

Impact of Internal Marketing on Employee Behaviors: Mediating Role of Employee Job Satisfaction

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Abstract

In services industries importance of front line employees play a critical role to get competitive advantage to their firm by providing excellent services to their customers. This study examines the impact of internal marketing on employee performance and organizational citizenship behavior with mediating role of employee job satisfaction. The concept of internal marketing and its relationship with selected employee attitude and behaviors has been discussed and suitable measures are identified to collect data from frontline employees of telecommunication service providing organizations. Correlation and linear regression analysis were applied to analyzed data following the guidelines of Barron and Kenny (1986). Results revealed that there is positive and significant relationship between internal marketing and employee job satisfaction, employee performance and organizational citizenship behavior; moreover, employee job satisfaction partially mediates the relationship of internal marketing with employee performance and organizational citizenship behavior. Limitations and future directions for future research are also indicated.

Keywords: Internal Marketing, Employee Behaviors, Job Satisfaction

Due to globalization, advancement in technology and specialized knowledge of the workforce, business environment has become profoundly dynamic. Pfeffer (1994) suggested that the human resources are the only non-imitable resources that can bring sustainable competitive advantage to a firm. In services industry, front-line employees play a critical role to get competitive advantage to their firm by providing excellent services to their customers (Papasolomou-Doukakis, 2003). In service organizations customers not only purchase but they also co-produce the services (Prahalad & Ramaswamy, 2000). When customers are involved in the process of service production the role of front line employees who directly deals with the customers, becomes pivotal. The quality of this dyadic and close interaction between customers and front line employees help to shape customer's perception about the service (Tsai & Tang, 2008). By improving the process and quality of the service the customers will be more satisfied, which may result in an overall increase in organizational performance. This implies that customer satisfaction about service and organizational performance can only be achieved by the committed efforts and contributions of the

front line employees who provide service to the customers and are in direct contact with them. This makes employee attitudes and behaviors at work very important in the organizations to achieve optimal organizational goals. Therefore, the aim of the present research is to study important employee attitudes and behaviors.

While considering different employee attitudes, employee job satisfaction is considered as one of the most important attitudes in the literature. A number of researchers studied job satisfaction in different situations but because of their importance and dynamic nature of the environment, organizations are still trying to find the ways to measure and enhance these employee attitudes so as to increase their productivity. An organization can achieve its desired goals when its employees perform well and complete the assigned duties according to their job design. The efficiency of the organization will also expected to increase when its employees exhibit extra role behavior. Employee job performance and organizational citizenship behavior are the two major behavior that organizations cannot deny the importance of these behaviors.

Pakistan is a country where industrial infrastructure is in developing phase (Farooqui, Ahmed, & Lodi, 2008) that makes employee productivity a serious issue. Service industry, in Pakistan, is also observed to follow Marketing and HR practices. Internal marketing is a tool that can be used to achieve optimum performance goals among Pakistani organizations. Tsai and Tang (2008) found that internal marketing has positive impact on the quality of the service but they suggested that this link should further be explained and there is a need to investigate the causal mechanism of the impact of internal marketing on the increased quality of service. Therefore, the present research aims to investigate the relationship between internal marketing practices, and employee satisfaction, performance and employee citizenship behavior.

Berry (1981) and Forman and Money (1995) suggested that employees being the internal customers of the organization must be satisfied with their jobs (internal products offered to internal customers) because a committed and satisfied employee will better serve their customers that may result customer satisfaction. Previous research found internal marketing as an important tool to achieve employee satisfaction (e.g. Tortosa-Edo, Sanchez-Garcia & Moliner-Tena, 2010; Iliopoulos & Priporas, 2011) and their performance (e.g., Shiu & Yu, 2010; Wu, Tsai, & Fu, 2012) but not a single study could be found to check this relationship in Pakistan. Employee job satisfaction was found to be major antecedents of organizational citizenship behavior. The relationships between internal marketing and employee job satisfaction may calls for the study to whether internal marketing has any direct impact on organizational citizenship behavior or is it being mediated by employee satisfaction. After a thorough review of literature, a little

evidence is found for the impact of internal marketing on the employee citizenship behavior that needs to be further studied.

In the context of Service industry in Pakistan, there is need to know the association of internal marketing with employee behaviors in order to enhance its impact so as to drive employees in the desired direction, which may improve overall organizational performance.

The overall objectives of the study is to investigate the impact of internal marketing practices on employee job satisfaction, and employee performance, organizational citizenship behavior. Another objective of the study is to check whether employee job satisfaction mediates the relationship of internal marketing practices with job performance and organizational citizenship behavior.

Literature Review

Internal Marketing

The concept of internal marketing was emerged from US when Berry et al. (1976) suggested that organizations can consider their employees as their internal customers and jobs can be their internal products that they offer their internal customers. In this way by using 4Ps' of traditional marketing mix (i.e. Product, Price, Place & Promotion), organizations can achieve satisfaction and motivation of their internal customers by offering better products.

Gronroos (1984) suggested to use internal marketing for enhancing customer oriented behavior in the employees. He assert the view that employees are the integral part of overall product or service delivered to the customers. It is, therefore, suggested that employees should be equipped with strong customer relationship and retention skills. He stated that internal marketing should be used in such a way that it may lead the employees to satisfy their customers. In addition as part of the internal marketing, he stressed the importance of good communication between employee and employer for the progress of the organization. Later on Berry and Parasuraman (1991) added that internal marketing create certain conditions in the organization that encourage employees in their work.

Kotler (1991, p. 20) illustrated that the method of successfully hiring and maintaining employee motivation so that they provide their customers better services is internal marketing. Gronroos (1990) and Varey (1995) claimed that internal marketing is a tool that can be used to change the attitudes and behaviors of the employees. Adding to their suggestions, Joseph (1996) identified that employees can be managed and motivated to continuously improve their services to their customers through internal marketing practices.

In recent literature Abzari, Ghorbani, and Madani (2011) defined internal marketing as a concept that ensure employees' feelings about the managements' care and level of consideration about their needs. From the inception of the concept when Berry et al (1976) first introduced the

term till Abzari et al (2011) about forty two definitions of internal marketing are prevailing in the literature but the common theme between these definitions where all scholars have no disagreement includes trainings programs to the employees, rewards and their vision about the service excellence (Berry & Parasuraman, 1991; Foreman & Money, 1995; Gronroos, 1990). This study taped these three dimensions to measure internal marketing.

Employee job satisfaction is one of the most studied variables in HR literature because it is assumed that satisfied employee's exhibits better performance that leads to overall organizational performance and growth. Ostroff (1992) in his research concluded that organizations having more satisfied employees performed well than organizations that had low employee satisfaction. Front line employees of service providing firms represent their organization to the customers. Depending on the interaction with frontline employees, customers' decides whether to stay with or buy the same services from some other organization. The quality of these interactions depends on the front line employees' attitude. If the employee is satisfied with his organization, he will exhibit extra role behavior and will try to leave a good impression of his/her organization in the mind of the customer.

Researchers have diverse concepts and definitions of employee job satisfaction like Locke (1976) proposed employee job satisfaction as a positive affection state of the employees with their job. Later in 1996, Van-Scotter and Motowildo conceptualized employee job satisfaction as the judgment of an employee about the friendliness of the environment he or she is working in. In Psychology, Eagly and Charken (1993) revealed employee job satisfaction as a psychological tendency shown by the employees by assessing their liking or disliking of the job or the task assigned. Although this concept was conceptualized differently in the previous literature it is clear from all above definitions that employee job satisfaction is a positive attitude of the employees about their job.

Employee job satisfaction, in this study, has been defined as an employees' evaluative judgment about ones' degree of pleasure from job (Hulin & Judge, 2003; Locke, 1976). Among many definitions of employee job satisfaction, this definition was chosen for this study on the basis of its comprehensive scope. As discussed earlier employee job satisfaction is an attitude and according to this definition, the true feelings can exhibit a reliable attitude.

Papasolomou-Doukakis (2003) suggested that in order to achieve service excellence internal marketing is an effective tool to evoke motivation and create customer-conscious employees. Zeithaml, Bitner and Gremler (2002) described internal marketing as a mechanism to change the attitudes and behaviors of the employees' toward overall organizational goals. When employees get positive support from the management through proper implementation of internal marketing practices it will affect employee behavior that may leads to better

outcome from the employees (King & Grace, 2005; Punjaisri & Wilson, 2007). Thus internal marketing program needs continuous support of the management so as to produce effective results. Majority of the studies have find the significant relationship between internal marketing and employee satisfaction (Joseph, 1996; King & Grace, 2010; Tanshhaj, Randall, & McCullough, 1991). Johnson (1996) found that training provided by the organization to their employees regarding their jobs was positively linked with customer satisfaction. Front line employees have to deal with customers from different backgrounds. They will only be able to satisfy their customers' needs when they are fully equipped with the knowledge, skills and abilities that are required to effectively interact/deal with their customers. Thus when employees get proper trainings and development regarding their jobs, they will feel satisfied to have required skills so as to properly interact with their customers.

According to Lincoln and Kalleberg (1990) in organizations, rewards offered to their employees were seen to have a strong effect on the attitudes regarding to their jobs and organizations. This employs that if organizations appropriately reward their employees, they will in turn feel satisfaction with their jobs.

Berry and Parasuraman (1991) found that employees wants to know that how their jobs contribute in the mission and overall goals of the organization they are working for. They also noted that in order to motivate and retain valuable employees, organizations have to provide a clear vision to them. It will help employees to understand what organization need them to do and importance of their jobs in the organizational operations. When employees understand that what they are required to do in their jobs, they will feel satisfied with their jobs.

On the basis of above findings and arguments, following hypothesis have been derived;

H₁: Internal marketing has positive effect on employee satisfaction.

To stay in this competitive and thriving atmosphere, organizations need to produce continuous value for their customers. If the employees perform well, the overall performance will expected to be well enough. In short, employee performance sets base for any organizations' survival.

What is performance? Is it the output of the employee at the work place or his behavior? To answer this question previous literature emphasized that it is better to stress on behavior of the employee than to focus on results (Murphy, 1989). He argued that at work place, employees may show results on the cost of other things that might be important for an organization. Especially in service providing firms, the behavior of the front line employees may create difference as may be a very good behavior of an employee may not generate results instantly but it may improve the image of the organization and customer loyalty. On

the other hand, by cheating and or using other unfair means, an employee can show good output but it will not be long lasting.

Murphy (1989) recommended defining employee job performance in terms of his or her behavior at job rather than on the basis of the results. He defined performance as the behavior of the employees that match the overall organizational goals.

Later Campbell (1990) adding to the definition of Murphy, defined job performance as the controlled actions of the employees that may lead to goals of the organization and that can be measured on the individual level. This definition extended the previous definition by adding employee controlled behavior or action leading towards organizational goals.

Organizations measure their employee performance in different ways. Some use 360 – degree system of performance measure, in which performance of an employee is measured by getting feedback from subordinates, peers, employee himself and his managers. Some organizations allow employees to evaluate their performances by themselves. The most common method used by the organizations is supervisory rated performance system in which supervisor, keeping in view different job aspects and being a direct observer, evaluates an employee's performance.

According to the idea of internal marketing presented by Foreman & Money (1995) organizations are the markets and employees are the customers and suppliers at the same time. This as a whole work as a supply chain system where internal customers receives products from the employer and delivers final products to the external customers (Berry & Parasuraman, 1991). Thus better the products offered to internal customers will satisfied them who in turn provide better products or services to their external customers.

Service training programs have positive relationship with increased service quality (Batt, 1999) and customer satisfaction (Johnson, 1996). This implies that when organizations provide their employees sufficient training required to perform their jobs, their performance will be increased.

To fulfill the service promises to their customers, organizations have to reward their employees appropriately (Zeithaml, Bitner, & Gremler, 2002). Proper rewards offered to the employees can encourage employees to fulfil the organizational goals. Internal marketing use rewards as a tool that can make employees willing to deliver their best to their customers that may result as increased performance.

Organizations can offer and communicate their vision to employees for establishing an excellent service culture within the organizations (Morgan, 1991). By communicating a clearer vision to their employees through internal marketing, employees come to know what organizations expect from them and working on the right lines employees are likely to deliver better service to their customers (Liao &

Chuang, 2004). Organizations can also increase its employees' attention towards enhanced service quality and efficiency through communicating their vision (Reynoso & Moores, 1996). On the basis of the reviewed literature, following hypothesis can be developed;

H₂: Internal marketing has positive effect on employee performance.

Organizational citizenship behavior is a discretionary/volunteer behavior shown by the employees that benefit the organization but is not directly recognized by any formal reward system (Organ, 1988). While explaining the concept, he suggested five dimensions of OCB including Altruism, Conscientiousness, sportsmanship, courtesy and civic virtue.

Internal marketing practices stimulate positive treatment of the employees and according to agency theory help to fill the gap between the difference of interests of the employer and the employee by providing required support and communication (Bell, Mengüç, & Stefani, 2004).

Lee and Chang (2008) in their study of travel and tourism industry identified that when internal marketing practices were put into effect, the employees were more likely to perform OCBs. As per social exchange theory, when employees having passion to learn and to improve their skills when get sufficient training regarding their jobs and receives appropriate rewards for their work will probably in return become loyal and exhibit OCB. Podsakoff et al. (2000) also found out that to engagement of employees in training activities to improve their competencies is one of important determinants of OCB. When employees are well communicated with the vision of the organization and it matches with their own they will likely to exhibit OCBs. On the basis of previous literature and arguments following hypothesis can be developed;

H₃: Internal marketing has positive effect on employees' organizational citizenship behavior.

Employee Job Satisfaction as Mediator between Internal Marketing and Employee Behavior

Existing literature identified employee job satisfaction (e.g. Foote & Tang, 2008; Murphy, Athanasou & King, 2002, Puffer, 1987) organizational commitment (O'Reilly & Chatman, 1986, Organ, 1990), perceptions of fairness (Yılmaz & Tasdan, 2009) and employee morale (Dimitriades, 2007) are major determinants of OCB. This implies that as internal marketing focuses on employee satisfaction, it is possible that rather internal marketing has direct impact on organizational citizenship behavior or it may be because of resulting employee satisfaction that is a strong predictor of organizational citizenship behavior.

Employee job satisfaction is also predictor of organizational performance as Vroom (1964) suggested that employee job satisfaction positively affects overall organizational performance. To make it simple it can be argued that it is the individual performance that collectively leads to organizational performance. Internal marketing along with employee job satisfaction, have positive relationship with employee performance (Chang and Lee, 2008). As enhancement of employee job satisfaction through internal marketing practices have already been proved in earlier section that is the reason internal marketing and OCB are also related. These findings also suggest that it should be study that rather internal marketing has direct impact on employee performance or is it because of the employee job satisfaction.

Internal Marketing suggests that by treating employees as internal customers, organizations can ensure higher employee satisfaction and, subsequently, the development of a more customer-conscious, market-oriented, and sales-minded workforce (Gronroos, 1981; Gronroos, 1985). Higher employee satisfaction, customer-conscious, market-oriented and sales-minded approach can all lead to employees engaging in creative problem solving. Currently, the concept is being increasingly discussed in the literature as a strategic tool for meeting and exceeding customers' expectations (Lings 2004; Papsolomou-Doukakis 2003; Mudie 2003). Hence when employees will be satisfied with their jobs they will try to find out more innovative ways to delight their customers.

In his meta-analysis, Dalal (2005) investigated the antecedents of counterproductive work behavior and revealed that employee job satisfaction was negatively related with counterproductive behavior. This finding suggested that when an employee has lower job satisfaction there are more chances that he or she will exhibit counterproductive behavior and vice versa. It make employee job satisfaction as an important predictor of counterproductive work behavior.

Social exchange theory (Thibaut & Kelley, 1959) presents a framework that can explain the mechanism for the relationships between internal marketing job satisfaction and subject employee behaviors. The theory predicts that when organization, understanding the needs and wants of their employees, apply internal marketing practices on their employees they in return feeling these practices satisfactory will respond in ways that ultimately benefit their organization. In contrast if employees does not feel satisfied with organization's practices they may engage in counterproductive behavior that can harm organization. On the basis of above literature and arguments it can be hypothesized that;

H₄: Employee job satisfaction has positive effect on employee performance.

H₅: Employee job satisfaction has positive effect on organizational citizenship behavior (OCB).

As in previous sections it has also been suggest that internal marketing and employee job satisfaction both have their impact on employee behaviors selected for this study and employee job satisfaction is also an important outcome of internal marketing practices. It is, therefore, important to check if internal marketing practices have their direct impact on these behaviors or these are being mediated by employee job satisfaction. So it can also be hypothesized that;

H₆: Employee job satisfaction will mediate the relationship between internal marketing and employee performance.

H₇: Employee job satisfaction will mediate the relationship between internal marketing and organizational citizenship behavior.



Figure 1. Framework

Research Methodology

The study was quantitative in nature because it was attempting to measure the impact of internal marketing practices on employee attitude and behaviors. Front line employees working in service providing organizations of Pakistan were the theoretical population while front line employees working in telecommunication companies were the population of the study.

All the scales were in English language as in Pakistan, English is taught as compulsory subject in schools and colleges and most of the working population understand and use English language in their daily work. Minimum qualification for respondents for this research was 12 years of education so that they can easily understand the contents and context of the research. In order to ensure that respondents understand the questionnaire, a well-trained lead contact person keep visiting their workplace to entertain any query regarding the questions arose in the minds of the respondents. Earlier studies conducted in Pakistan in the same like areas also used scales that were in English language (e.g. Butt & Choi, 2006; Raja, Johns & Ntalianis, 2004; Raja & Johns, 2010). All the scales used to measure the variables of the study were adopted from

previous literature. All questionnaires were measured with the help of five point likert scale starting from one strongly agreed to five strongly disagreed. Summarized description of scales used in this study are given in table 1 as follows;

Table 1. Summary of Scales

Variable	Author	No of Items
Internal Marketing	Foreman & Money (1995)	15
Employee Job Satisfaction	Rokhman (2010)	03
Employee Performance	Williams and Anderson (1991)	07
Organizational Citizenship Behavior	Podsakoff et al. (1990)	16
Demographic Variables	Self Items	06

Self-administered questionnaire were used to collect the data for this study. Two different constructs were used for this study, one for the employees and one for their respective managers/supervisors. First construct consisted of two parts named as “Questionnaire-1(a) and Questionnaire-1(b)”. Questionnaire-1(a) was handed over to respondents at time-1, when they were approached for the first time. Questionnaire-1(a) measured employees’ response regarding internal marketing. Once response forms received, Questionnaire-1(b) were handed over to the respondents after one month of receiving Questionnaire-1(a). Questionnaire-1(b) dealt with questions regarding employees’ job satisfaction while other construct “Questionnaire-2” had questions regarding employees’ job performance and organizational citizenship behavior assessed by the concerned manager/supervisor of each respondent. Each construct had two parts where in part one demographic characteristics like organization name, age, gender, education and work experience whereas questions regarding to the variables of the study were asked in second part. Data was collected from a total of 517 respondents by using simple random sampling technique. Reliability of the scale was checked by using cronbach alpha technique. Alpha reliabilities of all variables as shown in table 2 were well above .70 that proves that data obtained was reliable enough to proceed to further analysis.

Table 2. Reliability of Scales

Sr #	Variable Name	No of Items	Reliability
1	Internal Marketing	15	.899
2	Employee Satisfaction	03	.773
3	Employee Performance	06	.876
4	Organization Citizenship Behavior	15	.951

Results and Discussion

Correlation analysis as shown in table 3 revealed that internal marketing as independent variable has positive and significant relationship with OCB ($r = .359, p < 0.01$), employee performance ($r = .291, p < 0.01$) and Job satisfaction of the employees ($r = .598, p < 0.01$). Moreover the relationship between internal marketing and employee job satisfaction was found relatively stronger than others. Job satisfaction of the employees also has positive and significant relationship with employee performance ($r = .283, p < 0.01$) and organizational citizenship behavior ($r = .260, p < 0.01$).

Table 3. Correlation Table

	OCB	Employee Performance	Job Satisfaction	Internal Marketing
OCB	1			
Employee Performance	.047	1		
Job Satisfaction	.260**	.283**	1	
Internal Marketing	.359**	.291**	.598**	1

Regression analysis was applied to measure the variation in dependent variables caused by independent variables. According to the proposed model Internal marketing as independent variable was causing change in employee performance and organizational citizenship behavior while employee job satisfaction was mediating the relationships between internal marketing and employee performance, and internal marketing and organizational citizenship behavior.

For the purpose to check hypothesis 1, 2, 3, 4 and 5 simple linear regression analysis was carried out. Regression results as shown in table 4 indicated that internal marketing has positive and significant impact on employee job satisfaction ($t = 16.939, p = 0.000$), employee job performance ($t = 6.901, p = 0.000$) and organizational citizenship behavior ($t = 8.739, p = 0.000$) where unit change in internal marketing will bring 0.598 units change in employees job satisfaction, 0.291 units in employee performance and 0.359 units change in organizational citizenship behavior. Moreover employee job satisfaction has also proved to have positive and significant impact on employee performance ($t = 6.693, p = 0.000$) and organizational citizenship behavior ($t = 6.105, p = 0.000$) and shows that due to unit change in employee job satisfaction there will be 0.283 units change in employee performance and 0.260 units change in organizational citizenship behavior. Results as shown in table 4 Leads to conclude that hypothesis 1, 2, 3, 4 and 5 are accepted.

Table 4. Regression Analysis of Model-1

IV's	Employee Job Satisfaction				Employee Performance				Organizational Citizenship Behavior			
	R ²	B	T	Sig.	R ²	β	t	Sig.	R ²	B	T	Sig.
IM	.035	.59	16.93	.000	.08	.29	6.90	.000	.12	.35	8.73	.000
JS					.08	.28	6.69	.000	.06	.26	6.10	.000

Note. IM: Internal Marketing, JS: Job Satisfaction

Two hypothesis (H₆ & H₇) were hypothesized to check the mediating role of employee job satisfaction between the relationships of internal marketing and employee performance and organizational citizenship behavior. This study followed the guidelines of Barron and Kenny (1986) for checking the hypothesis. According to these guidelines, for checking the mediation following conditions must be met; 1. Independent variable (i.e. internal marketing) must affect dependent variable (i.e. employee performance and organizational citizenship behavior). 2. Independent variable (i.e. internal marketing) must affect mediating variable (i.e. employee job satisfaction). 3. Mediating variable (i.e. employee job satisfaction) must affect dependent variable (i.e. employee performance and organizational citizenship behavior).

Results of hypothesis 1-5 mentioned in table. 4 confirmed the conditions for both of mediation relationships. Table 5 shows the mediation analysis of employee job satisfaction between internal marketing and employee performance and the mediating effect of employee job satisfaction between internal marketing and organizational citizenship behavior.

Table 5. Mediation Analysis

	Employee Performance				Organization Citizenship Behavior			
	R ²	B	t-value	P-value	R ²	B	t-value	P-value
Step 1								
Employee Job Satisfaction	.080	.283	6.693	.000	.067	.260	6.105	.000
Step 2								
Internal Marketing	.103	.190	3.636	.000	.132	.318	6.194	.000

Results indicates that when employee job satisfaction was considered as mediator between the relationship of internal marketing and employee performance, impact of internal marketing on employee

performance was reduced ($\beta = .190, p = 0.000$). It indicates that though impact of internal marketing on employee performance was not become insignificant but reduced. Hence partially accepting hypothesis 6, it can be concluded that employee job satisfaction partially mediates the relationship between internal marketing and employee performance.

When employee job satisfaction was introduced as mediator in the relationship between internal marketing and organizational citizenship behavior, the impact of internal marketing found to be reduced ($\beta = .318, p = 0.000$). Hence results partially supports hypothesis 7 that although not fully but employee job satisfaction partially mediates the relationship between internal marketing and organizational citizenship behavior.

Conclusion

The objectives of the study were to investigate the impact of internal marketing practices on employee job satisfaction, employee performance and organizational citizenship behavior on front line employees of telecom sector companies. Results indicated that there is positive and significant relationship between internal marketing and selected employees attitude and behaviors. Before that, the relationship between internal marketing and employee job satisfaction was developed within a particular cultural (western) context (e.g. King & Grace, 2010). These results confirmed the findings of earlier studies that found internal marketing has positive impact on employee job satisfaction. Furthermore results also confirmed the earlier findings of internal marketing and employee performance (e.g. Ahmed et al. 2003; Lytle and Timmermen 2006) and organizational citizenship behavior (e.g.). This research provides further empirical support for the positive relationship of internal marketing, employee job satisfaction, employee performance and organizational citizenship behavior.

Another objective of the study was to check whether employee job satisfaction mediates the relationship of internal marketing practices with job performance and organizational citizenship behavior. This study was considered as first of its kind to check the mediating impact of employee job satisfaction in the relationship between internal marketing and employee performance and organizational citizenship behavior. Results supported the proposed hypothesis and it was found that employee job satisfaction partially mediates the relationship between the internal marketing and employee job performance and organizational citizenship behavior.

The prime purpose of the research was to check the mechanism by which internal marketing influence desired employee behaviors. Previous studies (e.g. Ahmed & Rafiq, 2003; Joseph, 1996) provided strong theoretical and conceptual foundations to explain how employee job satisfaction can be enhanced. This study by going a step forward provides empirical evidence that internal marketing by contributing in

employee job satisfaction playing its role to achieve desired levels of employee performance and organizational citizenship behaviors. On the premise that employee job satisfaction mediate the relationship between internal marketing and employee performance and organizational citizenship behavior, it can also be argued however internal marketing practices are very important to shape employees behaviors employee satisfaction is the way by which managers achieve their desired levels of performance.

Internal marketing practices, like external marketing for customers, focus on needs and wants of the employees and fulfil them in such a way that the employees may be satisfied. The satisfaction of the employees with their jobs the internal marketing efforts of their management will lead them to perform better and exhibit their loyalty with the organization in form of organizational citizenship behavior. This study was an attempt to check the mechanism and impact of internal marketing on important employee behaviors in telecommunication sector of Pakistan as a contribution in the body of the literature. This study has also implications for the managers to use internal marketing practices to enhance achieve optimum and persistent employee performance. Also this study provides an understanding of the key employee attitude and behaviors that will help the managers and researchers.

The present study is crucial for managers among the Service industry in Pakistan who continuously seek to enhance employee productivity. An in-depth analysis of internal marketing, employee satisfaction, and organizational citizenship behavior and personality types highlights some key issues at workplace in the Service industry in Pakistan. Managers can plan, execute and evaluate internal marketing practices in a more effective way.

Apart from its theoretical and practical contributions present study has some limitations that should be addressed in future research. The study used cross sectional data set for analysis rather than longitudinal data that gives response at a fixed period only. However causality can better be determined using longitudinal design. However, cross sectional data allows to check how variables of the study are related with one another in organizational settings. Another limitation of the study is that the study analyzed data as whole regardless of comparison. Future studies should also analyze this aspect by using multilevel analysis.

Future studies should also check the impact of internal marketing with other important job related attitudes (like job commitment & turnover intentions) and behaviors (creative performance & counterproductive behaviors) because they have also traces in literature to be influenced by internal marketing practices.

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