

Modeling the impact of internal marketing on Brand image in banking industry (case study: BMI)

Seyed Majid Seyed Hoseini

Department of management, center Tehran Branch, Islamic Azad University, Tehran, Iran.

*Sina Nemati Zadeh**

Department of management, center Tehran Branch, Islamic Azad University, Tehran, Iran.

Corresponding Author Email: sina.nematizadeh.1351@gmail.com

Mirfeiz Falah Shams

Department of management, center Tehran Branch, Islamic Azad University, Tehran, Iran.

ABSTRACT

In today, human resources are considered one of the most important intangible assets and the main source of sustainable competitive advantage in the organization. If organizations want to have an ongoing life in today's competitive world, the only way is to pay attention to their human resources as the main organization's capital and continuous effort to meet their needs. Also, creating a positive mental image of employees is often considered as a key factor in success and in creating a sustainable competitive advantage, especially in service industries, which considering them can be effective in consolidating the status of service providers in competitive markets. Therefore, the present research studies the effect of internal marketing on brand image through emotional labor, organizational commitment, service quality and competitiveness variables. The present research, in terms of purpose, is an applied study and in terms of data collection method, is descriptive and in terms of relations between variables, is causality and disability. The results showed that internal marketing has positive and significant impact on emotional labor, organizational commitment, and service quality, but has no impact on competitiveness. Also emotional labor has positive and significant impact on organizational commitment and finally organizational commitment, service quality and competitiveness have positive and significant impact on brand image.

Keywords: Internal Marketing, Emotional Labor, Organizational Commitment, Service Quality, Competitiveness, Brand Image

Introduction

If organizations want to survive in today's competitive world, the only way is to pay attention to their human resources as the organization's main asset and to continually strive to meet their needs. As a result, organizations should focus on developing and reinforcing an organizational culture that emphasizes the satisfaction of internal customers (employees) as much as external customers. The manpower of the organization carries the burden of sustained competitive advantage. If the needs and expectations of this

workforce are not met and viewed as a disadvantageous asset rather than as the main capital of the organization, it will not be possible to provide proper and valuable products and services for the customers

The main assumption of internal marketing is to treat employees as the most valuable asset of the organization and to treat them as internal customers, which leads to the competitive advantage gained by the organization. Internal marketing acts as a comprehensive management marketing process that integrates multiple functions of the organization into two paths. First, it enables all employees at all levels of the organization, business, and activities to understand and experience the different processes within the context of an environment. Secondly, it makes all employees motivated to work in a service-oriented way. Some consider internal marketing as a vital component of market orientation, and some have declared that internal marketing should overtake external marketing (Kotler & Armstrong, 2004). Therefore, internal marketing is critical for the organization to enhance the quality of services and create value for both internal and external customers. On the other hand, in many jobs, employees not only have to do the physical and mental work as a part of the job, but they also have to do what is called Emotional labor. Also, creating a positive mental image in customers is often considered as a key factor for success and creating a lasting competitive advantage especially in the service industries, which can help to strengthen the position of service providers in competitive markets. In order to differentiate their services, banks also use a positive mental image in the minds of their customers and employees, which leads to customer and employees' satisfaction and loyalty. (Hamid, 2013). Therefore, paying attention to the positive mental imagination of customers and employees to the bank brand and identifying the factors affecting it has become an essential necessity for banks today. Previous researches have overlooked how internal marketing impacts to positive brand image and the role of variables such as organizational commitment and emotional performance. Given these issues, it also seems necessary for managers to consider the role of internal marketing in order to make the placement programs more effective. The present study attempts to resolve these issues. Therefore, considering the importance of the role of internal marketing in creating a positive mental image in the employees' minds, this study aims to present a model to investigate the direct and indirect impact of internal marketing on the mental image of an organization brand through the role of emotional labor, organizational commitment, services quality and competitiveness. According to the results of this study, bank managers are aware of the importance and impact of internal marketing, and on the other hand, they are aware of the affecting factors on subjective image of the brand, which is influenced by internal marketing itself.

Literature Review

Internal Marketing: In the service marketing literature, the concept of customer has been studied with both internal customers and external customers. Internal customers are the employees of the organization. In this regard, in explaining the importance of paying attention to the internal market or the organization's staff, by reviewing 274 articles published in the top four journals of tourism marketing from 2008 to 2010, the crucial role of employee satisfaction in the satisfaction of external customers of the organization has been emphasized. Introduced elements for internal marketing include employee development, rewarding employees, and perceiving and internalizing the organization's future vision for employees. (Atefat Doost & et al., 2013).

Emotional labor: Often, emotional labor is described by emotion management as part of the role of work and the use of different strategies to express emotion in interacting with the client. Emotional labor, on the other hand, is different from physical work and intellectual work, and in order to maintain the rights provided by the organization, employees adapt emotional labor to the rules and regulations that apply to customers in order to maintain a positive relationship between the organization and customers. (Fu, 2013) Emotional labor also has two levels: the surface action in which one expresses only emotionally in order to meet expectations, such as through facial movements, modulating their tone of voice, posture, and gestures, without that the feeling has actually changed and the deep action that is the process of changing the inner feelings in order to experience and express appropriate emotions. (Mathisen & Vestly Bergh, 2016)

Organizational Commitment: Organizational commitment is the bonding of individuals with the organization that is characterized by the three factors of strong belief and acceptance of the goals and values of the organization "emotional Commitment", high willingness to strive for the organization, "continuous commitment" and strong desire to remain in the organization "task Commitment". (Movahed, 2004) The Meyer and Allen model consists of content developed from emotional commitment, meaning integration with the organization, normative commitment based on ethical principles, and continuous commitment based on the benefits of incurring costs and separation from the organization. Organizational commitment is generally categorized into three categories: emotional commitment that expresses one's emotional dependency and strong belief in the organization and acceptance of the organization's goals. Continuous commitment that includes the perceived costs of leaving the organization and strives to achieve the goals of the organization, and a normative commitment that demonstrates the need and sense of duty to remain in the organization and the perfect desire to remain in the organization. (Clark & Rios, 2007)

The quality of service: Quality of service is the judgment of the customer about the total benefits or advantages. This is a kind of attitude that results in a comparison between perceived expectation and the services rendered (Karimi Alavijeh & Mohammad Amini, 2017). Service quality is one of the key factors affecting customer behavior in the service field, which has been extensively studied in marketing. The most common definition of service quality in the literature relies on the consumer's general judgment of product or service superiority. (Ebrahimi & Mansouri, 2013). In the service quality literature, the most common model for service quality measurement is the SERVQUAL scale, which is based on the Gap model by Parasuraman, Zitamel and Barry. They used the five dimensions of tangible factors, Credibility, Accountability, Reliability and Empathy as the basis for building a service-quality tool known as the SERVQUAL model. In their research, Parasuraman and his colleagues emphasize that SERVQUAL is a stable and reliable measure of service quality. They also declare that this tool is applicable to a wide range of service areas.

Competitiveness: Competitiveness is one of the topics that has attracted the attention of economic researchers in recent years. Today, economists use the word competitiveness in different meanings and dimensions. Researchers use the word competitiveness in the micro and macro dimensions. At the micro level, firms compete for resources to produce a commodity and gain market share. In this sense, competitiveness is calculated through relative market share, innovation and growth, and firms seek to improve their overall market performance using competitiveness strategies. Another definition of competitiveness can be viewed from the sources of competitiveness viewpoint. According to this view, three classes are considered as sources of competitiveness, which include technology, enterprise and human resources, because competitiveness with a human resource origin is much more sustainable than other sources of competitiveness and less can be imitated by competitors. (Kavianipour & et al, 2014). Porter considers the dimensions of competitiveness in innovation and creativity, competition intelligence, operations and strategy, human resources and customer orientation.

Brand image: Today, brand name is considered as a pillar of competitive play between organizations that must be carefully defined, created and managed so that organizations can rely on it to maximize profitability. (behabadi, 2009) When it is difficult to distinguish products or services based on their tangible quality characteristics or even when the goods and services offered are similar, shoppers react differently to the subjective image of the company or brand of product being manufactured. views the subjective image as the consumer's perception of the brand's personality, but describes the brand as the product of the company's relationship with customers. (Motemani & et al, 2010).

Alrich(2009) introduced the dimensions of brand image as trust in management and operations, trust in employees, and satisfaction and loyalty.

Development of hypotheses and conceptual model

Although companies in branding strategies usually focus on product and company brand development, the concept of internal marketing and its benefits can be applied in the area of human resource management. Mosala and Kavandi (2017) concluded that internal marketing is recognized as an intra-organizational tool for executing organization strategies and seeks external customer satisfaction through employees as

intra-organizational customers. But the prerequisite is for employees to enjoy their work environment first and foremost to be proud of their job duties, because dissatisfied employees have never been good transmitters for the brand of organization and do not create a positive image and experience of the organization in the minds of the customers. So the first hypothesis is as follows:

Hypothesis 1: Internal marketing has a significant impact on brand image.

Keivan Ara et al. (2015) find that the level of emotional labor among executive managers and nursing is at a moderate level and that the job satisfaction, deep interactions, and actual emotions are higher than average levels, but the level of surface action was lower than the average level. There is also a significant and direct relationship between emotional labor in terms of actual emotions and job satisfaction. But there was no significant relationship between other aspects of emotional labor such as surface and deep action and job satisfaction. Finally, it was concluded that the closer the emotional labor of managers is to their true emotions and the more in-depth they are, the greater their job satisfaction. So the second hypothesis is presented below:

Hypothesis 2: Internal marketing has a significant impact on emotional labor.

Salimi (2014) defines internal marketing as a social process that can change employees and enable them to maintain positive work attitudes such as organizational commitment, job satisfaction, and job inspiration. In his research, he concluded that internal marketing had a positive impact on organizational commitment. Accordingly, the third hypothesis of the study is as follows:

Hypothesis 3: Internal marketing has a significant impact on organizational commitment.

Seyed Javadin et al. (2011), in a study of internal marketing take a step towards improvement of organizational citizenship behaviors and quality of service (research about Great Tehran Gas Company). The purpose of this article is to identify the impact of internal marketing practices on organizational citizenship behavior and service quality. The results show that internal marketing practices in the National Iranian Gas Company have been able to improve employees' quality of service according to a conceptual model of organizational citizenship behavior. According to the research done by Tabatabai et al. (2010), improving staff performance will lead to improved quality of service and greater satisfaction with service delivery. Therefore the fourth hypothesis is presented as follows:

Hypothesis 4: Internal marketing has a significant impact on service quality.

Competition affects a company's choice of structure, practices, and standard of performance, and forces companies to take on strategic vulnerabilities at times, which leads to access untapped resources of competitive value. In this case, managers need to adopt strategies to maximize performance in order to best adapt to their company's external environment. (Adnan & et al, 2016) Among these measures, changes in corporate Human Resources strategies can be mentioned that play an important role in enhancing and improving corporate performance. Therefore, the fifth hypothesis is presented below:

Hypothesis 5: Internal marketing has a significant impact on competitiveness.

Feelings of meaningful work in employees may cause them to be fully (physically, mentally, emotionally, and spiritually) dedicated to the organization and work beyond their assigned limits, which ultimately leads them to have a more emotional connection with their organization. In addition, numerous studies have been conducted on the relationship between emotional labor and organizational commitment (Fani & et al, 2011 & Isa Khani & et al, 2012), all of which emphasize the positive and significant impact of emotional labor and organizational commitment. Therefore, the sixth hypothesis is presented as follows:

Hypothesis 6: Emotional labor has a significant effect on organizational commitment.

A study was conducted by Mirzamohammadi and Abdolmaleki(2010) to investigate the relationship between organizational commitment and quality of service delivery in non-academic staff of Shahed University. The results showed that there is a significant and positive relationship between people's commitment and stability and reliability of services and their accountability. Accordingly, the seventh research hypothesis is as follows:

Hypothesis 7: Organizational commitment has a significant impact on service quality.

Since internal branding creates a common understanding of the brand across the organization, it enables employees to incorporate the brand agreement into their service delivery. In this case, it can be said that internal branding helps employees understand brand values. Employees 'sense of belonging to the

organization and the brand is increasingly vital to work and everyone, especially in the context of service organization brands that employees' attitudes and behaviors can build or break the brand. Employee perception of the brand that is the result of branding activities can create and promote important attitudes such as organizational commitment, job satisfaction, loyalty, etc. (Bigdeli, 2012). Therefore, the eighth hypothesis of the research is as follows:

Hypothesis Eight: Organizational commitment has a significant effect on brand image.

Njovo and Makacha(2015)conducted a research entitled "key factor in organizational competitiveness using the SERVQUAL model" and concluded that service quality has a positive and significant effect on organizational competitiveness, as well as the quality of service is a tool that is useful for facilitating and preparing the benefits that put companies in a good position to compete. Accordingly, the ninth research hypothesis is as follows:

Hypothesis 9: Service quality has a significant impact on competitiveness.

The factors such as price, discounts, brand-related advertising and ultimately the quality, packaging design and appearance of the brand which creates loyalty to the brand, influence the choice of a brand. A research in China's telecommunications industry showed a positive and significant relationship between quality of service and mental image of the company. Mehrani & et al (2014) confirmed in their research that service quality has a positive and significant effect on the mental image of the company. Accordingly, the tenth hypothesis of the study is as follows:

Hypothesis 10: Quality of service has a significant effect on brand image.

According to Rayo & et al (2008) service quality provided and brand image are among the most important factors in the consumer decision making process, and often are key drivers of success and create a sustainable competitive advantage, especially in service industries. Also the creation of a proper mental image can be effective in consolidating organizations in competitive markets. Accordingly, the eleventh research hypothesis is as follows:

Hypothesis 11: Competitiveness has a significant impact on brand image.

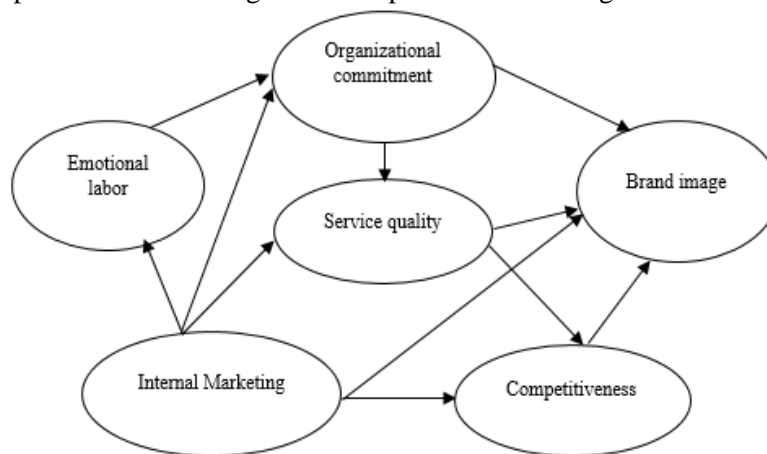


Figure 1. Conceptual Model of Research (Source: Theoretical Principles of Research) Method

This research is of practical purpose. While presenting a conceptual model using research variables, it examines the pattern in the branches of the Bank Melli Iran in Tehran province and in terms of nature is a descriptive-correlational method of structural equations. The statistical society of this study is staff of Bank Melli Iran in Tehran province. Random sampling was used in this study. For this purpose, 30 samples were selected and questionnaires were distributed and collected. By inserting the variance obtained from the initial sample into Cochran's formula, the number of samples obtained with respect to the initial sample variance (S), 95% confidence level, and 5% error ($d = 0.05$) is estimated to be 311 and finally, 340 questionnaires were distributed, from which the required number of completed questionnaires was collected.

$$\left(\frac{Z_{\alpha} \times S}{d}\right)^2 = \left(\frac{1.96 \times 0.45}{0.05}\right)^2 = 311 \tag{1}$$

In this study, the subjective image of the Bank Melli Iran brand is the dependent variable and the internal marketing is the independent variable. Organizational commitment, emotional labor, quality of service, and competitiveness can also be considered as mediator or intermediary variables. In this research, the main tool for data collection is questionnaire. To evaluate the normality of population distribution using SPSS 22 software, the skewness and kurtosis of the obtained data were investigated.

The results of normality tests are shown in Table 1. As it can be deduced from the table, the variables have a suitable procedure and distribution, since for normal data, a kurtosis of less than 7 and a skew between +3 and -3 have been suggested, indicating that all variables are normal according to the following data.

Table 1. Results of the normality of the variables

brand image	competitiveness	Service quality	Emotional labor	Organizational commitment	Internal marketing	Variables
1/061	1/568	-0/010	-0/214	-0/318	-0/248	skewness
0/138	0/138	0/138	0/138	0/138	0/138	Standard skew error
0/554	3/156	-0/596	-0/865	-0/446	1/035	kurtosis
0/276	0/276	0/276	0/276	0/276	0/276	Standard kurtosis error

Findings

In the descriptive statistics section, data from gender, age and education are analyzed. Among 311 members of the sample, nearly 46 percent were female and 54 percent male, 8 percent under 10 years of work experience, 36 percent between 10 and 15 years of work experience, 44 percent between 15 and 20 years of work experience, and 12 percent more than 20 years of work experience. Also, 20% of the respondents had diploma and associate degree, 47% had a bachelor's degree, 25% had a master degree and 7% had a doctorate degree. In the inferential statistics, Pearson correlation coefficient was used to investigate the relationship between research variables using SPSS22 software and to test research hypotheses, the structural equation modeling with PLS software is used.

Table 2. Validity and Reliability Results of Research Model Variables

Average extracted variance (AVE>0/4)	Combined Reliability Value (CR)	Cronbach's alpha coefficient value	Measured variable
0/506342	0/924688	0/911260	Internal marketing
0/417457	0/915552	0/903882	Organizational commitment
0/401180	0/894742	0/872630	Emotional labor
0/498277	0/887316	0/866279	Service quality
0/469839	0/890823	0/872630	competitiveness
0/403592	0/908528	0/892295	Brand image

According to the values in Table 2, all values of Cronbach's alpha coefficient and combined reliability are greater than 0.7, indicating suitable internal consistency for model measurement. Also, the Average Extracted Variance (AVE) is more than 0.4, indicating a high degree of correlation of each structure with its indices and appropriate fit to the model. Some sources consider this value as 0.5.

Table 3. Correlation analysis between research variables

Brand image	competitiveness	Service quality	Emotional labor	Organizational commitment	Internal marketing	Change
					1	Internal marketing
				1	0/408	Organizational commitment
			1	0/565	0/522	Emotional labor
		1	0/707	0/686	0/455	Service quality
	1	0/293	0/210	0/255	0/024	competitiveness
1	0/320	0/302	0/310	0/374	0/343	Brand image

As Table 3 shows, there is significant correlation at the level of 0.01, between the research variables at the confidence level of 0.99.

Structural Model of Research:

Standard Coefficient Estimation Model

The purpose of this section is to test and investigate the research hypotheses. In the following, a model is presented which "confirms or rejects" the hypothesis with respect to the meaningful numbers (T-Value). As Figure 2 shows, internal marketing affects 0.13, 0.55, 0.20 and 0.12 on organizational commitment, emotional labor, service quality, and brand image, respectively. Emotional labor with 0.53 affect organizational commitment and organizational commitment also affect 0.64 and 0.33 on service quality and brand image respectively and on the other hand service quality with 0.41 and 0.22 affect competitiveness and brand image and ultimately competitiveness with 0.50 affect brand image.

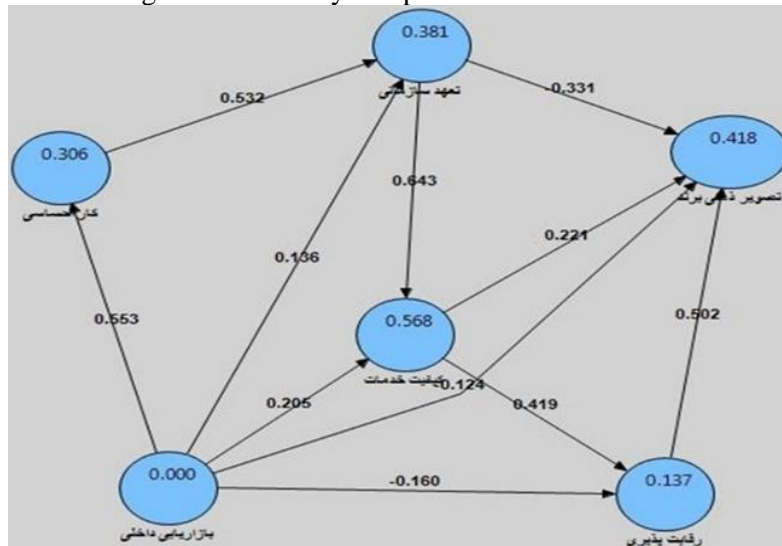


Figure 2. Standard Coefficients Research Model

Meaningful Numbers Model

The Meaningful numbers of these paths, as shown in Figure 3, are greater than absolute value 1.96, except for the relationship between internal marketing and competitiveness. So these relationships are meaningful. Table 4 summarizes the results of the hypothesis testing.

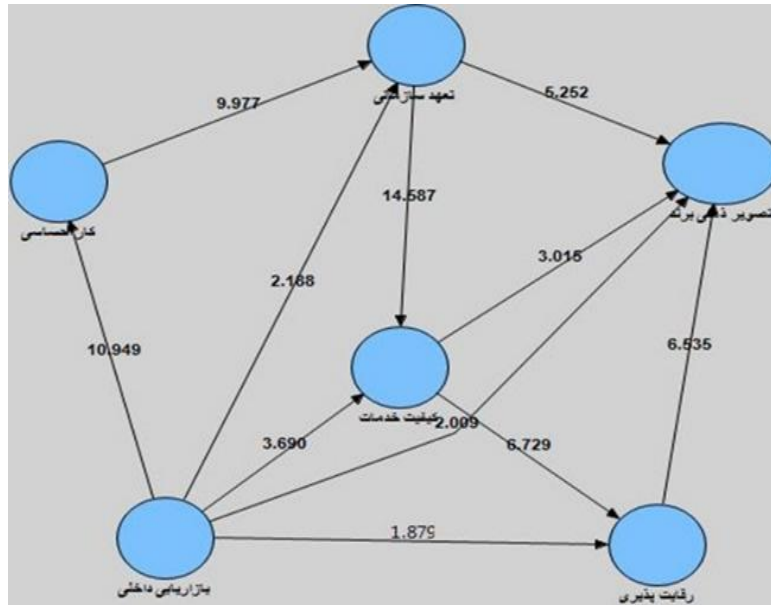


Figure 3. Research model in meaningful numbers mode

Table 4. Summary of Structural Model Research Results

Result	Meaningful Numbers (t-value)	Standard coefficient (β)	Relationship	Hypothesis
Confirm	2/009	0/12	Internal marketing to the brand image	1
Confirm	10/949	0/55	Internal marketing to the emotional labor	2
Confirm	2/188	0/13	Internal marketing to the organizational commitment	3
Confirm	3/690	0/20	Internal marketing to the service quality	4
Reject	1/879	0/16	Internal marketing to the competitiveness	5
Confirm	9/977	0/53	Emotional labor to the organizational commitment	6
Confirm	14/587	0/56	Organizational commitment to the service quality	7
Confirm	5/252	0/33	Organizational commitment to the brand subjective image	8
Confirm	6/759	0/41	Service quality to the competitiveness	9
Confirm	3/015	0/22	Service quality to the brand image	10
Confirm	6/535	0/50	Competitiveness to the brand image	11

Model fitting analysis

The criterion or GOF index is used for overall model fitting in PLS analysis. In other words, we use the GOF index or criterion to evaluate the validity or quality of the model in PLS analysis. This is a numerical index between zero and one, the closer it is to one, the higher the quality and reliability of the model. The GOF index is related to the general part of structural equation models, which by this criterion, the researcher can also control the general part fitting after examining the fitting of the measurement section and the structural part of the general model of his research. The GOF index or criterion is calculated by the following formula:

$$GOF = \sqrt{\text{communalities} \times R^2} \tag{2}$$

In this formula, communality is the average subscription values for each structure in PLS model, and R² is the R squares and the mark at the top of these indices in the GOF formula shows that if there is more than one coefficient of determination and the average share, it should be averaged and put in the formula. Usually the values obtained from this formula which are higher than 0.35 indicate acceptable validity in the PLS model. Three values of 0.01, 0.25, and 0.36 are introduced as weak, moderate and strong values for GOF. This criterion is calculated by the following formula:

Table 5. GOF criteria

	Communality	R Square
Internal marketing	0/506342	
Brand image	0/403592	0/762325
Organizational Commitment	0/317457	0/419682
Competitiveness	0/269839	0/149485
Emotional labor	0/401180	0/634806
The quality of service	0/298277	0/642771

As a result, $\overline{\text{communality}}$ is 0.35 according to the values of R^2 shown in the table above. Therefore $\overline{R^2}$ is: 0.52. Thus the calculated GOF value is as follows:

$$\text{GOF} = \sqrt{0.35 \times 0.52} = 0.42$$

Considering the three values of 0.01, 0.25 and 0.36 as weak, moderate and strong values for GOF, the obtained 0.42 indicates strong model fitting.

Conclusions

This study examines the impact of internal marketing on the brand image. Internal marketing, by Beri definition, includes: recruiting, developing, motivating, and retaining the best employees using jobs that meet their needs. Researchers have likened internal marketing to the fact that employees are the customers of the organization, and the product that is sold to them is their job which should fit their needs, while at the same time, bring the organization to its goals. There are three dimensions for this concept: Employee development, remuneration system and providing vision.

This study shows that internal marketing has a positive impact on the subjective image of the brand and also enhances the emotional labor, organizational commitment and quality of service. This result is consistent with the findings of Behzadi (2016) and Haghghi et al. (2014).

The results of this study, contrary to the findings of Ahmad and Rafiq (2003), did not confirm the impact of internal marketing on competitiveness.

Emotional labor containing both superficial and profound activities when occurs that employees express their feelings that includes suppressing sensed excitements and mimicking not-sensed excitements. This study shows that emotional labor has a positive effect on organizational commitment and increases organizational commitment. This result is consistent with the findings of Zapf and Holz (2006).

Emotional commitment is the most important part of organizational commitment and indicates the individual's emotional attachment to the organization. Employees with an emotional commitment remain in the organization, because they tend to stay. Continuous commitment is related to the desire to stay in the organization for the rewards of staying there or the costs of leaving the organization. In this dimension, the employees conclude that they need to stay in the organization because of the need and cost-benefit analysis. Normative commitment is defined as a kind of commitment and a sense of duty to stay in the organization because of ethical principles. This study showed that organizational commitment has a positive effect on service quality. This result is consistent with the findings of Seyed Javadin et al. (2015).

In the service sector, quality assessment is carried out during the service delivery process. Marketing researchers have identified five key dimensions of service that customers use to judge the quality of service. These five dimensions are tangibility, reliability, responsiveness, assurance and empathy (Sayed Javadin, 2015)

The results of this study showed that the quality of services has a positive impact on the competitiveness of the organization and brand image. These results are consistent with the findings of Lahap et al. (2016) and showed that the impact of competitiveness on brand image is significant.

According to the results of testing the hypotheses and the impact of internal marketing on brand image, managers need to emphasize internal marketing as a priority for their actions in order to create an appropriate mental image for the organization from the employees' perspective.

Hypotheses 2, 3, 4, and 5 illustrate the impact of internal marketing on emotional laboring, organizational commitment, quality of service, and competitiveness (relation to competitiveness was rejected). Therefore, in order to enhance emotional marketing, organizational commitment and quality of service through internal marketing, it is best to focus on the elements of internal marketing such as providing a suitable vision, staff development such as training why and how to work and develop knowledge and skills as well as optimal remuneration system such as adapting to staff needs.

Other hypotheses of this study are the effect of emotional labor on organizational commitment, organizational commitment on service quality and brand image, service quality on competitiveness and brand image, and competitiveness on brand image which all have been approved. Emotional labor is the use of different strategies for expressing emotions in interacting with the client, and the commitment derives from an interest and loyalty to the work and a strong belief in organizational values. Doing meaningful work for employees may cause them to be fully (physically, mentally, emotionally, and spiritually) dedicated to the organization and work beyond their assigned limits, which will eventually lead them to a more emotional connection with the organization and ultimately increase the quality of service provided. Therefore, if managers want employees to have a high organizational commitment, an emotional and cognitive bond must be created between the individual and the organization so that a positive mental image of the organization can be created in the employees, and employees see themselves as part of the organization and work with all being and feeling. Managers can increase employee's satisfaction and loyalty by trusting employees, supporting them, and building friendly and emotional relationships thereupon enhance their level of organizational commitment, quality of service and competitiveness. Also, according to the key role of emotional labor in creating organizational commitment and ultimately a positive mental image of the organization, managers should focus on aspects of internal marketing such as proportional reward with individual effort, applied training and personalization, job improvement and its enrichment that are likely to cause positive emotions in staffs.

Since the current research model examines an industry (banking) and a brand, and its statistical population is a city, one should be cautious in generalizing it. It can also be reexamined by testing this model in other service sectors, such as in the insurance, hospital and hospitality industries, or testing the model in two different industries to increase its generalizability. Other limitations of this study include ignoring demographic variables in the locus of control variables. Because the extent, age, education, income, gender, and other demographic variables are likely to affect the relationships among the variables. Thus, other researchers can control demographic variables or examine the moderating role of these variables in terms of emotional labor, organizational commitment, and service quality and endogenous variables in this model. They also identify other aspects of emotional labor, organizational commitment, quality of service, and competitiveness through qualitative research. On the other hand, researchers can measure the impact of internal marketing on other influential variables between employees and the brand image, such as brand culture, organizational identity, and work attitudes.

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