

## **Investigating effect of internal marketing on organizational commitment of employees in private banks (Zahedan city of Sistan and Baloochestan Province)**

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### **Abstract**

*The concept of internal marketing refers to the fact that the market of a commercial organization is initially its employees. As the organization is accountable for external customers, every department of organization must also be responsible for other related Departments and consider them as external customer of the department. On the other hand, organizational commitment is the conceptions that have always been taken into consideration by managers of organizations and through adopting different policies and methods the managers have always sought to enhance the commitments of staffs toward organization. Results of variant studies indicated that organizational commitment has effect on personal and organizational performance. In this study, we surveyed effect of internal marketing activities on co elements. So we used Allen and Meyer' three-component model of organizational commitment then we studied effect of marketing activities on each component via multi aspect hypothesis test. In this study, we investigated a sample including 200 employees of private banks by prepared questionnaires. Finally we analyzed effect of internal marketing on organizational commitment by SPSS software.*

**Keywords:** internal marketing, organizational commitment, emotional commitment, compulsory commitment, normative commitment.

## **Introduction**

Today, organizations are attempting to be dynamic in an environment with increased competition. Therefore they inevitably have to be alert in order to maintain competitive advantages while they have no choice but put an effort to provide unique services and products so that protect their effectiveness in this condition with many changes and developments. The only unique and unbounded resource of every organization is human resource. So, currently, development of human resource is each organization priority (Alvani, Beygi, 2007). Banks are in center of communication with all casts of society therefore it is expected that development of competency and commitment of employees have considerable effect on quality of provided services (Alvani, Beygi, 2007). Organizational commitment is actually about loyalty of employees to the organization and it is continuous process through which members of organization show their interest to organization continuous success and efficacy. Internal marketing improve competitiveness of organization and competency of employees by motivating and influencing on them (Abzari, Ranjbarian, Fathi, Ghorbani 2009). Since 30 years ago, internal marketing has been argued by Bery (1981) as a method for problem solving related to employees of organizations and providing qualified services. Internal marketing is attracting, developing, motivating and providing quality permanence of employees through their job as one product which satisfying their needs. Internal marketing aims to be sure about satisfaction of organization employees and development of product quality and services in order to achieve external customer satisfaction (Kushki, Gholami 2008). Organizational commitment is condition in which a person assumes his organization as representative of himself and wishes to stay into the organization as a permanent member (Taleb poor, Emami, 2007). One measurement index of organizations priority is employees working in organization that their level of loyalty and commitment cause them to perform their responsibility with high quality. This leads to greater performance, productivity and effectiveness of organization (Nahrir, Ebadi, Tofighi, Karimi Zarchi, Honarvar, 2010). We utilized the research by Allenand Meyer's three-component model which assumed organizational commitment with three component including emotional commitment, compulsory commitment, normative commitment(Hoseini Sarkhosh et al 2010). Emotional commitment refers to emotional dependence of employees to the organization, their senses of individuality and their involvement with organization.

In this type of commitment, employee's values adapts with organization's value (Hoseini Sarkhosh et al 2010). Compulsory commitment requires employees to stay in organization due to high costs of separation of employees from organization (such as position, lack of employment in another organization, work experience, retention and..) (Myer et al 2001). Normative commitment is about sense of accountability for continuing the job. This commitment causes organizational actions such as selections and methods of socialization, and internal characteristics of individuals such as loyalty to be generalized, values of the organization to be determined and functional attitudes to create organizational commitment (Kooshki et al 2008). In this study, we attempt to measure effect of internal marketing on organizational commitment and investigate whether internal marketing can have effect of employees' organizational commitment. In the

world with many changes and increasing competitiveness, most corporations are trying to find strategies to increase competitive advantage so that it can move toward improving service provision to the customer. Employees are the most important assets of the organization. Lack of competent employees for providing goods and services of the organization cause organizations to face many problems in current competitive environment ( Khodabakhsh Gorgani 2010). Today, intellectuals of organization and management state that employees are crucial assets of the organization. More committed individuals are more adherence of organization's aims and values, they play their role more actively and they abandon the organization less in order to find new employment opportunities ( Hoseini Sarkhosh, Farahi Boozjani, Sanjaghi, 2009). Today increasing rate of competition in market of bank industry caused practitioners to be more contemplating about finding ways for surviving in this system. Therefore they have to find methods to satisfy costumers more. One method is improving banking services. Improvement of internal services quality of organization leads to satisfaction of external costumers ( Abolhasani, 2009). This study investigates effect of internal marketing on organizational commitment of private employees of Sistan and Baloochestan.

### **Research hypothesis:**

Hypothesis 1: culture (one aspect of internal marketing) has significant effect on emotional commitment of private bank's employees

Hypothesis2: education (one aspect of internal marketing) has significant effect on emotional commitment of private bank's employees

Hypothesis 3: performance measurement (one aspect of internal marketing) has significant effect on emotional commitment of private bank's employees

Hypothesis 4: culture (one aspect of internal marketing) has significant effect on compulsory commitment of private bank's employees

Hypothesis 5: education (one aspect of internal marketing) has significant effect on compulsory commitment of private bank's employees

Hypothesis 6: performance measurement (one aspect of internal marketing) has significant effect on compulsory commitment of private bank's employees

Hypothesis7: culture (one aspect of internal marketing) has significant effect on normative commitment of private bank's employees

Hypothesis8: education (one aspect of internal marketing) has significant effect on normative commitment of private bank's employees

Hypothesis 9: performance measurement (one aspect of internal marketing) has significant effect on normative commitment of private bank's employees

### **Literature review:**

Kotler and Keller believe that there are three types of marketing: external, internal, mutual. External marketing includes product, pricing, distribution, promotion and services for the customer. Mutual marketing describes employee's proficiency in providing services to the costumers and it mostly argues employees' behavior toward customers (Morris and

Bansal). Internal marketing is what company carries out for educating and motivating employees in order to provide better services to the consumers. Internal marketing has been researched in management and marketing literature since 1980 for instance Berry, Gevork, Tamson et al, Karenron, Norman, Tamson, Toorhaj et al, Geron Ross ( Abzari, Madani, Ghorbani, 2011). Studies indicated that activities of internal marketing improve organization competitiveness through influencing and motivating employees ( Abzari 2009). Some researches divided different aspects of internal marketing into two groups.

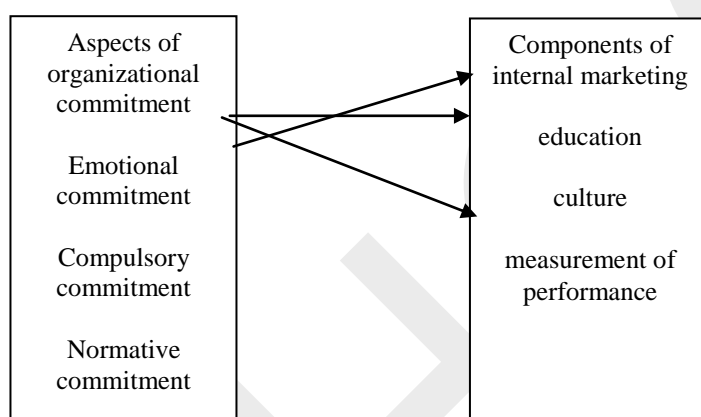
First group emphasizes on approach of human resource management for success of internal marketing and enjoying satisfied and motivated employees ( LIngz, 2000). Second group is emphasizing on approach of total quality management in order to improve services quality and development of relation between internal employees of organization. Aims of these activities are increasing quality of provided services to external costumers of organization (Ballantine 2003). Internal marketing is considered as the most crucial resource of competitive advantage. It means that employee's activities require to be changed in some cases and it can cause development. Thus this needs educating and motivating organization employees (Ballantine, 2003). In fact, internal marketing includes two main principles. One principle is that internal marketing is issue for development of commitment to marketing in organization. Second one is that internal marketing causes increasing in efficacy and effectiveness of employees in services chain (Sergeant and Asif 1998).

Toolayi and Bagheri (2012), performed a research for investigating organizational commitment on organization performance. They found out that employees organizational commitment cause sense of satisfaction, dependency, their dependence to the organization, reducing employees abandoning organization, active social behaviors, prevention of employees absence, humanism, helping to the others and reducing occupational stress and also financial success, and increasing effectiveness and efficacy. Kooshki and Gholami (2008) researched about effect of internal marketing on organizational commitment of receptionists of Tehran hotels. Results of the study indicated that internal marketing has effect on emotional commitment and continuous commitment but no significant relation with normative commitment. Hoseini and Sarkhosh and Farahi boozjani and Sanjaghi (2009) investigated effect of mediation role of organizational culture in relation to transactional leadership and organizational commitment. Results indicated that transactional leadership can have effect on organizational commitment through promoting competitive cultures and hierarchy. Correlation of variables is also positive and significant. Abzari 2004 investigated effect of internal marketing on market orientation and organization performance in Hotel industry. In this study factors of internal marketing and their effect on organizational performance were tested. Results indicated that internal marketing has significant effect on market orientation.

U and Barrens (2010) in their research about effect of internal marketing on organizational performance stated that successful marketing should have positive effect on attitude and behavior of employees. In this case, internal marketing will have direct and positive effect on employees' performance and direct and positive effect on sectional performance of the organization therefore

because of high performance of employees and improving their sectional performance, total organizational performance improved. Thus internal marketing will have positive effect on total organizational performance. In a research titled relation between organizational commitment and occupational satisfaction, Pop and Holms (2010) indicated that employees who understand the need to variant educations are more committed and satisfied than the other employees. Caruana, A& ,.Calley (1998) studied relation between internal marketing and organizational commitment in financial industry and they concluded that there is significant relation between internal marketing and organizational commitment level especially internal marketing and emotional commitment.

Figure 1) conception model of the research



### Method of the study

This study is practical based on its aim which is developing knowledge for applying in specific context (Sarmad, Bazargan and Hejazi 2008). Current paper is categorized as correlation type based on its method. In this study we used questionnaire.

Collecting data is performed by survey and library studying. We first reviewed literature including printed book, electronic references and library books then based on aims and hypothesis of the study, reviewing literature and studied investigations in similar contexts and consulting with informants, we provided questions of the questionnaire and edited it in pilot stage. At the next step we implemented survey via distribution of questionnaire among samples of the study and after collecting data we analyzed them by descriptive and inferential statistic.

In this study we provided questions about demographic information of respondents and in part two we used questions about aims, questions, and hypothesis of the research based on 5point Likert Scale. As this measurement scale in Likert scale is quantitative (strongly agree, agree, neither agree nor disagree, strongly disagree, disagree) so we identified responses by numbers of 1-5. Questionnaires were distributed among bank employees. But questions were changed or renewed according to the research.

### Designing statistical test and research hypothesis:

In this study, in order to describe data and observations we used statistical descriptive method such as frequency distribution, descriptive diagrams, and central and dispersion indexes.

#### Regression

In multi-aspect regression, relation between one dependent variable and some independent variable is expressed by a mathematical model: in multi-aspect regression,  $y$  is dependent variable or response variable which is quantitative and is at least spatial in measurement level and  $x_k, \dots, x_2, x_1$  are independent or predictor variable which can be continuous variable or discrete variable. Dependent variable is a random one and it has normal distribution. But independent variable can be random or not random.

$$y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \dots + \beta_k x_k$$

Where  $\beta_i$  is coefficient of model, coefficient of invariable parameters, and the aim of regression is estimating parameters from information of random sample.

#### Kolmogorov–Smirnov test

By Kolmogorov–Smirnov test we studied normality of research variables and claims about distribution of data of quantitative variables. One advantage of this test is that each observation is as a principle. In cases that there are a few observations it is also applicable because of certainty and simplicity of the test. If probability value is greater than 0/05% we can approve normality of remainders with 95% confidence.

### Validity and reliability of the research

In order to be confident about validity of questionnaire we used content validity method. In this respect we review number of the questions, the way of expressing questions, chronology of questions and spectrum of response options by experts, professional and informant's opinions of marketing area and strategic management. Finally after some reviews and performing one experimental stage we set the final questionnaire.

Table one: questionnaire structure

Questions of studied components	Concept under study	Internal marketing
2/1	Education	
10/9/8/7/6/5/4/3	Culture	Organizational commitment
15/14/13/12/11	Performance measurement	
23/22/21/20/19/18/17/16	Emotional commitment	
31/30/29/28/27/26/25/24	Compulsory commitment	
39/38/37/36/35/34/33/32	Normative commitment	

Validity is ability of measurement tool for maintaining its stability during the time. Reliability of the test is a scale by which degree of certainty into results of this test is determined.

For measuring reliability of the questioner, we used an index called reliability coefficient which normal measure is between zero (no relations) to one (complete reliability. (Khaki 2004, 245).

One calculation method of reliability is Cronbach's Coefficient. This method is used for calculation of internal coordination of measurement tools such as questionnaires or tests that measures different characteristics. In this study, we distributed 30 questionnaires in order to implement pretest. And we calculated Cronbach's Coefficient value by SPSS software for all questionnaires.

Table 2) validity calculation of all questions

Cronbach's Coefficient Alpha	The number of parameters
0/715	30

As the table shows coefficient values is 0/715 which are higher than 0/7 they are approved so questionnaire reliability as well.

### Research variables:

Since values and changes of variables are dependent to other values and changes of other variables, they are called dependent variable (Ezati, 152, 2010). In this study, organizational commitment is dependent variable.

Organizational commitment in this study includes three basic principles of emotional commitment, compulsory commitment and normative commitment.

Independent variable is characteristic of physical or social environment which accept values by the investigator after selecting, interfering and manipulating in order to observe its effect on dependent variable (Sarmad, Bazargan, Hejazi, 2011). In this study, internal marketing variable is independent variable.

### Statistic population and method of sampling

Statistical population includes all employees of private banks of ( S and B) from Zahedan.

In this study we used two stage cluster sampling method. Since subject of the study between private banks of (S and B) in different town in not different each town of the province can be regarded as one cluster. The reason that we assume all towns as a cluster is that these banks were randomly spreader.

### Determining sample of study

In this study we used following formula for determining sample of study.

$$n = \frac{Nz^2pq}{Nd^2 + z^2pq}$$

$\frac{z^2}{2}$  is critical number of normal distribution with error level of . az we assume confidence coefficient. So:

$$\frac{Z_{\alpha}}{2} = Z_{0/025=1/96} \quad \frac{\alpha}{2} = 0/025 \quad \alpha = 0/05$$

P is ratio of people who stated their opinion for approving hypothesis and due to lack of information we assume them equals to 0/05.

D= is estimated accuracy or the maximum relative error which is 0/05 in this study. So:

$$n = \frac{400(1.96)^2(0.5)(1 - 0.5)}{400(0.05^2) + (1.96)^2(0.5)(1 - 0.5)}$$

Therefore sample of study is at least 196 person but we assumed them 200.

#### **Descriptive results of the study:**

- 1- Based on gender, questionnaire respondents are 51/5% male and 48/5% female from total employees.
- 2- Based on occupational position, questionnaire respondents 2/5% (5person) are top managers, 16/5% (33 people) are unit manager, 31/5% (63 person) are bank experts and 49/5% (99person) are booth operator.
- 3- Based on educational level questionnaire respondents are 7% (14 person) with diploma, 27% (54 person) with curriculum degree, 63% (126 person) with bachelor degree and 3 % (6person) were with MA degree.
- 4-

#### **Results of statistical hypothesis**

##### **Main hypothesis**

Main hypothesis is that internal marketing has significant effect on organizational commitment of private bank employees. We used multiple regression for testing this hypothesis in which dependent variable of organizational commitment components includes emotional commitment, compulsory commitment, normative commitment and independent variables of internal marketing components are education, culture and performance measurement. Regression fitted regression is as follow:

Organizational commitment = 0/368+55/211 (internal marketing)

This equation shows that if one unit added to internal marketing rate, by assuming that all components are invariable it is possible that 0/368organizational commitment of employees will be increased. Obtained results from regression test indicated that multiple correlation coefficient is 0/327 which states correlation between dependent variable and independent variable and coefficient of model determining is 0/107 thus 0/107 is stated as dispersion in organizational commitment by internal marketing components. In this model p-value of this test is very low. So zero line based on no significance of this model in error level of 0/01 is rejected. Consequently this model is significant and accordingly internal marketing has significantly effect on organizational commitment .By assuming normal distribution of standard remainder of Kolmogorov–Smirnov test equals to 0/074 significance level of the test is more than 0/05. So we can conclude that data are normal.



### **First, second and third secondary hypothesis**

First, second and third secondary hypothesis is that internal marketing aspects (education, culture and performance measurement) have significant effect on emotional commitment of private bank employees. For testing these hypotheses we use multi aspect regression in which dependent regression is emotional commitment and independent variable of internal marketing components includes education, culture, and measurement of performance. Fitted regression model is as follow:

Emotional commitment= 0/42-18/81 (education)+ 0/24 (culture)+ 0/21 ( performance measurement)

This equation shows that if one unit added to culture rate, by assuming that all components are invariable it is possible that 0/24 emotional commitment of employees will be increased. Obtained results from regression test indicated that multi aspect correlation coefficient is 0/406 which states correlation between dependent variable and independent variable and coefficient of model determining is 0/164 thus 0/164 is stated as dispersion in emotional commitment by internal marketing components. In this model p-value of this test is very low. So zero line based on no significance of this model in error level of 0/01 is rejected. Consequently this model is significant and accordingly internal marketing has significantly effect on emotional commitment. By assuming normality of distribution of standard remainder of Kolmogorov–Smirnov test equals to 0/93 which significant level of the test is more than 0/05. So we can conclude that data are normal.

### **Fourth, fifth and sixth secondary hypothesis**

Fourth, fifth and sixth secondary hypothesis are that internal marketing aspects (education, culture and performance measurement) have significant effect on compulsory commitment of private bank employees. For testing these hypothesis we use multi aspect regression in which dependent regression is compulsory commitment and independent variable of internal marketing components include education, culture, and measurement of performance. Fitted regression model is as follow:

Compulsory commitment= 16/901-0/481 (education) + 0/188 ( culture) +0/334( performance measurement)

This equation shows that if one unit added to performance measurement, by assuming that all components are invariable it is possible that 0/334 compulsory commitment of employees will be increased. Obtained results from regression test indicated that multi aspect correlation coefficient is 0/319 which states correlation between dependent variable and independent variable and coefficient of model determining is 0/102 thus 0/102 is stated as dispersion in compulsory commitment by internal marketing components. In this model p-value of this test is very low. So zero line based on no significance of this model in error level of 0/01 is rejected. Consequently this model is significant and accordingly internal marketing has significantly effect on compulsory commitment. By assuming normality of distribution of standard remainder of

Kolmogorov–Smirnov test equals to 0/110 which significant level of the test is more than 0/05. So we can conclude that data are normal.

### **Seventh, eighth, and ninth secondary hypothesis**

Seventh, eighth, and ninth secondary hypothesis are that internal marketing aspects (education, culture and performance measurement) have significant effect on normative commitment of private bank employees. For testing these hypothesis we use multi aspect regression in which dependent regression is normative commitment and independent variable of internal marketing components include education, culture, and measurement of performance. Fitted regression model is as follow:

Normative commitment= 18/107-0/332 (education) + 0/373(culture) +0/ 26 performance measurement

This equation shows that if one unit added to performance measurement, by assuming that all components are invariable it is possible that 0/33 normative commitment of employees will be increased. Obtained results from regression test indicated that multi aspect correlation coefficient is 0/130 which states correlation between dependent variable and independent variable and coefficient of model determining is 0/102 thus 0/130 is stated as dispersion in normative commitment by internal marketing components. In this model p-value of this test is very low. So zero line based on no significance of this model in error level of 0/01 is rejected. Consequently this model is significant and accordingly internal marketing has significantly effect on normative commitment. By assuming normality of distribution of standard remainder of Kolmogorov–Smirnov test equals to 0/124 which significant level of the test is more than 0/05. So we can conclude that data are normal.

### **Comparing results of the study with other researches**

Abzari et al (2009) performed a research for investigating effect of internal marketing on market oriented and organizational performance in Hotel industry. In this study internal marketing component and their effect on organizational performance was tested. Results indicated that internal marketing has significant effect on market oriented. In context of market orientation relation with organizational performance it was illustrated that both aspects of market orientation have effect on organizational performance so that with more market orientation, organizational performance will be increased. Hosseini and Rahmani (2001) researched about effect on internal marketing on organizational performance in travel services companies of Tehran. This research illustrated that internal marketing has direct, positive and significant effect on performance. Triblet (2004) studied relation between internal and external motivation with organizational commitment and found out that internal motivation of employees has more effective on organizational commitment than external motivation. In addition it was not observed significant relation between selected components of statistic provision (age, employment condition, salary, education level) with organizational commitment and also there was no significant relation between internal and external motivation of Switzerland employees and offering products for selling.

## **Conclusion**

Today internal marketing and its effect on organizational commitment in private banks are not considerably studied. However in our study importance of the subject of private banks has been cleared. Results of this study shows that internal marketing implementation by human resource management has significant effect on employees and internal customers and in attracting and maintaining them to organization in private bank. In addition employees can provide favorable services to external customers if they are regarded as internal customers.

## **Applicable recommendations**

- In order to increase emotional commitment: determining organization aims and providing effective and watchful with employees.
- In normative commitment, individuals are loyal to the organization based on their sense of responsibility and behavioral commitment thus managers are recommended to attract employees by investment on occupational education courses, providing facilities for personnel, celebrating for them and their families in evs.
- In order to increase compulsory commitment it is recommended that personnel must be attracted to the organization in order to stay and be care about loyalty and not look for excuses for transferring their job.
- Surveys of employees and managers in relation to the extent of internal and external costumers' satisfaction about their performance and providing data bank in this context
- Study of employees and managers' problems and in context of internal marketing and making appropriate decisions in order to control them
- Developing commitment among employees and developing relation between employees in different parts of organization

## **Recommendations for future researches**

- It is recommended that Model test must be studied in government banks in addition to private banks. And its results must be compared to this study.
- It is also recommended that this model must be tested in other organizations not just private banks
- Effect of different types of organizational commitments on components of organizations efficiency
- Effect of demographic elements of employees on commitment and internal marketing of organization

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