

The Effect of product design on Service Quality with Emphasis on the Role of Intervention of Organizational Citizenship Behavior (Case Study: Postal Services in Khorasan Razavi Province)

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Abstract

The purpose of this study was to identify the effect of product designations on the quality of services and considering organizational citizenship behaviors as a mediating variable. The research method used is descriptive-survey and correlation type and is specifically based on structural equation model. The statistical population of the study consisted of all frontline employees in the post offices of Khorasan Razavi province, as well as all postal service clients of these departments. Among them, 214 individuals from each of the statistical communities (428 people in total) were interviewed with Statistical analysis of SPSS20 and Amos21 software was performed. The results of this study showed that the status of internal marketing actions in the post offices of Khorasan Razavi province is undesirable, and the status of organizational citizenship behaviors of the line managers and the quality of services perceived by the customers is desirable. The results of structural equation model showed that internal marketing measures had a significant effect on organizational citizenship behaviors of the front line employees, but internal marketing actions as well as organizational citizenship behaviors had no significant effect on the quality of perceived service by the customers.

Keywords: Internal Marketing, Organizational Citizenship Behavior, Quality of Service.

1. INTRODUCTION

Paying attention to the quality of services can help organizations to differentiate themselves from other organizations and thus achieve sustainable competitive advantage. The competitive advantage that will be shown in the quality of its superior service and will differentiate the products and services of the organization and needs to meet the needs and expectations of the organization's human resources (internal customers). The logic and concept that comes from the importance and implementation of internal marketing efforts, so that internal marketing can be considered as an organization's effort to efficiently manage human resources to provide better customer service. (Cooper and Cronin 2000).

Internal marketing is an important activity in developing a customer-oriented organization. Internal marketing sees employees as internal customers and businesses as a product. Internal marketing focuses on appropriate relationships among individuals

at all levels in organizations. Therefore, a customer-centric, client-centric approach is created between employees in contact with customers. (Seyedjavadin *et al*, 2012)

In the past, researchers in their studies to study the relationship between occupational behaviors and organizational effectiveness mostly focused on the function of employees in the role. In-function performance refers to those employee's occupational behaviors that are described in the official duties and roles of the organization and are identified and rewarded through the official system of the organization. However, researchers have differentiated between in-function performance and transcriptional performance. (Hui *et al*, 1999)

The transactional performance of occupational behaviors goes beyond the formal roles of employees, which are arbitrary and usually not considered in the formal remuneration system. Researchers attach great importance to the effectiveness of transcendental performance on organizational effectiveness. One of the most commonly used conceptualizations about redirecting behaviors is organizational citizenship behavior (OCB). Oversight behavior of employees in the organization is the organizational citizenship behavior (OCB), which is not among the official duties of the employees, but affects the organization's performance. (Organ 1998)

The concept of OCB¹ has been the subject of many studies in recent years and its importance is still increasing. Research has been carried out mainly in three areas. A series of studies focused on predicting the empirical test of OCB-causing factors and evaluating factors such as job satisfaction, organizational commitment, organizational identity, organizational justice, trust, leadership, and so forth as the factor contributing to OCB have given. (Podsacov *et al*, 2000)

The other series of research focused on OCB's outcomes and included factors such as organizational performance, organizational effectiveness, organizational success, customer satisfaction, customer loyalty, social capital and ...as They are measured as OCB outcomes. (Bolino *et al*, 2002, Morison 1996, Podsacov *et al*, 2000, YOUN AND SON 2003)

A limited number of studies focused exclusively on the concept of OCB and its constituent elements, and have sought to provide a more precise and better definition of OCB, identify its dimensions, or use the analysis method Factor provides standard scales for measuring this concept. (Podsakoff *et al*, 2000, Van Dyne *et al*, 1994)

In the present study, a combination of both the first and second types is considered. In fact, this approach corresponds to the $A \rightarrow B \rightarrow C$ ² model, which is particularly applicable in organizational behavior research. This means that A as a

¹ Customer-oriented Organization

² Antecedent-Behavior-Consequence

causative agent causes B, and C is also a consequence of B's behavior. (Critner and Kinica, 2011)

Therefore, the purpose of this research is to examine, on the one hand, the role of domestic marketing as the causative agent of OCB and, on the other hand, the impact of OCB and internal marketing on the quality of services. So, in this research, we are faced with the following questions: So, in this research, we are faced with the following questions: and the issue Do you have internal marketing efforts? Are you in the post office; is there any interest in internal marketing efforts? OCB status Are you in the workshop? And the quality of service quality Are you happy? Does internal marketing activity because the OCB to develop on its own Will you go Does OCB provide more qualified service providers? Do you go Do internal marketing actions address the quality of perceptual services is this done by customers?

2. RESEARCH HYPOTHESES

Few studies have investigated the relationship between internal marketing and organizational citizenship behavior. Among these studies, Souchon & Lings (2001) believes that the adoption of internal marketing activities affects organizational citizenship behavior and employee retention. Hung & Lin stated that in the international hotel industry, the perception of internal marketing by employees has a direct impact on organizational citizenship behaviors. Also, according to (Bansal *et al*, 2001), internal marketing can affect the outcomes of external marketing through organizational citizenship behaviors.

H₁: Internal marketing has a significant effect on organizational citizenship behavior.

In spite of the importance of the quality of services, researchers have tried to identify the factors that create the quality of the service. One of the most important factors affecting the quality of services is the behavior of employees in the organization. In fact, these activities are internal staffing that links the organization with its customers. The purpose of these activities is to maintain customer loyalty through meeting their needs. Therefore, in order to ensure the position in creating high quality service, employees are important because they are ultimately responsible for providing services and meeting the expectations of the customers. (Castro *et al*, 2004)

Several reasons to support the relationship between organizational citizenship behavior and quality of service can be noted: The first reason is the internal marketing approach in service businesses. Based on the internal marketing perspective, each behavior in service can have a meaningful relationship with the improvement of the services provided. An internal marketing perspective suggests that for successful customer engagement, firstly, effective internal exchanges between employees and between employees and company services must be formed. Only after the onset of

effective internal exchanges can successful external exchanges between staff and customers take place. (Paulin *et al*, 2000).

Second, organizational citizenship behavior directly affects the relationship between employees and clients, and improves customer perceptions of service quality. Employees who show organizational citizenship behaviors can improve the quality of the service because they are trying to help the best way to others, including customers. (Castro *et al*, 2004)

The theory of socialization also helps to understand this relationship. Based on the theory of socialization, if a worker can show one of a variety of helpful behaviors, such as organizational citizenship behavior, it is possible that, with respect to personal values acquired during the socialization process, other aid behaviors Such as customer-oriented behavior to fully meet the needs of customers, which reflects the outcome of these behaviors in the positive assessment of the customer's quality of service organization. (Kim, 2006).

Another reason is the effect of organizational citizenship behavior on the organizational aspect of the organization, which indirectly leads to improved quality of service. (McKenzie and Pandasac 1997). Organizational citizenship behaviors increase employee productivity and working groups, encourage teamwork, increase teamwork, employee collaboration and assistance, reduce the rate of mistakes, and increase employee involvement and participation in Promotes the organization. (Castro *et al*, 2004)

H₂: Organizational citizenship behavior has a significant effect on the quality of services.

Maintaining the competitive advantage through the differentiation of services is difficult due to the entry of new rivals in this field. In addition, the provision of distinct services is significantly influenced by the collaboration of staff to implement this strategy.

The relationship between a customer and an organization is mainly influenced by the quality of interaction between first-class employees and customers. Service providers are attracted to the customer due to the nature of the service they are affiliated with their employees. For this reason, many organizations have defined an inverse organizational structure for themselves. In the initial model, the top of the pyramid was the rank of managers, and after several management levels it was pointed out to the staff at the end of the pyramid. After the revision, customers and employees were placed at the top of the chart and managed at lower levels. But today, the place of employees in the first row and then the customer is important. In order to assess the employees' view of the quality of services they provide, a criterion is used as the quality of service. Quality of service, employee satisfaction from their ability to meet customer

needs, as well as their assessment of the quality of services they provide, are used to measure the time, skill, knowledge and discretion that employees are assigned to perform their duties. It turns out (Little & Dean, 2006) because of the importance of the role of staff delivery of distinct services, many studies and studies have examined the impact of domestic marketing as a motivating factor in employees on the quality of services. The following table is part of this research.

Table 1*Research on the Effect of Internal Marketing on Quality of Services*

Researcher(s)	Research Results
Berry (1981)	Internal marketing is a strategy that requires internal communication to encourage first-line staff to be customer-oriented and can lead to customer satisfaction
Gummesson (1987)	Internal marketing leads to increased productivity and productivity.
Parasurman (1994)	Jobs, especially in the service sector, are the same domestic products that meet the needs and desires of employees and lead to the achievement of the organization's goals, and employees are also the primary customers of organizations.
Hogg, Carter (2000)	Internal marketing is an integral part of market orientation, which requires the use of marketing techniques within an organization to create and communicate the values of the company.
Ahmed., Rafiq, Saad (2003)	Internal marketing has a positive and significant effect on employee satisfaction and organizational performance.
Papasolomou (2006)	In bureaucratic structures, the effects of domestic marketing may be reversed.
Keller, Lynch, Ellinger, Ozment, Calantone (2006)	Internal marketing has a positive and significant relationship with employee satisfaction and customer satisfaction.
Tortosa, Moliner, Sanchez (2009)	Internal marketing has a direct impact on employee perceptions, which increases the quality of services and increases customer satisfaction with service delivery.
Gounaris, Vassilikopoulou, & Chatzipanagiotou (2010)	Internal marketing can increase the performance of employees and increase the quality of services in the organization and the satisfaction of foreign customers.
Lings, Greenley (2010)	Internal marketing will have a positive effect on employee behavior.

So you can expect:

H₃: Internal marketing has a significant effect on the quality of services.

2.1 Variables of the research:

- Internal marketing

One of the most comprehensive definitions of domestic marketing, Rafiq and Ahmed (2000), presented internal marketing as "planned effort using an approach like marketing to overcome organizational resilience to change, balance, motivate, and coordinate the task. "And integrate employees in order to effectively implement corporate strategies and a duty to create customer satisfaction through the process of creating employee-driven, customer-driven employees."

Foreman and Moni (1995), in their British marketing and human resources research, identified three distinct components of internal marketing: "development

(factors that are related to employee development), reward (factors that reward employees) And the transfer of vision (transfer of purpose and vision to employees in order to believe employees to it)." (Flannagan, 2016)

- Organizational Citizenship Behavior

One of the early definitions that has been accepted by many researchers is Organ (1998): "OCB includes employee voluntary behaviors that are not part of their official duties and are not directly considered by the official system of remuneration of employees of the organization, but increases the effectiveness of the organization". Organ (1998) divides organizational citizenship behavior into five dimensions: altruism, conscientiousness, chivalry, civic virtue, and politeness.

1. **Altruism:** Assisting colleagues in performing tasks, such as helping newcomers or having low skills.

2. **Conscientiousness:** Optional behaviors are said to go beyond the minimum requirements. Like a person who is more likely to stay at work than usual or a worker who does not spend much time resting.

3. **Sportsmanship:** Behaviors such as acceptance of criticism, non-defamation of the organization, and the preferences of self-serving people.

4. **Civic virtue:** The willingness to participate and responsibility in organizational life, attending meetings, reading bulletins and information has been updated.

5. **Courtesy:** Refers to behaviors that prevent the tensions and administrative problems associated with others. (Seyed Javadin et al, 2012)

- Quality of service

Customers evaluate the quality of service by comparing what they expect and expect to do with what actually provides the service provider. (Zitamel and Parasuraman, 2012)

Parasuraman and partners (1988) used the SERVQUAL model for five dimensions of trust, empathy, reliability, responsiveness, and concrete items as the basis for building a tool for measuring the quality of services.

Assurance: The staff's knowledge and literacy and their ability to create confidence.

Empathy: The compassion and special attention that the company focuses on customers.

Reliability: The ability to provide the promised and proven service.

Responsiveness: Desire and willingness to help customers and prompt delivery of services.

Tangibles: Appearance of equipment and equipment, staff of communication equipment. Zitamel and Parasuraman

2.2 Conceptual model of research

According to the above, the conceptual model was designed in which the internal marketing of the independent variable, the organizational citizenship behavior of the intermediate variable, and the quality of the dependent variable service.

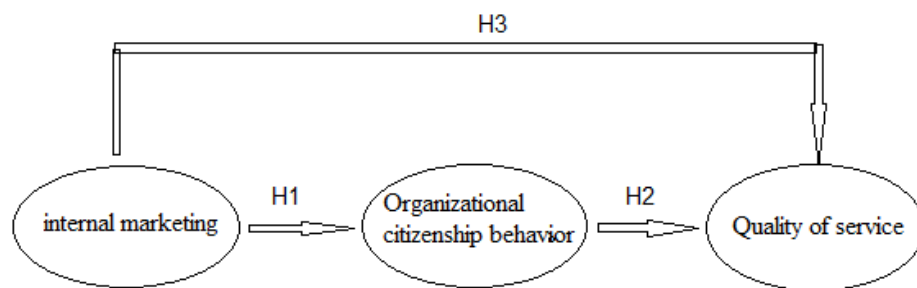


Figure 1. Conceptual Model

3. RESEARCH METHOD

The method used in this research is purposeful, applied and in terms of information gathering, a descriptive research is a descriptive-correlational study that specifically addresses the structural equation model. The statistical population of this study was to examine the internal marketing and organizational citizenship behavior of all frontline employees of post offices in Khorasan Razavi city in 1392, which is 388 people. In order to survey the quality of postal services, the statistical society, all subscribers (individuals) Over 18 years old resident in Khorasan Razavi province, according to the latest census in the country (1390), the population is over 413625 people (Iranian Center for Statistics).

For structural equations, 200 statistical samples are sufficient (Ghasemi, 2013). In this study, after the distribution of questionnaires, 214 opinions from each of the statistical communities (totaling 428 people) were used for statistical analysis Used.

3.1 Measurement Tools

In this study, the internal and external marketing questionnaire of the organization was evaluated by Forman and Muni (1995) with 15 questions. To assess the OCB, the standard questionnaire of Podsakoff et al. (1990) with 24 questions, as well as to assess the quality of postal services, was questionnaire. The SERVQUAL standard was used with 22 questions. All questions of the questionnaire were considered based on the Likert spectrum⁷. The reliability of the questionnaires was 0.938 for internal marketing variable, for organizational citizenship behavior variable 0.850 and for the service quality variable 0.928 was obtained which indicates That is, the questionnaires have the necessary reliability.

4. DATA ANALYSIS

4.1 Demographic Findings of Employees and Customers

Among the staff responding to the questionnaire, 87.9 percent are men and 12.1 percent are women, as 5.6 percent are single and 94.4 percent married. In terms of work experience, people with less than 5 years of work experience are the least frequent, and those with a job experience of 10 to 14 years of age have the highest frequency of 32.7%. In terms of age, people aged 50 to 59 years old with 6.5% and people aged 30-39 with the highest incidence of 51.4%. In terms of educational level, 49.5% have diplomas and diplomas, 23.8% have an undergraduate degree, and 26.6% are graduate students and higher. Also, 33.2% of the official statistical sample, 11.2% of the contract, is 55.6% of the contract.

Of the respondents to the 66.4% questionnaire, men made up 33.6%.

In terms of age, customers aged 50 and older with 8.9 percent, and customers with 29 years and below with 53.7 percent are the lowest and the most inferior, respectively. In terms of education, 29.4% had diplomas and postgraduates, 21% had an undergraduate degree, and 36.9% had 12.6% graduate degrees and higher. Also, in terms of communication with the organization, 58.9% of the sample population were less than 10 years old, 22.9% were from 10 to 19 years, and 18.2% were 20 years old and older with the organization.

4.2 Kolmogorov-Smirnov test, KMO and Bartlett test

The results of the Kolmogorov-Smirnov test show that the normal distribution of data is accepted and parametric tests and the maximum correctness method can be used in modeling structural equations. Also, the values of KMO and Bartle indices indicate the suitability of the data for factor analysis.

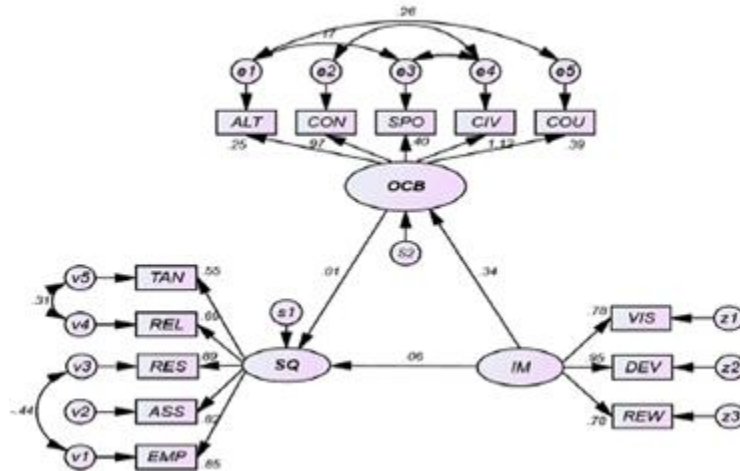
Table 4*Results of Kolmogorov-Smirnov test, KMO and Bartlett*

Variable	Number of data	average	Standard deviation	sig	KMO indicator	Bartlett's meaningful level
Internal marketing	214	3.692	1.353	0.101	0.927	0.000
Organizational Behavior	214	5.656	0.629	0.104	0.799	0.000
Quality of service	214	4.844	0.966	0.111	0.911	0.000
Total	214	4.731	0.644	0.913		

4.3 Check Hypotheses research

According to the subject literature and considering the standardization of the questionnaires, the observer variables for the internal marketing variable (IM) are: Outlook Transmission (VIS), Employee Improvement and Development (DEV) and Reward (REW). In the case of OCB, variables such as altruism (ALT), conscience (CON), chivalry (SPO), civic virtue (CIV) and politeness and courtesy (COU) are variable.

And also tangible items (TAN), reliability (REL), responsiveness (RES), assurance (ASS), and empathy (EMP) are variable variables for assessing the quality of service variable (SQ).

**Figure 2. Fitted Research Model**

$P=0/099$, $DF=56$, $CMIN=69/987$, $RMR=0.076$, $IFI=0.987$, $CFI=0.987$, $NFI=0.940$, $RMSEA=0.034$, $PNFI=0.675$, $PCFI=0.709$

Based on the fit model of the research, it can be said that the developed model is acceptable. The value of the chi-square in the research model and its comparison with the independence model is a good distance. The value of $P > 0.05$ indicates that

the covariance model of the model is not significantly different from the observed covariance structure and the model is generally approved and can be extended to an infinite society. The value of 0.076 for the RMR index indicates that by modifying the model's covariance (free or stabilizing covariance) at best, this index can be reduced to 0.076, which indicates its desirability. The IFI value indicates that the researcher has released a good number of parameters. The very good value of the CFI index shows that there is a high correlation between the variables of the developed model. The RMSEA index is rated 0.034 and in the optimal range of 90%. The CMIN / DF index of which 1 to 5 is appropriate for it and the values between 2 and 3 are very well interpreted. For the modeling model for the present study, the CMIN / DF of 1.250 is indicative of an acceptable status for the model. And the values of the PNFI and PCFI indices greater than the cutoff value indicate that the researcher has used the free parameters to define the free parameters, and it cannot be said that the small chi-square of the model is due to the large number of free parameters. (The degree of freedom 56 confirms this).

Also, regression coefficients indicate that hypothesis 1 on the significant effect of internal marketing on organizational citizenship behavior with regression coefficient was 0.344, $P = 0.010$. Assumptions 2 and 3, respectively, had a significant effect on organizational citizenship behavior on service quality with a regression coefficient of 0.006 and $0.919 = P$, the significant effect of internal marketing on service quality with regression coefficient of 0.059 and $P = 0.458 =$ were rejected.

5. LATERAL FINDINGS

5.1 Correlation test

To investigate the relationship between the dimensions of the main research variables, the correlation matrix is presented in Table 3 and further analyzed.

According to Table 3, the correlation between the dimensions of the realization variables was analyzed and interpreted:

Table 3

Correlation matrix of the dimensions of the research variables

Variable	Variable		Internal marketing			Organizational Behavior					Service quality				
	Dimension		Transition perspective	Improvement and development of employees	Reward	Kindness	Conscience	Chivalry	Civic virtue	Courtesy	Tangible items	Trustworthiness	Responsiveness	confidence	Sympathy
Internal marketing	Transition perspective	Pearson coefficient	1												
		Significance level													
	Improvement and development of employees	Pearson coefficient	0/740**	1											
		Significance level	0/000												
	Reward	Pearson coefficient	0/594**	0/741**	1										
		Significance level	0/000	0/000											
Organizational Behavior	Kindness	Pearson coefficient	0/174*	0/169*	0/115	1									
		Significance level	0/011	0/013	0/094										
	Conscience	Pearson coefficient	0/252**	0/224**	0/116	0/300**	1								
		Significance level	0/000	0/001	0/089	0/000									
	Chivalry	Pearson coefficient	0/039	0/060	-0/020	0/306**	0/394**	1							
		Significance level	0/572	0/382	0/766	0/000	0/000								
	Civic virtue	Pearson coefficient	0/382**	0/395**	0/308**	0/267**	0/371**	0/212**	1						
		Significance level	0/000	0/000	0/000	0/000	0/000	0/002							
	Courtesy	Pearson coefficient	-0/010	-0/016	-0/089	0/351**	0/437**	0/322**	0/356**	1					
		Significance level	0/884	0/811	0/197	0/000	0/000	0/000	0/000						
Service quality	Tangible items	Pearson coefficient	0/015	-0/028	0/012	0/030	0/015	-0/047	-0/096	0/024	1				
		Significance level	0/827	0/686	0/865	0/659	0/825	0/494	0/160	0/722					
	Trustworthiness	Pearson coefficient	0/093	0/027	0/043	0/095	0/083	-0/007	-0/034	0/022	0/572**	1			
		Significance level	0/174	0/697	0/536	0/168	0/228	0/919	0/620	0/746	0/000				
	Responsiveness	Pearson coefficient	0/061	0/014	0/022	0/039	0/082	-0/041	-0/060	-0/042	0/493**	0/633**	1		
		Significance level	0/372	0/838	0/749	0/569	0/232	0/551	0/384	0/545	0/000	0/000			
	confidence	Pearson coefficient	0/052	0/035	0/030	0/100	0/067	-0/067	-0/039	-0/024	0/460**	0/562**	0/722**	1	
		Significance level	0/451	0/607	0/662	0/143	0/326	0/327	0/572	0/726	0/000	0/000	0/000		
	Sympathy	Pearson coefficient	0/131	0/068	0/105	0/045	0/127	-0/102	-0/008	-0/079	0/467**	0/562**	0/649**	70 0/3	1
		Significance level	0/055	0/319	0/124	0/510	0/063	0/136	0/911	0/248	0/000	0/000	0/000	00 0/0	

** Indicator indicates that the correlation coefficient is significant at 0.01 levels.

* The indicator indicates that the correlation coefficient is significant at 0.05 levels.

- Correlation analysis between internal marketing dimensions and dimensions of organizational citizenship behavior

There was a significant relationship between dimensions of vision transfer and improvement and development of employees with altruism dimension with 95% confidence and with dimensions of conscience and civic virtue with a confidence of 99%. Therefore, it can be said that by creating an explicit vision and transferring it appropriately to the employees, as well as taking into account the needs of the staff and giving the necessary training along the lines of the vision, they can increase the sense of cooperation (dimensional friendship), they became more sensitive to their responsibilities to the assigned tasks (later, conscientiousness), and also led to active participation of individuals in tasks that increased the reputation of the organization (civic virtue). But with the transfer of perspective, employee training, and the satisfaction of their needs, it is not possible to modify the charisma or courtesy characteristics that have become the characteristics of the institutionalized.

There was a significant relationship between the reward dimension and the dimension of civic virtue with a confidence of 99%. Therefore, it can be said that using financial and non-monetary rewards, employees can only be encouraged to participate actively in Meetings, reading bulletins, and doing things that increase the profile of the organization. On the other hand, considering the amount of correlation coefficient (non-meaningful) between the reward dimension with the jumbo dimension (-0.020) and the correlation coefficient (non-meaningful) between the reward dimension with the literate dimension (-0.089), it can be said that the employee remuneration system Not only has not had a positive effect on the chivalrous and perverted behaviors of the staff and the politeness of the staff, but rather, they reinforce them, albeit negligibly, in the direction of the image.

- Correlation analysis between dimensions of organizational citizenship behavior and dimensions of service quality

There is no significant relationship between any dimensions of organizational citizenship behavior and quality of service dimensions. In its interpretation it can be said that:

- The lack of correlation between the dimensions of altruism and politeness and courtesy with the dimension of empathy makes this issue in mind that the kind of definition of the kind of two-sidedness, politeness and courtesy, as well as empathy in the provision of postal services, is in a great deal rather than the attitude and apparent behavior, But related to the type of service, and to a large extent they are financially meaningful. For example, it can be stated that due to the difference in the cost of the

postal services (respectively, the lowest cost: custom, trustee, pivot and special post), Sending items through services at a lower cost than many postal staffs is a sort of literary or philanthropic concept, and from the customer's point of view is a kind of empathy from the staff. In other words, the financial meaning of these dimensions is overshadowed and removed from their true meaning.

- The same effect can be mentioned in the dimensions of reliability and reliability. On many occasions, especially when a customer wants to send expensive or expensive documents, this behavior and behavior are not a matter of confidence Creates trust, but more powerful at that moment It requires a specialist approach to protecting the health of the workforce. In other words, the type of abstinence and politeness as well as the dimensions of capability Validity and reliability are more likely to materialize It can be said that feminist services are provided with a high level of refreshment and high quality services Customers are welcome.

- In many cases, laws and / or bureaucracies in the postal network discourage the appearance of any organizational citizenship behavior from employees, which in some cases are considered by mistrust, uncertainty, lack of friendship and lack of empathy.

Below are some postal rules:

* According to the distribution documents, the deliverer of the item will be responsible for its subsequent consequences.

*In accordance with the rules of the post, the person accepting the order shall be informed of any minutes regarding the postal items, the type of packaging and the terms of the order.

*Delivery of some postal items (such as a fuel card) only by providing all necessary documents

*The emphasis is on the lack of postal mailing of customer orders.

*The emphasis is on not posting customer postcards from post employees

- The significance of the relationship between dimensions of organizational citizenship behavior with the dimension of concrete cases implies that what is perceived by customers as tangible and apparent things does not actually mean the concepts of behavior and in fact, the visitor's perception of the customer It shows the equipment, the appearance of the equipment and the staff

- Correlation analysis between internal marketing dimensions and service quality dimensions

There is no significant correlation between any internal marketing dimensions and quality of services dimensions so it can be interpreted as:

Employees 'lack of belief in the use of their comments and suggestions on the implementation of long-term goals has led to the lack of strong beliefs and staff members' perceptions of the outlook drawn up by the company, and the lack of a complete and explicit outlook for the staff (the moderate posture of the transmitted eye Based on the one-sample T-test) is also due to the fact that it is not possible to improve any aspect of the quality of service through the outlook drawn Since the improvement and development of postal staff, including career advancements and training provided to employees, is currently related to the theoretical and specialist issues of the post, in which social and communication skills are fundamental to the correct implementation of marketing. Internal factors as well as factors that can affect each aspect of the quality of service Therefore, it cannot be expected that the reflection of the dimension of employee development and improvement on the quality of services would not be emphasized.

Considering that there is no significant relationship between the dimensions of rewards and the improvement of staff with the quality of services, it can be said that due to the existing conflicts between post staff (conflict between experience and Education, contradictions resulting from contradictions in the award of organizational roles to employees, conflicts between employees of the same level with the qualifications and type of employment, etc.), and its negative impact on the system of evaluation, promotion and remuneration of employees, ultimately led to There is no correlation between the dimensions of rewards, and the improvement and development of employees with the dimensions of service quality Not exist.

2.5. T-1 Sample Tests and Fridman

Table 4

Results of t1-test and Friedman test

Friedman test			T-test single sample									
			Test Value									
Rati ng	sig	Average rating	Average		Sig		95% confidence interval				Dimension	Variable
			Variable	Dimension	Variable	Dimension	Variable		Dimension			
							lower limit	Upper limit	lower limit	Upper limit		
2	0/000	2/21	3/692	3/997	0/001	0/873	0/489 7	- 0/1248	- 0/2386	0/1935	Transition perspective	Internal marketing
1		37/2		105/4		261/0			- 0/0789	0/2898	Improvement and development of employees	
3		42/1		995/2		000/0			- 1/2194	- 0/7899	reward	
4	0/000	2/60	5/656	5/470	0/000	0/000	1/571 4	1/7410	1/3422	1/5985	Kindness	Organizational Behavior
2		63/3		026/6		000/0			1/9213	2/1326	Conscience	
3		15/3		662/5		000/0			1/5084	1/8173	Chivalry	
5		83/1		004/5		000/0			0/8637	1/1448	Civic virtue	
1		79/3		116/6		000/0			2/0211	2/2121	Courtesy	
5	0/000	2/50	4/844	4/554	0/000	0/000	0/717 3	0/9742	0/3885	0/7197	Tangible items	Service quality
3		87/2		799/4		000/0			0/6414	0/9574	Trustworthiness	
2		98/2		868/4		000/0			0/7045	1/0315	Responsiveness	
1		03/4		343/5		000/0			1/1935	1/4149	confidence	
4		62/2		654/4		000/0			0/4039	0/8159	Sympathy	

According to Table 4, with 95% confidence, we can say:

The status of unfavorable internal marketing actions, and the status of organizational citizenship behaviors of employees, as well as the quality of postal services, is desirable from the point of view of the customers. The average dimensions of the transmission of the landscape, and the improvement and development of employees are equal to the average. The employee remuneration system is undesirable in terms of staffing. Regarding the dimensions of organizational citizenship behavior variables and the quality of services, statistical results indicate their desirability. Therefore, it can be said that customer perception of received services is more than their expectations and there is no gap in the quality of postal services

Therefore, it can be said that customer perception of received services is more than their expectations and there is no gap in the quality of postal services. Then, the improvement and development of employees has the most important role in the organization's support of the post company from its employees, and then the dimensions of the transfer of prospects and rewards have been. In other words, the most important concern of post employees regarding organizational support, in the first place, they expect the post company to train the capabilities needed to carry out current and future tasks and to pave the way for career progression. After meeting their educational needs, they seek to see the results of their activities in line with the outlook drawn to the bottom line and ultimately expect them to receive financial and non-financial rewards such as promotion. It can be said that the most important transcendental behavior from the viewpoint of postal staff is to prevent the creation of tension and problems for their colleagues (the dimension of politeness and decency) then conscientiousness, avoiding any misunderstandings from the organization (chivalry), voluntary contributions To colleagues (type two), and to actively participate in solving the current problems of the organization (civic virtue) in the next priorities. Prioritizing the quality of service by post customers means that the post company should, in the first place, focus on improving its reliability level in order to increase the quality of its postal services, and then, in order to meet the dimensions of accountability, reliability, Empathy and tangible things.

6. DISCUSSION

According to the statistical results, internal marketing has a positive effect on organizational citizenship behaviors. Considering the effect of internal marketing on the organizational citizenship behavior of post employees, it can be said that the organizational citizenship behaviors of postal staff have a significant (but insignificant, but somewhat low) degree of internal marketing efforts and other factor (s) has a more significant effect (relative to domestic marketing) 0.881 ($0.881 = 1 - (0.344) * (0.344)$) affects employees' organizational citizenship behaviors. The authors of organizational

behavior and marketing believe that the provision of such behaviors by employees requires two essential conditions: 1. Organizational Climate and Organizational Climate (Organizational Factors). 2. Personality traits of people (prayers and colleagues, 1388). If we consider domestic marketing actions as organizational factors, considering the desirability of the level of employee behavioral citizenship behavior, it can be said that the personality characteristics of post staff play a more significant role than the actions internal marketing has had such behaviors.

In contrast to the research (Castro et al., 2004) and in accordance with the study of prayer and colleagues (1388), the effect of organizational citizenship behaviors on quality of service was rejected. In order to justify this, it may be argued that the quality perception of many postal services by customers is beyond the perceived behaviors and outcomes of employees, the reasons for which can be summarized as follows:

1. The level of customers' attention to the role of employee behavior in providing postal services
2. Contradiction of some existing standards and standards in the provision of postal services with some dimensions of organizational citizenship behavior and quality of services on the one hand, and the lack of full knowledge of customers with postal codes on the other hand
3. In some postal services, in particular, accepting items, the financial cost of perceiving the quality of that service (especially in the empathy dimension perception) takes on a more colorful role than a person's behavior.
4. The level of risk and risk posed by customers when posting postal items is affected by the impact of interactions between employees and customers.

In this research, the effect of domestic marketing measures on the quality of services was rejected. This result is in accordance with the results of Amiri *et al.*, 2010. Based on the one-sample T-test, the status of internal marketing actions from the viewpoint of poor post staff and quality of perceived service by customers is considered desirable. Therefore, it can be said that this situation is in accordance with the "imposed" mode defined by Neigel (1994) has it. Naille (1994) believes that in a situation where the level of job satisfaction is low but the level of customer satisfaction is appropriate, a kind of imposition has been imposed. In other words, according to the results of this research, frontline staff members are forced to provide services if their organizational support is insignificant.

7. PRACTICAL SUGGESTIONS

- a. Considering the existence of a significant relationship between internal marketing and organizational citizenship behavior and some of their dimensions, some actions by the post company managers are recommended:

1. In order to strengthen the beliefs and beliefs of post employees about the outline and to correctly transfer them to employees, their constructive ideas are used to achieve the long-term goals of the post company.

2. Considering the impact of Post's vision on altruistic behaviors, conscientiousness and civic virtue of employees, it should emphasize on post-vision statements on messages about altruistic behaviors, conscientiousness, and employee behavior.

3. Considering the significant relationship between employee development and improvement and the dimensions of altruism, conscience and civic behavior, trainings about the dimensions of altruism, conscience and civic behavior should be arranged by the post company.

4. Considering the significant relationship between rewards and civil behavior, if the post company seeks to raise its profile in society, one of the best solutions is to review the system of performance appraisal, pay and employee remuneration, and eliminate conflicts is among the staff.

5. Considering the importance of the role of communication in domestic marketing, training courses should be considered for raising the staff's skills and abilities.

b. In order to promote organizational citizenship behaviors, post staff members are referred to as:

1. Particular attention will be paid to informal relationships among customers and employees so that using organizational citizenship behavior to strengthen the positive aspects of these relationships will greatly reduce the negative effect of existing laws and bureaucracies on the quality of customer perceptual services.

2. Considering that some personal characteristics such as conscientiousness and adolescence which instill in him before entering the organization, or some others, such as friendship and politeness which, although they are acquired, however, have a longer time to change the attitude of individuals and substitutions A new attitude is needed, so it's best to pick people who have these features in the recruiting and recruiting process.

3. Considering the shadowing of financial requirements and postal codes, post employees and postal users consider the concepts of organizational citizenship behaviors to be considered in the revision and more precise definitions of such behaviors, the characteristics of postal services, financial claims, and postal codes.

c. As regards improving the quality of postal services, the following suggestions are mentioned:

1. Considering the inherent difference between some postal services such as distributing and accepting items with an empathy dimension of the quality of service, it is desirable to re-write the empathy dimension with consideration of service requirements and postal costs.

2. Considering the importance of internal marketing measures in this research The name of a horse and the quality of perceptual services provided by customers Excellent), so post office should be improved in Internal marketing actions (especially in the field of software development and design)I want to compensate for your work, and pay attention to this It is worth knowing that, having met the needs of its employees, it will eventually Providing higher quality services

3. In order to improve the dimension of concrete material, the post company uses the system of dressing up and improving the work environment (5s).

4. In many cases, customers have unreasonable or unworkable requests, and in some cases outside the internal and international postal regulations, they must be informed and informed. Post Public Relations can provide a report on such requests, and the reasons for not fulfilling each request are individually exposed to customers' views. Applying such an approach will increase the degree of compliance between customer expectations and the way that postal services are provided by employees.

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