

T.C.
BAHCESEHIR UNIVERSITY
GRADUATE SCHOOL OF EDUCATION
MASTER OF BUSINESS ADMINISTRATION

**HOW INTERNAL MARKETING LEADS TO CITIZENSHIP BEHAVIOR IN
SERVICES? THE ROLE OF INTERNAL SATISFACTION AND WORK
ENGAGEMENT**

MASTER'S THESIS

KANAN GULUZADE

ISTANBUL 2023

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ABSTRACT

HOW INTERNAL MARKETING LEADS TO CITIZENSHIP BEHAVIOR IN SERVICES?

THE ROLE OF INTERNAL SATISFACTION AND WORK ENGAGEMENT

Kanan Guluzade

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This research aims to determine the effect of internal marketing activities on citizenship behavior in services. In addition, it is also aimed to find the mediating effect of work engagement on the relationship between internal marketing and citizenship behavior. Finally, the mediated effects of internal satisfaction are examined in the relationships between internal marketing and work engagement as well as work engagement and citizenship behavior. This research investigated the concepts of internal marketing, work engagement, internal customer satisfaction, and citizenship behavior which are critical concepts for employees and organizations in the marketing and management fields. Online survey techniques as one of the quantitative research methods were utilized to collect primary data. This study's target population consists of Azerbaijani public bank employees. Due to the larger size of employees working in public banks in the country, it seems it would be more convenient to access the employees of public banks for gathering data. Therefore, we used a simple convenience sampling technique to collect data from 300 employees of public banks in Azerbaijan. Findings showed that two dimensions of internal marketing activities (i.e., reward and vision) positively affect work engagement whereas another dimension did not affect work engagement. Furthermore, findings highlighted the significant effect of work engagement on citizenship behaviors. For the first time, our results indicated that work engagement plays a mediated role in the relationship between internal marketing and citizenship behaviors. Finally, the results of Hayes' Process (Model 58) demonstrated that internal satisfaction moderates the relationship between internal marketing and work engagement as well as the link between work engagement and citizenship behavior.

Key Words: Internal Customer Satisfaction, Internal Marketing, Work Engagement, Citizenship Behavior.



DEDICATION

To my beloved parents, Tariyel Guluzade and Aygun Guluzade, for their unconditional love and support throughout my endeavor and showing me that I am in fact capable of what I deemed to be worthy of pursuing and elevating myself as a refined man of academics.

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LIST OF ABBREVIATIONS

| | |
|-----|-------------------------------------|
| OCB | Organizational Citizenship Behavior |
| SOR | Stimulus-organism-response |
| EFA | Exploratory Factor Analysis |



Chapter 1

Introduction

1.1 Theoretical Framework

Internal marketing is the process of recruiting skilled workers, providing them with training and development opportunities, and inspiring them to want to provide service to clients. The importance of internal marketing to a company cannot be overstated. Internal marketing has been shown to increase both internal customer satisfaction and loyalty to the company (Martensen & Gronholdt, 2006). Using the stimulus-organism-response (SOR) framework, this study provides a novel model that aimed to investigate the effect of internal marketing on worker citizenship behavior through work engagement in the service sector. This study uses the SOR paradigm to describe and offer data on internal marketing (stimulus), engagement (organism), and citizenship behavior (response). The SOR model has been shown to have mixed outcomes in the business literature review, with some positive, some negative, and some null. The core idea behind SOR theory is that external factors may influence the way an organism feels or acts (person). The stimulus is taken in and evaluated on some level, either consciously or unconsciously. Furthermore, it arouses an emotion, which in turn prompts action. Both internal and exterior manifestations of this response are possible to happen.

1.2 Statement of the Problem

Today, internal marketing has become an important part of marketing literature, which is known as a strategic necessity for business success and positive results for both organizations and employees. Companies have understood that to stay in the competition and satisfy customers, they must pay attention to the satisfaction of their employees, and for the same reason, they have focused on internal marketing activities. On the other hand, prior studies highlight that the need for internal marketing in service sector companies feels much because (Shah, 2014) because internal marketing significantly affects internal satisfaction that eventually leads to external consumer satisfaction in services.

Studying the existing literature show that there is no study to investigate the effect of internal marketing on citizenship behavior via work engagement in the banking sector with a focus on the moderated role of internal satisfaction. To close this gap, the current study has applied the SOR framework to provide a novel research model that considers internal marketing (stimulus), work engagement (organism), and citizenship behavior (response) and examined all direct and indirect relationships in the proposed model. It is assumed that conducting research on and gaining an understanding of the connection between internal marketing and citizenship behaviors will greatly contribute to the existing literature and be beneficial to the banks. Furthermore, the research examines concepts of internal marketing, internal customer satisfaction, work engagement, and citizenship behaviors which are key elements in both the marketing and management fields.

1.3 Purpose of the Study

The main purpose of the thesis is to examine how internal marketing dimensions (i.e., development, reward, and vision) affect citizenship behavior through work engagement in services. Furthermore, this research investigates the mediated role of work engagement in the relationship between internal marketing and citizenship behavior. Finally, the moderating roles of internal satisfaction are tested in the link between internal marketing and work engagement as well as the relationship between work engagement and citizenship behavior.

1.4 Research Questions / Hypotheses

The research questions are as follows:

- Does internal marketing activities enhance citizenship behavior through work engagement in service?
- May work engagement mediate the relationship between internal marketing and citizenship behavior in service?
- Does internal satisfaction moderate the relationship between internal marketing and work engagement (a) and work engagement and citizenship behavior (b)?

The objectives of this research can be characterized as follows:

- To examine the relationship between internal marketing and citizenship behavior through work engagement in service.
- To find out whether work engagement mediates the relationship between internal marketing and citizenship behavior.
- To determine whether internal satisfaction moderates the relationship between internal marketing and work engagement (a) and work engagement and citizenship behavior (b).

In this regard, this thesis following these hypotheses:

H₁: Development as a dimension of internal marketing activities has a positive influence on work engagement.

H₂: Reward as a dimension of internal marketing activities has a positive influence on work engagement.

H₃: Vision as a dimension of internal marketing activities has a positive influence on work engagement.

H₄: Work engagement has a positive influence on citizenship behavior.

H_{5a}: Internal satisfaction moderates the relationship between internal marketing and work engagement.

H_{5b}: Internal satisfaction moderates the relationship between work engagement and citizenship behavior.

H₆: Work engagement mediates the relationship between internal marketing and citizenship behavior.

1.5 Significance of the Study

Nowadays, the importance of internal marketing has become more and more obvious in the service sector. However, studies on internal marketing are limited. No studies have been found that examine how internal marketing affects citizenship behavior through internal satisfaction and work engagement, particularly in the banking sector. For this reason, it is expected that the results of the present study will help to fill the gap in the service sector, especially in the banking sector.

1.6 Structure of the Study

The study is including five chapters. The first three chapters constitute the conceptual framework of the thesis. In the first chapter, theoretical framework and research objective, importance and research gap has been discussed. In the second chapter, which consists of literature review, the subject of internal marketing, internal satisfaction, work engagement and citizenship behavior were explained in details. Chapter three is followed by research methodology and the results of the analyses are provided in chapter four. Finally, the thesis has been ended by conclusion, contribution and suggest for future research and limitation.



Chapter 2.

Literature review

2.1 The Concept of Internal Marketing

Being persistent, which is one of the most important purposes of the existence of businesses, is getting harder day by day. The traditional marketing approach, which represents the concept of "I sell as much as I produce", has been left behind, and the era of modern marketing understanding, which suggests that as long as qualified products and/or services can be offered to the customer, can be survived (Wu et al., 2013). As the information power of the consumer increases, it can easily meet the desire to buy higher quality at a more affordable price. This situation causes businesses to change their strategies to find solutions that can create a perception of long-term success and trust. The internal factors of today's businesses, which are in constant interaction with many internal and external stakeholders, are one of the strategic sub-factors that should be examined in the change process. Employee satisfaction, which is considered an internal factor, increases or decreases as a result of the effects of environmental and psychological factors. Employee satisfaction provides a positive effect on customer satisfaction, product/service quality and even company performance (Chi & Gursoy, 2009). In some studies, it has been stated that employees should take priority over the customer (Rosenbluth, 1994).

Employees being happy, satisfied and dedicated to their work will ensure the satisfaction and happiness of stakeholders and customers (Bansal et al., 2001). With the concept of internal marketing, it is predicted that organizations seeing their employees as their internal customers and working to meet the needs of the employees and increase their satisfaction will increase employee performance, accordingly customer satisfaction and customer loyalty (Ahmed & Rafiq, 2003). As it is understood that talented employees are one of the most important competitiveness factors of companies, a "talent war" continues between companies. In the new economy, it is observed that global competition, capital abundance and ideas are produced quickly / cheaply and people are willing to change jobs. In these circumstances, talent wins. Recruiting and retaining talented employees is of utmost importance (O'Reilly & Pfeffer, 2000). With appropriate internal marketing moves, organizations can attract and employ the right and talented employees who offer high value and continue their activities without losing them (Anosike & Ahmed, 2006). The concept of internal

marketing is a concept that aims to increase the satisfaction of the employees, in a way, it is about marketing the organization to the employees. The concept has been defined from different perspectives, both in the context of different disciplines and from a broad/narrow perspective. Internal marketing as an academic concept was introduced by Berry et al. (1976). Many definitions of internal marketing have been made since Berry et al.'s (1976) definition of internal marketing, which defines employees as internal customers and business as products. In these definitions, the concept of internal marketing is discussed from the perspectives of a philosophy or management practice, service marketing, human resource management and change management (Lings & Brooks, 1998). One of the first definitions of internal marketing is the definition that it is the priority of managers to employ employees who provide excellent service by offering a range of jobs that will attract them (Sasser & Arbeit, 1976).

The concept of internal marketing was expressed by Berry (1981) as reducing employee loss while increasing job satisfaction by treating employees like customers and offering various development programs. Gronroos (1990), on the other hand, made a general definition for this concept as marketing to the company's own employees. Another general definition is internal marketing, which is expressed as a set of planned efforts to motivate employees, implement and integrate organizational strategies by providing customer focus, and use marketing-like approaches (Grayson & Sanchez-Hernandez, 2010). Internal marketing is also referred to as endomarketing in some studies. In the definitions of endomarketing in these studies, the contribution of the concept to institutional change, support, cooperation, employee loyalty, and social and environmental responsibilities were highlighted (Cassundé et al., 2015). In addition to being a mechanism to spread the marketing responsibility throughout the organization, internal marketing ensures that each employee sees the following employees not only as a colleague but also as an internal customers (Sargeant & Asif, 1998).

Saad et al. (2002) in their conceptual model of internal marketing, suggested that internal marketing is related to organizational competence and job performance. Likewise, they state that marketing philosophy and marketing tools have a moderating effect on the impact of internal marketing on organizational competence. The service sector has undergone radical changes with the effect of competitive pressure and liberalization moves. This process of change will continue in the future. Change is an

opportunity. The difficulty is in making the most of this chance for the benefit of clients, investors, staff, upper management, and the general populace (Greene et al., 1994). If the business can effectively manage the exchange between employee groups and itself, this will ultimately lead to a successful exchange between the business and customers (Kelemen & Papasolomou, 2007). The basis of internal marketing is the effective maintenance of internal exchange between the organization and its employees. Thus, determined targets related to foreign markets can be reached (Bak et al., 1994).

2.1.1 Theoretical Development of Internal Marketing

Employee motivation and satisfaction, customer focus, strategy execution, and change management are the four pillars on which Rafiq and Ahmed's (2000) theory of internal marketing rests. No one group inside an organization can be held responsible for internal marketing. More than that, internal marketing inspires everyone to work toward organizational and departmental objectives (Rafiq & Ahmed, 1993). Internal marketing is the process of creating and distributing goods and services inside a company with the purpose of retaining and attracting skilled workers (Berry et al., 1991). A company's management must foster an atmosphere that encourages staff members to put the needs of customers first. Service delivery and meeting the demands of the internal customer should be at the forefront of every encounter with the company or management. The company's policies on employee and in-house training, its planning processes, and its style of management should all contribute to the growth of a positive internal environment. Employees who have been given responsibility and authority over internal marketing activities are more likely to be creative and to put teamwork and collaboration ahead of departmental rivalries (Roberts-Lombard, 2010). When a company relies only on the quality of its services to set itself apart from the competition, it must do all in its power to recruit, retain, and motivate its most qualified staff. This happens often in service industries, where both consumers and workers expect a great deal from one another in terms of personal growth and fulfillment. Under these conditions, it is thought that internal marketing practices will enable employees to be logical, courteous, empathetic, and satisfied employees who create customer satisfaction. When evaluated with this logic, the efforts to satisfy the employees will be a driving force in the satisfaction of the customers. The main tool to be used to

satisfy employees is to treat them like customers (Rafiq & Ahmed, 2000). As a result, this early developmental stage has been expressed in many internal marketing studies as a period in which employees are seen as internal customers and focused on employee motivation/satisfaction (Liao, 2009).

In the workplace, workers that are customer-oriented go out of their way to ensure that their demands are met (Brown et al., 2002). The term "customer orientation" may be used in both personal and business settings (Uygun et al., 2013). From a person perspective, service motives, customer interaction skills, customer-oriented talents, effective communication, and service delivery are what it takes to go above and beyond for customers. Organizationally speaking, it refers to a strategy or philosophy that helps the business meet its objectives and keep its customers happy (Kanten & Kanten, 2019). Within the context of the social exchange theory, we analyze the dynamics between internal marketing procedures and customer-centric ways of thinking and doing. Employees who are able to communicate effectively with one another inside the company are more likely to take part in training programs that help them develop their technical and behavioral abilities. It is because of their input that the company is able to continuously enhance the quality of its services. In exchange for the services provided by the company, they demonstrate customer focus (Nart et al., 2019). To make their customer-centric principles actionable, organizations provide the necessary structures, procedures, and incentives (Hartline et al., 2000). As long as the internal marketing application is not continuous and effective, the interactive market effect on the customers will be damaged, the service quality will decrease, and this will result in negative effects on the profitability of the customers (Gronroos, 1994).

It is among the primary responsibilities of managers to be aware of the needs of the employees and to support the employees in customer-oriented practices by meeting these needs (Park & Tran, 2018). It has been observed that customer-oriented behavior increases the organizational identification level of the personnel (Wieseke et al., 2007). Customer orientation is one of the most motivating factors for internal marketing employees (Ewing & Caruana, 1999). Similarly, internal marketing practices can develop customer orientation (Huang & Chen, 2013). When planning internal marketing applications, it should be considered that they are customer-oriented. Internal marketing is an important tool in breaking the resistance to change.

It informs employees about new strategies and initiatives (Owusu-Frimpong & Martins, 2010). Intra-organizational change management is one of the most difficult applications. Internal marketing is a critical element for this change. In an environment where change is needed to be understood and accepted, internal marketing plays an empowering and developing role. In this way, success will increase in the implementation of new strategies (Arnett et al., 2002). Internal marketing has started to be seen as a factor that helps entrepreneurs implement their strategies in recent years. Thus, while divisional isolation and interdepartmental problems are reduced, resistance to change is overcome (Kukreja, 2017). Various applications of internal marketing are solutions to the problems that may occur while trying to reach the goals required in strategic decision-making (Varey, 1995). In addition to its contribution to the implementation of internal marketing strategy, it is also considered a strategy that contributes to information renewal and value creation in a relational context (Ballantyne, 2003). One of the main items of the strategy that will bring success or failure to the organization is internal marketing (Greene et al., 1994).

2.1.2 Importance of Internal Marketing

One of the most basic issues that double the importance of internal marketing practice is that IM has fundamentally transformed the information and informatics about the market and its conditions, in the last quarter of a century. Businesses that cannot keep up with this change have generally lost their position and importance in the market over time. Internal marketing offers important opportunities for businesses that need to change to keep up with the market and market conditions (Snell & White, 2009). At the end of internal marketing processes, qualified businesses that can keep up with market conditions emerge. This situation has made it necessary for businesses to change in information and informatics and to constantly renew themselves (Park & Tran, 2018). As a result, businesses in which internal marketing is institutionally established are constantly gaining the reflex of self-renewal and development. Another important benefit of internal marketing for businesses is that it provides guidelines to show organizational behavior and conduct processes in an organized manner (Muriuki et al., 2016).

Nowadays, customer satisfaction, that is, developing customer-oriented solutions and approaches, has become an important and basic requirement for companies to be competitive in marketing (Wenzler & Chartier, 1999). The satisfaction and motivation of the workforce of the enterprises with internal marketing directly affect the satisfaction of external customers. For this reason, internal marketing has functional importance in terms of the satisfaction of internal and external customers (Papazolomou & Demetris, 2006). It is not possible for a business with a low-motivated workforce to be permanently successful in the medium and long term, even if it achieves some gains in the short term. For this reason, businesses do not want to work with such a workforce. Similarly, employees do not want to work with an enterprise that constantly fails under market conditions, even if some opportunities such as wages and social benefits are good (Muriuki et al., 2016). Internal marketing ensures that the business's desire to employ the workforce and the employee's desire to work in the business in question are put into a cyclical and positive flow process. This is an important factor for businesses to have a long and sustainable life.

2.1.3 Dimensions of Internal Marketing

Companies use some elements of internal marketing to engage in activities and studies that increase the satisfaction, motivation, and performance of their internal customers. These internal marketing elements can be examined under three subheadings: career development, rewarding, and vision development (Foreman & Money, 1995).

2.1.3.1 Career Development.

Career development is defined as the process of developing ideas, goals, and plans related to the working future of employees. Organizational career development of the business can be defined as helping and guiding the employees in their career selection, supporting the employees to reach the career they choose, and helping the employees to meet their self-respect needs (Bohnenberger et al., 2018). Career development positively affects the business relationship of the employees with the

business and strengthens their commitment to the business (Alshura et al., 2016). The company's career development processes enable employees to increase their quality and gain new skills with their internal motivations (Martensen & Gronholdt, 2006), which helps to increase the efficiency and productivity of the business.

With the ease of access to information, competition is increasing both micro and macro. The acquired knowledge loses its effect in a short time and loses its novelty feature. Ensuring the continuous development of talented employees can only be achieved by creating an effective internal training program. In the management literature, the concept of development has been evaluated under the headings of education, training and development. Education is expressed as a change in one's knowledge, abilities and skills, ultimately in behavior, through formal programs inside or outside the enterprise or through gaining individual experience. Education can include training and development in a broad sense (Kochel, 2018). Training is carried out in two stages as pre-service training and in-service training. In pre-service training, some institutions apply pre-service training, internship and similar practices as a prerequisite for the appointment of employees to staff. These practices can be in different intensities and durations outside the institution or within the institution (Findikchi, 1999). In-service training is the process of systematically producing the knowledge, skills and behaviors required to achieve the performance required by the job, starting from the establishment of the employee's legal relationship with the job, until his dismissal from the job. In this process, it is aimed to minimize internal or external complaints, increase the quality of the service produced, develop internal relations and meet the needs of visionary employees (Findikchi, 1999).

The concept of training can be expressed as the process of gaining the knowledge, skills and behaviors necessary to perform jobs at certain levels or concretely defined jobs. The process of gaining the ability to do the defined work process as required, that is, to "do the job right", can also be defined as training. Development, on the other hand, refers to educating the organization so that it can see the internal structure and functioning of the organization, its place in society and its own role better, by seeing the organization as an element that will make change rather than achieving a specific purpose or managing short-term processes (Martensen & Gronholdt, 2006). Unlike training, it can be said to have the feature of "doing the right job" by considering which job will provide more efficiency (Kochel, 2018). According

to Drucker, efficiency is doing the right thing, efficiency is doing the right thing. Accordingly, it can be said that an employee who has achieved his development, is a qualified person who can provide efficiency and effectiveness in the organization.

While people are primarily motivated in a situation that will attract their attention, enjoyment, satisfaction and ability to cope with the job, they cannot be motivated in environments with external pressures. It is possible that learning is determined as a result of the complex relationship between individual and environmental factors (Ahmed et al., 1999). In order for the activities implemented in the development process of the employees to achieve the desired result, providing the physical and psychological conditions that will enable the employees to be motivated should be among the priorities of both the organization and the managers.

Organizational learning is a process that shows people at all levels of the organization to acquire information from internal and external sources. This information is filtered through a collective perception process, and the results lead to permanent changes in organizational behavior and theories in use (Fisher & White, 2000). In order to provide effective organizational learning, the “big picture” must first be understood. In other words, the broadest meaning of the subject is revealed. Just knowing the specific processes, tasks, responsibilities and activities is not enough. Secondly, an instinctive understanding should be created of the possible future that may occur (Bohnenberger et al., 2018). It should be realized that the knowledge of the past cannot prepare the organization for the future. Third, effective learning is learning together. It is widely known that group learning is more effective than individual learning. Individual learning is insufficient to provide the speed of change that organizations need in the ongoing process. Finally, effective learning is about self-confidence and the ability to make decisions under varying conditions (Bohnenberger et al., 2018). Knowledge alone is far from sufficient for the organization to internalize and manage change (Wenzler & Chartier, 1999). In order to be successful in the learning process, companies need to create a corporate culture and organizational climate that can involve all employees in the process rather than holding meetings and allocating resources in a superficial way (Akıncı, 2003).

2.1.3.2 Reward.

Companies use the reward mechanism to reinforce the commitment of the workforce to the institution, increase the sense of satisfaction and motivation, and ensure that the business works more willingly and efficiently in line with its goals (Bohnenberger et al., 2018). Reward mechanisms are an important element of internal marketing. A well-defined reward system enhances employee morale and increases employee retention in the company (Leong and Lam 2015) and creates a high level of health and well-being at work (Tang et al. 2020). This mechanism is generally operated according to the success of the workforce focused on customer satisfaction (Bohnenberger et al., 2018). In this context, it is the most common method to reward employees who reach their sales target within certain periods, with methods such as bonuses. In the operation of this internal marketing mechanism, it is of great importance for business managers to act fairly and objectively in terms of obtaining good results (Martensen & Gronholdt, 2006).

As part of their "psychological contract," workers have an expectation that their efforts will be rewarded (Narteh & Odoom, 2015). Rewarding is a means of reciprocation. Rewarding provides employees with self-control and obeying the rules. Rewarded employees will perceive the business as important, meaningful and effective, and will exhibit behaviors so that the business can achieve its goals (Narteh & Odoom, 2015). Rewarding is the process of giving monetary or non-monetary rewards (promotion, autonomy, awareness or valuing, glorification, career development) to employees in return for performance (Pekdemir et al., 2014). When employees make different contributions than others, they expect a reward in return for this difference (Budak et al., 2017). Since awards can guide employees, it is thought that an effective reward system will increase effectiveness and productivity both individually and organizationally (Sarpkaya et al., 2016). However, when constructing award management, even cultures (Fisher & Yuan, 1998) and individuals (in terms of gender, age, income, job type and status) (Kovach, 1995) should be analyzed well. This increases the likelihood of motivating people and maximizing the benefits they provide by making things interesting. Rewarding has an important function in increasing the abilities of the employees to advanced levels. Especially in practice, the impact of humane methodical mechanisms on productivity is close to financial or technological

factors. For this reason, the award system is heavily applied in Europe and the USA (Pekdemir et al., 2014).

2.1.3.3 Vision.

The vision of a business is the point at which the business wants to see itself in the future (Foreman & Money, 1995). Improving service to customers is one of the benefits of creating a shared understanding of the company's mission (Ottenbacher, 2007). It is an important internal marketing element for businesses to determine a vision that is suitable for their working areas and market conditions and at the same time accessible and to share it with the workforce they employ, in terms of the workforce's ownership of the business and its integration with the business (Foreman & Money, 1995). The visions of the enterprises must be in a dynamic structure due to the constantly changing and developing market conditions (Alshura et al., 2016). Moreover, it is of great importance in terms of their functionality that the visions of the enterprises are in a simplicity that can be easily understood and adopted by the employees (Bohnenberger et al., 2018).

While vision is expressed in daily language as anticipating the future and changing behavior against what may happen in the future, in the literature it is expressed as internal values and goals, as well as changes to be made for a foreseen future, which also guides the organization (Cummings & Worley, 2008). In a more comprehensive definition, vision is stated as a mental view from the known to the unknown to define the future, which is formed by the combination of existing realities, hopes, dreams, dangers and opportunities (Sinkula et al., 1997). While creating the vision, the current situation should be evaluated and imaginary elements that would not be possible should not be included. Otherwise, some unexpected problems may cause serious problems for the stakeholders and the future of the organization (Aytar & Soyulu, 2017). The vision created should be adopted by both managers and employees. A shared vision is important in terms of perceiving organizational values by employees, increasing innovative behaviors and accelerating the learning process (Aytar & Soyulu, 2017). Because when a shared vision is not created, individuals are less likely to know the expectations of the organization, the value of the organization's outputs, and the theories behind the functioning. Although the employee is motivated to learn in such an uncertain environment, it is difficult to know how to learn (Sinkula

et al., 1997). Similarly, great ideas disappear before they can be implemented (Calantone et al., 2004).

2.2 Internal Satisfaction

2.2.1 Internal Customer

According to Total Quality Management, the customer includes not only the people who buy the product or service offered by the enterprises but also the people who take part in the production and presentation of this product or service (Rahayu, 2013). In this direction, everyone who helps to create the full product and gives semi-products to each other, that is, uses the output of one department as an input and sends it to the other department, in the process until the products and services are offered to the external customer (Biraori, 2014).

Internal customers are members of the organization that is affected by the product and also produces that product. They are often referred to as "internal customers", although they are not customers in the lexical sense, that is, not buyers (Juran, 1992). Internal customers are the employees of the institution who can make any direct or indirect contribution, from the production of goods and services to their transportation to external customers. It is beneficial to know two points about the internal customer. The first is the in-house environment, which provides services to the enterprise with all its physical and mental abilities in order to ensure the continuity of the institution and demands compensation from all kinds of institutions. In this axis, if the aim of the institutions is to increase the happiness of external customers and accordingly, increase the profits, they should receive the maximum support of the employees in this way (Juran, 1992). For this, ways to make employees happy should be examined. The second is that each individual in the organization sees the other as a customer. This is the establishment of the customer-supplier relationship in the institution. For all these reasons, all managers or employees serving corporate purposes from the top to the lowest level of the institution should be named as internal customers. All these methods can be situations that support the development of employees such as motivation, knowledge and ability levels of the employees, providing support and guidance (Choban, 2007).

2.2.2 Internal Satisfaction Concept

When the literature on customer satisfaction is examined, it is seen that the point where management and marketing meet is internal customer satisfaction. Many businesses formerly ignored the importance of internal employee duties to customer service. There is a growing understanding of the notion of internal customer satisfaction nowadays. This focus belongs in the service and quality department. To provide the finest service to other clients, workers are scrambling to locate all available resources as fast and efficiently as possible (Schmalensee, 1991). For this reason, their satisfaction is of great value for institutions as it will support the satisfaction of other customers. Striving for customer satisfaction is the cornerstone of success for corporations. However, while most employees expect that showing their best face to external customers will create customer satisfaction, they forget that that product or service is best formed by the supply of colleagues until it reaches the external customer. The reason for external customer satisfaction is to ensure internal customer satisfaction (Pfau, et al., 1991).

The concept of the internal customer has entered the marketing literature from service organizations. Internal customer satisfaction is defined as the fact that there is no difference between what internal customers expect from a good or service and whether the product or service they receive meets the expectation (Halis, 1998). The internal customer is the only asset that cannot be replaced by other resources owned by the companies (Rahayu, 2013). Internal marketing argues that internal customers should be satisfied like external customers to the organization achieve success. The main purpose of IM is to gain the desired quality in the company so as that reinforce external customer satisfaction by satisfying internal customers. IM assumes that meeting the needs of employees increases their motivation and persistence, which can transfer to external customers. As a result, the higher the satisfaction level of the employees, the more it is possible to create external customer satisfaction and loyalty (Ahmed and Rafiq, 2003). When internal customer satisfaction is not achieved, external customer satisfaction cannot be established (Rafiq and Ahmed, 2000).

The importance of human relations in internal customer satisfaction was presented by the Hawthorne studies initiated in 1927. Hawthorne (1927) showed that unity among colleagues will increase the level of satisfaction in organizational life. Thus, if this unity and solidarity are supported, internal customers can meet some of

their social needs. However, there are also occasions when social relations may cause negative results such as poor internal customer performance. Okay (2005) found that internal customer satisfaction increases productivity, teamwork, and knowledge sharing, but if it is not checked frequently, it may result in poor performance.

Customer satisfaction is a key factor in services. Because when customers make purchasing decisions, their perception is completely real. From this point of view, there is no such thing as real quality except as perceived by the customer. Providing better service to the customer depends on understanding how to increase quality perceptions and customer satisfaction (Ahmed, 2011). Harter et al. (2002) illustrated that customer satisfaction has a positive average correlation with productivity, profit, employee retention, and employee safety. According to Chi and Gursoy (2009), there is a direct relationship between how pleased customers are and how well the business does financially, and also between how happy customers are and how happy employees are. Findings revealed that the association between satisfied employees and successful financial performance may not be immediately identifiable because customer happiness serves as a mediator of the interaction between internal satisfaction and financial performance.

2.2.3 Importance of Internal Customer Satisfaction

Internal customers are critical to marketing success. Because no institution can give what its external customers want, when they want and at the quality they want, without the active participation of their internal customers. These employees are also obliged to the following cycle. A worker's ability to provide high-quality goods and services to clients is contingent on the quality of the goods and services they get from their coworkers. The importance of internal customers in producing and developing quality products or services is also demonstrated in the USA Malcolm Baldrige National Quality Award criteria (Schmalensee, 1991). Twenty percent of the points of this prestigious award are given for the motivation, training and effectiveness of the employees of the companies. This ranks second in terms of external customer satisfaction (Schmalensee, 1991). The level of satisfaction an organization provides to its internal consumers has a direct impact on how effectively it can satisfy the demands of its exterior customers. The outward happiness and the value supplied by various

personnel and operations support services are both at risk when the internal customer relationship is ignored. When it comes to providing excellent customer service, many businesses in the past have not placed a premium on their workers' roles. Institutions are increasingly adopting service and quality improvement initiatives to boost the competence of their staff, as well as the happiness and loyalty of their internal customers (Juran, 1992). These programs also stimulate and help units in many aspects such as innovation, productivity improvement or cost control. More and more organizations have now come to the conclusion: strengthening relationships with internal customers and improving relationships with external customers (Pfau, et al., 1991).

Top quality improvement initiatives often center on a well-implemented internal customer service system, in which all employees are instructed to treat their coworkers at every stage of the value chain as valuable customers. According to Rahayu (2013), facilitating effective internal exchanges between different members and departments of an organization requires a market-oriented structure that meets the demands of consumers of internal services. They claim that successful businesses place such an emphasis on internal service that their employees are motivated to provide the same level of service to their external consumers (Finn, et al., 1996).

2.2.4 Factors Affecting Internal Customer Satisfaction

Factors affecting internal customer satisfaction have been studied for many years. These factors are examined in three groups:

- Individual Factors
- Organizational Factors
- Social Factors

Individual (Demographic) Factors: Individual factors that affect internal customer satisfaction are due to individual differences. Each individual perceives events differently, the severity of being affected by them varies and evaluates them differently (Gülşen, 2010; Budak, 2006). Individual factors affecting employee

satisfaction levels; Employees are classified as age, gender, educational status, marital status, seniority and status (Yoldemir, 2018).

Organizational Factors: According to Davis and Bordieri (1988), some opportunities offered by the organization to its employees are a very important factor in establishing employee satisfaction. In other words, employee satisfaction is affected not only by personal characteristics but also by organizational characteristics. According to Halis (2004), dissatisfaction with wages and fringe benefits, bonuses, status symbol promotions and similar rewards leads to some negativities. These will initially lead to a decrease in the individual's interest in his job, triggering the desire to leave the job as a result, reducing the loyalty of the organization to the organizational goals of the institution and leading to behaviors that cause rejection of organizational decisions. According to Halis (2004), employees who are not satisfied with wages are not satisfied with their jobs as a result of this, but it cannot be said that employees who are satisfied with wages are completely satisfied with their jobs (Halis, 2004). Organizational factors affecting internal customer satisfaction are given below (Davis, 2004):

Wages and Rewards: Wages are the sum of the material values that the employee receives in return for his/her effort. Salary management is determined according to the individual performances of the employees in the organization under normal conditions. Salary is one of the factors that have the greatest impact on internal customer satisfaction. The important thing here is to ensure the fairness of wages among the employees. Because employees inevitably compare the wages or salaries they receive for their work with their colleagues working in the same jobs. As a result of this comparison, if the employees judge that the remuneration is done correctly, their satisfaction is also positively affected (Luthans, 2005). Rewards are effects that will cause employees to feel pleasure in return for performing their duties properly. These pleasurable effects, in parallel with the personality of the employee, mean many things, from meeting demand to meeting their needs. Knowing that he will be rewarded when he does his job at the desired level focuses the employee on his work and increases his satisfaction. In addition to the wage, the complete and accurate calculation of the premiums and bonuses promised to the employees is one of the factors affecting the financial satisfaction of the employees. Although financial

rewards are the first thing that comes to mind when it comes to rewarding, spiritual elements such as promotion and appreciation should not be forgotten (Rahayu, 2013).

The Work Itself: Factors such as the employee's job provide him with the opportunity to learn, allow him to take responsibility and make his own decisions are important because they help him find his work meaningful and valuable. In order to have the employees' share in the total quality management, the supervision and participation of the employees should be allowed in the job design. However, jobs should be designed in a way that makes sense to employees. Such designed features enable employees to find their work meaningful, take responsibility when necessary, and increase their job satisfaction (Luthans, 2005).

Managers and Management Style: Managers should determine the level of satisfaction of their employees and make strategic decisions for organizational goals when necessary. This helps to establish a healthier and more peaceful work environment in the institution (Harris et al., 2007). According to Luthans (2005), management style affects employee satisfaction in two ways. The first is to ensure the participation of employees in making a decision. The second is that the manager establishes supportive relationships with employees (Miller & Monge 1986).

Colleagues: A good team is a resource in achieving individual goals. The quality of relationships among colleagues positively affects job satisfaction (Harris et al., 2007). If the social support mechanism does not work within the enterprise, the employee turnover rate increases and work-related depression and burnout may occur (Shirey, 2004).

Promotion: Those who work on behalf of an organization naturally expect promotion after a while. When employees find themselves experienced and have enough knowledge, they will demand to be in a higher position where they can take responsibility and use their experience. Work stress occurs in the employee who thinks that there is no promotion opportunity, and this leads to dissatisfaction. Even if a fair structure is established for promotion, the satisfaction of the employee will increase, and it will also decrease the intention to leave (Jawahar & Hemmasi, 2006).

Participation in Decisions: Employees enjoy taking their own opinions in the decisions made by the institution. Asking for suggestions in activities such as

management policies of the enterprise creates a sense of ownership in employees (Luthans, 2005).

Job Security: As long as the employees continue to work in accordance with the rules, they want to work without worrying about the future for themselves and their families. Sverke et al. (2002) determined that the lack of job security is effective in reducing satisfaction.

Working Conditions: Working conditions have an effect on job satisfaction. Providing an environment according to the physical and ergonomic system of the employees in the workplace is also a necessity of the modern management approach (Rahayu, 2013)

Appreciation: Appreciation is related to positive or negative feedback on an achievement (Herzberg, 1966). It is essential that managers make an appreciation program and keep them up to date.

Social Factors: At the heart of social systems are roles, norms, and values. In business, human relations, social relations, organizational communication, motivation, unity, leadership and employee satisfaction are affected by organizational culture (Halis, 2004). Organizational culture is the common values that hold the people who make up the organization together. Organizational culture is evaluated as the sum of the knowledge, values and norms accumulated in the attitude, behavior and organizational memory (Halis, 2004).

2.3 Work Engagement

2.3.1 Concept of Work Engagement

Work engagement was defined by Maslach and Leiter (2008) as the exact opposite of the concept of burnout, which they also developed. According to this perspective, work engagement shows that employees not showing signs of burnout. These scholars argued that management needs to make some improvements and interventions to ensure engagement, which has a slightly positive effect on the employee (Leiter & Maslach, 2008). Work engagement refers to being energetic in line with the mobility required in one's job (Leiter & Maslach, 2008). The results of the study indicated that work engagement has not been adequately examined in terms

of personality traits and situational factors, and more studies should be conducted on this subject (Leiter & Maslach, 2008). Roberts and Davenport (2002) have considered work engagement as the individual's feeling of enthusiasm and enthusiasm while doing his job and his concentration on that job. When individuals are passionate about their job, they define themselves with their job and understand high satisfaction with the job (Roberts & Davenport, 2002).

Positive work relations and a strong organizational culture support work engagement while reducing burnout (Maslach, 2011). Maslach (2011) argued that work engagement is the opposite of burnout. However, Schaufeli (2012) put forward the view that the relationship between burnout and work engagement is not very strong. Findings showed that there is no diametrically opposite situation between them and the scholars who advocate the contrasting relationship between work engagement and burnout. Maslach and Leiter (2008) define the three dimensions of burnout as emotional exhaustion, depersonalization, and low achievement, while they express the three dimensions of work engagement as energy, commitment, and competence. Rich et al. (2010) revealed that factors such as organizational values, perceived organizational support, and self-evaluation significantly affect work engagement.

2.3.2 Employee Engagement

It was Kahn who first provided a formal definition of "engagement" (Personal Engagement) within a scholarly and psychological framework (Kahn, 1990). According to research by Kahn from 1990, the physical, cognitive, and emotional well-being of an organization's members is affected by the degree to which their individual personalities mesh with the demands of their jobs (Kahn, 1990). Kahn's later writings (2012) examined the dedication of workers to their assigned tasks. Kahn (2012) theorized in his early research that there might be a direct relationship between personal passion and job performance and job satisfaction. As he predicted, this relationship was examined in studies related to these concepts. Kahn (1990) introduced the concept of personal passion and tried to explain the psychological state that affects it with the dimensions of meaningfulness, trust and convenience. Meaningfulness is the person's benefit as a result of their role performance and the feeling that it is worth spending time and effort on the work they do (Brown & Leigh, 1996). The dimension

of significance directly affects the role played by the person. According to this dimension, the person decides whether he/she will perform his/her duties better and correctly; moreover, elements such as official position and more attractive titles and status are shaped according to the meaning given by the person (Kahn, 2005). According to Kahn (2005), the dimension of trust is the employee's fear of being fired and feeling that he or she is not working under adverse conditions regarding personal reputation, status and career. According to the trust dimension, the employee acts in a supportive, trusting, open and flexible way in interpersonal relations (Kahn, 2005).

The first researchers to study the concept of employee engagement were Macey et al. (2019). These researchers explained employee passion as being energetic, enjoying and carrying out his work efficiently. Macey and Schneider (2008) believe that the monetary value of a business can be easily found; however, they emphasized that it is also difficult to measure its intellectual capital and competitive advantage. Another definition of employee engagement was made in a study by Gallup Consulting firm researchers and academics. According to this definition, employee engagement is the state of an individual's feeling of commitment, satisfaction, and willingness to be in the organization (Harter et al., 2002). This study also revealed the relationship between employee engagement and performance, which could not be measured until then (Harter et al., 2002) Gallup research is conducted for the private sector and industry rather than for the academic field. Employee engagement has not only been examined in the private sector with the work of these researchers, but this concept has also started to be discussed in the academic field. Schaufeli and Bakker (2010) conducted important research in this area and contributed significantly to the transition of this concept to the psychological field. In this research, it was tried to show that there was a positive relationship between the feeling that the job is important for the employee, the job security without the fear of being fired, and the suitability of the job itself for the employee, and it was determined that all three concepts had a direct or indirect effect on employee engagement (Douglas et al., 2004). In this sense, the terms "work engagement" and "employee engagement" are quite distinct. Employee engagement expands the scope of this interaction beyond only the individual worker and the company in which he or she works.

2.3.3 Methods of Creating and Enhancing Work Engagement

In order to reveal the passion for work, first of all, the organizational culture that every employee will feel belonging should be formed on the basis of justice. According to Bowles and Cooper (2012), the following requirements must be met by the organization in order to create a culture that encourages employees to be passionate:

- In order to achieve the desired organizational culture, a culture appropriate to the realities should be created.
- A culture should be created in such a way that all stakeholders can benefit.
- Organizational leadership should be respected and driven by employees.
- It should not be dependent on government regulations.
- Organizational culture should include general rules.
- The organization should ensure that the employee feels good, is in good health, and is happy.
- Organizational culture should emphasize emotional intelligence (EQ) rather than IQ.
- Performance factors such as effort, commitment, courage, and risk-taking should be clearly demonstrated.
- While working, it should be qualified to support the understanding of "we" rather than the understanding of "me". Personal egos should not be included in the organization.
- Conditions that increase employee and customer loyalty should be provided.
- It should reveal the inherent abilities of the employees that are neglected by the managers.
- Organizational culture should be constantly monitored, valued and encouraged.

The six points that Leiter and Maslach (2010) suggest for creating and increasing work engagement are as follows:

- Collaboration environment
- Establishing healthy running processes

- Knowing the goals
- Creative work environment
- Continuous valuation
- Sharing strategic plans and reports

Stressful and intense working environments can make employees uneasy and cause them to have negative experiences at work. When employees perceive uncertainty, high risk, the threat of dismissal and insecurity in their work environment, their level of work engagement may be low. These possible negativities in the business environment and the short or long-term expectations of the employees should be followed through organizational policies and necessary interventions should be made (Karatepe, 2013). Improvements to be made should be such as encouraging employees to be passionate about work and protecting them from burnout. Positive working conditions and new learning opportunities should be created, resources should be provided for self-development (Leiter & Maslach, 2010). Improvements should be made by methods such as enriching work resources and increasing the efficiency of employees in the decision-making process, rather than reducing requirements and postponing health problems (Biggs et al., 2014).

In their study, Leiter and Maslach (2010) divide the intervention methods into two: energy and motivation interventions. Such interventions are critical to the business requirements-resources model and thus to a sustainable vibrant working climate in the organization. As energy-focused interventions, the balanced execution of demand and resources, keeping employee health at a good level, and increasing workplace safety are listed (Leiter & Maslach, 2010). Motivation-focused interventions, on the other hand, come to the forefront as issues such as increasing the development and learning potential of employees, co-workers and leadership support, job control, the right to choose and autonomy (autonomy), and ensuring that the organizational climate is open to innovations (Leiter & Maslach, 2010).

In Bishop's study (2013), it was determined that when employees are given extra free time during their work, their passion for work increases. Employees, who spent time with their friends in their spare time, created a new dialogue environment and shared in teamwork appropriate to the purpose of the organization. As a result of

this research, it was determined that employee engagement and customer satisfaction increased thanks to the team spirit developed (Bishop, 2013).

Another study investigated an intervention method. According to this intervention method, employees are given specific tasks that include elements such as happiness, goal orientation and providing resources. In this intervention method, it has been revealed that these elements are highly correlated with work engagement (Ouweneel et al., 2013). Employees in the service sector, especially those who are in direct contact with the customer, have been ensured to be more motivated after this intervention (Karatepe, 2013). As a result of improvement studies, there should be significant improvements in the basic elements of working life such as appreciation, participation, resources and authority, and these changes should be embraced by the employees. (Leiter & Maslach, 2010) As a result of this improvement process, which will be carried out with the full support of the senior management, it is expected that the employees will adopt the organization and their passion for work will increase.

2.4 Organizational Citizenship Behavior

2.4.1 The Concept of Citizenship Behavior

The first organizational citizenship behavior studies were conducted by Organ (1997), which examined the behavior of the employee in motivation and interaction and determined that employees can display some behaviors were done outside the formal role definition. Then, Organ and Bateman's (1983) called these behaviors "citizenship behavior" and examined the relationship between citizenship behavior and job satisfaction, and determined that there was a strong link between them. Organ et al. (1983) conducted a qualitative study, in which managers were asked questions about effectiveness, productivity, and reward system, and the facts about organizational citizenship behavior were also investigated. Organizational citizenship behavior (OCB) is voluntary or extra-actual behaviors that are not directly involved or determined in the official reward system and contribute to the organization as a whole (Andrew & Leoon-Cazares, 2016).). OBC consists of behaviors that are not obligatory in the job description and individuals perform them by their own choice and will not be punished if they do not perform them (Andrew & Leoon-Cazares, 2016). OCB shows that a person can perform such behaviors directly and explicitly without taking

into account the official reward system (Andrew & Leoon-Cazares, 2016). However, Organ (1997) argued that these behaviors can be done by the employee with the expectation of reward to a certain extent.

OCB includes prosocial behavior, helping others, innovating, volunteering, and the lack of undesirable behavior (Turnipseed, 1996). One of the most striking elements in OCB's definitions is the concept of "volunteering" (Campbell, 2016). Volunteering refers to the behaviors that employees like to do beyond the role or job descriptions and outside their employment contracts of them with the organization (Campbell, 2016). OCB consists of the behaviors that contribute to the organization as a whole and do not have any punishment if they are not done (Campbell, 2016). The expression "behaviors that contribute to the organization as a whole" in the definition is stated as the employee's effort for the organization to reach effectiveness and efficiency (Gberevbie, 1997). Therefore, as long as the behaviors of the employees are in harmony with the goals and objectives of the organization and the stakeholders, it is within the scope of organizational citizenship behavior (Gberevbie, 1997). Brief and Motowidlo (1983) define OCB as behaviors that are not directly within the scope of technical development or task but contribute to organizational functioning and effectiveness. In this regard, the current study considered OCB as discretionary, non-required contributions by members to the organizations that employ them.

2.4.2 The Scope and Development of the Concept of Organizational Citizenship Behavior

Before Organ (1997), some concepts related to organizational citizenship behavior were discussed. In this section, the organizational theory framework on which organizational citizenship behavior is based and the researchers who contributed to this framework will be discussed. Among these researchers are leading academics in management, industrial psychology, sociology, social psychology and economics such as Barnard, Roethlisberger and Dickson, Katz, Kahn and Blau (Podsakoff, 2000). Barnard (1938), who made one of the first studies on the nature of organizations about 80 years ago, defined organizations as a system in which people communicate with each other, contribute to the system voluntarily and strive to achieve a common goal. According to this definition, organizations are systems of one-to-one cooperation,

voluntary service and a common goal. Barnard (1938) stated that a formal organizational structure would not be sufficient for the organization to function effectively and efficiently and a cooperation system was also necessary. However, he stated that in this cooperation system, it is essential for this cooperation system that individuals contribute to the organization voluntarily with a sense of loyalty and solidarity and with a team spirit (Barnard, 1938). With these findings, Barnard's approach is one of the main pillars of organizational citizenship behavior. Roethlisberger and Dickson quoted Hawthorne's studies in their 1939 book "Management and Employee". Although the work is a very important source for management and organization theory, studies on human relations were included in the scope of organization theory for the first time thanks to this research (Roethlisberger & Dickson, 1939). Both of these researchers state that organizations like Barnard consist of both formal and informal systems. The researchers, who define the first of these two structures as the economic function, argue that this function can be valued by focusing on factors such as cost, profit and technical efficiency. This system decomposition and the presence of Henderson's (1937) system definition in the research show that there are traces of the systems approach in this study.

Roethlisberger and Dickson (1938) point out that it will be very difficult to determine the value of the informal organizational function, and they point out that this function can be determined by communication, goodwill and cooperation among employees. They state that informal organizational hierarchy should also be taken into account in order to understand job satisfaction or dissatisfaction (Roethlisberger & Dickson, 1938). In addition, the aforementioned researchers explain that the informal organizational function will be seen in every part of the organizational hierarchy from the top to the bottom, and that the necessary conditions must be provided for it to exist and for the formation of a cooperative environment. The terms "collaborative environment" and "informal" mentioned here also constitute the basis of organizational citizenship behavior (Organ et al., 1983). Katz and Kahn's (1996) book "Social Psychology in Organizations" is stated as the most comprehensive resource known within the framework of the open systems approach. In their studies, these two researchers state that the structures in which individuals are included and where the necessary conditions for achieving the role performance determined qualitatively and quantitatively are formed are effectively managed organizations. In addition, in the

work, organizational-specific qualities that encourage efforts beyond the role performance determined as innovative and spontaneous behaviors are explained as another feature of an effective organization (Katz & Kahn, 1996).

There are unwritten rules in every organization. If an organization is run only by written rules, it has a very fragile social system and working environment (Katz, 1964). Katz (1964) stated that there should be three types of employee behavior in order to ensure organizational efficiency. The first is to take action as an individual and to continue steadily, the other is to fulfill the specific role requirements as an employee in an appropriate manner, and finally, to show spontaneous behavior that will take the organization further, which is outside of the role definitions (Konovsky & Pugh, 1994). This approach, put forward by the researchers, predicts an organizational climate where talents can be extracted, together with an innovative environment provided by high-level personal tasks. As can be understood from the approach and definitions, it can be understood that this approach is one of the patterns of organizational citizenship behavior (Organ et al., 1983).

Williamson's work "Market and Hierarchy", written in 1973, is called a classic in management theory. In the work, it is examined how the failures in the markets and the bureaucratic management style are affected when the market conditions deteriorate. The focus of Williamson's analyzes is how much transaction costs in the hierarchical order are created by market and market changes under certain conditions. For this reason, this theory is called the transaction cost theory (Williamson, 1973). Williamson (1973) focused on employee feelings and behaviors while determining employee contribution. Employees are expected not only to perform for salaries or other incomes but also to bring moral contributions and suggestions from them in eliminating deficiencies and solving problems in terms of management. Since such contributions are spontaneous contributions that are not included in the official job descriptions of the employee, it can be said that the concept put forward by Williamson (1973) is one of the pillars and foundations of organizational citizenship behavior with this aspect (Organ et al., 1983).

According to Ouchi (1978), who put forward "Theory Z", there are traces of Deming and the Japanese management style blended with the American management style. Ouchi (1978) also studied clans, which are seen as informal structures within

the organization, and stated that these structures were also emphasized by Durkheim. He predicted that such formations are the common elements of the unity of purpose between the organizational goals and the individuals. He also stated that it would be difficult to evaluate the individual performances of individuals and to identify their talents in teamwork. Stating that the market necessity is the price and the bureaucracy's condition is the rules, the author also conveyed that the expectations of the clans are the traditions. (Ouchi, 1978). The article "Market, Hierarchy, and Clan", written by this researcher in 1980, was put forward in response to Williamson's theory of transaction cost (Ouchi, 1980). Rather than the transaction cost theory, which focuses on the hierarchical structure of the market and market changes, Ouchi drew attention to the relations between the employees, whom he defined as clans, and the structures formed as a result of these relations. Ouchi (1980), who gave examples from Japanese companies, stated that performance control is not very important in these businesses. Ouchi (1980) advocated cooperation and common sense against the organizational culture that is governed by only rules and role definitions. In this context, he found it insufficient for the employees to only fulfill their duties in the official role definitions and suggested that extra role behaviors should be made for a wider cooperation environment. The aforementioned phenomenon of cooperation and collective work also indicates one-to-one organizational citizenship behavior (Organ et al., 1983).

2.4.3 Dimensions of Organizational Citizenship Behavior

Many researchers have conducted studies on organizational citizenship behavior and these researchers have tried to explain this concept by using different dimensions; however, Organ's (1997) classification has attracted a lot of attention. Organ (1997) argued that organizational citizenship behavior consists of two dimensions, general compliance, and altruism. Then, the author developed this classification into five dimensions: altruism, courtesy, sportsmanship, conscientiousness and civic virtue. In the following section, these dimensions were discussed (Organ, 1988).

Altruism: Altruism, one of the types of organizational citizenship behavior, is also described in the literature with concepts such as altruism, altruism, and thinking about others. According to the work of Organ (1988), altruism consists of selfless acts

performed for the benefit of another person who is experiencing difficulty. Several actions are identified as indicators of altruism in this study: teaching a new recruit how to operate equipment, assisting a colleague to keep pace on the backlog, delivering things that a coworker wants and cannot offer on their own, etc. Similarly, in Smith et al.'s (1983) study, it is defined as direct behaviors that intentionally aim to help a particular person in face-to-face situations. The behaviors of directing new people and helping units with heavy workloads are presented as examples in this study. According to Podsakoff et al. (1997), altruism may be defined as discretionary activities that have the impact of aiding a specific individual with an organizationally important task or issue. Similar recognition is also found in the study of Farh et al. (2004).

Courtesy: It has been observed that there are different definitions in the literature for courtesy, which is another type of organizational citizenship. This type of citizenship behavior is defined as an organizational courtesy in Organ's (1988) study. The body mentions that this civic behavior encompasses all these foresighted actions that help someone else avoid a problem, and prior notice is given to someone who needs to know how to plan the work, by contacting people on the ground before taking actions that will affect them. In another study, organizational courtesy is characterized by examples of informing the boss about an upcoming situation or event that he must be aware of in order to provide an effective response and prepare secretaries before a significant future workload increase (Borman & Motowidlo, 1997). In the study of Podsakoff et al. (1990), courtesy is defined as an individual's discretionary behavior aimed at preventing the occurrence of work-related problems. Similarly, in the study of Farh et al. (2004), it is underlined that the purpose of this type of behavior is to prevent work-related problems.

Sportsmanship: In Organ's (1988) study, the ability to work under less-than-ideal circumstances without whining is a hallmark of sportsmanship. Tolerating the pains and annoyances of labor without whining and moaning is also defined as an example of good citizenship in this research (Podsakoff et al., 2000). This type of organizational citizenship behavior is conceptualized in the literature with phenomena such as sportsmanship, volunteerism and sportsmanship. Farh et al. (2004) define this behavior as the willingness of employees to tolerate less-than-ideal conditions without complaining. Some examples of gentlemanly behaviors include defending the organization that one works for, working for the interests of the organization without

a managerial factor, not wasting time with unnecessary complaints, not magnifying the problems, and focusing on the positive aspects of events (Elçi & Alpan, 2006).

Conscientiousness: The concept of conscientiousness, one of the organizational citizenship types, is also defined as advanced duty consciousness in other studies. Conscientiousness is the ability of the employee to participate, abide by rules and regulations, take breaks, etc., that goes far beyond the organization's minimum role requirements. are described as prudent behaviors in areas (Podsakoff et al. 1990). Podsakoff et al. (1997) emphasize that individuals with this type of behavior continue to work in this direction by mentioning that they internalize the rules and functioning of the organization and adopt its procedures even when there is no authority in the environment. Organ (1988) states that the conscientiousness dimension has minimum levels of participation, punctuality, cleanliness, protection of resources, etc. He mentions that there is a behavioral dimension that goes far beyond the requirements (Podsakoff et al., 2000). Farh et al. (2004) also define this type of behavior as an employee's discretionary behavior that goes far beyond the organization's minimum role requirements in attendance, compliance with rules and regulations, breaks, and other areas.

Civic Virtue: Following this, civic virtue is developed from Graham's (1991) explanation of the duties of workers as "citizens" of the company. Civility signifies a broad, systemic dedication to the group as a whole. The desire to take an active role in management is a hallmark of this attitude. Examples include attending meetings, discussing policies, offering advice on the direction the company should go, keeping an eye on trends in the sector that might have an impact, reporting safety risks or suspicious conduct, keeping doors locked, and being overbearing. These actions demonstrate an individual's awareness of his or her place in a broader community, and they also demonstrate a citizen's acceptance of the duties inherent in membership in his or her nation (Van Dyne et al., 1994). Responsible, constructive engagement in the political process of the organizations, as described by Organ (1988), includes not just voicing thoughts but also reading mail, participating in meetings, and following up on bigger problems concerning the organization (Podsakoff et al., 2000). Therefore, civic virtue may be seen as an individual's willingness to take part in, and express care for, the well-functioning of a business (Podsakoff et al. 1990).

Chapter 3.

Methodology

Using the stimulus-organism-response (SOR) framework, this study provides a novel model that aimed to investigate the effect of internal marketing on employees' citizenship behavior through work engagement in the service sector. In addition, it aimed to examine the mediating role of work engagement in the relationship between internal marketing and citizenship behavior. The moderated roles of internal satisfaction in the relationship between internal marketing and work engagement as well as the link between work engagement and citizenship behavior were also analyzed in the study. Online survey technique as one of the quantitative research methods was utilized to collect primary data. The target population of this study consists of the employees of Azerbaijani public banks. Due to the larger size of public banks in the country, it was thought it would be more convenient to reach the employees of public banks. As a result of the simple random sampling technique, 300 people have been reached which constitutes the sample size of the study. It was found appropriate to make a complete census in the research in order to reach the number of bank employees subjected to the research and to prevent loss of information.

The questionnaire used in the research consists of 5 parts. In the first part, there is an internal marketing scale with 15 questions developed by Foreman and Money (1995). There are three dimensions and fifteen questions in total on the scale. There are eight questions on the development dimension, four questions on the rewarding dimension, and three questions on the vision dimension. In the second part, the "Minnesota Satisfaction Questionnaire" with twenty questions prepared by Weiss et al. (1967) to measure employee satisfaction was used. There are two dimensions in the questionnaire consisting of ten questions. In the second part, the "UWES-9 Utrecht Work Engagement Scale Short Version by Wilmar et al. (2006) was used to measure the work engagement scale. In the fourth part, the citizenship behavior scale developed by Podsakoff et al. (1993), Vanderberg et al. (2005) and Organ et al. (2006) was used to measure the concept. The last part is on demographic characteristics and consists of four questions. Responses of the participants were graded with a 5-point Likert scale, in which the severity of the attitude increased positively or negatively as one went to the extreme. To follow ethical considerations, all personal data are kept confidential and used only for academic purposes.

The model of this research is as follow

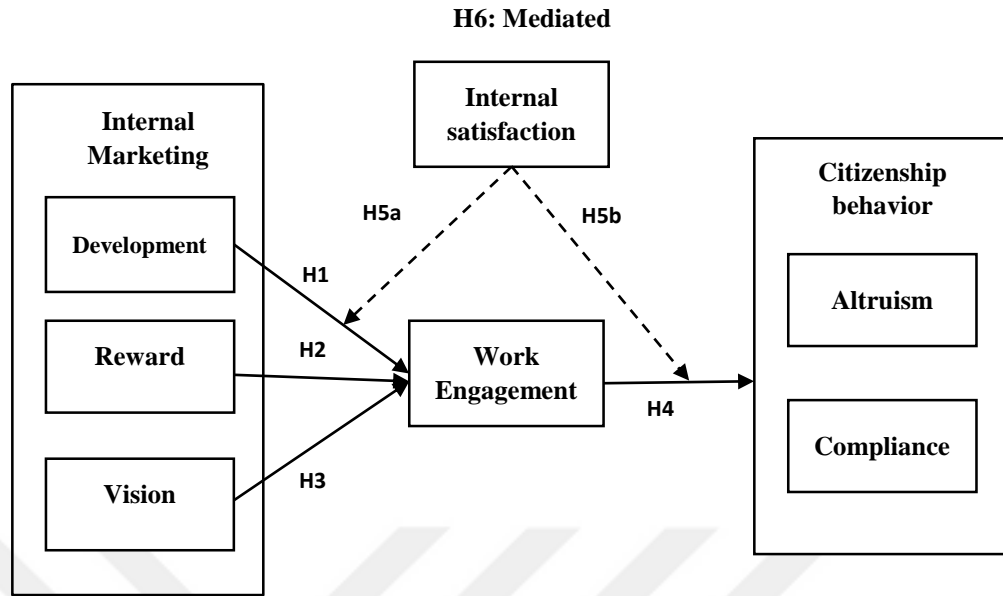


Figure 1: Research Model

H1: Development has a positive influence on work engagement.

H2: Reward has a positive influence on work engagement.

H3: Vision has a positive influence on work engagement.

H4: Work engagement has a positive influence on citizenship behavior.

H5: Internal satisfaction moderates the relationship between internal marketing and work engagement (a) and work engagement and citizenship behavior (b).

H6: Work engagement mediates the relationship between internal marketing and citizenship behavior.

The collected data was analyzed through the SPSS program. In this regard, firstly, the demographic characteristics of the participants were determined. Secondly, descriptive statistics of the participants were made by finding the mean value of each variable. Thirdly, Cronbach Alpha Reliability Analysis and Factor Analysis were made. Fourthly, regression analyses were made. Finally, moderation and mediation analyses using Hayes Process Macro Model 58 were made.

Chapter 4.

Findings

4.1 Demographic Characteristics of Participants

In this section of the study, the demographic characteristics of participants will be summarized.

Table 1

Distribution of Participants by Gender

| Gender | Frequency | Percentage |
|---------------|------------------|-------------------|
| Female | 83 | 27.7% |
| Male | 217 | 72.3% |

According to Table 1, 27.7% of participants are female, and 72.3% of participants are male. Most of the participants consist of male individuals.

Table 2

Distribution of Participants by Marital Status

| Marital Status | Frequency | Percentage |
|-----------------------|------------------|-------------------|
| Married | 78 | 26% |
| Single | 222 | 74% |

According to Table 2, 26% of participants are married while 74% are single. Most of the participants are single.

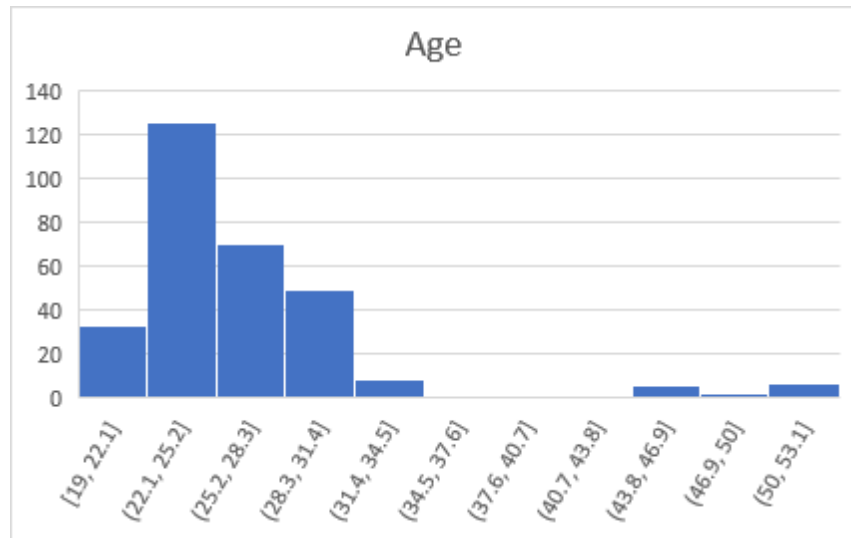


Figure 2. Distribution of participants by gender

According to Figure 2, most of the participants are in the age group between 22 and 28.

Table 3

Distribution of Participants by Educational Level

| Educational Level | Frequency | Percentage |
|-----------------------|-----------|------------|
| Associate degree | 7 | 2.3% |
| High School and below | 43 | 14.3% |
| Master | 134 | 44.7% |
| Ph.D. | 10 | 3.3% |
| Undergraduate | 106 | 35.3% |

According to Table 3, most of the participants (59%) are bachelor's and master's degree graduates.

Table 4*Distribution of Participants by Monthly Salary*

| Monthly Salary | Frequen cy | Percenta ge |
|--------------------------------------|-----------------------|------------------------|
| Less than 2.000 AZN | 184 | 61.3% |
| 2.001-4.000 AZN | 55 | 18.3% |
| 4.001-6.000 AZN | 8 | 2.7% |
| More than 6.001 AZN | 1 | 0.3% |
| I don't like to answer this question | 52 | 17.3% |

According to Table 4, the monthly salary of most of the participants is less than 2000 AZN.

Table 5*Distribution of Participants by Job Title in the Bank*

| Job Title in the Bank | Frequency | Percentage |
|------------------------------|------------------|-------------------|
| Cashier | 3 | 1.0% |
| Designer | 2 | 0.7% |
| General Staff | 88 | 29.3% |
| IT | 6 | 2.0% |
| Law specialist | 4 | 1.3% |
| Manager | 63 | 21.0% |
| Officer | 82 | 27.3% |
| Principal Officer | 49 | 16.3% |
| Senior HR | 2 | 0.7% |
| Specialist at certain post | 1 | 0.3% |

According to Table 5, most of the participants consist of general staff (29.3%), officers (27.3%), managers (21%) and principal officers (16.3%).

Table 6*Distribution of Participants by Work Department in the Bank*

| Work Department | Frequency | Percentage |
|------------------------|------------------|-------------------|
| Cash | 68 | 22.7% |
| Corporate | 21 | 7% |
| Human Resource | 62 | 20.7% |
| Law Department | 4 | 1.3% |
| Loan | 30 | 10% |
| Manager | 40 | 13.3% |
| Programmer | 6 | 2.0% |
| Retail | 19 | 6.3% |
| Service | 37 | 12.3% |
| Settlements | 3 | 1% |
| SME | 10 | 3.3% |

According to Table 6, most of the participants work in the cash department (22.7%), HR department (20.7%), management department (13.3%), service department (12.3%) and loan department (10%).

Table 7*Distribution of Participants by Years of Working in the Bank*

| Years of Working in the Bank | Frequency | Percentage |
|-------------------------------------|------------------|-------------------|
| 1-5 years | 160 | 53.3% |
| 5-10 years | 51 | 17% |
| Less than 1 year | 78 | 26% |
| More than 10 years | 11 | 3.7% |

According to Table 7, most of the participants (53.3%) work in the bank for 1-5 years.

Table 8

Distribution of Participants by Hours of Working

| Hours of Working | Frequency | Percentage |
|-------------------------|------------------|-------------------|
| 4 hours | 18 | 6% |
| 6 hours | 36 | 12% |
| 8 hours | 208 | 69.3% |
| More than 8 hours | 38 | 12.7% |

According to Table 8, most of the participants (69.3%) work for 8 hours a day.

Table 9

Distribution of Participants by Their Happiness with the Bank

| Happiness with the Bank | Frequency | Percentage |
|--------------------------------|------------------|-------------------|
| No | 42 | 14% |
| Yes | 258 | 86% |

According to Table 9, most of the participants (86%) are happy with their bank.

4.2 Descriptive Statistics of the Study Variables

Descriptive statistics of the study variables were analyzed based on the Likert scale of satisfaction levels.

Table 10

Likert Scale of Satisfaction Levels

| Average Weighted Mean Range | Descriptive Equivalent (Level of Acceptability) | Descriptive Equivalent (Level of Satisfaction) |
|--|--|---|
| 4.21 – 5.00 | Highly Acceptable | Extremely Satisfied |
| 3.41 – 4.20 | Moderately Acceptable | Very Satisfied |
| 2.61 – 3.40 | Acceptable | Satisfied |
| 1.80 – 2.60 | Fairly Acceptable | Slightly Satisfied |
| 1.00 – 1.79 | Poorly Acceptable | Not Satisfied |

(Source: Salac, 2020)

According to Table 11, the participants are very satisfied with the vision, reward and development dimension of the internal marketing variable (3.98). Furthermore, the mean value of the internal satisfaction variable (4.00) is between 3.41 and 4.20, it can be concluded that the participants are very satisfied with their job. What's more, the mean value of the work engagement variable (4.08) is also between 3.41 and 4.20, it can be said that the participants are very engaged with their work. Finally, the mean value of the citizenship behavior variable (4.05) is likewise between 3.41 and 4.20, it can be concluded that the participants show very satisfied citizenship behavior.

Table 11*Descriptive Statistics of the Study Variables*

| Descriptive Statistics | | | | | |
|----------------------------------|---------|-------------|-------------|------|-------------------|
| | N | Mini mum | Maxi mum | Mean | Std. Deviation |
| Development | 30 0 | 1 | 5 | 4.07 | .895 |
| Reward | 30 0 | 1 | 5 | 4.14 | .916 |
| Vision | 30 0 | 1 | 5 | 3.95 | .875 |
| Internal Marketing | 30 0 | 1 | 5 | 3.98 | .848 |
| Work Engagement | 30 0 | 1 | 5 | 4.08 | .765 |
| Internal Satisfaction | 30 0 | 1 | 5 | 4.00 | .867 |
| Citizenship Behavior | 30 0 | 1 | 5 | 4.05 | .854 |
| Valid N (listwise) | 30 0 | | | | |

4.3 Cronbach Alpha and Factor Analysis

Cronbach's alpha was utilized to calculate the reliability level in the data; a minimum Cronbach's alpha of 0.6 is required to rule out the need for modifying or discarding any of the questionnaire's original variables in their content. The range of reliability and its coefficient of Cronbach's alpha is described below:

Table 12

Range of Reliability and Its Coefficient of Cronbach's Alpha

| No | Coefficient of Cronbach's Alpha | Reliability Level |
|----|---------------------------------|-------------------|
| 1 | More than 0.90 | Excellent |
| 2 | 0.80-0.89 | Good |
| 3 | 0.70-0.79 | Acceptable |
| 4 | 0.60-0.69 | Questionable |
| 5 | 0.50-0.59 | Poor |
| 6 | Less than 0.59 | Unacceptable |

Source: Mohd et al. (2018)

In Table 13, we can see that Cronbach alpha values of all variables are more than 0.90 which indicates an excellent level of internal consistency for the scale with this specific sample. It is also seen that "Corrected Item-Total Correlation" values are high for the items thus removal of any question would result in a lower Cronbach's alpha. Therefore, it was not needed to remove any questions.

Table 13*Reliability Analysis*

| | Number of Items | Cronbac h's Alpha |
|----------------------------------|--------------------|----------------------|
| Development | 8 | .934 |
| Reward | 4 | .912 |
| Vision | 3 | .874 |
| Internal Marketing | 15 | .968 |
| Work Engagement | 9 | .905 |
| Internal Satisfaction | 7 | .927 |
| Altruism | 8 | .914 |
| Compliance | 8 | .931 |
| Citizenship Behavior | 16 | .960 |

In the following sections of the research, the KMO value of the study scales will be interpreted based on the table below

Table 14

Level of Acceptance of the Kaiser-Meyer-Olkin (KMO) Value

| KMO Value | Level of Acceptance |
|------------------|----------------------------|
| Above 0.90 | Superb |
| 0.80 to 0.90 | Great |
| 0.70 to 0.80 | Good |
| 0.50 to 0.70 | Mediocre |
| Below 0.50 | Unacceptable |

Source: Naseer et al. (2019)

4.3.1 Exploratory Factor Analysis for Development Scale.

As shown in Table 15, EFA analysis results for the development scale explain 68% of the total variance with factor loadings from (.779 to .857). Kaiser–Meyer–Olkin's measure was .925 which means that the level of acceptance is superb, and the use of factor analysis would give reliable results. Bartlett's test of sphericity is significant (chi-square = 1728.04, df = 28, p = .0001), illustrating that the 10 test domains are not independent and have a good level of correlation. As a result, factor analysis is suitable for the extraction of component factors to test construct validity.

Table 15*Exploratory Factor Analysis for Development Scale*

| Code | Items | Factor Loading |
|---|--|----------------|
| IMD1 | This bank prepares employees to perform well. | .857 |
| IMD2 | Our bank views the development of knowledge and skills in employees as an investment rather than a cost. | .838 |
| IMD3 | Skill and knowledge development of employees happens as an ongoing process in our bank. | .779 |
| IMD4 | We teach our employees “why they should do things” and not just “how they should do things”. | .815 |
| IMD5 | This bank goes beyond training and educates employees to work together. | .823 |
| IMD6 | This bank has the flexibility to accommodate the differing needs of employees. | .853 |
| IMD7 | Our performance measurement and reward systems encourage employees to work together. | .853 |
| IMD8 | Our bank communicates to employees the importance of their service roles. | .810 |
| Total Variance | | 68.68 |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .925 |
| Bartlett’s test of sphericity Approx. Chi-Square | | 1728.044 |
| df | | 28 |
| Sig | | .000 |

4.3.2 Exploratory Factor Analysis for Reward Scale.

As shown in Table 16, EFA analysis results for reward scale explain 79% of the variance with factor loadings from .839 to .930. Kaiser-Meyer-Olkin measure was .828 which means that the level of acceptance is great, and the use of factor analysis would give reliable results. Bartlett's test of sphericity is significant chi-square = 864.802, $df = 6$, $p = .0001$), illustrating that the 10 test domains are not independent and have a good level of correlation. As a result, factor analysis is suitable for the extraction of component factors to test construct validity.

Table 16

Exploratory Factor Analysis for Reward Scale

| Code | Items | Factor Loading |
|-------------|---|----------------|
| IMR1 | This bank measures and rewards employee performance that contributes most to our bank's vision. | .913 |
| IMR2 | Data gathered from employees is used to improve jobs, and to develop the strategy of the bank. | .839 |
| IMR3 | In our bank, those employees who provide excellent service are rewarded for their efforts. | .930 |
| IMR4 | This bank places considerable emphasis on communication with employees. | .876 |
| | Total Variance | 79.276 |
| | Kaiser-Meyer-Olkin Measure of Sampling Adequacy | .828 |
| | Bartlett's test of sphericity Approx. Chi-Square | 864.802 |
| | df | 6 |
| | Sig | .000 |

4.3.3 Exploratory Factor Analysis for Vision Scale.

As shown in Table 17, EFA analysis results for vision scale explain 79% of the variance with factor loadings from .781 to .822. Kaiser-Meyer-Olkin measure was .739 which means that the level of acceptance is good, and the use of factor analysis would give reliable results. Bartlett's test of sphericity is significant (chi-square = 456.953, df = 3 p = .0001), illustrating that the 10 test domains are not independent and have a good level of correlation. As a result, factor analysis is suitable for the extraction of component factors to test construct validity.

Table 17

Exploratory Factor Analysis for Vision Scale

| Code | Items | Factor Loading |
|-------------|--|----------------|
| IMV1 | Our bank offers employees a vision that we can believe in. | .822 |
| IMV2 | Our bank's vision is well communicated to all employees. | .781 |
| IMV3 | In this bank, employees are properly trained to perform their service roles. | .795 |
| | Total Variance | 79.93 |
| | Kaiser-Meyer-Olkin Measure of Sampling Adequacy | .739 |
| | Bartlett's test of sphericity Approx. Chi-Square | 456.953 |
| | df | 3 |
| | Sig. | .000 |

4.3.4 Exploratory Factor Analysis for Internal Satisfaction Scale.

As shown in Table 18, EFA analysis results for internal satisfaction scale scale explain 69% of the variance with factor loadings from .784 to .869. Kaiser-Meyer-Olkin measure was .893 which means that the level of acceptance is great, and the use of factor analysis would give reliable results. Bartlett's test of sphericity is significant (chi-square = 1517.809, df = 2, p = .0001), illustrating that the 10 test domains are not

independent and have a good level of correlation. As a result, factor analysis is suitable for the extraction of component factors to test construct validity.

Table 18

Exploratory Factor Analysis for Internal Satisfaction Scale

| Code | Items | Factor Loading |
|------------|---|----------------|
| JS1 | I find real joy in my job. | .864 |
| JS2 | I like my job more than people in general like their jobs. | .821 |
| JS3 | On most days, I am excited about my job. | .869 |
| JS4 | I feel very satisfied with my job. | .805 |
| JS5 | I feel fairly well satisfied with my present job. | .861 |
| JS6 | I feel a great sense of satisfaction from my job. | .834 |
| JS7 | When I consider all things (i.e., pay, promotion, supervisors, coworkers, etc.), I am satisfied with my present line of work. | .784 |
| | Total Variance | 69.622 |
| | Kaiser-Meyer-Olkin Measure of Sampling Adequacy | .893 |
| | Bartlett's test of sphericity Approx. Chi-Square | 1517.809 |
| | df | 21 |
| | Sig. | .000 |

4.3.5 Exploratory Factor Analysis for Work Engagement Scale.

As shown in Table 19, EFA analysis results for work engagement scale explain 57% of the variance with factor loadings from .690 to .821. Kaiser-Meyer-Olkin measure was .866 which means that the level of acceptance is great, and the use

of factor analysis would give reliable results. Bartlett's test of sphericity is significant (chi-square = 1521.080, df = 36, p = .0001), illustrating that the 10 test domains are not independent and have a good level of correlation. As a result, factor analysis is suitable for the extraction of component factors to test construct validity.

Table 19

Exploratory Factor Analysis for Work Engagement Scale

| Code | Items | Factor Loading |
|-------------|---|----------------|
| WEN1 | I feel energetic at work | .770 |
| WEN2 | I feel strong and diligent in my job | .763 |
| WEN3 | When I wake up in the morning, I go to work willingly | .804 |
| WEN4 | My job gives me excitement | .821 |
| WEN5 | My work inspires me | .776 |
| WEN6 | I take pride in my work | .766 |
| WEN7 | I feel happy when I work at an intense pace | .720 |
| WEN8 | When I work, my job takes me away | .698 |
| WEN9 | I immerse myself in my work while working | .690 |
| | Total Variance | 57.426 |
| | Kaiser-Meyer-Olkin Measure of Sampling Adequacy | .866 |
| | Bartlett's test of sphericity Approx. Chi-Square | 1521.080 |
| | df | 36 |
| | Sig. | .000 |

4.3.6 Exploratory Factor Analysis for Altruism Scale.

As shown in Table 20, EFA analysis results for altruism scale explain 63% of the variance with factor loadings from .665 to .868. Kaiser-Meyer-Olkin measure was .885 which means that the level of acceptance is great, and the use of factor analysis would give reliable results. Bartlett's test of sphericity is significant (chi-square = 1562.800, df = 28, p = .0001), illustrating that the 10 test domains are not independent and have a good level of correlation. As a result, factor analysis is suitable for the extraction of component factors to test construct validity.

Table 20

Exploratory Factor Analysis for Citizenship behavior- Altruism Scale

| Code | Items | Factor Loading |
|--------------|--|----------------|
| CBAL1 | I help other employees with their work when they have been absent | .802 |
| CBAL2 | I exhibit punctuality in arriving at work on time in the morning and after lunch and breaks | .868 |
| CBAL3 | I volunteer to do things not formally required by the job | .813 |
| CBAL4 | I take undeserved work breaks | .863 |
| CBAL5 | I take the initiative to orient new employees to the program even though it is not part of my formal job description | .665 |
| CBAL6 | I exhibit attendance at work beyond the norm | .867 |
| CBAL7 | I help others when their workload increases | .784 |
| CBAL8 | I coast toward the end of the day | .799 |
| | Total Variance | 63.082 |
| | Kaiser-Meyer-Olkin Measure of Sampling Adequacy | .885 |

| | | |
|--|---|----------|
| | Bartlett's test of sphericity Approx. Chi-Square | 1562.800 |
| | df | 28 |
| | Sig. | .000 |

4.3.7 Exploratory Factor Analysis for Compliance Scale.

As shown in Table 21, EFA analysis results for compliance scale explain 68% of the variance with factor loadings from .758 to .886. Kaiser-Meyer-Olkin measure was .913 which means that the level of acceptance is superb, and the use of factor analysis would give reliable results. Bartlett's test of sphericity is significant (chi-square = 1781.393, df = 28, p = .0001), illustrating that the 10 test domains are not independent and have a good level of correlation. As a result, factor analysis is suitable for the extraction of component factors to test construct validity.

Table 21

Exploratory Factor Analysis for Citizenship behavior- Compliance Scale

| Code | Items | Factor Loading |
|--------------|--|----------------|
| CBCO1 | I give advance notice if unable to come to work | .765 |
| CBCO2 | I spend a great deal of time in personal telephone conversations | .758 |
| CBCO3 | I do not take unnecessary time off work | .875 |
| CBCO4 | I assist others with their duties | .874 |
| CBCO5 | I make innovative suggestions to improve the overall quality of the program | .824 |
| CBCO6 | I do not take extra breaks | .779 |
| CBCO7 | I willingly attend functions not required by the organization, but help in its overall image | .886 |

| | | |
|--------------|---|----------|
| CBCO8 | I do not spend a great deal of idle time in idle conversation | .834 |
| | Total Variance | 68.188 |
| | Kaiser-Meyer-Olkin Measure of Sampling Adequacy | .913 |
| | Bartlett's test of sphericity Approx Chi-Square | 1781.393 |
| | df | 28 |
| | Sig. | .000 |

4.4 Regression Analyses

When Table 22 is examined, it is seen that internal satisfaction (development, reward and vision) explains the variance of work engagement by 46% ($R^2 = 0.467$). In other words, it can be said that the 46% change in work engagement depends on internal satisfaction (development, reward and vision). In addition, when the model is examined, it is seen that the vision variable has a positive ($B = 0.47$) effect on the work engagement variable. According to this result, it can be stated that a one-unit increase in the vision variable will result in an increase of 0.47 units in work engagement level. Moreover, the development variable has a negative (-0.03) effect on the work engagement variable. According to this result, it can be stated that a one-unit increase in the development variable will result in a decrease of 0.03 units in work engagement level. Finally, the reward variable has a positive (0.10) effect on the work engagement variable. According to this result, it can be stated that a one-unit increase in the reward variable will result in an increase of 0.10 units in work engagement level. In light of these results, while “H1: Development has a positive influence on work engagement” was rejected, “H2: Reward has a positive influence on work engagement” and “H3: Vision has a positive influence on work engagement” were accepted.

Table 22

Multiple Regression Analysis

SUMMARY OUTPUT

| Regression Statistics | |
|-----------------------|----------|
| Multiple R | 0.683933 |
| R Square | 0.467765 |
| Adjusted R Square | 0.46237 |
| Standard Error | 0.486463 |
| Observations | 300 |

ANOVA

| | <i>df</i> | <i>SS</i> | <i>MS</i> | <i>F</i> | <i>Significance F</i> |
|------------|-----------|-----------|-----------|----------|-----------------------|
| Regression | 3 | 61.56229 | 20.52076 | 86.71502 | 2.75E-40 |
| Residual | 296 | 70.04722 | 0.236646 | | |
| Total | 299 | 131.6095 | | | |

| | <i>Coefficients</i> | <i>Standard Error</i> | <i>t Stat</i> | <i>P-value</i> | <i>Lower 95%</i> |
|-------------|---------------------|-----------------------|---------------|----------------|------------------|
| Intercept | 1.870786 | 0.148138 | 12.62869 | 1.54E-29 | 1.579249 |
| Vision | 0.474547 | 0.075404 | 6.293404 | 1.12E-09 | 0.326151 |
| Development | -0.03108 | 0.101573 | -0.30601 | 0.759809 | -0.23098 |
| Reward | 0.101665 | 0.090669 | 2.121273 | 0.263081 | 0.07677 |

When Table 23 is examined, it is seen that work engagement explains the variance of citizenship behavior by 52% ($R^2 = 0.520$). In other words, it can be said that the 52% change in citizenship behavior depends on work engagement. In addition, when the model is examined, it is seen that the work engagement variable has a positive ($B = 0.83$) effect on the citizenship behavior variable. According to this result, it can be stated that a one-unit increase in the work engagement variable will result in an increase of 0.83 units in the citizenship behavior level. In light of these results, “H4: Work engagement has a positive influence on citizenship behavior” was accepted.

Table 23

SUMMARY OUTPUT

| <i>Regression Statistics</i> | |
|------------------------------|----------|
| Multiple R | 0.721529 |
| R Square | 0.520605 |
| Adjusted R Square | 0.518996 |
| Standard Error | 0.53391 |
| Observations | 300 |

ANOVA

| | <i>df</i> | <i>SS</i> | <i>MS</i> |
|------------|-----------|-----------|-----------|
| Regression | 1 | 92.24997 | 92.24997 |
| Residual | 298 | 84.94774 | 0.28506 |
| Total | 299 | 177.1977 | |

| | <i>Coefficients</i> | <i>Standard Error</i> | <i>t Stat</i> | <i>P-value</i> | <i>Lower 95%</i> |
|----------------------------|---------------------|---------------------------|---------------|----------------|----------------------|
| Intercept | 0.66305 | 0.191401 | 3.464186 | 0.00061 | 0.28638 |
| Work engagement | 0.83722 | 0.04654 | 17.98934 | 1.69E49 | 0.745632 |
| <i>Regression Analysis</i> | | | | | |

4.5 Hayes Process Model 58

Firstly, the direct relationship between the variables was examined, and it was seen that internal marketing has a positive direct effect on citizenship behavior ($\beta = 0.32$, $t\text{-value} = 6.96$, $p < 0.001$) and a positive effect on work engagement ($\beta = 0.33$, $t\text{-value} = 2.83$, $p < 0.05$). In addition, work engagement has a positive effect on citizenship behavior ($\beta = 0.97$, $t\text{-value} = 5.76$, $p < 0.001$). Internal satisfaction also has a positive effect on work engagement ($\beta = 0.52$, $t\text{-value} = 3.85$, $p < 0.001$). As a result, the impact of internal marketing on citizenship behavior is mediated by work engagement. Results showed that the indirect effect does not contain zero for the work engagement variable (95% CI = 0.00782 to 0.1576; $p < 0.01$). The interaction of work engagement with internal satisfaction has a negative impact on citizenship behavior ($\beta = -0.17$, $t\text{-value} = -3.91$, $p < 0.01$) suggesting that internal satisfaction has a negative moderated effect on the relationship between work engagement and citizenship behavior. On the other hand, the interaction of internal satisfaction apps has no significant impact on the path between internal marketing and work engagement ($\beta = -0.017$, $t\text{-value} = -0.527$) which means that internal satisfaction does not moderate the relationship between internal marketing and work engagement.

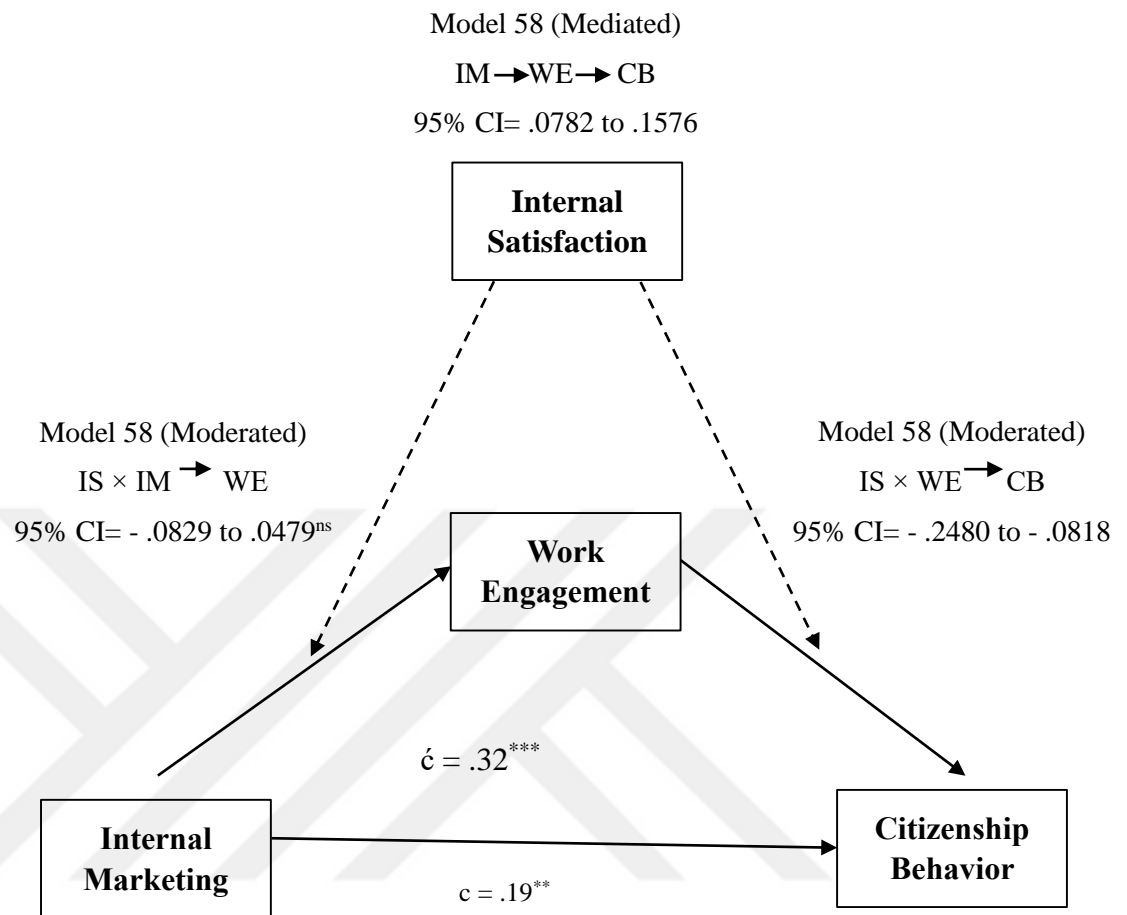


Figure 3. Summary of mediate, moderated and moderated mediation resolution from process plug-in by Hayes

Table 24

Mediates and Moderated Analysis from Hayes Process (Model 58)

| Path | β | S. E. | t-value | R ² | 95% CI | |
|--------------------------------|---------|-------|-------------|----------------|-----------------------|-----|
| <i>Hayes Process Model</i> | | | | | | |
| <i>58 mediating</i> | | | | | | |
| → IM CB (c) direct effect | .32*** | .044 | 6.96 | .61 | [.2292] [.4097] | Yes |
| → IM WE | .33* | .11 | 2.83 | .55 | [.1012] [.5632] | Yes |
| → WE CB | .97*** | .17 | 5.76 | | [.6655] [.7987] | Yes |
| → IM → WE CB (H ₆) | .19** | .026 | 3.25 | | [.0782] [.1576] | Yes |
| <i>Hayes Process Model</i> | | | | | | |
| <i>58 moderated</i> | | | | | | |
| → IS WE | .52*** | .13 | 3.85 | | [.2550] [.7872] | Yes |
| IM × IS WE (H _{5a}) | - | .032 | - | | [- .0829] [.0479] | No |
| WE → IS CB (H _{5b}) | .17*** | .042 | 3.91 | | [- .2480] [-.0818] | Yes |

Note. CI = confidence interval; B = Standardized beta coefficients, S. E. = Standardized error, IM = Internal Marketing, IS = Internal Satisfaction, WE = Work Engagement, CB = Citizenship Behavior, ns = Not significance, *p < 0.05; **p < 0.01; ***p < 0.001.

4.6 Results of Hypotheses

Table 25

Results of Hypotheses

| Hypothesis | Result |
|---|-----------------|
| H1: Development has a positive influence on work engagement. | Not significant |
| H2: Reward has a positive influence on work engagement. | Accepted |
| H3: Vision has a positive influence on work engagement. | Accepted |
| H4: Work engagement has a positive influence on citizenship behavior. | Accepted |
| H5a: Internal satisfaction moderates the relationship between internal marketing and work engagement. | Not significant |
| H5b: Internal satisfaction moderates the relationship between work engagement and citizenship behavior. | Accepted |
| H6: Work engagement mediates the relationship between internal marketing and citizenship behavior. | Accepted |

Chapter 5.

Conclusion

Using the stimulus-organism-response (SOR) framework, this study provides a novel model that aimed to investigate the effect of internal marketing on employees' citizenship behavior through work engagement in the service sector. In addition, it aimed to examine the mediating role of work engagement in the relationship between internal marketing and citizenship behavior. The moderated roles of internal satisfaction in the relationship between internal marketing and work engagement as well as the link between work engagement and citizenship behavior were also analyzed in the study. This research deals with the concepts of internal marketing, employee citizenship behavior, work engagement, and internal customer satisfaction, which are critical concepts for employees and organizations in both marketing and management fields. In the empirical part of the study, an online survey technique as one of the quantitative research methods was utilized to collect primary data. The target population of this study consists of the employees of Azerbaijani public banks. Due to the larger size of public banks in the country, it was thought it would be more convenient to reach the employees of public banks. As a result of the simple random sampling technique, 300 people have been reached which constitutes the sample size of the study. It was found appropriate to make a complete census in the research in order to reach the number of bank employees subjected to the research and to prevent loss of information. The collected data was analyzed through the SPSS program.

The finding of reliability analysis showed that Cronbach's alpha for measurement scales was between (.874 - .960), which indicates a high level of internal consistency for each scale with this specific sample. It is also seen that "Corrected Item-Total Correlation" values are high for the items thus removal of any question would result in a lower Cronbach's alpha. Therefore, it was not needed to remove any questions. The results of Factor Analysis concluded that the development scale explained 68% of the variance with factor loadings from .779 to .857; the reward scale explained 79% of the variance with factor loadings from .839 to .930; the vision scale explained 79% of the variance with factor loadings from .781 to .822; internal satisfaction scale explained 69% of the variance with factor loadings from .784 to .869;

work engagement scale explained 57% of the variance with factor loadings from .690 to .821; altruism scale explained 63% of the variance with factor loadings from .665 to .868; compliance scale explained 68% of the variance with factor loadings from .758 to .886. Kaiser-Meyer-Olkin Measure of Sampling Adequacy of all scales was between .739 and .925 which meant that the level of acceptance was great, and the use of factor analysis would give reliable results. Bartlett's test of sphericity was significant ($p = .0001$) for all scale, indicating that the 10 test domains have a good level of correlation.

Furthermore, the results of regression analyses showed that two dimensions of internal marketing (i.e., vision and reward) have a significant effect on work engagement ($\beta = .47$, $t\text{-value} = 6.29$, $p < .001$) and ($\beta = .10$, $t\text{-value} = 2.12$, $p < .05$) respectively. However, the development effect on work engagement was not significant ($\beta = -.031$, $t\text{-value} = -.03$, $p = .75$). The results also indicated that work engagement had a significant impact on citizenship behavior ($\beta = .87$, $t\text{-value} = 17.98$, $p < .001$). Therefore, all hypotheses are supported except H1.

Finally, findings of the Hayes Process Macro Model 58 analysis showed that internal work engagement mediates the relationship between internal marketing and work engagement ($\beta = .19$, $t\text{-value} = 3.25$, $p < .001$). The results for moderated analysis suggested that internal satisfaction has a negative moderated effect on the relationship between work engagement and citizenship behavior ($\beta = -.17$, $t\text{-value} = -3.91$, $p < .001$), while the moderating role of internal satisfaction between internal marketing and work engagement was not supported ($\beta = -.017$, $t\text{-value} = -.52$, $p = .65$).

5.1 Recommendations for Services

In light of the results of the research, in which the effect of internal marketing on employee citizenship behavior through work engagement was determined, the emphasis on internal marketing activities aimed at increasing the level of employee citizenship behavior and work engagement will ensure internal customer satisfaction in the service sector.

The high level of satisfaction of the employees in terms of having a stable job can be considered a positive argument by the service providers and they can direct their future work to protect this perception.

Service providers should revise the norm staff application in a way to reduce the intensity of the employees and motivate their employees not to work outside of working hours.

Organizations in the service sector should allow flexibility in the decision-making processes of their employees. Because these employees have the flexibility to make instant and on-site decisions to fulfill the wishes of the customers.

By the corporate culture, the implementation of internal marketing practices at strategic, operational, and tactical levels should be planned and implemented, process improvement and updating should be done periodically, and process evaluations should not be neglected.

It is necessary to include practices that will increase the perceptions of employees' job satisfaction and support from the organization during the creation of the internal marketing strategy.

Internal and external training processes should be meticulously planned, implemented, and supported in the service sector.

The reward and promotion system should be motivated to increase the quality of the personnel.

Institutional managers of service providers should make arrangements that will positively contribute to the perception of support for employees in the management system.

In the changes to be made to improve the physical and psychological working conditions, it is necessary to ensure that the employees participate in the decision process, and how these changes are perceived by the employees should be kept under constant control with feedback methods.

In the recruitment process, it is important to pay maximum attention to the selection of suitable personnel for the job and to create a career plan that will increase personnel motivation.

5.2 Suggestions for Future Research

The study can only be generalized to Baku city, as it covers bank employees in Baku due to time and cost constraints. If these constraints can be removed, a larger study can be carried out.

The research was conducted in the banking sector, but there is no internal marketing or internal customer satisfaction scale developed only for bank employees. It is thought that a study that can be done in this direction will fill a big gap.

According to the results of the research, while internal satisfaction does not moderate the relationship between internal marketing and work engagement, it moderates the relationship between work engagement and citizenship behavior. In addition, it was also found that internal satisfaction mediates the relationship between internal marketing and citizenship behavior. However, it is thought that different variables will also be effective on internal customer satisfaction.

These should be addressed in future work. In addition to using quantitative methods in future studies, it is thought that it will be useful to carry out studies supported by qualitative methods.

5.3 Limitations of the Research

The study is limited to the city of Baku due to reasons such as transportation difficulties, time constraints and cost. Another limitation of the study is the small size of the statistical sample (300 participants). The research was conducted in the banking sector, but there is no internal marketing or internal customer satisfaction scale developed only for bank employees. In addition, it is accepted that the bank employees who participated in the research would answer the questions asked to them through the questionnaire sincerely and correctly. The last limitation is related to the data analysis part in which regression analyses were used instead of CFA and SEM to test the hypotheses regarding the direct relationships between the variables.

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APPENDIX

Dear respondent

You are cordially invited to participate in a research project at Bahcesehir University (M.A. THESIS). This survey contains questions about employee engagement behavior in the workplace. It takes approximately 15 minutes to complete the questionnaire. Your participation in this study is completely voluntary. It is very important for the project team to learn your opinions; however, you can withdraw from the survey at any point. Please note that this is an anonymous questionnaire and your answers will be used for academic and scientific purposes. Thank you so much for your co-operation in advance.

Best Regards,

1. What is your job title in the bank?

General Staff ☐ Officer ☐ Principal Officer ☐ Manager ☐

Other -----

2. What is your work department?

Human Resource ☐ Loan ☐ Cash ☐ Service ☐ Corporate ☐ Retail ☐ SME ☐ Manager ☐

Other-----

3. How many years have you been working in this bank?

Less than 1 year ☐ 1-5 years ☐ 5-10 years ☐ More than 10 years ☐

4. How many hours a day do you work?

4 hours ☐ 6 hours ☐ 8 hours ☐ More than 8 hours ☐

5. Are you happy with the Bank?

Yes ☐ No ☐

6. Please indicate how much you agree/disagree with the following statements about your bank's internal marketing activities on a scale from 1 to 5: (1: Strongly disagree 2: Disagree 3: Neither disagree nor agree 4: Agree 5: Strongly agree)

| | | | | | | |
|----|--|---|---|---|---|---|
| 8 | Our bank offers employees a vision that we can believe in. | 1 | 2 | 3 | 4 | 5 |
| 9 | Our bank's vision is well communicated to all employees. | 1 | 2 | 3 | 4 | 5 |
| 10 | This bank prepares employees to perform well. | 1 | 2 | 3 | 4 | 5 |
| 11 | Our bank views the development of knowledge and skills in employees as an investment rather than a cost. | 1 | 2 | 3 | 4 | 5 |
| 12 | Skill and knowledge development of employees happens as an ongoing process in our bank. | 1 | 2 | 3 | 4 | 5 |
| 13 | We teach our employees "why they should do things" and not just "how they should do things". | 1 | 2 | 3 | 4 | 5 |
| 14 | This bank goes beyond training and educates employees to work together. | 1 | 2 | 3 | 4 | 5 |
| 15 | This bank measures and rewards employee performance that contributes most to our bank's vision. | 1 | 2 | 3 | 4 | 5 |
| 16 | Data gathered from employees is used to improve jobs, and to develop the strategy of the bank. | 1 | 2 | 3 | 4 | 5 |
| 17 | In our bank, those employees who provide excellent service are rewarded for their efforts. | 1 | 2 | 3 | 4 | 5 |
| 18 | In this bank, employees are properly trained to perform their service roles. | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|----|--|---|---|---|---|---|
| 19 | This bank places considerable emphasis on communication with employees. | 1 | 2 | 3 | 4 | 5 |
| 20 | This bank has the flexibility to accommodate the differing needs of employees. | 1 | 2 | 3 | 4 | 5 |
| 21 | Our performance measurement and reward systems encourage employees to work together. | 1 | 2 | 3 | 4 | 5 |
| 22 | Our bank communicates to employees the importance of their service roles. | 1 | 2 | 3 | 4 | 5 |

7. Please indicate how much you agree/disagree with the following statements about your job satisfaction on a scale from 1 to 5 (1 strongly disagree and 5 strongly agree)

| | | | | | | |
|----|---|---|---|---|---|---|
| 23 | I find real joy in my job. | 1 | 2 | 3 | 4 | 5 |
| 24 | I like my job more than people in general like their jobs. | 1 | 2 | 3 | 4 | 5 |
| 25 | On most days, I am excited about my job. | 1 | 2 | 3 | 4 | 5 |
| 26 | I feel very satisfied with my job. | 1 | 2 | 3 | 4 | 5 |
| 27 | I feel fairly well satisfied with my present job. | 1 | 2 | 3 | 4 | 5 |
| 28 | I feel a great sense of satisfaction from my job. | 1 | 2 | 3 | 4 | 5 |
| 29 | When I consider all things (i.e., pay, promotion, supervisors, coworkers, etc.), I am satisfied with my present line of work. | 1 | 2 | 3 | 4 | 5 |

8. Please indicate how much you agree/disagree with the following statements about your work engagement on a scale from 1 to 5 (1 strongly disagree and 5 strongly agree)

| | | | | | | |
|----|--|---|---|---|---|---|
| 30 | I feel energetic at work. | 1 | 2 | 3 | 4 | 5 |
| 31 | I feel strong and diligent in my job. | 1 | 2 | 3 | 4 | 5 |
| 32 | When I wake up in the morning, I go to work willingly. | 1 | 2 | 3 | 4 | 5 |
| 33 | My job gives me excitement. | 1 | 2 | 3 | 4 | 5 |
| 34 | My work inspires me. | 1 | 2 | 3 | 4 | 5 |
| 35 | I take pride in my work. | 1 | 2 | 3 | 4 | 5 |
| 36 | I feel happy when I work at an intense pace. | 1 | 2 | 3 | 4 | 5 |
| 37 | When I work, my job takes me away. | 1 | 2 | 3 | 4 | 5 |
| 38 | I immerse myself in my work while working. | 1 | 2 | 3 | 4 | 5 |

9. Please indicate how much you agree/disagree with the following statements about your behaviors at the workplace on a scale from 1 to 5 (1 strongly disagree and 5 strongly agree)

| | | | | | | |
|----|---|---|---|---|---|---|
| 39 | I help other employees with their work when they have been absent. | 1 | 2 | 3 | 4 | 5 |
| 40 | I exhibit punctuality in arriving at work on time in the morning and after lunch and breaks. | 1 | 2 | 3 | 4 | 5 |
| 41 | I volunteer to do things not formally required by the job. | 1 | 2 | 3 | 4 | 5 |
| 42 | I take undeserved work breaks. | 1 | 2 | 3 | 4 | 5 |
| 43 | I take the initiative to orient new employees to the program even though it is not part of my formal job description. | 1 | 2 | 3 | 4 | 5 |
| 44 | I exhibit attendance at work beyond the norm. | 1 | 2 | 3 | 4 | 5 |
| 45 | I help others when their workload increases. | 1 | 2 | 3 | 4 | 5 |
| 46 | I coast toward the end of the day. | 1 | 2 | 3 | 4 | 5 |
| 47 | I give advance notice if unable to come to work. | 1 | 2 | 3 | 4 | 5 |
| 48 | I spend a great deal of time in personal telephone conversations. | 1 | 2 | 3 | 4 | 5 |
| 49 | I do not take unnecessary time off work. | 1 | 2 | 3 | 4 | 5 |
| 50 | I assist others with their duties. | 1 | 2 | 3 | 4 | 5 |
| 51 | I make innovative suggestions to improve the overall quality of the program. | 1 | 2 | 3 | 4 | 5 |
| 52 | I do not take extra breaks. | 1 | 2 | 3 | 4 | 5 |

10. Your gender

Female ☐ Male ☐

11. Your marital status

Single ☐ Married ☐

12. Your age (.....)

13. Your education level

High school and below ☐ Associate degree ☐ Undergraduate ☐ Master ☐ Ph.D. ☐

14. How much is your monthly salary?

Less than 2.000 AZN ☐ 2.001-4.000 AZN ☐ 4.001-6.000 AZN ☐ More than 6.001 AZN ☐

I don't like to answer this question ☐

15. Do you have further comments:

.....

Thank you so much for your cooperation.