THE IMPACT OF MANAGEMENT'S COMMITMENT IN INTERNAL MARKETING ON WORKING ATTITUDE OF STAFF IN THE IRANIAN CENTRAL OIL COMPANY IN TEHRAN WITH REGARD TO THE ROLE OF INTERNAL COMMUNICATION (FORMAL AND INFORMAL)

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Abstract. This research, is an applied research in terms of purpose, and is cross-sectional study in terms of descriptive-analytic method with survey approach, and is causal. Reliability of tools has been approved as (0, 96) by Cronbach's alpha and the validity was approved first ostensibly and then was 0, 72 based on KMO factor analysis. The spss software is used in descriptive statistical analysis and to test the hypotheses from structural equation modeling LISREL software is used in which results show that management commitment in internal marketing has positive effect on understood working attitudes of employees. Considering the results of the study, with increased management commitment in internal marketing of Iranian Central Oil Fields Company the internal communications of official staff of this company will strengthen.

Keywords: perception of management commitment - internal marketing - formal internal communication - attitude to work

1. Introduction:

In order to create a positive working attitude among staff, service delivery managers must be committed to employees. Result of management commitment in organizations is that to provide benefits for employees that employees willingly try to achieve organizational goals. Nowadays internal marketing is an integral part of management science and how its enforcement has undeniable impact on the profitability of companies. On the other hand, one of the assets of any organization is its employees and satisfied and empowered employees is one of the necessary conditions for progress of each organization (Eric et al. 2016).

So any manager and organization should do set of actions to create a positive attitude among staff. Nowadays internal marketing is known as a strategy for the implementation of organization programs. Studies in this area suggests that internal marketing activities improves competitiveness and enhances competences through influence and motivating employees (Dehghan and Fathi, 2013).

Internal marketing can be considered as a source of competitive advantage. By which managers can prepare and provide a context for performance improvement due to underlying factors in creating a positive attitude to work among their employees. A person can have thousands of attitudes, but in organizational behavior attention is paid on a limited number of attitudes about the job, which include: Job satisfaction, professional affiliations, organizational commitment (Abzari et al. 2010).

In organizations where employees have less positive attitudes toward their jobs there is higher absenteeism, lower job satisfaction and higher displacement. Internal marketing, can cause changes in employee attitudes and consequently, staff eagerly provide high quality service (Cooper and Cronin, 2011).

The important issue that is emphasized more in internal marketing is organization communications. Managers are always in idea of finding ways to communicate efficiently with their employees in order to maintain optimal efficiency and supply goals (Amini and MirDamadi, 2008). A senior executive or manager must understand that success of the organization in maintaining its goals, depends on effective communications network. If CEO know himself committed to communication with words and deeds, the rest of the organization will also obey him. Successful and leading companies consider relationship with employees as important and crucial process of management. Management commitment in organization and attention to the communication topic, whether it is formal or informal, can play a crucial role in promoting working industry attitudes (Shafiabadi, 2010).

There is types of communication methods that are done over a wide area and in official environments. Social communication and a communication that is established in organizations and administrative educational system for communicating regulations and rules with subordinates. Official relations means conscious network structure of roles in an organization or among several organizations which officially organized and determined. Formal communication is scheduled structure of roles, which is formally organized. In other words, formal communication, is a system or network of communication and disposal that connects together individuals and groups doing important tasks (Qadikalayi et al. 2013, Cascio et al. 2010, Robbins, 2014).

In organizational charts, can show formal structure of the organization and who is responsible for what type of work or activity. Also organizational chart can determine institutional weaknesses, such as additional work or potential conflicts. But the organizational chart makes some features of organizational structure remain hidden from sight (Rostami, 2016). From one perspective, organizational charts suggests that people at the same level, has the same or equal authority and responsibility; While this situation not always is true; Organization Chart cannot cause problem in relationships between individuals (non-official organization), or be stumbling block (Kim, 2012).

Zarei (2007) did a research with the title of "impact of management commitment to internal marketing on the attitude of employees in three star hotels in Esfahan city". The aim of this study was to examine the management commitment to the attitude of staff with mediating variable of internal marketing (official and non-official internal communications). Results of this research is that confirmed internal marketing practices, including formal and informal communication, the only exception was direct relationship between the official communication and attitude and this relationship was moderated by informal communications, therefore hotel managers effectively used informal channels of communications (Shermer et al. 2006).

Eric et al. (2016) studied the effect of trust and commitment on the internal marketing. Their goal was to evaluate the effect of trust and commitment on internal marketing in the hospital industry. The results showed that commitment and trust in 5 main job training, motivation, cooperation, communication and internal company targets has an important role in internal marketing.

Luo et al. (2012) mentioned to assess employee attitudes in their study titled "the effect of management commitment in internal marketing on working behavior of employees". The aim of this study was to evaluate the effect of internal marketing methods (communication, both informally and formally) on working attitudes of employees. The results of this study show that informal communications prior to formal communication and covers it and management can have an impact on employees' attitudes through more efficient and effective informal communications.

Kaplan and David (2008) in an experimental study investigated the correlation between internal marketing, job satisfaction, organizational culture and organizational performance in the insurance industry in Taiwan. The aim of this study was to evaluate the effect of internal marketing factors (remuneration,

development, vision of the organization) on behavioral, financial and service performance of employees. The result is that the internal marketing will have a positive effect. Internal marketing, also, has a direct effect on organizational performance. Internal marketing indirectly and through the impact on job satisfaction also causes to increase organizational performance.

Formal and informal internal communication, has been identified as the main elements of internal marketing. Therefore, in this study we will follow up to investigate impact of management's commitment on working attitude of employees through internal marketing actions according to official internal communications of Iranian Central Oil Fields Company. Since the oil industry is one of the most important manufacturing and development industry of the country and its employees are its main asset, so positive working attitude and performance of employees has a critical role in improving the organization's performance, which can provide a competitive advantage for company But accepting the current situation shows that positive working attitude of staff in the oil company is not high that reason for this may be the result of individual and organizational factors that in words may be one of the most important factors of senior management commitment to internal marketing discussion and commitment level of this company's authorities may not be enough to the internal marketing (Martin et al. 2013). Even in some situation the first step to do internal marketing mostly is acceptance of this act by the authorities, and if the authorities won't have commitment to it, there will be no action or effectiveness (Moghimi, 2010).

2. Purposes and Methodology:

In this study, management commitment in internal marketing is the independent variable, working attitude of employees is dependent variable and official internal communications is the mediator variable. The scientific goals of the study are as follows:

- Determine the effectiveness of management's commitment in internal marketing on staff working attitude
- Determine the effectiveness of management commitment in internal marketing on official internal communications
- Determine the effectiveness of official internal communications on working attitude of staff

Research hypotheses are also defined as follows:

Hypothesis 1- management commitment in internal marketing has positive and significant effect on perceived working attitude of employees.
Hypothesis 2 - management commitment in internal marketing has significant positive effect on official internal communications.
Hypothesis 3 official internal communication has positive and significant effect on perceived working attitude of employees.

Present research, in terms of purpose is among applied researches according to that it moves to the practical application of knowledge. The nature of this study is in terms of methods and research is analytical that is conducted through a survey. In the present study to collect information relating to literature through libraries, internal scientific journals, relevant Theses are used and to collect statistical information, the survey method and questionnaire are used. The tools used for data collection is questionnaire.

2.1. Reliability (trust) of research tools:

There are several methods used to calculate the reliability of a questionnaire that some of them can be mentioned such as: Reimplementation methodology (retesting), split-half method (half off), parallel method test (peer), Kurd Richardson method and Cronbach's alpha and… (Sarmad et al, 2015, 169). Cronbach's alpha is the method that is used in this research.

Obviously, however Cronbach's alpha is closer to 1, internal consistency between questions is more and thus questions will be more homogeneous. In order to calculate Cronbach's alpha for 30 questionnaires were distributed and collected among workers of company headquarter sector of Iran Central Oil Fields in Tehran and the results were analyzed using version 21 of SPSS software. The following table shows the Cronbach's alpha values of the present study variables.

Table 1: Cronbach's alpha values of research variables

variables	Cronbach's alpha values
Perception of management commitment in internal marketing	0.925
official internal communications	0.936
Informal internal communications	0.944
working behavior and attitude of employees	0.832
All statements	0.961

In case of measuring devices modification (Remove items that cause increase in intended components alpha) alpha values could desire more to its pervious amount.

Therefore each of questions questionnaire and internal consistency of the questions were examined but the results showed that in case of removing any of the questions, confidence coefficient will reduce thus these questions has high value and in none of the cases of removing questions will not led to an increase in confidence coefficient therefore, this indicates internal consistency of questions. Finally, with regard to the calculated confidence coefficient and other results was revealed that used questionnaire that its total alpha value equals to 0.961 has required value and reliability (consistency).

2.2. Validity (credit) of research tools:

The purpose of validity is that whether the measuring tools can measure features and characteristics that the tool is designed for or not? To measure the validity of present study, face validity method and construct validity were used. In this regard, after adjusting questionnaire data collection tools were given to professors (Supervisor, professors of Azad University of Tehran in the field of management) and statisticians to collect and apply through their comments. After making any necessary amendments finally questionnaire was distributed among Iran Central Oil Fields Company staff in Tehran.

- Second statistic, Bartlett's test of sphericity:

This test is used to ensure the suitability of data for factor analysis stating that correlation matrix that is placed as base factor analysis is not equal to zero.

Table 2: The KMO value and Bartlett and significance level of research variables

variables	KMO	Bartlett	freedom degree	significance level
management commitment in internal marketing	0.723	90.998	6	0.00
official internal communications	0.823	139.969	10	0.00
Informal internal communications	0.842	123.291	10	0.00
working attitude of employees	0.727	67.601	10	0.00

Results and findings of table 2 shows that all variables with KMO value higher than 0.5 are significant in smaller error level than 0.01 so research variables have higher internal consistency.

2.3. Implementation Methods:

First administrative procedure was conducted by the Department of Education and the necessary permits were obtained. 350 questionnaires were distributed among employees by attending desired units (cost control unit, accounting, product, technical inspection, legal, contracts, engineering building and administration). 313 questionnaires of the 350 questionnaires,

were collected in full. The table below show the full questionnaire collected in every unit. It took about two weeks for data collection in which the researcher has personally completed the entire questionnaire.

3.   Analysis of the results:

In this section, findings and results are presented as descriptive statistics and inferential statistics.

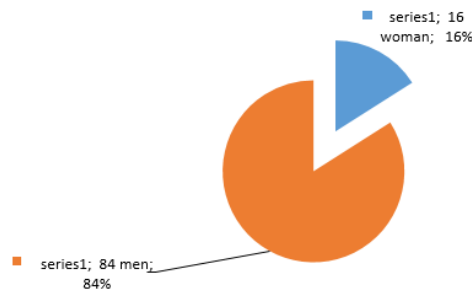**3.1. Descriptive analysis**

Figure 1: Distribution of respondents by gender

Table and graph 1 shows the frequency distribution of gender. According to the findings reported in this table, 16% of respondents were female and 84 percent were male. In other words, most respondents are men.
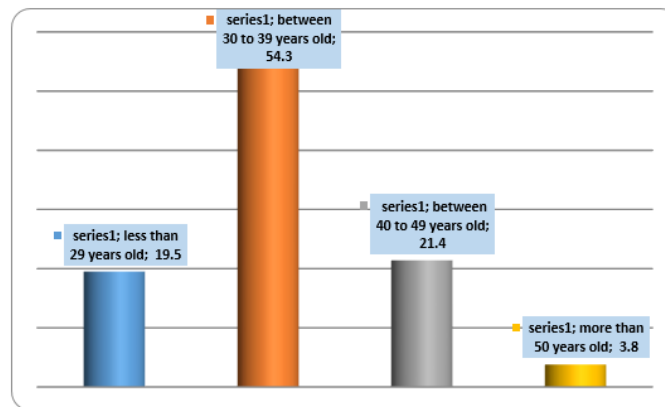

Figure 2: Distribution of respondents by age

Figure 2 shows frequency distribution of age variable among respondents. Based on the findings of this table; 19.5% Of respondents are in the age group 20 to 29 years, 54.3% between 30 and 39 years, 21.4% in the age group 40 to 49 years and 3.8 percent were in the age group above 50 years. These findings show that more than 54 percent of Iranian Central Oil Fields Company employees are in age group 30 to 40 years.
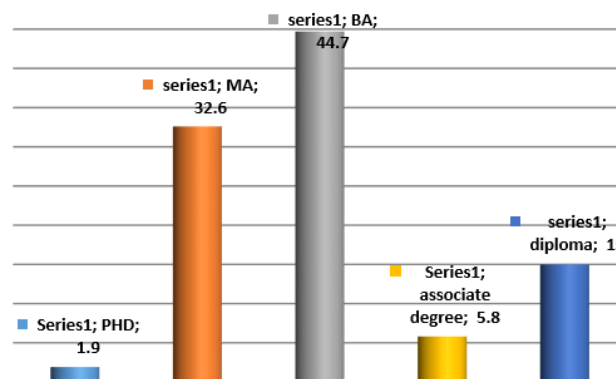

Figure 3: Distribution of respondents based on the respondents' level of education

Table and Figure 3 shows the frequency distribution of educational level of respondents in which 15% of respondents were high school graduates, 32.6% associate degree, 44.7 percent have Bachelor's degree, 32.6 percent have master degree and 1.9 percent have PhD. The results show that most of respondents have Bachelor's degree.

Table 3: partial frequency distribution of mediator factor of internal marketing practices

questions choice	Internal marketing practices								
	Frequency of response					total frequency	observed average	Observed variance	observed standard deviation
	Totally disagree	disagree	No comment	agree	Totally agree				
	After the official internal communications								
1	84	113	48	56	12	313	2.35	1.35	1.16
2	55	109	60	71	18	313	2.64	1.38	1.17
3	61	96	64	75	17	313	2.65	1.42	1.19
4	89	80	61	63	20	313	2.50	1.61	1.26
5	82	86	62	71	12	313	2.50	1.46	1.20
Average	89	102	75	44	3	313	2.26	1.10	1.05

Results of Table 3 shows the descriptive information related to the mediator variable of internal marketing practices in examples that in it reveals amount of people which have chosen options related to any question in questions of associated variable. In this table Question 5 to 13 of questionnaires that are associated with this variable, has been described. As can be seen, observed average of all questions and total average of all questions of this variable (2.31) was lower than the theoretical average that is 3, this shows that the Iranian Central Oil company's internal marketing practices is low.

Table 4: Frequency distribution of the working attitude dependent variable

questions choice	working attitude of employees								
	Frequency of response					total frequency	observed average	Observed variance	observed standard deviation
	Totally disagree	disagree	No comment	agree	Totally agree				
1	15	68	51	140	39	313	3.38	1.21	1.10
2	21	46	53	130	63	313	3.53	1.35	1.16
3	36	82	60	90	45	313	3.08	1.58	1.25
4	15	41	47	149	61	313	3.63	1.17	1.08
5	46	64	69	112	22	313	3	1.43	1.19
Total Average	27	57	125	101	3	313	2.99	0.89	0.94

Table 4 shows the descriptive information related to the dependent variable of working attitude of employees in the sample that in it reveals amount of people which have chosen options related to any question in questions of associated variable. In this table questions 14 to 18 of questionnaires that are associated with this variable, has been described. As can be seen, observed average of all questions and total average of all questions of this variable (2.99) is almost equal to theoretical average 3 and this results show that working attitude of the Iranian Central Oil fields Company employees is average.

3.2. Inferential analysis:

In the inferential analysis normality assumption of samples is studied using the one-sample Kolmogorov-Smirnov test, then research hypotheses are tested using structural equation test.

To check and test hypotheses must first check that the parameters or nonparametric tests will be used. For this purpose, the Kolmogorov-Smirnov test is used, and if the assumption of normality hypothesis was confirmed, parametric method is used and if Normality assumption is not confirmed the nonparametric method will be used.

Normality test results of the research variables can be seen in Table 5.

Table 5: normal distribution test of variables

Variable	The amount	score of Kolmogorov - Smirnov Z statistic	p-value	Decision making	Test result
Internal marketing management commitment	313	0.542	0.231	Accepting the null hypothesis	A normal distribution
official internal communications	313	0.731	0.354	Accepting the null hypothesis	A normal distribution
Employees attitude to work	313	0.863	0.278	Accepting the null hypothesis	A normal distribution

According to the p-value amounts obtained in the above table, which all are greater than 0.05, the null hypothesis meaning the assumption of samples normality distribution is confirmed at the level of 5 percent. Meaning there is no significant difference between the distribution of samples with normal distribution. Thus, according to the normality of the studied samples, parametric methods will be used to test the research hypotheses. Then, to test the hypothesis of path analysis and structural equation method (SEM) will be used.

3.2.1. Factor analysis related to perceived management commitment variable in internal marketing

Perceived management commitment model in internal marketing is measured using 4 indicators (items). As can be seen in Table 6 the items include (t1-t4). Standardized parameter estimates show that all indices are statistically significant (p <0.05), and their factor loads are at a high level (more than 5.0). Also fitness indicators results reviews show proper fitness of model and all fitness indicators are placed in the reception area.

So this perceived management commitment measuring model in   internal marketing is accepted without any changes.

Table 6: Verified statements of perceived management commitment in internal marketing

Row	Main item	item tag	factor load	Significance level	item status
1	In our company senior management pay attention to satisfy their employees as much attention to customer satisfaction	t1	0.85	0.00	Confirmed
2	In our company senior management acts all promises that gives in line with employees activity	t2	0.81	0.00	Confirmed
3	In our company senior management has understood all effecting factors on employee job satisfaction (salary, management style, work environment, etc.)	t3	0.88	0.00	Confirmed
4	In our company senior management considers staff as the most important valuable human capital	t4	0.89	0.00	Confirmed

3.2.2. Model fitting indicators

After outlining the model basic ensure of accuracy and significance of information, the most important topic is significance of model by indicators that commonly are called Goodness of Fit Index. Often to validate models, using three to five indicators seem to be enough that in this study criteria mentioned below are also used to evaluate the goodness of fit of all models and the number of each of these parameters CFI, RMSEA, AGFI, GFI are listed in tables separatel.
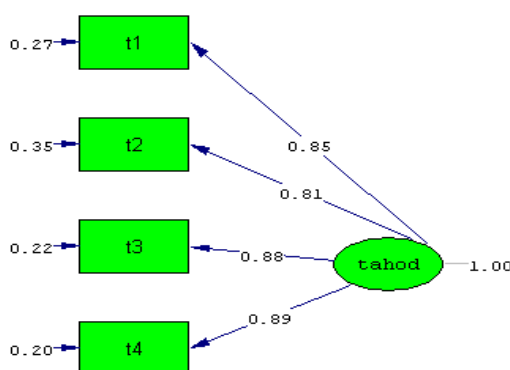

Figure 4: The factor analysis of perceived management commitment in internal marketing

First judgment criterion of model fitting in figure 4, is the freedom degree on the chi-square df / 2 x which is used for one-dimensional structures and its value should be less than 3. Value of this indicators for the present model is (df/2x = 2,71) also RMSEA = 0,89 that this amount is less than 0.1. Also other important fitting indicators respectively are given below in the table. As seen in the table below, almost all indices have sufficient statistical, so with high reliability can be realized that researcher achieved a perfect fitting about this indicator.

Table 7: Selection of the important graphical model fitting indicators

Index	Index name	Brevity	Equivalent to English	amount	Acceptable fit
Absolute fitting indicators	Covered surface	-	Chi-square	2.71	Greater than 5%
	Goodness of fit index	GFI	Goodness of Fit Index	0.93	GFI > 90%
Comparative fitting indicators	Adjusted Goodness of Fit Index	AGFI	Adjusted Goodness of Fit Index	0.90	AGFI > 90%
	Comparative fit index	CFI	Comparativ Fit Index	0.94	CFI > 90%
thrifty fitting indicators	Root Mean Square Residual	RMSEA	Root Mean Square Residual	0.089	RMSEA < 1%

3.2.3. Factor analysis related to internal marketing practices variable (formal internal communications)

Internal marketing practices model is measured using nine indicator (items). As can be seen in Table 8 the items include (ras1-g.ras4). Standardized parameter estimates show that all indices are statistically significant (p <0/05) and their factor loads are at high level (more than 0.5). Also fitting indicators results reviews show goodness of fit model and all fitting indicators are placed in the reception area. Therefore, internal marketing practices measuring model is accepted without any changes.

Table 8: internal marketing practices confirmed items

Dimension	Main item	item tag	factor load	Significance level	item status
official internal communications	In our company regular assessments, on issues of staff becomes clear that the demands of the employees involved	Ras1	0.83	0.00	Confirmed
	In our company managers communicate formally and indirectly with their staff to understand what factors lead to more satisfy employees	Ras2	0.87	0.00	Confirmed

In our company managers met with the employees to understand expectations of their employees	Ras3	0.89	0.00	Confirmed
In our company survey from employee is carried out at least once a year to evaluate the quality of communication	Ras4	0.85	0.00	Confirmed
In our company survey from employee is carried out at least once a year to investigate their attitudes towards their jobs	Ras5	0.84	0.00	Confirmed

3.3. The final research model (Research Structural Equation)
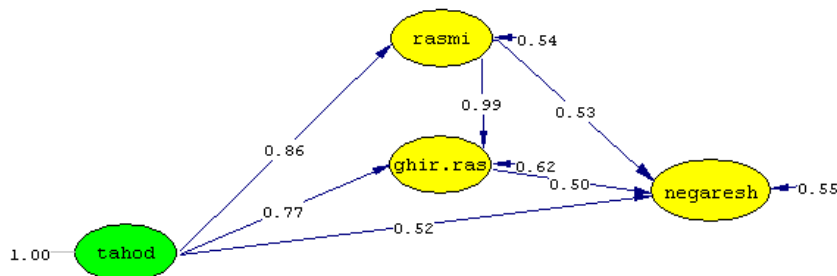

Figure 5: Final structural equation model of research

Table 9 summarizes the path of structural equation model of this study, in this table, the values of both models are presented in case of T and standard mode.

Table 9: Selection of important fitting indicators of graphical model

(Formative-Reflective) path			Graphic signs	Standardized B coefficient	t
management commitment in internal marketing	F	official internal communications	tahod	0.86	16.71
management commitment in internal marketing	F	Informal internal communications	tahod	0.77	15.06
management commitment in internal marketing	F	Employee attitude to work	tahod	0.52	8.87
official internal communications	F	Informal internal communications	rasmi	0.99	24.76
official internal communications	F	Employee attitude to work	rasmi	0.53	9.41
Informal internal communications	F	Employee attitude to work	Ghir.rasmi	0.50	8.39

4. Conclusion

Internal marketing is known as a strategy for the implementation of organizational programs. Studies related to this field suggest that internal marketing activities improve the competitiveness and enhance competences through influence and motivating employees. Internal marketing can be considered as a source of competitive advantage. Through which managers can prepare and provide context for performance improvement due to underlying factors in creating a positive attitude to work among their employees. Of course internal marketing includes set of actions such as attracting, developing, motivating, and continuity of employees through job as a product and satisfaction of them that is identified with two main elements of official internal communications and non-official internal communications.

According to the pattern of path analysis and values in table 9 standard coefficient of path after management commitment in internal marketing equals to 0.52 and (t = 8.87). Thus, according to T of this path (t = |8,87| > 2,56), It can be concluded that with a probability of 99%, the H0 assumption is rejected and H1 assumption is confirmed. In other words, management commitment in internal marketing have a positive impact on perceived working attitude of employees and thus the relationship is positive and assumption is confirmed. In other words, in increments of one unit in variable of management commitment in internal marketing, perceived working attitude of

employees increases 0,52. Thus with an increase in management commitment in internal marketing of the Iranian Central Oil Fields Company the amount of perceived working attitude of employees in this company is strengthened.

According to the pattern of path analysis and values in table 9 standard coefficient of path after management commitment in internal marketing equals to 0.86 and (t = 16,71). Thus, according to T of this path (t = |16,71| > 2,56), it can be concluded that with a probability of 99%, the H0 assumption is rejected and H1 assumption is confirmed. In other words, management commitment in internal marketing will have a positive impact on official internal communications of employees and thus the relationship is positive and assumption is confirmed. In other words, in increments of one unit in variable of management commitment in internal marketing, official internal communications of employees increases 0,86 thus with an increase in management commitment in internal marketing of the Iranian Central Oil Fields Company the amount of official internal communications of employees is strengthened.

According to the pattern of path analysis and values in table 9 standard coefficient of path after official internal communications equals to 0,53 and (t = 9,41). Thus, according to T of this path (t = |9,41| > 2,56), it can be concluded that with a probability of 99%, the H0 assumption is rejected and H1 assumption is confirmed. In other words, the official internal

communications will have a positive impact on perceived working attitude of employees and thus the relationship is positive and assumption is confirmed. In other words, in increments of one unit in variable of official internal communications, perceived working attitude of employees increases 0,53 thus with an increase in official internal communications of the Iranian Central Oil Fields Company the amount of perceived working attitude of employees is strengthened.

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