

The relationship between internal marketing and organizational voice in Sport and Youth head office of Alborz province

BAHAREH RAMZANI
SAEED SEDAGHATI
FARIDEH HADAVI

Department of Sport Management
College of Physical Education, Eslamshahr Branch
Islamic Azad University, Tehran, Iran

Abstract:

This study aims at determining and investigating the relationship between internal marketing and organizational voice in Sport and Youth head office of Alborz province. This is a correlational type research and its statistical population includes all 132 personnel of Sport and Youth head office of Alborz province, 78 men and 54 women. The research sample consists of 66 men and 48 women with consider to Morgan Table. The research tools include Nasr Esfahani et al (1391) internal marketing and Vandine et al (2003) organizational voice measurement questionnaires. Since the data distribution was not natural, Spearman correlational Test is used for determining the relationship between research variables. Also, multiple regression analysis is applied for predicting organizational voice variable based on internal marketing variable and its components in SPSS software. The research findings revealed that there is a relationship between internal marketing and organizational voice in personnel's of Sport and Youth head office of Alborz province. Moreover, a significant relationship was observed between the components of internal marketing like payment, domestic production, connections, and place with the organizational voice. All these four components of internal

marketing, payment ($F=69.555$ and $P\leq 0.01$), connections ($F=65.677$ and $P\leq 0.01$), domestic production ($F=53.106$ and $P\leq 0.01$) and place ($F=45.579$ and $P\leq 0.01$) are accurate predictors for organizational voice. It is expected that the results of the present study is used by Sport and Youth office of Alborz province so that the performance of this office would improve which, undoubtedly, would lead to the success of this office. That would mean the improvement of work atmosphere and progression to the ultimate objective of the intended organization.

Key words: Internal Marketing, organizational voice, Sport and Youth head office of Alborz province

INTRODUCTION

Internal marketing was entered to marketing literature from early 1970's (Varey&Lewis, 2000). The appearance of internal marketing was emerged in 1980's by industrial development and its serious attempts afterwards. This growth was an attempt for enhancing service section quality through investigating and controlling the mechanism of service delivery, i.e. its personnel (Panigyrakis & Theodoridis, 2009). Organization and solidarity are the feature of modern world. Each organization consists of some pillars which their existence are critical for the establishment. These pillars include structure, technology, objectives, capital, and human resources. Though the existence of each pillar is important for the formation of the establishment, surely, the most important pillar is its human resources. Personnel are the internal customers of organization and organization's attention to them is considered as internal marketing. Those organizations that pay more attention to their personnel/employees, normally, should have more customer-oriented personnel who enjoy higher job satisfaction and organizational commitment (Shahsavany, 1388). People in organizations often have ideas,

opinions, and information for presenting constructive methods for work improvement and their intended organization. Those functions are indicative of a concept, namely, organizational voice. Some people express their ideas and some others do not. One solution for ensuring organization's higher performance should be sought in prosperous and successful human resource management. For achieving organization's objectives, those personnel who audit customers' affairs should be considered first. This aspect of service organization activities has proposed internal marketing issue. Nowadays, internal marketing is known as a guideline for promoting organization performance. Ahmad et al (2014) in a study, about the effects of applying relational marketing on Egypt' business bank performance investigated the relations between domestic marketing, customers' loyalty, and business performance in Egypt' business banks. The achieved results showed that domestic marketing has a significant influence on bank performance through customer loyalty and creating domestic marketing strategies causes improving bank performance and ultimately, attracting and keeping foreign customers. After investigating different aspects of internal marketing in these banks, this study revealed that personnel's training and developing is in a satisfactory condition and coordination between performance and empowerment is in undesirable and unsatisfactory state.

Solomon et al (2013) investigated the impact of internal marketing on job satisfaction of commercial bank employees in Jordan. Their research aimed at investigating the influence of four aspects of internal marketing, i.e. training and developing, motivation, connections, and empowerment in job satisfaction. It was revealed that all four aspects of internal marketing have a positive and significant influence on job satisfaction. This study proved that all four aspects of internal marketing in these banks achieved scores higher than average level (motivation: 3.69, connections: 3.64, empowerment: 3.53, training and developing: 3.52). kalid et al (2013) in a study

about the analysis of internal banking tactics applied in 2 companies, Mobilink&Telener, expressed that financial investment through training not only causes skills and potentiality improvement of employees, but also increases their job satisfaction. Moreover, the employees' of these companies believed that their reward system is unequal and unfair; they also think that their recognition in work teams is more influential in their satisfaction than financial rewards. Hence, the concept of internal banking and its relation with organizational voice in the intended head office can have a positive impact/result on its performance. On one hand, the results of previous studies indicates that considering organizational voice and listening to personnel's ideas, point of views, criticism, and constructive suggestions and breaking their organizational silence can lead to presenting innovative and new plans and ideas, and helping to organizational creativity development and ultimately, marketing. Unfortunately, due to high number of non-specialist human resources in physical education offices including Karaj's physical education office, it seems that there is not enough attention in this field. Hence, the researcher aims at studying and finding the relationship between internal marketing and organizational voice in Sport and Youth head office of Alborz province.

RESEARCH METHOD

This research is practical in terms of purpose and correlational in terms of strategy, and carried out by field and library method. Statistical population of this study includes 132 personnel of Sport and Youth head office of Alborz province, 78 men and 54 women. The research sample consists of 66 men and 48 women from the intended society. One research tool applied for this study is Nasr Esfahani et al's internal marketing questionnaire which includes four sections: payment

(questions 1-6), domestic production (questions 7-16), connections (questions 17-22), and work place and environment (questions 23-27) and have 27 points, i.e. in the form of 5-points Likert-scale (Nasr Esfahani, 1391, the university of Esfahan). Another used research tool is organizational voice measurement questionnaire. This questionnaire is prepared based on Vandine et al's threefold dimensions organizational voice theory (obedience, defensive, and altruistic) (2003) which has 13 points. They include defensive voice component (4 questions), obedience voice component (4 questions), and altruistic voice component (5 questions) (Dostar, 1392). For data description, descriptive statistic indices (frequency, mean, standard deviation, and charts) are used. Also, Kolmogorov Smirnov (KS) Test is used for determining and finding data's natural distribution state; however, since the data distribution was not natural, Spearman correlational test was applied. SPSS software is used for data analysis.

FINDINGS

Table 1: Subjects' demographic feature description

gender		age				education			variables	
male	female	Above 50	41-50	31-40	Below 30	Postgrads.	Grads.	Undergrads.	points	
66	48	23	21	47	23	77	75	23	Frequency	statistics indices
57.8	42.2	20.1	18.4	41.2	20.1	6.1	65.7	20.2	Frequency percentage	

Twenty percent of participants of the study were at undergraduate level, 65 percent were at graduate level and 14 percent were at the postgraduate level.

Twenty percent of participants of the study were below 30, 41 percent were 31-40, 18 percent were 41-50, and 20

percent were above 50. 42 percent of the participants were female and 58 percent were male.

Table 2: Circumstantial evidence of research variables

Major components	Circumstantial evidence/variable	Mean and standard deviation
	Internal marketing	3.65±0.78
Internal marketing components	Payment	3.90±0.71
	Domestic production	3.70±0.84
	Connections	3.42±0.81
	Place and work environment	3.90±0.74
Organizational voice components	Organizational voice	4.10±0.29
	Obedience	3.98±0.25
	Defensive	4.13±0.31
	altruistic	4.14±0.36

As it can be seen, all components of Table 2 have mean above average.

Table 3: the relationship between internal marketing and organizational voice of personnel of Sport and Youth head office of Alborz province

Internal marketing			
Variables			
	Correlation coefficient (r)	Significance level (sig.)	Sample number (N)
Organizational voice	0.514	0.001	114

**Correlation is significant at the 0.05 level.

Considering the achieved spearman correlation coefficient test and the presented results in Table 4-4, it is observed that there is a direct and significant relationship between internal marketing and organizational voice ($r=0.515$ and $P=??$), in a way that as internal marketing of personnel increases, organizational voices increases, too.

RESULTS AND DISCUSSION

The research findings of Spearman correlation coefficient test showed that, statistically, there is a significant relationship between internal marketing and organizational voice, in such a way that as internal marketing increasing in personnel, organizational voice increases, too. This is in line with the findings of Gounaris (2000), Michael Martinze (2011) & Takeuchi et al (2012). These researchers believed that through organizational justice, controlling political behaviors, and also creating an environment based on internal marketing, organization management can reinforce organizational voice and take the advantage of maximum potentialities of employees, and hence, enhance their job motivation. Creating appropriate internal marketing environment could emphasize on marketing and harmony of various dynamic internal organization activities and motivate employees in a way that they become eager in presenting services to customers and have a customer-oriented performance (Gounares, 2000).

One solution of ensuring the better performance of organization should be sought in successful and efficient human resources management. For achieving organizational objectives in this field, those employees who audit customers' affairs should be considered first. This aspect of service organizational activities has proposed the issue of internal marketing. Nowadays, internal marketing is known as a solution for promoting the performance of organization. The related studies of the field indicate that activities of internal marketing would improve the competitiveness of organization and promote merits and competency through penetration and employees' motivating. In spite of development of this concept in marketing literature, practically, there has been little use out of it. Sadeghloo et al (1393) carried out a research regarding the relationship between internal marketing and organizational commitment in Sport and Youth head office of Golestan

province. Their study suggested that implementing an internal marketing plan would remove the office barriers and by presenting a qualitative service, one can represent a value for customers' experiences, and internal marketing is a method for achieving this level of satisfaction. Naghshbandi (1394) conducted a research regarding the influence of social capital and the perception of organizational political behaviors on the organizational silence and voices in Sport and Youth head offices of west of Iran. Their research results showed that the lack of social capital and the over-existence of organizational political behaviors are influential on personnel's behavior, in a way that decreasing social capital and increasing political behaviors might lead employees to the silent atmosphere. Moreover, increasing social capital and decreasing political behaviors in organizations can enhance employee's motivations and their sense of responsibility with respect to the organization and organizational objectives. Increasing social capital and decreasing political behaviors can reinforce employees' sense of trust and make them more committed achieving organizational objectives. According to unreliability management theory, Takeuchi et al (2012) attempted to investigate the relationship between organizational justice and the appearance of voice behavior in employees. In their explanations, they expressed that in employees' perception of fairness of management, unreliability, and evaluating the trustiness, they often consider to their supervisors. In their point of views, different aspects of organizational justice are among the important causes of indication of personnel's voice behaviors. In their justification of the relationship between organizational justice aspect and employees' voice, they expressed that since voice behaviors are potentially risky; those employees who feel higher communicative justice more likely show voice behaviors since they feel confidence while facing with their supervisors. Moreover, when employees feel that their supervisor communicate with to them with respect and

modesty, they more likely would express their opinions and viewpoints because their feeling of existence of communicative justice manifests some signs that their supervisors consider to their needs. When justice level is low, employees would have less trust to the official systems and lower feeling of belonging to their team or organization; as a result, would receive more unreliability from their environment and would not express their opinions. On the other hand, when the amount of distributive justice is low in organization, this message would be induced to personnel that by expressing their ideas that are not desirable by the supervisors, their status would face inappropriate evaluation. Hence, this would affect the allocated revenues and organizational rewards.

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