

## The Mediating Role of Quality Services in the Relationship between Internal Marketing and Customer Satisfaction

Farideh Ahmadi

Department of Business Management,  
Fars Science and Research Branch, Islamic Azad University, Fars, Iran

**Abstract.** This study was conducted in 2016 with the aim of studying the mediating role of quality services in the relationship between state marketing and customer satisfaction. The population of this study includes all staff and customers of Melli Bank of Shiraz; that among these, 150 people were selected by simple random sampling method. Reliability was confirmed by Cronbach's alpha and composite reliability, and validity of the technical content validity, construct validity - convergent and divergent. Using structural equation modeling technique, the research hypotheses were tested. First, the quality of measurement and structural models were investigated, the results showed that both models are a favorable fitness. This finding showed that the use of internal marketing has a significant impact on improving the quality of service. The impact of service quality improvement organization has a significant impact on increasing customer satisfaction. Also, the impact of direct, indirect and overall of internal marketing has a significant impact on increasing customer satisfaction.

**Keywords:** Quality of Service, Internal Marketing, Customer Satisfaction.

## 1. Introduction

Internal marketing is a marketing topics which was introduced about 30 years ago as a way to solve problems and provide quality service to their staff by Barry (1981). Despite the expansion of the concept in marketing literature, it has been little used in practice. The next discussion that took place in the context of the internal market, the fact that this branch of Marketing requires extensive research and wider (Safari et al., 2010). In other words, skills, attitudes and behavior of employees in this field are very important; because ultimately the responsibility is to provide quality services that meet customer expectations, (Awwad & Agti, 2011). In fact, internal marketing of the most important factors that can guide the skills, attitudes and behavior of employees in order to provide adequate service quality and customer orientation (Rodrigues et al., 2010). On the other hand, around the world, banks and the overall banking industry, are one of the pillars important to the economy of each country and to provide diversified financial services and credit (micro and macro), play a decisive role in the development and economic growth (Dousti et al., 2008). Organizations have been created to meet the needs of the environment. One of the most important environmental factors, the customer. If the organization can meet customer satisfaction, maintain, or increase, the same amount will be successful. The leading organizations and high customer satisfaction are always looking to make sure (Hosseini Hashem Zadeh, 2009). This study deals with the relationship between service quality with internal marketing and customer satisfaction of Melli Bank of Shiraz. Today, the entry of private banks and the privatization of state-owned banks has led to increased competition in the banking industry has been so much pressure on service providers bank comes to the implementation of marketing strategies, creativity and effectiveness, and market orientation be flexible and meet the needs of customers (Sheikhian et al., 2009). In this competitive environment, banks must be able to distinguish his manner of other banks, one of the most important ways to gain competitive advantage, providing high quality services. In its quality of service has many advantages for service organizations such as banks. Increasing the quality of services can lead to increased customer satisfaction, retain customers and gain new customers, profitability, etc. (Kazazi et al.,

2010). Customer satisfaction is undoubtedly a very strategic issue in recent decades. Now customers survival in the global economy remain, so organizations must realize that all their activities and capabilities of customer satisfaction (Lazarevic & Lazarevic, 2007) because previous research has shown that 6 to 8 times more to attract a new customer than keep an existing customer is expensive (Duncan & Moriarty, 1997). On the other hand, customer satisfaction is dependent on their satisfaction with the quality of banking services. On the other hand, customer satisfaction is dependent on their satisfaction with the quality of banking services. Increasing the quality of services that may be the only difference between the banks, the same level of quality service, it is a way for success in the modern banking industry (Uma Sankar et al., 2010). But the question that arises is how can banks improve their service quality and customer satisfaction win? Ensuring optimal performance of banks should be sought in the role of successful employees. In fact, bank employees through effective interaction with customers, and provide satisfactory service can cause an increase in their satisfaction with this aspect of the activities of the organization, raised the issue of internal marketing (Abzari et al., 2009). In a sense, internal marketing is considered as a recognition of the academic, scientific and commercial enhancing customer satisfaction and staff. This branch of science is largely influenced by the quality of management and marketing services marketing that emphasizes the importance of and the need for total quality service delivery process. Therefore, the purpose of internal marketing staff to ensure the satisfaction and improve product quality and services to achieve customer satisfaction (Safari et al., 2010). Given the importance of the tendency of banks to internal marketing and undeniable influence in providing better service to customers, and thus gain more satisfied customers, and taking into account that increase customer satisfaction and improve the quality of service as one of the main objectives of Melli Bank of Iran and Considering that so far in the branches of Melli Bank of Shiraz, a study has not been done on investigating the role of mediator in the relationship between internal marketing service quality and customer satisfaction, this study is trying to do this.

## 2. Background

Internal marketing is focused on the interrelations relations between people at all levels in the organization. So a service-oriented and customer-centric approach between employees in contact with customers is created. Internal marketing acts as a management process of the multiple tasks of the organization on the path of integration and integration is, first makes all employees at all levels of the business and activities of the different processes in the context of an environment understanding and experience. Secondly causes all employees to work in a sense, they are ready and motivated (Gronroos, 2000). This branch of science in marketing greatly affected by the quality of management and marketing services that emphasizes the importance of and the need for quality in the whole process of providing services in this area of marketing science pays to discuss the relationship between customers and suppliers, internal organizations to create value for foreign customers; this can appear as a tool for development and value chain quality products and services and interactions between and outside the organization (Lings, 2000). The main focus of internal marketing is on "staff" that causes the production and implementation of customer service are internal or external customers. Internal marketing enables employees to "do the best job possible," and by the development and promotion of culture create specific service or indoor "best possible customer behavior" (Akiko, 2010). The aim of marketing is to ensure the satisfaction of staff and development of quality products and services to achieve customer satisfaction outside the organization, this is going to be a process of internal clients to external clients. Using internal marketing concepts, various steps to develop and evaluate the concept of internal marketing is done. In a divided these steps will be described in three categories. In the first step, internal marketing, and employee motivation is more focused on internal marketing include the step 2 of the following: Attending to employees as customers and Focus on employee satisfaction. In the second stage of internal marketing, employee involvement and accountability of its services to external customers is concerned. The basic objective of internal marketing, is creating a positive interaction between staff and customers. Effective service delivery requires effective coordination with our immediate staff on the

one hand and on the other hand is ranked employees. Next, using internal marketing strategies and change management in the organization is concerned. Generally at this stage internal marketing as a tool for implementing strategies and managing clients in order to achieve organizational objectives (Rafiq & Ahmed, 2000). From the perspective of Groenroos (2001) is the size and quality of services for conflict between customer perception of service and waiting for him. Lewis and Booms (2002) have defined different levels of service quality services in compliance with customer expectations. From the perspective of Parasuraman (1994) the quality of the enduring compatibility with customer expectations and specific understanding of customer expectations of service. According to research of Berry (1989), a distinguishing quality of service and the most powerful competitive weapon that many service organizations have leaders. In fact, provide superior service through high-quality service is a prerequisite for success (Hossein Zadeh Bahreini, 2006). Despite the long time of the issue and ways to measure and evaluate the quality of services, not only pay attention to this issue has not decreased, but also because of the growing importance of services in modern economies and advanced economies in particular, its role has become more important than before (Behara et al., 2002). The complex nature of services due to its characteristics of being intangible, being perishable, high customer involvement, simultaneity of production and consumption and heterogeneous, respectively. These features, along with an increase in the share of the service sector, increased demand for better quality of service is for companies seeking to improve financial performance and attract customers in a highly competitive environment (Wang & Hui, 2003). Othman & Owen defined it in 2002 as the degree of difference between perceived service quality and customer expectations of service (Othman & Owen, 2002). Parasuraman in 1993 has defined sustainable service quality consistent with customer expectations and understanding of customer expectations of specific service (Hosseini et al., 2010). In the service quality literature, the most common scale for measuring service quality SERVQUAL model, which was built in 1988 by Parasuraman, Zeithaml and Berry, based on the model of the gap. The model in four banking services, credit card companies, stock companies, suppliers and

maintenance companies were studied. Parasuraman et al in 1985 in the first phase depth interviews with employees of the company and focus group interviews with four customers in the service sector gap analysis identified the conceptual model of service companies and customers' expectations. They later research on SERVQUAL model in 1988 and after several short survey and screening criteria were the ten main aspects of the five dimensions of tangible, reliability, confidence / assurance, empathy and responsiveness. As a result of these dimensions as a basis for building a yardstick to measure the quality of service applied. This scale has five dimensions and 22 factors that are used to measure customer expectations and perceptions about quality of service (Zeithaml & Bitner, 1996). The key to survival of the organization is to maintain customer satisfaction. Customer satisfaction is one of the most important issues theoretically and experimentally for most marketers and marketing researchers who consider it as the essence of competitive success in today's business world. Thus the importance of customer satisfaction and retention strategy for market-oriented and customer-focused organizations cannot be underestimated (Thorsten and Klee, 1997). According to Anderson (1994) satisfaction can be considered as the fit between the selected product, and the expected purpose. Customer satisfaction is usually considered as the assessment of the quality or perceived value expectations and the appropriateness or inappropriateness or the difference between expected and actual quality. As a result, it can be said that satisfaction is the result of a complex information processing that basically contains a comparison of the actual or expectations of the customer's perception of a product or service or the fitness for purpose is expected (Heydarzadeh and Zarbi, 2008). In fact, consumer satisfaction is an emotional response from the consumer product experience. We have a different understanding of consumer expectations and satisfaction between the actual performances of the product is achieved. Previous experience in consumer product consumption, in the form of expectation, plays a key role. Thus, consumer satisfaction, will affect the future of their reaction towards product (Kavoosi and Saghaei, 2002). Tortosa et al. (2009) examined the trends in the domestic market and its impact on organizational performance. The results showed that the internal market has an impact

on employees' perceptions and causes an increase in the quality of service and increase customer satisfaction of service. Gounaris et al (2010) examined in his study of the relationship between market orientation and internal marketing its effect on customer satisfaction. The result showed that the domestic market can make in enhancing employee performance and rise above the quality of service in the organization, which makes the increase in external customer satisfaction. Hernandez & Miranda (2011, quoted by Safari and Radi, 2014) examined in their study of the relationship between internal marketing and operation of new services. The results showed that marketing activities and organizational efforts in human resource management and internal marketing-based approach makes increasing service quality. Abu ELSamen1 & Alshurideh (2012) carried out their study to evaluate the effect on the quality of services within the internal market, Jordan's pharmaceutical companies. The study was conducted on 225 employees of a pharmaceutical company, showed that there were significant effects on the quality of services within the internal market. Sabbir Rahmanan & Abu Zarim (2014) in their study that was conducted to examine the relationship between service quality on patient satisfaction, showed that the quality of services based on SERVQUAL model have a significant impact on patient satisfaction. Kumasey (2014) in his study, paid to examine the relationship between service quality and customer satisfaction. The study was conducted in the public services of Ghana, indicated that there is a direct relationship, significant and positive service quality and customer satisfaction. There was also a significant relationship between customer expectations and perceptions of services, with customer satisfaction. Quyet et.al (2015) in their study examined the relationship between service quality and customer satisfaction. The results of this study which was carried out in Vietnam showed that there is a significant relationship between reliability, responsiveness, tangibility, assurance, and empathy (quality of service) and customer satisfaction. Ramezanpour and Akhavan (2013) in their study argue that environmental dynamics and competition increasingly have led organizations to set up in business more competitive are your customer satisfaction earned the other hand, gain customers new. In service organizations such as insurance companies, including important factors

that could improve the quality of services, and domestic marketing. Internal marketing is an important activity in the development of customer-focused organization whose main purpose is to develop awareness of internal and external customers and removing obstacles in the way of value, quality of service and organizational effectiveness. The findings suggest that there is a significant positive relationship between internal marketing and trust, job satisfaction and internal customer loyalty. Askari (2014) in his study attempts to determine the impact of internal marketing factors on the quality of customer service in Melli Bank of Shiraz. The population of this study consisted of one employee of Melli Bank of Shiraz and other customers of Melli Bank in Shiraz. The results showed that there were significant effects on the quality of internal marketing services. Ghorbani et al (2014) in their study examined the impact of various factors on the quality of internal marketing staff to service customers in Iran Insurance Company. The main hypothesis of this study is capable of a six hypothesis. The hypothesis is: there is a significant relationship between internal marketing factors and quality of service of employees of Iran Insurance Company. All hypothesis were confirmed by researchers. Kabki et al (2014) due to the interaction between internal marketing and service quality, did your study aims to identify the relationship between internal marketing and service quality in the banking industry. The research is based on structural equation modeling. Results showed internal marketing efforts, according to a conceptual model (path analysis) is making in improving quality. This study sought to investigate the role of mediator in the relationship between service quality and customer satisfactions are internal marketing. The research and analytical models derived from internal marketing model of Forman and Mooney (1995), and service quality of Parasuraman et al. (1985) is based on the research literature to their job satisfaction are also added. As can be seen by the proposed model of internal marketing staff have a positive impact on the quality of service to the client. Based on this model assumes that service quality can lead to increased customer satisfaction. According to the proposed model, internal marketing have a positive impact on customer satisfaction. This research aims at investigating the role of mediator in the relationship between internal marketing service quality and customer



satisfaction is significant; and tries to answer the question whether the quality of service can have a significant impact on the relationship between internal marketing and customer satisfaction?

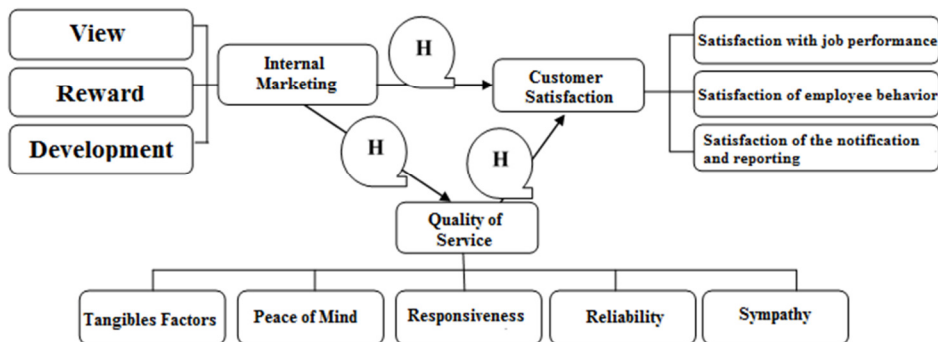


Figure 1. Conceptual Model

Based on the conceptual model, the following hypotheses are proposed:

The use of internal marketing has a significant impact on improving the quality of service.

Improve service quality has a significant impact on increasing the customer satisfaction.

The use of internal marketing has a significant impact on increasing customer satisfaction.

### 3. Method

This study, , in terms of objective is applied, in terms of data collection, is descriptive and explanatory approach, the survey found that in terms of time taken to cross. The population of this research is divided into 2 groups: All customers of branches of Melli Bank of Shiraz: Due to the unlimited number of customers, sample size estimation formula in unlimited community (Sarmad et al., 2008), obtained to 150 people. All employees of Melli Bank of Shiraz whose number is equal to 273 people. Due to the number of employees should be considered equal to the number of customers, employees' sample of 150 people to be considered. In order to select the participants, the first 150 customers sampling were selected. The 150 employees of the sampling were chosen. In fact, at this

stage, matching was performed. It means that according to gender, age and qualification of customers, each of them an employee entered in the sample (matched). Data collection methods are generally divided into two classes, library and field. In this study, both library and field methods used to collect information. On the other hand research data collected by means of questionnaires that profile questionnaire used in the study are as follows:

**Table 1:** Profile questionnaire used in the study

Index	Provider	Components	Number of Questions
internal marketing	Forman and Mooney (1995)	View	15
		Reward	
		Development	
Customer satisfaction	Moghimi of Ramezani (2011)	Satisfaction with job performance	10
		Satisfaction of employee behavior	
		Satisfaction of the notification and reporting	
The quality of service	Parasuraman et al. (1985)	Sympathy	22
		Reliability	
		Responsiveness	
		Peace of mind	
		Tangibles factors	

On the other hand, in this study of 3 techniques of narrative content - visual and narrative structures - convergent and divergent validity were used. Thus, to confirm the validity of the content of the comments advisors and experts were used. In order to determine the validity - converge and diagnostic validity of the technique was used confirmatory factor analysis. Factor analysis is a method of estimating reliability. It can be used to identify and measure the relative strength of its psychological traits. If there is a significant correlation between a couple, this correlation indicates that a common factor in measuring all kinds of backgrounds (Sharifi, 2004). To assess the validity - converge 2 criteria should be considered: the latent factor loadings for each variable must be greater than 0.5 and ideally greater than 0.7. 2- The average variance

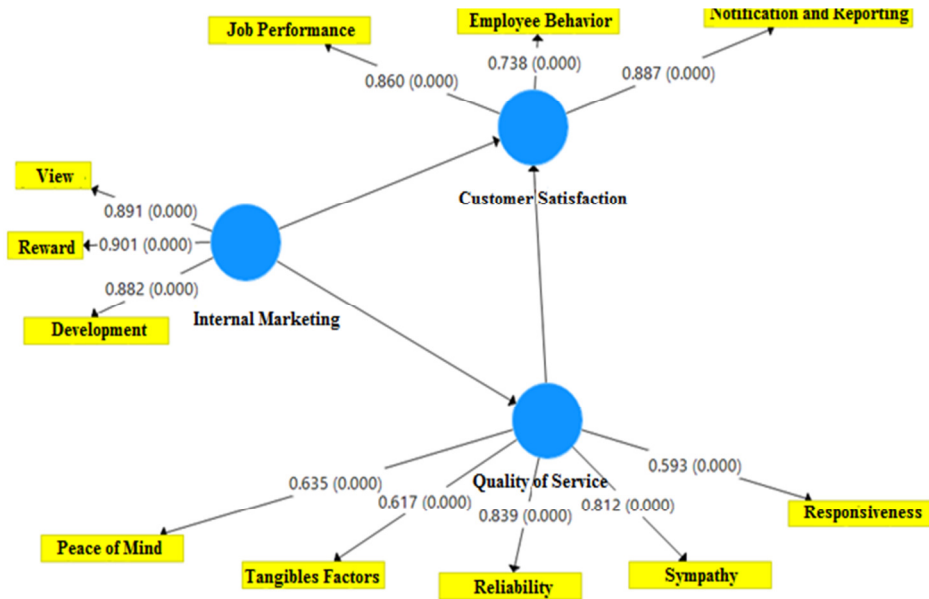
extracted for each latent variable must be greater than 0.5. Also, if the average variance extracted of all structures of the square of the correlation between structures with larger structures, the diagnostic validity is confirmed for the structure (Ramin Mehr, and Charstad, 2013). Validity, two methods are used to assess the goodness: Comparison of the correlation between the indicators of a structure to construct the correlation between indices with other structures (exploratory factor analysis): If all indicators, pubs perpetrators to construct its own share to the other structure, this implies the validity appropriate research model. Comparison of the correlation structure parameters with her in the correlation of structure with other structures (diagnostic validity: Fornell & Larcker): Fornell & Larcker (1981) have expressed divergent validity when at an acceptable level, the average variance extracted each structure is greater than the square of its correlation with other engineering structures (Davari and Reza Zadeh, 2013). To assess the internal consistency of the questionnaire, Cronbach's alpha coefficient calculated separately for each factor, and the results are listed below:

**Table 2.** Cronbach's alpha of the main variables

Variables	Number of	Alpha variable
Internal marketing	15	0.782
The quality of service	22	0.819
Customer satisfaction	10	0.794

#### 4. Findings

Reliability by measuring the factor loadings, and composite reliability is checked. The following figure shows a significant factor loadings and factor loadings for the markers of three main structures research:



**Figure 2.** Range of load factor and significance of factor loadings index

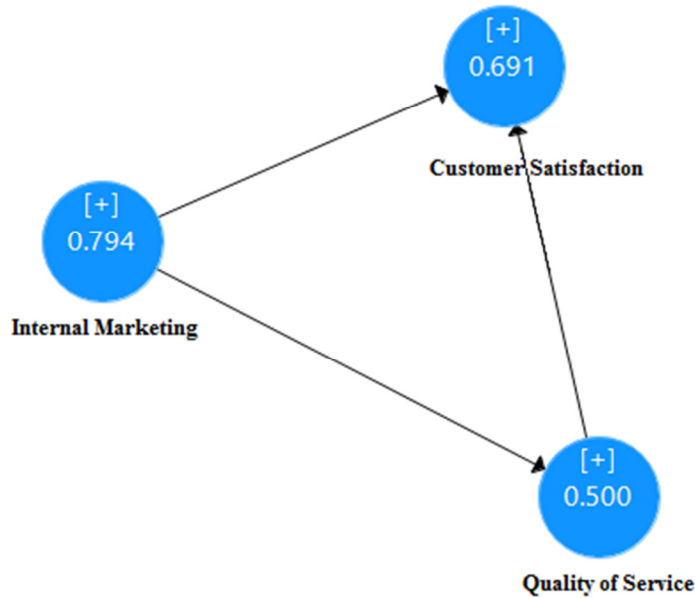
Range of factor loadings of indicators and their significance in Table 3:

**Table 3.** Range of factor loadings of indicators and their significance

Structures	Range of factor loadings	P-value	Condition
Internal marketing	Between 0.891 to 0.901	Less than 0.05	Favorable
Customer satisfaction	Between 0.738 to 0.887		
The quality of service	Between 0.593 to 0.839		

As is shown in Figure 2; all loads index higher than 5.0 and all factors are significant. So no need to remove any of the indicators and have the reliability of the model fit.

Convergent validity with an average variance extracted or AVE evaluated. The average variance extracted values of the main variables in the study are shown in Figure 3:



**Figure 3.** The value of mean variance extracted

As shown in Figure 3, the average variance extracted values of the three main research structure, is equal to or higher than 0.5. Table 4 shows a significant amount of research shows the average variance extracted variables.

**Table 4.** Mean variance extracted and their significance

Structures	Mean variance extracted	Significance level
Internal marketing	0.794	0.000
Customer satisfaction	0.691	0.000
Quality of service	0.500	0.000

The mean variance extracted values of variables that are larger than 0.5 and their significance (significance level is less than 0.05). It is that good and acceptable fit of the reliability of the measurement model.

Divergent validity uses two methods to check the fit: Comparison of a structural correlation with its index against its correlation with other structures structures (diagnostic validity: Methods of Fornell & Larcker). Fornell & Larcker (1981) argue that the AVE validity when at an acceptable level any more structures from the square of its correlation with other engineering structures.

**Table 5.** Evaluation of diagnostic validity

Structures	A	B	C
Internal marketing (A)	1	0.598	0.514
Customer satisfaction (B)	0.598	1	0.508
Quality of Service (C)	0.514	0.507	1
Mean variance extracted	0.794	0.691	0.500
Diagnostic validity	✓	✓	✓

As is clear from the above table, the AVE any third variable is greater than the square of the correlation of the three structures together, this shows the goodness and validity appropriate measurement model. Comparison of the correlation between the indicators of a structural correlation with the index structure with other structures (exploratory factor analysis). Table 6 shows the factor loadings indexes of each of the structures with the structures and other structures to share. Because the factor loadings that share indices each of the structures with their structure, at least 0.1 times greater than the index factor with the other two structures share, so it is appropriate that the validity of the measurement model.

**Table 6.** Exploratory factor analysis

	Internal marketing	Customer satisfaction	Quality of service
View	0.841	Below 0.5	Below 0.5
Reward	0.872		
Development	0.757		

	Internal marketing	Customer satisfaction	Quality of service
Satisfaction with job performance	Below 0.5	0.695	Below 0.5
Satisfaction of employee behavior		0.827	
Satisfaction of the notification and reporting		0.842	
Sympathy	Below 0.5	Below 0.5	0.737
Reliability			0.744
Responsiveness			0.893
Peace of mind			0.746
Tangibles factors			0.795

To review the overall model that both the measurement model and structural controls, GoF criteria are used:

$$GoF = \sqrt{\overline{Communalities}} \times \sqrt{Adj R^2}$$

$\overline{Communalities}$  of average values shared first-order latent variables, the indicators are obtained research structures. According to the application exits of SmartPLS software, these values are:

**Table 7.** Calculation of fitting overall model indexes

Structure	Communalities	$\overline{Communalities}$	Adj R <sup>2</sup>	$\overline{adj R^2}$	GoF
Internal marketing	0.794	0.662	--	0.417	0.525
Customer satisfaction	0.691		0.567		
Quality of service	0.500		0.257		

Wetzels et al (2009, p. 187) defines three levels 0.01, 0.25 and 0.36 as the basis for the values of weak, medium and strong GoF. Thus, the amount is from 0.525 to GoF show very strong overall fit of the model. Figure 4 shows the direct effect of the independent and dependent variables. This significantly (values t) is also visible.

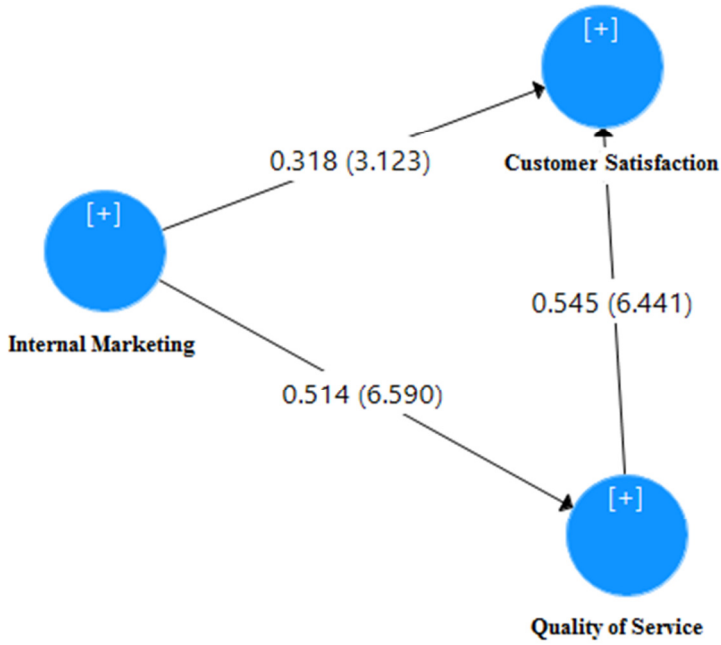


Figure 4. The amount of direct effect and t-statistic

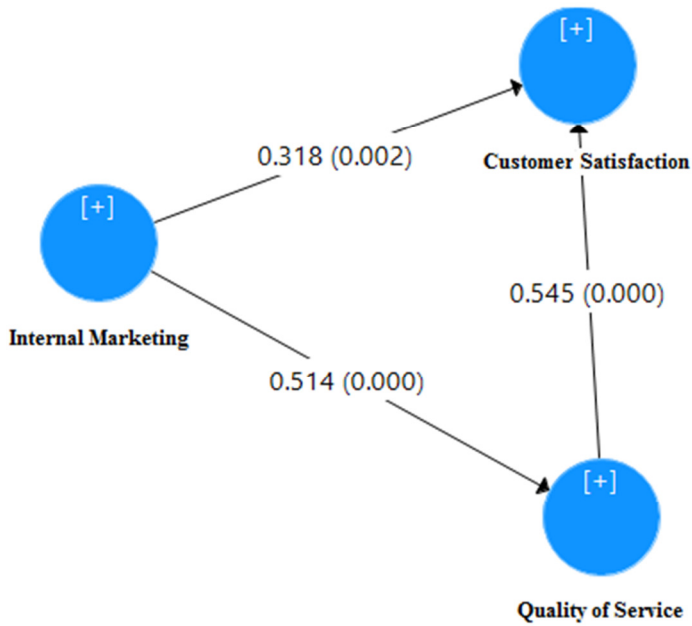


Figure 5. The amount of direct effect and P statistic



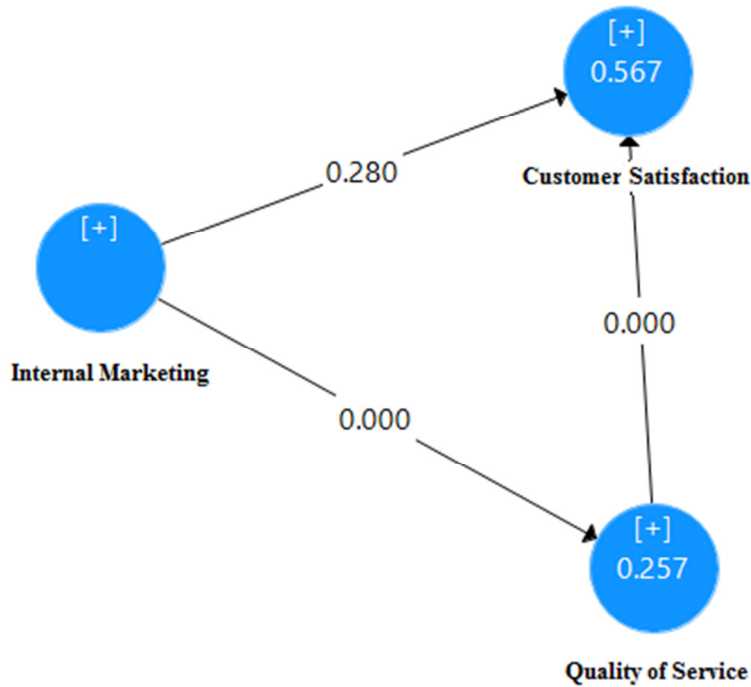
Figure 5 shows the direct effect and P statistic research model.

The null hypothesis showed no significant effect on the dependent variables and assumptions show a significant effect on the dependent variables. If the value of the significance level (P-value) of less than 0.5, or the value of t (t) is greater than the absolute value of 1.96, a research hypothesis is confirmed. Table 8 shows the results of testing research hypotheses.

**Table 8.** The amount of direct effect and t-statistic

Hypothesis	Direct effect	Test statistics		Result
		P<0.05	t>1.96	
1	0.514	✓	✓	Confirmed H1 (a significant direct effect on the quality of internal marketing)
2	0.545	✓	✓	Confirmed H1 (significant direct effect of service quality on customer)
3	0.318	✓	✓	Confirmed H1 (internal marketing a significant direct effect on customer)

Internal marketing in addition to its direct effect on customer satisfaction, quality of service through indirect effect on it (customer satisfaction). Figure 6 shows the indirect effect on customer satisfaction and internal marketing. As is known, the indirect effect of internal marketing on customer satisfaction is equal 0.366.



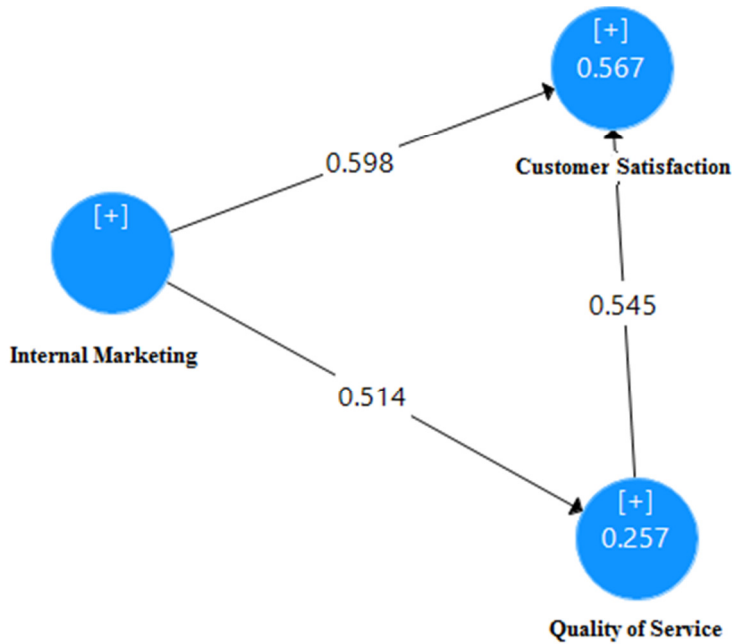
**Figure 6.** The amount of indirect effect

The following table shows the values of  $p$   $t$  and indirect effects that are shown in Table 9:

**Table 9.** Results of internal marketing indirect effect on customer satisfaction

Indirect effect	Test statistics		Result
	t	p	
0.514	5.86	0.000	Confirmed H1 (internal marketing a significant indirect effect on customer satisfaction)

Figure 7 shows the overall effect on the dependent variables. In this figure the impact of variables on each other.



**Figure 7.** The amount of overall effect of independent and dependent variables

The software output show T and p values that the overall effect is shown in Table 10.

**Table 10.** The results of the overall effect of independent and dependent variables

Hypothesis	Direct effect	Indirect effect	Total effect	Test statistics		Result
				P<0.05	t>1.96	
1	0.514	-	0.514	✓	✓	Confirmed H1 (a significant effect on the quality of internal marketing services)
2	0.545	-	0.545	✓	✓	Confirmed H1 (significant effect of service quality on customer satisfaction)

Hypothesis	Direct	Indirect	Total	Test statistics		Result
3	0.318	0.280	0.598	✓	✓	Confirmed H1 (significant effect of internal marketing on customer satisfaction)

### Discussion and Conclusion

The first hypothesis test result showed that the use of internal marketing has a significant impact on improving the quality of service. The impact on improving service quality using internal marketing organization is equal to 0.500. Based on the values of P (less than 5 hundredths) and t (greater than 1.96), 95% can be said that the positive impact of the use of internal marketing, direct and significant quality improvement organization. The results of this study is consistent with results from studies in Kabki et al (2014), Ghorban et al (2014), Askari (2014), Ghafari Ashtiani and Ostovar (2013), Younesi Far et al (2012), Saeidnia et al (2011 ), Tabatabai Hanzaei and Akhavan (2010), Nosratian (2007), Abolsamen and Alshourideh (2012), Goerens et al. (2010), Tortosa et al (2009). The important factors that could cause improving quality, internal marketing is. Internal marketing is an important activity in the development of a customer-oriented organization. The main purpose of internal marketing, is developing awareness of internal and external customers and removing obstacles in the path of duty, value the quality of service and organizational effectiveness (Christopher et al, 1991). The purpose of internal marketing, is ensuring staff satisfaction and improve product quality and services to achieve customer satisfaction (Safari et al., 2010). Employees as internal customers play a major role. So attract, develop, motivate and improve the quantity and quality capability, value, continuous improvement of service delivery and raise the quality of work as a product and their participation in the process leads to help manage the organization in order to provide high-quality products and services, (Abbasi and Salehi, 2011) The second hypothesis test result showed that there were significant effects on service quality improvement organizations increase customer satisfaction. The effect of improving the service quality on customer satisfaction is equal to 0.278. Based on the

values of P (less than 5 hundredths) and t (greater than 1.96), 95% can be said to improve the quality of the positive impact, direct and significant increase customer satisfaction. The results of this part of the study is consistent with results of studies of Younesi Far et al (2012), Seyed Ameri et al (2012), Ghareche and Daboueian (2011), Kumasi (2014), Quyet et al (2015), Sebir et al (2014), Goerens et al (2010), Tortosa et al (2009). Service quality is closely associated with customer satisfaction, so to improve service quality, customer satisfaction increases risk. Increasing the customer satisfaction leads to behavioral outcomes such as commitment, two-way link between the service provider and the customer, the customer's tolerance to difficulty in providing services and positive publicity (Arsali et al., 2005). The key to survival of the organization, is maintaining customer satisfaction. Customer satisfaction is one of the most important issues for most marketers and researchers theoretical and experimental marketing is that it can be a sense of success in the competitive world of business today be considered. Thus the importance of customer satisfaction and retention strategy for market-oriented and customer-focused organizations cannot be underestimated (Thorsten & Klee, 1997). One of the major ways that an institution services can differentiate itself from its competitors, is to consistently provide top quality services to customers. Success depends on the quality of service that customers' expectations are met or even surpassed it. Expectations based on past experiences of individual customers, word of mouth and advertising that does advertising agency is formed. Customers and service providers are selected on the basis that services were delivered after it mentally with services than they expected. If the mentality of the services lower than expected, then your customers want to provide a specific service lose. If the mind is more than or equal to service the expectations of customers, then there is the possibility of recourse to the provision of a specific service in the future, (Kotler & Armstrong, translated by Foroozandeh, 1998). The result is that, in this competitive environment banks must be able to distinguish his manner of other banks, one of the most important ways to gain competitive advantage, providing high quality services. Quality of service has many advantages for service organizations, including the banks involved. Increasing the quality of services can lead to increased

customer satisfaction, retain customers and gain new customers, profitability, etc. (Kazazi et al., 2010). The third hypothesis test result showed that the use of internal marketing has a significant impact on increasing customer satisfaction. The impact of the adoption of internal marketing is to increase customer satisfaction with 0.681. Based on the values of P (less than 5 hundredths) and t (greater than 1.96), 95% can be said that the positive impact of the use of internal marketing, direct and significant increase customer satisfaction. The results of this part of the study of Younesi Far et al (2012), is consistent with the results of Goerens et al (2010), Tortosa et al (2009), Lynch et al. (2006), Huang and Qi (2005). Today it has become clear that successful marketing is only done that not only involved in external marketing but also involved in internal marketing is also a successful service must first sell the job to employees so it can sell services to customers, That is easier internal customer satisfaction service for the company's success is very important. Because when our customers need to successfully meet the needs of employees is estimated as satisfactory (Seyedjavadin and Keimyasy, 2010). The main focus of internal marketing on "People" is a production and implementation services to internal customers or external customers. Internal marketing staff enables to create "the best thing to do" and by the development and promotion of specific service or indoor "best possible customer behavior" (Akiko, 2010). The aim of marketing is to ensure the satisfaction of staff and development of quality products and services in order to achieve customer satisfaction outside the organization, which is going to be a process of internal clients to external clients. Internal marketing concepts, various steps to develop and evaluate the concept of internal marketing is done. In a divided in 2 parts classified these steps. In the first step internal marketing, employee motivation is more focused on internal marketing include the step 2 of the following: According to employees as customers, and focus on employee satisfaction. In the second stage of internal marketing, employee involvement and accountability of its services to external customers is concerned. The basic objective of internal marketing, creating a positive interaction between staff and customers. Effective service delivery requires effective coordination with our immediate staff on the one hand and on the other hand is ranked employees. Next, using

internal marketing strategies and change management in the organization is concerned. Generally at this stage internal marketing as a tool for implementing strategies and managing clients in order to achieve organizational goals (Rafiq and Ahmad, 2000).

### **References:**

- Abbasi, MR, and Salehi, S. (2011). The effect of internal marketing to the customer in the insurance industry (the case of insurance companies in Tehran). *Journal of insurance (insurance industry)*. 26, 2, 175, 145.
- Abzari, M, Ranjbarian, B, Fathi, Saeed and the Ghorbani, H. (2009). Effect of Internal Marketing on market orientation and organizational performance in the hotel industry. *Landscape Management*, 31, 42-25.
- Abu ELSamen1, A., & Alshurideh1, A. (2012). The Impact of Internal Marketing on Internal Service Quality: A Case Study in a Jordanian Pharmaceutical Company. *International Journal of Business and Management*; Vol. 7, No. 19, pp. 84-95.
- Awwad, M., & Agti, D. (2011). The impact of internal marketing on commercial banks' market orientation. *International Journal of Bank Marketing*, Vol. 29, pp.308 - 332.
- Behara, R. S., Fisher, W. W., & Lemmink, J. G. (2002). Modelling and Evaluating Quality Measurement using Neural Networks. *International Journal of Operations & Production management* , 22, 1162-1185.
- Bitner, M., Booms, B., & Tetrealt, M. (1990). The service encounter: Diagnosing favorable incidents. *Journal of Marketing*, 5, 71-84.
- Cutler, F, and Armstrong, G. (1998). *Principles of Marketing* (Translated by Bahman Forouzandeh). Tehran: Azmoudeh.
- Davari, A and Reza Zadeh, A. (2013). *Structural equation modeling with PLS software*. Tehran: SID.
- Dousti, Sh, Abdali, A, and Nikbakht, A R. (2008). Technical performance evaluation and grading the relationship between the

- branches of commercial banks using DEA. *Research and economic policies*, 47, 95-65.
- Duncan, T., & Moriarty S. (1997). "Driving Brand Value: Using Integrated Marketing to Manage Profitable Stakeholders Relationship". New York: McGraw-Hill.
- Ghafari Ashtiani, P and Ostovar, M. (2013). Review the Role of Internal Marketing on perceived quality by customers, banks Case Study: Bank of Commerce Tehran: Proceedings of the First National Conference of monetary management and banking.
- Ghorbani, R., Saeednia, H.R and Najafi, N. (2014). Review the effect of internal marketing factors on the quality of customer service staff (Case Study: Iran Insurance). Tehran: Proceedings of the Third International Conference on Accounting and Management.
- Gounaris,S., Vassilikopoulou, A., & Chatzipanagiotou, K. (2010). Internal-Market Orientation: a Misconceived Aspect of Marketing Theory. *European Journal of Marketing*, 11 (44), 1667-1699.
- Hossein Zadeh Bahreini, S (2006). Analysis of the relationship between service quality and customer loyalty: A Case Study airline Islamic Republic of Iran. Management Master's thesis, University of Yazd.
- Hosseini Hashem Zadeh, D. (2009). Factors affecting customer satisfaction Bank of Industry and Mine. *Business Administration*, 1, 2, 82-63.
- Heidarzadeh, K, and Zarbi, S. (2008). Assess the impact of marketing mix elements on brand equity. *Marketing Management*, 57, 21-5.
- Kavoosi, MR, and Saghaei, A. (2002). Measure customer satisfaction .Tehran, Sabzan.
- Kabki, H, Ahmadzadeh, Kh and Fateh Pour, M. (2014). Review the relationship between internal marketing and service quality in the bank workers' well-being. Tehran: Proceedings of the International Conference on Management in the 21st Century.
- Kazazi, H, Kosarneshan, MR and Javaheri Kamel, M. (2010). Review the effect of providing quality services to attract customers ATMs



- Bank branches in Tehran. Tehran: Proceedings of the Fourth International Conference on Marketing Management.
- Kumasey, A.S. (2014). Service Quality and Customer Satisfaction: Empirical Evidence from the Ghanaian Public Service. *European Journal of Business and Management*, Vol.6, No.6, pp. 172-181.
- Kumasey, A.S. (2014). Service Quality and Customer Satisfaction: Empirical Evidence from the Ghanaian Public Service. *European Journal of Business and Management*, Vol.6, No.6, pp. 172-181.
- Lazarevic, V., & lazarevic, S. P. (2007). "Increasing Brand loyalty of Generation Y for future marketing". *Journal of Business and Economics* , pp.7 – 28
- Moghimi, Seyed Mohammad, and Ramezan, Majid. (2011). *Journal of Management*. Tehran: Rahdan.
- Othman, A., & Owen, L. (2002). The multidimensionality of CARTER model to measure customer service quality in Islamic banking industry : a study in Kuwait Finance House. *International Journal of Islamic Financial Services*, 3(1).
- Parasuraman, A., Zeithaml, V.A., & Berry L.A.(1985). Conceptual model of Service Quality and its implications for future research. *JMark*,49, 41-50.
- Quyut, T.V., Vinh, N.Q., & Chang, T. (2015). Service Quality Effects on Customer Satisfaction in Banking Industry. *International Journal of u- and e- Service, Science and Technology*, Vol.8, No. 8, pp.199-206.
- Ramezanpoor, A, akhavan, M R. (2013). The effect of internal marketing on trusted, internal customer satisfaction and loyalty (The Case of private insurance companies Gilan province). Qom: Proceedings of the Second International Conference on Management, Entrepreneurship and Economic Development
- Rafiq, M, and Ahmed, P.K. (2000). The scope of internal marketing: defining theboundary between marketing and human resource management. *Journal of Marketing Management*, Vol9, No. 3, pp. 219-32

- Rajaobelina, L. Bergeron, L. (2009). "Antecedents and consequences of buyer-seller relationship quality in the financial services industry". *International Journal of Bank Marketing*, 27, pp.359 – 380.
- Rodrigues, P, Carlos, J., & Pinho, M. (2010). Market orientation, job satisfaction, commitment and organisational performance: The specific case of local public sector. *Transforming Government: People, Process and Policy*, Vol. 4, pp.172 – 192.
- Rodrigues, P, Carlos, J., & Pinho, M. (2010). Market orientation, job satisfaction, commitment and organisational performance: The specific case of local public sector. *Transforming Government: People, Process and Policy*, Vol. 4, pp.172 – 192.
- Sarmad, Z, Bazargan, A and Ali Hejazi, A. (2008). *Research Methods in Behavioral Sciences*. Tehran: Agah.
- Saeednia, H.R, Abbasi Shahrestanaki, A, and Mehrani, H. (2011). Internal marketing and service quality factors. *Business management*, 2, 10, 52-35.
- Sheykhian, A. K, Akbari, M and Fathi, A. (2009). Review of marketing effectiveness and marketing strategy on the performance. Tehran: *Proceedings of the International Conference on Marketing of banking services*.
- Safari, S, Soleimani Bashali, A, Haddadi, M and Hamayeli, T. (2010). The importance and function of internal marketing in the banking industry. Tehran: *Proceedings of the Second International Conference on Financial Services Marketing*.
- Safari, A and Radi, F. (2014). Review the effect of internal marketing on quality of service with regard to the role of mediator citizenship behavior and organizational commitment. *Management Studies (recovery and development)*, 76, 116-81.
- Sabbir Rahmanan, M., & Abu Zarim, Z. (2014). Service Quality and Students' Satisfaction towards Purchasing Online Educational Resources. *Journal of Marketing Management*, Vol. 2, No. 2, pp. 57-64

- Schneider, B., & White, S. (2004). *Service Quality: Research Perspective*. London: SAGE Publications Ltd.
- Selcen, O., Serkan. A., Metin, A., & AyseTansel, C. (2009). Effect of service quality on customer satisfaction and customer loyalty: example of marmara university hospital. Antalya Turkey: International congress on performance and quality in health
- Spector P.E., (2008). *Industrial organizational psychology*. 5th ed. John Wiley & Sons Inc.
- Tabatabai Hanzaei, S. V and Akhavan, N. (2010). Review the relationship between internal marketing and service quality: A Case Study of the Agricultural Bank. Isfahan: Proceedings of the conference on the challenges of leadership and management in Iranian organizations.
- Thorsten, H.T., & Klee, A. (1997). "The Impact of Customer Satisfaction and Relationship Quality on Customer Retention:A Critical Reassessment and Model Development." *Psychology and Marketing*, 14 (8), 737-764.
- Tortosa,V., Moliner,M., & Sanchez, J.(2009). Internal Market Orientation and Influence on Organizational Performance. *European Journal of Marketing*, 11 (43), 1435-1456.
- Uma Sankar, M., Jyoti Ranjan, D., Pattnaik, S., & Ayasa Kanta, M. (2010). Service Quality Attributes Affecting Customer Satisfaction in Banking Sector of India. *Economics, Finance and Administrative Sciences*, pp. 88-99.
- Wang, Y., Lo, H., & Hui, Y.V. (2003). The Antecedents of Service Quality and Product Quality and Their Influences on Bank Reputation: Evidence from the Banking Industry in China. *Managing Service Quality*, 13(1), 72-83.
- Younesi Far, S.M, Mohaghar, A and Younesi Far, Seyed Aziz. (2012). Internal marketing impact on the quality of service and customer satisfaction (Case Study: Melli Bank branches in Yazd province). Tehran: Proceedings of the Fourth International Conference on Marketing of banking services.

Zeithaml, V. A., & Bitner, M. J. (1996). *Service Marketing*. Singapore. McGraw Hill.

Zeithaml, Valerie. A, and Parasuraman, A. (2008). *Quality of Service: A CRITIQUE OF SERVQUAL and Model* (translated by Kambiz Heydarzadeh, Ali Hajiha). Tehran: Kasakavosh.