The effect of internal marketing, organizational commitment and organizational citizenship behaviors on market orientation (case study: employees of Tehran chain stores)

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Abstract

Today’s, Market orientation plays an undeniable role in changing environment. To be successful in market orientation, it had to guarantee the organizational commitment and the organizational citizenship behaviors. One way to create commitment and citizenship behaviors in employees is creation of the internal marketing programs. The main objective of this study was to clarify the relationship between internal marketing, organizational commitment and organizational citizenship behaviors with market orientation. The population of this research is employees of Tehran chain stores. The data collection tools were a questionnaire. Questionnaires distributed among 157 employees. Finally, 141 questionnaires collected and analyzed by SPSS and Smart PLS softwares. The results show that the relationship between internal marketing with market orientation, organizational commitment and organizational citizenship behaviors is significant and positive. In addition, the relationship between organizational commitment with citizenship behavior and market orientation and also the relationship between organizational citizenship behaviors with market orientation is not significant. In addition, the internal marketing have the most effect on market orientation and then have the most effect on organizational commitment and organizational citizenship behaviors. But the effect of organizational commitment on market orientation and also the effect of citizenship behavior on market orientation are not significant.

Keywords: Internal Marketing, Market Orientation, Organizational Citizenship Behaviors, Organizational Commitment.
Introduction

Market orientation has an important and undeniable role in organizational performance, because today, the success of the companies is depends on their knowledge of customers and competitors, and other affecting factors on market. The customers' needs and demands are constantly changing and understanding these changes are crucial for the success of the firm (Maleki et al, 2014). Today market orientation is the canon of attention to researches. But still no agreement has been reached on real nature of market orientation. Market orientation has been considered as a cultural, behavioral or combination of both (Taheri & Ghasemi, 2015). A new challenge for marketing managers is the human resource management. In this situation, there is a need to combine marketing theories with the human resource management (Lings, 2004). The employees should be treated as internal customers. This approach helps organizations effectively manage their internal customers. As a result, improve the relationships with internal customers, the relationships with external customer be more effectively. For this reason, the first internal marketing was introduced as solution to provide quality products to customers. Relations between internal marketing and market orientation shows that satisfied employees have more organizational commitment. This in turn will increase the company's market orientation. The internal marketing leads through organizational commitment to market orientation because market orientation can't be achieved in the absence of organizational commitment (Zaman et al, 2012). The results of researches also show that market orientation has a positive impact on the organizational performance. While, citizenship behaviors as an extra-role can be help to market orientation. Therefore, internal marketing, organizational commitment and citizenship behaviors help to the company's market orientation (Suleiman Awwad & Agti, 2011).

According to the above discussion, the main purpose of this research is to explain the relationships between internal marketing, organizational commitment and citizenship behaviors with market orientation among employees of Tehran chain stores. The first, literature review expressed, then the relationships and hypotheses, methodology, findings and conclusion arise.

Literature review

Market Orientation based on both cultural and behavioral views can't do without commitment for managers and employees. However, the lack of commitment and citizenship behaviors among employees may have a negative effect on market orientation. So, to succeed in market orientation, organizational citizenship behaviors and organizational commitment must be ensured. One way to create commitment and citizenship behaviors in employees is the internal marketing programs. Accordingly, in this section, the first literature review of internal marketing, organizational commitment, citizenship behaviors and market orientation expressed and then background (relationships and hypothesis) will be discussed.

Internal marketing

Today, human capitals in organization are one of the major factors in order to gain competitive advantage and create sustainable value for the organizations. Accordingly,
providing needs of human resources in each organization should be regarded as the prerequisite for final success of any organization (Barzoki & Ghujali, 2013). Internal marketing focuses on appropriate internal relationships between all people at all levels of the organization (Salajeghe et al, 2015). Gronroos (1981), one of the scholars who early introduced the term “internal marketing”, defined the term as the behavior of selling a corporation to its internal customers (employees) under the principle that highly satisfied employees will help to create a market-oriented and customer-centered corporation (Ahmad & Al-Borie, 2012).

The literature review shows that there is a defined number of competing for internal marketing. Rafiq and Ahmed (2000) argue that the internal marketing includes several dimensions. These dimensions are: A) Motivation and employee satisfaction, B) Customer orientation and customer satisfaction, C) Inter-functional coordination and integration, D) Marketing like approach, and E) Implementation of corporate and functional strategies. Based on these, internal marketing is a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and inter-functionally coordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through a process of creating motivated and customer-orientated employees (Ahmad & Al-Borie, 2012).

**Organizational Commitment**

Loyal and committed manpower is one of superiority indicators of one organization than other organization. From the thirty years ago has created considerable interest to understanding the concept of organizational commitment and spent a lot of energy to analyzing this topic. The findings of this research confirm that organizational commitment is related with many of workers job behaviors. Research has shown that organizational commitment has a positive relationship with outcomes such as job satisfaction, over social organizational behavior and job performance and negatively associated with leaving job. Organizational commitment is an important variable in understanding employee behavior that with impact on employee performance is caused to increase productivity, improve service delivery and increase the quality of it (Maleki et al, 2014).

In order to enhance efficiency, organization must raise the level of job deep interest, need to job and job satisfaction. This is commonly referred to as organizational commitment. The organizational commitment defined as "the robust belief in accepting organization's objectives and values, devoted endeavor for organization and strong proclivity to maintain membership in organization. Organization commitment is a reference organization vision based on which individuals go along with goals values and plans of their organizations and make striking efforts to maintain them. Organizational commitment is people's positive or negative attitudes towards the whole organizations they are working in associated with an individual's organization commitment is a strong loyalty sense, through which he identifies his own organization (Zangene-Tabar, 2013).

Researchers have categorized organizational commitment into three dimensions: affective commitment, normative commitment, and continuance commitment. Affective commitment is
belong to the organization and get involved in its activities. Here, employee identification himself with the organization. In addition, employees with strong affective commitment remain loyal to the organization. Normative commitment is the socialization experience with other employees. Here's, the employee remain in the organization for the norms and ethics pressure. In this type of commitment employees believe that should remain loyal to the organization. In addition to, continuance commitment is the mean value to the organization throughout its life. Here, employees to leave work feeling that lost their identity (Zaman et al, 2012).

**Organizational citizenship behavior**

Organizational citizenship behavior has been introduced by Organ and his colleagues in 1983 for the first time. This concept is about willingness to cooperation and innovative behaviors. Organizational citizenship behavior described as behaviors which are not in formal organizational functions but capable of affecting organization performance (Ghorbani & Mostafavi, 2013). Organizational citizenship behavior is seen as a Desirable status because such a behavior both increases available benefits and reduces the need for official and costly controlling mechanisms (Roshani et al, 2015). Organizational citizenship behavior defined as an individual and voluntary behavior that is not directly rewarded by formal reward systems of the organization. However, it is led to enhancement of organizational effectiveness and performance (Barzoki & Ghujali, 2013).

In general, organizational citizenship behaviors are includes 5 dimensions: altruism, sportsmanship, conscientiousness, civic virtue, and courtesy. Altruism is a voluntary behavior that its main purpose is to help other individuals in the organization. This behavior is like voluntary help to new or less experienced employees and help to employees that were absent. Sportsmanship has been defined as the ability of the employee to adapt himself to difficulties of the working environment without objection or formal and verbal complaint. Under such conditions employees are able to tolerate difficulties of the working environment without complaint and objection by developing of sportsmanship. Conscientiousness is a voluntary behavior to help the organization that employees go beyond the minimum intended necessities of their tasks. This aspect of organizational citizenship behavior called as organizational Compliance that includes cases such as severe following from organizational rules so that the individual acts to his duties in a desirable manner even in cases that no one supervises him. Civic virtue is the tendency towards participation and responsibility in organizational life and also creating of a suitable image from the organization. Civic virtue includes behaviors such as taking part in extracurricular and additional activities like intention to study books, magazines and increasing of public information, when such presence is not necessary. Courtesy are voluntary behaviors that prevent problems resulted from working with others. This aspect states the manner of behavior of individuals with colleagues, supervisors and customers of the organization (Abzari & Ghujali, 2011).

**Market orientation**

The company's ability to use the internally and externally capabilities to identify external opportunities and success is critical. Market- oriented School known with anticipating and responding to external market requirements, including customers or markets (Wang et al,
Market orientation considered as a behavioral norm that companies gain a competitive advantage in quickly response to the market and customer needs, also, in response to market opportunities and threats. The axial value in market orientation is that it preparing the organization to deal with the new business and can be obtained required information from market and prepare their responses to the market needs. This type of market orientation culture when is considered as a competitive advantage for the organization that be inimitable, rare and valuable (Maleki et al., 2014). Narver and Slater define market orientation as the organization culture that most effectively creates the necessary behaviors for the creation of superior value for buyers and thus continuous superior performance for the business. Their model identified three main categories which are constituted in market orientation, these are defined as: customer orientation, competitor orientation, and inter-functional coordination (Zaman et al., 2012). Customer orientation is the sufficient understanding of target buyers to be able to continuously create superior value for them. Competitor orientation refers to understanding the short-term strengths and weaknesses and the long-term capabilities of both current and potential competitors. Inter-functional coordination is the coordinated utilization of company resources to creating superior value for target customers through integration of all functions in the firm. In general, market orientation is an organization-wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organization-wide responsiveness to this intelligence. Intelligence generation is the organizational capability of collecting and systematically analyzing market information on consumers’ present and future needs, competitors, technology, regulations, and other relevant environmental factors. Intelligence dissemination is the interdepartmental communication and selling of the relevant information concerning market intelligence. Responsiveness is the action taken in response to the intelligence that is generated and disseminated, selecting target markets; designing and offering products/services that cater to their current and anticipated needs; and producing, distributing, and promoting the products in a way that elicits (Suleiman Awwad & Agti, 2011).

Relationships and hypothesis

Internal marketing and market orientation

Zaman et al. (2012) conducted a study entitled the "impact of internal marketing on market orientation and business performance". The aim of this study was to investigate the effect of internal marketing on organizational commitment, market orientation and the business performance of commercial banks. Data was collected from 12 commercial banks in Pakistan. Quantitative approach was used for data collection from 500 employees of the banks. The results of this research show that the internal marketing programs have a positive effect on employee commitment, market orientation and corporate profitability.

Moghaddam et al. (2014) conducted a study entitled the "effect of internal marketing and commitment on market orientation in Mellat bank". Data collected from a sample composed of 217 employees of the bank and were analyzed using structural equation modeling. The results show that there is a positive relationship between internal marketing and market orientation. But there is no relationship between internal marketing and organizational commitment. In addition, there is a positive relationship between organizational commitment and market orientation. The first hypothesis thus formulated:
The first hypothesis: the relationship between internal marketing and market orientation is significant and positive.

**Internal marketing and organizational citizenship behaviors**

Salajeghe et al (2015) conducted a study entitled "explaining the relationship between internal marketing activities with organizational citizenship behavior among employees of Tejarat bank". The aim of this study is to evaluate the relationship between internal marketing and citizenship behaviors. A sample consisting of 230 employees and branch managers of Tejarat bank collected. The results show that there is a significant and positive relationship between internal marketing activities and employee's citizenship behaviors. In addition, there is a significant relationship between internal marketing factors and customer-orientation.

Alshurideh et al (2015) conducted a study entitled "the effect of internal marketing on organizational citizenship behavior an applicable study on the university of Jordan employees". The aim of this study was to investigate the effect of internal marketing elements like motivation, communication, empowerment and training on organizational citizenship behaviors. Quantitative data was collected from a sample consisting of 300 full-time employees. The results show that there is a positive relationship between dimensions of internal marketing and organizational citizenship behaviors. In addition, studies show that motivation is the most effective dimension within the internal marketing, after that, communication has a stronger effect on organizational citizenship behaviors. While the results suggest that empowerment and training and development do not have such an effect. The second hypothesis thus formulated:

**Internal marketing and organizational commitment**

Tsai (2014) conducted a study entitled "learning organizations, internal marketing, and organizational commitment in hospitals". The aim of this study was to investigate the relationship between organizational learning, internal marketing and organizational commitment. Data collected by questionnaires from 114 employees of the hospitals in Taiwan and hypotheses were tested using structural equation modeling. The results show that there is a positive correlation between organizational learning, internal marketing and organizational commitment. In addition, the internal marketing is a mediator between organizational learning and organizational commitment.

Zargaran et al (2013) conducted a study entitled "studying the effect of internal marketing perception on job satisfaction and employee commitment". The aim of this study was to investigate the effect of internal marketing on job satisfaction and commitment and its impact on customer-orientation in Mellat bank of Hamedan. Data was collected using a questionnaire of 170 employees. The results show that there is a significant relationship between internal marketing perception, job satisfaction and organizational commitment. In addition, the results show that there is a positive relationship between job satisfaction and organizational commitment. The third hypothesis thus formulated:
The third hypothesis: the relationship between internal marketing and organizational commitment is significant and positive.

Organizational commitment and organizational citizenship behaviors

Özdem (2012) conducted a study entitled "the relationship between the organizational citizenship behaviors and the organizational and professional commitments of secondary school teachers". The aim of this study was to determine the relationship between organizational citizenship behaviors, organizational and professional commitment based on the secondary school teachers. Data were obtained from 830 teachers. The results show that there is not a significant difference between teachers' organizational commitment perceptions, affective commitment and normative commitment with the sportsmanship citizenship behaviors. In addition, there is a significant and positive relationship between organizational and professional commitment and organizational citizenship behaviors.

Batool (2013) conducted a study entitled "developing organizational commitment and organizational justice to amplify organizational citizenship behavior in banking sector". The aim of this study was to explain the mediator role of organizational commitment in the relationship between organizational justice and organizational citizenship behaviors. Sample was composed of 134 employees of Pakistan's banks. The results show that there is a significant and positive relationship between organizational citizenship behavior and organizational commitment. In addition, confirmed the mediator role of organizational commitment in the relationship between organizational justice and organizational citizenship behaviors. The fourth hypothesis thus formulated:
The fourth hypothesis: the relationship between organizational commitment and organizational citizenship behaviors is significant and positive.

Organizational commitment and market orientation

Zangene-Tabaret al (2013) conducted a study entitled "the effect of quality commitment and organizational commitment on the customer orientation (case study: Kermanshah Tejarat bank)". The aim of this study was to test the effect of quality and organizational commitment on customer orientation in Kermanshah Tejarat bank. The data collected from a sample consisting of 202 employees of the bank and analyzed by structural equation modeling. The results show that there is a significant impact between quality and organizational commitment with customer orientation.

Suleiman Awwad and Agti (2011) conducted a study entitled "The impact of internal marketing on commercial banks' market orientation". The aim of this study was to test the effect of internal marketing, organizational commitment and organizational citizenship behaviors on commercial banks' market orientation. Quantitative methods were used to collect data from a sample composed of 365 employees of the commercial banks in Jordan. The results shows that the internal marketing, organizational commitment and organizational citizenship behaviors has a direct and positive effect on the banks' market orientation. In addition, the organizational commitment has a direct and positive effect on organizational citizenship behaviors. The fifth hypothesis thus formulated:
The fifth hypothesis: the relationship between organizational commitment and market orientation is significant and positive.
Organizational citizenship behaviors and market orientation

Waris (2005) conducted a study entitled "an examination of organizational culture, employee attitudes, and organizational citizenship behaviors: a path analysis approach". The aim of this study was to test the relationship between organizational culture and organizational citizenship behaviors with the mediator role of the employees' attitudes. The results suggest that there is a positive relationship between market orientation including customer orientation, competitor orientation and inter-functional coordination and organizational citizenship behaviors.

Roshani et al (2015) conducted a study entitled "the investigation of the effects of internal marketing on the services quality emphasizing the intermediate role of organizational citizenship behaviors (case study of Esfarayen city banks)". The aim of this study was to identify the effects of internal marketing on service quality (customer-orientation) according to the mediator role of organizational citizenship behaviors. The data collected using a questionnaire from a sample consisting of 130 bank's employees. The results show that employment of the internal marketing principles due to the effective and efficient role of the organizational citizenship behaviors improve the service quality. The sixth hypothesis thus formulated:

The sixth hypothesis: the relationship between organizational citizenship behaviors and market orientation is significant and positive.

According to the above discussions, Figure1 explain the relationships between internal marketing, organizational commitment and citizenship behaviors with market orientation. Therefore, the model can be formulated as follows:
Methodology

In this study used a survey method to collect data. The population of this research is employees in Tehran chain stores. The questionnaire contains questions with Likert 5 points scale (from strongly disagree to strongly agree) developed and distributed. The questionnaire distributed among 157 employees and ultimately collected 141 questionnaires and analyzed using SPSS and SmartPLS softwares. Cronbach's alpha is used to measure reliability. Cronbach's alpha scores above 0.70 indicate that reliability of the research variables is acceptable. To determine the validity, first of all the questionnaire was confirmed by the professors in the research and after it was confirmed by the specialist shops. Table 1 shows the measures of each variable and Cronbach's alpha scores. This table also shows the measurement analyze results including composite reliability. Composite reliability scores for each 4 main constructions are greater than 0.80, so it is at an acceptable level.

Figure 1. The relationship between internal marketing, organizational commitment, citizenship behaviors and market orientation (Suleiman Awwad and Agti, 2011)
Table 1. Validity and composite reliability

<table>
<thead>
<tr>
<th>Construction</th>
<th>Internal marketing</th>
<th>Organizational commitment</th>
<th>Organizational citizenship behaviors</th>
<th>Market orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of items</td>
<td>7</td>
<td>5</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Cronbach's Alpha</td>
<td>0.84</td>
<td>0.84</td>
<td>0.72</td>
<td>0.84</td>
</tr>
<tr>
<td>Composite Reliability</td>
<td>0.88</td>
<td>0.89</td>
<td>0.80</td>
<td>0.88</td>
</tr>
</tbody>
</table>

In this section, factor analysis used to reduce and summarize the data. To use the data for factor analysis, Bartlett and KMO test carried out on them. This test measures the adequacy of the data for inclusion in the analysis. The results are shown in Table 2.

Table 2. KMO and Bartlett’s test

<table>
<thead>
<tr>
<th>KMO and Bartlett's Test</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaiser-Meyer-Olkin Measure</td>
<td>0.869</td>
</tr>
<tr>
<td>of Sampling Adequacy</td>
<td></td>
</tr>
<tr>
<td>Bartlett's Test of Sphericity</td>
<td>Approx. Chi-Square</td>
</tr>
<tr>
<td></td>
<td>2710.638</td>
</tr>
<tr>
<td>df</td>
<td>276</td>
</tr>
<tr>
<td>Sig.</td>
<td>0.000</td>
</tr>
</tbody>
</table>

KMO lower scores of 0.7 indicated that the data was not possible for factor analysis. The KMO sample adequacy test is 0.869. As, this amount is above 0.70, as a result of factor analysis to the data is possible.

Research findings

The results are divided into two categories: descriptive and analytical findings. Descriptive findings section, are shown the frequency and percentage of answer to the research questions according to gender and work experience. The section of analytical findings, show that hypothesis testing and model fit as well as the quality indicators of research variables.

Descriptive findings

The table 3 is shown the frequency and percentage answer to the research questions according to gender and experience.

Table 3. The frequency and percentage of answer to the research questions according to gender and work experience

<table>
<thead>
<tr>
<th>Variable</th>
<th>Levels</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>female</td>
<td>62</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>male</td>
<td>74</td>
<td>52.5</td>
</tr>
<tr>
<td></td>
<td>no answer</td>
<td>5</td>
<td>3.5</td>
</tr>
<tr>
<td></td>
<td>Sum</td>
<td>141</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Under 5 years</td>
<td>25</td>
<td>17.7</td>
</tr>
</tbody>
</table>
As can be seen in table 3, 44 percent of respondents are females and 52.5 percent are males. In addition, based on the results, the largest amount of experience is from the employees with work experience 10-15 years with 39 percent and the lowest amount of experience is from the employees with work experience more than 15 years with 7.8 percent. Table 4 shows the correlation results between research variables.

### Table 4: Correlation analysis between research variables

<table>
<thead>
<tr>
<th>Variable</th>
<th>Internal marketing</th>
<th>Market orientation</th>
<th>Organizational commitment</th>
<th>Organizational citizenship behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal marketing</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Market orientation</td>
<td>0.93</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Organizational commitment</td>
<td>0.78</td>
<td>0.69</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Organizational citizenship behaviors</td>
<td>0.86</td>
<td>0.80</td>
<td>0.73</td>
<td>1</td>
</tr>
</tbody>
</table>

The results of table 4 shows that the correlation between internal marketing variable with market orientation, organizational commitment and organizational citizenship behaviors variables, respectively, are 0.93, 0.78 and 0.86. In addition, the correlation between market orientation with organizational commitment and citizenship behaviors variables, respectively, are 0.69 of 0.80. Also, the correlation between organizational commitment and citizenship behaviors is 0.73. Thus, the results show that there are significant and positive correlations between all research variables.

**Analytical findings**

**Hypothesis testing and model fit**

This section, we show the results of model fit using the smart PLS software. Figure 2 shows the initial research model. The numbers shown on the track constructions called path coefficient. These numbers show standardized beta regression or correlation coefficient between the two constructions. The numbers on the path between constructions and questions are questions factor's load at the desired constructions. The numbers in the circle is also the coefficient of determination (R2) of the original construction. As this amount is greater explanatory model is better. Therefore, the larger the coefficient, the regression line shows better the effect of dependent variable on independent variable. Generally, the amount of this factor's load is more than 0.5 that is appropriate.
The results of the research model test shows in figure 2.

Figure 2 shows that the factor load of question 14 of organizational citizenship behaviors variable is less than 0.5, so will be removed from further analysis. After removing this question, again the model runs. The final model of the research can be achieved in accordance with figure 3.
Figure 3 shows that the factor's load of any research constructions and questions is more than 0.5. The path coefficient between internal marketing variable with organizational commitment, citizenship behaviors and market orientation, respectively, are 0.778, 0.761, 0.026 and 0.952. In addition, the path coefficient between organizational commitment variable with citizenship behaviors and market orientation variables, respectively, are 0.138 and -0.069. Also, the path coefficient between citizenship behaviors variable and market orientation variable is 0.035. The coefficient of the determination is the key criterion for evaluation of the endogenous latent variables. According to the scores shown, this ratio is at an acceptable level for all variables.

Figure 4 shows the T- student statistics between variables. To confirm a hypothesis at 95% and 99% confidence level, respectively, minimum required T statistics is 1.96 and 2.52.
According to the figure 4, the T-student statistics between all of the main questions and the main constructs is meaningful and greater than 2/52. So, the relationship between all of the questions with their corresponding constructions is significant. The amount of this statistic between internal marketing variable with organizational commitment, citizenship behaviors and market orientation is significant and, respectively, are 24.44, 10.82 and 10.48. The amount of the T-student statistic between citizenship behaviors and market orientation is not significant and, is 0.36.

Table 5 shows the direct, the indirect and the total effects and the T-student statistics between independent and dependent research variables.

**Table 5. The direct, the indirect and the total effects and the T-student statistics**

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Direct effects</th>
<th>Indirect effects</th>
<th>Total effects</th>
<th>T-student statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal marketing and market orientation</td>
<td>0.952</td>
<td>0</td>
<td>0.952</td>
<td>10.48</td>
</tr>
<tr>
<td>Internal marketing and citizenship behaviors</td>
<td>0.761</td>
<td>0</td>
<td>0.761</td>
<td>10.82</td>
</tr>
<tr>
<td>Internal marketing and organizational commitment</td>
<td>0.778</td>
<td>0</td>
<td>0.778</td>
<td>24.44</td>
</tr>
<tr>
<td>Organizational commitment and organizational citizenship behaviors</td>
<td>0.138</td>
<td>0</td>
<td>0.138</td>
<td>1.71</td>
</tr>
<tr>
<td>Organizational commitment and</td>
<td>-0.069</td>
<td>0</td>
<td>-0.069</td>
<td>1.15</td>
</tr>
</tbody>
</table>
The results of the first hypothesis which states "the relationship between internal marketing and market orientation is significant and positive" shows that the direct effect and the T-student statistic of the relationship between internal marketing and market orientation, respectively, are 0.952 and 10.48. Thus, the first hypothesis is supported.

The results of the second hypothesis which states "the relationship between internal marketing and organizational citizenship behaviors is significant and positive" shows that the direct effect and the T-student statistic of the relationship between internal marketing and organizational citizenship behaviors, respectively, are 0.761 and 10.82. Thus, the second hypothesis is also supported.

The result of the third hypothesis which states "the relationship between internal marketing and organizational commitment is significant and positive" shows that the direct effect and the T-student statistic of the relationship between internal marketing and organizational commitment, respectively, are 0.778 and 24.44. Thus, the third hypothesis is supported.

The results of the fourth hypothesis which states "the relationship between organizational commitment and organizational citizenship behaviors is significant and positive" shows that the direct effect and the T-student statistic of the relationship between organizational commitment and organizational citizenship behaviors, respectively, are 0.138 and 1.71. Thus, the fourth hypothesis is not supported.

The results of the fifth hypothesis which states "the relationship between organizational commitment and market orientation is significant and positive" shows that the direct effect and the T-student statistic of the relationship between organizational commitment and market orientation, respectively, are 0.069 and 1.15. Thus, the fifth hypothesis also is not supported.

The results of the sixth hypothesis which states "the relationship between organizational citizenship behaviors and market orientation is significant and positive" shows that the direct effect and the T-student statistic of the relationship between organizational citizenship behaviors and market orientation, respectively, are 0.035 and 0.36. Thus, the sixth hypothesis also is not supported.

According to the above results, the first, the second and the third research hypothesis are confirmed and the fourth, the fifth and the sixth hypothesis are not confirmed.

**Quality indicators**

In the PLS path modeling, the measurement model, the structural model and the total model have to be optimized. In the path modeling there are three indicators for model fitness: communality index, redundancy index and good of fitness index. Communality index shows the reflective quality measurement models (for each block). Redundancy index is a measure of quality of structural model for each endogenous block and good of fitness index shows that both measurement and structural models, simultaneously. Thus, this index is a criterion to predict the overall performance of model.
Table 6 shows communality index for all of the variables and redundancy index for endogenous variables and good of fitness of model.

Table 6. Communality index, redundancy index and good of fitness of model

<table>
<thead>
<tr>
<th></th>
<th>Internal marketing</th>
<th>Market orientation</th>
<th>Organizational commitment</th>
<th>Organizational citizenship behaviors</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communality index</td>
<td>0.52</td>
<td>0.56</td>
<td>0.61</td>
<td>0.47</td>
<td>0.54</td>
</tr>
<tr>
<td>Redundancy index</td>
<td>-</td>
<td>0.58</td>
<td>0.43</td>
<td>0.44</td>
<td>0.48</td>
</tr>
<tr>
<td>Goodness of fit</td>
<td>0.63</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 6 shows that the communality index of all model variables and the average is higher than 0.36. Thus, reflective measurement models have high quality. In addition, the variable redundancy index of endogenous variables including internal marketing, organizational commitment and organizational citizenship behaviors and the redundancy index is greater than 0.36. So, the structural model of endogenous variables is high quality. Good of fitness index equal to 0.63, which represents a good fit model.

Discussion and conclusion

The main purpose of this research is to explain the relationships between internal marketing, organizational commitment and citizenship behaviors with market orientation. The population of this research is employees in Tehran chain stores.

The result of the first hypothesis which states "the relationship between internal marketing and market orientation is significant and positive" shows that the relationship between internal marketing and market orientation is significant and positive. Thus, the first hypothesis is supported. Zaman et al (2012) shows that the internal marketing programs have a positive effect on market orientation and the bank profitability.

The result of the second hypothesis which states "the relationship between internal marketing and organizational citizenship behaviors is significant and positive" shows that the relationship between internal marketing and organizational citizenship behaviors is significant and positive. Thus, the second hypothesis is also supported. Alshurideh et al (2015) also shows that there is a positive relationship between internal marketing dimensions and organizational citizenship behaviors. In addition, motivation is the most effective dimension within the internal marketing, after that, communication has a stronger effect on organizational citizenship behaviors. While empowerment and training and development do not have such effect.
The result of the third hypothesis which states "the relationship between internal marketing and organizational commitment is significant and positive" shows that the relationship between internal marketing and organizational commitment is significant and positive. Thus, the third hypothesis is supported. Tsai (2014) also shows that there is a positive correlation between internal marketing and organizational commitment. In addition, the internal marketing is a mediator between organizational learning and organizational commitment.

The result of the fourth hypothesis which states "the relationship between organizational commitment and organizational citizenship behaviors is significant and positive" shows that the relationship between organizational commitment and organizational citizenship behaviors is not significant. Thus, the fourth hypothesis is not supported. These results contrast with the results of Özdem (2012) which shows that there is a significant and positive relationship between organizational and professional commitment and organizational citizenship behavior.

The result of the fifth hypothesis which states "the relationship between organizational commitment and market orientation is significant and positive" shows that the relationship between organizational commitment and market orientation is not significant. Thus, the fifth hypothesis also is not supported. These results contrast with the results of Suleiman Awwad and Agti (2011) which shows that the organizational commitment has a direct and positive effect on the banks' market orientation.

The results of the sixth hypothesis which states "the relationship between organizational citizenship behaviors and market orientation is significant and positive" shows that the relationship between organizational citizenship behaviors and market orientation is not significant. Thus, the sixth hypothesis also is not supported. These results contrast with the results of Waris (2005) which suggest that there is a positive relationship between market orientation including of customer orientation, competitor orientation and inter-functional coordination and organizational citizenship behaviors.

Based on the above results, the first, the second and the third research hypothesis are confirmed and the fourth, the fifth and the sixth hypothesis are not confirmed. Thus, the internal marketing has the most impact on market orientation. After that, the internal marketing, respectively, has the highest impact on organizational commitment and organizational citizenship behaviors. In addition, the impact of organizational commitment on market orientation is negative. The impact of organizational commitment on citizenship behaviors and the impact of citizenship behaviors on market orientation are also meaningless.
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