



ISSN:1306-3111

e-Journal of New World Sciences Academy
2011, Volume: 6, Number: 2, Article Number: 3C0069

SOCIAL SCIENCES

Received: November 2010

Accepted: February 2011

Series : 3C

ISSN : 1308-7444

© 2010 www.newwsa.com

Suzan Çoban

Nilüfer Şahin Perçin

Nevsehir University

suzan@nevsehir.edu.tr

Nevsehir-Turkey

**THE EFFECTS OF FACTORS OF INTERNAL MARKETING ON COMPONENTS OF
ORGANIZATIONAL COMMITMENT IN FOUR AND FIVE STAR HOTELS LOCATED IN
CAPPADOCIA**

ABSTRACT

The aim of the study is to research the effects of factors of internal marketing on components of organizational commitment in four and five star hotels in Cappadocia (Nevsehir). The questionnaire prepared for this purpose was applied on the hotel employees. The data were analyzed through factor analysis and regression analysis. The findings of the research show that communication, rewards and cooperation-integration factors were significant predictors of affective commitment, and cooperation-integration, communication, rewards and motivation policies had a significant positive effect on normative commitment. Also, it can be said that motivation factor has a positive effect on continuance commitment. According to research findings, it is advised that managers should use internal communication methods efficiently as strategic tool to strengthen affective and normative commitment among employees.

Keywords: Internal Marketing, Organizational Commitment,
Internal Customer Satisfaction,
Human Resources Management, Hotel Administration

**KAPADOKYA'DAKİ DÖRT VE BEŞ YILDIZLI OTELLERDE İÇSEL PAZARLAMA
FAKTÖRLERİNİN ÖRGÜTSEL BAĞLILIK BİLEŞENLERİNE ETKİSİ**

ÖZET

Çalışmanın amacı, Kapadokya (Nevşehir) bölgesinde yer alan dört ve beş yıldızlı otellerde içsel pazarlama faktörlerinin örgütsel bağlılık bileşenlerine etkisini araştırmaktır. Bu amaçla hazırlanan anket, otel çalışanlarına uygulanmıştır. Veriler, faktör analizi ve regresyon analizi kullanılarak analiz edilmiştir. Araştırma sonuçları iletişim, ödüller ve işbirliği-bütünleşme faktörlerinin duygusal bağlılığın önemli tahmin edicileri olduğunu; işbirliği-bütünleşme, iletişim, ödüller ve motivasyon politikalarının normatif bağlılık üzerinde önemli bir pozitif etkiye sahip olduğunu göstermektedir. Ayrıca motivasyon politikalarının devam bağlılığı üzerinde pozitif bir etkisi olduğu söylenebilir. Araştırma bulgularına göre, yöneticilerin çalışanlarda duygusal ve normatif bağlılığı güçlendirmek için stratejik bir araç olarak içsel iletişimi etkili bir şekilde kullanmaları gerektiği tavsiye edilmektedir.

Anahtar Kelimeler: İçsel Pazarlama, Örgütsel Bağlılık,
İç Müşteri Tatmini,
İnsan Kaynakları Yönetimi, Otel Yönetimi

1. INTRODUCTION (GİRİŞ)

Current competition structure depends upon the principle of meeting customer requirements and needs, and even that of presenting a value to them rather than low cost and high quality. Businesses have to adapt to this structure to provide to customer satisfaction and so, they can reach their goals. However, customer satisfaction depends on performance of the staff. Businesses are to satisfy their employees who realize this aim as well as the satisfaction of external customers who demand their products. Besides attraction, retention and motivation of high quality staff are critical specifically in situations where the quality of service is the unique differentiating factor between competitors [1 and 2]. With these reasons, it is necessary to regard all employees, from top managers to the staff at the lowest rank who provide service directed at the aims of the business, as internal customers and to satisfy them adapting internal marketing (IM) approach [3].

The term IM is defined as viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the firm. One of the organizational goals is to strengthen organizational commitment. In realizing this goal, internal marketing can be used a strategic marketing approach. In this study, What are the effects of internal marketing factors on components of commitment?, is sought answers to the question.

2. RESEARCH SIGNIFICANCE (ÇALIŞMANIN ÖNEMİ)

Internal marketing is treating both employees and customers with equal importance through proactive programs in order to achieve organizational objectives [4]. Payne (1993) suggests that the key aims of internal marketing are the development of internal and external customer awareness and the removal of functional barriers to achieving organizational effectiveness [5]. Pierchy studies the external customer satisfaction and internal structure relation according to the external and internal customer satisfaction levels being high-low and shows internal customer satisfaction, its reflection on external customer, hence, on business success [6]. And if the internal customer is not satisfied, alienation and divergence from the business is the case. In the service-profit chain developed by Heskett *et al.*, a relation between profitability, customer loyalty, internal customer satisfaction and employee loyalty is tried to be formed. The rings of the chain are that: customer loyalty increases profit and growth; customer loyalty is the direct outcome of customer satisfaction; satisfaction is greatly affected by the value of the service provided for customers; value is created by satisfied, commitment and efficiently working employees; employee satisfaction is a result of policies which will, basically, supply high quality support services and enable employees to convey these outcomes to customers. As seen, Heskett *et al.* show that satisfying employees will lead to customer satisfaction [7].

IM is an important marketing strategy to service industry. IM strategy combines with human factor at service marketing and organises relations defined in the service marketing (internal, external and interactive) trio [8]. In the hotels one of the sectors, which takes part in service sector, and where internal-external relations gain importance showing the value given to employee through internal marketing will produce significant results in respect to organizational commitment. Since hotels are service businesses which have the feature of intense labor, their employee turnover rate is fairly high. When employees are considered as one of the necessary

factors required for the success of a hotel, training of employees, development and job satisfaction become more significant. High satisfaction is associated with more efficiently working employees and their not searching another work place [9]. Through effective implementation of internal marketing strategies, businesses increase internal service quality, employee satisfaction, motivation and organizational commitment [10 and 11]. Therefore, to satisfy internal customers, taking advantage of the internal marketing implementation, the hotel can give significant results in strengthening the performance and organizational commitment.

The aim of the study is to research the **effects of factors of internal marketing on components of organizational commitment** in four and five star hotels in Cappadocia. Due to lack of similar experience the researchers tried to perform this research and complement previous studies in this field.

The findings of this study need to be interpreted with the following limitations in mind. First limitation is that internal marketing as the management 4P (marketing mix) activities may reveal a different structure for each business department and its organization. This condition stems especially from administrative skill and organizational difference. Second limitation is that concept of internal marketing has an obscure and broad structure. Different authors examined different aspects of the issue and the theoretical foundations. Hence, a new scale is used to assess the dimensions of internal marketing. The scale used at this research hasn't proven reliability in many different settings/countries. Third limitation is that the results cannot be construed to be representative of all employees in hotels around the world due to the highly limited nature of the sample.

3. CONCEPTUAL FRAMEWORK (KAVRAMSAL ÇERÇEVE)

3.1. Internal Marketing Concept (İçsel Pazarlama Kavramı)

Rafiq and Ahmed [12] and Lings [13] argue that the scope of the literature on internal marketing is enormous though its boundaries are ambiguous. This structure stems especially from administrative skill and organizational difference [14]. In criticising the IM discourse, Hales provides a demonstration of the pervasive "managerialist" perspective on IM. He is critical of the literature on internal marketing as an approach to human resource management (HRM). In recognition of a diversity of meaning and usage, Hales holds that internal marketing to date has had an ambiguous conceptual status. From his analysis, a number of limitations are identified which can be used more generally to reconsider the application of internal marketing:

- IM as a metaphor: Jobs and employment conditions are "products" to be marketed and the manager is to think like a marketer when dealing with people.
- IM as a philosophy: Managers hold a conviction that HRM requires "marketing-like" activities, but this does not address the divergent employee needs and interests and organizational objectives.
- IM as a set of techniques: HRM adopts market research, segmentation, promotional communications and advertising in order to inform and persuade employees.
- IM as an approach: IM shares a key contradiction with normative HRM, between the desire for commitment and the desire for flexibility. Individualism contradicts team working, a service

culture as defined by the management group which is at odds with employee flexibility and responsibility.

There is a great deal of confusion in the literature as to exactly what IM is. In respect of its historical development process, the concept IM was examined in different ways. Initially, Berry [15] defined IM as viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization. The fundamental tool for achieving employee satisfaction in this approach is to treat employees as customers. IM is the philosophy of treating employees as customers, and it is the strategy of shaping job-products to fit human needs. Therefore, it is aimed at finding solution to the problem of providing high service quality.

The second major step in the development of the IM concept was undertaken by Grönroos [16], whose starting point was the concern that because contact employees in service become involved in what he termed "*interactive marketing*", it is essential that they are responsive to customers' needs. Grönroos recognized that not only do buyer-seller interactions have an impact on purchasing and repeat purchasing decisions but also, crucially, that buyer - seller interactions provide a marketing opportunity for the organization. To take advantage of these opportunities, customer oriented and services minded personnel is required. Hence, the object of the IM is "*getting motivated and customer conscious employees*". In this view, it is not sufficient that employees are motivated to perform better but they must also be "*services*" minded. Furthermore, effective service also requires effective co-ordination between contact staff and backroom support staff. Grönroos also views the IM concept as a means of integrating the different functions that are vital to the customer relations of service companies [16]. Grönroos [17] extended his original definition of IM as "*a method of motivating personnel towards customer consciousness and services mindedness, to include the use of marketing-like activities.*"

IM is simply stated as marketing activities focusing on internal customer satisfaction. Flipo claims IM strategies can be developed as the correspondence of the traditional 4P activities, marketing mix, i.e. the product as the job, the price as the opportunity cost of engaging in the job, the place as a location where the jobs are offered near the living places of internal customers, and promotion, such as reward policies and communication [18]. In addition to this approach, Lings has stated that IM activities are composed of internal market research, internal communication and internal response processes. The stage of internal market research involves information relevant to internal factors such as significant features of work, labor conditions, employee satisfaction and external factors affecting employee satisfaction such as, businesses competing for the same employee and their applications, legal arrangements. At the stage of internal communications, effective internal communications are needed as an element of internal marketing mix [13]. Communication between management and employees involves using news and other sources as well as providing information related to new marketing strategies. The use of reports, presentations and official meetings is also advised. Internal communication provides activity, coordination and cooperation. Some of the approaches which can be used at the stage of responding internal communication, work design, financial and non-financial-rewards, desirable income, training and job security etc...

Rafiq and Ahmed proposed the following definition for internal marketing [12]: Internal marketing is a planned effort using a marketing-like approach to overcome organizational resistance to

change and to align, motivate and inter-functionally co-ordinate 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. This definition meets the five requisite components of IM set out, in that it emphasizes achieving customer satisfaction through effective implementation of customer-orientated strategies by virtue of managing and coordinating cross-functional efforts within a process of motivating and satisfying employees. In this research, the main criteria of internal marketing, postulated by Rafiq and Ahmed (2000) provided the backbone for our internal marketing construct.

3.2. Organizational Commitment Concept (Örgütsel Bağlılık Kavramı)

Organizational commitment is defined as "the relative strength of an individual's identification with and involvement in a particular organization. Conceptually, it can be characterized by at least three factors: (a) a strong belief in and acceptance of the organization's goals and values; (b) a willingness to exert considerable effort on behalf of the organization; and (c) a strong desire to maintain membership in the organization" [19 and 20]. Committed employees are less likely to quit and accept their job, thus cost of high turnover is not incurred and they require less supervision. Furthermore, a committed employee perceives the value and goals of his organization, the employee thinks of his goals and the organization's goals in personal term.

There have been various studies in the literature addressing the concept of organizational commitment. According to Mowday *et al.* [20] organizational commitment is an attitude which exists between the individual and the organization. That is why it is considered as a relative strength of the individual's psychological identification with and involvement in the organization [21]. Hence, this psychological conceptualization addresses affective commitment which includes three factors: identification, involvement and loyalty. Affective commitment is the extent to which employees are involved with and have attached emotionally to their organizations because they identify with the goals and values of their organizations [22]. Affective commitment is considered to be the product of an exchange between employee and organization, whereby individuals bring skills to the workplace, expecting to find an environment in which their abilities can be productively used and their basic needs can be met [23]. In addition to this, some researchers underlined another important dimension labeled as "continuance" commitment where an individual is committed to the organization not because of a general positive feeling but because of extraneous interests such as pensions, family concerns etc...[24].

This two-dimensional construct has been revised by Meyer and Allen. They have developed a three-component model of affective, continuance and normative commitment [25]. According to Meyer and Allen [26] "individuals who have strong affective commitment remain in the organization because they feel they want to, some with a stronger normative commitment remain because they ought to and those with strong continuance commitment remain because they need to". In other words, according to the researchers [27 and 28], affective commitment is an individual's attachment to, identification with, and involvement in the organization; continuance commitment is an awareness of costs associated with leaving the organization and normative commitment is a sense of obligation for remaining employed in the organization.

4. RESEARCH MODEL AND HYPOTHESES (ARAŞTIRMA MODELİ VE HİPOTEZLER)

Lambert states that employees who are more committed demonstrate higher job performance, less job displeasure, more ethical behavior, diminished intent to leave, less stress and organizational citizenship [29]. Furthermore they perceive the value of organizational goals and think of their goals and those of the organizations in personal terms, thereby a lot of cost efficiencies accrue from committed employees. IM is also used to enhance organizational commitment, because IM includes a variety of subjects related to employee satisfaction (financially, socially and psychologically) and it encourages teamwork and gives employees a common goal, which in turn binds the individuals to the organization [30, 2, 18, 17, 7, 6, 12 and 31].

Factors of internal marketing linked with each other, very different classified [12, 32 and 31]. These factors are expressed in general: customer orientation, inter functional coordination and integration, training, motivation, understanding and differentiation, empowerment, job satisfaction, communication, marketing like activities, employee motivation, strategic reward, services quality. As seen in figure 1, the research has been conducted in the frame of descriptive research model trying to explain factors of internal marketing directed at internal customer satisfaction and effects of internal marketing on components of organizational commitment in four and five star hotels in Cappadocia. In order to investigate the effects of factors of internal marketing on components of organizational commitment of employees and also the importance of these factors, the following research question has been proposed: What are the effects of internal marketing factors on components of commitment? Also related to this, a set of hypotheses have been formulated that link the factors of internal marketing to components of commitment as follows:

- **H1: Factors of internal marketing increase affective commitment.**
 - H1a: Job Satisfaction has a positive effect on affective commitment.
 - H1b: Communication has a positive effect on affective commitment.
 - H1c: Rewards have a positive effect on affective commitment.
 - H1d: Cooperation-Integration has a positive effect on affective commitment.
 - H1e: Job conditions have a positive effect on affective commitment.
 - H1f: Empowerment has a positive effect on affective commitment.
 - H1g: Motivation has a positive effect on affective commitment.
- **H2: Factors of internal marketing increase normative commitment.**
 - H2a: Job Satisfaction has a positive effect on normative commitment.
 - H2b: Communication has a positive effect on normative commitment.
 - H2c: Rewards have a positive effect on normative commitment.
 - H2d: Cooperation-Integration has a positive effect on normative commitment.
 - H2e: Job conditions have a positive effect on normative commitment.
 - H2f: Empowerment has a positive effect on normative commitment.
 - H2g: Motivation has a positive effect on normative commitment.
- **H3: Factors of internal marketing increase continuance commitment.**

- H3a: Job Satisfaction has a positive effect on continuance commitment.
H3b: Communication has a positive effect on continuance commitment.
H3c: Rewards have a positive effect on continuance commitment.
H3d: Cooperation-Integration has a positive effect on continuance commitment.
H3e: Job conditions have a positive effect on continuance commitment.
H3f: Empowerment has a positive effect on continuance commitment.
H3g: Motivation has a positive effect on continuance commitment.

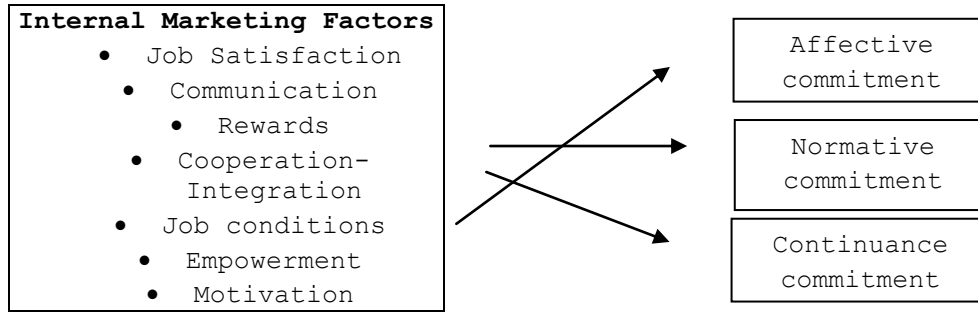


Figure 1. Research model
(Şekil 1. Araştırma modeli)

5. METHODOLOGY (METODOLOJİ)

5.1. Data Collecting and Sampling (Veri Toplama ve Örnekleme)

There are numerous hotels in Cappadocia (Nevşehir) due to its significance in tourism. Hence, the scope was narrowed and the questionnaire was applied on the employees of four and five star hotels. There are 11 hotels in the region. Four of these hotels did not accept the application of the questionnaire and seven of them replied it. The sample consists of employees in seven (7) hotels in Cappadocia licensed by Republic of Turkey, Ministry of Culture and Tourism and 310 employees are working in these hotels. 310 questionnaires were distributed by interviewers. After eliminating the questionnaires that were annulled or not returned, 209 usable responses were received that this rate represented an overall response rate of 67.4%. In this scope, it can be stated that the results of the survey can be generalized for four and five star hotels in the region of Cappadocia.

5.2. Measures (Ölçekler)

A self-administered questionnaire was used as the data collection technique for internal marketing. The approaches of internal marketing were examined as based on secondary source data. Many studies were used to design the questionnaire for IM applications [33, 30, 11, 18, 17, 13, 34, 6, 12 and 31]. The questionnaires were originally designed in Turkish language. Pilot test of the questionnaire with 33 questionnaires was carried out. After the pilot test, the questionnaire took the form. It consisted of 27 items, scored on a 5-point Likert scale with a disagree/agree continuum (1: strongly disagree, 5: strongly agree). The 27-items IM applications instrument had reliability (Cronbach's alpha) of 0.85. Usually, a value of 0.70 in the Cronbach's alpha is considered adequate in order to ensure reliability of the internal consistency of a questionnaire [35].

To measure organizational commitment, we used the three-dimensional organizational commitment scale developed by Meyer and Allen [25 and 26]. Participants responded on a 5-point Likert-type scale dictating to the extent which they agree with each statement as it reflected their present work environment (1: strongly disagree, 5: strongly agree). The Cronbach's alpha coefficient was 0.75.

6. THE FINDINGS (BULGULAR)

6.1. Sample Demographics Data (Demografik Veriler)

22.0 (N:46) % of employees that responded to the questionnaire were female and 78.0% (N:163) were male. In terms of education levels, 20.0 (N:42) % of employees had graduated from primary school, 49.0 (N:102) % from secondary school and 31.0 (N:65) percent of the participants had a bachelor's degree. 38.0 (N:79) % of those responding had more than 5 years of job experience in their hotel. 66.5 (N:139) % of the employees' age ranged from 26 to 44.

6.2. Factor Analysis (Factor Analizi)

In this study, factor analysis used to determine the factors of IM in respect to the satisfaction of the employees. Before indicating the factors composing the internal marketing by using factor analysis, we must look up these values as seen in Table 1: (a) Bartlett's sphericity test: chi-square value of 1432,702 and significance level of 0.000 were obtained using Bartlett's sphericity test, which suggests that the inter correlation matrix contains sufficient common variance to make factor analysis worthwhile, (b) Kaiser-Meyer-Olkin measure of sampling adequacy: It was 0.83, in the acceptable range (well above 0.60).

Nine factors were extracted in the unrotated factor solution with eigenvalues over 1. These nine factors explain 65% of the variance. However, interpretation of the factors that are not subject to rotation is rarely significant. Two of the items were rejected due to their low communalities in the first rotated solution to improve the factor analysis. Then after the content analysis, four non-significant variables that have low loading values were not included in factor analysis. After analyzing the remaining 23 items, seven factors were extracted with eigenvalues over 1. These factors are called as inspired from internal marketing models and theories [12 and 13]. Table 1 shows each factor's loadings, initial eigenvalues, variance and Cronbach's α . The factors covered were: job satisfaction, internal communication, rewards, cooperation-integration, job conditions, empowerment and motivation.

Table 2 presents descriptive statistics, correlations, cronbach's alpha values of the study variables. According to employees, four factors (internal communication, rewards, cooperation-integration, empowerment) at the 0.05 level and two factors (job satisfaction and motivation) at the 0.01 level were found to be positively related to affective commitment. Similarly, job satisfaction, internal communication, rewards, integration-cooperation, empowerment and motivation were found to be positively related to normative commitment. On the other hand, the analysis of the correlation results showed that there was a significant positive relation between continuance commitment and three factors (cooperation-integration, empowerment and motivation) at the 0.05 level.

Table 1. Results of exploratory factor analysis
 (Tablo 1. Faktör analizi sonuçları)

Factors Factors Component	Factors Loading's	Initial Eigenvalues	Variance explained (%)	Cronbach's α
Factor 1: Job Satisfaction Q3: The working hours in our hotel are not very long and tiring. Q24: Effective orientation training is given to employees who have been recruited recently in our hotel. Q23: Training on the job is given great importance in our hotel. Q22: Our hotel employees are given effective training on the issues they need. Q4: The work load among employees at all levels is distributed equally in our hotel.	,765 ,753 ,700 ,649 ,518	5,827	25,335	,873
Factor 2: Internal Communication Q7: There is efficient communication among employees in our hotel. Q6: There is efficient communication between executives and employees in our hotel. Q9: I generally provide recommendations to my executives about how to improve customer service. Q8: Employees know accurately what their responsibilities are and expectations of them. Q11: In our hotel the executives are listening to my work-related problems and seeking solutions.	,770 ,745 ,663 ,520 ,486	2,095	9,111	,875
Factor 3: Rewards Q21: Salary increase policy is in accordance with life standards in our hotel. Q17: Rewarding policy is fair in our hotel. Q25: Cafeteria services provided to us are sufficient in our hotel.	,741 ,603 ,559	1,897	8,246	,744
Factor 4: Cooperation-Integration Q10: When I need, I can reach senior executives. Q12: I can say that organizational objectives are more adopted in our hotel when we compare with others. Q13: I am having no problems about making cooperation with my coworkers in our hotel.	,666 ,573 ,485	1,272	5,533	,789

Tablo 1'in devamı				
Factor 5: Job Conditions Q18: Legally security benefits are provided in our hotel. Q20: The wage system is fair in our hotel.	,748 ,525	1,179	5,127	,806
Factor 6: Empowerment Q1: Job assignments are made according to our ability in our hotel. Q15: Satisfactory career opportunities are presented to us in our hotel. Q16: When I succeed in our job, the executives appreciate me orally.	,684 ,592 ,544	1,066	4,637	,819
Factor 7: Motivation Q14: Social rights of the employees are satisfactory in our hotel. Q27: Social activities organized for employees are sufficient in our hotel.	,812 ,659	1,024	4,452	,898
Total Variance Explained (%): 62.442 Kaiser-Meyer-Olkin measure of sampling adequacy: ,831 Barlett's test of sphericity approx. Chi-square: 1432,702 df:251 p: ,000<0,05				

- Extraction Method: Principal Component Analysis.
- Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 12 iterations

Table 2. Descriptive statistics and inter-correlations among study variables

(Tablo 2.Tanımlayıcı istatistikler ve değişkenler arasında inter korelasyon)

Variable	Mean	1	2	3	4	5	6	7	8	9	10
Job sat.	2,92	(0,87)									
Inter. Comm.	2,76	,188**	(0,88)								
Rewa.	2,98	,035	,114	(0,74)							
Coop.- Integ.	2,71	,172*	,217**	,279**	(0,79)						
Job con.	3,32	,060	,132	,344**	,135	(0,81)					
Empow.	3,18	,034	,143*	,216**	,186**	,197**	(0,82)				
Motiv.	2,89	,140*	,180**	,038	,070	,064	,130	(0,90)			
Affec.	2,52	,136*	,308**	,279**	,283**	,134	,224**	,166*	(0,76)		
Norm.	2,55	,210**	,288**	,259**	,326**	,102	,167*	,224**	,518**	(0,75)	
Conti.	2,76	,040	,123	,127	,184**	,057	,195**	,272**	,303**	,408**	(0,62)

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

6.3. Regression Analysis (Regresyon Analizi)

Linear regression analysis was used to test relations between IM factors and components of organizational commitment for employees in hotels. Results from analyzing the regression are these:

- **Model 1:** The results from regression analysis in Table 3 suggest that the overall model was significant ($R^2=0,206$; $F: 7,465$; $p<0,05$). This means that 20.6% of the variance on affective commitment was significantly explained by the independent variables. Thus, the results supported H1. The relationship of

internal marketing is most significant with the affective dimension of organizational commitment [36]. The results show that internal communication, rewards and cooperation-integration have a significant positive impact on affective commitment. Among three independent variables, communication is the most important in explaining the variance on affective commitment: as the highest beta (β) value is 0.214. The second-ranked variable is rewards with beta (β) of 0.186. The third variable is cooperation-integration with beta (β) of 0.150. Forming an effective, regular and open to the creation of a communication structure executives and employees and between employees, the strategic use of financial and non-financial rewards for employees' satisfaction and functional units (inter-functional) cooperation and integration between the environment for the creation of internal marketing practices, the organization's purpose and employees' strong commitment to the values of their type increases the affective commitment.

- **Model 2:** The results from regression analysis suggest that the overall model was significant ($R^2= 0, 224$; $F= 8,312$; $p< 0, 05$). This means that 22.4 % of the variance on normative commitment was significantly explained by the independent variables. The results show that cooperation-integration, internal communication, rewards and motivation factors have a significant positive impact on normative commitment. Among four independent variables, cooperation- integration is the most important in explaining the variance on normative commitment: as the highest beta (β) value was 0.205. These results suggest that the affective commitment to improve employee motivation, as well as factors affecting the internal marketing practice their employees' loyalty to the organization, reflected in the feelings of duty and obligation shows that there is a tendency to remain in the organization.
- **Model 3:** The results from regression analysis suggest that the overall model was significant ($R^2= 0,124$; $F= 4,058$; $p< 0, 01$). This means that 12.4% of the variance on continuance commitment was significantly explained by the independent variables. Shore and Barksdale found that both managers and employees viewed affective commitment as positive and continuance commitment as negative. However, in the study motivation factor is the most important in explaining the variance on continuance commitment [37].

Table 3. The results of regression analysis
 (Tablo 3. Regresyon analizi sonuçları)

Internal Marketing Factors	Organizational Commitment								
	Affective (Model 1)			Normative (Model 2)			Continuance (Model 3)		
	β	T	p ^{**}	β	T	P ^{**}	β	t	p [*]
Job satisfaction	,048	,738	,461	,116	1,797	,074	-,028	-,405	,686
Internal Communication	,214	3,227	,001	,174	2,614	,010	,035	,505	,614
Rewards	,186	2,675	,008	,173	2,526	,012	,060	,823	,412
Cooperation-integration	,150	2,217	,028	,205	3,061	,003	,126	1,773	,078
Job conditions	-,010	-,142	,887	-,035	-,518	,605	-,024	-,342	,733
Empowerment	,114	1,722	,087	,050	,761	,448	,127	1,835	,068
Motivation	,089	1,376	,170	,152	2,372	,019	,243	3,583	,000
R ²									
Adjusted R ²	,206			,224			,124		
F	,179			,197			,093		
Std. Error of the Estimate	7,465			8,312			4,058		
Significance level (p)	,672			,650			,525		
	,000			,000			,000		

- X: p< ,01.
- XX:p<,05
- Dependent Variable: Affective, Continuance and Normative Commitment
- Independent Variable: Internal Marketing Factors

7. CONCLUSION AND RECOMMENDATIONS (SONUÇ VE ÖNERİLER)

Employees who present their effort, time and skills to meet customers' requirements, in return for a certain cost and who have expectations from the business have a key role in the success of the hotels. One dimension of the rivalry experienced in touristic areas is the presentation of service which can create value directed at external customer, other dimension is employees who provide service and affect the quality perceived. Satisfying external customers, decreasing employee turnover rate and the cost of employee and gaining economic achievement are closely related to the organizational commitment of employees in hotels. Therefore, it is necessary that business should regard the employee who provides activity in all departments-from the ones at executive position to the ones at the lowest rank-as customers, determine their perception and expectations, present internal service in this direction, please them financially, socially and psychologically. Briefly, strengthening organizational commitment is a result of IM strategies which could lead to internal customer satisfaction.

In this study, effects of factors of internal marketing on components of organizational commitment in four and five star hotels in Cappadocia were analyzed. Factor analysis was conducted to identify the factors of internal marketing in hotels. The results of the factor analysis yielded seven factors including internal marketing which were named as job satisfaction, internal communication, rewards, cooperation-integration, job conditions, empowerment and motivation. Furthermore, according to employees, the findings of this research suggested that communication, rewards and cooperation-integration

factors had a positive effect on affective commitment. Similarly, cooperation-integration, internal communication, rewards and motivation factors have a significant positive effect on normative commitment. The present findings are consistent with previous studies [34 and 36]. Unlike previous studies, motivation factor has a significant positive effect on continuance commitment.

Consequently, arrangements to be done in internal communication, integration-cooperation, financial& non-financial rewards will be positively impact on affective and normative commitment. Thus, applications such as relationship marketing, open door policy, holistic supportive relationships, fair rewarding, providing legally security benefits and social rights, sufficiency and clearance of bonus can be adapted. Briefly, managers must adopt with all aspects of internal marketing and use efficiently to internal communication methods as strategic tool for strengthening affective and normative commitment. Finally, it can be said that internal marketing applications (specifically communications efforts) for organizational commitment need to be reviewed and rearranged by management.

In order to improve organizational commitment further research can made on the use of internal relationship marketing in hotels. Hierarchical, inter functional and network communication systems and the use of these systems can be examined and a research on the effect of organizational commitment and business performance of these systems for hotels can be conducted.

REFERENCES (KAYNAKLAR)

1. Sasser, W.E. and Arbeit, S.F., (1976). Selling Jobs in The Service Sector. *Business Horizons*. June, pp: 61-63.
2. Coban, S., (2007). Evaluation of Internal Marketing Activities According to Internal Customer Satisfaction: An Application Made on Hypermarkets of Kayseri. *The Journal of Social and Economic Research, University of Selcuk*. Vol: 7, Num: 14, pp: 207-219.
3. Harrel, G.D. and Fors, M.F., (1995). Marketing Service to Satisfy Internal Customers. *Logistics of Information Management*. Vol: 8, Num: 4, pp: 1-6.
4. Woodruffe, H., (1995). *Services Marketing*. London: Pitman.
5. Payne, A., (1993). *The Essence of Services Marketing*. USA: Prentice-Hall.
6. Pierchy, N.F., (1998). Barriers to Implementing Relationship Marketing: Analyzing The Internal Market-Plac. *Journal of Strategic Marketing*. Vol: 6, pp: 209-228.
7. Heskett, J.L., Jones, T.O., and Others, (1994). Putting the Service-Profit Chain to Work. *Harvard Business Review*. Vol: 172, Num: 2, pp: 164-174.
8. Kotler, P., (1994). *Marketing Management*. Newjersey: Prentice Hall Inc.
9. Rydberg, I. and Lyttinen, J.P., (2005). Internal Marketing in Hotel Chains: A Case Study of Elite Stadshotell Lulea, <http://epubl.ltu.se/1404-5508/2005/183/ltu-shu-ex-05183-se.pdf>. 27.08.2009.
10. Bruhn, M., (2003). Internal Service Barometers Conceptualization and Empirical Results of a Pilot Study in Switzerland. *European Journal of Marketing*. Vol: 37, Num: 9, pp: 1187-1204.
11. Coban, S., Percin, N.S., and Tandogan, G.K., (2008). Diversification of Internal Marketing Satisfaction in Internal Marketing According to Demographics Factors: A Study on Four Star Hotel's Employees in Nevşehir. *13. National Marketing Congress*. Nevşehir. pp: 268-277.

12. Rafiq, M. and Pervaiz, A., (2000). Advances in the Internal Marketing Concept: Definition, Synthesis and Extension. *Journal of Services Marketing*. Vol: 14, Num: 6, pp: 449-457.
13. Lings, I.N., (2004). Internal Market Orientation: Construct and Consequences. *Journal of Business Research*. Vol: 57, pp: 405-413.
14. Hales, C., (1994). Internal Marketing as An Approach to Human Resource Management: A New Perspective or A Metaphor Too Far?. *Human Resource Management Journal*. Vol: 5, Num: 1, pp: 50-71.
15. Berry, L.L., (1981). The Employee as Customer. *Journal of Retail Banking*. Vol: 3, March, pp: 25-8.
16. Grönroos, C., (1981). Internal Marketing-An Integral Part of Marketing Theory. In Donnelly, J.H. and George, W.R. (Eds), *Marketing of Services*. Chicago: American Marketing Association. pp: 236-8.
17. Grönroos, C., (1985). Internal Marketing-Theory and Practice. *American Marketing Association's Services Conference Proceedings*. pp: 42.
18. Flipo, J.P., (1986). Service Firms: Interdependence of External and Internal Marketing Strategies. *European Journal of Marketing*. Vol: 20, Num: 8, pp: 5-14.
19. Mowday, R.T., Porter, L.W., and Steers, R.M., (1982). *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. New York: Academic Press.
20. Mowday, R.R., Steers, R.M., and Porter, L.W., (1979). The Measurement of Organizational Commitment. *Journal of Vocational Behavior*. Vol: 14, pp: 224-247.
21. Jaramillo, F., Prakash, M.J., and Marshal, G.W., (2005). A Meta-Analysis of The Relationship Between Organizational Commitment and Salesperson Job Performance: 25 Years of Research. *Journal of Business Research*. Vol: 58, pp: 705-714.
22. Addae, H.M., Parboteeah, K.P., and Velinor, N., (2008). Role Stressors and Organizational Commitment: Public Sector Employment in St Lucia. *International Journal of Manpower*. Vol: 29 Num: 6, pp: 567-582.
23. Abraham, R., (2000). Organizational cynicism: Bases and Consequences. *Genetic, Social, and General Psychology Monographs*. Vol: 126, Num: 3, pp: 269-292.
24. Shaw, J.D., Delery, J.E., and Abdullah, M.H.A., (2003). Organizational Commitment and Performance among Quest Workers and Citizens of an Arab Country. *Journal of Business Research*. Vol: 56, pp: 1021-1030.
25. Meyer, J.P. and Allen, N.J., (1991). A Three Component Conceptualization of Organizational Commitment. *Human Resource Management Review*. Vol: 1, pp: 61-80.
26. Meyer, J.P. and Allen, N.J., (1997). *Commitment in the Workplace: Theory Research, and Application*. London: Sage Publications.
27. Lok, P. and Crawford, J., (2001). Antecedents of Organizational Commitment and The Mediating Role of Job Satisfaction. *Journal of Managerial Psychology*. Vol: 16, Num: 8, pp: 594-613.
28. McDonald, D.J. and Makin, P.J., (2000). The Psychological Contract, Organizational Commitment and Job Satisfaction of Temporary Staff. *Leadership & Organization Development Journal*. Vol: 21, Num: 2, pp: 84-91.
29. Lambert, S.D., (2002). My HR Network Re-energizing Your Organization after Layoffs.
<http://www.nehra.com/attachments/articles/Reenergizing%20after%20Layoffs.ppt.22.10.2004>.

30. Berry, L.L. and Parasuraman A., (1991). *Marketing Services: Competing through Quality*. New York: The Free Press.
31. Varey, R. and Lewis, B., (1999). A Broadened Conception of Internal Marketing. *European Journal of Marketing*. Vol: 33, Num: 9/10, pp: 926-944.
32. Farzad A., Nahavandi, N., and Caruana, A., (2008). The Effect of Internal Marketing on Organizational Commitment in Iranian Banks. *American Journal of Applied Sciences*. Vol: 5, Num: 11, pp: 1480-1486.
33. Bell S.J., Mengüç, B., and Stefani, S.L., (2004). When Customers Disappoint: A Model of Relational Internal Marketing and Customer Complaints. *Journal of the Academy of Marketing Science*. Vol: 32, Num: 2, pp: 112-126.
34. Naude, P., Desai, J., and Murphy, J., (2003). Identifying the Determinants of Internal Marketing Orientation. *European Journal of Marketing*. Vol: 37, Num: 9, pp: 1205-1220.
35. Nunnally, J. C., (1978). *Psychometric Theory*. 2nd ed. New York: McGraw-Hill.
36. Caruana, A. and Calleya P., (1998). The Effect of Internal Marketing on Organizational Commitment among Retail Bank Managers. *Int. Journal of Bank Marketing*. Vol: 16, Num: 3, pp: 108-116.
37. Shore, L.M. and Barksdale, K., (1995). Managerial Perceptions of Employee Commitment to the Organization. *Acad. Manage. Journal*. Vol: 38, Num: 6, pp: 1593-1605.

**APPENDIX: INTERNAL MARKETING QUESTIONNAIRE
 (EK: İÇSEL PAZARLAMA ANKETİ)**

Remarks ^c	1	2	3	4	5
1. Job assignments are made according to our ability in our hotel.					
2. While performing the job, it is possible for us to impose our personal ideas.					
3. The working hours in our hotel are not very long and tiring.					
4. The work load among employees at all levels is distributed equally in our hotel.					
5. If I leave my job, I cannot easily find another job from which I get the same satisfaction.					
6. There is efficient communication between executives and employees in our hotel.					
7. There is efficient communication among employees in our hotel.					
8. Employees know accurately what their responsibilities are and expectations of them.					
9. I generally provide recommendations to my executives about how to improve customer service.					
10. When I need, I can reach senior executives.					
11. In our hotel the executives are listening to my work-related problems and seeking solutions.					
12. I can say that organizational objectives are more adopted in our hotel when I compare with others.					
13. I am having no problems about making cooperation with my coworkers in our hotel.					
14. Social rights of the employees are satisfactory in our hotel.					
15. Satisfactory career opportunities are presented to us in our hotel.					
16. When I succeed in our job, the executives appreciate me orally.					
17. I believe that rewarding policy is fair in our hotel.					
18. Legally security benefits are provided in our hotel.					
19. When I am compared to other hotels, I can say that the level of wage is sufficient in our hotel.					
20. I consider that the wage system is fair in our hotel.					
21. Salary increase policy is in accordance with life standards in our hotel.					
22. Employees are given effective training on the issues they need.					
23. Training on the job is given great importance in our hotel.					
24. Effective orientation training is given to employees who have been recruited recently in our hotel.					
25. Cafeteria services provided to us are sufficient in our hotel.					
26. Bonus applications are satisfactory in our hotel.					
27. Social activities organized for employees are sufficient in our hotel.					

^c Strongly Disagree (1), Disagree (2), Neither Agree Nor Disagree (3), Agree (4), Strongly Agree (5).