THE EFFECT OF INTERNAL MARKETING ON SERVICE QUALITY WITH EMPHASIS ON MODERATOR ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (CASE STUDY: POSTAL SERVICES IN KHORASAN RAZAVI PROVINCE)

H. Kamalinasab
Department of Management, Neyshabour Branch, Islamic Azad University, Neyshabour, Iran,
hkamalinasab@gmail.com

A. Sami
Department of Management, Neyshabour Branch, Islamic Azad University, Neyshabour, Iran,
a.samy@iau-neyshabur.ac.ir

A. Zendedel
Department of Management, Neyshabour Branch, Islamic Azad University, Neyshabour, Iran,
ah.zendedel@gmail.com

Abstract. The purpose of this study was to identify the effect of internal marketing actions on service quality and considering organizational citizenship behaviors as a moderator. The research method used is descriptive-survey and correlation type and is specifically based on structural equation model. The statistical population of the study consisted of all frontline employees in the post offices of Khorasan Razavi province, as well as all postal service clients of these departments. Among them, 214 individuals from each of the statistical communities (428 people in total) were interviewed with Statistical analysis of SPSS20 and Amos21 software was performed. The results of this study showed that the status of internal marketing actions in the post offices of Khorasan Razavi province is undesirable, and the status of frontline staff's organizational citizenship behaviors and perceived service quality by the customers is desirable. The results of structural equation model showed that internal marketing measures had a significant effect on organizational citizenship behaviors of employees, but internal marketing actions as well as organizational citizenship behaviors had no significant effect on service quality.

Key words: Internal Marketing, Organizational Citizenship Behavior (OCB), Service Quality.

1. INTRODUCTION

Paying attention to service quality can help organizations to differentiate themselves from other organizations and thus achieve sustainable competitive advantage. The competitive advantage will be shown in superior service quality and will distinguish the products and services of the organization, and this requires supplying the necessities and expectations of the organization's human resources (internal customers). The logic and concept that comes from the importance and implementation of internal marketing efforts, so that internal marketing can be considered as an organization's effort for efficient human resources management to provide better service to customers (Cooper & Cronin, 2000).

Internal marketing is an important activity in developing a customer-oriented organization. Internal marketing considers employees as internal customers and jobs as a product. Internal marketing focuses on appropriate relationships among individuals at all levels in organizations. Therefore, a customer-centric and client-centric approach is created between employees in contact with customers (Seyedjavadin et al, 2012).

In the past, researchers mostly focused on the function of employees' in-role performance for inspecting the relationship between occupational behaviors and organizational effectiveness. In-role performance refers to those employee's occupational behaviors described in jobs description and official roles of the organization are identified and rewarded through the official system of the organization. Nevertheless, researchers have distinguished between in-role performance and extra-role performance (Hui et al, 1999). Extra-role performance goes back to occupational behaviors beyond the employees' formal roles voluntary and usually not considered in the formal remuneration system. Researchers believe tremendous importance to the influences of extra-role performance on organizational effectiveness. One of the most commonly used conceptualizations about extra-role behaviors is organizational citizenship behavior (OCB). Staff' extra-role behaviors in the organization is the organizational citizenship behavior (OCB), which is not among the official

duties of the employees, but affects the organization's performance (Organ, 1988).

The concept of OCB has been the subject of many studies in recent years and its importance is still increasing. Research have been carried out mainly in three areas. A series of studies focused on predicting empirical test of OCB-causing factors and evaluated factors such as job satisfaction, organizational commitment, organizational identity, organizational justice, trust, leadership, and so forth as cause factors of OCB (Podsakoff et al, 2000).

The other series of research focused on OCB's outcomes and assessed factors such as organizational performance, organizational effectiveness, organizational success, customer satisfaction, customer loyalty, social capital and ...as OCB outcomes (Bolino et al 2002; Morrison, 1996; Podsakoff et al 2000; Yoon & Suh, 2003).

A limited number of studies focused exclusively on the concept of OCB and its constituent elements, and sought to provide a more precise and better definition of OCB, identify its dimensions, or use the analysis method Factor provides standard scales for measuring this concept (Podsakoff et al, 2000; Van Dyne et al, 1994).

In the present study, a combination of both the first and second types is considered. In fact, this approach corresponds to the A   B   C [1]model, which is particularly applicable in organizational behavior research. This means that A as a causative agent causes B, and C is also a consequence of B's behavior (Krietner & Kinicki, 2011).

Therefore, the purpose of this research is to examine, on the one hand, the role of internal marketing as the causative agent of OCB and, on the other hand, the impact of OCB and internal marketing on service quality. So, in this research, we will face with these following questions: how is the situation of internal marketing efforts in the post offices? Do post company pay attention about internal marketing efforts or not? How is the situation of OCB among frontline employees

---

[1] Antecedent-Behavior-Consequence

of post company? How is the level of postal service quality? Do internal marketing activities lead to appearing OCB in staffs? Does OCB cause perceived service quality by customers? Do internal marketing activities lead to perceived service quality by customers?

2. RESEARCH HYPOTHESES

Few studies have investigated the relationship between internal marketing and organizational citizenship behavior. Among these studies, Souchon & Lings (2001) believes that the adoption of internal marketing activities affects organizational citizenship behavior and maintaining impressive staff. Hung & Lin (2008) stated that in the international hotel industry, the perception of internal marketing by employees has a direct impact on organizational citizenship behaviors. Also, according to (Bansal et al, 2001), internal marketing can affect the outcomes of external marketing through organizational citizenship behaviors.

H₁: Internal marketing has a significant effect on organizational citizenship behavior.

Considering the importance of service quality, researchers have tried to identify the factors creating the service quality. One of the most important factors affecting service quality is employees' behavior in the organization. In fact, activities of internal staff link the organization with its customers. The purpose of these activities is to maintain customer loyalty through meeting their needs. Therefore, in order to ensure organization position in creating high-level service quality, employees are important because they are ultimately responsible for providing services and obtaining customers' expectations (Castro et al, 2004).

Several reasons can be noted to support the relationship between organizational citizenship behavior and service quality: The first reason is related to internal marketing viewpoint in service businesses. Based on the internal marketing perspective, each behavior in service can have a meaningful relationship with the improvement of presented services. An internal marketing perspective suggests that for successful

engagement with customers, firstly, must be formed effective internal exchanges between employees and between employees and firm services. Only after occurring of effective internal exchanges can take place successful external exchanges between staff and customers (Paulin et al, 2000).

Second, organizational citizenship behavior directly affects the relationship between employees and clients, and improves customers' perceptions of service quality. Employees who show organizational citizenship behaviors can improve the quality of the service because they are trying to help the best way to others, including customers. (Castro et al, 2004).

The socialization theory also helps to understand this relationship. Based on this theory, if an employee can show one of a variety of helpful behaviors, such as organizational citizenship behavior, it is possible due to personal values acquired during the socialization process, he reveals other helpful behaviors such as customer-oriented behavior for meeting customers' needs, so these behaviors reflect in customer's positive assessment of service quality of organization (kim, 2006).

Another reason is the effect of organizational citizenship behavior on internal aspect of the organization, which indirectly leads to improved service quality (Podsakoff & Mackenzie, 1997). Organizational citizenship behaviors increase employee productivity and working groups, encourages teamwork, increases relationship, cooperation, and help of employees to each other, reduces the rate of mistakes, and promotes involvement and participation of employees in the organization (Castro et al, 2004).

H₂: Organizational citizenship behavior has a significant effect on service quality.

Maintaining the competitive advantage through the differentiation of services is difficult due to the entry of new rivals in this field. In addition, the provision of distinct services is significantly influenced by the collaboration of staff to implement this strategy.

The relationship between a customer and an organization is mainly influenced by the quality of interaction between first-class employees and customers. Service providers are dependent on their staff for attracting customers' satisfaction due to the nature of the service. For this reason, many organizations have defined an inverse organizational structure for themselves. In the initial model, the top of pyramid was the rank of managers, and after several management levels, it was pointed out to the staff at the end of the pyramid. After the revision, customers and employees were placed at the top of the chart and managers were at lower levels. But today, the place of employees in the first row and then the customer is important. In order to assess the employees' view of service quality providing, a criterion is used as service quality. Service quality capability is employee satisfaction from their ability to meet customer needs, as well as their assessment of service quality provided, which for its measurement uses the time, skill, knowledge and authority granted employees for performing their duties (Little & Dean, 2006). Due to the staff role importance in delivery of distinct services, many studies have examined the impact of internal marketing as a motivating factor in employees on service quality. The following table is part of this research.

Table 1: Research on the Effect of Internal Marketing on Service quality

Researcher (researchers)	Research results
Berry (1981)	Internal marketing is a strategy requiring internal communication to encourage first-line staff toward customer orientation and can lead to customer satisfaction
Gummesson (1987)	Internal marketing leads to increased productivity and efficiency.
Hogg, Carter (2000)	Internal marketing is an integral part of market orientation requiring the use of marketing techniques within an organization to create and communicate with the company values.
Ahmed., Rafiq, Saad (2003)	Internal marketing has a positive and significant effect on employee satisfaction and organizational performance.
Papasolomou (2006)	In bureaucratic structures, the effects of internal marketing may be reversed.
Keller, Lynch, Ellinger, Ozment, Calantone (2006)	Internal marketing has a positive and significant relationship with employees' satisfaction and customer orientation.
Tortosa, Moliner, Sanchez (2009)	Internal marketing has a direct impact on employee perceptions increasing service quality and customer satisfaction by service delivery.
Gounaris, Vassilikopoulou, & Chatzipanagiotou (2010)	Internal marketing can increase employees' performance and service quality into organization and satisfaction of ouside customers.
Lings, Greenley (2010)	Internal marketing will have a positive effect on employee behavior.

So, it can be expected:

H₃: Internal marketing has a significant effect on service quality.

2.1 Variables of the research:

- Internal marketing

Rafiq and Ahmed (2000) presented one of the most comprehensive definitions of internal marketing: "internal marketing is as scheduled attempt that uses an approach akin to marketing to overcome any organizational resistance to reform, balance, stimulate, and inter-operationally organize and consolidate staff for effectively implement of collaborative and operational strategies for the purpose of creating customer satisfaction through a process of formatting motivated and customer-driven employees".

Foreman and Money (1995), in their studies on British marketing and human resources, identified three distinct components of internal marketing: "Development (factors relating to employees' growth), Reward (factors relating to award employees) And Vision (transfer the purpose and sight to employees in order to creating employees 'belief in it) " (Flannagan, 2010).

- Organizational Citizenship Behavior

One of the early definitions that has been accepted by many researchers is Organ (1998): "OCB includes employees' voluntary behaviors that are not part of their official duties and are not directly considered by organization employees' remuneration official system, but increases organization effectiveness". Organ (1998) divides organizational citizenship behavior into five dimensions: altruism,

conscientiousness, sportsmanship, civic virtue, and courtesy.

1. **Altruism**: Assisting colleagues in performing tasks, such as helping newcomers or low skilled people.

2. **Conscientiousness**: voluntary behaviors are said to go beyond the minimum role requirements. Like a person who is more likely to stay at work than usual or a worker who does not spend much time resting.

3. **Sportsmanship**: Behaviors such as acceptance of criticism, non-defamation of the organization, and preferring competent people.

4. **Civic virtue:** The willingness to participation and responsibility in organizational life, attending meetings, reading bulletins and updated information.

5. **Courtesy**: Refers to behaviors preventing the tensions and administrative problems for others. (Seyed Javadin et al, 2012)

- Service quality

Customers evaluate service quality by comparing what they expect to do with what service provider actually offers (Zeithaml & Parasuraman, 2008).

Parsuraman et al (1988) used the SERVQUAL model for five dimensions of Assurance, Empathy, Reliability, Responsiveness, and Tangibles as the basis for building a measurment tool of service quality.

Assurance: Staff's knowledge and politeness and their ability to create confidence.

Empathy: The compassion and special attention that the company focuses on customers.

Reliability: The ability and proper provision of promised services

Responsiveness: Desire and willingness to help customers and prompt delivery of services.

Tangibles: Appearance of tools and equipment, staff, and communication devices (Zeithaml & Parasuraman, 2008).

2-2 Conceptual model of research

According to the mentioned contents, the conceptual model was designed in which the internal marketing is the independent variable, organizational citizenship behavior is moderative variable, and service quality is dependent variable.
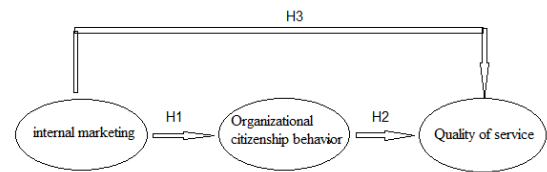

Figure 1. Conceptual model

3. RESEARCH METHOD

The method used in this research is purposeful, applied and in terms of information gathering, it is a descriptive-correlational study specifically based on the structural equation model. The statistical population of this study was all frontline employees of post offices in Khorasan Razavi province in 2013 to examine the internal marketing and organizational citizenship behavior, 388 people. In order to survey the quality of postal services, the statistical society was all customers of postal services (individuals over 18 years old living in Khorasan Razavi province), according to the latest census in the country (2011), the population is over 4136254 people (Iranian Center for Statistics, www.amar.org.ir).

For structural equations, 200 statistical samples are sufficient (Ghasemi, 2013). In this study, after the distribution of questionnaires, 214 opinions from each side of the statistical communities (in total 428 people) were used for statistical analysis.

3-1 Measurement tools

In this study, internal marketing was evaluated by Foreman and Money (1995) questionnaire

with 15 questions, to assess the OCB, the standard questionnaire of Podsakoff et al. (1990) with 24 questions, as well as to assess the quality of postal services was used The SERVQUAL standard questionnaire with 22 questions. All questions of the questionnaire were based on the 7-likert spectrum.

4. DATA ANALYSIS

4-1 Demographic Findings of Employees and Customers

Among frontline employee respondents, 87.9 percent are men and 12.1 percent are women, as 5.6 percent are single, and 94.4 percent married. In terms of work experience, people with less than 5 years of work experience are the least frequent, and those with a job experience between 10 to 14 years have the highest frequency with 32.7%. In terms of age, people aged 50 to 59 with 6.5% and people aged 30-39 with 51.4% have the least and the most frequent respectively. In terms of educational level, 49.5% have diplomas and under diplomas, 23.8% have an undergraduate degree, and 26.6% are graduate students and higher.

Costumer respondents divided 66.4% men and 33.6% women. In terms of age, customers aged 50 and older with 8.9 percent, and customers with 29 years and below with 53.7 percent are the lowest and the most statistics, respectively. In terms of education, 29.4% had diplomas and under diploma, 21% had an undergraduate degree, and 36.9% had graduate degrees and 12.6% possessed master degree or higher. Also, in terms of communication with the organization, 58.9% of the sample population were connected less than 10 years old, 22.9% with 10 to 19 years connection, and also 18.2% had 20 years and

more communication background with the organization.

4-2 Skewness and kurtosis tests, KMO and Bartlett test

The results of skewness and kurtosis tests show that the normal distribution of data is accepted, and parametric tests and the maximum correctness method can be used in modeling structural equations. Skewness and kurtosis were between (-3, 3) and (-5, 5) respectively. Also, the values of KMO and Bartle indices indicate the suitability of the data for factor analysis.

Table 2: Results of KMO and Bartlett

variable	Number of data	KMO indicator	Bartlett's meaningful level
Internal marketing	214	0.927	0.000
OCB	214	0.799	0.000
Service quality	214	0.911	0.000

4-3 Correlation test

To investigate the relationship between the dimensions of the main research variables, the correlation matrix is presented in Table 3 and further analyzed.

Table 3: Means, Standard deviations and correlations

Variable	Dimension	mean		S. deviation	1	2	3	4	5	6	7	8	9	10	11	12
		Dimension	Variable													
Internal marketing	1-vision	3/977	3/692	1/603	1											
	2-development	4/105		1/368	0/740**	1										
	3-reward	2/955		1/593	0/594**	0/741**	1									
OCB	4-altruism	5/470	5/656	0/951	0/174*	0/169*	0/115	1								
	5-Conscientiousness	6/026		0/784	0/252**	0/224**	0/116	0/300**	1							
	6-Sportsmanship	5/662		1/146	0/039	0/060	-0/020	0/306**	0/394**	1						
	7-Civic virtue	5/004		1/043	0/382**	0/395**	0/308**	0/267**	0/371**	0/212**	1					
	8-Courtesy	6/116		0/709	-0/010	-0/016	-0/089	0/351**	0/437**	0/322**	0/356**	1				
Service quality	9-Tangibles	4/554	4/844	1/229	0/015	-0/028	0/012	0/030	0/015	-0/047	-0/096	0/024	1			
	10-Assurance	4/799		1/172	0/093	0/027	0/043	0/095	0/083	-0/007	-0/034	0/022	0/572**	1		
	11-Responsiveness	4/868		1/213	0/061	0/014	0/022	0/039	0/082	-0/041	-0/060	-0/042	0/493**	0/633**	1	
	12-confidence	5/343		1/115	0/052	0/035	0/030	0/100	0/067	-0/067	-0/039	-0/024	0/460**	0/562**	0/722**	1
	13-Sympathy	4/654		1/197	0/131	0/068	0/105	0/045	0/127	-0/102	-0/008	-0/079	0/467**	0/562**	0/649**	0/703**

** Indicator indicates that the correlation coefficient is significant at 0.01 levels.

* The indicator indicates that the correlation coefficient is significant at 0.05 levels.

- **Correlation analysis between internal marketing dimensions and dimensions of organizational citizenship behavior**

There was a significant relationship between dimensions of Vision and Development with Altruism dimension with 95% confidence and with dimensions of Conscientiousness and Civic Virtue with a confidence of 99%. Therefore, it can be said that by creating an explicit vision and transferring it appropriately to employees, and also giving necessary training along the direction of vision according to staff's needs, it can be increased their sense of cooperation (altruism dimension), their responsibilities to assigned tasks (conscientiousness dimension), and also it can be led to active participation of individuals in tasks increasing the reputation of organization

(civic virtue dimension). But by transfer of perspective, employee training, and meeting their needs, it is impossible to modify sportsmanship or courtesy characteristics that have become as institutionalized characteristics.

There was a significant relationship between Reward dimension and the dimension of Civic Virtue with a confidence of 99%. Therefore, it can be said that by using financial and nonfinancial rewards, employees can only be encouraged to participate actively in Meetings, reading bulletins, and doing things that increase organization popularity.

- Correlation analysis between dimensions ofOCB and dimensions of service quality

There is no significant relationship between any dimensions of organizational citizenship behavior and service quality dimensions. In its interpretation it can be said that:

- The lack of correlation between the dimensions of Altruism and Courtesy with the dimension of Empathy makes this issue in mind that the kind of definition of altruism, politeness and courtesy, as well as empathy in presentation of postal services are not greatly related to the reception and apparent behavior, But they are related to the type of service, and to a large extent, they accept financiall meaning. For example, it can be stated that due to the difference in the cost of postal services, sending parcels through lower cost services is considered as a concept of altruism or politeness from postal staffs' perspective, and as employees' empathy from customers' point of view. In other words, the financial meaning overshadows these dimensions and removes them from their true meaning.

- The same effect can be mentioned in the dimensions of Assurance and Reliability. On many occasions, especially when a customer wants to send precious documents or parcels, appropriate reception and behavior of frontline employees do not make sense of trust and confidence in customers, but customers ask higher guarantees than apparent behavior at that moment. In other words, behaviors such as sympathy and courtesy as well as the dimensions

of assurance and reliability are more likely accept security meaning. Thus, it can be said that postal services are always provided with a level of risk felt by customers.

- In many cases, laws and bureaucracies in the postal network repress the expression of any organizational citizenship behavior from employees, which in some cases are considered as mistrust, uncertainty, lack of friendship and lack of empathy. Below are some postal rules:

 * According to the parcels distribution documents, the distributor must be responsible for its future consequences.

 *In accordance with postal procedures, accepting person of parcels must be responsible for any minutes regarding the postal items and the type of packaging.

 *Delivery of some postal items (such as a fuel card) is accomplished only by presenting all necessary documents by clients.

 *The emphasis on not writing address of customers' parcels by post staffs.

 *The emphasis on not closing customers' envelopes by post staffs.

- The insignificant relationship between dimensions of OCB with the dimension of Tangibles implies that what is perceived by customers as tangible and apparent things does not actually mean with behavioral concepts. In fact, it is indicative of superficial sight of customers on equipment, the appearance of equipment and staffs.

-Correlation analysis between internal marketing dimensions and service quality dimensions

There is no significant correlation between any internal marketing dimensions and service quality dimensions, so it can be interpreted as:

lack of employee belief in the use of their comments and suggestions on the implementation of long-term goals (low average

of third question[2] of vision dimension, equals 3.77) has led to lack of staffs 'strong beliefs on the drawn vision by post company (not so desirable average of first question[3] of vision dimension, equals 4.16), and incomplete and incorrect transfer of vision to staff (a mean value of the dimension of transferring vision, equals 3.977) has aggravated the situation, so that it is impossible to improve any aspect of service quality through the drawn vision.

Since the improvement and development of postal staff, including career advancements and training provided to employees, is more related to the theoretical and special issues of the post, in which doesn't emphasize social and communication skills that are fundamental to correct implementation of internal marketing and also factors that can affect each aspect of service quality (low average of fifth question[4] of development dimension, equals 3.76), Therefore, it cannot be expected reflection of development dimension on service quality.

Conflicts between post staff (conflict between experience and education, conflicts due to contradictions in awarding organizational roles to employees, conflicts between employees in the same organizational level with different degrees and type of recruitment, etc.) have caused negative impact on evaluation system, promotion and remuneration of employees, so there is no significant relationship between the dimensions of Reward and Development with service quality.

5. CHECK HYPOTHESES RESEARCH

According to the subject literature, the observed variables for the internal marketing variable (IM)

---

[2]-the content of third question: "in post company, gathered information from employees such as suggestions system are used for access to goals and implementation of long-term plans".

[3]-the content of first question: "post company has drawn a vision for employees believing it".

[4]-the content of question: "The post company goes beyond employee training and teaches staff how to work together".

are: vision (VIS), employee improvement and development (DEV) and reward (REW). In the case of OCB, variables such as altruism (ALT), Conscientiousness (CON), Sportsmanship (SPO), civic virtue (CIV) and courtesy (COU) are observed variables. And also, tangible items (TAN), reliability (REL), responsiveness (RES), assurance (ASS), and empathy (EMP) are observed variables for assessing service quality variable (SQ)
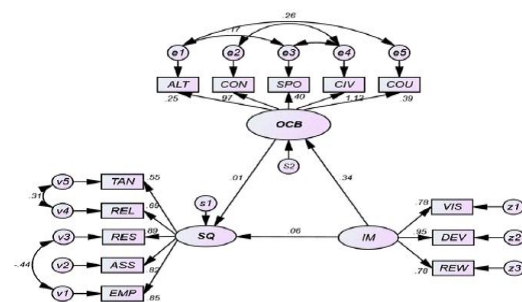

Figure 2. Fitted research model

P=0/000, DF=56, CMIN=69.987, NFI=0.940, IFI=0.987, CFI=0.987, RMSEA=0.034, PNFI=0.675, GFI=0.950, AGFI=0.919

Based on the fitted model of the research, it can be vividly observed that designed model is acceptable. the desirable values of P (P<0.05), CMIN (0≤CMIN≤2DF), CMIN/DF=1.25<3, values of all NFI, IFI, CFI> 0.9, RMSEA ≤0.08, PNFI=0.675>0.5, GFI and AGFI>0.8, indicates that measured model is acceptable.

Also, regression coefficients indicate that hypothesis 1 (the significant effect of internal marketing (IM) on OCB) with regression coefficient=0.344, P = 0.010 is accepted. Conversely, hypotheses 2 and 3, both are rejected. Hypothesis 2 (significant effect of OCB on service quality) with a regression coefficient= 0.006 and 0.919 = P, and hypothesis 3 (the significant effect of internal marketing (IM) on service quality) with regression coefficient= 0.059 and P = 0.458 are refused.

6. DISCUSSION

According to the statistical results, internal marketing has a positive effect on OCB. This

result agrees with previous researches (such as Souchon & Lings, 2001; Hung & Lin, 2008; Bansal et al, 2001), however the amount of effect is somewhat low (0.344). It can be said that other factor(s) has a more significant effect than internal marketing on employees' organizational citizenship behaviors. The authors of organizational behavior and marketing believe that presentation of these behaviors by employees requires two essential conditions: 1. The existing Organizational atmosphere (organizational factors). 2. Staffs' personality characteristics (Doaii et al., 2009). If we consider internal marketing actions as organizational factors, considering the desirability of the level of employees' behavioral citizenship behavior (mean=5/656 in table 3), it can be said that the personality characteristics of post staff play a more significant role than the Internal marketing activities in appearing OCBs.

In contrast to the research of Castro et al. (2004), the effect of organizational citizenship behaviors on service quality was rejected. In order to justify this, it may be argued that the quality perception of many postal services by customers is beyond employees' apparent behaviors and reception. The reasons for which can be summarized as follows:

1. The superficial perspectives of customers to the role of employees' behavior in presenting postal services 2. Contradiction of some existing standards and laws in the provision of postal services with some aspects of organizational citizenship behavior and service quality on the one hand, and the lack of perfect awareness of customers about postal services on the other hand 3. In some postal services, in particular accepting postal parcels and pockets, the financial cost in the perception of service quality (especially in the perception of empathy dimension) plays more effective role than service provider's behavior. 4. The level of risk is felt by customers when posting postal items that it seems it has had a detrimental effect in interactions between employees and customers.

In this research, the effect of internal marketing activities on service quality was rejected. Based on table 3, the status of internal marketing

actions from the viewpoint of post staff was uundesirable and perceived service quality by customers was considered desirable. Therefore, it can be said that this situation is in accordance with the "coercion" mode defined by Nigel (1995). He believes that in a situation where the level of staffs' job satisfaction is low, but the level of customers' satisfaction is appropriate, a kind of imposition has been occurred. In other words, according to the results of this research, frontline staffs are forced to provide services whereas organizational support is little.

7. PRACTICAL SUGGESTIONS

a. Considering the existence of a significant relationship between internal marketing and organizational citizenship behavior and also some of their dimensions, some actions are recommended to post company managers:

1. To strengthen the beliefs of post employees about vision and to correctly transfer it to employees, their constructive ideas must are used to achieve the long-term goals of post company.

2. Considering the effect of Post's vision on altruistic behaviors, conscientiousness and civic virtue of employees, it should be emphasized messages about altruistic behaviors, conscientiousness, and employees' politeness in statement of vision.

3. Considering the significant relationship between employees' development and improvement and aspects of altruism, conscientiousness and civic virtue behavior, trainings about the subjects of altruism, conscientiousness and civic virtue behavior should be arranged by post company.

4. Considering the significant relationship between rewards and civic virtue, if the post company seeks to raise its profile in society, one of the best solutions is to review the system of performance appraisal, salary and employee remuneration, and eliminate conflicts among the staff.

5. Considering the importance of the role of communication in internal marketing,

educational courses should be considered for raising the communication skills and abilities of staffs.

b. these recommendations are mentioned to promote organizational citizenship behaviors of post staffs:

1. Particular attention should be paid to informal relationships among customers and employees, so that using organizational citizenship behavior to strengthen the positive aspects of these relationships will greatly reduce the negative effect of existing laws and bureaucracies on perceived service quality by customer.

2. Considering that some individual characteristics such as conscientiousness and sportmanship institutionalized in people before they enter the organization, or some others such as altruism and civic virtue which although they are attainable, But a longer time is needed to change the attitude of individuals and to replace the new attitude, so it is better to select people who have these characteristics in the recruitment process.

3. With shadowing of financial requirements and postal laws on perceptions of post employees and customers of the concepts of organizational citizenship behaviors, so it can be considered the characteristics of postal services, financial requirements, and postal rules in the revision and more precise definitions of these behaviors.

c. As regards improving the quality of postal services, the following suggestions are mentioned:

1. Considering the inherent difference between some postal services such as distributing and accepting postal items with empathetic aspects of service quality, it is desirable to re-write the empathy dimension with consideration of service requirements and postal costs.

2. Considering that in this research, the status of internal marketing activities and perceived service quality were undesirable and desirable (not excelltnt) respectively (based on means in table 3), so post offices should improve internal

marketing actions (especially in the field of reward and designing appropriate compensation systems), and It should be noted that meeting employees' needs ultimately leads to the provision of higher service quality.

3. In order to improve the dimension of tangibles, the post company can use adornment system up and improving the work environment $(5S^5)$.

4. In many cases, customers have unreasonable requests, and in some cases their requests are out of domestic and international postal regulations, so post public relations should provide a report on these requests, and then reasons for not complying each request are individually exposed to customers' views. Applying this approach will increase the degree of identity between customer expectations and the way that postal services are provided by employees.

REFERENCES

Ahmed, P.K., Rafiq, M., Saad, N.M., (2003)."*Internal marketing and the mediating role of organizational competencies*", European Journal of Marketing. Vol.37 , No.9.1241 -1221 ,

Bansal H.S., Mendelson B.M., Sharma, B., (2001), *"The impact of internal marketing activities on external marketing outcomes"*, Journal of Quality Management, vol.6, 61–76.

Berry, L.L., (1981),"*The employee as a customer*". Journal of Retail banking, vol.3, No.1, pp.33-34.

Bolino, M., Turnley, W.H., Bloodgood, J.M., (2002*), "Citizenship behavior and the creation of social capital in organization "*, Academy of Management Executive, Vol. 27, N.4, pp.505 – 522

Castro, C.B., Armario, E.M., Ruiz, D.M. (2004), *"The influence of employee organizational citizenship behavior on customer loyalty",*

---

^{5}- The 5S Practice is a technique used to establish and maintain a quality environment in an organization.
The name 5S stands for the five Japanese terms Seiri, Seiton, Seiso, Seiketsu, and Shitsuke.

International Journal of Service Industry Management, Vol. 15 No. 1, pp. 27-53.

Cooper, J., Cronin, J.J., (2000), *"Internal Marketing: a competitive strategy for the long-term care industry",* journal of business research, 48, pp: 177-181.

Doaii, H., Mortazavi, S., Noori, A., (2009), *Improving the level of Service quality: Investigating the effect of Organizational Citizenship Behavior*, Management Perspective, No. 30, pp. 67-85.

Flannagan, S., (2010), *"Enabling promise delivery: the influence of internal marketing communication, a collective case study within the New Zealand retail electricity sector"*, A thesis for the degree of Doctor of business administration (DBA), Massey university, New Zealand.

Ghasemi, V., (2013), *"Modeling the structural equation in social research with use of Amos Graphics"*, Azarakhsh publications, second edition.

Gounaris, S., Vassilikopoulou, A., Chatzipanagiotou, K., (2010*),"* Internal market orientation: a misconceived aspect of marketing theory"*, European journal of marketing Vol.44, No.11, pp:1667-1699.

Gummesson, E., (1987)," *Using internal marketing to creat the new culture: the case of Eriksson quality*." Journal of business and industrial marketing, Vol.2, pp.325-351.

Hogg, G., Carter, S., (2000), "*Employee attitudes and responses to internal marketing, in vary, R. and Lewis, B., internal marketing: directions for management*", Rutledge, London, pp.109-24.

Hui, C., Law, K.S., Chen, Z.X., (1999), *"A structural equation model of the effects of negative affectivity, leader-member exchange, and perceived job mobility on in-role and extra-role performance: A Chinese case"*, Organizational Behavior and Human Decision Processes, vol.77, 3–21.

Hung, J., Lin, T., (2008), *"The investigation on the internal marketing practices of the international tourism hotel chains",* Journal of International Management Studies, pp. 170-6.

Keller, S.B., Lynch, D.E., Ellinger, A.E., Ozment, J., Calantone, R., (2006). *"The impact of internal marketing efforts in distribution service operations*.Journal of business logistics, Vol.7, 109-137.

Kim, S. (2006), "*Public Service Motivation and Organizational Citizenship Behavior in Korea*", International Journal of Manpower, 27, 722-740.

Krietner, R., Kinicki, A., (2011), *Organizational Behavior Management, Payam Pouya Publications*, Tehran, fourth Edition.

Lings, I., Greenley, G., (2010). *"Internal market orientation and market oriented behaviors"*, journal of service management, vol.21, No.3, pp321-343.

Little, M.K., Dean, A.M., (2006), "*Links between service climate, employee's commitment and employees service quality capability*", managing service quality, vol.16, no.5, pp.460-467.

Morrison, E.W. (1996), "O*rganizational citizenship behavior as a critical link between HRM practices and service quality"*, Human Resource Management, Vol. 35, pp. 493-512.

Nigel. F., Piercy, (1995), "*Customer satisfaction and the internal market:marketing our customer to our employees",* Journal of marketing practice,applied marketing science, vol.1, no.1, 22-44.

Organ, D.W. (1988), "*Organizational Citizenships Behavior: The Good Soldier Syndrome",* Lexington Books, Lexington, MA.

Papasolomou, I., (2006), "*Can internal marketing be implemented within bureauckratic organizations?,* International journal of bank marketing, Vol.24, No3.

Paulin, M., Ferguson, R.J., Payaud, M., (2000) "*Business effectiveness and professional service personnel Relational or transactional managers?",* European Journal of Marketing, Vol. 34 Iss: 3/4, pp.453 – 472

Podsakoff, P., Mackenzie, S.B., (1997). "*Impact of Organizational Citizenship Behavior on Organizational Performance: a Review and Suggestion for Future Research"*, Human Performance, 10: 133–151.

Podsakoff, P.M., MacKenzie, S.B., Paine, J.B., & Bachrach, D.G., (2000), *Organizational citizenship behavior: A critical review of the theoretical & empirical literature & suggestions for future research*. Journal of Management, vol 26, No.3, pp: 513-563.

Rafiq, M., Ahmed, P.K., (2000), *"Advances in the internal marketing concept: definition, synthesis, and extension*, Journal of Services Marketing, vol.14, no.6, PP: 449-462.

SeyedJavadin, S.R., Rayej, H., Yazdani, H.R., Estiri, M., Aghamiri, S.A., (2012), *"How organizational citizenship behavior mediates between internal marketing and service quality: The case of Iranian GAS company*", International Journal of Quality & Reliability Management, Vol. 29 Iss: 5, pp.512 – 530

Souchon, A., Lings, I., (2001). *"Adopting internal marketing practices across national borders: key propositions and implications"*, pp. 1-9.

Tortosa, V., Moliner, M., Sanchez, J., (2009), *"Internal market orientation and its influence on organizational performance",* European Journal of marketing, Vol.43, No.11, pp: 1435-1456.

Van Dyne, L., Graham, J.W., Dienesch, R.M. (1994), *"Organizational citizenship behavior: construct redefinition, measurement and validation",* Academy of Management Journal, Vol. 37, No. 4, pp. 765-802.

Yoon, M., Suh, J., (2003), *"Organizational citizenship behaviors and service quality as external effectiveness of contact employees"*, Journal of Business Research, Vol. 56, pp. 597- 611.

Zeithaml, W., Parasuraman, A., (2008), *Service quality: Review and critique the SERVQUAL model and provide new models*, Kavosh Publications, Tehran, First edition.

www.amar.org.ir