

# The Effect of Management Commitment to Internal Marketing on Employees' Organizational Citizenship Behavior Through Mediator Role of Organizational Justice Perception

## Abstract

This research aims to study the effect of management commitment to internal marketing on employees' organizational citizen behaviors through the mediator role of organizational justice perception employees of Tabriz Saman Bank. This is a practically purposed descriptive survey research regarding the method. Accordingly, management commitment to internal marketing is considered an independent variable, organizational citizenship behavior as a dependent variable and organizational justice perception as a mediator. This research's statistical population includes employees of Tabriz Saman Bank. According to the public relations statistics of Saman Bank, the number of these organization's employees in Tabriz in 2019 is equal to 240 people. Using Cochran's formula as the sample size, one hundred forty-eight people were selected. A questionnaire was used to assess the research variables. The questionnaire offered by To et al. (2015) was used to measure the management commitment variable of internal marketing, the questionnaire presented by Podsakoff (2000) was used to measure organizational citizenship behavior, and the Morman and Niehoff (1993) questionnaire was used to measure the organizational justice perception variable. The results showed that management commitment to internal marketing positively and significantly affects organizational citizenship behavior and employees' organizational justice perception. Also, the mediating role of organizational justice perception regarding the relationship between management commitment to internal marketing and employees' organizational citizenship behavior was confirmed.

**Keywords:** *management commitment, internal marketing, organizational citizenship behavior, organizational justice perception*

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## Introduction

In recent years, most organizations have sought ways to maintain and attract more human resources and staff to achieve their goals. Among these, we can refer to voluntary and spontaneous behavior for which people do not receive rewards. The behavior performed by employees voluntarily and without coercion of the organization will lead to higher efficiency in the organization. The category of employees' voluntary efforts to help colleagues, customers and organization survival is called organizational citizenship behavior (Ahmadi & Hassanzadeh, 2011). Studies have shown that organizational citizenship behavior directly affects organizational outcomes such as service quality, job satisfaction, organizational commitment of employees, financial performance, etc. The results of previous studies show that managers can develop organizational citizenship behavior by creating or improving a positive work environment and rely on employees selecting, engaging or socializing processes to create this behavior instead of using violence and compulsion (Dargahi & Morshedi Torbati, 2017). Organizational citizenship behavior has many benefits. From an individual point of view, organizational citizenship behavior is insignificant because it may logically improve the intra-organization work environment (Becton, Carr, Mossholder & Walker, 2017). Internal marketing in an organization and management commitment is one of the effective factors regarding t

organizational citizenship behavior of employees. Market orientation is a concept that plays an important role in realizing this matter because it focuses on collecting information about the customers' needs and demands and the capabilities of competitors on the one hand. It leads to creating the most value for customers by using and applying the resources of the organization and the integration of intra-organization parts, on the other hand (Suleiman Awwad & Mohammad Agti, 2011). On the other hand, market orientation cannot appear without management's commitment, whether as a culture or as a behavior. Top managers and intra- organization employees should be committed. All the success of the management program requires senior managers, employees, and internal marketing to share this commitment (Cascio, Mariodoss & Mouri, 2010). Senior management commitment is the most important factor that influences internal marketing effectiveness (Kilburn, 2009), and it is the first need for implementing internal marketing in organizations, so the success of service organizations regarding market-oriented activities requires a guarantee of employees' commitment. Internal marketing program implementation is one of the ways to achieve this commitment (Abbasi, 2015). Organizational justice is one of the effective factors in employees' organizational citizenship behavior. Justice in the organization indicates equality and consideration of moral behavior in an organization (Ganji Niam Godarzvand & Gaffarzadeh, 2010).

Fair behavior is a demand requested by all employees and customers who spend their time and energy in an organization. There is a question that what may happen if an organization does not meet the expectations of its employees and customers. Greenberg concluded that if the managers violate these norms through unfair behaviors, the employees and customers will show some negative reactions to this conduct. Therefore, justice reflection in the managers' behavior will create favorable conditions for an organization and its employees .

Employees play an essential role as internal customers of the organization. Therefore, motivation development and improving the quantity and quality of capabilities, value creation, continuous improvement of service and the quality level enhancement as a product and their participation in processes by the management assistance leads the organization to provide a high level of service quality which consequently increase satisfaction level among organization foreign customers. Therefore, research conduction in organizational citizenship behavior in our country is vital with respect to the mentioned topics. In this regard, this study investigated the effect of management commitment to internal marketing on organizational citizenship behaviors of bank employees with the mediating role of organizational justice perception.

#### **Research theoretical foundation**

##### **Management commitment to internal marketing**

Internal marketing includes attraction, development, motivation and continuity of the employees' work quality through the job as a product and the satisfaction of their needs. In other words, internal marketing means the organization's common philosophy, relationship and agreement among customers and employees (internal customers). In other interpretations, internal marketing is an academic, scientific and business knowledge to improve customer and employee satisfaction (Rezayi, 2016). Management commitment is a kind of attitude which shows the level of manager interest, attachment and loyalty towards the organization and desire to stay in the organization that may be due to the manager's desire, obligation or need. Management commitment to internal marketing is defined as the extent of the management team's perception of the employees' needs and values and considering the employee's welfare and satisfaction (treating employees as internal customers).

have defined management commitment to high-quality service supply to employees (internal marketing) as a conscious selection of a set of high-quality plans as a strategic and operational option for the organization and engaging in activities such as leadership for high-quality plans acceptance and implementation. also considered it a manager's emotional tendency toward improving the quality of the presented service to the employees of its unit. Management commitment is the manner of service supply to employees under the title of the

manager's will to improve the service quality of its organizational unit to provide better service for customers .Management commitment to internal marketing is a type of management commitment that emphasizes attention to the teamwork and individual members of the organization. This action refers to the manager's application of the correct leadership style in order to help people succeed in their duties. The manager's tendency to spend time, energy and daily work with employees and pay attention to them shows her positive commitment. Research has shown that 22 to 32% of customers' satisfaction and loyalty depend on the level and quality of the relationship between customers and employees. The result of the study in PNC bank showed a significant correlation between the satisfaction of customers and employees of the bank. Therefore, it is critical to know the appropriate methods to increase job satisfaction and organizational commitment and ultimately improve employees' performance and organizational productivity (Dehghan, Fathi, Garjami & Valivand Zamani, 2012). Therefore, senior managers oblige themselves to improve service quality to employees because they know that management commitment determines their behavior to create superior service supply over competitors. Managers' commitment to serving the employees through empowerment, training, development, and reward can lead to emotional outcomes such as organizational commitment and job satisfaction, which are reflected in improved performance. In some research in this field and also Dehghan et al. (2012) have concluded that management commitment to service provided to employees (internal marketing), which is observable in training, empowerment and reward has a significant effect on employee acceptance to improve the services provided to customers. It also significantly impacts job satisfaction and commitment (Dehghan et al., 2012).

##### **Organizational citizenship behavior**

Organizational citizenship behavior includes employees' voluntary behavior, which promotes the efficient operation of the organization but is not directly recognized and appreciated by the official credit system of the organization. This behavior is an innovative and voluntary activity that employees perform beyond the defined job description, which is vital and valuable for the organization (Bateman & Organ, 2008). Organ (1988) considers employee's citizenship behavior as positive actions of some employees to increase productivity, solidarity and cohesion in the workplace, which is beyond organizational requirements. The main key to an organization's definition of organizational citizenship behavior is that such behavior increases organizational effectiveness (Ismaili et al., 2011). Bulini & Trenli (2002) considered organizational citizenship behavior as behavior that employees conduct beyond their

defined duties and responsibilities and help their colleagues (Korkmaz & Arpaci, 2009).

Organizational citizenship behavior is a wise and insightful behavior that helps collaboration between supervisors and the organization, including giving assistance to those who recently engaged in the organization, avoiding abusing colleagues, avoiding exploiting colleagues, avoiding using too much break time, and voluntary presence in organizational meetings and enduring some pressures when the organization is in a critical situation (Nasiri, 2014). Workers who perform extra-role behaviors for their organization's progress are described and introduced as good and dutiful citizens or soldiers; this term shows that the workers who display useful and effective citizenship behavior towards their peers are much more successful (Yadav, Rangnekar & Bamel, 2016).

Researchers have stated that organizational citizenship behaviors contribute to organizational productivity, success, and efficiency because organizational citizenship behaviors make the most efficient use of resources and allow managers to spend more time on productive activities. It also improves the ability of employees to perform their duties.

Organizational citizenship behavior also has a mutual relationship with job satisfaction. Therefore, we can be sure that employees' job satisfaction is also high by creating citizenship behaviors in the workplace. The environment that encourages organizational citizenship behaviors increases the organization's ability to attract and preserve qualified employees. The high level of citizenship behaviors in an organization converts the organization into an attractive environment for work and activity. Therefore, organizations with high citizenship behaviors will perform better by attracting more qualified employees. Other researches show that organizational citizenship behaviors are inversely related to leaving the service and absence. In other words, it has been observed that those who show more organizational citizenship behavior rarely leave the organization (Ahmadi et al., 2012). Some studies on the impact of internal marketing practices on organizational citizenship behaviors and service quality show that internal marketing practices in state-owned companies increase the organizational citizenship behaviors of employees and, consequently, service quality according to a conceptual model of route analysis. (Seyed Javadin, Rajeh, Aghamiri & Yazdani, 2010)

**Organizational justice**

The concept of organizational justice refers to the fair and moral behavior of the employees in an organization. Fair

behavior is behavior that is expected by employees who invest their time and abilities in the organization .. In other words, organizational justice is concerned with employees' perception of whether organizational agents' actions are fair or unfair. (Brown, Bemmels, Barclay, 2010). Justice in organizations refers to the social rules and norms in the management of organizations which include how to allocate outputs in the organization, decision-making procedures and manner of interpersonal behaviors in the organization. This definition indicates the existence of three dimensions for justice: distributive justice, procedural justice and interactive justice. There are three dimensions to justice, including distributive justice, procedural justice, and interactive justice.

Three factors also influence justice perception. The person receives the consequences from the organization. Justice perception can affect an organization's adherence to distributive justice laws (such as equality, homology or need) and also by consequences value. Therefore, justice is determined, at least to some extent, by the perceiver of positive or negative consequences. Organizational procedures (procedures and interactions quality) and the justice perception also depend on the organization's compliance with procedural justice rules. For example, a procedure that allows participants to express themselves is fairly considered a procedure that prevents this action. The perceiver's characteristics may also influence justice perception. These characteristics may include demographic characteristics (such as age, gender and race) and work experience and personality characteristics (such as negative emotions and self-esteem) (Ghasemi, 2014).

**Research method**

The present study is applied research regarding objective, and it is survey descriptive regarding the method. This research's statistical population includes employees of Saman Bank in Tabriz. According to the public relations statistics of Saman Bank, the number of employees of this organization in the city of Tabriz in 2019 is equal to 240. Using Cochran's formula as the sample size, one hundred forty-eight people were selected. A questionnaire was used to assess the research variables. The questionnaire of To et al. (2015) was used to measure the management commitment to internal marketing, the Podsakoff questionnaire (2000) was used to measure organizational citizenship behavior, and the questionnaire was used to measure the organizational justice perception variable. SPSS25 and Smart PLS3 software were used to analyze the results.

**Table 1: Cronbach's alpha and convergence validity**

Variable	Cronbach's alpha	CR	extracted Mean-variance
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Management commitment to	0.725	0.811	0.622
internal marketing Organizational citizenship behavior	0.903	0.916	0.561
Organizational justice perception	0.929	0.938	0.638

The results of Cronbach's alpha coefficients have been presented in table 1. According to computed values, it can be concluded that all research variables are considered desirable in terms of reliability. As observed, all values are higher than the minimum acceptable value of convergence validity. Therefore, it can be said that the research variables are convergent and valid in terms of validity. The results of calculating the combined reliability coefficients (CR) are

**Table 2: Descriptive indexes of research variables**

Variable	Mean	Standard deviation	skewness	Kurtosis
Management commitment to internal marketing	3.474	0.691	-0.265	0.102
Organizational citizenship behavior	3.856	0.552	-0.344	0.080-
Organizational justice perception	3.932	0.559	-0.442	0.393

presented in the table. According to the calculated values, it can be concluded that all research variables are also desirable in terms of combined reliability.

**Findings**

The results of the descriptive indexes analysis have been presented in table 2.

According to the Kolmogorov test, this research's variables are not normal due to the significance level above 0.05. Therefore,

**Table 3: Correlation coefficients of research variables**

Variable		1	2	3
Management commitment to internal marketing	Correlation coefficient	1.000		
	Significance level	0.001		
	Observations number	148		
Organizational justice perception	Correlation coefficient	0.649	1.000	

the Spearman correlation test is used for the mutual relationship between two variables.

	Significance level	0.001	0.001	
	Observations number	148	148	
Organizational citizenship behavior	Correlation coefficient	0.633	0.740	1.000
	Significance level	0.001	0.001	0.001
	Observations number	148	148	148

The results of calculating the Spearman correlation coefficient have been presented in table 3. All coefficients are confirmed at a 99% confidence level. Therefore, the null hypothesis indicating no correlation is rejected, and the claim is preserved. So, according to the table results, we can say that there is a mutually positive and significant relationship between management commitment to internal marketing, organizational justice perception and organizational

citizenship behavior; in other words, if one of them increases, the other will also be increased.

The results of the sampling adequacy test are offered in table 4. As observed, KMO values for all variables are above 0.6, and the significance level of the Bartlett test is below 0.05. Therefore, it can be concluded that research data are suitable for factor analysis.

**Table 4: The results of the sampling adequacy test**

Variable	KMO index	Bartlett test		
		Approximate Chi-square	Degree of freedom	Significance number
Management commitment to internal marketing	0.8.6	141.170	15	0.000
Organizational citizenship behavior	0.829	1344.070	190	0.000
Organizational justice perception	0.860	1933.379	190	0.000
Total	0.825	5036.693	1035	0.000

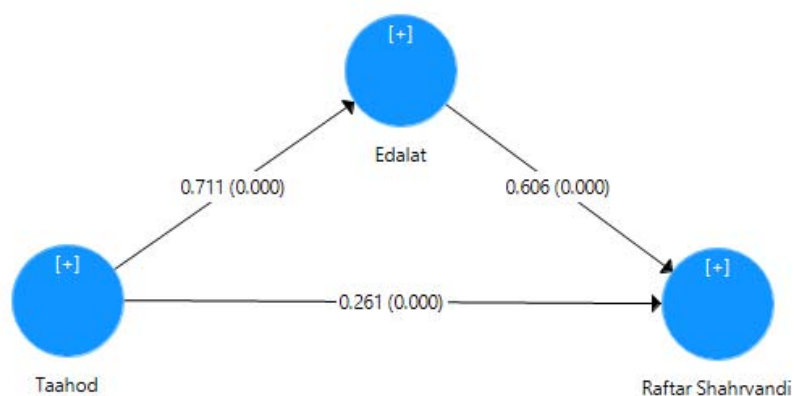


Figure1: Direct routes analysis

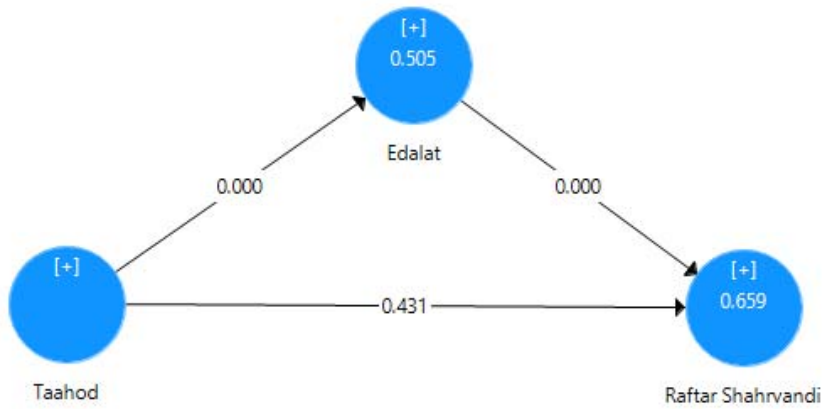


Figure 2: Indirect effect

Table 4: The results of direct routes analysis for sub-hypotheses

Hypothesis number	Path	Path coefficient	Critical value	Significance level	result
1	Management commitment-organizational citizenship behavior	0.261	3.507	0.000	confirmed
2	Management commitment-organizational justice perception	0.711	18.841	0.000	confirmed
3	Organizational justice perception-organizational citizenship behavior	0.606	8.509	0.000	confirmed

Table 5: The results of indirect routes analysis

Intermediate routes						
Independent variable	Mediator variable	Dependent variable	Direct effect	Indirect effect	Total effect	Significance level
Management commitment to internal marketing	Organizational justice perception	Organizational citizenship behavior	0.261	0.431	0.692	0.000

The most common scale for evaluating a structural model is the determination coefficient. This coefficient determines the

role of the exogenous variable or variables in explaining the endogenous variable. The determination coefficient value is

between 0 and 1; The closer it is to 1, the more the indication that the exogenous variables are good in explaining the endogenous variable. The computed coefficients for this research's variables have been offered in table 6.

**Table 6: determination coefficient of research variables**

Variable	R <sup>2</sup>
Organizational justice perception	0.505
Organizational citizenship behavior	0.659

**Table 7: The results of the hypotheses test**

number	Hypothesis	condition
1	Management commitment to internal marketing influences organizational citizenship behavior of Saman Bank employees in Tabriz	confirmed
2	Management commitment to internal marketing influences organizational justice perception of Saman Bank employees in Tabriz	confirmed
3	Organizational justice perception influences organizational citizenship behavior of Saman Bank employees in Tabriz	confirmed
4	Organizational justice perception has a mediator role in the relationship between management commitment to internal marketing and organizational citizenship behavior of Saman Bank employees in Tabriz	confirmed

### Conclusion

This research aims to study the effect of management commitment to internal marketing on organizational citizenship behavior with the mediator role of organizational justice perception of Saman Bank employees in Tabriz. According to the results obtained from data analysis, we can conclude that management commitment to internal marketing directly is a suitable prediction for organizational citizenship behavior among the members of this research's statistical population. This route includes a route coefficient equal to 0.2614, a critical value equal to 3.507 and a significance level equal to 0.000. In other words, management commitment to internal marketing positively and significantly affects organizational citizenship behavior. This hypothesis is also significant and positive, so it is compatible with the results of Abdollahi and Ghojali (2017), Kazemi et al. (2015), Abbasi (2015), Safari and Radi (2014), and Boyle et al. (2016). According to the results obtained from data analysis, we can conclude that management commitment to internal marketing is directly considered a suitable prediction for organizational justice among the members of this research's statistical population. This study is compatible with the research results of Rezayi (2012), Reyhani Bousari & Pirsiah Astalkhi (2012), Abbasi (2011), Runi & Suki (2017), Shah(2014) because all of them are positive and significant.

According to research results, it can be said that organizational justice perception is directly considered a suitable predictor for organizational citizenship behavior among members of the statistical population of the research. This route has a route coefficient equal to 0.606, a critical value equal to 8.509 and a significance level equal to 0.000. In other words, organizational justice perception positively and significantly affects organizational citizenship behavior. This research is significant and positive, so it is compatible with the results of Mortazavi and Korgazer (2012). The results showed that organizational justice perception is a mediator between management commitment to internal marketing and organizational citizenship behavior. The relationship test results showed that the effect of mediator is equal to 0.431. Therefore, we conclude that organizational justice perception has a positive mediator role in the relationship between management commitment to internal marketing and organizational citizenship behavior. So far, no similar study has been conducted to examine the mediator effect of organizational justice perceptions on the relationship between management commitment to marketing and organizational citizenship behavior. With respect to this fact, the positive effect of management commitment to marketing on organizational citizenship behavior was confirmed, so it is suggested to banks managers be more committed to applying

internal design methods and pay more attention to employees as the main assets to increase citizenship behaviors and organizational justice perceptions among their employees. It is also recommended to support and allocate sufficient resources to implement the bank's internal marketing activities, allocate valuable rewards for employees with new and entrepreneurial ideas, employ entrepreneurial managers with well-codified marketing plans, and engage the experienced and specialized people in the marketing department. Also, respecting the confirmation of the positive mediator role of organizational justice perception concerning management commitment to marketing and organizational citizenship behavior, it is recommended to managers to treat fairly with organization's employees, encourage and grant some special rewards to employees who are treated fairly with customers, emphasize on behavior culture accompanied with politeness, respect and intimacy in the organization and the pay the salaries and benefits to employees according to competence and full observance of justice.

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