

**The relationship between internal marketing  
and Organizational civic virtue**

*An applied study on Egyptian commercial banks*



## **Abstract**

Political behavior at work is often disparaged as self-serving activity that supports the efficient pursuit of organizational goals, civic virtue has a more benign meaning as well when applied in organizations will results in participation in decision-making processes, keeping informed, and promoting innovative ideas that serve long-term organizational objectives, It is also called sincerity of citizenship, which is the general concern and commitment of the organization as a whole and the willingness of individuals to actively participate in matters related to the organization and to control the opportunities and challenges that exist in the environment around the organization, also internal marketing (IM) is considered a sustainable management philosophy using a marketing-like approach to motivate employees and achieve organization objectives such as increasing employee retention.

This paper aims to investigate the relationship between internal marketing and civic virtue in Egyptian commercial banks and help to the adjustment and change for the better, which is a requirement of the day banking industry, which will mean positive results from increasing the profitability of banks.

The data collection instrument for this study was a questionnaire, which was distributed among the governorates in the middle of the delta (dakahliya "Mansoura" - Gharbiya "Tanta" - menofia "shebin el-koum" - kafr elsheikh "kafr elsheikh"), 336 forms were distributed, (320) of them were received, the statements that could be analyzed were (3 The paper found that internal marketing has a positive impact on the civic virtue of Egyptian commercial banks.

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Based on the study results, the researcher recommends that the managers and decision makers of the Egyptian commercial banks enhance their internal market research and segmentation, training programs, role fit and clarity, career advancement for all employees, financial rewards, internal communication, automating tasks, applying the delegating and supporting style of management, and improving their work environment. HR and marketing should work together in the banking sector to help the employees enjoy their job experiences, improve their quality of life, and then increase their civic virtue.

**Keywords: Internal marketing, civic virtue, Egyptian commercial banks.**

### المخلص

غالبا ما يتم الاستخفاف بالسلوك السياسي في العمل باعتباره نشاطا يخدم المصلحة الذاتية و يدعم السعي الفعال لتحقيق الأهداف التنظيمية. ومع ذلك، فإن للفضيلة المدنية معنى أكثر اعتدالا أيضا، عند تطبيقها في المنظمات سينتج عنها المشاركة المسؤولة في عمليات صنع القرار، والحفاظ على الاطلاع، وتعزيز الأفكار المبتكرة التي تخدم الأهداف التنظيمية طويلة الأجل، ويسمى أيضا صدق المواطنة، وهو الاهتمام العام والتزام المنظمة ككل وإستعداد الأفراد للمشاركة بنشاط في الامور المتصلة بالعمل والسيطرة على الفرص والتحديات القائمة في البيئة المحيطة بالمنظمة كما يعتبر التسويق الداخلي فلسفة إدارة مستدامة باستخدام نهج شبيه بالتسويق لتحفيز الموظفين وتحقيق أهداف المنظمة مثل زيادة الاحتفاظ بالموظفين.

تهدف هذه الورقة إلى التحقيق في العلاقة بين التسويق الداخلي والفضيلة المدنية في البنوك التجارية المصرية، و أيضا المساهمة في التعديل و التغيير للأفضل و الذي هو من متطلبات الصناعة المصرفية اليومية و الذي سيعقب عنه نتائج ايجابية من زيادة ربحية البنوك.

كانت أداة جمع البيانات لهذه الدراسة عبارة عن استبيان وزع على المحافظات الواقعة في وسط الدلتا. (الدقهلية «المنصورة» - الغربية «طنطا» - مينوفيا «شبين الكوم» - كفر الشيخ «كفر الشيخ») ووزعت ٣٣٦ استمارة، ووردت ٣٢٠ استمارة منها، وكانت البيانات التي يمكن تحليلها هي: (٣) وجدت الورقة أن التسويق الداخلي له تأثير إيجابي على الفضيحة المدنية للبنوك التجارية المصرية.

بناء على نتائج الدراسة، يوصي الباحث بأن يقوم مديرو وصناع القرار في البنوك التجارية المصرية بتعزيز أبحاث السوق الداخلية و تقسيمها، وبرامج التدريب، وملاءمة الأدوار ووضوحها، والتقدم الوظيفي لجميع الموظفين، والمكافآت المالية، والتواصل الداخلي، وأتمتة المهام، وتطبيق أسلوب التفويض والدعم في الإدارة، وتحسين بيئة عملهم. يجب أن تعمل الموارد البشرية والتسويق معا في القطاع المصرفي لمساعدة الموظفين على الاستمتاع بخبراتهم الوظيفية، و تحسين نوعية حياتهم من ثم زيادة فضيلتهم المدنية.

**الكلمات المفتاحية:** التسويق داخلي ، الفضيحة المدنية ، البنوك تجارية مصرية

## Introduction

To achieve service excellence, internal marketing is the best strategy to recruit motivated staff who care about the needs of customers. It has never been more important for a firm to have motivated staff than it is now, when profit margins are slim and economic recovery is yet elusive, implementing an internal marketing strategy helps in motivating, inspiring, directing, and inspiring employees to achieve higher levels of performance and satisfaction, (Mishra,2010) the objective of applying the concept of internal marketing to establish the base of the

organization's staff as its clients and the need to treat them as the source of ideas important to the process of developing new products, improving existing products, and doing best to modify elements of the marketing mix (**Morhart,2009**), The construct of civic virtue has been operationalized in varying forms, on one side of the spectrum are mundane behaviors such as attending optional meetings, reading and answering work related emails, and participating in the traditions and rituals of the organization. The other side of the spectrum includes more extraordinary and rare forms of the construct such as voicing critiques of or objections to policies to higher-level members of the organization, this type of civic virtue can also be demonstrated on a larger scale by defending the organization's policies and practices when they are challenged by an outside source, this more challenging type of civic virtue has received the most empirical support, However, it has also been noted that this type of civic virtue might be less appreciated by managers, compared to other forms of OCB, as it causes disruption of the status quo (**Organ, 2006**), organ (1988) remarked that although some in high positions may not value this form of OCB, it should not be disqualified, civic virtue plays a key role in job protection, **Robert D. Putnam (1993)** argued, Civic virtue is characterized by behaviors that indicate an employee's deep concerns and

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active interest in the life of the organization (**Law, Wong, & Chen, 2005**), in general, this OCB dimension represents a macro-level interest in the organization as evidenced by positive involvement in the concerns of the organization, Civic virtue represents an employee's feeling of being part of the organizational whole in the same way a citizen feels a part of his or her country, an employee displaying civic virtue behaviors embraces the responsibilities of being a 'citizen' of the organization (**Podsakoff, MacKenzie, Paine, & Bachrach, 2000**), Employees exhibiting civic virtue behaviors are responsible members of the organization who actively engage in constructive involvement in the policies and governance of the organization (**Organ, Podsakoff, & MacKenzie, 2006**), in an influential comparative study of regional governments in Italy, that the success of democracies depends in large part on civic virtue. As far as we know, this line of inquiry has not been used to analyze the influence of civic virtue on labor market institutions. This is quite surprising, as one important goal of labor market institutions is to provide insurance, the design of which might be influenced by civic virtue (**Cahuc, 2009**) a well vested interest in ensuring that human resource diversity management practices are void of prejudice and discrimination will positively boost the

civic virtue and altruistic behavior of banking industry **Akhigbe (2022)**.

### **Definitions**

#### **▪*Internal marketing***

**(Johnson, 1986)** defined internal marketing as a set of practices all members of the organization are trained and rewarded their assessment as well as a clear understanding of the Organization's mission and objectives from to improve workers' performance, and according to a definition given by Perry, internal clients and jobs are internal products that must be designed to satisfy the desires and needs of internal customers in order to achieve the organization's objective **(Hzaab, 2016)**

**(Ismaeel, 2011)** defines it as one of the forms of marketing within the organization, whose focus is on attracting the attention of workers to perform internal functions that need to be changed in order to improve the performance of offshore marketing.

#### **▪*organizational Civic virtue***

Is one of the five dimensions of organizational citizenship behavior (OCB) identified in Dennis Organ's prominent 1988 definition of the construct, originally, Smith, Organ, and Near (1983) first proposed two dimensions: altruism and general compliance. Later, **(Organ D. W., 1988)** deconstructed the dimension of

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general compliance and added additional dimensions of OCB, this resulted in a five-factor model consisting of altruism, courtesy, conscientiousness, sportsmanship, and civic virtue.

Civic virtue has been even more granularly defined by dividing the behaviors into two distinct categories. The first, civic virtue-information, includes participating in meetings, reading documents containing information regarding the organization, and remaining on the lookout for incoming news. The second, civic virtue-influence, involves being proactive and making suggestions for change. Results from a paper by Graham and Van Dyne demonstrate empirical differences between civic-virtue informational and civic-virtue influence, which indicates the value of examining these categories separately (Graham& Van Dyne, 2006).

## **Theoretical Framework and Literature Reviews**

### ***Internal Marketing***

One of these studies was a study of (AL-Numimi, 2022) clarified that the amendment and changes are the requirement of day banking industry. They are obligated to provide better and enhance services to the public, it is also fact that better changes may bring positive punishment in the banking sector. By bringing the concept of internal marketing policies and their role in raising the efficiency of banking service, According to



the research most of the banks are ranked down due to poor and slow development in their working structure. It is also right and true that good changes may raise the profitability of the banks, similarly the world business has got enormous varieties which are tough to be covered with the old and un-systematic procedure.

Another study by **(Bohnenbergeri, 2019)** which clarified that the internal marketing (IM) is increasingly recognized as a tool to institutionalize organizational values, improve employee commitment, and enhance customer satisfaction. Its implementation and development have not been sufficiently supported by the literature. A theoretical model would contribute to its conceptual development and facilitate its application in the organization, enabling to achieve strategic objectives such as customer orientation, organizational commitment, and organization performance.

Another study done by **(Chandrik, 2017)** which explain the internal marketing programs comprise of training and staff development, efficient internal communications, and integration schemes, designed to augment knowledge and understanding of the overall marketing orientation within the organization. The present study focuses on internal marketing strategies and its impact on human resource management of the organization.

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### ■ *Organizational Civic virtue*

A study by (Graham, 2006) Politics at work are frequently criticized as self-serving activities that hinder the effective achievement of corporate objectives. Politics, however, can also mean actively participating in decision-making processes, staying informed, and supporting creative ideas that advance the long-term organizational objectives. Research on the benefits of responsible political participation, a type of organizational citizenship behavior (OCB) known as civic virtue, has been limited thus far due to the negative perception of workplace politics among managers and academics, this essay examines two types of civic virtue OCB: wielding influence and obtaining knowledge. It does so by drawing on organizational research and political theory. Both are proactive and can produce favorable outcomes for people, businesses, and society as a whole. The two types of civic virtue are connected conceptually. But, they are also unique. The parallels and distinctions between the two types of civic virtue are supported by the findings of a field research involving 245 employees and their managers. We go over the theoretical and practical ramifications of our work as well as the advantages of further investigation into these two facets of civic virtue OCB.

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Another study by (**Snow, 2023**) this special edition of The Journal of Moral Education has nine papers. It is the result of research on the ego, virtue, and public life by a group of multidisciplinary academics. The essays offer novel viewpoints on civic virtues and the self in conceptually sound and empirically supported analyses. They present fresh perspectives on what can qualify as a civic virtue or improve civic involvement, such as intellectual humility, forgiveness, and a conviction that civic participation is an actual exercise of one's own agency. These papers couldn't have come out at a better time given the current polarisation that afflicts our societies. All examine the overall consequences for schooling.

There is also a study by (**Murphy, 1999**) this essay investigates how character and virtue ethics can be applied to international marketing. The field's historical context, the attributes of virtue ethics, and its connection to other ethical systems are all described. Integrity, fairness, trust, respect, and empathy are five essential characteristics that are considered as being particularly pertinent for marketing in a multicultural and global context. For marketing researchers, practitioners, and educators, conclusions are drawn.

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## **Conclusion of literature review and results of the study**

1-Lack of understanding and application of internal marketing in a framework of organizational civic virtue.

2-Insufficient clarity of the concept of organizational civic virtue among employees.

3-In spite of the increased interest in marketing thought with the concept of the internal customer, the concept of internal marketing did not receive the same attention.

### **▪This paper aims to**

1- Investigate the relationship between internal marketing and civic virtue in Egyptian commercial banks

2- Helping to the adjustment and change for the better, which is a requirement of the day banking industry, which will mean positive results from increasing the profitability of banks.

3- Focusing on the benefits of responsible political participation which is a kind of organizational citizenship behavior known as civic virtue that promotes long-term organizational goals but is thus far limited because of the negative perception of workplace policy between managers and employees.

### **Research question**

*What is the relationship between internal marketing and Organizational civic virtue?*

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## **Research Hypothesis**

H1: There is no significant impact of internal marketing dimensions on the behaviors related to civic virtue in Egyptian commercial banks

## **Research objective**

Determining the relationship between internal marketing dimensions and organizational civic virtue.

## **Research importance**

1- The modernity of the concepts of internal marketing and organizational citizenship behaviors in the Arab environment compared to the foreign environment that addressed these concepts, so this research comes as a complement to and extension of other attempts made in this field.

2- This study will help in developing clear guidelines on the factors that enable the implementation of internal marketing and organizational civic virtue in Egyptian commercial banks.

## **Research Methodology**

### ***A. Study Population***

To achieve the study objectives, the study population includes the following categories: deputy branch manager, head operations, operation officer, customer service, customer service agent, corporate service manager, corporate manager, corporate creditor and bank assurance. To get reliable information, the researcher

distributed several questionnaires on the participants on the workers in banks in the middle of Delta governorates (Dakahleya, Gharbeya, Menofia, Kafr El-sheikh), which are distributed as follows:

**Table (1) Distribution of the Study population**

Governorates	Branches	Administrative staff and managers
Dakahleya	96	2400
Gharbeya	133	3325
Menofia	105	2625
Kafr El-sheikh	92	2300
<b>Total</b>	<b>426</b>	<b>10650</b>

Source: central bank of Egypt (2022)

***B: The study sample:***

The researcher depends on simple random sample, the sample is determined as follows:

$$n = \frac{NZ^2 P(1-P)}{(Ne^2 + Z^2 P(1-P))}$$

Where,

n is the sample size, N is the population size (10650), Z is the tabulated value corresponding the 5% the margin of error that

research can tolerate (1.96), e is the margin of error that you can be accepted (0.05), p is the response percentage (0.5), so the previous formula can be written as:

$$n = \frac{10650 (1.96)^2 (0.5)(0.5)}{(10650 (0.05)^2 + (1.96)^2 (0.5)(0.5))} = \frac{10228.26}{27.59} = 371$$

For avoiding the sampling error, the researcher decided to increase the sample size to be 405 questioners. Out of 69 Electronic questionnaires, 336 forms were distributed, (320) of them were received, the statements that could be analyzed were (314), as well as the electronic forms that were distributed were (69) and thus the total for the sample was (383),

So, the response rate can be illustrated in table (3/2):

**Table (2) Distribution of the Study Sample According to the Response Rate**

Manual questionnaires			Electronic questionnaires	Total
Number of questionnaires Submitted	Number of questionnaire Received	Number of the Valid questionnaires	Number of questionnaires Submitted, and valid	
336	320	314	69	383

(Source: researcher's calculation)

### ***Data Collection***

A- The Stage of Preparing the Questionnaire:

To achieve the study objectives, the researcher depended on the following sources:

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The questionnaire is considered as a basic tool for collecting the needed data about the impact of Internal marketing on organizational citizenship behaviors. The questionnaire contains the statements according to the Five-Point Likert scale that provided a great amount of the behaviors related to job security consistent with your bank of the sample when answering the questionnaire statements, and to make the results more accurate, as the reliance on the Likert scale can convert the descriptive statements into quantitative statements to be treated statistically in a simple way. The Five-Point Likert scale helps design the questionnaire on five weights, thus Likert scale ranges from:

1. Absolutely Disagree 2. Disagree, 3. Neutral agree 4. Agree, 5. Strongly Agree

B-The Stage of arbitration the statements of the questionnaire:

The questionnaire was presented to a group of experts, academics and scientists in the field of business administration to be evaluated. The collection of statements was created with a lot of acceptance and collaboration.

C- The Stage of Distributing and Collecting the Questionnaire:

The questionnaires were distributed to the study sample to answer at a specific time, and then the data were collected and statistically analyzed after testing its statistical viability to a normal distribution of the data.

Statistical Methods Used in Data Analysis

- Descriptive Analysis which can be used to determine the attributes of the study samples through recognizing the mean averages and standard deviation.
  - Cronbach's Alpha Test can be used to determine the validity and reliability of the statements in the questionnaire.
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- One-Sample Kolmogorov-Smirnov Test which tests the normal distribution of the study data to determine the suitable statistical tests to analyze the desired data.
- Mann–Whitney U test which determines the main differences between the trends of the study sample around the role of internal marketing on the organizational citizenship behaviors according to demographic characteristics.
- Kruskal-Wallis Test which determines the main differences between the trends of the study sample around the role of internal marketing on the organizational citizenship behaviors according to demographic characteristics.
- Correlation Analysis (Spearman) which estimates the strength and direction of the relationship between the internal marketing and organizational citizenship behaviors. The correlation analysis and determination of the relative contribution can eliminate the personal bias effect in answers to the statements.
- Multiple Regression Analysis which can be used to identify the most important predictive variables of internal marketing on the organizational citizenship behaviors, as the independent variables appears in the model to illustrate its role in organizational citizenship behaviors.

### **Analysis of the characteristics of the study sample**

The characteristics of the study sample can help to obtain more accurate data and play an important role in explaining the study results, so that we can rely on them. A set of characteristics which have an important value in determining the extent of understanding the statements by the study sample.

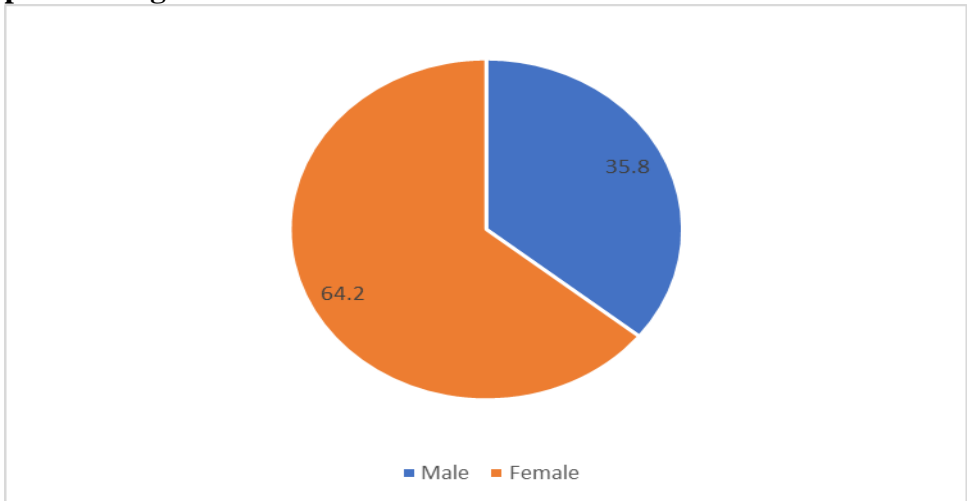
- Distribution of the study sample according to the gender.
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**Table (3) Distribution of the study sample according to the respondent gender**

Gender	Frequency	Percent %
Male	137	35.8
Female	246	64.2
Total	383	100.0

(Source: researcher's calculation)

**Figure (1) Distribution of the study sample according to the respondent percent of gender**



The table (3) and figure (1) illustrates that a big number of the respondents are female, as they represent (64.2%) more than half of the respondents. on the other hand, 137 of the respondents are male with percentage 35.8%.

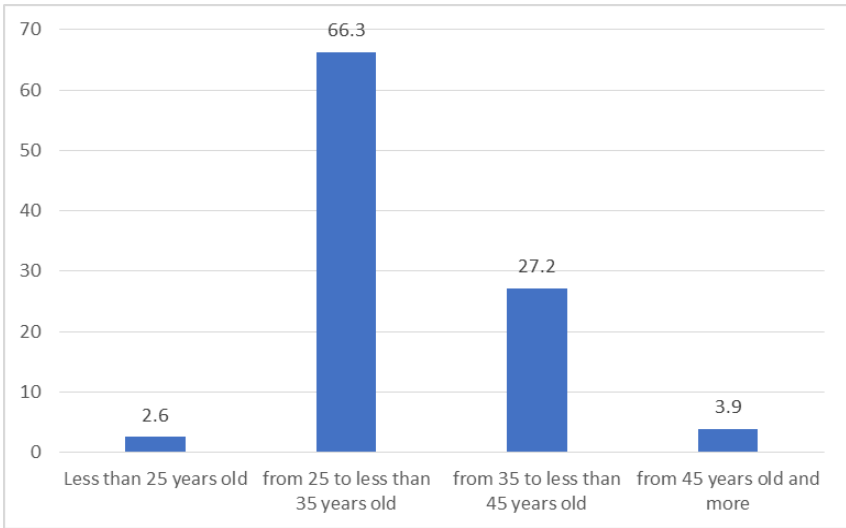
Distribution of the study sample according to respondent's age can be illustrated in table (3).

**Table (4) Distribution of the study sample according to respondent’s age**

Age	Frequency	Percent %
Less than 25 years old	10	2.6
from 25 to less than 35 years old	254	66.3
from 35 to less than 45 years old	104	27.2
from 45 years old and more	15	3.9
Total	383	100.0

(Source: researcher’s calculation)

**Figure (2) Distribution of the study sample according to respondent’s age**



The table (4) and figure (2) show that the highest level of respondents age, as (254) of the respondents have From 25 to 35 years old with corresponding percentage 66.3 % .On the other hand, the lowest level of

respondents age, as (104) of the respondents have from 25 to less than 35 years old with corresponding percentage 27.2 %. Followed by the respondents from 45 years old and more with total 15 respondents with corresponding percentage 3.9 %.

**Table (5) Distribution of the study sample according to respondents Years of experience**

Years of experience	Frequency	Percent %
less than 5 years	90	23.5
from 5 to 15 years	215	56.1
from 15 to 25 years	63	16.4
more than or equals 25 years	15	3.9
Total	383	100.0

(Source: researcher's calculation)

### **Testing the Study Hypothesis**

The proposed research hypotheses were tested to figure out the answers to research questions through the person correlation coefficient test as the most common way of measuring a linear correlation.

*H1: There is no significant impact of internal marketing dimensions on the behaviors related to civic virtue on Egyptian commercial banks.*

**Table (6): The most important variables affecting of internal marketing on the behaviors related to civic virtue on Egyptian commercial banks**

Symbol	Variables	Unstandardized coefficients		Standardized Coefficients	T	P-value	TOL	VIF
		B	Std. Error					
X1	the behaviors related to organizational justice consistent with your bank	-0.158	0.050	-0.166	-3.149	0.002	0.680	1.471
X2	the behaviors related to empowerment consistent with your bank	0.049	0.058	0.048	0.842	0.400	0.579	1.727
X3	the behaviors related to internal communication consistent with your bank	0.157	0.060	0.178	2.625	0.009	0.409	2.444
X4	the behaviors related to training consistent with your bank	0.376	0.055	0.371	6.816	0.000	0.635	1.576
X5	the behaviors related to job security consistent with your bank	0.155	0.056	0.148	2.786	0.006	0.670	1.493
<i>Constant</i>					1.586			
Correlation coefficient (R)					.538a			
Determination Coefficient (R2)					0.290			
Adjusted determination coefficient (Adj.R2)					0.280			
F-test					30.747			
P-value					.000b			

(Source: researcher's calculation)

Table (6) explains the significance of the model in testing the most important variables affecting the dependent variable (behaviors related to civic virtue consistent with your bank), as (F-test) is (30.747) and (P-value) is (0.000). There is a high

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correlation (.54) between the independent variables in the previous table and the dependent variable (Y: behaviors related to civic virtue consistent with your bank), and the determination coefficient (R<sup>2</sup>) reveals that the explanatory variables are contributing to explain 29.0 % of the variation in (organizational citizenship behaviors) dependent variable.

The results show that the variables (the behaviors related to organizational justice consistent with your bank, the behaviors related to internal communication consistent with your bank, the behaviors related to training consistent with your bank and the behaviors related to job security consistent with your bank) have a positive impact on the dependent variable (Y: behaviors related to civic virtue consistent with your bank) at 5% significance level.

### **The key finding and recommendations**

Testing the hypothesis, the impact of internal marketing on organizational citizenship behaviors this study examined Affecting of internal marketing on the behaviors related to civic virtue.

Which proposed that there is no significant impact of internal marketing dimensions on the behaviors related to civic virtue consistent with your bank.

The results show that the variables (the behaviors related to organizational justice consistent with your bank, the behaviors related to internal communication consistent with your bank, the behaviors related to training consistent with your bank and the behaviors related to job security consistent with your bank) have a positive

impact on the dependent variable behaviors related to civic virtue consistent with your bank) at 5% significance level.

**Recommendations**

Through the results of the field study and the results of the statistical analysis and to achieve the primary objective of the study, the researcher focused on (area of recommendation - recommendation – who is responsible for its implementation - operational mechanisms) as illustrate in the

	Area of recommendation	recommendation	implementation responsibility	operational mechanisms
1-	Internal marketing	Activate internal marketing practices in organizations, ,start an effective strategy to implement them and spread awareness of its importance	-Senior Management  -Human resources  -Executive Management  -managers	- Provide the necessary facilities and important for work   - Use of modern communication technology to work and increase coordination between the organization's departments in order to achieve the goals
2-	Organizational Civic virtue	Developing the concept of organizational civic virtue among employees is important in increasing organizational effectiveness.	-Senior Management  -Human resource  -Executive Management  -managers	-Selection and promotion of management leaders based on individuals' voluntary activities within and outside the organization.  -Inclusion of criteria that relate to civic virtue in the process of selecting employees.  -Design and implementation of a program for the regular evaluation of the individual and voluntary

				initiative by individuals within the organization
		pay more attention to increase awareness among individuals and groups in society of the nature and importance of civic virtue and encouraging its practice	-Media  -Civil society organizations	- Design and implementation of awareness-raising programmers on the concept and importance of organizational civic virtue and their consequences  -The focus of educational systems, especially in the early educational stages, on the importance of performing organizational civic virtue

**Directions for future research**

Although this study attempted to study the relationship between internal marketing and organizational civic virtue, and it’s the extension of several foreign and fascinating studies, with the hope that it has added to it, even in a small amount to open scientific horizons for the study of other variables related to the subject of this study such as:

- It is suggested that future research on conducting this study by applying to other service sectors than banks.
- Study the impact of employee empowerment and organizational self-esteem on organizational citizenship behaviors.
- The impact of internal marketing on knowledge management.
- The impact of quality of working life on the conduct of organizational citizenship of the economic institution in Egypt



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