Internal Marketing Approach in Human Resources Management: A Case Study on a State Establishment

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Abstract

The main aim of public institutions' activities is to provide goods/services which will meet effectively and efficiently the needs and desires of public. To achieve the attitude called customer oriented manner, it is necessary to motivate the employees (internal customer) in this direction and to promote them to have this attitude. In marketing this attitude overlaps with internal marketing approach. According to this approach, public institutions regard their employees as customers called internal customers. The way of meeting external needs, desires and expectations of customers is to make adoption of satisfying the internal customers' needs, wants, requirements and expectations. The philosophy called internal marketing addresses this approach. All communications, especially the behaviors of managers against employees, established between managers and employees which is one of the factors of this comprehension (physical conditions, organizational image, career possibilities, rewarding system, the way of doing work, wage and social rights) has a significant effect on internal customers' motivation and job satisfaction.

In this study, within the framework of internal marketing concept, manager's behavior which is one of the factors of internal communication is evaluated to determine the effects of managers' behaviors on motivation levels of employees.

Keywords: Internal Marketing, Public Institution, Internal Customer, Motivation, Satisfaction

Introduction

Human resources are one of the most significant organizational resources deserving serious consideration in present day organizations. Both state and private organizations have to make the best use of human resources while operating. Globalization process and transformation in management understanding necessitate the management of human resources using much different approaches and perspectives than those used in other resources of the organizations.

In their functioning and forming their policies and activities, organizations consider expectations and demands of the target population called customers or public. Management of the personnel of organization in line with the aims of the organization is a critical component in the efficiency of this crucial resource called internal customer. Focusing the personnel of the organization on organizational targets takes place under many factors, the behaviors of the managers being the foremost. In the present study, we aimed to investigate how the internal customers perceive the

managers' behaviors through means of communications in a public organization and what the effects of this perception are on their focusing in an internal marketing understanding.

Conceptual Framework
Human Resources Management in Public Administration

Emergence of human resources in modern sense has commonly been attributed to sources referring to 20th century. But there were also studies dealing with human factor in early periods of history along with the emergence of human factor as labor (Orhan, 2010:274).

Human resources management has assumed a more strategic role in organizations and come into prominence in the last 20 years. During this process, approach to human resources has been reorganized, and policies and strategies which incorporate systems about planning, supplying, development, performance management and rewarding that better motivate employees have come forward (Akgeyik, 2007:79).

In public administration, human resources are among the essential components of personnel management. As well as creating framework mechanisms in functionality of institutions, human factor is also crucial in establishment of internal and external communications and relations.

Human resources concept forms the human factor, one of the basic resources that organizations must use to reach the institutional targets (Öğüt et al., 2004:278). In essence, human resources management is about governing, developing and motivating the employees of an organization (Akgeyik, 2007:77). An effective use of human resources in line with the institutional targets has become a basic aim in both public and private organizations (Atmaca, 2010:63). In general terms, human resources management, which means the status and governing of human factor within the organization, refers to a quite complex structure dealing with human relations within organizations (Kavi, 2005:785).

Size of human resources in an organization affects the motivation levels of employees profoundly. Means to meet the expanding requirements of personnel have become varied, and importance of both tangible and intangible incentives has been significantly increased (Öğüt et al., 2004:277). In short, human factor has become an essential part of public and private organizations.

Job Satisfaction and Personnel Motivation in Public Administration

Employees are one of the main factors determining the quality of goods and services in organizations (Vural and Coşkun, 2011:75). Organizations perform their activities and reach their targets through the personnel they employed. Therefore, employers are the most significant factor in the efficiency of an organization. Morale and motivations of the employers are as important as their level of education (Yumuşak, 2008:242). Work environment in which people conduct their activities has a direct effect on work efficiency and performance of employees. Physical and social conditions of workplace are the principal factors determining their motivation in their work (Eğinli, 2009:42).

An enthusiastic work activity by the employee results in job satisfaction. It is thought that job satisfaction is a factor determining the behavior of employees toward their work. It is related to whether the expectations of the employees about their work are fulfilled and to how they feel about their work (Demirel and Özçınar, 2009: 132). Higher levels of job satisfaction by employees of an organization have a significant role for the institution to reach its targets efficiently. It is a reality that the contribution of a worker who does the work because he/she has to (which can be considered in a different perspective in public employment) and that of a worker who feels that he/she is a part of the organization are not the same in terms of realizing the organizational targets.

Especially in public institutions, the quality, duration and efficiency of the work is closely related to the effort made by personnel. In private organizations, punishments such as firing and salary deductions can positively motivate personnel. Absence of these punishments in public organizations

makes it necessary to use different motivation methods. Lack of a clear differentiation between hard-working and sluggish employees in public administration closely affects the job satisfaction levels of employees within organization. In recent years, there have been some attempts to solve this problem through various methods such as performance based management. However, it is thought that solution of this problem will take a long time.

In general, job satisfaction involves the work itself, wage, possibility of promotion, working conditions, benefits, co-workers, values of the personnel and relationships between employees and manager (Akyüz et al., 2011:20). Managers should create a working environment which will elevate the job satisfaction and motivation of employees of the organization. Thus, an effective, economic and good quality performance can be obtained from the employees (Akyüz et al., 2011:21).

Effects of Behaviors of Managers in Public Institutions on Job Satisfaction of Employees

Human resources have a critical role in success of a public organization. Institutions with qualified personnel have an advantage to reach their institutional targets. In order to continue benefiting from this advantage, the qualified personnel should stay with the institution and their work performance should be kept at maximum. Higher work performance of employees is based on just treatment by the managers as well as the creation of necessary conditions in reaching institutional targets (Yavuz, 2010: 302).

Employees in an organization are significantly affected by behaviors of owners and managers of the organization, which form the internal-environment. Therefore the success of an institution is directly related to such psychological factors as trust, justice, dependability and motivation, which constitute organizational behavior (Koç and Yazıcıoğlu, 2011:46).

Whatever the kind, structure and area of activity of the organization, managers have to take into account motivation levels of employees in order to obtain a better performance from them (Yumuşak, 2008:246). Similarly, motivation of public employees should be taken into consideration for a better work performance (Vural and Coşkun, 2011:75).

It shouldn't be forgotten that employees conduct effective work to the extent that they are happy with the work or working environment. Therefore, managers should try to meet the psychological as well as economical and social requirements (Yumuşak, 2008:246).

Managers could find a way to benefit from their employees at the full capacity through maximizing their performances if they understand the social and physical environment of their organizations, and physiological and psychological needs of their employees. Thus, needs of the employees should be met, so goals and targets of the organization could be achieved (Yumuşak, 2008:246).

Developing and sustaining relationships between employees and managers would lead to higher job satisfaction among employees. Active relationships between employees and managers and cooperation in determining and solving the job-related problems would increase the job satisfaction of employees (Demirel and Özçınar, 2009: 134).

In realizing the necessary transformation and development in public management, there has been an increasing need for a transition that aims efficiency, a healthy power-responsibility balance for personnel and managers, internalization of democratic participation principles, and performance and quality management (Atmaca, 2010:69).

The basic factor in services offered by state organizations is human component. Nevertheless, it is not possible to say that human factor in state organizations is attached as much importance as in private sector. In order to be effective and efficient, increasing the individual capacity of each worker in state establishments and organizations to the maximum levels is an important issue today (Ekinci, 2008:175).

Internal Marketing Approach

Internal marketing concept assumes that the first market of the organization is its personnel. The main purpose of internal marketing function is to have customer-oriented personnel motivated at all levels (Ewing and Caruana, 1999). According to Berry and Parasuraman (1992), internal marketing is recruiting, training, motivating and retaining employees through work products that can meet the needs. According to Ewing and Caruana (1999), internal marketing is a set of activities focusing on "acquiring and retaining customer-oriented employees". Internal marketing is effective manipulation of internal market of an organization made up of its employees. In other words, it is customer-minded, market-oriented and selling-based motivation of internal market. It is development of internal market via a marketing-like internal approach and internal application of marketing-like activities (Grönroos, 1981: 236-238). The key idea that underlies the internal marketing concept is that, just like the external marketing, internal customers have the desire to fulfill their needs. The point here is that the organization should be in a better situation to offer better services to external customers when the needs of their internal customers are satisfied (Ahmed and Rafiq, 2003). The main purpose of internal marketing concept is to make the employees feel that management consider the employees and their needs. Success of internal marketing is possible only through a positive attitude of employees towards the work including organizational devotion, improvement of the work, work motivation and job satisfaction (Ewing and Caruana, 1999). Meeting the needs of employees increase their motivation and secures their staying with the firm. Thus, satisfaction of the workers increases, and satisfaction and loyalty of external customers occur (Ahmet and Rafiq, 2003).

Internal marketing applications can be studied at two levels; i. e. strategic and technical. At strategic level, an internal environment supporting customer- and marketing-oriented efforts should be created via internal marketing. Therefore, key practices are to support management methods, personnel policies, internal training and planning the procedures. At technical level, aim is to sell services, campaigns and other marketing efforts and to start with the personnel. Since all of the employees of an organization are considered as internal customer of that organization, all employees have at least a customer, and they are also customers of others (Ballantyne, 2003). Internal marketing addresses all aims of the organization, while satisfying desires and needs of the internal customers (Caruana and Calleya, 1998). In other words, it is the philosophy of treating the employees as a customer. In another model developed by Lings, on the other hand, internal marketing is made up of internal market investigation, communication and correspondence processes such as product, price and supply (Lings, 2004:409-411). In terms of human resources management, internal marketing is a technique that allows a continuous improvement of services offered to customers and that ensures a successful supply, training and motivation of employees. Considering the organizational behavior, employees' attitude toward the work can be changed through internal marketing and so organizational devotion, commitment to work, motivation and job satisfaction increase. Thus, workers tend to develop a customer-oriented service attitude in time. This tendency helps workers to take care of wishes of external customers about services or products (Tsai and Wu, 2006: 1293). Internal marketing is a management philosophy based on employees' understanding that management considers, and treat, them as customers, i. e. the management values them and their needs. Work products consist of such elements as information, experience, physical and social environments that allow employees to fulfill their duties best and to reach their organizational and individual aims (Keller et al., 2006: 111). In the literature, there seems to be four different opinions about the relationship between internal marketing and human resources management. These opinions can be summarized as: (a) the most significant role of internal marketing is to strengthen human resources management, (b) internal marketing concept is more competent than human resources in giving the feeling that management considers the employees and their needs, (c) in an organization with good human resources practice, there will be no need for internal marketing programs, and (d) internal marketing and human resources management overlap and are equally important.

Internal marketing values communication more than human resources management does. It considers communication as an exchange process between individuals and groups of different levels and expertise areas. Kalla (2005:304) described internal marketing as "the entire formal and informal communications taking place internally at all levels of an organization, pointing to communication element of it.communication is an important factor in data collection about employees in internal marketing, determining desires and needs of them, offering them correct goods/services, securing the acceptance of goods/services, receiving feedback from them about goods/services offered, and obtaining their satisfaction and loyalty. Although it is known that there are different ways to establish communication in literature and practice, behavior and attitude of managers are also known to be an effective way of establishing communication with internal customer.

Literature Review

Usta (2009) studied mediating effects of organizational commitment and job satisfaction on relation between internal marketing and quality of services. In their study conducted over the teachers employed in private educational organizations, the investigators suggested that there was a positive significant correlation between internal marketing approach of the teachers and their service quality. In addition, they found that organizational commitment had no mediating effect in the relation between the two variables, while job satisfaction had a strong mediating effect.

İnal et al. (2008) evaluated organizational perceptions of employees of a public organization in the context of an internal marketing approach. Findings of their research indicated that employees of the organization, i. e. internal customers, supported the targets set by the organization and the policies that it implemented, did not trust in the current upper level of management, were not happy with the working environment, were content with the physical environment such as lighting, heating, etc., and easily reached the necessary materials and resources needed to be effective.

Çoban and Nakip (2007) studied bank officers and found that there was a meaningful difference between satisfaction degree of the internal marketing applications and level of mobbing subjected. Satisfaction degree of internal marketing applications such as work satisfaction and enhancement of business motivation of officers who were exposed to mobbing was lower than those who were not. Ahmed et al. (2003) found that organizational competencies had mediating effects in relation between internal marketing and organizational performance.

Dündar et al. (2006) conducted a study to evaluate how the printed press organizations regard internal marketing. They found that in practice printed press organizations accepted internal marketing approach. They saw the employee not only as a potential customer but also a team member. The investigators concluded that these organizations were extremely aware of reaching the maximum efficiency with regard to internal marketing.

In the present study, on the other hand, managers' behaviors, which are one of the means of communication in the concept of internal marketing approach, and their effects on the motivation of employees, were dealt with.

Methodology
Objective of the Study

The objectives of the present study were to evaluate the managers' behaviors, one of the means of communication within the context of internal marketing, and to determine the effects of these behaviors on motivation levels of employees, regarded as internal customers, in Turkish Postal Telephone and Telegraph Company (PTT), a public organization.

Scope and Limitations of the Study

Due to the cost and time limitations, the survey was conducted over PTT employees in only districts of Tokat Province. Although the results obtained cannot be generalized for the whole PTT employees in Turkey, it could still give some insights about the behaviors of PTT managers and their effects on the motivation levels of employees.

It was assumed that personnel who participated in the questionnaire understood the questions in the same way and gave information which reflected the real situation about the operation. In addition, possible effects of structural and environmental variables on manager behaviors and motivation levels were excluded.

Methods of the Research and Sampling Process

PTT employees in the districts of Tokat Province in Turkey constituted the research material. Within the area of study, there were a total of 243 PTT employees. Since the survey area was small, it was aimed to include all of the population, and questionnaire was applied to all 243 employees. However, only 208 questionnaire forms were evaluated due to answering mistakes.

Data Collection Process

In the development of an assessment tool to identify the managers' behaviors and to measure its effects on motivation, previous studies in the literature were used. The first part of the questionnaire consisted of the questions aiming to determine how the internal customers perceived the managers' behaviors and to determine their effects on motivation, while the second part had questions about demographic information.

The questions prepared to measure managers' behaviors and their effects on motivation were in the form of a 1 to 5 scale. The subjects were assigned one of the numbers they saw fit for each question. The survey was conducted on a face-to-face manner. In the reliability analysis for this part of the questionnaire, a Cronbach Alpha Coefficient of 0. 992 was obtained, which meant that the reliability of the questionnaire was high.

Model in the Study

The study was an applied study and based on a causal investigation model.

Findings
Demographic Properties of Employees Participated in the Study

Table 1: Demographic Properties of Employees

Variables		Frequency	%	Variables		Frequency	%
Gender	Male	183	88.0		Absent	20	9.6
	Female	25	12.0		1	31	14.9
Age	20-25	8	3.8	**Number of children**	2	72	34.6
	26-35	29	13.9		3	61	29.4
	36-45	119	57.2		4	20	9.6
	46 and +	52	25.1		5 and +	4	1.9
Work experience	1-5 year	3	1.4	**Marital status**	Married	193	92.8
	6-10 year	28	13.5		Single	8	3.8
	11-15 year	55	26.4		Divorced/widowed	7	3.4
	16-20 year	50	24.1	**Status of co-operation**	Yes	29	13.9
	21-25 year	62	29.8		No	179	86.1

Table 1:   Demographic Properties of Employees - continued

				Job	Within organization employees	100	48.1
	26 and +	10	4.8		Out of organization employees	94	45.2
Education level	Primary	9	4.3		Managing personnel	14	6.7
	Middle school	62	29.8	**Workplace**	Center	86	41.3
	High school	93	44.7		Country	122	58.7
	University	44	21.2				

In terms of the demographic properties of the participants, it is seen that the number of women employed by PTT was extremely low. A major part of the participants were in 36-45 age groups and had a secondary or high school education. About 93% of them were married and the majority had two or three children. Considering the working status of the women, 86% of them were not employed. A very small part of the participants were managers and the rest were employees.

Average of Responses by Participants to Expressions

Table 2:   Average of Responses by Participants to Expressions

Expressions	Within organization employees	Out of organization employees	Managing personnel
Makes free decisions which s/he believes to be right.	4. 00	3. 35	4. 28
Avoids taking risks in his/her decisions and practices.	3. 82	3. 08	4. 35
Values communication and tries to make it a part of organizational culture.	4. 17	3. 38	4. 28
Is open to new approaches and different views.	4. 11	3. 39	4. 28
Has tolerance for high risk projects considering their returns.	3. 79	3. 15	4. 00
Uses his/her power to manage and guide the efforts of his/her employees.	4. 24	3. 48	4. 21
Considers the ideas of people in power in the process of decision making.	4. 01	3. 21	4. 57
Follows the scientific developments in his/her area of expertise.	3. 68	3. 07	3. 71
Makes use of technical information about the issue in his/her decisions and practices.	3. 77	3. 13	4. 14
Tries to find analytical solutions to the problems and to implement these solutions.	3. 72	3. 17	4. 14
Has a management approach that takes care of the previous practices.	3. 92	3. 09	4. 14
Tries to understand the needs and wishes of employees.	4. 01	3. 48	4. 21
Considers the future results of his/her decisions and practices.	3. 93	3. 12	4. 35
Makes the decisions about the future in a strategically planned manner.	3. 70	2. 94	4. 28
Makes employees accept the management practices through his ability to convince people.	3. 68	2. 86	4. 28
Informs the employees about the reasons of practices in the organization.	3. 72	3. 32	4. 28
Makes the employees accept organizational targets and practices.	3. 82	3. 37	4. 00
Has a friendly and informal relation with colleagues.	3. 76	3. 34	4. 00
Values my satisfaction and loyalty.	3. 70	2. 93	4. 00
Values intra-organizational activities that increase the motivation of employees.	3. 63	3. 14	3. 85
Carries out his/her tasks willingly and enthusiastically.	3. 88	3. 43	4. 21
Controls his/her feelings.	3. 80	3. 41	4. 21
Has as simple and formal relations with colleagues as possible.	3. 98	3. 40	4. 42
Keeps his/her distance to people especially in the working environment.	4. 09	3. 54	4. 50
Determines the procedures about the work process and implements them.	4. 04	3. 19	4. 00
Gets favorable results through short term practical strategies when fast solutions are needed.	3. 91	3. 25	3. 92
Expresses clearly his/her expectations and desires to employees.	4. 05	3. 22	4. 21

Table 2: Average of Responses by Participants to Expressions - continued

Maintains a full and continuous flow of information between him/her and the employees.	3. 86	3. 21	4. 21
Gives power and responsibility to employees when needed.	4. 01	3. 21	4. 57
Sets standards and checks the deviations from them.	4. 03	3. 37	4. 42
Sets deadlines for certain tasks and so makes it sure that the tasks are carried out in time.	3. 79	3. 10	4. 21
Shares his/her positive or negative ideas about the employees.	3. 95	3. 35	4. 14
Makes use of knowledge and experience of his/her friends during the decision making process.	4. 17	3. 36	4. 50
Forces the employees to be assertive and competitive to reach the organizational aims.	3. 94	3. 35	4. 28
Sets high performance targets for employees and thus focuses them on success.	3. 77	3. 30	4. 64
Sets targets for himself/herself and works toward them.	3. 95	3. 15	4. 35
Average	**3. 90**	**3. 24**	**3. 22**

In terms of the average of responses by the participants to the expressions about the perceptions of managers' behaviors, it was seen that abovementioned averages were reached by three internal customer groups. It is seen that average of perceptions by within organization personnel about managers' behaviors was 3. 90. In other words, it could be said that the customers in this group have seen the the manager's behaviours in the institution close to the desired level. On the other hand, when the perceptions of employees out of the organization were considered, the average was 3. 24. The meaning of this finding is that the group who served outside the organization had less positive perceptions about managers' behaviors than those who served within the organization. Last, the average of managers' perceptions about managers' behaviors within the organization was 3. 22. Although below what was expected, this value was lower than the others probably because managers had self-criticism and had a competition feeling against each other.

Average of Participants' Responses to Motivation Levels

Table 3: Average of Participants' Responses to Motivation Levels

Expressions	Within organization employees	Out of organization employees	Managing personnel
Makes free decisions which s/he believes to be right.	3,93	3,30	4,50
Avoids taking risks in his/her decisions and practices.	3,91	3,26	4,35
Values communication and tries to make it a part of organizational culture.	4,14	3,22	4,42
Is open to new approaches and different views.	4,19	3,21	4,28
Has tolerance for high risk projects considering their returns.	3,77	3,21	4,00
Uses his/her power to manage and guide the efforts of his/her employees.	4,07	3,36	4,21
Considers the ideas of people in power in the process of decision making.	4,05	3,25	4,50
Follows the scientific developments in his/her area of expertise.	3,80	3,29	4,00
Makes use of technical information about the issue in his/her decisions and practices.	3,96	3,19	3,85
Tries to find analytical solutions to the problems and to implement these solutions.	3,69	3,19	4,14
Has a management approach that takes care of the previous practices.	3,93	3,22	4,21
Tries to understand the needs and wishes of employees.	3,96	3,43	4,21
Considers the future results of his/her decisions and practices.	4,00	3,10	4,50
Makes the decisions about the future in a strategically planned manner.	3,86	3,06	4,42
Makes employees accept the management practices through his ability to convince people.	3,81	2,96	4,14
Informs the employees about the reasons of practices in the organization.	3,78	3,25	4,28
Makes the employees accept organizational targets and practices.	3,95	3,24	4,00

Table 3: Average of Participants' Responses to Motivation Levels - continued

Has a friendly and informal relation with colleagues.	3,77	3,21	3,78
Values my satisfaction and loyalty.	3,69	2,98	3,92
Values intra-organizational activities that increase the motivation of employees.	3,85	3,27	3,92
Carries out his/her tasks willingly and enthusiastically.	3,97	3,43	3,92
Controls his/her feelings.	3,84	3,24	4,14
Has as simple and formal relations with colleagues as possible.	4,03	3,26	4,28
Keeps his/her distance to people especially in the working environment.	4,01	3,48	4,42
Determines the procedures about the work process and implements them.	4,01	3,21	3,92
Gets favorable results through short term practical strategies when fast solutions are needed.	3,98	3,35	4,00
Expresses clearly his/her expectations and desires to employees.	4,12	3,28	4,21
Maintains a full and continuous flow of information between him/her and the employees.	3,88	3,27	4,,21
Gives power and responsibility to employees when needed.	4,05	3,23	4,57
Sets standards and checks the deviations from them.	3,96	3,28	4,42
Sets deadlines for certain tasks and so makes it sure that the tasks are carried out in time.	3,92	3,12	4,35
Shares his/her positive or negative ideas about the employees.	3,86	3,18	4,14
Makes use of knowledge and experience of his/her friends during the decision making process.	4,05	3,39	4,50
Forces the employees to be assertive and competitive to reach the organizational aims.	3,99	3,22	4,28
Sets high performance targets for employees and thus focuses them on success.	3,92	3,20	4,64
Sets targets for himself/herself and works toward them.	4,02	3,20	4,35
Average	**3,93**	**3,23**	**4,22**

It was found that perceptions about managers' behaviors had an effect of 3. 93 over the motivation of internal customers. On the other hand, its effect on the average motivation of employees who served out of the organization was 3. 23. Finally, its effect on motivation level of managing personnel was 4. 22. This finding showed that although the managing group considered the performance of managers less positive, it had much higher effect on the motivation. Among the reasons for this were the unwillingness of managing participants to give negative responses, their motivation after the negative aspects and the positive effects of classical managing approach (autocratic management approach) on motivation levels due to higher age average of managers.

Difference between Internal Customer Groups and Managers' Behaviors

In order to determine whether there was a significant difference among internal customer groups in PTT for their understanding of the managers' behaviors, the following statistical hypotheses were tested using One-way ANOVA analysis. The results were given in Table 2. 4.

H0: There is a significant difference among internal customer groups for the perceptions of managers' behaviors.

H1: There is no significant difference among internal customer groups for the perceptions of managers' behaviors.

Table 4: Differences Between Internal Customer Groups for Their Perceptions of Managers' Behaviors

	Sum of squares	Degree of freedom	Mean square	F	Sig.
Between groups	23. 444	2	11. 722	8. 698	0. 000
Within groups	276. 265	205	1. 348		
Total	**299. 709**	**207**			

There was a significant difference ($P<0. 001$) among internal customer groups for their perceptions of managers' behaviors (Table 2. 4).

The results of Scheffe Test conducted to determine which internal customer group was different from others were given in Table 2. 5.

Table 5:   Differences Among Internal Customer Groups About The Perceptions of Managers' Behaviors

Administrator type	Administrator type	Mean difference	Std. Error	Sig.
Within organization employees	Out of organization employees	0. 614*	0. 166	0. 001
Out of organization employees	Managing personnel	-0. 331	0. 331	0. 608
Managing personnel	Out of organization employees	0. 945*	0. 332	0. 019

Scheffe Test performed to determine the level of agreement by internal customer groups about the perceptions of managers' behaviors showed that there were differences among out-of-organization personnel, within-organization personnel and managing personnel. Within-organization personnel considered managers' behaviors more positively than the out-of-organization personnel did. Managers, on the other hand, thought of their patterns of behavior more positively compared to other customer groups.

Difference between Internal Customer Groups and Their Motivation Levels

To determine whether the perceptions of internal customer groups in PTT about the behaviors of management group had an effect on motivation, following statistical hypotheses were tested using One-way ANOVA analyses to determine whether there were significant differences among three internal customer groups. The results of these analyses were given in Table 2. 6.

H0: There is a significant difference between the perceptions of internal customer groups about managers' behaviors and motivation levels.

H1: There is no significant difference between managers' behavior perceived by internal customer groups and motivation levels.

Table 6:   Differences between the perceptions of internal customer groups about managers' behaviors and motivation levels.

	Sum of squares	Degree of freedom	Mean square	F	Sig.
Between groups	24. 468	2	12. 234	8. 006	0. 000
Within groups	313. 255	205	1. 528		
Total	337. 723	207			

According to Table 2. 6, there was a significant difference among internal customer groups in their perceptions of managers' behaviors and motivations (P<0. 001). The results of Scheffe test performed to determine which internal customer group was different from others were given in Table 2. 7.

Table 7:   Differences Between Managers' Behaviors and The Motivation Levels of Internal Customers

Administrator type	Administrator type	Mean difference	Std. Error	Sig.
Within organization employees	Out of organization employees	0. 639*	0. 177	0. 002
Out of organization employees	Managing personnel	0. 925*	0. 353	0. 035
Within organization employees	Managing personnel	0. 285	0. 352	0. 721

Based on Schaffe Test performed between managers' behaviors and the motivation levels of internal customers, there were significant differences among out-of-organization, within organization and managing personnel. Within organization personnel had higher motivation levels compared to out-of-organization personnel. Managers, on the other hand, had higher motivation than out-of-organization personnel.

Table 8:   Table of Relations Between Internal Customer Groups About Managers' Behaviors and Their Motivation Levels

		Managers' Behaviors	**Motivation Levels**
Managers' Behaviors	P value	1	0. 947
	N	208	208

As can be seen in Table 2. 8, there was a very high level of correlation (0. 947) between the perceptions by internal customer groups about managers' behaviors and their motivation levels.

Conclusion and Suggestions

There is a transformation process in the world and Turkey forcing public and especially private organizations to adopt important changes in the management approach and process. The largest share of responsibility in this transformation process belongs to the managers of the organizations. In order for organizations to operate efficiently, to offer good service to customers/public and to give them satisfaction, they first should have an efficient communication and relations among employees within them in such a way to motivate their employees. For this purpose, managers of the organization should abandon the classical personnel management approach and adopt the human resources management methods used by private sector. Internal marketing is one of such methods aiming to improve the quality of services offered by organizations and to satisfy their external customers via providing internal customer satisfaction.

For this purpose, perceptions about the behaviors of managers by internal customers of the organization and effect of these perceived behaviors on the motivation levels of internal customers were studied on PTT employees in Districts of Tokat Province. Based on research findings, when the perception levels about managers' behaviors by customers separated into three groups were considered, within and out-of-organization employees considered the behaviors of managers positive, which accordingly increased their motivation levels. In contrast, managing personnel did not consider their behaviors positive but contrary to what was expected, these negative thoughts about their performance positively affected their motivation. The reasons behind this finding should be dealt with in other studies.

It can be suggested that in order for organizations to be more successful, their human resources departments should use marketing approach and practices more. In addition, organizations could have marketing departments.communication issue should be in forefront as a means of motivation.

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