

## **EXPLAINING THE RELATIONSHIP BETWEEN INTERNAL MARKETING ACTIVITIES WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG EMPLOYEES OF TEJARAT BANK**

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### **ABSTRACT**

In past years, organizations have attempted to provide concepts and approaches of external marketing, quality of services and better external customer satisfaction. One of the main characteristics of services is the direct interactions of employees with customers, and customer-orientation behaviors' role in dealing with customers. So, for a superior service quality and external customer satisfaction, the staff (internal customers) is committed to the goals and prospects of the company and customer-orientation behaviors. Previous studies show that there should be a close relationship and interaction between internal marketing and external marketing. Therefore, the present study was to evaluate the internal marketing and its relationship to citizenship behavior. The research is descriptive co-relational and statistical population consisted of 230 bank branch Tejarat managers and employees which according to Morgan Table 143 subjects were selected with simple random sampling. The results showed that there is a significant positive relationship between internal marketing practices and employee citizenship behavior. Also, there was a significant relationship between the internal marketing factors in this study including (Outlook, education, and cost of psychological learning, communication, participation, reward and recognition) and customer-oriented staff.

**Keywords:** *Internal Marketing, Service Marketing and Customer Orientation*

### **INTRODUCTION**

The service staffs involved in the marketing process have been seen as those who not only are desirable to enhance or change their beliefs, attitudes, intentions and behaviors of customers, but also have a direct effect on the ability of productivity and quality of their services. The researchers and managers noted that there are two purposes for organizations marketing: first, they must provide the customer needs and provide products and service superior than competitors. Superior products and service than competitors can lead to competitive advantage for the organization through which organizations acquire more revenues and profits (the ultimate goal of investment). It is on the employees in service organizations. Behaviors, interactions and relationships between customers and employees are a major factor in driving competitive advantage in service organizations.

In general service personnel will facilitate the implementation of the marketing concept through interactions with customer. Customer satisfaction will be recognized as a result of internal marketing. The researchers pointed out that when implementation of internal marketing is effective, employee satisfaction will lead to positive behavior during the interaction with customers. This will transmit to external customers to improve service experience and the result of this process will be the external customer satisfaction. However, the question that arises is whether the in bank branch Tejarat importance of internal marketing is concerned or not? Are the bank branch Tejarat activities of internal marketing can do it or not? To what extent are the activities in the field of internal marketing? Is there any relationship between the actions and employees' citizenship behavior?

The author of this study intends to investigate the activities of internal marketing and its relationship with OCB (Organizational Citizenship Behavior) (Case study: bank branch Tejarat) and attempts to answer the question that whether there is a significant relationship between activities of internal marketing and OCB?

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### **Research Literature**

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

There are not many definitions of organizational citizenship behavior (OCB) and what the definition of this concept is the one that emanated from Organ's definition (1983). He says: "OCB is a unique, voluntary and effective cross-functional behavior which is effective in increasing organization yield and is not organized by the formal reward system directly or indirectly (Lance and Daniel 2001). Organ and Bateman in 1990 make the definition more operational concept through introduction of two types of OCB:

A) commitment to the lack of poor working conditions and avoiding damage to colleagues and organizations, with acts such as complaints, appeals and accusations of pro minor issues;

B) Active and positive participation, such as punctuality and attendance at work, beyond the individual duties (Ball, 1994).

#### **Dimensions of OCB**

Spector and Fox (2002) are divided citizenship behaviors into two categories:

1. **Interpersonal facilitator:** including targeted interpersonal behavior that helps the overall success of the organization and also contains a series of deliberate and logical operations that improve morale and encourage cooperation, remove barriers of implementation and focused on partners perform job duties. Interpersonal Facilitators include:

A- colleague applaud in successes,

B- morale support to colleagues who have personal problems;

C- dialogue with colleagues

D- expressing positive statements about employees who feel good about themselves and others

E- Fair dealing

2. **Job Sacrifice:** Job Sacrifice contains disciplined behaviors, such as rules, hard work and creativity in solving work problems. Sacrifice is the performance incentive that encourages employees to do things that benefit the organization. Sacrifice career includes such important attention to detail, exercise self-restraint and self-discipline and creativity to solve work problems.

Podsakoff (2000) provided detailed classification of these behaviors that shows organizational citizenship behavior in the form of seven categories.

1 - Helping homosexual behavior

2 - Sportsmanship

3 - Individual innovation

4 - Civic virtue

5 - Organizational Commitment

6 - Self-satisfaction

7 - Personal growth

Bolino and Tornely presented the following factors as indicators of organizational citizenship behavior as follows:

1- Loyalty

2- Compliance

3- participation (social, supportive, duty and civic)

4- Courtesy and Respectfulness

5- Altruism

6- Sportsmanship

Citizenship function includes activities that assist others in doing, supporting organization and volunteer in completing tasks or responsibilities. Borman *et al.*, (2001), specifically explained the performance of multi-dimensional model of organizational citizenship that the dimensions are:

1- perseverance coupled with extraordinary enthusiasm and effort that is necessary for the successful completion of work activities;

2- being volunteer to perform work activities that are not officially part of the job

3- assist and cooperation with others

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4- commitment to the rules and procedures of the organization;

### Internal Marketing

Internal marketing focuses on appropriate internal relations between people at all levels in organizations. Thus service-oriented and customer-centric approaches are performed between personnel in contact with the customer (Gronos, 2000). Therefore internal marketing acts as a management process that unites multiple functions of organization in two paths:

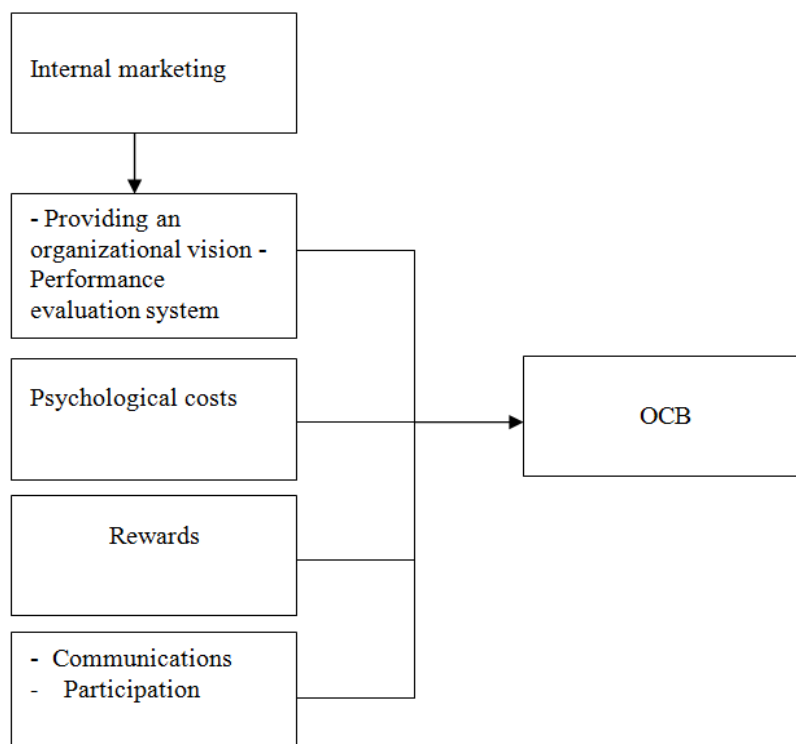
- 1- Causes the understanding and experience of the same environment by entire staff at all levels of organizations, businesses, activities and processes.
- 2- Causes all employees to be ready and motivated at work in a service-oriented way (Gronos, 2000), Dennis (1995).

### Approaches to Internal Marketing

- The first approach focuses on the process of staff in contact with the customer service. It is based on the assumption that happier and more motivated employees are essential in providing customer service (Barari, 1981).
- The second approach is based on the process of service delivery across the organization and is based on the philosophy of Total Quality Management (TQM). Assuming that the service can be provided chain-like to the customer. This approach behaves internal marketing at each department through receiving as internal customers and tries to satisfy internal clients (Rafiq and Ahmed, 1993) and (Gomson, 1987).
- Third approach relates to the marketing of marketing concepts, and the development of shared values among all staff. The approach sees internal marketing at internal parts as recipient's mission and strategy of organization and the goal is to provide the appropriate connections (Pierce, 1995) and (Pierce and Morgan, 1991).

### Components of the Internal Market

The following table shows the components of internal marketing from the perspective of other researchers.



**Figure 1: Conceptual model of research**

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**Table 1: Components of internal marketing sources (Verey, 1995)**

Components of internal marketing	Researchers
Strategic rewards, internal communications, training and development, organizational structure, leadership seniority, physical environment, staffing, selection and succession, coordinating task, reward systems, empowerment, changes in operational / process	Ahman <i>et al.</i> , (2003)
Job security, extensive training, performance-based bonuses, providing information, staff empowerment, reducing the distinction between Position and level	Bansale <i>et al.</i> , (2001)
Employee involvement in the development of policies, procedures and processes, unilateral feedback, training, information distribution, interactive communication, team learning	Ballantyne (2000)
Training, management support and internal communication, internal mass communication and information support, human resources' management, external mass communication, systems development and technology support, and improved internal service	Gummesson (2000)
Dissemination of information of all internal groups, competency development and incentive systems development and motivation	Verey and Louis (1999)
Employee engagement	Lings(1999)
Transaction costs between internal customers and internal suppliers	Pit and Forman (1999)
Communications, staff training, assessment and feedback, knowledge of the customer	Hogg <i>et al.</i> , (1998)
Respect, accuracy and speed, useful information, keep informed, active feedback	Fin <i>et al.</i> , (1996)
Employee development, rewards, understanding and internalization of organization vision	Foreman and Moni (1995)
Designing training courses and assessing competencies, climate control, personnel, internal communications, support for quality improvement	Ballantyne <i>et al.</i> , (1995)
Positive attitudes toward employee, participation in the recruitment process, formal education and work, directing towards personal achievable goals, open environment for communication, two-way feedback helps us to understand the relationship between performance and reward	Tansuhaj <i>et al.</i> , (1991)
Competition for learning, providing a vision and expression of a long-term goal, equipping staff with the skills and knowledge to perform the role, putting employees into teams, strengthening and development of the measures and rewards success, job design research bases	Parasuraman <i>et al.</i> , (1991)

## Research Hypotheses

### The Main Hypothesis

There is a significant relationship between internal marketing and employee citizenship behavior.

### Secondary Hypothesis

1. There is a significant relationship between organization vision and employee citizenship behavior.
2. There is a significant relationship between performance evaluation and employee citizenship behavior.
3. There is a significant relationship between training and employee citizenship behavior.
4. There is a significant relationship between psychological costs and employee citizenship behavior.
5. There is a significant relationship between reward and employee citizenship behavior.
6. There is a significant relationship between communication and employee citizenship behavior.
7. There is a significant relationship between participation and employee citizenship behavior.

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### MATERIALS AND METHODS

Present study aims to investigate the empirical relationship in terms of the interrelationships among the components of the internal market and its impact on employee citizenship behavior and is practical in terms of purpose and in terms of process of data collection it is a descriptive co-relational survey.

The population of this study consisted of managers and employees of bank branch Tejarat (2014) that their total number is equal to 230.

Morgan table is used to determine the sample size in this study. The sample size in the study was 143 people based on Kerjesi & Morgen table. Cronbach's alpha coefficient was used to evaluate the reliability of the questionnaire that was 0.89. With regard to the nonparametric distribution and rank of variables, Spearman correlation coefficient was used to analyze the data.

### Structural Model of Research

Comprehensive structural model of the study based on survey data have been examined in this industry. Figure 2 shows the initial structural model based on the theoretical framework of the research to show the relationships between variables.

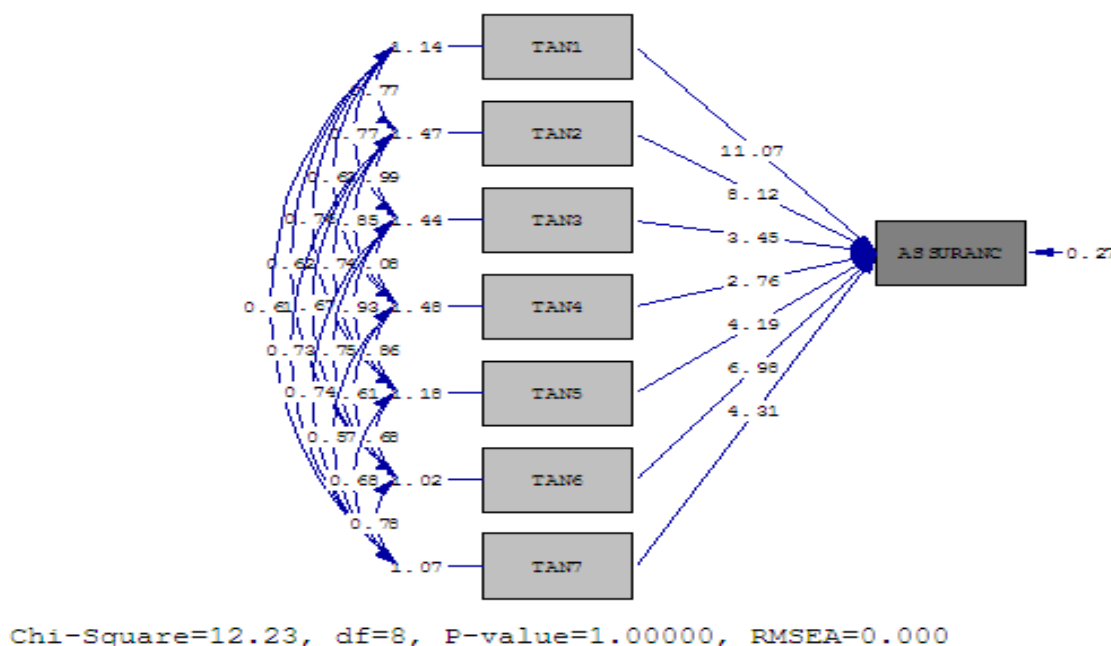


Figure 2: t-statistics and significance levels of the primary structure

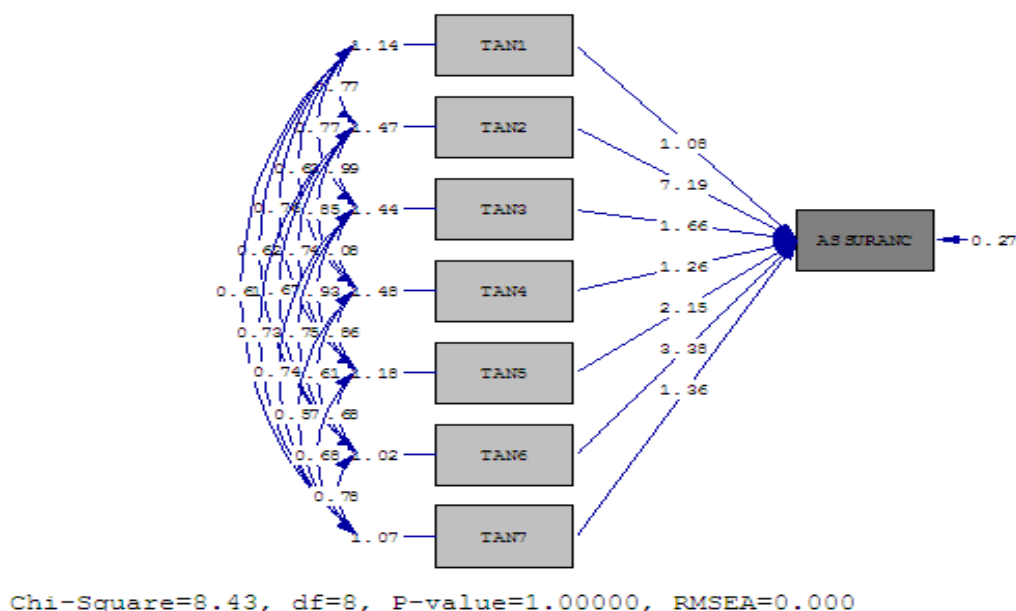
Fitness indices in the final model are provided in Table 3. Based on the obtained results and their comparison with the acceptable range, it can be acknowledged that all the fitness model indexes in the range are acceptable. So the model is approved.

As you can see, all variables are related to each other.

Table 2: Fitness indicators of research

AGFI	GFI	RMSEA	P - value	$\chi^2/df$	Fit Index
>0.9	>0.9	<0.1	<0.1	<0.5	Accepted range
0.98	0.96	0.000	0.000	0.000	result

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**Figure 3: The parameters of the final model fitness**

### Analysis of the Data

#### The Main Hypothesis

There is a significant relationship between internal marketing and employee citizenship behavior.

There is not a significant relationship between internal marketing and employee citizenship behavior.  $H_0: \rho=0$

There is a significant relationship between internal marketing and employee citizenship behavior.  $H_1: \rho \neq 0$

**Table 3: Results of the test**

Results	sig	df	Spearman correlation coefficient	Sample size	Statistical Analyses
The hypothesis is acceptable	0.041	5	0.776	143	The calculated values

According to the results of the sample analysis in Table (3), the obtained value for P (P-Value) at 95% is less than significant level ( $\alpha = 0.05$ ) (Sig = 0.041). Results strongly confirm the hypothesis  $H_1$ . So statistically, with 95 percent confidence it can be claimed that there is a positive correlation between internal marketing and behavior of citizens and the correlation value is 0.776.

#### Fist Secondary Hypothesis

There is a significant relationship between organization vision and employee citizenship behavior.

There is not a significant relationship between organization vision and employee citizenship behavior.  $H_0: \rho=0$

There is a significant relationship between organization vision and employee citizenship behavior.  $H_1: \rho \neq 0$

**Table 4: Results of the test**

Results	sig	df	Spearman correlation coefficient	Sample size	Statistical Analyses
The hypothesis is acceptable	0.021	5	0.543	143	The calculated values



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According to the results of the sample analysis in Table (4), the obtained value for P (P-Value) at 95% is less than significant level ( $\alpha = 0.05$ ) (Sig = 0.021). Results strongly confirm the hypothesis H1. So statistically, with 95 percent confidence it can be claimed that there is a positive correlation between organization vision and behavior of citizens and the correlation value is 0.543.

#### Second Secondary Hypothesis

There is a significant relationship between performance evaluation and employee citizenship behavior.

There is not a significant relationship between performance evaluation and employee citizenship behavior.  $H_0: \rho = 0$

There is a significant relationship between performance evaluation and employee citizenship behavior.  $H_1: \rho \neq 0$

**Table 5: Results of the test**

Results	sig	df	Spearman correlation coefficient	Sample size	Statistical Analyses
The hypothesis is acceptable	0.035	5	0.712	143	The calculated values

According to the results of the sample analysis in Table (5), the obtained value for P (P-Value) at 95% is less than significant level ( $\alpha = 0.05$ ) (Sig = 0.035). Observations strongly confirm the hypothesis H1. So statistically, with 95 percent confidence it can be claimed that there is a positive correlation between performance evaluation and behavior of citizens and the correlation value is 0.712.

#### Third Secondary Hypothesis

There is a significant relationship between training and employee citizenship behavior.

There is not a significant relationship between training and employee citizenship behavior.  $H_0: \rho = 0$

There is a significant relationship between training and employee citizenship behavior.  $H_1: \rho \neq 0$

**Table 6: Results of the test**

Results	sig	df	Spearman correlation coefficient	Sample size	Statistical Analyses
The hypothesis is acceptable	0.000	5	0.617	143	The calculated values

According to the results of the sample analysis in Table (6), the obtained value for P (P-Value) at 95% is less than significant level ( $\alpha = 0.05$ ) (Sig = 0.000). Observations strongly confirm the hypothesis H1. So statistically, with 95 percent confidence it can be claimed that there is a positive correlation between training and behavior of citizens and the correlation value is 0.617.

#### Fourth Secondary Hypothesis

There is a significant relationship between psychological costs and employee citizenship behavior.

There is not a significant relationship between psychological costs and employee citizenship behavior.  $H_0: \rho = 0$

There is a significant relationship between psychological costs and employee citizenship behavior.  $H_1: \rho \neq 0$

According to the results of the sample analysis in Table (7), the obtained value for P (P-Value) at 95% is less than significant level ( $\alpha = 0.05$ ) (Sig = 0.004).

**Table 7: Results of the test hypothesis**

Results	sig	df	Spearman correlation coefficient	Sample size	Statistical Analyses
The hypothesis is acceptable	0.004	5	0.523	143	The calculated values

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Observations strongly confirm the hypothesis H1. So statistically, with 95 percent confidence it can be claimed that there is a positive correlation between psychological costs and behavior of citizens and the correlation value is 0.523.

#### Fifth Secondary Hypothesis

There is a significant relationship between reward and employee citizenship behavior.

There is not a significant relationship between reward and employee citizenship behavior.  $H_0: \rho=0$

There is a significant relationship between reward and employee citizenship behavior.  $H_1: \rho \neq 0$

**Table 8: Results of the test hypothesis**

Results	sig	df	Spearman coefficient	correlation	Sample size	Statistical Analyses
The hypothesis is acceptable	0.000	5	0.412		143	The calculated values

According to the results of the sample analysis in Table (8), the obtained value for P (P-Value) at 95% is less than significant level ( $\alpha=0.05$ ) (Sig = 0.000). Observations strongly confirm the hypothesis H1. So statistically, with 95 percent confidence it can be claimed that there is a positive correlation between reward and behavior of citizens and the correlation value is 0.412.

#### Sixth Secondary Hypothesis

There is a significant relationship between communication and employee citizenship behavior.

There is not a significant relationship between communication and employee citizenship behavior.  $H_0: \rho=0$

There is a significant relationship between communication and employee citizenship behavior.  $H_1: \rho \neq 0$

**Table 9: Results of the test**

Results	sig	df	Spearman coefficient	correlation	Sample size	Statistical Analyses
The hypothesis is acceptable	0.043	5	0.678		143	The calculated values

According to the results of the sample analysis in Table (9), the obtained value for P (P-Value) at 95% is less than significant level ( $\alpha=0.05$ ) (Sig = 0.043). Observations strongly confirm the hypothesis H1. So statistically, with 95 percent confidence it can be claimed that there is a positive correlation between communication and behavior of citizens and the correlation value is 0.678.

#### Seventh Secondary Hypothesis

There is a significant relationship between participation and employee citizenship behavior.

There is not a significant relationship between participation and employee citizenship behavior.  $H_0: \rho=0$

There is a significant relationship between participation and employee citizenship behavior.  $H_1: \rho \neq 0$

**Table 10: Results of the test**

Results	sig	df	Spearman coefficient	correlation	Sample size	Statistical Analyses
The hypothesis is acceptable	0.000	5	0.274		143	The calculated values

According to the results of the sample analysis in Table (10), the obtained value for P (P-Value) at 95% is less than significant level ( $\alpha=0.05$ ) (Sig = 0.000). Observations strongly confirm the hypothesis H1. So statistically, with 95 percent confidence it can be claimed that there is a positive correlation between participation and behavior of citizens and the correlation value is 0.274.



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### **Results**

#### *1<sup>st</sup> Secondary Hypothesis*

• According to the results of the sample analysis, the obtained value for P (P-Value) at 95% is less than significant level ( $\alpha = 0.05$ ) (Sig = 0.021). Observations strongly confirm the hypothesis H1. So statistically, with 95 percent confidence it can be claimed that there is a positive correlation between organization vision and behavior of citizens and the correlation value is 0.543.

#### *2<sup>nd</sup> Secondary Hypothesis*

• According to the results of the sample analysis, the obtained value for P (P-Value) at 95% is less than significant level ( $\alpha = 0.05$ ) (Sig = 0.035). Observations strongly confirm the hypothesis H1. So statistically, with 95 percent confidence it can be claimed that there is a positive correlation between performance evaluation and behavior of citizens and the correlation value is 0.712.

#### *3<sup>rd</sup> Secondary Hypothesis*

• According to the results of the sample analysis, the obtained value for P (P-Value) at 95% is less than significant level ( $\alpha = 0.05$ ) (Sig = 0.000). Observations strongly confirm the hypothesis H1. So statistically, with 95 percent confidence it can be claimed that there is a positive correlation between training and behavior of citizens and the correlation value is 0.617.

#### *4<sup>th</sup> Secondary Hypothesis*

• According to the results of the sample analysis, the obtained value for P (P-Value) at 95% is less than significant level ( $\alpha = 0.05$ ) (Sig = 0.004). Observations strongly confirm the hypothesis H1. So statistically, with 95 percent confidence it can be claimed that there is a positive correlation between learning psychological cost and behavior of citizens and the correlation value is 0.523.

#### *5<sup>th</sup> Secondary Hypothesis*

• According to the results of the sample analysis, the obtained value for P (P-Value) at 95% is less than significant level ( $\alpha = 0.05$ ) (Sig = 0.000). Observations strongly confirm the hypothesis H1. So statistically, with 95 percent confidence it can be claimed that there is a positive correlation between reward and behavior of citizens and the correlation value is 0.412.

#### *6<sup>th</sup> Secondary Hypothesis*

• According to the results of the sample analysis, the obtained value for P (P-Value) at 95% is less than significant level ( $\alpha = 0.05$ ) (Sig = 0.043). Observations strongly confirm the hypothesis H1. So statistically, with 95 percent confidence it can be claimed that there is a positive correlation between communication and behavior of citizens and the correlation value is 0.678.

#### *7<sup>th</sup> Secondary Hypothesis*

• According to the results of the sample analysis, the obtained value for P (P-Value) at 95% is less than significant level ( $\alpha = 0.05$ ) (Sig = 0.000). Observations strongly confirm the hypothesis H1. So statistically, with 95 percent confidence it can be claimed that there is a positive correlation between participation and behavior of citizens and the correlation value is 0.274.

• According to the analysis of the results obtained for fitness indices and their comparison with the acceptable range for all parameters, it can be acknowledged that all fitness indexes of model are in an acceptable range and the model is approved. As can be seen, all variables are related to each other.

## **RESULTS AND DISCUSSION**

Based on the results of this study, the use of internal marketing can cause staff OCB and also the following results of this study were obtained:

According to Hypothesis 1, depicting the landscape of organization is in a significant relationship with the employee citizenship behavior, because there is a positive correlation between organizational citizenship behavior and perspectives of employees. In other words, increasing the organization vision will increase the employee citizenship behavior and reverse.

According to Hypothesis 2, performance evaluation system is in a significant relationship with the employee citizenship behavior, because there is a positive correlation between organizational citizenship

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behavior and performance evaluation system. In other words, increasing performance evaluation system will increase the employee citizenship behavior and reverse.

According to Hypothesis 3, training is in a significant relationship with the employee citizenship behavior, because there is a positive correlation between organizational citizenship behavior and training. In other words, increasing training will increase the employee citizenship behavior and reverse.

According to Hypothesis 4, psychological cost is in a significant relationship with the employee citizenship behavior, because there is a positive correlation between organizational citizenship behavior and psychological cost. In other words, increasing psychological cost will increase the employee citizenship behavior and reverse.

According to Hypothesis 5, reward is in a significant relationship with the employee citizenship behavior, because there is a positive correlation between organizational citizenship behavior and reward. In other words, increasing reward will increase the employee citizenship behavior and reverse.

According to Hypothesis 6, communication is in a significant relationship with the employee citizenship behavior, because there is a positive correlation between organizational citizenship behavior and communication. In other words, increasing communication will increase the employee citizenship behavior and reverse. According to Hypothesis 7, participation is in a significant relationship with the employee citizenship behavior, because there is a positive correlation between organizational citizenship behavior and participation. In other words, increasing participation will increase the employee citizenship behavior and reverse.

### **Recommendations**

- Formulating concrete vision: plans, objectives and strategies of the Bank to Bank staff should be achievable and should not be unexpected. For example, where would of bank branch Tejarat foundation be in five years? What services will be provided in comparison with other banks? How to act to be in top compared with other competing bank?
- Appropriate transfer of vision to lower level of Bank: holding conferences, regional, national and international seminars.
- Integration of human resources and marketing programs to better promote the goals of citizenship behavior: Compliance of human resources and marketing programs will meet the objectives of the customer. For example, those should be applied for positions in recruitment and staffing that have indexes leading to the customer's satisfaction.
- Clarifying and improving staff training strategy to make the goals of marketing and human resources in line: Identification and implementation of training courses for staff to increase their awareness and the courses required of employees should be determined according to the terms of employment as well as customer needs.
- Developing a comprehensive plan for improvement and staff development for marketing purposes: allocating the cost of training courses within the organization to increase staff expertise and experience to achieve the marketing objectives and if necessary hold the courses outside the organization in different time periods, as well as continuing education workshops
- Establishment of an effective and targeted program of rewards: Rewards should be given to the performance evaluation that conducted properly and customer indicators have to be allocated and follow the organization goals which can motivate staff.
- Flexibility in reward systems and performance evaluation: identifying more recent indicators on the performance evaluation and reward. Anything that makes the relationship between customers and employees should be the main indicators.
- Identifying customer needs: Establishing a system and database to record tastes and demands of customers, so that we can plan future programs based on the tastes of our clients.
- Communication of the vision of frontline employees and clarifying the role of bank employees in Outlook: participating people to achieve long-term goals of the organization by offering the prospect of bank employees and also holding question and comment briefings for staff to achieve the vision of the organization

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- Connection and bond with the prospect of bank with staff service roles: Involving employees in the implementation of organizational goals and decisions can be very effective.
- Formulation of how to achieve the vision of the Bank: using ideas and experienced of staff to achieve the Bank vision is important.
- A detailed study and understanding of customer needs and improving its relationship with employees: Tastes and needs of customers should be identified as feedback from customers so planning should be done to satisfy the needs of customers and staff will enjoy the return of customer satisfaction.
- Clarifying the roles of educational improvement and understanding through customer needs: Understanding customers' needs will help us achieve the required trainings for staff
- Participation in marketing and human resource management plans and for strategies improvement and staff development
- Improvement and development of staff to improve bank performance in services: Improvement of the performance of banks in providing services depends on the positive performance of the staff and also in-service training.
- Implementation of continuous improvement and development staff programs: holding classes with the goal of citizenship behavior continuously is necessary to achieve the results
- Establishment of performance evaluation based on the client: such as reward system based on client satisfaction.
- Providing rewards based on performance evaluation: rewards will be allocated according to the ability of an individual to motivate the one who receives the reward and other employees.
- Providing customer-oriented rewards: determination of different rewards compared to other banks or several times a year based on customer deposits.
- Adaptable reward system to the needs of employees: Employees reward need to be assessed in the amount of compensation to be effective
- Distribution of customer feedback throughout the organization: Customer needs must be considered, one of these requirements is lack of physical presence in banking that have developed by internet banking services.
- Transfer of customer needs, from high to low and from low to high: Customers need should be transferred from managers to employees and vice versa.
- Participation of all sectors in marketing process using integrated marketing services: all marketing organizations are responsible as part of marketing to attract customers. For example, if a customer asks irrelevant questions, it shouldn't be answered in a bad manner, but should advise him.
- Employees' reward relationship with a customer-oriented behavior:  
Employees' reward results in customer-oriented behavior and relates to those who act better in their dealings with customers than others.
- Customer-orientation training for better interaction between customers and employees: Specialized courses for staff about relationship with customer

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