

Figure 12: Comparison of Four Content Theories



Source: Stroh et al., 2001: 68.

2.4.2. Process Theories

The main point of the process theories is related to how the employees can be motivated by external factors (Koçel, 2010: 628). Process theories consist of expectancy theories, equity theory and goal setting theory.

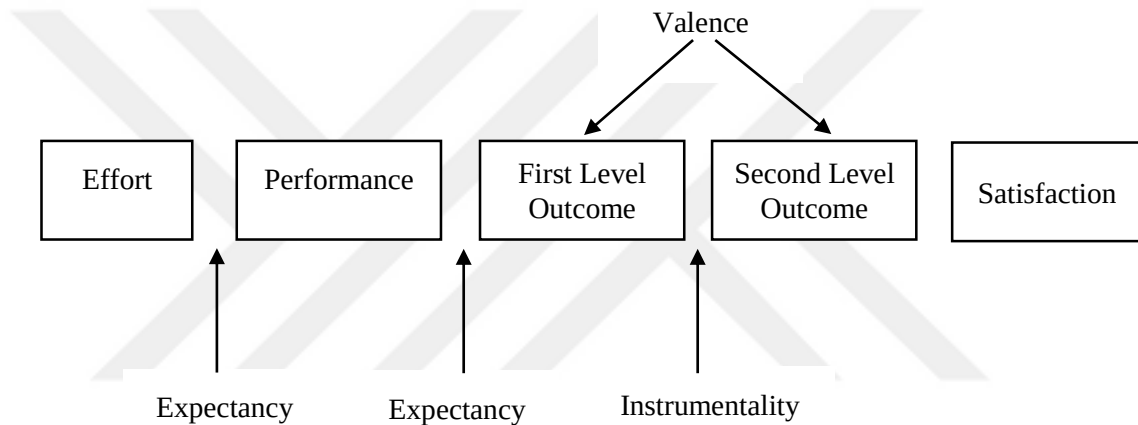
2.4.2.1. Vroom's Expectancy Theory

Vroom's expectancy theory focuses on how the incentives and rewards lead to satisfaction and motivation and how the rewards can increase the performance and effort. According to this theory, motivation to effort depends on two factors these are valence and expectancy (Koçel, 2010: 632) and therefore; 'Motivation = Valence X Expectancy'.

The Vroom's expectancy theory consists of three main elements. The first element is valence which refers to people's desire level for a particular reward or outcome. The valence may be positive and negative and may differ from one person to another for a specific reward. Because every person has different needs and desires. While a particular reward may be considerably desirable to one person, the other person may not give importance to the same reward. The importance is given to a

reward also shows the satisfaction level of persons from that reward. The second central element is expectancy which refers to probability to get outcome or reward. If the people believe that they will be rewarded according to their performance, they will make more effort to get this reward. If they don't expect any reward or outcome from the performance they will not make any effort. The third element is instrumentality which links the first level outcome (i.e. organizational goals) with second level outcome (i.e. personal goals) (Koçel, 2010: 632-633; Miner, 2005: 97-98; Stroh et al., 2001: 76).

Figure 13: Vroom's Motivation Model



Source: Adapted from Koçel, 2010: 634.

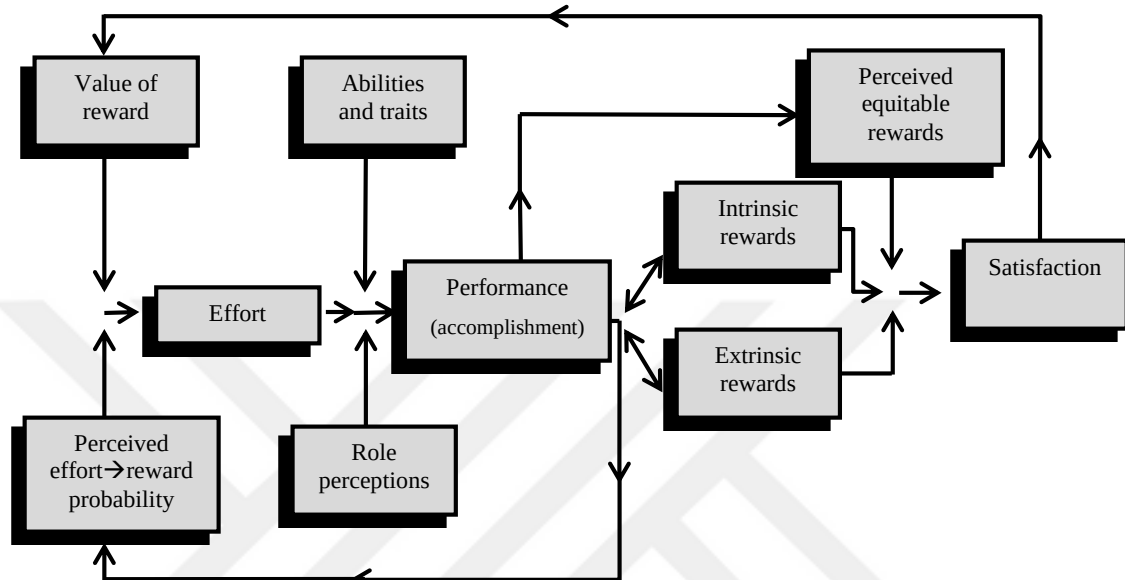
2.4.2.2. Porter and Lawler Expectancy Theory

Porter and Lawler developed their expectancy theory based on the Vroom's theory but with some additions (Koçel, 2010: 634; Lawler and Suttle, 1973: 484; Luthans, 2010: 167; Miner, 2005: 98). The model of the Porter and Lawler is shown in Figure 14.

According to Porter and Lawler, the high effort does not always result in high performance. There are two factors, which are abilities and traits and role perceptions have effects in performance outcome. Because if the employee does not have required ability and knowledge, high performance will not be achieved no matter how much effort is made. Role perceptions are the necessity for the effective job performance and

so, every employee in the organization must have convenient role perceptions in order to perform better (Miner, 2005: 99). Otherwise, there will be role conflicts which prevent the effective job performance (Koçel, 2010: 635).

Figure 14: The Porter-Lawler Expectancy Model



Source: Luthans, 2010: 168.

The employees' performance will be rewarded by intrinsic rewards or extrinsic rewards. Intrinsic rewards are generally intangible rewards which increase the self-esteem and accomplishment feelings of employees. Personal and professional growth, status, recognition, praise from superiors and recognition can be given as examples of intrinsic rewards. Extrinsic rewards are mostly tangible rewards such as salary incentives, monetary bonuses and promotions, fringe benefits, job security, newer technology (i.e. laptop) and private office space etc. (Honig-Haftel and Martin, 1993: 261; Mahaney and Lederer, 2006: 46; Özutku, 2012: 31). The actual received reward and the how this reward is perceived by the employee will determine the satisfaction level. The employee will not be satisfied if he/she rewarded under the perceived equitable reward (Koçel, 2010: 635; Luthans, 2010: 167; Miner, 2005: 99).

2.4.2.3. Adam's Equity Theory

According to equity theory presented by Adams, the equity or inequity perceptions of employees in work situation determines their motivation and satisfaction. Inequity occurs when (Koçel, 2010: 636 and Luthans, 2010: 170):

$$\frac{\text{Person's outcomes}}{\text{Person's inputs}} < \frac{\text{Other's outcomes}}{\text{Other's inputs}}$$

$$\frac{\text{Person's outcomes}}{\text{Person's inputs}} > \frac{\text{Other's outcomes}}{\text{Other's inputs}}$$

Equity occurs when;

$$\frac{\text{Person's outcomes}}{\text{Person's inputs}} = \frac{\text{Other's outcomes}}{\text{Other's inputs}}$$

Employees' outcomes received from their organization include; pay, promotion, fringe benefits, esteem, status, job security, recognition, responsibility, praise etc. Inputs (contributions) provided by employees consist of time, effort, ability, skills, experience, age, education, job performance etc. (Dugguh and Dennis, 2014: 14; Koçel, 2010: 637; Luthans, 2010: 171).

It is important to point out that the equity judgements (the ratios) are based on only perceptions of employees. The employees compare the ratio of their outcomes to inputs with the ratio of other employees' outcomes to inputs. When the equity occurs according to their perceptions, they will feel satisfied and motivated in their jobs. Inequity occurs in two ways; when the employees are under-rewarded and over-rewarded. Employees react the inequity situation by restoring the equity (i.e. altering the outcomes or inputs). When the employees perceived under-reward inequity, they feel dissatisfied, de-motivated and also angry. And the dissatisfaction of employees may result in lower performance, absenteeism, and even turnover or sabotage etc. In case of over-reward, employees may feel guilty because they prefer fair payments to overpayment. Employees usually response the overpayment with increasing their

inputs and performance (Dugguh and Dennis, 2014: 14; Luthans, 2010: 171; Miner, 2005: 136-139; Stroh et al., 2001: 80-81).

Porter and Lawler expectancy theory also includes a degree of equity theory in their model. Because the relations between intrinsic or extrinsic reward and perceived equitable rewards and their relations with satisfaction reach similar conclusion with equity theory (Koçel, 2010: 637).

2.4.2.4. Locke's Goal Setting Theory

The main elements of goal setting theory are goal attributes (difficulty, specificity etc.), goal mechanisms, feedback, commitment, self-efficacy, participation, goals and task strategies, management support and self-management (Locke, 2000: 44-48). The goals set by employees may determine their motivation level. The realist goals determined for the employees may increase their motivation and satisfaction by the sense of achievement. The convenience of employees' goals with organizational goals is important issue for the management of the organizations (Koçel, 2010: 638). The main propositions of goal setting theory are summarized below (Locke, 2000: 45-48):

- The best way to get high performance is to make the goals both specific and difficult. Specificity alone is not enough to get higher performance, also the goals must be difficult but not impossible to achieve. Because the easy goals will result in low performance.
- Goals are not very effective if the individual cannot or does not track performance in relation to the goal. Feedback shows that how you progressing in the achievement of goals. To maximize performance, it is critical to have both goals and feedback.
- Employees must be convinced that the goal is important (relevant, significant) and also, they are capable of attaining or making substantial progress toward the achievable goals.
- The higher an individual's self-efficacy with respect to a specific task, the better the person will perform. Self-efficacy is built primarily through training and practice.

- Who set higher standards for themselves are more likely to achieve a lot; they achieve a lot because they are not satisfied to achieve any less.

The support provided from management is important for the accomplishment of difficult goals. These supports can be provided by encouraging initiative, expressing confidence, providing the time needed to plan, help from other people in the organization, training (if needed), supplying the needed equipment and technology, providing needed information, removing organizational barriers to goal achievement and money (Locke, 2000: 47). Monetary rewards ensured by organization may strength the employees' commitment to goal (Locke and Latham, 1990: 240). The impacts of goals on the performance of the organization is shown in Table 12.

Table 12: Impacts of Goals on Performance

When Goals Are	Performance Will Tend To Be
Specific and clear	Higher
Vague (not clear, specific)	Lower
Difficult and challenging	Higher
Easy and boring	Lower
Set participatively	Higher
Set by management	Lower
Accepted by employees	Higher
Rejected by employees	Lower
Accompanied by rewards	Higher
Unrelated to rewards	Lower

Source: Hellriegel and Slocum, 2010: 196.

2.5. CONSEQUENCES OF JOB SATISFACTION

Job satisfaction causes some outcomes both for organizations and persons. There are numerous different studies have been carried out related to potential outcomes of the job satisfaction. The satisfaction of an employee from his/her job has some outcomes not only for the employee itself but also for his/her managers, co-workers and also the whole organization (George and Jones, 2014: 83).

According to literature, the several potential outcomes of job satisfaction include; job performance, productivity, employee loyalty, organizational commitment, absenteeism, employee turnover, organizational citizenship behavior, employee well-being, customer satisfaction and service quality etc. (Christen et al., 2006; George and

Jones, 2014; Hellriegel and Slocum, 2010; Hewstone et al., 2005; Hyz, 2010; Judge and Klinger, 2008; Locke and Latham, 1990; Luthans, 2010; Murad et al., 2013; Piriathanalai and Muenjohn, 2012; Sageer et al., 2012; Singh and Jain, 2013; Smith and Shields, 2013; Wright and Cropanzano, 2000; Yang and Lee, 2009).

When the employees are satisfied with their job they feel themselves as a part of the organization and tend to be more confident, committed, creative, innovative, productive, loyal to their organizations and more likely to be satisfied with their lives. (Dugguh and Dennis, 2014: 11; Qasim and Sayeed, 2012: 32; Sageer et al., 2012: 32; Sarwar and Abugre, 2013: 28; Singh and Jain, 2013:105; Tietjen and Myers, 1998: 226).

Besides the positive consequences of job satisfaction, there are also some negative consequences of job dissatisfaction such as job stress, poor performance, low productivity, high employee turnover rate, more absenteeism, tardiness, deviant behaviors, cynicism, low organizational commitment and negative effects on physical and mental health of employees etc.

2.5.1. Employee Well- Being

Unlike other organizational consequences of job satisfaction, employees' well-being focuses on the individual. Satisfaction of employees causes better physical and mental health, fewer complaints and less stress (George and Jones, 2014: 87; Luthans, 2010: 145). Judge and Klinger (2008) stated that according to reviewed studies there is a positive and reciprocal relationship between employees' job satisfaction and life satisfaction (overall happiness in life). Satisfaction of an employee from his/her job is significantly related to his/her subjective well-being (Judge and Klinger, 2008: 403).

2.5.2. Organizational Citizenship Behavior

Employees who are satisfied with their jobs and well treated by their organizations are more likely perform organizational citizenship behaviors such as; protecting the organization from any misfortunes, making creative and constructive suggestions, developing skills and capabilities, helping coworkers, cooperating with

other departments and spreading goodwill in the organization. (George and Jones, 2014: 87; Hewstone et al., 2005: 436; Smith and Shields, 2013: 190).

Satisfied employees are more willing to suggest new ideas and make valuable contributions to organization, perform additional tasks apart from the formal job descriptions and also they encourage their coworkers to perform effectively (Hewstone et al., 2005: 436; Singh and Jain, 2013: 109).

2.5.3. Job Performance

There is a common notion that "a happy worker is a productive worker", however, many studies in the literature stated that there is a weak relationship or no relationship between the job satisfaction and job performance (George and Jones, 2014: 84; Hellriegel and Slocum, 2010: 89; Hewstone et al., 2005: 436; Hyz, 2010: 90; Locke and Latham, 1990: 244; Luthans, 2010: 144; Singh and Jain, 2013: 109). There are many researchers who are studied the relationship between job satisfaction and job performance but the results of the studies are inconsistent.

Brayfield and Crockett (1955), which was the mostly cited study, concluded that there is a weak relationship or no relationship between job satisfaction and performance (Judge et al., 2001: 377). Iaffaldano and Muchinsky (1985) reported a low correlation between job satisfaction and job performance in their meta-analysis study and stated that they are only slightly related to each other. Hypothesis of the relationship between job satisfaction and performance is not supported in the study of Wright and Cropanzano (2000). Judge et al. (2001) presented seven models of the job satisfaction-job performance relationship according to review of the past researches, the finding of their study was inconsistent and not provided conclusive confirmation or disconfirmation of any model.

Lawler and Porter (1967) argued that the rewarded employee performances lead to job satisfaction. And also, a strong positive influence of job performance on job satisfaction was found in the study of Christen et al. (2006).

Luthans (2010) and Aziri (2011) emphasized that the satisfaction of employee may not influence the personal performance but may influence the departmental or organizational performance. Organizations with satisfied employees will perform

more effectively than the organizations whose employees are dissatisfied (Hellriegel and Slocum, 2010: 90).

2.5.4. Service Quality

Hoffman and Ingram (1992) investigated the effect of job satisfaction on customer-oriented behaviors of service representatives and the result of the study concluded that overall job satisfaction is positively related to customer-oriented behavior. It is commonly agreed that employees who are satisfied with their jobs ensure higher levels of customer satisfaction by providing better service quality. Service profit chain links the satisfaction of employees with customer satisfaction and loyalty which may result in profitability and revenue growth of the organization (Heskett et al., 1994:166).

The study carried out by Hartline and Ferrell (1996) in hotel sector revealed that job satisfaction has a positive influence on service quality perceived by customers. The study conducted by Malhotra and Mukherjee (2004) found a significant positive effect of job satisfaction on the service quality of customer-contact employees. Piriathanalai and Muenjohn (2012) also found a significant relationship between satisfaction of employees and service quality in their study which was carried out with logistic companies in Thailand. Sarwar and Abugre (2013) who have examined the effects of job satisfaction on employees in the service industry found that job satisfaction encourages the employees' enthusiasm and better customer service provided by satisfied employees.

2.5.5. Absenteeism

There is a common agreement that there is a negative relationship between the job satisfaction and work absenteeism or delays. Employees who are dissatisfied with their jobs usually show more absenteeism in their work (George and Jones, 2014: 85; Hellriegel and Slocum, 2010: 88; Hyz, 2010: 90; Murad et al., 2013: 14; OlusegunAninkan, 2014: 22; Singh and Jain, 2013: 105). George and Jones (2014) and Luthans (2010) stated that the relationship between job satisfaction and absenteeism is

weak because there are other different reasons and factors that affect the work absenteeism (see Table 13).

Table 13: Determinants of Absence from Work

Motivation to Attend Work Is Affected by	Ability to Attend Work Is Affected by
- Job satisfaction - Organization's absence policy - Other factors	- Illness and accidents - Transportation problems - Family responsibilities

Source: George and Jones, 2014: 85.

Absenteeism cannot be totally eliminated by the organization, but can be controlled and managed by the organization's policy. The managers should find the way to reduce the absenteeism at a minimum level. Increasing the satisfaction of employees can be the best way to reduce the employee absenteeism (George and Jones, 2014: 85; Parmar, 2012: 17).

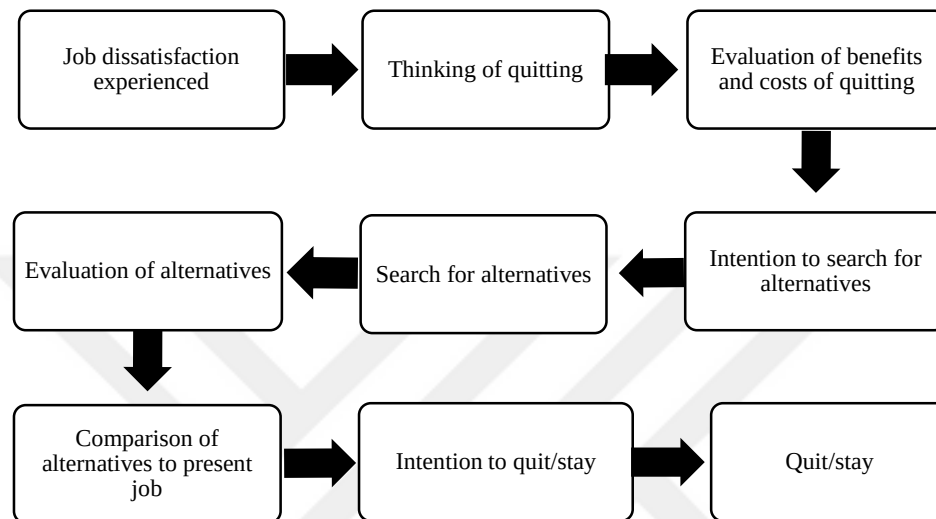
2.5.6. Employee Turnover

Satisfaction or dissatisfaction of the employees from their jobs affect their intention to stay or leave the organization (Hellriegel and Slocum, 2010: 88; Hewstone et al., 2005: 436; Hyz, 2010: 90; Qasim and Sayeed, 2012: 33; Sarwar and Abugre, 2013: 23; Smith and Shields, 2013: 191) . According to finding of the study of Yang and Lee (2009), the job satisfaction is a significant predictor of turnover intention.

The relationship between the job satisfaction and turnover is negative and moderate. The relationship is moderate because sometimes dissatisfied employees don't quit their jobs and sometimes satisfied employees may prefer leaving their jobs for better opportunities in other organizations. There are some other factors outside of job satisfaction such as general economic situation and an unemployment rate that directly influence the employee turnover (George and Jones, 2014: 85; Luthans, 2010: 145). Employee turnover is an important cost for the organizations. Replacement of employees causes new employee recruiting and training costs and also some indirect costs such as delays in plans and projects, loss of continuity and inconveniences in the service delivery etc. (Smith and Shields, 2013: 191).

In the model of the turnover process presented by Mobley (1977), job satisfaction or dissatisfaction influences the whole turnover decision process and the thinking to quit or stay from/in the job (George and Jones, 2014: 86).

Figure 15: Mobley's Turnover Process Model



Source: George and Jones, 2014: 85.

2.6. MEASURING JOB SATISFACTION

There are many methods that managers and researchers can use to measure job satisfaction levels of employees. These methods include observation, interviews with employees or questionnaires, however, the questionnaire method commonly applied in the practice. This is because the usage of questionnaire/survey method has some advantages such as; require less expense and time than the interview because making interview with every employee will be time-consuming to carry out. The questionnaire method can reach more people with less effort, and also easy to evaluate with quantifying (George and Jones, 2014: 83 and Spector, 1997: 5).

There are some scales have been developed to measure the job satisfaction in the literature and their reliability "refers to consistency in measurement" and validity "refers to an interpretation of what a scale actually assesses" have been proved and supported by different studies. Also, when the existing scale used, there is a no need to develop a scale again, and this saves the time and effort (Spector, 1997: 6-7).

The most widely used job satisfaction scales in the literature are Minnesota Satisfaction Questionnaire (Weiss et al, 1967), Job Description Index (Smith et al, 1969), Job Satisfaction Survey (Spector, 1985), Job Diagnostic Survey (Hackman and Oldham, 1975), Job in General Scale (Ironson et al., 1989), Need Satisfaction Questionnaire (Porter, 1961) and Faces Scale (Kunin, 1955).

2.6.1. Minnesota Satisfaction Questionnaire

Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. (1967) is a popular scale which was mostly used in job satisfaction researches. The long form MSQ consists of 100 items in total with 20 facets of job satisfaction which are activity, independence, variety, social status, moral values, security, social service, authority, ability utilization, responsibility, creativity, achievement, supervision-human relations, supervision-technical, company policies and practices, compensation, advancement, recognition, working conditions and co-workers. Each of these facets include 5 sub-items in long form MSQ scale. The short form MSQ includes only one item for each facet. In order to evaluate each facet, the 5-Likert scale ranging from 'very dissatisfied' to 'very satisfied' was used (Hirschfeld, 2000: 256; Weiss et al., 1967: 1-3).

The short form MSQ includes extrinsic satisfaction dimension which is related to 'the aspects of the work situation that are external to the job tasks or work itself', intrinsic satisfaction dimension which related to 'the nature of job tasks themselves and how people feel about the work they do' and the general job satisfaction dimension (Buitendach and Rothmann; 2009: 2; Spector, 1997: 15; Weiss et al., 1967: 4).

2.6.2. Job Description Index

Job Description Index (JDI) is well-known and widely used method of measuring job satisfaction (George and Jones, 2014: 83; Hanisch, 1992: 377; Spector, 1997: 14; Wang and Russel, 2005: 711 and Wright and Cropanzano, 2000: 85). The JDI scale was developed by Smith et al. (1969) and has been investigated several times by other researchers. While developing the JDI scale, more than hundred people

from seven different organizations were involved. The validity and reliability of the scale were accepted by different researchers (Irani and Scherler, 2002: 16; Jung et al., 1986: 615; Spector, 1997: 14 and Smith, 1974: 278). Kinicki et al. (2002) investigated the validity of JDI by using meta-analysis, the result of the study supported the validity of the scale and suggested that the JDI is a reliable measurement scale for researchers.

JDI includes 5 subscales namely, pay, promotion, supervision, coworkers and work itself, and the scales include 72 items in total. Each of the facets (subscale) of satisfaction includes 9 or 18 adjectives or short phrases which describe the particular aspect of the job. The respondent evaluates each item and has three response options; 'Yes', 'No', or '?'. About half of the items include positively expressed phrases which indicate satisfaction and other half includes negatively expressed phrases which indicate dissatisfaction (Smith, 1974: 278). The JDI is a copyrighted instrument by Bowling Green State University and requires a permission from Dr. Patricia C. Smith, Department of Psychology.

Table 14: Example of JDI

Think of the particular aspect of job that you work now. How well does each of the following words or phrases describe the particular aspect of your job. In the blank beside each word below, write: <u> Y </u> for 'Yes' if it describes the particular aspect of job <u> N </u> for 'No' if it does not describe that aspect <u> ? </u> for if you cannot decide		
WORK 18 Items	SUPERVISION 18 Items	COWORKERS / PEOPLE 18 Items
PAY 9 Items		PROMOTION 9 Items

Source: Spector, 1997:14 and Smith, 1974:277 (Copyrighted by Bowling Green State University)

2.6.3. Job Satisfaction Survey

The Job Satisfaction Survey (JSS) was developed by Spector (1985) to measure the nine facets of job satisfaction especially in human service, public and non-profit organizations. Spector (1985) has reviewed the literature of job satisfaction scales and suggested the nine dimensions namely, pay, promotion, supervision, fringe benefits, contingent rewards (appreciation and recognition), operating conditions, coworkers,

nature of work and communication. Each of these dimension include four items, and totally 36 items were scored by 6-point Likert scale from ‘disagree very much’ to ‘agree very much’. While the 19 items were negatively expressed, 17 items were positively worded. In order to measure the total score, the negatively expressed items must be reversed. The numbers of the negative items must be renumbered (6 to 1), because disagreeing with negatively expressed items indicates the satisfaction (Spector, 1997: 8-9).

Table 15: Dimensions of JSS

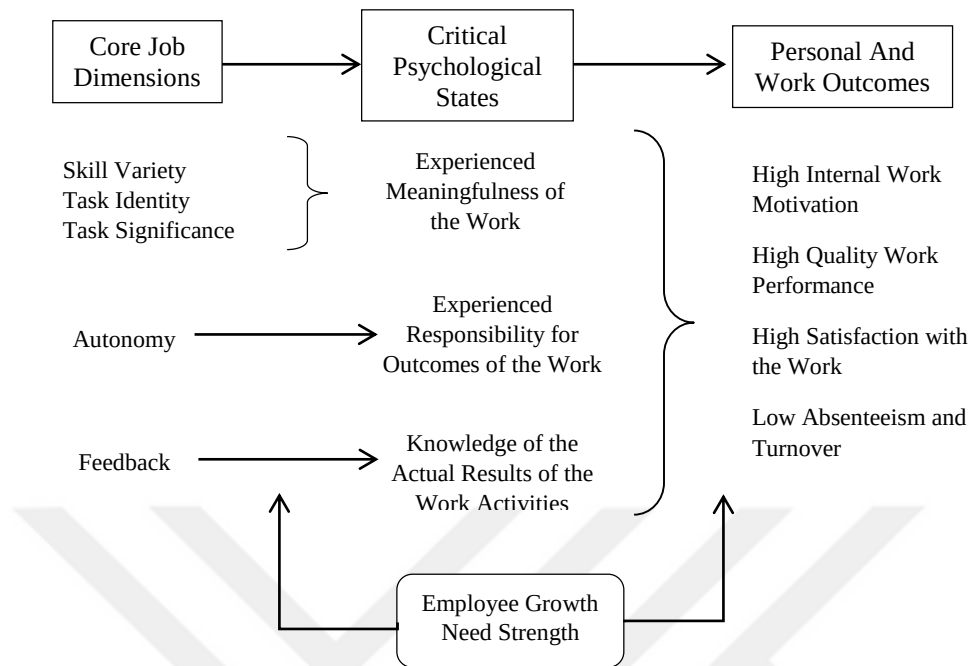
Dimension	Description	Item number
Pay	Satisfaction with pay and pay raises	1,10r,19r,28
Promotion	Satisfaction with promotion opportunities	2r,11,20,33
Supervision	Satisfaction with the person’s immediate supervisor	3,12r,21r,30
Fringe Benefits	Satisfaction with fringe benefit	4r,13,22,29r
Contingent rewards	Satisfaction with rewards (not necessarily monetary) given for good performance	5,14r,23,32r
Operating conditions	Satisfaction with rules and procedures	6r,15,24r,31r
Coworkers	Satisfaction with coworkers	7,16r,25,34r
Nature of work	Satisfaction with the type of work done	8r,17,27,35
Communication	Satisfaction with communication within the organization	9,18r,26r,36r
Note: Items with ‘r’ represents negatively expressed items, must be scored reversibly.		

Source: Spector, 1997: 8-9.

2.6.4. Job Diagnostic Survey

The Job Diagnostic Survey (JDS) was developed by Hackman and Oldham, (1975) based on the job characteristic theory. The subscales of the survey which include the five core job characteristics (skill variety, task identity, task significance, autonomy and feedback from the job itself) were measured by 7-point Likert-type scale. The highest scores on each subscale indicate a higher level of job characteristics (Hackman and Oldham, 1975: 159-162; Idaszak and Drasgow, 1987: 69-71 and Spector, 1985: 697).

Figure 16: Development of the JDS



Source: Hackman and Oldham, 1975: 161.

2.6.5. Job in General Scale

Job in General (JIG) scale was developed by Ironson, Smith, Brannick, Gibson, and Paul in 1989 to be used with JDI scale. JIG scale is easy to read and response because simply measures the overall satisfaction of one's job with 18 items. These items include; pleasant, bad, ideal, waste of time, good, undesirable, worthwhile, worse than most, acceptable, superior, better than most, disagreeable, makes me content, inadequate, excellent, rotten, enjoyable and poor (Ironson et al., 1989: 195). The respondents have three options; if he/she agrees will answer 'yes', if he/she is not sure will answer '?' and if he/she does not agree will answer 'no' for each items considering his/her 'job in general'. The scores of the scale range between 0 and 54, the higher overall score indicates higher satisfaction level (Russel et al., 2004: 878-882 and Van Saane et al., 2003: 194).

2.6.6. Need Satisfaction Questionnaire

Need Satisfaction Questionnaire (NSQ) was developed by Porter based on the Maslow's need hierarchy. The questionnaire consists of 13 items including the needs of security, social, esteem, autonomy and self-actualization (Payne, 1970: 252). Porter didn't include the physiological needs because the psychological needs are generally satisfied in most of the organizations. And, he added the autonomy needs in the hierarchy between the esteem and self-actualization needs. Various studies have been done related to the consistency of NSQ with the Maslow's need hierarchy and some of them stated that NSQ not exactly reflecting the Maslow's hierarchy (Lunenburg and Ornstein, 2008: 96; Lee, 2007: 40).

Each of the item in the Porter's scale was rated with 7-point scale with three questions;

1. 'How much is there now?'
2. 'How much ought there to be ideally?' and
3. 'How important is this to you?'.

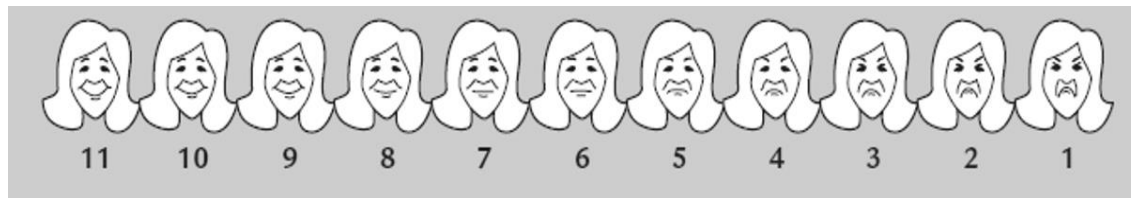
Importance of the need was scored with the ratings of third question which is called importance score. Perceived deficiency in need fulfilment was scored by subtracting the ratings of first question from the second which is called discrepancy score (Payne, 1970: 252). Wahba and and Bridwell (1976) examined some studies and stated that while the least satisfied needs are self-actualization and security, the most satisfied needs are social needs.

2.6.7. Faces Scale

Faces scale as a "projective attitude scale" was proposed by Kunin (1955). Kunin promoted the idea that attitudes could be measured more accurately with facial expression rather than verbal expression. The feelings of a person must be translated into another person's words and the exact meaning of the feelings is quite difficult to put into words. Because of that reason, Kunin developed a scale which includes several face expressions including the feelings from completely positive to completely negative (see Figure 17). The respondent can simply choose the face expression which

describes his/her feelings most accurately (Kunin, 1998: 823, Patrician, 2004: 348-350).

Figure 17: Example of Faces Scale



Source: George and Jones, 2014: 84.

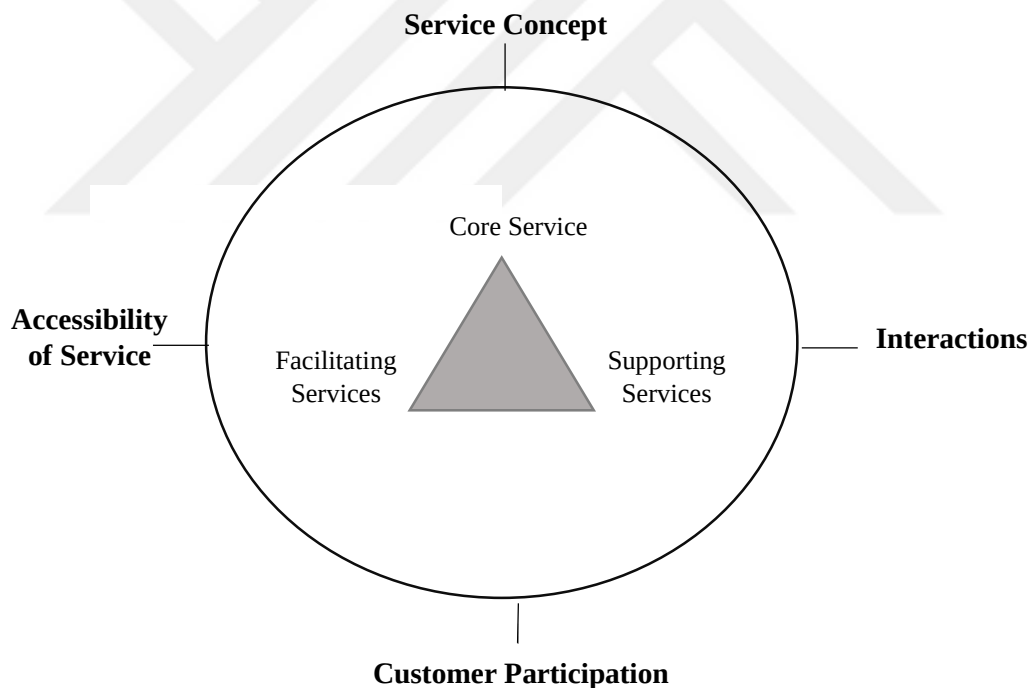
CHAPTER THREE

GENERAL CHARACTERISTICS OF SHIP AGENCIES

3.1. THE ROLE OF INTERMEDIARIES IN SERVICE DELIVERY

In the services marketing, the ‘service package’ covers the core services and supplementary services which include facilitating services and supporting services (Gilmore, 2003: 18; Lovelock, 2002: 143, and Öztürk, 2011: 48). The supplementary services facilitate and promote the usage of core services. In the competitive market environment, service organizations should offer diversified supplementary services in order to add value to their core services (Gilmore, 2003: 18).

Figure 18: Service Delivery



Source: Öztürk, 2011: 45.

In order to provide excellent service package to their customers, the service organizations can work with separate organizational entities as partners which are called ‘intermediaries’. These intermediaries have various roles in delivering services to customers. The supplementary services can be offered by specialized intermediaries

more efficiently and cost effectively. Also, the expertise intermediaries can reach to more customers (Donnelly, 1976: 56; Lovelock, 2002: 238,244,258).

AMA (American Marketing Association) dictionary defined the intermediary as "an independent business concern that operates as a link between producers and ultimate consumers". "An intermediary is an economic agent who helps buyers and sellers meet and transact" (Spulber, 1999: 3).

In the international business context, intermediaries play various vital tasks in facilitating international trade such as legal advice, market research, sales and after-sales services, logistical arrangements etc. (Ahn et al., 2011: 73). Also, intermediaries act as local representatives of organizations which trade in abroad. International organizations, operating in different countries or markets, need intermediaries to act and represent on their behalf (OECD, 2009: 5).

3.2. SHIP AGENTS AS INTERMEDIARIES IN MARITIME TRANSPORTATION

According to Turkish Commercial Code Article 102, agent is defined as; "a person who acts depending on an agreement continuously to mediate for the agreements acting on behalf of a party for the limited place and time".

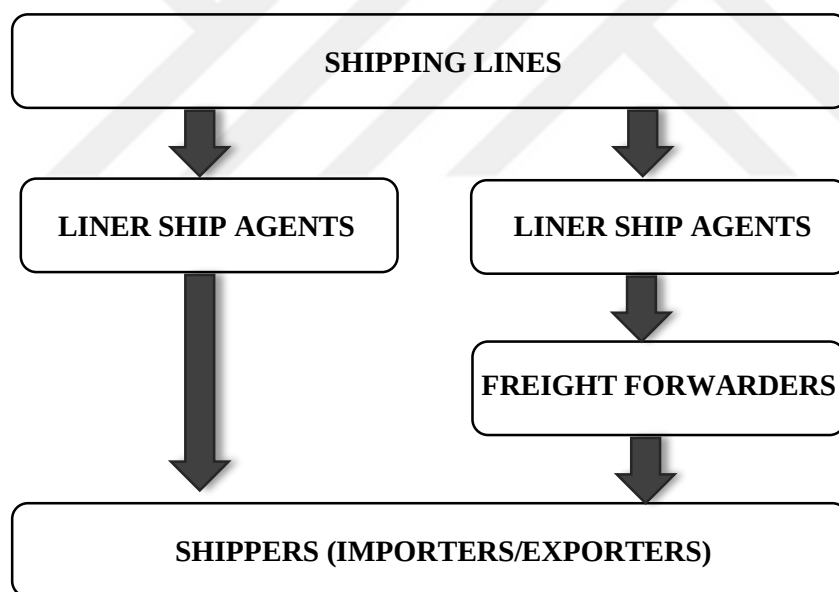
"An agent is a person or corporate entity who acts on behalf of another party (the principal) and has the authority to bind his principles in matters of contract" (Latarche, 1998: 6). Schiels (1994) cited the agency definition from Edward Sell (Dean of University of Pittsburgh School of Law); "the legal relationship which arises when two parties enter into an agreement, whereby one of the parties, called agent, agrees to represent or act for the other called the principal, subject to principal's right to control the agent's conduct concerning entrusted to him".

UNCTAD (1988) defined ship agent as; "any person (natural or legal) engaged on behalf of the owner, charterer or operator of a ship, or of the owner of cargo, in providing shipping services". Ship agents are persons or entities which are protecting rights and interests of the shipowner, master, operator and/or charterer against third parties on behalf of them and paid an agency fee in return (DTO and VDAD, 2011: 3). The Federation of National Associations of Ship Brokers and Agents (FONASBA)

defined the ship agent as "a servant of the master and owners of the vessel (the principal)". According to Baltic and International Maritime Council (BIMCO), "the ship agent is the ‘maritime Mr. Fixit’; the local expertise who will represent the owner in every port the ship visits" (www.bimco.org).

In foreign trade, ship operators giving maritime transport services get some supporting, supplementary and facilitating services from the intermediaries such as; ship agents, freight forwarders and ship brokers. Intermediaries in the shipping sector offer very important services in order to maintain the high quality, effective, economical, safe and secure logistics and maritime transport services. In liner shipping, the intermediaries in the distribution channel include the ship agents and freight forwarders. In tramp shipping, ship brokers play an intermediary role in the distribution channel. (Deveci and Çetin, 2013: 473- 476).

Figure 19: Distribution Channel in Liner Shipping



Source: Adapted from Deveci and Çetin, 2013: 475 and Tuna, 1999: 20.

A shipowner requires a reliable representative (agent) who may look after the rights of his ship in foreign port with good knowledge of local situations such as; cultural, legal, financial and port conditions and this representative must have competence of handling all necessary obligations and requirements on behalf of the shipowner (Latarche, 1998: 5 and Moshi, 2000: 8).

The main goal of the ship agent is to protect the ship's and the owner's benefits to complete the ship operations as soon as possible with maximum efficiency and minimum cost (DTO and VDAD, 2011: 3 and Latarche, 1998: 5).

Non-mandatory minimum standards for ship agents were prepared by UNCTAD with the consultancy of organizations related with ship agency. The scope of the standards is including professional qualifications, financial qualifications and professional conduct. In order to provide efficient services, the ship agents must have high level of professional education, experience and competence. Financially sound and stable ship agents must have adequate financial resources and adequate liability insurance covering all professional liabilities. According to UNCTAD (1988) Article 5 the code of professional conduct, the ship agent should;

- discharge his duties to his principal(s) with honesty, integrity and impartiality;
- apply a standard of competence in order to perform in a conscientious, diligent and efficient manner all services undertaken as ship agent;
- observe all national laws and other regulations relevant to the duties it undertakes;
- exercise due diligence to guard against fraudulent practices; and
- exercise due care when handling monies on behalf of his principal(s).

3.3. TYPES OF SHIP AGENTS

FONASBA (The Federation of National Associations of Ship Brokers and Agents) is a global association for ship brokers and ship agents, founded in 1969. FONASBA categorized the ship agents in four types; port agent, cargo agent, owner's or charterer's agent and the other agency appointments. DTO and VDAD (2011) classified the agents in three types according to the party that appointed the agent, which are; owner's agent, charterer's agent and protecting agent. Deveci and Çetin (2013) explained the types of ship agent which are seen in the practice namely, charterer's agent, protecting agent, port agent, booking agent, liner agent, general agent and sub-agency.

Latarche (1998) stated that there are two types of agent in English Law. These are special agent and general agent. While the special agent is appointed for a specific

part of business or a single business case, the general agent appointed for his principal in all cases concerning the whole or some part of his business, it can be a geographic area or specific lines of business. Because tramp ship agents and port agents are mostly appointed for a single port call basis, they are regarded as special agents (Schiels, 1994: 40). Besides that, liner agents are regarded as general agent, because they are generally appointed to represent the all business of the owner concerning a particular period of time and a specific geographical area (Latarche, 1998: 6).

3.3.1. Charterer's Agent

In tramp shipping market, the charterer may demand from the owner the choice of the agent. The charterer may have several reasons to choose the agent by himself. For instance, the charterer may be a regular shipper of specific cargo from a specific port. And also, the charterer may have the power to operate a terminal at the loading/discharging port. Contrary to this, the owner of the vessel may never carry this specific type of cargo and from this port before or maybe rarely carrying. The choice of an agent by the charter rather than the owner will be a better option under these circumstances (Deveci and Çetin, 2013: 479 and Latarche, 1998: 9-10).

The charterer, who wants to choose his own agent, may want to add a clause of "the charterer shall nominate and the owner will appoint agents at each port" in the charter party. The nomination of an agent and appointment of an agent are different from each other. The appointment is a legal procedure and gives an obligation to pay the necessary agency fees and expenses (Latarche, 1998: 10). And therefore, Schiels (1994) called this type of ship agent as "charterer's nominated agent".

3.3.2. Protecting Agent

If the agent was appointed by the charterer, the shipowner can choose and appoint another agent, which is called protecting agent, in order to protect his interests. Sometimes, the charterer's agent fails to protect the ship owner's rights and interests. The role of the protecting agent includes "to shadow the appointed agent to protect the owner's interests and to perform tasks which the appointed agent considers outside his

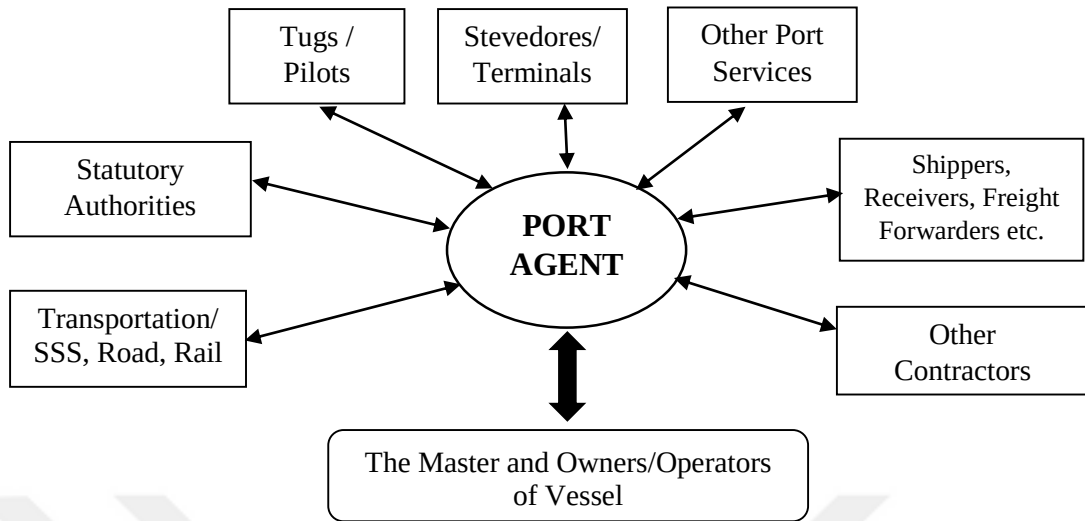
responsibilities" (Latarche, 1998: 11). The protecting agent can be appointed both by the owner or charterer. When the agent was appointed by the shipowner under the charter agreement, the charterer also has right to appoint a protecting agent for the protection of his own interests (Schiels, 1994: 41).

The services given by protecting agents need to be charged for a fee on the basis of the charges specified in the agency tariff, generally around half of the appointed agent's fee (DTO and VDAD, 2011: 13 and Latarche, 1998: 11). Some of the shipowners consider the fee paid to the protecting agent as an additional expense, but the protecting agent can compensate his fee by giving some services. Not preparation of NOR according to charter party is one of the faults have done by the charterer's agent. When the Notice of Readiness (NOR) is prepared and given without any delay, the protecting agent provides shipowners to receive demurrage payment and protects them from paying the despatch money to the charterer. And also, the protecting agents give advice to shipowners about the options to save money on port services (Deveci and Çetin, 2013: 479 and Latarche, 1998: 11).

3.3.3. Port Agent

A port agent is appointed by the owner or operator of the vessel as a local representative and responsible from organizing, supervising and coordinating the port call on behalf of the owner or the operator of vessel. The port agent acts as a channel for the necessary information exchange between the vessel and the shore. The port agent must be fully experienced and have all necessary knowledge about the safety, commercial and statutory obligations and port regulations in order to operate effectively in the port. The ensuring the vessel is fully complied with these obligations is under responsibility of the port agent. If the vessel fails to comply with the obligations, delays may occur in the port operations of the vessel (www.fonasba.com).

Figure 20: The Role of Port Agent in the Port Call



Source: www.fonasba.com

Before the vessel delivered to the port, the port agent completes all necessary preparations at the port according to information provided by the owner/operator of the vessel and so the vessel can complete the port call as soon as possible. The services given by the port agent include;

- providing information, costs and details related with the port to the shipowner
- arranging the arrival and departure of the vessel to/from port
- coordinating the berth allocation, pilotage, towage, and cargo handling
- fulfilling the customs procedures and controls
- supplying bunker, provision and spare parts of the vessel.

When necessary, the port agent should arrange the crew changes and ensure the provision, health and laundry services for crew members. And also, the contact between the vessel and the local authorities is provided by the port agents (Deveci and Çetin, 2013: 480).

3.3.4. Booking Agent

A booking agent is a type of ship agent which is used in liner shipping. According to the agreement made with the ship operator, the booking agent is under

responsibility to find the cargo for the vessel. Booking agents undertake the similar responsibilities and functions with the ship brokers in tramp shipping. The booking agents contact with the shippers and market the ship's tonnage to their cargo. When compared with the tramp shipping, there are numerous shippers and a wide range of cargoes in the liner shipping. Therefore, the marketing and sales functions of booking agent are essential in liner shipping and the booking agent requires a high sales potential. The functions of port agency and booking agency can be performed by the same agent in the practice (Deveci and Çetin, 2013: 480).

3.3.5. Liner Agent

For a ship operator trading in liner shipping, having personnel and an office in each of the ports in all service provided countries may not be economically feasible (Schiels, 1994: 37). Ship operators may not have adequate information and experience about the ports that their ships will call and hinterlands of these port. Therefore, they prefer to use an agent who has local knowledge, experience and expertise. And this agent called as liner agent (Deveci and Çetin, 2013: 481). Due to the regular nature of the liner shipping, generally, there is a much closer working relationship between the liner agents and their principal /ship operator (Latarche, 1998: 17).

Liner agency is the most comprehensive type of ship agency because they perform all the duties of the port agent and more. Liner agent's responsibilities include the marketing and advertising the services of ship operator, sales, cargo booking, quotation and collection of freight, equipment control activities and issuing bills of lading (Latarche, 1998: 14-16). In England, the liner agents called as 'loading brokers' (Deveci and Çetin, 2013: 481 and Moshi, 2000: 6).

Because the one of the essential responsibility of the liner agents is finding and booking cargo for the vessel, the liner agents act as a booking agent. Likewise, the liner agents can be assessed as general agents (Latarche, 1998:6) and protecting agents. Because they perform all duties on behalf of their principals and protecting their rights in the local ports (Deveci and Çetin, 2013: 481).

3.3.6. General Agent

According to Schiels (1994) the general agent defined as "an agent with authority from a principal to act on all matters concerning a particular trade. The general agent's authority is established by a formal written agreement, defining the agent's authority to act on behalf of the principal on a continuing basis, for a specific period of time."

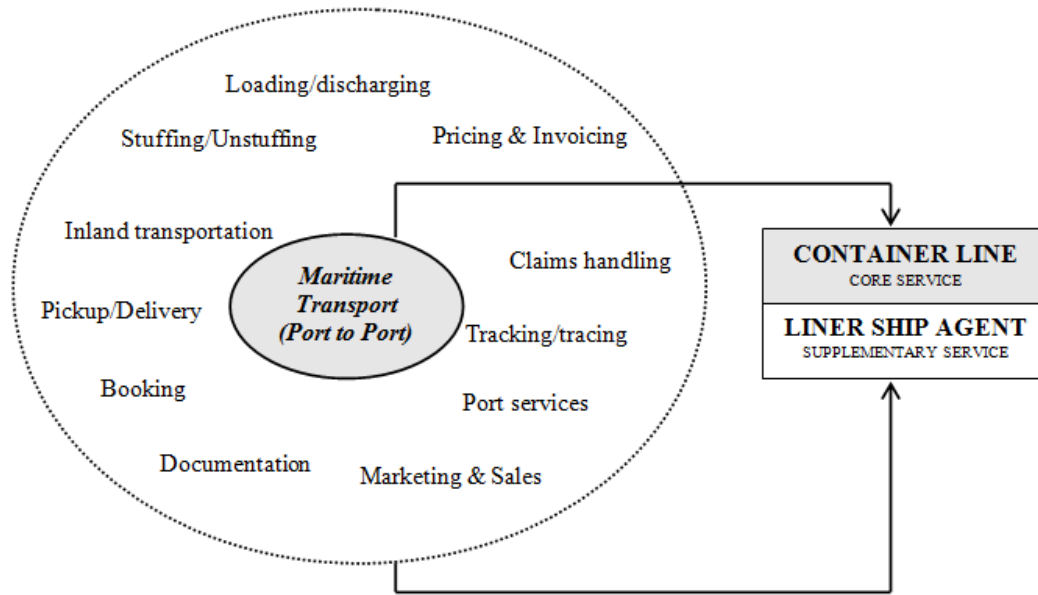
The general agents have some additional responsibilities besides the routine duties of port agents. These responsibilities include claims handling, insurance, broking, and financial services. Having extensive contacts with ship supply and repair companies is very important for the general agents. The another responsibility of the general agents is the selection of sub-agents at ports where the general agent doesn't have his own office (Latarche, 1998: 17-18). The general agent should exercise due care and attention in the selection of sub-agent, because the general agents are directly responsible to shipowner from actions of sub-agent (Deveci and Çetin, 2013: 481).

3.4. ROLES, FUNCTIONS AND SERVICES OF SHIP AGENTS

While the core service in the maritime transportation is provided by shipowners or ship operators, almost all the supplementary and facilitating services are particularly provided by ship agents and other intermediaries. In order to offer an efficient, quality, safe and secure maritime transportation service, the service quality of agent and ship agents are quite important (Deveci and Çetin, 2013: 482).

The roles, functions and services undertaken by the ship agents are classified as; commercial, communication and documentation, operational, financial and legal (Deveci and Çetin, 2013: 483). In this part each of these roles, functions and services are detailed.

Figure 21: Core and Supplementary Services in Liner Shipping



Source: Adapted from Deveci and Çetin, 2013: 482.

3.4.1. Commercial Role, Function and Services

The commercial role, function and services of ship agents are mainly matter in liner shipping and include; marketing and sales of maritime transportation service, promotion and pricing of services, cargo booking, market and competition analysis, invoicing, and dealing with customers' compliments (Deveci and Çetin, 2013: 483).

The marketing and sales duties of agents are given in Standard Liner Agency Agreement prepared by FONASBA and recommended by BIMCO. According to this standard liner agency agreement, the marketing and sales duties of agents include:

- performing marketing and sales activities for principal's services
- canvassing and booking cargo, publicizing services, maintaining contacts with shippers, consignees, forwarder agents, port and other authorities and the trade organizations
- providing regular statistics and information about cargo bookings and the use of space allotments
- announcing the vessel schedules (sailings and arrivals)

- quotation of freight rates, announcement of freight tariffs and adjustments
- arranging for public relations work such as advertising, press releases, sailing schedules and general promotional material
- attendance to necessary conferences on behalf of principal and for his account
- preparing the required documents such as Bills of Ladings, manifests, delivery orders, certificates and other necessary documents.

The main mission and role of liner agents is to protect the commercial interests of his principal, to find as much cargo as possible and to make as much money as possible. In order to develop long term relations between shippers and container lines, retain the existing customers and attract the new customers, the ship agent must perform routine customer visits and be continuously in contact with shippers by telephone or e-mail (Deveci and Çetin, 2013: 483).

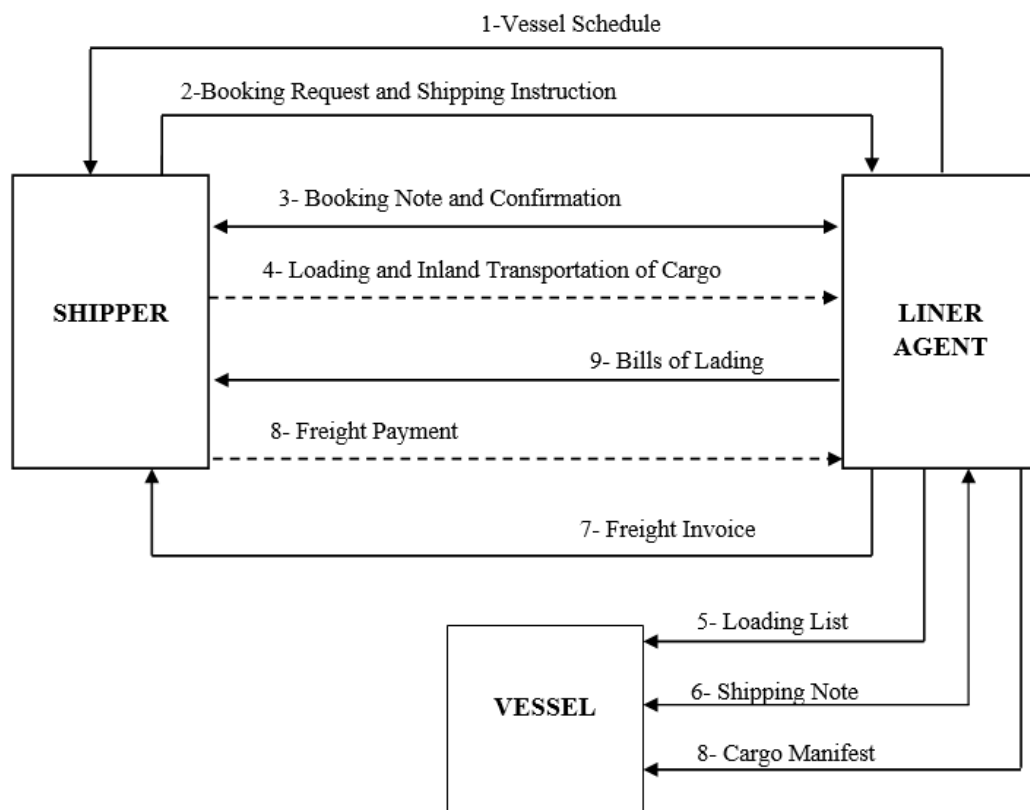
After identifying and obtaining potential shippers, the liner agent must assist the shippers, which may have little experience, in booking process (Latarche, 1998: 15). The liner agent sales and booking process generally begins with freight request from shipper and followed by freight quotation by agent, booking request from shipper, confirming the shipper's booking request and space allocation from ship, shipping instruction from shipper, inland transportation and loading cargo, issuing Bills of Lading and freight invoice, finalizes with after sales services such as tracking and tracing the cargoes.

3.4.2. Communication and Documentation Roles, Functions and Services

The communication and documentation role function and services of ship agents includes the providing communication, contacts and documentation procedures with shippers, represented vessel and its operator, other third parties and state authorities (Deveci and Çetin, 2013: 484). The ship agents must maintain a continuous flow of information and must be capable of transferring and receiving all necessary critical notifications and information. All information related with the management and the voyage of the vessel must be timely transmitted to the operator of the vessel

and the next port of call (DTO and VDAD, 2011: 7). The agent should arrange the pre-arrival, arrival, port operations, departure and post departure documentation process of the vessel (Deveci and Çetin, 2013: 484). The main documents related to shippers as customers include; vessel schedule, booking note, bill of lading, freight invoice and loading manifest etc. Delivery order is the document related to consignee (receiver) and the stowage plan, cargo plan, freight manifest, cargo manifest etc. are the documents related to vessel and its operator. The main documents related to third parties and state authorities include; vessel arrival and departure notifications, custom declarations, loading list, cargo manifest and other necessary documents (Deveci and Çetin, 2013: 485 and DTO and VDAD, 2011: 114-119).

Figure 22: Documentation Flow in Container Ship Agency



Source: Adapted from Deveci and Çetin, 2013: 485.

3.4.3. Operational Role, Function and Services

The operational role, function and services of ship agents include; the assistance to ship and crew, operational support to the ship, liaising with port and stevedores, arrangement of procedures related with state authorities and organizing inland transportation. Even though the operational roles are subject to almost all types of ship agent, they are more important for the port agents (Deveci and Çetin, 2013: 486).

Assistance to ship covers the arrival to port, berthing, accommodation, handling operations and departure from the port. All these operational processes must be performed effectively and economically within the shortest time (Deveci and Çetin, 2013: 486). The entrance and departure controls of the ship, forms and permissions, pilotage, towage and un/mooring services will be arranged by the agent. The ship and master must be provided with all necessary applications forms related with the port regulations and navigational instructions (Latarche, 1998: 59). The information related with the draft and congestion of the port etc. must be ensured to the master and ship operator by the agent (Deveci and Çetin, 2013: 486).

The requirements and needs of the ship itself and its crew referred as the 'husbandry' services. The husbandry services to the ship is related with the arranging bunkers, ship spares and repairs, stores and provisions, fresh water, waste removal and ship certificates etc. which are necessary to support the operation of the ship. The agent should investigate bunker prices from different suppliers, so, the shipowner can make more economic decisions. Working with special bunker brokers may be more advantageous for bunker price rather than the direct bunker suppliers. Even though the bunker is ordered directly by the shipowner, the agent must coordinate and assist the bunker delivery process to the ship. (Latarche, 1998: 67-69).

There are several ship certificates must be kept up to date, and the equipments under the coverage of these certificates need to be operating properly and maintained in good condition. The agent is under responsibility to make arrangements for the renewing of the expiry dated certificates (Latarche, 1998: 74-75).

Assistance to the crew of the ship comprises of the fulfillments of provision, medical and laundry requirements, organizing repatriations and crew arrivals, and

when necessary providing cash to the master and crew (Deveci and Çetin, 2013: 486, and Latarche, 1998: 75-79). The agent should be concerned with welfare of the ship's crew and able to respond to any medical or other emergency requirements of the crew. When a seaman needs medical examination, the agent must arrange the doctor visit to the ship or the hospital. In the event of the crew changes, all documentation requirements, delivery process of the crew members to the airport, their tickets and meals etc. must be arranged by the agent. Within the shipowner's knowledge, the cash advances to the master and crew can be provided by the agent, if necessary (Latarche, 1998: 75-79).

Liaison with stevedores, arranging depot, un/stuffing, loading/discharging cargo operations and gangs/shifts of the port are under responsibility of the agent (Deveci and Çetin, 2013: 486). The relationship between the agent and stevedores is important. The agent should organize and negotiate with well-equipped and skilled stevedores at reasonable cost. All interested parties must be informed about the arrival of the ship and readiness for operation. And also the agent should provide stowage plans, manifest, copy of B/L to determine the type of the cargo to be loaded/discharged and the location in the ship (Latarche, 1998: 61).

Because the ship agents giving services in competitive environment, the operational roles and services performed by ship agents are highly important for ship owners or operators. Ship owners or operators want to gain customer satisfaction and loyalty by providing most efficient and effective ship operations. Therefore, all the operational roles of ship agent related to ship, crew, port etc. are crucial for improving service delivery to customers.

3.4.4. Financial Role, Function and Services

The financial role, function and services of ship agents are mainly concerned with monetary issues and include the collecting the freight payments from customers/shippers on behalf of the principal, calculating the port expenses and disbursements and paying them timely to the related authorities, making account settlement with ship owner, and providing cash to master and crew when necessary (advance payment) (Deveci and Çetin, 2013: 487).

In the FONASBA Standard Liner Agency Agreement, the accounting and financial duties of ship agents are detailed as;

- keeping proper reports related with the financial position of principal,
- preparing the periodic financial statements,
- checking all vouchers related to given services and preparing proper disbursement accounts for each voyage of the vessel or accounting period,
- advising to principal about port tariff amendments and other related charges,
- quotation of freight rates and other charges according to tariff approved by principal,
- collecting freight and other charges from shippers and transferring the all money to principal account at periodic intervals,
- advising to principal about the customary credit terms and arrangements,
- the agent, carrying out his duties in good faith, shall not be responsible from the financial loss and damage given by third parties, unless the damage has caused from the default of the agent. The principal should prove the willful neglect/misconduct of the agent.

3.4.5. Legal Role, Function and Services

According to Deveci and Çetin (2013) the legal role, function and services of ship agents include;

- making agreement on behalf of the shipowner/operator within the scope of the authority,
- assisting the shipowner, master and ship operator in legal transactions,
- arranging sea protest and notifications to the concerned parties,
- assistance in general average cases,
- collecting the documentary evidence,
- litigation,

- handling claims for cargo damages and loss and attendance to legal actions.

In the general average cases, the agent should inform all parties and assist in the distribution and collection of the general average payments (Latarche, 1998: 136). When the damaged cargo events, the agent can make some attempts to resolve the problem but he must timely report the detailed information about damage occurrence to the shipowner for his instructions (Latarche, 1998: 141).

In order to supply the necessary materials and services to ship, the agents can make agreements with third parties within the scope of the authority given by principal. While making an agreement with third parties, the agent must sign the agreement ‘as agents only’ in order to avoid the risk of any legal conflicts (Deveci and Çetin, 2013: 488 and Latarche, 1998: 189).

3.5. SHIP AGENTS’ DUTIES TO THE PRINCIPAL

Schiels (1994) outlined the duties of the agent based on the summarized agents’ duties by a British judge. Each of these duties clarifies the responsibilities and liabilities of the agents to their principals and include (Schiels, 1994: 60-68):

- duty to act within the scope of authority (the ship agent’s scope of authority given by the principal is limited),
- duty of secrecy and loyalty (the relationship between the agent and principal is based on trust and confidence),
- duty and liability to contact on the principal’s behalf,
- duty and liability of contract signature (in order to protect the principal’s and the agent’s rights, the agent should sign the contract ‘as agent only’ or ‘as agent for named principal’),
- duty to account for funds advanced by the principal,
- duty to exercise care, skill and diligence (the agent should perform his best for the benefit of his principal),
- duty to perform all duties personally,
- duty to keep the principal informed, and
- notification of principal.

While the ship agents have some duties to perform, the principals also have some duties to fulfill towards their agents and these are including (Schiels, 1994: 69-72); duty to provide opportunity for work, duty to keep accounts, duty of good conduct and duty to pay compensation.

In the FONASBA Standard Liner Agency Agreement the duties of the principal expressed as follows;

- providing all documents and stationary required for the tasks of the agent
- providing adequate and timely information related with the schedule of the vessels, ports of call and policy of line which may influence the sales and port services of agent
- providing required money immediately to cover advance disbursements if the agent has not enough money from collected freight
- indemnifying the agent against all claims, charges, losses, damages and expenses incurred from the fulfilment of his duties under this agreement. The matters caused by the willful misconduct or negligence of the agent will not be covered.

CHAPTER FOUR

RESEARCH ON SHIP AGENCIES

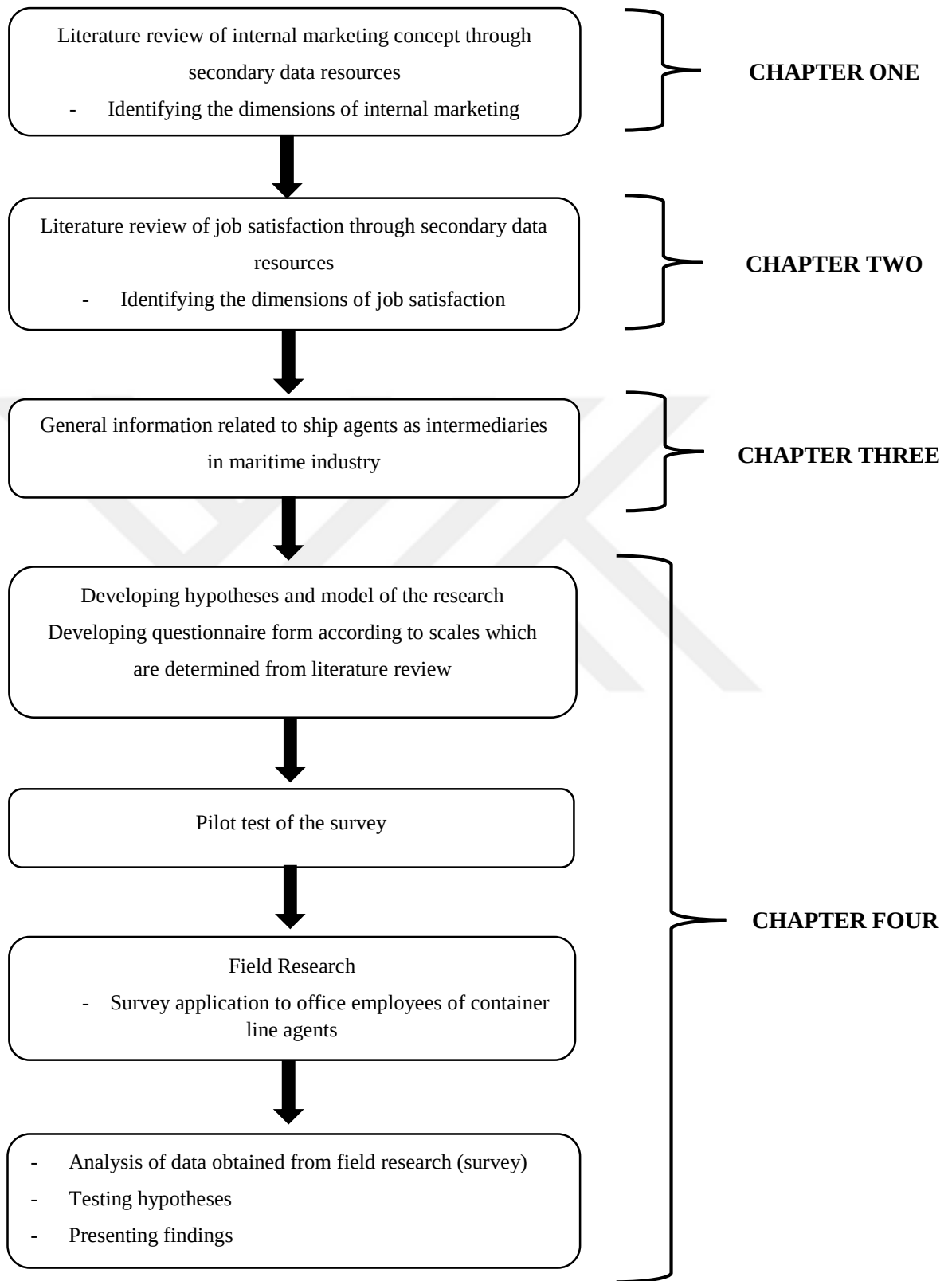
4.1. THE AIM OF THE RESEARCH

To satisfy the customers is one of the most important factors for the success of the organizations. In order to satisfy the external customers, organizations must satisfy their employees (internal customers). Therefore, when the literature was reviewed, it was observed that there are various studies in different industries related to internal marketing as an important concept in the service sector and its effects on job satisfaction, organizational commitment, organizational performance, employee happiness and loyalty etc. (see App. 1). However, it was not found any similar study in the context of ship agency serving in the maritime industry. Thereby, this research aims to investigate the effect of internal marketing on job satisfaction of container line agents' employees.

4.2. THE RESEARCH PROCESS

In order to reach the aim of the research, the research process design of the research is shown in Figure 23. In the first chapter, the literature of the internal marketing concept is reviewed and the dimensions of internal marketing are identified. In the second chapter, the literature of the job satisfaction is reviewed and the dimensions of job satisfaction are identified. The general information related to ship agents such as types of ship agents, roles, functions and duties of ship agents etc. are given in the third chapter. Chapter four includes the methodology of the research. The hypotheses of research and the model of the research are developed. For the field research, the survey method has been carried out. And the findings of the research are detailed.

Figure 23: Process of the Research



Source: Author

4.3. THE METHODOLOGY OF THE RESEARCH

In this part, the model of the research, population and sample of the research, data collection and analysis procedures will be detailed.

4.3.1. Model of the Research and Hypothesis Development

Within the context of the aim of the research, the relationship between profile characteristics of respondents and their perceptions related to internal marketing activities and job satisfaction and also the relationship between the internal marketing and job satisfaction will be examined by testing hypotheses. The conceptual model of the research is presented in Figure 24. Independent variables are the profile characteristics of the respondents and dependent variables are internal marketing and job satisfaction items.

H₁: There is a significant difference between profile characteristics of respondents and their internal marketing perceptions.

H₂: There is a significant difference between profile characteristics of respondents and their job satisfaction.

The demographic characteristics of the respondents may have an influence on their perceptions related to internal marketing activities. In order to test the difference between profile characteristics of respondents and their internal marketing perceptions, the following sub-hypotheses were developed:

H₁₋₁: There is a significant difference between genders of respondents and their internal marketing perceptions.

H₁₋₂: There is a significant difference between ages of respondents and their internal marketing perceptions.

H₁₋₃: There is a significant difference between education levels of respondents and their internal marketing perceptions.

H₁₋₄: There is a significant difference between departments of respondents and their internal marketing perceptions.

H₁₋₅: There is a significant difference between positions of respondents and their internal marketing perceptions.

H1-6: There is a significant difference between sector experiences of respondents and their internal marketing perceptions.

H1-7: There is a significant difference between respondents' working years in their organizations and their internal marketing perceptions.

As mentioned in chapter two, there are some factors that affecting job satisfaction of employees. The demographic characteristics of the employees may have effect on their satisfaction levels. There are many studies investigating the relationship between the demographic characteristics of employees and job satisfaction. The findings of these studies are different, while some of them have found relationship, some of them have not found any relationship between the variables. So the H₂ was developed to investigate the difference between profile characteristics of respondents and their job satisfaction. In order to test the difference between profile characteristics of respondents and their job satisfaction, the following sub-hypotheses were developed:

H2-1: There is a significant difference between genders of respondents and their job satisfaction.

H2-2: There is a significant difference between ages of respondents and their job satisfaction.

H2-3: There is a significant difference between education levels of respondents and their job satisfaction.

H2-4: There is a significant difference between departments of respondents and their job satisfaction.

H2-5: There is a significant difference between positions of respondents and their job satisfaction.

H2-6: There is a significant difference between sector experiences of respondents and their job satisfaction.

H2-7: There is a significant difference between respondents' working years in their organizations and their job satisfaction.

In chapter one, it was stated that the internal marketing can be seen as a driver of employee satisfaction (De Bruin-Reynolds, 2015:28). And also, the literature review of the studies investigating the relationship between the internal marketing and job satisfaction and their findings were presented. Based on the literature review

carried out in chapter one, to examine the relationship between the internal marketing and job satisfaction the main hypothesis of the research was developed as below:

H₃: Internal marketing has a significant positive effect on job satisfaction.

Sub-hypotheses with the dimensions of internal marketing and job satisfaction dimensions are developed. These are:

H₃₋₁: Development dimension of internal marketing has a significant positive effect on job satisfaction.

H₃₋₂: Vision and communication dimension of internal marketing has a significant positive effect on job satisfaction.

H₃₋₃: Reward system dimension of internal marketing has a significant positive effect on job satisfaction.

H₃₋₄: Development dimension of internal marketing has a significant positive effect on intrinsic job satisfaction.

H₃₋₅: Vision and communication dimension of internal marketing marketing has a significant positive effect on intrinsic job satisfaction.

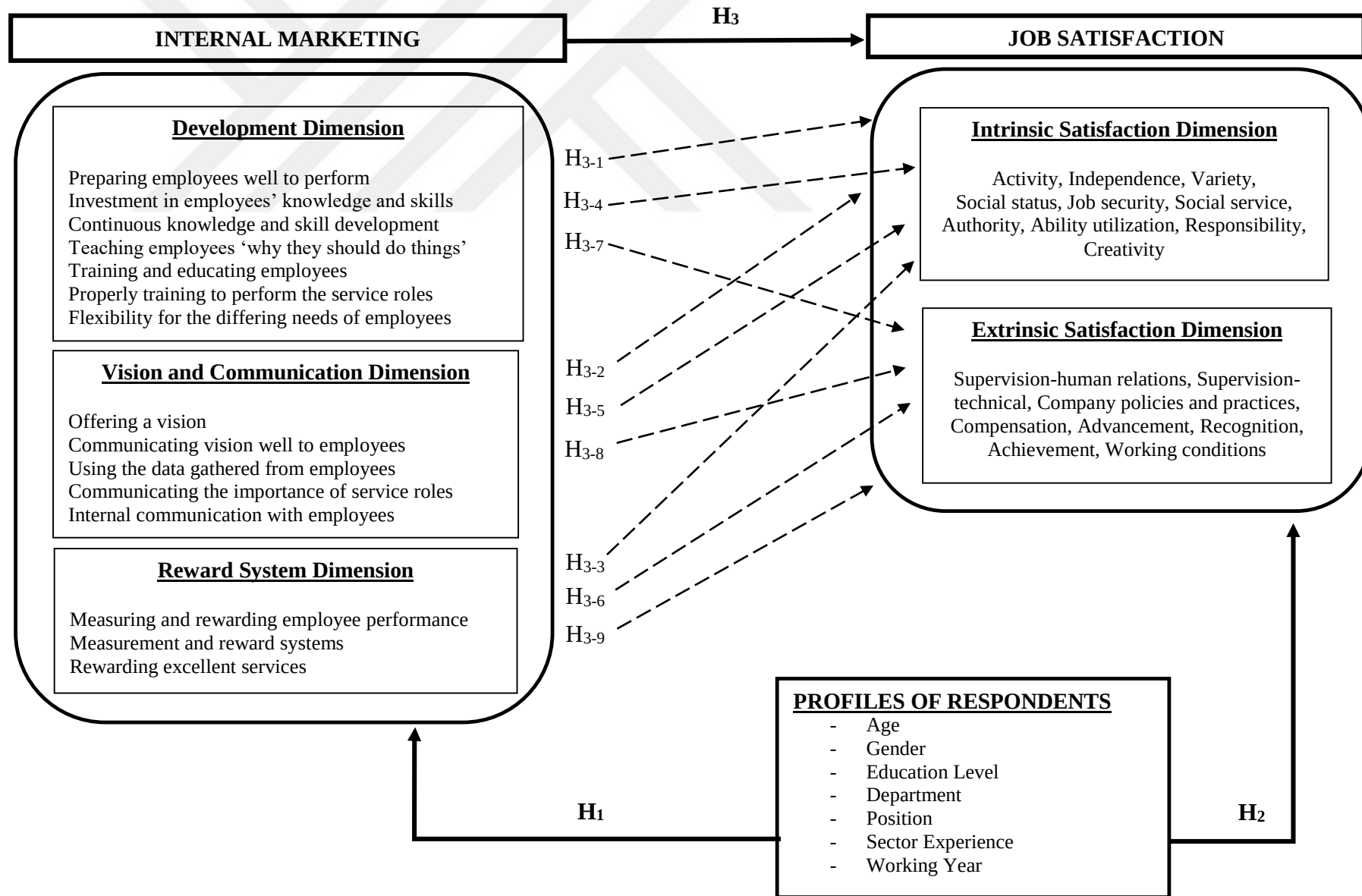
H₃₋₆: Reward system dimension of internal marketing marketing has a significant positive effect on intrinsic job satisfaction.

H₃₋₇: Development dimension of internal marketing marketing has a significant positive effect on extrinsic job satisfaction.

H₃₋₈: Vision and communication dimension of internal marketing has a significant positive effect on extrinsic job satisfaction.

H₃₋₉: Reward system dimension of internal marketing has a significant positive effect on extrinsic job satisfaction.

Figure 24: Conceptual Model of the Research



4.3.2. Sampling

The office employees of container line agents in İzmir are determined as the sample of this research by judgmental sampling which is non-probability sampling method. In order to identify the sample, the list of ship agents registered in İzmir Chamber of Shipping was obtained from the assistant manager of the İzmir branch of İMEAK Chamber of Shipping. According to this list, there are registered total 19 container line agents in İzmir (see App. 2). To obtain the permission to carry out the survey, telephone interviews have been made with the managers or employees in these container line agents. 11 of container line agents accepted to help for survey application. The average total number of office employees in these 11 container line agents are determined as 279. Total 157 questionnaire forms were returned by 56,2 response rate.

4.3.3. Questionnaire Development

The questionnaire form of this research consists of three parts (see App. 3). In the first part, there are total 8 nominal and open-ended questions related to profile characteristics of the respondents. The second part of the questionnaire consists of 15 internal marketing items developed by Foreman and Money (1995) with 5-point Likert scale from 'strongly disagree' to 'strongly agree'. In the third part, the short form MSQ (20 items) developed by Weiss et al. (1967) was used with 5-point Likert scale from 'very dissatisfied' to 'very satisfied'. Özsoy et al. (2014) carried out a study related the job satisfaction scales used in the master and doctorate thesis (in the field of Business Administration) in National Thesis Center. According to this study, the most used job satisfaction scale is MSQ in both master and doctorate dissertations.

The job satisfaction and internal marketing items in the questionnaire are originally in English. For the short form MSQ items, the translation by Baycan (1985) was used which is mostly used in the Turkish literature. For the internal marketing items, translate and reverse translate procedure was applied. Then all items in the questionnaire were controlled by academicians who are experts in English and necessary adjustments were revised.

In order to avoid possible errors (i.e. writing or perception) in the questionnaire, the questionnaire can be applied to a certain number of people as a pilot test before the distribution to the sample (Altunışık et al., 2012: 92). As indicated by Altunışık et al. (2012), the minimum 10 people in the pilot test are sufficient. And therefore, a pilot test was carried out with 12 people from academicians and managers in the agency sector in order to identify any possible errors in the questionnaire, control of the content validity and determine the average response time of the questionnaire. According to feedback received from managers and academicians, the final version of the questionnaire was arranged.

4.3.4. Data Collection

In this research, the survey method from the primary data collection methods was used. Collection of data through the survey method is quite popular and widely used by private individuals, researchers, academicians, private and public organizations and even by governmental bodies (Altunışık et al., 2012: 80; Kothari, 2004: 100; Macdonald and Headlam, 2008: 11). There are some advantages and also disadvantages of survey method. This method requires less expense, time and effort and offers anonymity for the respondents. For some sensitive questions, it gives chance to giving anonymous answers for respondents. And also, reaching the more respondents from different geographic areas is easier by survey method (Kumar, 2011: 141). The low response rate, perception differences of respondents, omissions in the respondents' answers, and having almost no opportunity to clarify the questions which are not clearly understood by respondents (especially for online or mail surveys) are some of the disadvantages of survey method (Kothari, 2004: 101; Kumar, 2011: 141).

Between the dates of 06.06.2016 and 08.07.2016, some part of the surveys conducted in the offices of 5 line agents, the questionnaire forms were distributed to all office workers and after a certain period of time the completed questionnaires were collected from employees and total 74 completed questionnaire forms were returned. The other line agents preferred doing the online survey, so the online survey link was shared with the employees of these agents. The total 83 questionnaires were completed

by online. Total 143 questionnaires put into the analysis, because 14 questionnaire forms were excluded from the research due to they are not suitable for the analysis.

4.3.5. Data Analysis

For the analysis of the collected data from the survey, IBM SPSS statistics program (20.0 version) was used. Various analysis methods were applied for the analysis of the data. For the profile of the respondents of the research, descriptive statistic (frequency analysis) was carried out. For the internal marketing and job satisfaction items, descriptive statistics (frequency, percentage, mean and standard deviation,) were carried out. The reliability of the scales in the survey was evaluated by reliability analysis (Cronbach's Alpha). Kaiser-Meyer-Olkin and Bartlett's tests of sphericity tests were applied in order to determine the adequacy and suitability of scales for the factor analysis. And then, to determine the factors of the items in the scales, the factor analysis was applied. In order to test the hypotheses of the research, T-test, one-way ANOVA and regression analysis methods were used.

4.4. FINDINGS OF THE RESEARCH

In this part of the research, the findings of the data analyses are given. First of all, descriptive statistics of respondents' profile information are presented in frequency and percentage. In order to test the reliability of the scale used in the research, the results of the reliability analysis are given. Then the result of descriptive statistics for internal marketing and job satisfaction items are detailed. Factor analysis results are given for each scale used. Lastly, the results of hypotheses tests are presented.

4.4.1. Profile of the Respondents

Profile information of the respondents includes; gender, age, education level, income, department, title or position, experience in the sector and working year in the organization. The descriptive statistics (frequency and percentage) of the respondents' profile are given in Table 16.

Table 16: Profile of the Respondents

Gender	F	%	Age	F	%
Male Female <i>TOTAL</i>	83 60 <i>143</i>	58,0 42,0 <i>100,0</i>	24-29	52	36,4
			30-35	49	34,3
			36-41	28	19,6
			42-47	9	6,3
			More than 47	5	3,5
			<i>TOTAL</i>	<i>143</i>	<i>100,0</i>
Education Level	F	%	Income	F	%
High School Associate Degree Bachelor Degree Master Degree <i>TOTAL</i>	7 7 113 16 <i>143</i>	4,9 4,9 79,0 11,2 <i>100,0</i>	Less than 2000 TL	21	14,7
			2001 - 2999 TL	34	23,8
			3000 - 3999 TL	24	16,8
			4000 - 4999 TL	4	2,8
			5000 TL and more	12	8,4
			No Response	48	33,6
				<i>TOTAL</i>	<i>143</i>
Department	F	%	Title/Position	F	%
Vessel Operation Documentation Sales and Marketing Finance & Accounting Exp.&Imp. Operation CMC Customer Services Foreign Accounts <i>TOTAL</i>	6 37 41 12 20 8 12 7 <i>143</i>	4,2 25,9 28,7 8,4 14,0 5,6 8,4 4,9 <i>100,0</i>	Asst. Specialist	52	36,4
			Specialist	36	25,2
			Customer Rep.	18	12,6
			Sales Responsible	13	9,1
			Team Leader	7	4,9
			Asst. Dept. Supervisor	3	2,1
			Dept. Supervisor	14	9,8
				<i>TOTAL</i>	<i>143</i>
Experience in the Sector	F	%	Working Year	F	%
Less than 1 year 1-4 years 5-9 years 10-14 years 15 years and more <i>TOTAL</i>	8 51 32 24 28 <i>143</i>	5,6 35,7 22,4 16,8 19,6 <i>100,0</i>	Less than 1 year	18	12,6
			1-4 years	60	42,0
			5-9 years	27	18,9
			10-14 years	23	16,1
			15 years and more	15	10,5
				<i>TOTAL</i>	<i>143</i>
Note: F: Frequency, Exp.: Export, Imp.: Import, CMC: Container Management and Control, Rep.: Representative, Dept.: Department, Asst.: Assistant.					

While the 58 percent of the respondents (n=83) are male, the remaining 42 percent (n=60) consists of females. 36,4 percent (n=52) of the respondents' ages are between 24-29, 34,3 percent (n=49) of the respondents' ages are between 30-35, 19,6 percent (n=28) of the respondents' ages are between 36-41, 6,3 percent (n=9) of the respondents' ages are between 42-27 and 3,5 percent (n=5) of the respondents' ages are over 47 years.

When the education levels of the respondents were analyzed, it was seen that most of the respondents (79 percent, n=113) have a bachelor degree. 11,2 percent (n=16) of the respondents constitutes the respondents who have master degree. Respondents who have high school and associate degree have equal frequencies (n=7) and each of them consists 4,9 percent of the total respondents.

When the incomes of the respondents were asked, some of the respondents didn't want to answer the question and total 48 respondents (33,6 percent) gave no answer to this question.

When the departments of the respondents were analyzed, it was observed that the majority of the respondents are from sales and marketing department (28,7 percent, n=41) and documentation department (25,9 percent, n=37). The remaining respondents are working in export or import operation department (14 percent, n=20), customer service department (8,4 percent, n=12), finance and accounting departments (8,4 percent, n=12), CMC department (5,6 percent, n=8), foreign accounts (4,9 percent, n=7) and vessel operation department (4,2 percent, n=6).

While 9,8 percent of the respondents consists of department supervisors (n=14), 2,1 percent consists of assistant department supervisors (n=3). 52 respondents (36,4 percent) are working in the assistant specialist position, 36 respondents (25,2 percent) working in the specialist position. 18 respondents (12,6 percent) have customer representative title, 13 respondents (9,1) have sales responsible title, 7 respondents (4,9 percent) have team leader title.

The analysis of the experience level of the respondents showed that 19,6 percent (n=28) of the respondents have 15 years or more sector experience. 16,8 percent (n=24) of the respondents have sector experience between 10-14 years. 22,4 percent (n=32) of the respondents' experiences are between 5-9 years and 35,7 percent (n=51) of the respondents' experiences are between 1-4 years. Only 5,6 percent (n=8) of the respondents have less than 1-year experience in the sector.

According to responds of the working year question in the profile questions, 10,5 percent (n=15) of the respondents have been working in the same organization for 15 years or more. The other respondents have been working in their organizations between 10-14 years (16,1 percent, n=23), 5-9 years (18,9 percent, n=27), 1-4 years

(42 percent, n= 60). 18 respondents (12,6 percent) have been working in their organizations less than 1 year.

4.4.2. Reliability of the Scales

Reliability is the important requirement of scientific researches and can be described as the degree of a scale or instrument's consistency in the measurement of a construct. A measuring instrument can be regarded as reliable when it provides consistent and stable results (Kothari, 2004: 74). The most common method used to measure the reliability is the Cronbach's Alpha value which describes the reliability of internal consistency (Altunışık et al., 2012: 124). Cronbach's Alpha coefficient's value ranges from 0 to 1 and Nunnally (1978) suggested that Cronbach's Alpha value must be 0.7 and above which is also generally accepted in the literature. Cronbach's Alpha coefficient value determines the degree of the reliability. If the value is between 0 and 0.5 ($0 \leq \alpha < 0.5$) this means that the instrument is not reliable, the value between 0.5 and 0.6 ($0.5 \leq \alpha < 0.6$) means low level reliability, the value between 0.6 and 0.7 ($0.6 \leq \alpha < 0.7$) means acceptable level reliability, the value between 0.7 and 0.9 ($0.7 \leq \alpha < 0.9$) means high level reliability, the value above 0.9 ($\alpha > 0.9$) means considerably high level reliability for the instrument (Güriş and Astar, 2015: 283).

Table 17: Reliability of the Scales

Scale	Number of items	N (valid)	Cronbach's Alfa (α)
Internal Marketing Scale	15	143	,914
Job Satisfaction Scale	20	143	,923

There are two scales in the questionnaire forms of this research. One of them is internal marketing scale which consists of total 15 items and its Cronbach's Alpha coefficient value is 0,914. According to this value, the internal marketing scale is considerable reliable. The other scale is job satisfaction scale which consists of total 20 items. Cronbach's Alpha coefficient value for the job satisfaction scale is 0,923, so this scale also has considerably high-level reliability.

Table 18: Reliability (Cronbach's Alpha) of the Internal Marketing Scale If Any Item is Deleted

Items	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1. Offers employees a vision that they can believe in.	94,990	,688	,906
2.Communicates its vision to well to employees.	95,787	,683	,907
3.Prepare their employees to perform well.	92,887	,760	,904
4.Views the development of knowledge and skills in employees as an investment rather than a cost.	92,368	,741	,904
5.Skill and knowledge development of employees happens as ongoing process.	100,826	,534	,912
6.Teaches their employees 'why they should do things' and not just 'how they should do things'.	97,127	,644	,908
7.Goes beyond training and educates employees as well.	97,354	,553	,911
8.Performance measurement and reward systems encourage employees to work together.	92,818	,610	,909
9.Measures and rewards employee performance that contributes most to organization's vision.	94,931	,532	,912
10.Uses the data gathered from employees to improve their jobs, and to develop the strategy of the organization.	94,278	,680	,906
11.Communicates to employees the importance of their service roles.	94,158	,697	,906
12.Employees who provide excellent services are rewarded for their efforts.	96,261	,521	,912
13.The employees are properly trained to perform their service roles.	97,693	,555	,911
14.Has the flexibility to accommodate the differing needs of employees.	98,312	,504	,912
15.Places considerable emphasis on communication with employees.	96,595	,600	,909

Table 18 shows that the Cronbach's Alpha values if any internal marketing items deleted. According to new Cronbach's Alpha values, the deletion of any item does not result in a significant increase or decrease in the value. Therefore, none of the internal marketing items has been deleted from the scale. It is also applicable for the job satisfaction scale. The deletion of any job satisfaction item does not result in a significant increase or decrease in the value which shown in Table 19.

Table 19: Reliability (Cronbach's Alpha) of the Job Satisfaction Scale If Any Item is Deleted

Items	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1. Activity	154,432	,531	,920
2. Independence	152,716	,538	,920
3. Variety	150,982	,600	,919
4. Social status	150,750	,660	,917
5. Supervision-human relations	147,825	,645	,918
6. Supervision-technical	146,969	,674	,917
7. Moral values	156,163	,482	,921
8. Job security	159,295	,436	,922
9. Social service	153,349	,547	,920
10. Authority	154,643	,536	,920
11. Ability utilization	148,814	,707	,916
12. Company policy & practices	150,077	,621	,918
13. Compensation	151,462	,555	,920
14. Advancement	146,956	,670	,917
15. Responsibility	153,964	,618	,918
16. Creativity	151,423	,642	,918
17. Working conditions	155,400	,502	,921
18. Co-workers	157,590	,384	,923
19. Recognition	147,672	,749	,915
20. Achievement	153,322	,616	,918

4.4.3. Validity of the Scales

Validity is an important criterion and refers to the degree of the scale measures what it is supposed to measure (Kothari, 2004: 73). Kumar (2011) also defined the validity as "the ability of an instrument to measure what it is designed to measure". This research aims to investigate the effects of internal marketing on job satisfaction. For the aim of the research, the internal marketing scale (Foreman and Money, 1995) which includes the items related to internal marketing activities performed by the organizations and the Minnesota job satisfaction scale which includes the items related to job and working environment were used. The reliability and validity of these scales were tested and proved by many studies and generally accepted in the literature. As presented in Table 20, in order to prove the content validity of the questionnaire, the opinions of managers and academicians are taken into consideration. Therefore, the scales used in this research are consistent with the aim of the research and accepted as valid instruments.

Table 20: The Control of Content Validity of the Questionnaire

Interviewee	Contents of Interview	Method	Date
Deputy General Manager in Container Line Agent	The control of compliance and intelligibility and scope of the items in the questionnaire form	Face to face	June 2016
Branch Manager in Container Line Agent	The control of compliance and intelligibility and scope of the items in the questionnaire form	Face to face	June 2016
Branch Manager in Container Line Agent	The control of compliance and intelligibility and scope of the items in the questionnaire form	E-mail	June 2016
Regional Manager in Container Line Agent	The control of compliance and intelligibility and scope of the items in the questionnaire form	E-mail	June 2016
Customer Services Director in Container Line Agent	The control of compliance and intelligibility and scope of the items in the questionnaire form	Face to face	June 2016
Lecturer in University	The control of the meaning of the expression in the translation of English items in Turkish	Face to face	May 2016
Lecturer in University	Pilot test of the content validity of the questionnaire related with the subject	Face to face	May 2016
Lecturer in University	Pilot test of the content validity of the questionnaire related with the subject	Face to face	May 2016
Lecturer in University	Pilot test of the content validity of the questionnaire related with the subject	Face to face	May 2016
Lecturer in University	Control of any possible writing or perception errors in the questionnaire	Face to face	May 2016
Lecturer in University	Control of any possible writing or perception errors in the questionnaire	Face to face	May 2016
Lecturer in University	Control of any possible writing or perception errors in the questionnaire	Face to face	May 2016

4.4.4. Descriptive Statistics for the Items in the Internal Marketing Scale

In the second part of the questionnaire, there are total 15 items related to internal marketing activities performed by the organizations. These items were evaluated by the respondents of this research with a 5-likert scale ranging from 'strongly disagree' to 'strongly agree'. In order to determine the agreement level of respondents to the internal marketing items, descriptive statistics including frequency analysis, mean and standard deviation are presented in Table 21.

As seen in Table 21, items related to performance measurement and reward systems of the organizations have the lowest mean values. "Performance measurement and reward systems encourage employees to work together" item has the lowest mean value (2,9021). 16,1 percent (n=23) of the respondents strongly disagree, 25,2 percent (n=36) of the respondents stated that they disagree with this statement and 22,4 percent (n=32) of the respondents chose the neither agree nor disagree option for this item.

26,6 percent (n=38) of the respondents disagree, 11,9 percent (n=17) of the respondents strongly disagree and 28,0 percent (n=40) of the respondents neither agree nor disagree with "employees who provide excellent services are rewarded for their efforts" (mean=2,9091). 25,9 percent (n=37) of the respondents disagree and 14,0 percent (n=20) of the respondents strongly disagree with "our organization measures and rewards employee performance that contributes most to the organization's vision" statement (mean=2,9371).

"Skill and knowledge development of employees happens as an ongoing process in our organization" statement has the highest mean value in the internal marketing scale (mean=4,0070). While 52,4 percent (n=75) of the respondents agree and 25,2 percent (n=36) of the respondents strongly agree, none of the respondents strongly disagree with this statement. It can be said that the respondents think their skills and knowledge are developing as an ongoing process in their organization.

More than half of the respondents (56, percent and n=1) agree and 19,6 percent (n=28) of the respondents strongly agree with "our organization teaches their employees 'why they should do things' and not just 'how they should do things'". This item's mean value is 3,8392.

Total 60,2 percent of the respondent agree and strongly agree with "our organization offers employees a vision that they can believe in" (mean=3,6294), "our organization communicates its vision to well to employees" (mean=3,6154) and "our organization views the development of knowledge and skills in employees as an investment rather than a cost" (mean=3,6084) statements. Item related to internal communication "our organization places considerable emphasis on communication with employees" has 3,6294 mean value.

Other items' means in the internal marketing scale ranging around 3,2 and 3,5. This means that the respondents neither agree nor disagree with these items our organization "prepares their employees to perform well", "uses the data gathered from employees to improve their jobs, and to develop the strategy of the organization", "communicates to employees the importance of their service roles", "has the flexibility to accommodate the differing needs of employees" and "the employees are properly trained to perform their service roles".

Table 21: Descriptive Statistics of Internal Marketing Items (Frequency Analysis, Mean and Standard Deviation)

Internal Marketing Items		1 (SD)		2 (D)		3 (NN)		4 (A)		5 (SA)		Mean	Standard Deviation
		N	%	N	%	N	%	N	%	N	%		
1	Offers employees a vision that they can believe in.	5	3,5	12	8,4	40	28,0	60	42,0	26	18,2	3,6294	,99065
2	Communicates its vision to well to employees.	2	1,4	17	11,9	38	26,6	63	44,1	23	16,1	3,6154	,94140
3	Prepares their employees to perform well.	5	3,5	19	13,3	32	22,4	61	42,7	26	18,2	3,5874	1,04362
4	Views the development of knowledge and skills in employees as an investment rather than a cost.	6	4,2	19	13,3	32	22,4	54	37,8	32	22,4	3,6084	1,10080
5	Skill and knowledge development of employees happens as an ongoing process.	-	-	3	2,1	29	20,3	75	52,4	36	25,2	4,0070	,73635
6	Teaches their employees 'why they should do things' and not just 'how they should do things'.	2	1,4	13	9,1	19	13,3	81	56,6	28	19,6	3,8392	,89325
7	Goes beyond training and educates employees as well.	4	2,8	23	16,1	34	23,8	64	44,8	18	12,6	3,4825	,99897
8	Performance measurement and reward systems encourage employees to work together.	23	16,1	36	25,2	32	22,4	36	25,2	16	11,2	2,9021	1,26332
9	Measures and rewards employee performance that contributes most to organization's vision.	20	14,0	37	25,9	34	23,8	36	25,2	16	11,2	2,9371	1,23458
10	Uses the data gathered from employees to improve their jobs, and to develop the strategy of the organization.	8	5,6	23	16,1	50	35,0	45	31,5	17	11,9	3,2797	1,05086
11	Communicates to employees the importance of their service roles.	7	4,9	22	15,4	34	23,8	64	44,8	16	11,2	3,4196	1,03742
12	Employees who provide excellent services are rewarded for their efforts.	17	11,9	38	26,6	40	28,0	37	25,9	11	7,7	2,9091	1,14393
13	The employees are properly trained to perform their service roles.	2	1,4	22	15,4	35	24,5	63	44,1	21	14,7	3,5524	,96909
14	Has the flexibility to accommodate the differing needs of employees.	4	2,8	22	15,4	45	31,5	53	37,1	19	13,3	3,4266	,99640
15	Places considerable emphasis on communication with employees.	2	1,4	17	11,9	43	30,1	51	35,7	30	21,0	3,6294	,99065
Note: SD: Strongly Disagree, D: Disagree, NN: Neither agree nor disagree, A: Agree, SA: Strongly Agree.													

4.4.5. Descriptive Statistics for the Job Satisfaction Items

There are total 20 job satisfaction items in the third part of the questionnaire. The respondents have been requested to assess and respond these items according to their degree of satisfaction. 5-likert scale from 'very dissatisfied' to 'very satisfied' was used for the assessment of the respondents. Descriptive statistics (frequency analysis, mean and standard deviation) were used in the evaluation of the respondents' satisfaction level for the job satisfaction items and the results are presented in Table 22.

It was seen that 'job security' and 'co-workers' items have the highest mean values. 42,7 percent (n=61) of the respondents are very satisfied and 46,2 percent (n=66) of the respondents are satisfied with their job security. Total 127 respondents (88,9 percent) stated that they are satisfied or very satisfied with the ways their job provides for steady employment (mean=4,2867). None of the respondents is very dissatisfied with this item. The 'co-workers' item has 4,0070 mean value; therefore, it can be said that the respondents are satisfied with their co-workers in their organization. 32,9 percent (n=47) of the respondents are very satisfied and 46,2 percent (n=66) of the respondents are satisfied with the way their co-workers get along with each other.

The lowest mean values belong to the 'compensation' and 'advancement' items. 18,9 percent (n=27) of the respondents are very dissatisfied and 21,7 percent (n=31) of the respondents are dissatisfied with their pay and amount of work they do. Only 2 respondents are very satisfied with their pay and the compensation item has 2,7203 mean value. 23,1 percent (n=33) of the respondents are dissatisfied and 12,6 percent (n=18) of the respondents are very dissatisfied with their chances for advancement on their jobs. The mean value for advancement item is 3,0559.

The mean values are 3,6643 and 3,6294 for the two items related to supervisors which are "the way my boss handles his/her workers" and "the competence of my supervisor in making decisions". While 27,3 percent (n=39) of the respondents are very satisfied and 37,1 percent (n=53) of the respondents are satisfied with their supervisors' human relations, 11,2 percent (n=16) and 7,0 percent (n=10) of the respondents are very dissatisfied with their supervisors' human relations. 25,9 percent

(n=37) of the respondents are very satisfied, 37,1 percent (n=53) of the respondents are satisfied, 10,5 percent (n=16) and 7,0 percent (n=10) of the respondents are very dissatisfied with their supervisors' competence in decision making.

The items of 'moral values', 'responsibility' and 'achievement' have '3,8951', '3,8741' and '3,8881' mean value respectively. Therefore, the respondents are not dissatisfied with these items and may be regarded as almost satisfied. The mean values are '3,7902', '3,7063' and '3,7413' for 'social status', 'creativity' and 'working conditions' items respectively. The other items mean values are ranging around 3,3 and 3,5. The respondents are neither satisfied and nor dissatisfied with these items. The frequencies and percentages of their responses to other items are shown in Table 22.

Table 22: Descriptive Statistics of Job Satisfaction Items (Frequency Analysis, Mean and Standard Deviation)

Job Satisfaction Items		1 (VD)		2 (D)		3 (NN)		4 (S)		5 (VS)		Mean	Standard Deviation
		N	%	N	%	N	%	N	%	N	%		
1	Being able to keep busy all the time	8	5.6	11	7.7	31	21.7	81	56.6	12	8.4	3,5455	,95480
2	The chance to work alone on the job.	9	6.3	17	11.9	32	22.4	67	46.9	18	12.6	3,4755	1,06038
3	The chance to do different things from time to time	9	6.3	23	16.1	39	27.3	56	39.2	16	11.2	3,3287	1,07321
4	The chance to be “somebody” in the community	6	4.2	7	4.9	32	22.4	64	44.8	34	23.8	3,7902	,99897
5	The way my boss handles his/her workers	10	7.0	16	11.2	25	17.5	53	37.1	39	27.3	3,6643	1,19237
6	The competence of my supervisor in making decisions	11	7.7	15	10.5	27	18.9	53	37.1	37	25.9	3,6294	1,19670
7	Being able to do things that don’t go against my conscience	4	2.8	6	4.2	25	17.5	74	51.7	34	23.8	3,8951	,90937
8	The way my job provides for steady employment	-	-	4	2.8	12	8.4	66	46.2	61	42.7	4,2867	,73755
9	The chance to do things for other people	7	4.9	13	9.1	35	24.5	68	47.6	20	14.0	3,5664	1,00393
10	The chance to tell people what to do	4	2.8	13	9.1	46	32.2	61	42.7	19	13.3	3,5455	,93242
11	The chance to do something that makes use of my abilities	7	4.9	16	11.2	33	23.1	64	44.8	23	16.1	3,5594	1,04560
12	The way company policies are put into practice	11	7.7	17	11.9	45	31.5	51	35.7	19	13.3	3,3497	1,09582
13	My pay and the amount of work I do	27	18.9	31	21.7	42	29.4	41	28.7	2	1.4	2,7203	1,11586
14	The chances for advancement on this job	18	12.6	33	23.1	27	18.9	53	37.1	12	8.4	3,0559	1,20314
15	The freedom to use my own judgment	2	1.4	9	6.3	24	16.8	78	54.5	30	21.0	3,8741	,86291
16	The chance to try my own methods of doing the job	6	4.2	8	5.6	36	25.2	65	45.5	28	19.6	3,7063	,98462
17	The working conditions	3	2.1	11	7.7	34	23.8	67	46.9	28	19.6	3,7413	,93231
18	The way my co-workers get along with each other	5	3.5	6	4.2	19	13.3	66	46.2	47	32.9	4,0070	,97502
19	The praise I get for doing a good job	8	5.6	16	11.2	41	28.7	57	39.9	21	14.7	3,4685	1,05353
20	The feeling of accomplishment I get from the job	2	1.4	10	7.0	25	17.5	71	49.7	35	24.5	3,8881	,90464
Note: VD: Very Dissatisfied, D: Dissatisfied, NN: Neither satisfied nor dissatisfied, S: Satisfied, VS: Very Satisfied.													

4.4.6. Factor Analysis of Internal Marketing Items

Factor analysis is defined by Kothari (2004) as; "this analysis seeks to resolve a large set of measured variables in terms of relatively few categories, known as factors. And this technique allows the researcher to group variables into factors (based on the correlation between variables) and the factors so derived may be treated as new variables".

In order to demonstrate that the data are suitable for the factor analysis, Kaiser-Meyer-Olkin (KMO) and Bartlett Sphericity Test should be applied. If the p (sig.) value in Bartlett's test is less than 0.05 this means that data are suitable for the factor analysis. P-value which is more than 0.05 indicates that the factor analysis is not applicable for this data set. While the KMO values between 0.5 and 1.0 can be regarded as acceptable levels, the value less than 0.5 indicates that the sample of the research is not adequate for the factor analysis. But generally, the satisfactory KMO value accepted by researchers is 0.7 (Altunışık et al., 2012: 268).

Table 23 shows the result of the KMO and Bartlett's Test of Sphericity for internal marketing scale. According to the KMO value which is 0,882 and p-value which is less than 0.05 (sig.= ,000), the sample of this research and data set are adequate and suitable for the factor analysis.

Table 23: KMO and Bartlett's Test of Sphericity (Internal Marketing Factors)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,882
Bartlett's Test of Sphericity	Approx. Chi-Square	1326,327
	df	105
	Sig.	,000

In order to determine the dimensions of internal marketing according to obtained data in this research, the factor analysis was applied to the items in the internal marketing scale.

Internal marketing items were grouped under 3 factors and named as;

- Development (Training and Education)
- Vision and Communication
- Reward System.

Table 24 summarizes the details of factor analysis including reliability of factor items, total variance explained, and factor loading values. 3 factors of the internal marketing explain 67,004 percent of the total variance.

Factor 1 – Development (Training and Education): The first factor named as development factor includes the 7 internal marketing items and explains the 24,833 percent of the total variance. Cronbach's Alpha coefficient value of this factor is 0,867 which means highly reliable. The highest loading value (0,737) belongs to item of "our organization goes beyond training and educates employees as well" and the other items following as "our organization teaches their employees why they should do things and not just how they should do things" (0,728), "the employees are properly trained to perform their service roles" (0,710), "our organization views the development of knowledge and skills in employees as an investment rather than a cost" (0,703), "our organization prepares their employees to perform well" (0,677), "skill and knowledge development of employees happens as ongoing process in our organization" (0,613), "our organization has the flexibility to accommodate the differing needs of employees" (0,568).

Factor 2 – Vision and Communication: This factor includes total 5 items related to vision and internal communication and explains 24,831 percent of the total variance. The second factor has the highest Cronbach's Alpha coefficient value which is 0,896. Items loaded on this factor are "our organization communicates its vision to well to employees" (0,846), "our organization offers employees a vision that they can believe in" (0,834), "our organization communicates to employees the importance of their service roles" (0,784), "our organization uses the data gathered from employees to improve their jobs, and to develop strategy of the organization" (0,765), "our organization places considerable emphasis on communication with employees" (0,657).

Table 24: Factor Analysis of the Internal Marketing Items

Internal Marketing Items	Alpha (α)	TVE %	Factor Groups and Factor Loadings		
			1	2	3
Factor 1- Development (Training and Education)	,867	24,833			
Goes beyond training and educates employees as well.			,737		
Teaches their employees ‘why they should do things’ and not just ‘how they should do things’.			,728		
The employees are properly trained to perform their service roles.			,710		
Views the development of knowledge and skills in employees as an investment rather than a cost.			,703		
Prepares their employees to perform well.			,677		
Skill and knowledge development of employees happens as an ongoing process.			,613		
Has the flexibility to accommodate the differing needs of employees.			,568		
Factor 2- Vision and Communication	,896	24,831			
Communicates its vision to well to employees.				,846	
Offers employees a vision that they can believe in.				,834	
Communicates to employees the importance of their service roles.				,784	
Uses the data gathered from employees to improve their jobs, and to develop strategy of the organization.				,765	
Places considerable emphasis on communication with employees.				,657	
Factor 3- Reward System	,887	17,340			
Employees who provide excellent services are rewarded for their efforts.					,899
Measures and rewards employee performance that contributes most to organization’s vision.					,895
Performance measurement and reward systems encourage employees to work together.					,800
Total Cumulative Variance % : 67,004					

Factor 3 – Reward System: The third factor named as reward systems consists of 3 items and explains 17,340 percent of the total variance. Cronbach's Alpha coefficient value of this factor is 0,887. All the items loaded on the third factor related to performance measurement and reward system and has the loading value of 0,800 and more. "Employees who provide excellent services are rewarded for their efforts" has the highest loading value (0,899), "our organization measures and rewards employee performance that contributes most to organization's vision" has 0,895 loading value, "performance measurement and reward systems encourage employees to work together" has 0,800 loading value.

4.4.7. Factor Analysis of Job Satisfaction Items

The result of the KMO and Bartlett's Test of Sphericity for job satisfaction scale is shown in Table 25. When looked at the KMO value which is 0,884 and p-value which is less than 0.05 (sig.= ,000), it can be said that the sample of this research and data set are adequate and suitable for applying factor analysis to job satisfaction items.

Table 25: KMO and Bartlett's Test of Sphericity (Job Satisfaction Factors)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,884
Bartlett's Test of Sphericity	Approx. Chi-Square	1449,421
	df	153
	Sig.	,000

According to the results of the factor analysis, job satisfaction items were grouped under 2 factors; extrinsic satisfaction and intrinsic satisfaction. These two factors explain 53,288 percent of the total variance.

It is commonly agreed that factor loading values more than 0,50 usually give more meaningful results. Therefore, the 'co-workers' and 'moral values' items which have loading values less than 0,50 (0,414 and 0,468) were excluded from the analysis and the factor analysis repeated with total 18 items in the job satisfaction scale. After the exclusion of two items, other all items have loading values more than 0,50 and the reliability of the factors are satisfactorily high. Cronbach's Alpha values for the reliability of the factors, factor loading values for each item and percentage of total variance explained are presented in Table 26.

Factor 1 – Extrinsic Satisfaction: There are 8 job satisfaction items loaded on extrinsic satisfaction factor and they explain 27,571 percent of the total variance. Items in this factor have the 0,888 Cronbach's Alpha value. 'Supervision-human relations' (0,902), 'supervision-technical' (0,885), 'recognition' (0,761), 'company policies and practices' (0,727), 'advancement' (0,655) and 'compensation' (0,592) items are loaded on this factor as in the original short form MSQ scale. 'Achievement' item which is intrinsic satisfaction item in the original scale is loaded on the extrinsic satisfaction factor in this research with the 0,535 loading value. And the last item in this factor 'working conditions' (0,505) is general satisfaction item in the original scale.

Factor 2 – Intrinsic Satisfaction: The second factor includes the 10 job satisfaction items and explains the 25,716 percent of the total variance. According to Cronbach's Alpha coefficient value of this factor ($\alpha = 0,879$), this factor is reliable. 10 items were loaded in this factor are consistent with the intrinsic satisfaction items in the original Minnesota job satisfaction scale. The items loaded on intrinsic satisfaction factor and their loading values are as follows; 'authority' which has 0,736 loading value, 'social service' which has 0,733 loading value, 'variety' which has 0,696 loading value, 'independence' which has 0,651 loading value, 'activity' which has 0,647 loading value, 'ability utilization' which has 0,623 loading value, 'social status' which has 0,595 loading value, 'creativity' which has 0,557 loading value, 'job security' which has 0,545 loading value and 'responsibility' which has 0,514 loading value.

Table 26: Factor Analysis of the Job Satisfaction Items

Job Satisfaction Items		Alpha (α)	TVE %	Factor Groups and Factor Loadings	
				1	2
Factor 1- Extrinsic Satisfaction		,888	27,571		
<i>Supervision-human relations</i>	The way my boss handles his/her workers			,902	
<i>Supervision-technical</i>	The competence of my supervisor in making decisions			,885	
<i>Recognition</i>	The praise I get for doing a good job			,761	
<i>Company policies & practices</i>	The way company policies are put into practice			,727	
<i>Advancement</i>	The chances for advancement on this job			,655	
<i>Compensation</i>	My pay and the amount of work I do			,592	
<i>Achievement</i>	The feeling of accomplishment I get from the job			,535	
<i>Working conditions</i>	The working conditions			,505	
Factor 2- Intrinsic Satisfaction		,879	25,716		
<i>Authority</i>	The chance to tell people what to do				,736
<i>Social service</i>	The chance to do things for other people				,733
<i>Variety</i>	The chance to do different things from time to time				,696
<i>Independence</i>	The chance to work alone on the job.				,651
<i>Activity</i>	Being able to keep busy all the time				,647
<i>Ability utilization</i>	The chance to do something that makes use of my abilities				,623
<i>Social status</i>	The chance to be “somebody” in the community				,595
<i>Creativity</i>	The chance to try my own methods of doing the job				,557
<i>Job security</i>	The way my job provides for steady employment				,545
<i>Responsibility</i>	The freedom to use my own judgment				,514
Total Cumulative Variance % : 53,288					

4.4.8. Tests of the Hypotheses

In order to reach the aim of the study, 3 main hypotheses and 23 sub-hypotheses were developed. Total 26 hypotheses were tested by t-test, ANOVA, and regression analysis according to their variable types.

4.4.8.1. Results of Hypotheses Tests by T-test

T-test analyses the significance of the difference between two samples' means (Kothari, 2004: 196). H_{1-1} and H_{2-1} hypotheses were analyzed by t-test and the results of the analysis are given in Table 27 and Table 28.

H₀: There is no difference between genders of respondents and their internal marketing perceptions.

H₁₋₁: There is a significant difference between genders of respondents and their internal marketing perceptions.

The dependent variables are internal marketing items and the independent variable is genders of the respondents. According to results of t-test (see Table 27), the respondents' perceptions of internal marketing differs with regard to their genders for four items. These items are: "our organization prepares their employees to perform well", "our organization views the development of knowledge and skills in employees as an investment rather than a cost", "our organization goes beyond training and educates employees as well" and "our organization uses the data gathered from employees to improve their jobs, and to develop the strategy of the organization". For other internal marketing dependent variables, the null hypothesis is supported.

Table 27: Results of T-test for Difference Between Genders of Respondents and Their Internal Marketing Perceptions

Dependent Variables	Levene Test		t	Sig. (2-tailed)	Result
	F	Sig.			
1. Offers employees a vision that they can believe in.	4,265	,041	-1,816	,072	H ₁₋₁ not supported
2.Communicates its vision to well to employees.	2,215	,139	-,913	,363	H ₁₋₁ not supported
3.Prepare their employees to perform well.	21,399	,000	-2,968	,004	H ₁₋₁ supported
4.Views the development of knowledge and skills in employees as an investment rather than a cost.	14,515	,000	-2,391	,018	H ₁₋₁ supported
5.Skill and knowledge development of employees happens as ongoing process.	,206	,651	-,363	,717	H ₁₋₁ not supported
6.Teaches their employees ‘why they should do things’ and not just ‘how they should do things’.	11,199	,001	-1,745	,083	H ₁₋₁ not supported
7.Goes beyond training and educates employees as well.	9,187	,003	-2,719	,007	H ₁₋₁ supported
8.Performance measurement and reward systems encourage employees to work together.	1,558	,214	-,251	,803	H ₁₋₁ not supported
9.Measures and rewards employee performance that contributes most to organization’s vision.	5,148	,025	,737	,462	H ₁₋₁ not supported
10.Uses the data gathered from employees to improve their jobs, and to develop the strategy of the organization.	,472	,493	-1,990	,048	H ₁₋₁ supported
11.Communicates to employees the importance of their service roles.	1,371	,244	-1,614	,109	H ₁₋₁ not supported
12.Employees who provide excellent services are rewarded for their efforts.	,821	,366	-,362	,718	H ₁₋₁ not supported
13.The employees are properly trained to perform their service roles.	3,073	,082	-1,024	,308	H ₁₋₁ not supported
14.Has the flexibility to accommodate the differing needs of employees.	,025	,875	-,578	,564	H ₁₋₁ not supported
15.Places considerable emphasis on communication with employees.	,509	,477	,130	,897	H ₁₋₁ not supported

H₀: There is no difference between genders of respondents and their job satisfaction.

H₂₋₁: There is a significant difference between genders of respondents and their job satisfaction.

The dependent variable of H₂₋₁ is job satisfaction and the independent variable is gender. The results of t-test showed that (see Table 28), only the respondents’ satisfaction with moral values item differs with regard to their genders. For other job satisfaction variables, the null hypothesis is supported. There is no difference between genders of respondents and their satisfaction with other items.

Table 28: Results of T-Test for Difference Between Genders of Respondents and Their Job Satisfaction

Dependent Variables	Levene Test		t	Sig. (2-tailed)	Result
	F	Sig.			
1. Activity	,062	,804	-,225	,822	H ₂₋₁ not supported
2. Independence	,576	,449	-,393	,695	H ₂₋₁ not supported
3. Variety	1,192	,277	-,833	,406	H ₂₋₁ not supported
4. Social status	14,163	,000	-1,192	,235	H ₂₋₁ not supported
5. Supervision-human relations	,634	,427	-,729	,467	H ₂₋₁ not supported
6. Supervision-technical	,630	,429	-1,311	,192	H ₂₋₁ not supported
7. Moral values	17,277	,000	-2,527	,013	H ₂₋₁ supported
8. Job security	,267	,606	,275	,783	H ₂₋₁ not supported
9. Social service	,057	,812	-,171	,865	H ₂₋₁ not supported
10. Authority	,596	,441	,494	,622	H ₂₋₁ not supported
11. Ability utilization	1,492	,224	-,070	,944	H ₂₋₁ not supported
12. Company policy & practices	,745	,389	-,003	,997	H ₂₋₁ not supported
13. Compensation	2,442	,120	,791	,430	H ₂₋₁ not supported
14. Advancement	,348	,556	-,512	,610	H ₂₋₁ not supported
15. Responsibility	1,062	,304	-,893	,373	H ₂₋₁ not supported
16. Creativity	1,537	,217	-,794	,428	H ₂₋₁ not supported
17. Working conditions	,186	,667	-,276	,783	H ₂₋₁ not supported
18. Co-workers	,038	,846	,073	,942	H ₂₋₁ not supported
19. Recognition	2,477	,118	-,303	,763	H ₂₋₁ not supported
20. Achievement	5,571	,020	-1,291	,199	H ₂₋₁ not supported

4.4.8.2. Results of Hypotheses Tests by Variance Analysis (ANOVA)

While the significance of the difference between the groups of two samples is examined by t-test, the ANOVA (analysis of variance) enables to examine the significance of the variances between more than two sample groups (Kothari, 2004: 256).

The developed sub-hypotheses related to the difference between profile characteristics of respondents and their internal marketing perceptions (H₁₋₂, H₁₋₃, H₁₋₄, H₁₋₅, H₁₋₆, H₁₋₇) and the sub-hypotheses related to the difference between profile characteristics of respondents and their job satisfaction (H₂₋₂, H₂₋₃, H₂₋₄, H₂₋₅, H₂₋₆, H₂₋₇) were tested by variance analysis. The results of the analysis are presented in tables for each hypothesis. First, the results of the sub-hypotheses related to the difference between profile characteristics of respondents and their internal marketing perceptions are given and then the results of sub-hypotheses related to the difference between profile characteristics of respondents and their job satisfaction.

H₀: There is no difference between ages of respondents and their internal marketing perceptions.

H₁₋₂: There is a significant difference between ages of respondents and their internal marketing perceptions.

The dependent variables are internal marketing items and the independent variable is ages of the respondents. As seen in Table 29, the null hypothesis is supported for all internal marketing variables. The respondents' perceptions of internal marketing do not differ with regard to their ages. Therefore, H₁₋₂ is not supported.

Table 29: Results of ANOVA for Difference Between Ages of Respondents and Their Internal Marketing Perceptions

Dependent Variables	Homogeneity	F	Sig.	Result
1. Offers employees a vision that they can believe in.	,167	,692	,599	H ₁₋₂ not supported
2.Communicates its vision to well to employees.	,485	,174	,951	H ₁₋₂ not supported
3.Prepare their employees to perform well.	,032*	1,359	,251	H ₁₋₂ not supported
4.Views the development of knowledge and skills in employees as an investment rather than a cost.	,717	,146	,964	H ₁₋₂ not supported
5.Skill and knowledge development of employees happens as ongoing process.	,370	,670	,614	H ₁₋₂ not supported
6.Teaches their employees 'why they should do things' and not just 'how they should do things'.	,134	,199	,939	H ₁₋₂ not supported
7.Goes beyond training and educates employees as well.	,114	1,228	,302	H ₁₋₂ not supported
8.Performance measurement and reward systems encourage employees to work together.	,838	1,191	,318	H ₁₋₂ not supported
9.Measures and rewards employee performance that contributes most to organization's vision.	,826	1,884	,117	H ₁₋₂ not supported
10.Uses the data gathered from employees to improve their jobs, and to develop the strategy of the organization.	,876	,806	,523	H ₁₋₂ not supported
11.Communicates to employees the importance of their service roles.	,046*	,812	,520	H ₁₋₂ not supported
12.Employees who provide excellent services are rewarded for their efforts.	,192	1,421	,230	H ₁₋₂ not supported
13.The employees are properly trained to perform their service roles.	,412	,529	,715	H ₁₋₂ not supported
14.Has the flexibility to accommodate the differing needs of employees.	,320	1,122	,349	H ₁₋₂ not supported
15.Places considerable emphasis on communication with employees.	,422	1,589	,181	H ₁₋₂ not supported
*: variable is not homogenous because homogeneity value < 0,05				

H₀: There is no difference between education levels of respondents and their internal marketing perceptions.

H₁₋₃: There is a significant difference between education levels of respondents and their internal marketing perceptions.

The dependent variables are internal marketing items and the independent variable is education levels of the respondents. According to results of ANOVA (see Table 30), the respondents' perceptions of internal marketing differs with regard to their education levels only for "our organization goes beyond training and educates employees as well" variable. For other internal marketing variables, the null hypothesis is supported, H₁₋₃ is not supported.

Table 30: Results of ANOVA for Difference Between Education Levels of Respondents and Their Internal Marketing Perceptions

Dependent Variables	Homogeneity	F	Sig.	Result
1. Offers employees a vision that they can believe in.	,001*	1,481	,222	H ₁₋₃ not supported
2.Communicates its vision to well to employees.	,001*	,567	,638	H ₁₋₃ not supported
3.Prepare their employees to perform well.	,002*	2,441	,067	H ₁₋₃ not supported
4.Views the development of knowledge and skills in employees as an investment rather than a cost.	,291	,571	,635	H ₁₋₃ not supported
5.Skill and knowledge development of employees happens as ongoing process.	,636	1,141	,335	H ₁₋₃ not supported
6.Teaches their employees 'why they should do things' and not just 'how they should do things'.	,027*	,744	,528	H ₁₋₃ not supported
7.Goes beyond training and educates employees as well.	,038	3,155	,027	H ₁₋₃ supported
8.Performance measurement and reward systems encourage employees to work together.	,465	,977	,405	H ₁₋₃ not supported
9.Measures and rewards employee performance that contributes most to organization's vision.	,741	,271	,846	H ₁₋₃ not supported
10.Uses the data gathered from employees to improve their jobs, and to develop the strategy of the organization.	,468	1,297	,278	H ₁₋₃ not supported
11.Communicates to employees the importance of their service roles.	,016*	1,378	,252	H ₁₋₃ not supported
12.Employees who provide excellent services are rewarded for their efforts.	,575	1,014	,388	H ₁₋₃ not supported
13.The employees are properly trained to perform their service roles.	,010*	1,855	,140	H ₁₋₃ not supported
14.Has the flexibility to accommodate the differing needs of employees.	,443	,760	,518	H ₁₋₃ not supported
15.Places considerable emphasis on communication with employees.	,316	,938	,424	H ₁₋₃ not supported
*: variable is not homogenous because homogeneity value < 0,05				

H₀: There is no difference between departments of respondents and their internal marketing perceptions.

H₁₋₄: There is a significant difference between departments of respondents and their internal marketing perceptions.

The dependent variables are internal marketing items and the independent variable is departments of the respondents. According to results of ANOVA presented in Table 31, the null hypothesis is supported for all internal marketing variables. The respondents' perceptions related to internal marketing do not differ with regard to their departments. Therefore, H₁₋₄ is not supported.

Table 31: Results of ANOVA for Difference Between Departments of Respondents and Their Internal Marketing Perceptions

Dependent Variables	Homogeneity	F	Sig.	Result
1. Offers employees a vision that they can believe in.	,428	1,951	,066	H ₁₋₄ not supported
2.Communicates its vision to well to employees.	,051	1,084	,377	H ₁₋₄ not supported
3.Prepare their employees to perform well.	,007*	1,263	,273	H ₁₋₄ not supported
4.Views the development of knowledge and skills in employees as an investment rather than a cost.	,249	1,462	,186	H ₁₋₄ not supported
5.Skill and knowledge development of employees happens as ongoing process.	,504	,742	,637	H ₁₋₄ not supported
6.Teaches their employees 'why they should do things' and not just 'how they should do things'.	,436	,638	,724	H ₁₋₄ not supported
7.Goes beyond training and educates employees as well.	,304	1,100	,367	H ₁₋₄ not supported
8.Performance measurement and reward systems encourage employees to work together.	,388	,195	,986	H ₁₋₄ not supported
9.Measures and rewards employee performance that contributes most to organization's vision.	,145	1,647	,127	H ₁₋₄ not supported
10.Uses the data gathered from employees to improve their jobs, and to develop the strategy of the organization.	,239	1,271	,269	H ₁₋₄ not supported
11.Communicates to employees the importance of their service roles.	,171	1,181	,318	H ₁₋₄ not supported
12.Employees who provide excellent services are rewarded for their efforts.	,158	1,304	,253	H ₁₋₄ not supported
13.The employees are properly trained to perform their service roles.	,144	1,531	,162	H ₁₋₄ not supported
14.Has the flexibility to accommodate the differing needs of employees.	,026*	1,303	,253	H ₁₋₄ not supported
15.Places considerable emphasis on communication with employees.	,533	1,639	,130	H ₁₋₄ not supported
*: variable is not homogenous because homogeneity value < 0,05				

H₀: There is no difference between positions of respondents and their internal marketing perceptions.

H₁₋₅: There is a significant difference between positions of respondents and their internal marketing perceptions.

The dependent variables are internal marketing items and the independent variable is positions of the respondents in the organization. According to results of ANOVA (see Table 32), the respondents' perceptions of internal marketing differs with regard to their positions in the organization only for two internal marketing variables which are "skill and knowledge development of employees happens as ongoing process in our organization" and "our organization places considerable emphasis on communication with employees" items. For other internal marketing variables, the null hypothesis is supported, H₁₋₅ is not supported.

Table 32: Results of ANOVA for Difference Between Positions of Respondents and Their Internal Marketing Perceptions

Dependent Variables	Homogeneity	F	Sig.	Result
1. Offers employees a vision that they can believe in.	,854	1,184	,318	H ₁₋₅ not supported
2.Communicates its vision to well to employees.	,386	1,525	,174	H ₁₋₅ not supported
3.Prepare their employees to perform well.	,570	1,154	,335	H ₁₋₅ not supported
4.Views the development of knowledge and skills in employees as an investment rather than a cost.	,325	1,467	,194	H ₁₋₅ not supported
5.Skill and knowledge development of employees happens as ongoing process.	,923	3,277	,005	H ₁₋₅ supported
6.Teaches their employees 'why they should do things' and not just 'how they should do..'	,132	,626	,709	H ₁₋₅ not supported
7.Goes beyond training and educates employees as well.	,524	,517	,795	H ₁₋₅ not supported
8.Performance measurement and reward systems encourage employees to work together.	,540	,227	,968	H ₁₋₅ not supported
9.Measures and rewards employee performance that contributes most to organization's vision.	,856	1,922	,081	H ₁₋₅ not supported
10.Uses the data gathered from employees to improve their jobs, and to develop the strategy of the organization.	,029*	1,312	,256	H ₁₋₅ not supported
11.Communicates to employees the importance of their service roles.	,093	,250	,958	H ₁₋₅ not supported
12.Employees who provide excellent services are rewarded for their efforts.	,930	1,222	,299	H ₁₋₅ not supported
13.The employees are properly trained to perform their service roles.	,035*	,914	,487	H ₁₋₅ not supported
14.Has the flexibility to accommodate the differing needs of employees.	,781	1,643	,140	H ₁₋₅ not supported
15.Places considerable emphasis on communication with employees.	,459	2,257	,041	H ₁₋₅ supported
*: variable is not homogenous because homogeneity value < 0,05				

H₀: There is no difference between sector experiences of respondents and their internal marketing perceptions.

H₁₋₆: There is a significant difference between sector experiences of respondents and their internal marketing perceptions.

The dependent variables are internal marketing items and the independent variable is sector experiences of the respondents. The results of ANOVA (Table 33) showed that the null hypothesis is supported for all internal marketing variables. The respondents' perceptions related to internal marketing do not differ with regard to their experiences in the sector. Therefore, H₁₋₆ is not supported.

Table 33: Results of ANOVA for Difference Between Sector Experiences of Respondents and Their Internal Marketing Perceptions

Dependent Variables	Homogeneity	F	Sig.	Result
1. Offers employees a vision that they can believe in.	,314	1,322	,265	H ₁₋₆ not supported
2.Communicates its vision to well to employees.	,427	1,390	,241	H ₁₋₆ not supported
3.Prepare their employees to perform well.	,721	1,140	,340	H ₁₋₆ not supported
4.Views the development of knowledge and skills in employees as an investment rather than a cost.	,175	1,116	,351	H ₁₋₆ not supported
5.Skill and knowledge development of employees happens as ongoing process.	,939	2,299	,062	H ₁₋₆ not supported
6.Teaches their employees 'why they should do things' and not just 'how they should do things'.	,895	,642	,633	H ₁₋₆ not supported
7.Goes beyond training and educates employees as well.	,595	1,528	,198	H ₁₋₆ not supported
8.Performance measurement and reward systems encourage employees to work together.	,128	1,067	,376	H ₁₋₆ not supported
9.Measures and rewards employee performance that contributes most to organization's vision.	,731	,663	,619	H ₁₋₆ not supported
10.Uses the data gathered from employees to improve their jobs, and to develop the strategy of the organization.	,164	1,543	,193	H ₁₋₆ not supported
11.Communicates to employees the importance of their service roles.	,128	,803	,526	H ₁₋₆ not supported
12.Employees who provide excellent services are rewarded for their efforts.	,242	1,030	,394	H ₁₋₆ not supported
13.The employees are properly trained to perform their service roles.	,953	1,098	,360	H ₁₋₆ not supported
14.Has the flexibility to accommodate the differing needs of employees.	,934	,968	,427	H ₁₋₆ not supported
15.Places considerable emphasis on communication with employees.	,126	2,107	,083	H ₁₋₆ not supported
*: variable is not homogenous because homogeneity value < 0,05				

H₀: There is no difference between respondents' working years in their organizations and their internal marketing perceptions.

H₁₋₇: There is a significant difference between respondents' working years in their organizations and their internal marketing perceptions.

The dependent variables are internal marketing items and the independent variable is working years of the respondents in their organizations. As seen in Table 34, the null hypothesis is supported for all internal marketing variables. The respondents' perceptions related to internal marketing do not differ with regard to their working years in their organizations. Therefore, H₁₋₇ is not supported.

Table 34: Results of ANOVA for Difference Between Respondents' Working Years in Their Organizations and Internal Marketing Perceptions

Dependent Variables	Homogeneity	F	Sig.	Result
1. Offers employees a vision that they can believe in.	,221	,490	,743	H ₁₋₇ not supported
2.Communicates its vision to well to employees.	,016*	1,035	,392	H ₁₋₇ not supported
3.Prepare their employees to perform well.	,568	2,374	,055	H ₁₋₇ not supported
4.Views the development of knowledge and skills in employees as an investment rather than a cost.	,168	1,073	,373	H ₁₋₇ not supported
5.Skill and knowledge development of employees happens as ongoing process.	,303	2,038	,092	H ₁₋₇ not supported
6.Teaches their employees 'why they should do things' and not just 'how they should do things'.	,052	,686	,603	H ₁₋₇ not supported
7.Goes beyond training and educates employees as well.	,350	,967	,428	H ₁₋₇ not supported
8.Performance measurement and reward systems encourage employees to work together.	,123	1,306	,271	H ₁₋₇ not supported
9.Measures and rewards employee performance that contributes most to organization's vision.	,108	,607	,658	H ₁₋₇ not supported
10.Uses the data gathered from employees to improve their jobs, and to develop the strategy of the organization.	,021*	1,021	,399	H ₁₋₇ not supported
11.Communicates to employees the importance of their service roles.	,011*	,853	,494	H ₁₋₇ not supported
12.Employees who provide excellent services are rewarded for their efforts.	,084	2,021	,095	H ₁₋₇ not supported
13.The employees are properly trained to perform their service roles.	,291	1,656	,164	H ₁₋₇ not supported
14.Has the flexibility to accommodate the differing needs of employees.	,298	1,900	,114	H ₁₋₇ not supported
15.Places considerable emphasis on communication with employees.	,150	2,118	,082	H ₁₋₇ not supported
*: variable is not homogenous because homogeneity value < 0,05				

The following analyzed sub-hypotheses are related to the difference between profile characteristics of respondents and their job satisfaction.

H₀: There is no difference between ages of respondents and their job satisfaction.

H₂₋₂: There is a significant difference between ages of respondents and their job satisfaction.

The dependent variables are job satisfaction items and the independent variable is ages of the respondents. According to results of ANOVA (see Table 35), the respondents' satisfaction with the chance to tell people what to do (authority) differs with regard to their ages. When looked at the means of ages groups it was seen that the respondents whose ages are between 42-47 years and over 47 years are more satisfied with authority item than younger respondents. Mean values are respectively 4,3333 and 4,000 for these age groups.

Table 35: Results of ANOVA for Difference Between Ages of Respondents and Their Job Satisfaction

Dependent Variables	Homogeneity	F	Sig.	Result
1. Activity	,042*	,736	,569	H ₂₋₂ not supported
2. Independence	,035*	,631	,641	H ₂₋₂ not supported
3. Variety	,167	1,444	,223	H ₂₋₂ not supported
4. Social status	,119	1,255	,291	H ₂₋₂ not supported
5. Supervision-human relations	,005*	1,077	,370	H ₂₋₂ not supported
6. Supervision-technical	,006*	,881	,477	H ₂₋₂ not supported
7. Moral values	,135	,204	,936	H ₂₋₂ not supported
8. Job security	,514	1,786	,135	H ₂₋₂ not supported
9. Social service	,209	2,254	,066	H ₂₋₂ not supported
10. Authority	,260	3,421	,011	H ₂₋₂ supported
11. Ability utilization	,705	1,000	,410	H ₂₋₂ not supported
12. Company policy & practices	,422	,996	,412	H ₂₋₂ not supported
13. Compensation	,785	1,107	,356	H ₂₋₂ not supported
14. Advancement	,077	1,924	,110	H ₂₋₂ not supported
15. Responsibility	,391	1,114	,353	H ₂₋₂ not supported
16. Creativity	,386	,477	,753	H ₂₋₂ not supported
17. Working conditions	,044*	,916	,457	H ₂₋₂ not supported
18. Co-workers	,472	,328	,859	H ₂₋₂ not supported
19. Recognition	,020*	1,084	,367	H ₂₋₂ not supported
20. Achievement	,533	,526	,717	H ₂₋₂ not supported
*: variable is not homogenous because homogeneity value < 0,05				

H₀: There is no difference between education levels of respondents and their job satisfaction.

H₂₋₃: There is a significant difference between education levels of respondents and their job satisfaction.

The dependent variables are job satisfaction items and the independent variable is education levels of the respondents. As seen in Table 36, the null hypothesis is supported for all job satisfaction variables. The respondents' job satisfaction does not differ with regard to their education levels. Therefore, H₂₋₃ is not supported.

Table 36: Results of ANOVA for Difference Between Education Levels of Respondents and Their Job Satisfaction

Dependent Variables	Homogeneity	F	Sig.	Result
1. Activity	,111	,290	,833	H ₂₋₃ not supported
2. Independence	,013*	,420	,739	H ₂₋₃ not supported
3. Variety	,388	,123	,947	H ₂₋₃ not supported
4. Social status	,400	,166	,919	H ₂₋₃ not supported
5. Supervision-human relations	,066	,083	,969	H ₂₋₃ not supported
6. Supervision-technical	,066	,035	,991	H ₂₋₃ not supported
7. Moral values	,004*	,732	,535	H ₂₋₃ not supported
8. Job security	,048*	2,491	,063	H ₂₋₃ not supported
9. Social service	,080	,580	,629	H ₂₋₃ not supported
10. Authority	,255	,919	,434	H ₂₋₃ not supported
11. Ability utilization	,351	,054	,983	H ₂₋₃ not supported
12. Company policy & practices	,783	,857	,465	H ₂₋₃ not supported
13. Compensation	,050	,226	,878	H ₂₋₃ not supported
14. Advancement	,374	,664	,575	H ₂₋₃ not supported
15. Responsibility	,812	,838	,475	H ₂₋₃ not supported
16. Creativity	,019*	,937	,425	H ₂₋₃ not supported
17. Working conditions	,195	,571	,635	H ₂₋₃ not supported
18. Co-workers	,027*	,133	,940	H ₂₋₃ not supported
19. Recognition	,641	,108	,955	H ₂₋₃ not supported
20. Achievement	,298	1,030	,382	H ₂₋₃ not supported
*: variable is not homogenous because homogeneity value < 0,05				

H₀: There is no difference between departments of respondents and their job satisfaction.

H₂₋₄: There is a significant difference between departments of respondents and their job satisfaction.

The dependent variables are job satisfaction items and the independent variable is departments of the respondents. The results of ANOVA for this hypothesis is shown

in Table 37. H₂₋₄ is not supported for 19 job satisfaction items. Only the respondents' satisfaction with the way company policies are put into practice in their organization (company policy and practices) differs with regard to their departments.

Table 37: Results of ANOVA for Difference Between Departments of Respondents and Their Job Satisfaction

Dependent Variables	Homogeneity	F	Sig.	Result
1. Activity	,825	,377	,914	H ₂₋₄ not supported
2. Independence	,175	,681	,688	H ₂₋₄ not supported
3. Variety	,934	,364	,922	H ₂₋₄ not supported
4. Social status	,254	1,169	,325	H ₂₋₄ not supported
5. Supervision-human relations	,480	,926	,489	H ₂₋₄ not supported
6. Supervision-technical	,406	,830	,564	H ₂₋₄ not supported
7. Moral values	,425	,757	,624	H ₂₋₄ not supported
8. Job security	,535	,422	,887	H ₂₋₄ not supported
9. Social service	,700	,949	,471	H ₂₋₄ not supported
10. Authority	,061	,549	,796	H ₂₋₄ not supported
11. Ability utilization	,140	,562	,785	H ₂₋₄ not supported
12. Company policy & practices	,019*	2,134	,044	H ₂₋₄ supported
13. Compensation	,247	,774	,610	H ₂₋₄ not supported
14. Advancement	,513	1,015	,423	H ₂₋₄ not supported
15. Responsibility	,258	1,029	,414	H ₂₋₄ not supported
16. Creativity	,395	,313	,947	H ₂₋₄ not supported
17. Working conditions	,253	,972	,455	H ₂₋₄ not supported
18. Co-workers	,369	,545	,799	H ₂₋₄ not supported
19. Recognition	,641	,518	,820	H ₂₋₄ not supported
20. Achievement	,312	,737	,641	H ₂₋₄ not supported
*: variable is not homogenous because homogeneity value < 0,05				

H₀: There is no difference between positions of respondents and their job satisfaction.

H₂₋₅: There is a significant difference between positions of respondents and their job satisfaction.

The dependent variables are job satisfaction items and the independent variable is positions of the respondents in the organization. From the results of variance analysis (see Table 38), it was observed that H₂₋₅ is supported for 'social status', 'social service', 'authority', 'responsibility' and 'creativity' variables. Therefore, it can be said, the respondents' satisfaction with the chance to be somebody in the community (social status) differs with regard to their positions in the organization. Not surprisingly according to mean values, the respondents who are working as a department

supervisor, assistant department supervisor, and team leader are more satisfied with their social status.

The respondents' satisfaction with social service differs with regard to their positions in the organization. The respondents who have department supervisor title are more satisfied with the chance to do things for other people (mean=4,0714).

The respondents who are working as a department supervisor, assistant department supervisor, and team leader are more satisfied with their authority. The respondents' satisfaction with the chance to tell people what to do (authority) differs with regard to their positions in the organization.

The respondents' satisfaction with the freedom to use their own judgment differs with regard to their positions in the organization. Department supervisors and team leaders and are more satisfied with responsibility variable (mean values are 4,5714 and 4,1429 respectively).

The respondents' satisfaction with the chance to try their own methods of doing their jobs (creativity) differs with regard to their positions in the organization. As in the responsibility variable, the department supervisors and team leaders and are more satisfied with creativity variable (mean values are 4,5714 and 4,1429 respectively).

Table 38: Results of ANOVA for Difference Between Positions of Respondents and Their Job Satisfaction

Dependent Variables	Homogeneity	F	Sig.	Result
1. Activity	,936	,460	,837	H ₂₋₅ not supported
2. Independence	,296	,413	,869	H ₂₋₅ not supported
3. Variety	,161	,996	,431	H ₂₋₅ not supported
4. Social status	,354	2,880	,011	H ₂₋₅ supported
5. Supervision-human relations	,189	,630	,706	H ₂₋₅ not supported
6. Supervision-technical	,163	,402	,876	H ₂₋₅ not supported
7. Moral values	,111	,861	,526	H ₂₋₅ not supported
8. Job security	,487	1,760	,112	H ₂₋₅ not supported
9. Social service	,083	2,328	,036	H ₂₋₅ supported
10. Authority	,927	3,893	,001	H ₂₋₅ supported
11. Ability utilization	,513	1,605	,150	H ₂₋₅ not supported
12. Company policy & practices	,233	,730	,626	H ₂₋₅ not supported
13. Compensation	,212	1,235	,292	H ₂₋₅ not supported
14. Advancement	,002*	1,896	,086	H ₂₋₅ not supported
15. Responsibility	,027*	2,941	,010	H ₂₋₅ supported
16. Creativity	,834	2,221	,045	H ₂₋₅ supported
17. Working conditions	,246	1,584	,156	H ₂₋₅ not supported

Table 38: Results of ANOVA for Difference Between Positions of Respondents and Their Job Satisfaction (Continued)

Dependent Variables	Homogeneity	F	Sig.	Result
18. Co-workers	,374	1,117	,356	H ₂₋₅ not supported
19. Recognition	,108	1,480	,190	H ₂₋₅ not supported
20. Achievement	,878	1,310	,257	H ₂₋₅ not supported
*: variable is not homogenous because homogeneity value < 0,05				

H₀: There is no difference between sector experiences of respondents and their job satisfaction.

H₂₋₆: There is a significant difference between sector experiences of respondents and their job satisfaction.

The dependent variables are job satisfaction items and the independent variable is experiences of the respondents in the sector. The null hypothesis is supported and H₂₋₆ not supported for all job satisfaction items except 'social service' and 'authority' satisfaction variables. The respondents' satisfaction with social service differs with regard to their experiences in the sector. The respondents, who have 15 years or more sector experiences, are more satisfied with the chance to do things for other people (mean=4,0357). The respondents, who have 10 years or more experience in the sector, are more satisfied with their authority. The respondents' satisfaction with the chance to tell people what to do (authority) differs with regard to their experiences in the sector.

Table 39: Results of ANOVA for Difference Between Sector Experiences of Respondents and Their Job Satisfaction

Dependent Variables	Homogeneity	F	Sig.	Result
1. Activity	,911	,410	,801	H ₂₋₆ not supported
2. Independence	,377	,980	,421	H ₂₋₆ not supported
3. Variety	,564	1,345	,256	H ₂₋₆ not supported
4. Social status	,311	1,070	,374	H ₂₋₆ not supported
5. Supervision-human relations	,164	1,021	,399	H ₂₋₆ not supported
6. Supervision-technical	,130	1,156	,333	H ₂₋₆ not supported
7. Moral values	,356	,621	,648	H ₂₋₆ not supported
8. Job security	,503	,967	,428	H ₂₋₆ not supported
9. Social service	,006*	3,086	,018	H ₂₋₆ supported
10. Authority	,427	3,752	,006	H ₂₋₆ supported
11. Ability utilization	,169	1,182	,321	H ₂₋₆ not supported
12. Company policy & practices	,083	,329	,858	H ₂₋₆ not supported
13. Compensation	,821	1,330	,262	H ₂₋₆ not supported

Table 39: Results of ANOVA for Difference Between Sector Experiences of Respondents and Their Job Satisfaction (Continued)

Dependent Variables	Homogeneity	F	Sig.	Result
14. Advancement	,589	1,083	,367	H ₂₋₆ not supported
15. Responsibility	,084	,891	,471	H ₂₋₆ not supported
16. Creativity	,908	,155	,960	H ₂₋₆ not supported
17. Working conditions	,090	,753	,557	H ₂₋₆ not supported
18. Co-workers	,581	,090	,985	H ₂₋₆ not supported
19. Recognition	,146	,902	,465	H ₂₋₆ not supported
20. Achievement	,559	,776	,543	H ₂₋₆ not supported
*: variable is not homogenous because homogeneity value < 0,05				

H₀: There is no difference between respondents' working years in their organizations and their job satisfaction.

H₂₋₇: There is a significant difference between respondents' working years in their organizations and their job satisfaction.

The dependent variables are job satisfaction items and the independent variable is working years of the respondents in their organization. As in H₂₋₆, the null hypothesis is supported for all job satisfaction items except 'social service' and 'authority' satisfaction variables.

The respondents' satisfaction with social service differs with regard to their working years in the organization. According to mean values, the respondents, who are working in the organization for 15 years or more, are more satisfied with the chance to do things for other people (mean=4,2667). The respondents, who are working in the organization for 10 years or more, are more satisfied with their authority. The respondents' satisfaction with the chance to tell people what to do (authority) differs with regard to their working years in the organization.

Table 40: Results of ANOVA for Difference Between Respondents' Working Years in Their Organizations and Their Job Satisfaction

Dependent Variables	Homogeneity	F	Sig.	Result
1. Activity	,613	,732	,571	H ₂₋₇ not supported
2. Independence	,099	,705	,590	H ₂₋₇ not supported
3. Variety	,576	1,236	,298	H ₂₋₇ not supported
4. Social status	,254	1,622	,172	H ₂₋₇ not supported
5. Supervision-human relations	,110	,770	,546	H ₂₋₇ not supported
6. Supervision-technical	,099	,882	,477	H ₂₋₇ not supported
7. Moral values	,386	,775	,543	H ₂₋₇ not supported

Table 40: Results of ANOVA for Difference Between Respondents' Working Years in Their Organizations and Their Job Satisfaction

Dependent Variables	Homogeneity	F	Sig.	Result
8. Job security	,553	1,754	,142	H ₂₋₇ not supported
9. Social service	,226	2,533	,043	H ₂₋₇ supported
10. Authority	,486	4,682	,001	H ₂₋₇ supported
11. Ability utilization	,572	1,087	,365	H ₂₋₇ not supported
12. Company policy & practices	,171	,212	,931	H ₂₋₇ not supported
13. Compensation	,817	,793	,532	H ₂₋₇ not supported
14. Advancement	,795	,514	,726	H ₂₋₇ not supported
15. Responsibility	,199	,973	,425	H ₂₋₇ not supported
16. Creativity	,071	1,697	,154	H ₂₋₇ not supported
17. Working conditions	,168	1,137	,342	H ₂₋₇ not supported
18. Co-workers	,958	,341	,850	H ₂₋₇ not supported
19. Recognition	,001*	1,616	,174	H ₂₋₇ not supported
20. Achievement	,292	1,542	,193	H ₂₋₇ not supported
*: variable is not homogenous because homogeneity value < 0,05				

4.4.8.3. Results of Hypotheses Tests by Regression Analysis

Regression is the determination of a statistical relationship between two or more variables. In regression analysis, there is one independent variable which is the cause of the behavior of another one which is defined as the dependent variable. The independent variable effects the dependent variable (Kothari, 2004: 141).

'Internal marketing has a significant positive effect on job satisfaction' hypothesis was tested by regression analysis. The dependent variable is job satisfaction and the independent variable is internal marketing.

H₃: Internal marketing has a significant positive effect on job satisfaction.

Table 41: Results of Regression Analysis for The Effect of Internal Marketing on Job Satisfaction

Independent Variable	Dependent Variable Job Satisfaction		
	β	t	Sig.
Internal Marketing	,791	15,377	,000
F	236,462		,000
R²	,626		
Adj. R²	,624		

ANOVA is applied to investigate whether there is a significant regression model or not. Significance value corresponding to F value as a result of ANOVA analysis helps to make a decision whether the created regression model is appropriate or not. If the F test result is significant (means the sig. value is less than 0,05), the regression model provides an important contribution to explaining the dependent variable of the model (Altunışık, 2012: 238). R^2 value indicates that the percentage of variance in the dependent variable explained by the independent variable (Altunışık, 2012: 237). Beta value is same with the correlation value between dependent and independent variable (Altunışık, 2012: 239).

The sig. value of F test is 0,000 (see Table 41), this means that the created regression model is statistically significant and explains the dependent variable. R^2 value is 0,626 for this regression model. This value shows that the independent variable (internal marketing) can explain the 62,6 percent of change in the dependent variable (job satisfaction). And the result of the regression analysis showed that there is a positive ($\beta=0,791$) and significant effect (sig.< 0,05 and sig.=0,000) of internal marketing on job satisfaction. Therefore, H_3 is supported.

In order to test the effects of internal marketing dimensions on job satisfaction, the following sub-hypotheses were developed.

H₃₋₁: Development dimension of internal marketing has a significant positive effect on job satisfaction.

H₃₋₂: Vision and communication dimension of internal marketing has a significant positive effect on job satisfaction.

H₃₋₃: Reward system dimension of internal marketing has a significant positive effect on job satisfaction.

The dependent variable is job satisfaction and the independent variables are the dimensions of internal marketing (development, vision and communication, and reward system) for these hypotheses. The results of regression analysis are presented in Table 42.

Table 42: Results of Regression Analysis for The Effects of Internal Marketing Dimensions on Job Satisfaction

Independent Variables	Dependent Variable Job Satisfaction		
	β	t	Sig.
Development (H ₃₋₁)	,484	9,440	,000
Vision and Communication (H ₃₋₂)	,492	9,602	,000
Reward System (H ₃₋₃)	,397	7,753	,000
F	80,470		,000
R²	,635		
Adj. R²	,627		

As shown in Table 42, the created regression model for H₃₋₁, H₃₋₂, and H₃₋₃ is statistically significant (sig.< 0,05). Because the significance values are less than 0,05 for all internal marketing dimensions, H₃₋₁, H₃₋₂, and H₃₋₃ are supported. There is a positive ($\beta=0,484$) and significant effect (sig.< 0,05 and sig.=0,000) of development dimension on job satisfaction. There is a positive ($\beta=0,492$) and significant effect (sig.< 0,05 and sig.=0,000) of vision and communication dimension on job satisfaction. There is a positive ($\beta=0,397$) and significant effect (sig.< 0,05 and sig.=0,000) of reward system dimension on job satisfaction.

The below sub-hypotheses were developed to examine the effects of internal marketing dimensions on intrinsic job satisfaction.

H₃₋₄: Development dimension of internal marketing has a significant positive effect on intrinsic job satisfaction.

H₃₋₅: Vision and communication dimension of internal marketing marketing has a significant positive effect on intrinsic job satisfaction.

H₃₋₆: Reward system dimension of internal marketing marketing has a significant positive effect on intrinsic job satisfaction.

The dependent variable is intrinsic satisfaction and the independent variables are the dimensions of internal marketing (development, vision and communication, and reward system) for these hypotheses.

Table 43: Results of Regression Analysis for The Effects of Internal Marketing Dimensions on Intrinsic Satisfaction

Independent Variables	Dependent Variable Intrinsic Satisfaction		
	β	t	Sig.
Development (H ₃₋₄)	,210	3,000	,003
Vision and Communication (H ₃₋₅)	,421	6,017	,000
Reward System (H ₃₋₆)	,315	4,506	,000
F	21,838		,000
R²	,320		
Adj. R²	,306		

According to results of regression analysis presented in Table 43, there are positive and significant effects of internal marketing dimensions on intrinsic satisfaction. All significance values are less than 0,05, so H₃₋₄, H₃₋₅, and H₃₋₆ are supported. Development dimension has 0,210 beta (β) and 0,003 significance value. Vision and communication dimension has 0,421 beta (β) and 0,000 significance value. Reward system dimension has 0,315 beta (β) and 0,000 significance value.

The last three sub-hypotheses were developed to examine the effects of internal marketing dimensions on extrinsic job satisfaction.

H₃₋₇: Development dimension of internal marketing marketing has a significant positive effect on extrinsic job satisfaction.

H₃₋₈: Vision and communication dimension of internal marketing has a significant positive effect on extrinsic job satisfaction.

H₃₋₉: Reward system dimension of internal marketing has a significant positive effect on extrinsic job satisfaction.

The dependent variable of H₃₋₇, H₃₋₈ and H₃₋₉ is extrinsic satisfaction. There are positive and significant effects of development dimension ($\beta=0,450$ and sig.=0,000) vision and communication dimension ($\beta=0,287$ and sig.=0,000), reward system dimension ($\beta=0,261$ and sig.=0,000) on extrinsic satisfaction (see Table 44). So, H₃₋₇, H₃₋₈, and H₃₋₉ are supported.

Table 44: Results of Regression Analysis for The Effects of Internal Marketing Dimensions on Extrinsic Satisfaction

Independent Variables	Dependent Variable Extrinsic Satisfaction		
	β	t	Sig.
Development (H ₃₋₇)	,450	6,594	,000
Vision and Communication (H ₃₋₈)	,287	4,204	,000
Reward System (H ₃₋₉)	,261	3,827	,000
F	25,268		,000
R²	,353		
Adj. R²	,339		

4.5. LIMITATION AND FURTHER RESEARCH

Due to time and cost limitations, the research has only been applied to the container line agents' employees operating in İzmir. 11 of the container line agents agreed to participate in the survey application from total 19 container line agents in İzmir. And also, because of the workloads of the agents and some of the employees were out of office due to customer visits, daily work routines and annual leaves etc. the questionnaire forms could not be reached to the whole sample of the research. The total 157 questionnaire forms were returned from total 279 employees, which means 56,2 percent response rate.

In further researches, the application area can be geographically extended to ship agencies in Turkey and also to the agencies in foreign countries. And comparison between Turkey and foreign countries can be evaluated. The other agency types can be included in the further researches to enable to make a comparison between them.

Internal marketing has such other different outcomes as organizational commitment, customer orientation, service quality and organizational performance. The effects of internal marketing and employees' satisfaction on their commitments to their organizations, customer orientation and quality of services provided can be examined in further researches.

CONCLUSION

This research aims to investigate the perceived internal marketing activities and their effect on job satisfaction, so it may help container line agents' managers who make an effort to provide better quality services for the maritime industry, and also contributes to the literature related to the subject.

According to the results of the descriptive statistics, the lowest mean values belong to reward system items in the internal marketing scale. This reveals that the respondents do not agree with the three items related to organizations' performance measurement and incentive systems. These three items include "employees who provide excellent services are rewarded for their efforts", "our organization measures and rewards employee performance that contributes most to organization's vision" and "performance measurement and reward systems encourage employees to work together". It can be said that the organizations should put more emphasis on their performance measurement and reward systems. The employees who contribute to the organizations' goals and provide excellent services should be rewarded for their performance and efforts. The highest mean value belongs to "skill and knowledge development of employees happens as an ongoing process in our organization" item. The respondents believe that their skills and knowledge are developing as an ongoing process in their organizations. When the job satisfaction items are analyzed, it is seen that the respondents are most satisfied with the way their job provides for steady employment and the way their co-workers get along with each other. It was observed that employees don't have worries about losing their jobs. And as it was expected, the least satisfied item is related to 'compensation' in the organization according to the respondents. Most of the respondents are dissatisfied with their pay and amount of work they do. 'Advancement' item has the second lowest mean value after compensation item. The respondents are neither satisfied nor dissatisfied with their chances for advancement on their jobs. The organizations should provide more advancement opportunities for their employees in order to motivate them to be more productive and creative in their work.

The results of factor analysis applied to the items in the internal marketing scale are consistent with the original internal marketing scale factors developed by Foreman

and Money (1995) and the 15 internal marketing items are grouped under three factors with high reliability. As in the original scale, the factors are named as 'development', which includes the items related to training and education of employees, 'vision and communication', which includes the items related to vision offerings and internal communication in the organization and 'reward system', which includes the items related to performance measurement and incentives. In the study of Tsai and Tang (2008), they have used the Foreman and Money (1995) internal marketing scale and they similarly found out three factors related to 'service training programs', 'performance incentives' and 'vision'.

Totally eighteen job satisfaction items were loaded on two factors in factor analysis and named as 'intrinsic satisfaction' and 'extrinsic satisfaction'. 10 items were loaded on the intrinsic satisfaction factor and these items are under intrinsic satisfaction factor in the original Minnesota job satisfaction scale developed by Weiss et al. (1967). 8 items were loaded on the extrinsic satisfaction factor. 'Achievement' and 'working conditions' items were loaded on the extrinsic satisfaction factor but in the original scale, they are not under the extrinsic satisfaction factor. Achievement factor was intrinsic satisfaction item and the working condition is general satisfaction item in the original scale. Such differences in the factor loadings are generally seen in many different studies and can be regarded as acceptable. In the studies of Hancer et al. (2003), Hirschfeld, (2000), Köroğlu (2012) and Schriesheim et al. (1993) different factor loadings and different items in the factors from the original short form MSQ scale were revealed. Similar to the finding of this research, working conditions item was loaded on the extrinsic satisfaction factor in the studies of Hancer et al. (2003), Köroğlu (2012) and Schriesheim et al. (1993).

To test the hypotheses of the research, t-test, variance and regression analysis are used. The dependent and independent variables of hypotheses are identified, and the analyses have been made in accordance with the aim of the research.

First, the profile characteristics of the respondents are determined as independent variables for the internal marketing items (dependent variables) and the differences between profile characteristics of respondents and their internal marketing perceptions are tested.

According to the results:

- The respondents' perceptions of internal marketing do not differ with regard to their ages, departments, sector experiences, and the years they have worked in their organizations. Therefore, H₁₋₂, H₁₋₄, H₁₋₆, and H₁₋₇ are not supported.
- The respondents' perceptions for most of the internal marketing items do not differ with regard to their gender.
- The difference between education levels of the respondents and internal marketing perceptions has been found only for one item in the scale.
- The difference between positions of the respondents and internal marketing perceptions has been found only for two items in the scale.

Second, the differences between profile characteristics of respondents and their job satisfaction are tested. And the results show that:

- Only the respondents' satisfaction with 'moral values' item differs with regard to their genders.
- The difference between ages of respondents and their job satisfaction was found only for 'authority' item. The respondents whose ages are between 42-47 years and over 47 years are more satisfied with their chances to tell people what to do than younger respondents.
- No difference between education levels of respondents and their job satisfaction has been found, so H₂₋₃ is not supported.
- Only the respondents' satisfaction with the way company policies are put into practice in their organization (company policy and practices) differs with regard to their departments.
- The difference between positions of respondents and their job satisfaction is found for 'social status', 'social service', 'authority', 'responsibility' and 'creativity' satisfaction items. The respondents who are working as a department supervisor, assistant department supervisor and team leader are more satisfied with their social status. The respondents who have department supervisor title are more satisfied with the chance to do things for other people. The respondents who are working as a department supervisor, assistant department supervisor and team leader are more

satisfied with their authority. Department supervisors and team leaders are more satisfied with their freedom to use their own judgment in the organization and their chances to try their own methods of doing their jobs.

- The respondents' satisfaction with the chance to do things for other people (social service) and the chance to tell people what to do (authority) differ with regard to their experiences in the sector and the years they have worked in their organizations. The respondents, who have 15 years or more sector experiences and working in their organization for 15 years or more, are more satisfied with 'social service' item. And the respondents, who have 10 years or more experience in the sector and working in the organization for 10 years or more, are more satisfied with their authority.

Finally, the main hypothesis of the research examining the effect of internal marketing on job satisfaction which was developed based on the literature was tested by regression analysis. The analysis revealed that the internal marketing has a positive effect on job satisfaction. The results of the analysis support the findings of the studies in the literature. The studies in the hotel sector (Hwang and Chi, 2005 and Gounaris, 2008), hospitals and medical centers (Chang and Chang, 2007; Iliopoulos and Priporas, 2011; Ahmad and Al-Borie, 2012; Pantouvakis, 2012; Dahl and Peltier, 2014 and Chen et al., 2015), education sector (Demir et al., 2008; Usta, 2009; Başaran et al., 2011); Ting, 2011; Hung, 2012; Ogunnaike et al., 2012; Omar Salem, 2013; and Shabbir and Salaria, 2014), banking sector (Tortosa-Edo et al., 2010; Kameswari and Rajyalakshmi, 2012; Barzoki and Ghujali, 2013; and De Bruin-Reynolds et al., 2015) and sport schools and centers (Yıldız, 2011 and Chiu et al., 2014) have found similar results related to internal marketing activities and job satisfaction of employees.

All sub-hypotheses developed to test the effects of internal marketing dimensions on job satisfaction are supported. There are significant positive effects of development, vision and communication, and reward system dimension of internal marketing on job satisfaction. The study of Ahmad and Al-Borie (2012) also has found that 'training and development' and 'reward and incentive systems' have significant effect on the job satisfaction. Demir et al. (2008) have found that the education, vision and internal communication have influence on the job satisfaction. But the reward system influence on the job satisfaction has not been found in their study.

In service organizations, employees as providers of service strongly influence the quality of service offered. As in the service profit chain presented by Heskett et al. (1994), the satisfaction of employees may result in customer satisfaction and loyalty. In long term, the profitability is the direct result of the satisfied and loyal customers. Arnett et al. (2002) suggested that successfully implemented internal marketing activities result in satisfaction of employees and positive employee behaviors. So, the positive employee behaviors strengthen the organizations' abilities to offer high quality service.

As a result, within the scope of internal marketing approach, training and education activities enabling employees to develop themselves, performance measurement and incentive systems, offering a vision to ensure the employees commitment to organizations and internal communication positively influence the satisfaction of employees. In order to improve satisfaction of employees, offer better service and have greater competitive advantage in the sector, the managers of the container line agents should understand the importance of internal marketing activities and their effects on the employees.

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APPENDICES

APPENDIX 1: Literature Review of the Effects of Internal Marketing

Author/s	Aim / objective of the study	Sample	Methodology / Scale	Variables	Findings
Caruana and Calleya (1998)	To examine the relationship between the nature and extent of internal marketing and its outcome in terms of the level of organizational commitment.	Managers of a Retail Bank	Survey / IM Scale: Money & Foreman (1996) OC Scale: Allen & Meyer (1990)	Internal Marketing and Organizational Commitment	The findings confirm a significant relationship between internal marketing and organizational commitment. The relationship of internal marketing is most significant with the affective dimension of organizational commitment.
Barnes and Morris (2000)	To investigate the importance and significance of IM as a mechanism to promote quality within the MSE (medium-sized enterprises).	French and English medium-sized enterprises	Survey / Questionnaire was designed based on literature	Internal Marketing and Quality	There is evidence that the practice of IM may be increasing among MSEs and that the impact of culture is an area worthy of further consideration in future studies.
Barnes et al. (2004)	To investigate the impact of internal marketing on service quality, perceived among employees.	Medium-sized UK-based consultancy organization	Survey / Questionnaire was ultimately designed, pre-tested and refined by working with the volunteers	Internal Marketing, Relationship Marketing and Service Quality	The movement from internal marketing to relationship marketing can be greatly assisted via the implementation of TQM.
Che Ha et al. (2007)	To examine various dimensions of internal marketing and its effect on the business performance of the organizations	Service organizations in Malaysia	Survey / Scale used: N/A	Internal Marketing and Business Performance	There is positive relationship between internal marketing and business performance of service organizations in Malaysia. And two dimensions of IM (strategic reward and senior leadership) have a significant relationship with business performance.
Çoban and Nakip (2007)	To investigate the relationship between the variables of mobbing, internal market satisfaction and internal marketing activities.	Bank employees in Nevşehir	Survey / Questionnaire was designed based on literature	Mobbing, Internal Market Satisfaction, Internal Marketing	With the situation of exposing mobbing; there's a meaningful difference between satisfaction degree of the internal marketing applications. Satisfaction degree of internal marketing applications such as work satisfaction and enhancement of business motivation who are exposed to mobbing is lower than those who aren't exposed to mobbing.

APPENDIX 1: Literature Review of the Effects of Internal Marketing (Continued)

Author/s	Aim / objective of the study	Sample	Methodology / Scale	Variables	Findings
Farzad et al. (2008)	To investigate the effects of internal marketing criteria on organizational commitment.	Iranian state-owned banks	Survey / Scale used: N/A	Internal Marketing and Organizational Commitment	Training, inter-functional coordination and integration and motivation which are the IM criteria have positive effects on organizational commitment.
Karasa Gezen et al. (2008)	To assess the contributions of internal marketing to the success of TQM applications by means of employee communication and participation.	Training-research hospital in Ankara	Survey / Questionnaire was designed based on literature	TQM, Internal Communication System, Internal Marketing	The cultural changes needed to maintain the success of TQM applications in the organization were not achieved, there were problems in the internal communication system, effective participation of employees was not achieved, and public relations and internal marketing activities were not employed in a sufficient manner.
Tsai and Tang (2008)	To investigate the relationship between three internal marketing practices and service quality.	Nurses of hospitals in Taiwan	Survey/ IM Scale: Foreman & Money (1995) SQ Scale: Parasuraman et al (1988)	Internal Marketing and Service Quality	There are significant positive relationships between internal marketing practices and service quality. Training programs have a strong association with service quality. However, the relationship from performance incentives to service quality was not found.
Turkoz and Akyol (2008)	To empirically assess the influence of internal marketing on company performance.	Five-star hotels located in Istanbul, Turkey	Survey / IM Scale: Ahmed and Rafiq (2003) Performance Scale: Ratios of company	Internal Marketing and Performance	A significant effect of the internal marketing on dimensions of company performance. The positive relationship between internal marketing and company performance indicated that a high level of internal marketing leads to a higher level of company performance.

APPENDIX 1: Literature Review of the Effects of Internal Marketing (Continued)

Author/s	Aim / objective of the study	Sample	Methodology / Scale	Variables	Findings
Candan and Gündüz Çekmecelioğlu (2009)	To investigate and compare the impact of internal marketing on three components of organizational commitment.	Automotive industry employees	Survey / IM Scale: Foreman & Money (1995) OC Scale: Allen & Meyer (1990)	Internal Marketing, Affective, Normative and Continuance Commitment	The results of the research indicated that internal marketing have positive effects on affective commitment and normative commitment from three components of organizational commitment.
Chang and Chang (2009)	To determine whether a favorable perception of internal marketing is associated with increased organizational commitment.	Nurses in two teaching hospitals in Taiwan	Survey / IM Scale: Conduit & Mavondo (2001), Gronroos (1994) and Longbottom et al. (2006) OC Scale: Lu et al. (2007), Meyer et al. (1993) and Mowday et al. (1979)	Internal Marketing and Organizational Commitment	Favorable perception of internal marketing was associated with increased organizational commitment. Communication management had the greatest influence on organizational commitment and external activity had the smallest impact.
Panigyrakis and Theodoridis (2009)	To examine a synthesis of IM and investigates its effect on business performance in a retail context.	Supermarket chains in Greece	Survey / IM Scale: Conduit & Mavondo (2001), Lings & Greenley (2005) and Kohli et al. (1993)	Internal Marketing and Business Performance	IM has a positive significant effect on business performance, both financial and non-financial.
Tortosa-Edo et al. (2010)	To verify the dimensions, reliability and validity of internal market orientation (IMO) as a scale of measurement of internal marketing, and using it to measure the effect of internal marketing on the satisfaction of contact personnel.	Cashiers of the branches of a small, local credit institution	Survey / IMO Scale: Lings & Greenley (2005) Satisfaction Scale: Hunt et al. (1985), Johlke and Duhan (2000)	Internal Market Orientation (IMO) and Satisfaction	The results show the validity and reliability of the IMO construct, formed by four of the five dimensions of the original scale. They also corroborate the causal relationships among the four dimensions, as well as the significant influence of the informal dimension of IMO on the satisfaction of contact personnel.

APPENDIX 1: Literature Review of the Effects of Internal Marketing (Continued)

Author/s	Aim / objective of the study	Sample	Methodology / Scale	Variables	Findings
Aburoub et al. (2011)	To investigate the relationship between internal marketing and service quality to customers' satisfaction.	Jordan bank employees and customers	Survey / Scale used: N/A	Internal Marketing, Service Quality and Customers' Satisfaction	There is a relation of statistical indication between banking service quality and customers' satisfaction. There is a relation of statistical indication between evaluation of internal marketing procedures and customers' satisfaction.
Abzari et al. (2011)	To recognize how internal marketing affects the organizational commitment from market orientation viewpoint.	Hotel industry in Iran	Survey / IM Scale: Foreman & Money (1995) OC Scale: Allen & Meyer (1990) MO Scale : Kohli et al. (1993)	Internal Marketing, Organizational Commitment, Market Orientation (MO)	Internal marketing affects organizational commitment directly and indirectly through market orientation. It means that factors of internal marketing influence market orientation directly and then market orientation affects organizational commitment.
Çoban and Perçin (2011)	To research the effects of factors of internal marketing on components of organizational commitment.	Four and five star hotels in Cappadocia (Nevsehir)	Survey / IM Scale: Adapted from previous different studies in literature OC Scale: Meyer & Allen (1991, 1997)	Internal Marketing and Organizational Commitment	Communication, rewards and cooperation-integration factors were significant predictors of affective commitment, and cooperation-integration, communication, rewards and motivation policies had a significant positive effect on normative commitment. Also, motivation factor has a positive effect on continuance commitment.
Tsai and Wu (2011)	To explore the structural relationships among internal marketing, organizational commitment and service quality.	Three regional hospitals in Taiwan	Survey / IM Scale: Money & Foreman (1996) and Ewing & Caruana (1999) OC Scale: Mowday et al. (1979) SQ Scale: SERVQUAL	Internal Marketing, Organizational Commitment and Service Quality	Internal marketing plays a critical role in explaining employee perceptions of organizational commitment and service quality. Organizational commitment is the mediator between internal marketing and service quality.

APPENDIX 1: Literature Review of the Effects of Internal Marketing (Continued)

Author/s	Aim / objective of the study	Sample	Methodology / Scale	Variables	Findings
ELSamen and Alshurideh (2012)	To examine the impact of internal marketing on the perceived internal service quality (ISQ).	Employees working in a Jordanian Pharmaceutical company	Survey / Questionnaire was designed based on literature	Internal Marketing and Internal Service Quality	The dominant dimension of IM was found to be recruitment with the stronger impact on all perceived internal service. Service providers are recommended to apply IM strategy in order to enhance perceived ISQ foster better external service quality.
Eti İçli and Eti Aslan (2012)	To analyze the effect of internal marketing applications on the organizational commitment.	Health care personnel, specifically nurses in Turkey	Survey / IM Scale: Foreman & Money (1995) OC Scale: Allen & Meyer (1990)	Internal Marketing and Organizational Commitment	The findings of this study revealed that internal marketing activities are influential on organizational commitment elements, particularly affective commitment and normative commitment.
Fernando (2012)	To examine the link between internal marketing and operational performance.	Airline industry	Survey/ IM Scale: Ahmed et al. (2003)	Internal Marketing and Operational Performance	There is a significant positive relationship between the training and development, senior leadership and empowerment (IM dimensions) with operational performance. Strategic reward and internal communication (IM dimensions) form a non-significant relationship with operational performance.
Zaman et al. (2012)	To investigate the impact of internal marketing on commercial banks' organization commitment, market orientation (MO), and business performance	12 commercial banks of Pakistan	Survey / IM Scale: Caruana & Calleya (1998); Tsai (2008) and Ahmed et al., (2003) OC Scale: Cichy et al., (2009) MO Scale: Jime'nez-Jime'nez & Cegarra-Navarro (2007) Performance Scale: Venkatraman & Ramanujam (1986)	Internal Marketing, Organizational Commitment, Market Orientation (MO), Business Performance	Internal marketing programs had a significant impact on employees' commitment, their market orientation and overall profitability of the firm. In addition, the mediating relationship of organization commitment with internal marketing and market orientation was not supported.

APPENDIX 1: Literature Review of the Effects of Internal Marketing (Continued)

Author/s	Aim / objective of the study	Sample	Methodology / Scale	Variables	Findings
Babić-Hodović et al. (2013)	To measure customer-based corporate reputation (CBCR) of service companies and to analyze importance of internal marketing within this construct.	Customers of banking services, GSM services and fast-food restaurants services	Survey / CBCR Scale : Walsh & Beatty (2007) Customer Satisfaction Scale: Maxham & Netemeyer (2002)	Customer-based Corporate Reputation and Customer Satisfaction	Elements of customer-based corporate reputation have positive and significant influence on customer satisfaction. Internal marketing represents an important component in building corporate reputation and that it influences customers' perception and their satisfaction.
Chen and Lin (2013)	To understand employee expectations and perceptions of hospital internal marketing and shows the usefulness of the importance-performance analysis grid in evaluating hospital internal marketing benefits.	Hospital management in Taiwan	Survey / Questionnaire was developed based on an extensive literature review and the author's practical experience	Internal Marketing (Work support and environment, Educational training, Organizational communication, Motivation, Empowerment)	The findings suggest that an internal marketing orientation is necessary to better match organizational characteristics and enhance service quality.
Ergün (2013)	To examine the effects of internal marketing applications on hospital performances.	Employees of public and private hospitals	Survey / IM Scale: Ahmed et al. (2003) Performance Scale: N/A	Internal Marketing, Hospital Performance	There is a significant and positive correlation between the components of internal marketing and hospital performance
Fu (2013)	To examines the relationships between: internal marketing by airlines to flight attendants, flight attendants' emotional labor, and customer-oriented behavior.	Taiwanese flight attendants	Survey / IM Scale: Green et al. (1994) COB Scale: Brown et al. (2002) Emotional Labor Scale: Grandey (2000)	Internal Marketing, Customer-oriented Behavior (COB) and Emotional Labor	The value of needs and authorized autonomy in internal marketing significantly and positively influence customer-oriented behavior. The value of needs and authorized autonomy in internal marketing significantly and positively influences "deep acting" in emotional reactions.
Ghorbani and Mostafavi (2013)	To examine relationship between internal marketing and the services quality, the role of OCB among IM and the services quality and also the impact of IM on the service quality.	Iran insurance company in Isfahan	Survey / IM Scale: Piercy & Morgan (1991) and Rafiq & Ahmed (1993) OCB Scale: Adapted from previous studies SQ Scale: Parasuraman et al. (1988)	Internal Marketing, Organizational Citizenship Behavior (OCB) and Service Quality	Internal Marketing has a positive effect on organizational citizenship behavior. Organizational citizenship behavior has a positive effect on service quality and Internal Marketing has a positive and direct effect on service quality.

APPENDIX 1: Literature Review of the Effects of Internal Marketing (Continued)

Author/s	Aim / objective of the study	Sample	Methodology / Scale	Variables	Findings
Huang and Chen (2013)	To examine associations among internal marketing, customer orientation, and organizational commitment particularly with regard to the moderating effects of work status.	Full- and part-time service employees at Taipei Sports Centers	Survey / IM Scale: Foreman and Money (1995) CO Scale: Brown et al. (2002) OC Scale: Mowday et al. (1979)	Internal Marketing, Customer Orientation (CO) and Organizational Commitment	Internal marketing was associated with organizational commitment and customer orientation. Customer orientation was associated with organizational commitment and partially mediated the relation between internal marketing and organizational commitment.
Kocaman et al. (2013)	To examine the effect of internal marketing components which are important factor for tourism sector on perceptions of organizational commitment.	5-star hotel located in Alanya	Survey / IM Scale: Foreman and Money (1995) OC Scale: Allen and Mayer (1990)	Internal Marketing, Organizational Commitment	Significant effects of internal marketing on organizational commitment dimensions were found.
Martin and To (2013)	To examine the effect of IMO on organizational performance, including employee job satisfaction, perceived customer satisfaction, and relative competitive position.	Gaming industry	Survey / IMO Scale: Lings & Greenley (2005)	Internal Market Orientation (IMO) and Organizational Performance	IMO was positively related to employee job satisfaction while employee job satisfaction was positively related to perceived customer satisfaction, then to relative competitive position.
Tanhaei et al. (2013)	To investigate effect of internal marketing on employee happiness.	Employees in University of Isfahan	Survey / IM Scale: Foreman & Money (1995) and Oxford Happiness Scale	Internal Marketing and Employee Happiness	Internal marketing affects employee happiness. Also aspects of internal marketing (internal product, pays, place, and internal promotion) have a positive effect on employee happiness.
Uygun et al. (2013)	To examine the relationship between perceptions of service employees about internal marketing practices their customer-orientation behaviors .	<i>Employees working in service business in Aksaray</i>	Survey / IM Scale: Gounaris (2006) and Liao (2009) COB Scale: Stewart (2009)	Internal Customer, Internal Marketing, Customer Orientation	The result of the study indicated that employees' customer orientations behavior differs with regard to application level of internal marketing.
Atlay Işık and Altunoğlu (2014)	To investigate the effects of internal marketing applications on the organizational cynicism and organizational commitment.	Employees of private hospital in Fethiye	Survey / IM Scale: Foreman & Money (1995) Cynicism Scale: Adapted from literature OC Scale: Mowday et al. (1979)	Internal Marketing, Organizational Cynicism and Organizational Commitment	There is a negative relationship between internal marketing and affective, behavioral and cognitive cynicism. And there is a positive relationship between internal marketing and organizational commitment.

APPENDIX 1: Literature Review of the Effects of Internal Marketing (Continued)

Author/s	Aim / objective of the study	Sample	Methodology / Scale	Variables	Findings
Chen and Wu (2014)	To create a relationship model to explore the impact of customer relationship management (CRM) and internal marketing on relationship management and business performance.	Three sectors of the lodging industry	Survey / Questionnaire was designed based on the literature review and existing theory, in conjunction with a focus group	CRM, Internal Marketing, Relationship Management, Financial and Nonfinancial Performance	CRM and internal marketing both have a direct impact on relationship management and an indirect effect on business performance. Internal marketing strategies were shown to have a direct effect in enhancing both financial and nonfinancial performances in lodging industry.
Dahl and Peltier (2014)	To develop and validate a scale for internal marketing's impact on employee satisfaction and loyalty.	U.S. and German nurses	Survey / Questionnaire was designed based on literature	Internal Marketing, Employee Satisfaction and Loyalty	The scale provides managerial insights on the relative priority of relational bonds internal marketing efforts should address to enhance employee satisfaction and loyalty.
Tsai (2014)	To provide nursing managers with a tool to allow them to initiate a change in the attitudes of nurses towards work, by constructing a new 'learning organization' and using effective internal marketing.	Nurses in Taichung City, Taiwan.	Survey / Questionnaire developed based on literature	Learning Organizations, Internal Marketing, and Organizational Commitment	A significant positive correlation was found between the existence of a 'learning organization', internal marketing, and organizational commitment. Internal marketing was a mediator between creating a learning organization and organizational commitment.
Atlay Işık and Cerit (2015)	To determine the relationship of the internal marketing applications at cruise ports in the development of service culture.	Cruise port located in the Aegean Region	Case Study / Research questions have been developed through evaluation of the literature on internal marketing and service culture	Internal Marketing and Service Culture	This research emphasizes that it is important to evaluate the internal marketing approach of companies and the resulting reflections on creation of their service culture.
De Bruin-Reynolds et al. (2015)	To investigate the influence of the traditional internal marketing mix on the satisfaction levels of employees.	Employees of retail banks in South Africa	Survey / Questionnaire was designed based on literature	Internal Marketing and Employee Satisfaction	Employee satisfaction is influenced by internal marketing through internal product, collaborative culture and organizational structure. There is a significantly positive relationship between internal marketing mix elements and satisfaction. Internal product emerged as the strongest influencer of employee satisfaction.

APPENDIX 1: Literature Review of the Effects of Internal Marketing (Continued)

Author/s	Aim / objective of the study	Sample	Methodology / Scale	Variables	Findings
Kim et al. (2015)	To examine the relationship between internal marketing (employee delight and voice) and employee behavior from a marketing perspective.	Hotel employees in the Midwestern United States	Survey / Questionnaire was designed based on literature	Employee Delight, Employee Voice, Employee Job Satisfaction, Employee Turnover Intention and Employee Commitment	Employee job satisfaction can be used in a mediating role between IM and its consequences (employee turnover intention, employee commitment to customer service), demonstrating that IM indirectly affects employee turnover intention and employees' commitment to customer service.
Narteh and Odoom (2015)	To identify the dimensions of internal marketing and to determine the relative importance of these dimensions in influencing employee loyalty.	Ghanaian Banking Industry	Survey / IM Scale: Adapted from previous literature EL Scale: Zeithaml, Berry, & Parasuraman, 1996	Internal Marketing and Employee Loyalty (EL)	The internal marketing dimensions (internal communication, reward systems, empowerment, training, and organizational commitment) with the exception of organizational culture, are significantly associated with employee loyalty.
To et al. (2015)	To examine the effect of management commitment to internal marketing on employee work attitude through internal marketing practices.	Full-time employees of four-star and above hotels in Macao SAR, China	Survey / IM Scale: Lings & Greenley (2005) MCIM Scale: Cascio et al. (2010) and Lings & Greenley (2005) EWA Scale: Lings & Greenley (2005)	Internal Marketing, Management Commitment to Internal Marketing (MCIM), and Employee Work Attitude (EWA)	Management commitment to IM related to internal marketing practices including formal and informal internal communications, while formal internal communication facilitated informal internal communication. Moreover, management commitment to internal marketing and informal internal communication affected employee work attitude.
Taşkın and Yeni (2016)	To determine the impact of internal marketing activities on dimensions of organizational commitment.	Bank employees in Kütahya	Survey / IM Scale: Foreman and Money (1995) OC Scale: Allen and Mayer (1990)	Internal Marketing, Organizational Commitment	IM activities effects organizational commitment. Vision-training from internal marketing activities affect the emotional commitment, the awarding from internal marketing activities affects the continued commitment dimension. And there is a positive significant relation between internal market dimensions and normative commitment.

APPENDIX 2: List of Container Line Agents in İzmir

CONTAINER LINE AGENTS IN İZMİR	
1	ARKAS DENİZCİLİK
2	BARKON GEMİ ACENTELİĞİ
3	BELSTAR DENİZCİLİK VE TAŞIMACILIK
4	BOSPHORUS GEMİ ACENTELİĞİ
5	CATONİ DENİZ İŞLERİ
6	CHINA SHIPPING ACENTELİĞİ
7	CMA CGM DENİZ ACENTELİĞİ
8	EGEKONT KONTEYNER TAŞIMACILIK
9	HAMBURG SÜD GEMİCİLİK ACENTELİĞİ VE NAK.
10	HANJIN ARKAS LOJİSTİK
11	HAPAG-LLOYD DENİZAŞIRI NAKLİYAT
12	MAERSK DENİZCİLİK
13	MARTI LİNK KONTEYNER HİZMETLERİ
14	MSC GEMİ ACENTELİĞİ
15	SEAGO LINE
16	TARROS DENİZCİLİK VE NAKLİYAT
17	TUR-KON KONTEYNER TAŞIMACILIĞI DENİZCİLİK
18	UASAC DENİZCİLİK NAKLİYAT
19	YANG MING ANADOLU GEMİ ACENTELİĞİ

APPENDIX 3: Questionnaire Form

İÇSEL PAZARLAMANIN İŞ TATMİNİ ÜZERİNDEKİ ETKİSİ KONULU ANKET FORMU

Değerli Katılımcı,

Bu anket formu Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü, Denizcilik İşletmeleri Yönetimi Anabilim Dalında Yrd. Doç. Dr. Gamze Arabelen'in danışmanlığında hazırlamakta olduğum "İçsel Pazarlamanın İş Tatmini Üzerindeki Etkisi: Gemi Acenteleri Üzerine Bir Araştırma" başlıklı yüksek lisans tez çalışmamın uygulama kısmı için tamamen akademik bir amaca yönelik olarak hazırlanmıştır. **Anketi cevaplayan katılımcıların çalışmakta oldukları kurumları ve vermiş oldukları cevaplar kesinlikle gizli tutulacak, sadece ilgili akademik çalışmaya yönelik olarak kullanılacaktır.** Değerli vaktinizi ayırdığınız ve çalışmaya yapmış olduğunuz katkınız için şimdiden teşekkür ederim.

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BİRİNCİ BÖLÜM: KONTEYNER GEMİ ACENTE ÇALIŞANLARINA YÖNELİK PROFİL SORULARI

1. Cinsiyetiniz () Bay () Bayan
2. Yaşınız.....
3. Eğitim durumunuzu belirtiniz
4. Aylık ortalama gelirinizi belirtiniz.....(TL)
5. Çalışmakta olduğunuz departmanı belirtiniz
6. Departmandaki pozisyonunuz.....
7. Sektördeki deneyim süreniz..... (Yıl/Ay)
8. Şu an çalıştığınız işletmedeki çalışma süreniz(Yıl/Ay)

APPENDIX 3: Questionnaire Form (Continued)

**İKİNCİ BÖLÜM: İÇSEL PAZARLAMA FAALİYETLERİNİN
BELİRLENMESİNE YÖNELİK SORULAR**

Çalışmakta olduğunuz işletmenin içsel pazarlama faaliyetlerini göz önünde bulundurarak aşağıdaki ifadelere katılım derecenizi belirtiniz.		Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum Ne katılmıyorum	Katılıyorum	Kesinlikle katılıyorum
		(1)	(2)	(3)	(4)	(5)
1	İşletmemiz çalışanlarına inanabilecekleri bir vizyon sunar.					
2	İşletmemiz vizyonunu çalışanlarına en iyi şekilde açıklar.					
3	İşletmemiz çalışanlarını işlerinde iyi performans göstermesi için hazırlar.					
4	İşletmemiz çalışanlarının bilgi ve becerilerini geliştirmeyi bir maliyetten ziyade bir yatırım olarak görür.					
5	İşletmemizde, çalışanların bilgi ve becerileri örgütün işleyen sürecinde gelişir.					
6	İşletmemiz çalışanlarına işlerin yalnızca ‘nasıl yapılması gerektiğini’ değil, ‘niçin yapılması gerektiğini’ öğretir.					
7	İşletmemiz çalışanlarını uygulamalı geliştirmenin ötesinde aynı zamanda kuramsal bilgiyle donatarak eğitir.					
8	İşletmemizde performans ölçümü ve ödüllendirme sistemleri, çalışanlarını birlikte çalışmaları için teşvik eder.					
9	İşletmemiz vizyonuna en çok katkıyı sağlayan çalışanların performanslarını ölçer ve ödüllendirir.					
10	İşletmemiz çalışanlarından elde ettiği verileri, onların çalışmalarını ilerletme ve örgüt stratejisi oluşturmada kullanır.					
11	İşletmemiz çalışanların yaptıkları çalışmaların (hizmet rollerinin) önemini anlamalarını sağlar.					
12	İşletmemizde, üstün hizmet sağlayan çalışanlar gösterdikleri çaba için ödüllendirilirler.					
13	İşletmemizde, çalışanlara yüklendikleri görevleri yerine getirebilmeleri için gerekli eğitim sağlanır.					
14	İşletmemiz çalışanlarının farklı ihtiyaçlarını sağlayabilmek için gerekli esnekliğe sahiptir.					
15	İşletmemiz çalışanlarla iletişime oldukça önem verir.					

APPENDIX 3: Questionnaire Form (Continued)

**ÜÇÜNCÜ BÖLÜM: İŞ TATMİNİ DÜZEYİNİN BELİRLENMESİNE
YÖNELİK SORULAR**

Çalışmakta olduğunuz işinizden aşağıdaki ifadelere göre memnuniyet derecenizi belirtiniz.		hiç memnun değilim	memnun değilim	ne memnunun ne memnun değilim	memnunun	çok memnunun
İşimden...		(1)	(2)	(3)	(4)	(5)
1	Beni her zaman meşgul etmesi bakımından...					
2	Tek başıma çalışma olanağımın olması bakımından...					
3	Ara sıra değişik şeyler yapabilme imkânı bakımından...					
4	Toplumda “saygın bir kişi” olma şansını bana vermesi bakımından...					
5	Yöneticimin emrindeki kişileri idare tarzı bakımından...					
6	Yöneticimin karar verme yeteneği bakımından...					
7	Vicdanıma aykırı olmayan şeyler yapabilme şansına sahip olmam açısından...					
8	Bana düzenli bir iş olanağı sağlaması bakımından...					
9	Başkaları için bir şeyler yapabilme olanağına sahip olmam açısından...					
10	Kişilere ne yapacaklarını söyleme şansına sahip olmam bakımından...					
11	Yeteneklerimin değerlendirildiği bir şeyler yapabilme şansımın olması açısından...					
12	Kurum politikalarının uygulanma şekli açısından...					
13	Yaptığım iş ve karşılığında aldığım ücret bakımından...					
14	İş içinde terfi olanağımın olması bakımından...					
15	Kendi görüşümü belirtme özgürlüğüm açısından...					
16	İşimi yaparken kendi yöntemlerimi kullanabilme şansını vermesi açısından...					
17	Çalışma şartları bakımından...					
18	Çalışma arkadaşlarımla sergiledikleri uyum açısından...					
19	Yaptığım iyi bir iş karşılığında takdir edilmem açısından...					
20	Yaptığım iş karşılığında duyduğum başarı hissi yönünden...					

ÇALIŞMAMA YAPMIŞ OLDUĞUNUZ KATKINIZ İÇİN TEŞEKKÜRLER...