The Impact of Internal Marketing on the Market-Orientation in Commercial Banks (Case Study: Agricultural Bank of Khuzestan)

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Abstract  
Market orientation is considered as the major element of marketing and an important factor that enables the organization to make sense of the market and establish appropriate product/service strategies to meet the needs and demands of customers. Several studies indicate that market orientation is effective in improving organizational performance and profitability, especially in financial services industry. To this end, a clear sense making of factors creating market orientation seems to be essential. In the present study, internal marketing, organizational commitment and organizational citizenship behavior are considered as the market orientation creation factors that will help the organization be flexible and respond to market changes, and offer solutions in this regard. Based on the previous studies and the research hypotheses, a model was designed to illustrate the interactive effects of these variables; and according to LISERL software, which was used to test the model, an appropriate fitness was observed. This study is a practical correlational study in terms of objective. The results showed despite the fact that there is no significant relationship between organizational commitment and market orientation, internal marketing and organizational citizenship behavior affect market orientation.

Keywords: Internal Marketing, Organizational commitment, Organizational Citizenship Behavior, Market Orientation, Agricultural Bank.
Introduction

Various definitions are proposed for market orientation. Narver and Slater (1990) have defined market orientation as the organizational culture that creates behaviors which are essential to create added value for customers and increase business performance of the company in a highly effective and efficient way. Kohli and Jaworski (1990) have presented the following definition for market orientation: Market orientation is the creation of awareness about the market in the organization to predict current and future needs of customers -disseminate this insight and offer organizational response to it.

There is no consensus on the precise nature of market orientation (Gainer, 2005). Market orientation has been considered as a cultural concept or a behavioral concept or a combination of these two views in researches (Friedman and Olavarrieta, 2008). Some scholars such as Narver and Slater (1990) have discussed market orientation from the cultural viewpoint, and some others such as Kohli and Jaworski have centers on the behavioral viewpoint.

During recent decades, the financial services was affected by the radical changes which eventuated in a market with intense competition and little growth in initial demand (Mansour Beigi et al., 2016). The market orientation creating factors are important leverage for developing market orientation within an organization. A correct understanding of these factors certainly will help managers to implement market orientation (Van Raaij and Stoelhorst, 2008). In the present study, internal marketing, organizational commitment and organizational citizenship behavior are considered as the market orientation creation factors which will help the organization be flexible and respond to market changes, and offer solutions in this regard.

During recent years, various definitions are proposed for market orientation. However, the main point in all of the definitions is regarding the employees as internal customers and obtain their satisfaction which ultimately result in enabling organization to get a better place in providing better services for external customers and their satisfaction (Sun, 2005). Berry has discussed internal marketing as a management philosophy. In this point of view, employees are internal customers and jobs are internal products that satisfying the needs and demands of these internal customers are done by addressing the internal activities of the organization.

Rafiq and Ahmed (2000) have defined internal marketing as a scheduled effort. Applying this this marketing is essential to overcome organizational changes, adaptation, motivation, coordination and integration of employees’ performances toward the effective implementation of organizational and performance strategies in order to satisfy customers through motivated and customer-oriented staff. The purpose of internal marketing is to gain employees’ commitment and create a marketing plan (Liao, 2009). Organizational commitment is the positive or negative attitudes of individuals toward the whole organization “not the jobs” that they have (Greenberg and Baron, 1990). In the organizational commitment the person has a powerful sense of loyalty to the organization and identifies himself with the organization (Yastroun, 1997). Porter et al., (1974) have defined organizational commitment as the acceptance of the organization values and getting involved in the organization and have presented motivation, desire to continue working and accepting the organization values as the measurement factors (Moorhead, trans. Alvani and Memarzade, 1995). Organizational commitment is considered as the emotional and
psychological attachment to the organization upon which a person, who is strongly committed, determines his identity with the organization participates and gets involved in the organization and enjoys his membership in the organization (Moody and Porter, 1982).

Oorgan knows organizational citizenship behavior as positive actions of some employees to improve the efficiency and cohesion of work environment beyond organizational requirements. He believes that organizational citizenship behavior is an individual and voluntary behavior that is not directly subject to formal systems of rewards in the organization but enhances the effectiveness and efficiency of organizational performance. This definition revolves around three key features of citizenship behavior: First, it must be a voluntary behavior which is neither a predefined task nor a part of the official duties of the person. Second, the advantages of this behavior have organizational aspect, and the third feature is that organizational citizenship behavior has a multi-faceted nature (Cohen & Cole, 2004).

Given that market orientation is the major element of marketing and a significant factor enabling the organization to make sense of market and develop appropriate product and service strategies to meet needs and demands of customers, and considering the importance and role of internal marketing in improving organizational performance and its impact on the market orientation, we decided that after reviewing the literature of internal marketing and its impact on market orientation, we study the mechanism of this relationship through the mediating role of organizational commitment and organizational citizenship behavior, and raise to realize whether there is a significant relationship between market orientation and internal marketing in the Khuzestan Agricultural Bank.

**Theoretical Literature and Literature Review**

**Market orientation**

In the past two decades, market orientation has become one of the focal structures in marketing literature (Smirnova et al., 2011). In market orientation, knowledge and market information, and its application play pivotal role in gaining competitive advantage (Kohli and Jaworski, 1990 and Narver and Slater, 1990).

Shapiro (1988) defined market orientation in a paper, as a set of processes for obtaining information about the factors affecting buyer behavior and distributing information within all parts of the organization. Shapiro emphasizes that a market-oriented company is a company which is well-acquainted with markets and customers. He suggests that in order to enhance market orientation, trust-based collaboration among the various units of the organization is important and necessary.

Homburg and Pflesser (2000) state that market orientation consists of three essential components. First, market orientation includes some organizational behaviors such as information processing, decision-making and strategy formulation. Secondly, market orientation includes certain skills that enable organizations to do based on the above behaviors. Some of these skills include market sensing and customer relationship. Third, market orientation is a kind
of corporate culture such as values, beliefs and norms that shape organizational desired behaviors.

The first market orientation element is the creation of market intelligence that can be achieved in two ways: agreement in the field of production of information associated with customers and factors affecting them, and agreement regarding the production of information in relation to competitors. The second element of market orientation is the distribution of market intelligence. Effective respond to the needs of the market requires the participation of all sectors of the organization. Ignacio et al., (2002) argued that internal integration and coordination in promotion of activities related to respond to target market should become a genuine belief in the mind of the organization members. Along similar lines, Kohli and Jaworski (1990) suggested that to accommodate the organization with the needs of the market, market knowledge must be transferred, published and perhaps even must be sold within people and the relevant sectors.

**Internal Marketing**

The core competence of the organization is a very important component of strategic planning. When the core competence is administered and managed correctly, it will lead to competitive advantage for an organization and company (Greene, 1994). Customer service is one of the competitive advantage forms that results in customer unwavering loyalty. The internal marketing is one of the most important approaches to achieve this goal and is a key element in providing superior service and the success of an organization external marketing (Papasolomou-Doukakis, 2002). For the first time, Berry and Gronroos introduced the concept of internal marketing in 1980s. At the heart of the concept of internal marketing is the fact that employees form the internal market within the organization (Varey, 1995). To put it another way, the organization is an internal market with internal customers and suppliers and satisfying the needs of these internal customers is essential for organization success. Cooper and Cronin (2000) argued that internal marketing is the organization effort to train and reward and in general is to manage human resources in order to provide better services. Carter (2000) has defined internal marketing as an integral part of market orientation which requires the use of marketing techniques in an organization to create and communicate company values. Ahmed and Rafiq have introduced internal marketing as a prelude to the implementation of organizational strategies and have used the term “internal marketing mix”. Philip Kotler (1991) has defined marketing mix as a set of marketable variables (tools) which the company mixes them to respond to the target market. Internal marketing mix includes all the things that company can do to influence demand for its products. According to this definition, employees as internal customers, jobs as internal products, and the organization try to provide internal products that can lead to satisfy the needs of internal customers, according to the organization goals.

**Organizational Commitment and its Dimensions**

Organizational commitment is defined as the willingness of employees to stay with the organization and attempt to stay with organization and accept the organization's goals and values (Morrow, 1983; Randall and Cote, 1991; 198). In another definition, organizational commitment is defined as identifying goals and values to stay with the organization (Geartner and Nollen, 1989, 975). Bakery, Randal and Riegel (1995) define organizational commitment in three
dimensions: (A) Strong desire to remain a member in a particular organization; (B) Desire to deliver high levels of effort for the organization; (C) Firm belief and acceptance of the organization goals. Northcraft & Neale (1996) argue that commitment is an attitude that reflects the loyalty of employees to the organization and a continuous process through which the organization members express their concern for the organization and its success and health.

Among the attitude approach fans, some researchers consider organizational commitment as a multidimensional concept that different factors affect it. Allen and Meyer (1996) are the pioneers of multi-dimensional approach. Their three-dimensional model of organizational commitment includes emotional, continuance and normative dimensions. They consider emotional commitment as a person emotional attachment to the organization and through which they will be identified with it.

The second dimension of organizational commitment, according to Allen and Meyer (1990), is continuous commitment. They define continuous commitment as a form of psychological attachment to the organization that arises from employee perceptions of things that he will lose if he leave the organization. In fact, it can be said that continuous commitment includes the person awareness of the costs of leaving the organization. Therefore, in this form of commitment, main reason for the relationship between the person and the organization and his decision to stay with the organization is an effort to preserve the advantages resulting from the relationship with the organization.

The third dimension of organizational commitment, that is less common but should be discussed, is normative commitment that represents a sense of duty to continue cooperating with the organization. Persons who have a high level of normative commitment feel that they have to stay in the current organization (Allen & Meyer, 1990). There are fewer studies on this dimension than other dimensions. Randall and Cotr (1990), Allen, Meyer and O'Reilly, Chatham and Caledon were researchers who have tried to distinguish this dimension of organizational commitment from the other dimensions.

Organizational Citizenship Behavior

Organizational citizenship behavior is a spontaneous and conscious behavior that is not directly or explicitly reinforced by the organization formal rewarding system but it enhances organizational effectiveness (Felfe and Yan, 2009; Bolino et al., 2010). Being spontaneous and conscious means that this behavior is not the obligatory necessity of the role or is not based on the job description, but it is largely based on personal choice and the person will not be punished if he do not do that. Shnake (1999) argue that organizational citizenship behavior is aimed to help colleagues or the organization and often is done by employees to support organizational resources and may not directly follow the interests of a particular person. (Sobhaninejad et al., 2010: 17). In the present study, Oregon five dimension scale (1988) is used to measure organizational citizenship behavior. These dimensions include social mores, work ethic, altruism, generosity and courtesy.
Social mores are organizational behaviors that represent the person participation in the organization social life. Behaviors such as participation in extracurricular activities, especially when the presence of this person is not seriously needed, supporting the development of changes proposed by administrators, tendency to read books, magazines, increasing public information related to the improvement of the organization operations, and activities toward promotion of staff awareness, are included. Work ethic, or sense of duty, refers to behaviors beyond the requirements imposed by the organization. Altruism refers to useful and beneficial behaviors such as empathy and compassion between colleagues that directly or indirectly helps employees to solve work problems. Chivalry refers to avoiding damage to the organization, patience in the face of inevitable adversity and difficulty of the work, as well as job extortion without complaining, and courtesy is related to sensitivity to the impact of personal actions on the fate of the others (Sobhaninejad et al., 2010).

Development of Proposed Model and Hypotheses
According to above discussion and studies in the field of internal marketing, the proposed model is as follows:

![Figure 1: The conceptual model](image)

As shown above, this study is aimed to assess the following three assumptions:

**The main hypotheses**

The first hypothesis: There is a significant relationship between internal marketing and market orientation in the Agricultural Bank.

The second hypothesis: There is a significant relationship between internal marketing and organizational citizenship behavior in the Agricultural Bank.
The third hypothesis: There is a significant relationship between internal marketing and organizational commitment in the Agricultural Bank.

The fourth hypothesis: There is a significant relationship between organizational commitment and citizenship behavior in the Agricultural Bank.

The fifth hypothesis: There is a significant relationship between organizational commitment and market orientation in the Agricultural Bank.

The sixth hypothesis: There is a significant relationship between organizational citizenship behavior and market orientation in the Agricultural Bank.

The seventh hypothesis: Organizational commitment and organizational citizenship behavior have a mediating role in the relationship between internal marketing and market orientation in the Agricultural Bank.

The eighth hypothesis: Organizational commitment has a mediating role in the relationship between internal marketing and organizational citizenship behavior in the Agricultural Bank.

The ninth hypothesis: Organizational citizenship behavior has a mediating role in the relationship between organizational commitment and market orientation in the Agricultural Bank.

Methodology

The methodology in the present study that is practical, descriptive and correlational in terms of objective and data collection, respectively, is correlation matrix analysis because in this study the relationship between variables are extracted and evaluated based on factor analysis (Sarmad et al., 1391). The population included Agricultural Bank branches in Khuzestan province. Since data collection from the entire statistical population was practically impossible (even if it was possible we were not able to do that due to time, money and other required facilities), a sample was selected from the population. The sampling method used in this study was non-random sampling and, in particular, convenient method. In this study, non-probability sampling (non-random) has been used. Depending on the type of variables, qualitative, and limited population size (762 people), so to determine the sample size, the following sample size calculation equation is used:

\[ n = \frac{N \times Z_{\alpha/2}^2 \times \sigma^2}{\varepsilon^2} + 1 \]

According to the above calculations, the sample size was determined equal to 102 people. To collect data for research hypotheses questionnaires were distributed. The research questionnaire has been developed based on internal marketing literature review. The questionnaire included 24 items including 7 questions about internal marketing, 5 questions in the field of organizational commitment, 6 questions about organizational citizenship behavior, and 6 questions about...
market orientation. All questions were measured five-option Likert spectrum (from strongly agree to strongly disagree).

To ensure the validity and reliability of data collection, content validity (formal and logical) was approved by the relevant experts and their advisory opinions were collected and used to correct and complete the questionnaire. Cronbach Alpha reliability that is most used reliability determination method (Sarmad et al., 2012), with coefficient equal to 0.954 was confirmed for the total variables.

Data Analysis

Descriptive statistics indicate that the maximum respondents in the study sample were male, and with 72 people constitute more than 70% of the sample. Thirty people i.e. 29.4% of respondents were female. Among respondents, the maximum frequency was related to age range of 30 to 40 years with 49 people that constitute almost half of the sample. The minimum frequency was related to the age range of 20 to 30 years with 15 people that form approximately fifteen percent of the sample. Twenty people have ages between 40 and 50 years and form 19.6% of the sample. The maximum frequency was related to people with a bachelor's degree which include 60 persons and constitute more than half of the sample. Those with master or higher degree had the minimum frequency with 11 persons. Fourteen respondents had associate degree and 17 persons had high school diploma or lower. Forty one persons i.e. 40.2% of the sample consisted of people with less than 10 years of work experiences. Twenty seven respondents, i.e. 26.5% had between 10-20 years of work experiences. Thirty four people i.e. a third of the sample had over 20 years of work experiences.

Evaluation of Fitting of Proposed Model

After assessing and confirming the measurement model, the proposed model fitting is investigated. Fitting indicators, acceptable levels and their status for the proposed model are shown in the following table.

<table>
<thead>
<tr>
<th>Fitting indicator</th>
<th>SRMR</th>
<th>RMSEA</th>
<th>GFI</th>
<th>AGFI</th>
<th>NFI</th>
<th>NNFI</th>
<th>IFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acceptable values</td>
<td>&lt;0.05</td>
<td>&lt;0.1</td>
<td>&gt;0.9</td>
<td>&gt;0.9</td>
<td>&gt;0.9</td>
<td>&gt;0.9</td>
<td>0 - 1</td>
</tr>
<tr>
<td>Calculated values</td>
<td>0.028</td>
<td>0.091</td>
<td>0.92</td>
<td>0.98</td>
<td>0.96</td>
<td>0.97</td>
<td>0.98</td>
</tr>
</tbody>
</table>

Resource: Research results

According to the data presented in the above table, and comparing these data with the acceptable range, all fitting indicators are situated in acceptable ranges. Therefore, the study model is well-fitting.
Research Hypotheses Test

After verifying the proposed scheme, two partial indicators T (T-value) and P statistics are used for hypotheses significance test. According to significance level of 0.05, the critical ratio must be greater than 1.96 or less than -1.96; the value between these two domains will not be important in the scheme. Besides, the values between these two indicate that there is no significant difference between values calculated for regression weights equal to zero at 95% confidence level. Research hypotheses, regression coefficients and partial indicators associated with each hypothesis are shown in the following table.

<table>
<thead>
<tr>
<th>Path</th>
<th>Direct effect path coefficient</th>
<th>Indirect effect path coefficient</th>
<th>Total effect path coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>IM → MO</td>
<td>0.76</td>
<td>0.46</td>
<td>1.19</td>
</tr>
<tr>
<td>IM → OC</td>
<td>0.92</td>
<td>-</td>
<td>0.92</td>
</tr>
<tr>
<td>IM → OCB</td>
<td>0.30</td>
<td>0.31</td>
<td>0.61</td>
</tr>
<tr>
<td>OC → MO</td>
<td>0.27</td>
<td>0.25</td>
<td>0.52</td>
</tr>
<tr>
<td>OC → OCB</td>
<td>0.34</td>
<td>-</td>
<td>0.34</td>
</tr>
<tr>
<td>OCB → MO</td>
<td>0.73</td>
<td>-</td>
<td>0.73</td>
</tr>
</tbody>
</table>

Accordingly, the hypotheses test results are as follows:

First hypothesis: There is a significant relationship between internal marketing and market orientation in the Agricultural Bank.

A correlation of 0.76 is obtained for the relationship between internal marketing and market orientation variables which indicates that internal marketing affects market orientation. The observed correlation is greater than 0.6 in a reliable range. T-value statistic is obtained 7.23 which indicate that the observed correlation is significant at 95% confidence level.

Second hypothesis: There is a significant relationship between internal marketing and organizational citizenship behavior in the Agricultural Bank.

The correlation between internal marketing and organizational citizenship behavior is obtained 0.30 which indicates that internal marketing affects organizational citizenship behavior. However the observed correlation is low but it is situated within the acceptable range. Furthermore, the t-value statistics of 7.12 is obtained which indicates that the observed correlation is significant at 95% confidence level.

Third hypothesis: There is a significant relationship between internal marketing and organizational commitment in the Agricultural Bank.

The correlation between internal marketing and organizational commitment is obtained 0.92 which indicates that internal marketing affects organizational commitment and the observed
correlation is highly reliable. The t-value statistics of 9.66 is obtained which indicates that the observed correlation is significant at 95% confidence level. Therefore, there is a significant relationship between internal marketing and organizational commitment in the Agricultural Bank.

Fourth hypothesis: There is a significant relationship between organizational commitment and citizenship behavior in the Agricultural Bank.

The correlation between organizational commitment and citizenship behavior is obtained 0.34 which indicates that organizational commitment affects citizenship behavior. The t-value statistics of 6.61 is obtained which indicates that the observed correlation is significant at 95% confidence level. Therefore, there is a significant relationship between organizational commitment and citizenship behavior in the Agricultural Bank.

Fifth hypothesis: There is a significant relationship between organizational commitment and market orientation in the Agricultural Bank.

The correlation between organizational commitment and market orientation is obtained 0.27 which indicates that organizational commitment does not affect market orientation and the observed correlation is negligible. The t-value statistics of 1.2 is obtained which is less than 1.96 and indicates that the observed correlation is not significant at 95% confidence level.

Sixth hypothesis: There is a significant relationship between organizational citizenship behavior and market orientation in the Agricultural Bank.

The correlation between organizational citizenship behavior and market orientation is obtained 0.73 which is greater than 0.6 so indicates that organizational citizenship behavior affects market orientation. The t-value statistics of 6.69 is obtained which indicates that the observed correlation is significant at 95% confidence level.

Seventh hypothesis: organizational commitment and organizational citizenship behavior have a mediating role in the relationship between internal marketing and market orientation in the Agricultural Bank.

To evaluate the impact of mediating role of organizational commitment and organizational behavior on the relationship between internal marketing and market orientation, indirect effect of internal marketing and market orientation should be measured. As shown in Table 2, path coefficient of these two factors indirect effect is obtained 0.46. Therefore, organizational commitment and organizational behavior have a mediating role in the relationship between internal marketing and market orientation in the Agricultural Bank.

Eighth hypothesis: Organizational commitment has a mediating role in the relationship between internal marketing and organizational citizenship behavior in the Agricultural Bank.

Indirect effect of internal marketing and organizational citizenship behavior should be measured in order to study the impact of organizational commitment mediating role in the relationship between internal marketing and organizational citizenship behavior.
As shown in Table 2, indirect effect of path coefficient of these two factors is 0.31. Therefore, organizational commitment has a mediating role in the relationship between internal marketing and organizational citizenship behavior in the Agricultural Bank.

*Ninth hypothesis:* Organizational citizenship behavior has a mediating role in the relationship between organizational commitment and market orientation in the Agricultural Bank.

Indirect effect of organizational commitment and market orientation should be measured in order to study the impact of organizational citizenship behavior mediating role in the relationship between organizational commitment and market orientation. As shown in Table 2, indirect effect of path coefficient of these two factors is 0.25. Therefore, organizational citizenship behavior does not have a mediating role in the relationship between organizational commitment and market orientation in the Agricultural Bank.

**Conclusion and Recommendations**

Market orientation strategy is one of the strategies affecting market performance which consists of customer orientation, competitor orientation and coordination among tasks. The concept of market orientation may help to improve performance in marketing concept and to make marketing strategy futuristic and more efficient. In the implementation of market orientation strategy, it should be noted that marketing should be well coordinated with other sectors in the company. Marketing is the task of only a certain sector, it will not be appropriately carried out, because all employees must be aware of how they can influence on customer satisfaction.

This study was conducted to evaluate the effect of internal marketing on commercial banks market orientation. After data collection and analysis, the following results were obtained.

- **Internal marketing-market orientation:** The results showed that internal marketing has a significant direct and indirect effect on market orientation. This finding corresponds to findings of researchers like Vula, Borenta and Kayzapolus. In order to improve market-oriented plans, managers should regard the staff as internal customers and consider jobs as internal products so that the needs and demands of these internal customers be fulfilled through the organization internal activities. It is recommended that the role of market orientation in organizational strategies be taken into consideration and managers believe that market-oriented attitude in the organization can help to increase the ability of employees to respond to customers and enhance the company’s ability to respond to the environment.

- **Internal marketing-organizational citizenship behavior:** In this study, internal marketing affect organizational citizenship behavior. Although the observed correlation is low but is situated in the acceptable range. Researchers believe that any human resource investment in the internal marketing can improve employees performances and their citizenship behavior. It is recommended that the study organization attempt to develop training, motivation, internal communication, and coordination and integration of employees performances.

- **Internal marketing-organizational commitment:** Organizational behavior requires a culture based on common values. Organizational citizenship behavior is developed in the environment where common values and attitudes be created within employees about
voluntary compliance with organizational regulations and rules and loyalty to the organization.

- Findings show that internal marketing has a positive effect on organizational commitment and is in compliance with findings of researchers like Korona and Kayzapolus. It is recommended that the study organization pay attention towards increasing organizational commitment within employees and focus on internal marketing effective factors such as training, equitable reward system, and effective internal communication to create a kind of emotional commitment of employees to stay in the bank.

- Organizational commitment-organizational citizenship behavior: The present study shows that organizational commitment has a positive effect on organizational citizenship behavior and is in compliance with findings of researchers like Bonapart and Cheichi. Bonapart believes that behaviors and attitudes of people in each organization must be examined closely and staff who are emotionally attached and committed to the organization have organizational citizenship behavior more than their colleagues. It is recommended to managers to pay attention to organizational identity, organizational justice, organizational commitment and leadership style. If people’s organizational identity is reinforced, organizational justice will be respected, organizational commitment will be high and leadership style will be encouraging and supportive, then citizenship behavior will be more observed.

- Organizational commitment-market orientation: The results show that organizational commitment has no significant effect on market orientation in Agricultural Bank of Khuzestan province. It is recommended that managers of increase motivation, loyalty and the acceptance of organization values in their staff. They should get staff involved with their goal. When they are involved in goal achieving, and find their goals aligned with organizational goals, and feel that achieving organizational goal leads to achieve personal goals, then they will do their best to achieve the goals of the organization. The managers should increase organizational commitment of staff through organizational commitment, job satisfaction, reduction of fatigue and creation of a good organizational environment, and create an environment in which people can more participate in the organizational activities. Due to the fact that people working in the organization are not correspondent with the job that they have now, in terms of levels of qualification, human resource professionals and managers should meticulously do the process of hiring, recruiting and staffing.

- Organizational citizenship behavior-market orientation: The results show that organizational citizenship behavior has a significant effect on market orientation. These findings are in compliance with findings of researchers like Waris. It is recommended that the organization managers improve their employees’ sense of duty, create an environment with empathy, intimacy and compassion among colleagues, and illustrate a good image of the organization in the eyes of colleagues.
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