

(Araştırma)

THE EFFECT OF INTERNAL MARKETING ON INTERNAL BRANDING: AN EMPIRICAL RESEARCH ON PARTICIPATION BANKS IN TURKEY¹

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ABSTRACT

In today's geography where competition is increasing with globalization, businesses have to maintain their activities with different methods and models than ever before. Two essential factors that will make a business different from others are ensuring the employee satisfaction and branding. The concepts of internal marketing and internal branding offer a significant competition advantage to businesses in this context. The purpose of this paper is to evaluate the effects of internal marketing practices on internal branding practices in the participation banking sector in Turkey. The study employs data collected from a survey involving 524 participants. In the analysis part of this study, exploratory factor analysis, confirmatory factor analysis and structural equation model were used.

According to the results of the study, it was determined that internal marketing practices affect internal branding practices. An other important result of the research is that employees who are motivated and trained with internal marketing practices are quite important factor in the success of the branding process of their affiliated business or organization.

Keywords: Internal marketing, internal branding, employee satisfaction, service quality, brand attachment, participation banking.

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İÇSEL PAZARLAMA UYGULAMALARININ İÇSEL MARKALAMAYA ETKİSİ: TÜRKİYE'DEKİ KATILIM BANKALARINDA UYGULAMALI BİR ARAŐTIRMA

ÖZ

Küreselleşme ile birlikte rekabetinde daha arttığı günümüz coğrafyasında işletmeler, faaliyetlerini her zamankinden daha farklı yöntem ve modellerle sürdürmek zorundadır. İşletmeleri diğerlerinden farklılaştıracak önemli iki unsur; çalışan memnuniyetini sağlamak ve markalaşmaktır. İçsel pazarlama ve içsel markalama kavramları bu çerçevede işletmelere önemli rekabet avantajı sunmaktadır. Bu araştırmanın amacı Türkiye'deki katılım bankacılığı sektöründe içsel pazarlama uygulamalarının içsel markalama uygulamaları üzerindeki etkisinin olup olmadığını tespit etmektir. Araştırma, 524 katılımcıdan elde edilen veriler yardımıyla yapılmıştır. Araştırmanın analiz kısmında açıklayıcı ve doğrulayıcı faktör analizleri ile yapısal eşitlik modeli kullanılmıştır. Çalışmanın sonuçlarına göre, içsel pazarlama uygulamalarının içsel markalama uygulamalarını etkilediği tespit edilmiştir. Araştırmanın diğer önemli bir sonucu da, içsel pazarlama uygulamaları ile motive olmuş ve eğitilmiş çalışanlar, bağlı oldukları işletme veya organizasyonun markalaşma sürecinin başarısında oldukça önemli faktör konumundadır.

Anahtar Kelimeler: İçsel pazarlama, içsel markalama, çalışan memnuniyeti, hizmet kalitesi, marka bağlılığı, katılım bankacılığı.

1. Introduction

Companies are constantly struggling to acquire advantageous positions in their current markets in today's competitive environment. The creation of a powerful brand and delivering quality service to customers while taking the needs and expectations of the customers into consideration, are important factors which make businesses competitive and advantageous in their current markets. Both creating a strong brand and delivering quality service to customers is possible with the skills and competencies of the employees.

Loyal and dedicated employees are very significant assets for organizations, and they play essential roles in achieving the goals of the organization in today's competitive world, (Aijaz and Shah, 2013: 931). Internal marketing is seen as a prerequisite for increasing profitability in the market by concentrating on building successful relationships with employees within a business (Gapp and Merrilees, 2006: 163). Internal branding is the process of motivating employees which procures them to internalize the desired brand image in order to transmit the brand image to an organization's customers and other important factors of the organization (Heding et al., 2008:16). When an organization's own internal dynamics are understood; the practices that are related to branding can be improved through internal marketing (Gapp and Merrilees, 2006:163). Internal branding emerges as an instrument that is produced by means of internal marketing and ensures that the staff delivers the brand promises in such a way that meets the expectations of the customers (Punjaisri et al., 2008: 411). Since there are a limited number of studies to determine the impact of internal marketing practices on internal branding practices, the following research question has been sought to address this issue: Does internal marketing practices have an effect on internal branding practices?

The findings of the study contain the theoretical results that aim to understand the effects of internal marketing practices on internal branding practices. By research, it is emphasized that managers do not focus directly on external customers in the branding process, but firstly they notice the importance of employees and produce policies for employees. Significant findings in the research guide the managers in which sub dimensions of internal marketing and internal branding practices they need to focus on. This research has successfully achieved its goal by taking as a whole the confirmatory factor analysis, the structural equality model, and the convergence and discriminant validity analysis.

This paper proceeds as follows: Section 2 provide an overview of the literature on internal marketing and internal branding and establishes the research hypotheses of this study. Section 3 explores the data and describes the methodology. Section 4 summarizes the results and concludes findings with a discussion of the study.

2. Literature Review

2.1. Internal Marketing

The concept of internal marketing was first mentioned in Berry's study in 1976, and at that period, internal marketing emerged as a need arising from the employees' problem of providing external customers with continuous and high quality service (Ahmed and Rafiq, 2002: 1). There has not been an internal marketing definition agreed upon so far. Different academicians have different approaches to internal marketing. Ewing and Caruana (1999: 18) define internal marketing as follows; internal marketing is to obtain motivated and customer focused staff at every level. In the concept of internal marketing, employees are the first and the prior market of the business. Narteh and Odoom (2015: 112-113) indicate that internal marketing has a very important impact and contribution to employee satisfaction and business performance. This is possible to see in the studies done in different sectors. Among these sectors there are hospitals, museums, banks, tourism companies, small and medium sized enterprises, and local businesses.

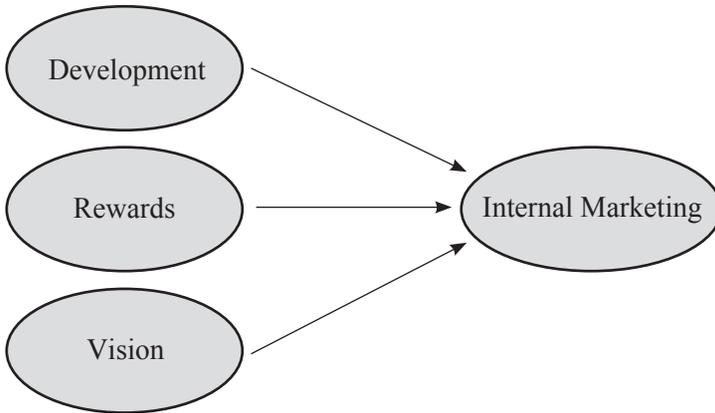


Figure 1. Internal Marketing Model by Foreman and Money (1995).

Internal marketing model is seen in Figure 1. In the model developed by Foreman and Money (1995), internal marketing has three sub dimensions: development, rewards and vision.

2.1.1. Development

In today's competitive environment, businesses that comprehend the importance of the resource of humans, attach importance to their employees, encourage their employees, and increase their loyalty to their business by training them (Lee et al., 2015: 67). Internal marketing programs involve training and staff development. The training program should focus on the employee's achievement of the desired subject (Mishra, 2010: 185-190). Personnel development programs increase the competence of employees. The employee who owns a developed competency is able to offer the best alternatives to the needs and expectations of the external

customer. Being able to fulfill the task in the best way makes the employee more efficient and productive as well as increasing customer satisfaction (Papasolomou and Vrontis, 2006: 191).

2.1.2. Rewards

The existence of a fair reward system in a business or an organization, and the evaluation of employees according to this fair reward system, affects job satisfaction positively. However, if the performance evaluation system is faulty, the failed employee will be able to receive awards as well as the successful employee, and in this case, the successful employee's job satisfaction will be affected negatively (Şimşek, 2005: 64). In internal marketing applications; Employees are encouraged to achieve their goals, and the performances of these employees are represented in the awards. With awards and encouragements, employees are voluntarily committed to providing extra energy expenditure. Another point in the process that should be taken into consideration; there is no injustice in incentives (Papasolomou and Vrontis, 2006: 191).

2.1.3. Vision

The vision that expresses common goals and beliefs is one of the most important elements of strategic management (Doğan and Hatipoğlu, 2009: 82-83). According to Anderson (1998), it creates a reference system for the development of the company by gathering company's values, beliefs, corporate culture, purpose, aims, mission, strategy, and tactics. The content of this reference system may change over time, but the overall frame remains constant. Along with their visions, all individual initiatives will automatically support each other in a way that leads the company to the right direction.

2.2. Internal Branding

Internal branding is a pretty new approach that allows businesses to focus on their vision, mission, and values as a corporate (Raj, 2011: 1-2). Internal branding, the process of internalizing and motivating employees' desired brand image in order to deliver brand image to an organization's customers and other important elements of the organization (Heding et al., 2008: 16). When used correctly, internal branding helps employees in the sense of locating their place in the whole picture and working more efficiently (Bergstorm et al., 2002: 135).

The internal branding scale developed by Punjaisri et al., (2009a and 2009b) has been used in the model of our research to determine important concepts about internal branding. The sub dimensions of the internal branding are group meetings, orientation, and training. Outputs of internal branding (brand loyalty and brand identification) and brand performance factors are also sub dimensions of the internal branding scale developed by Punjaisri et al. (2009a and 2009b).

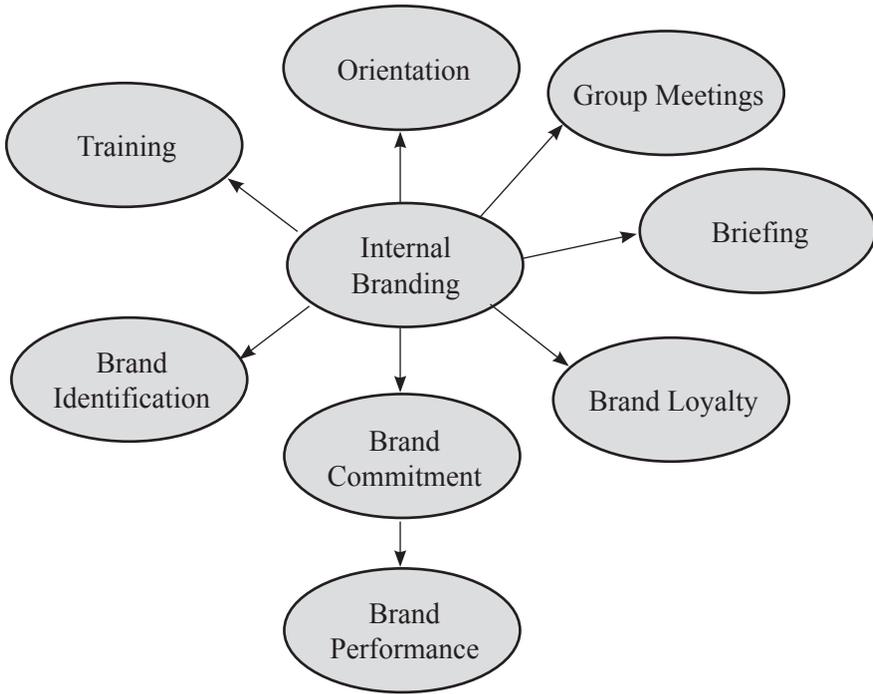


Figure 2. Internal Branding Model by Punjaisri et al. (2009a and 2009b)

The internal branding model developed by Punjaisri et al. (2009a and 2009b) is clearly seen in Figure 2. According to the Figure 2, orientation, training programmes, group meeting and briefing are the main elements of internal branding. The use of these four elements positively affects brand identification, brand commitment and brand loyalty, and the result is positive contribution to brand performance (Punjaisri et al. 2009a and 2009b).

2.2.1. Training

Training is a vital component in delivering quality service compatible with brand promise. Through training, the more information workers have about the processes they operate, the better they can manage the current situation (King and Grace, 2005: 287). During the internal branding process, a variety of information is transmitted to employees through training programs, and the employees are trained on how to convey which promise (Punjaisri et al., 2008: 415).

Training aims to establish an effective relationship between the employee and the brand. Basic strategies in business education, in professional development, and in any other learning activities and opportunities, are aimed at achieving these goals. In other words, the main aim to be achieved through education; is to establish an effective relationship between employee and brand (Pswarayi, 2013: 27-29).

2.2.2. Orientation

Orientation includes the adoption of brand image to employees and the transfer of all of the company's policies and procedures in written form, as well as orally, to employees. (Özdemir, 2014: 61). In situations where management emphasizes that character is an important factor in staff recruitment, it is very difficult to identify and analyze whether the organization and the values of the brand match up with the values of the staff. In such cases, orientation programs for new employees are prepared as the first training programs for employees in order to prevent the wrong staff from being employed and to train them on the mission of the organization and the vision of the brand (Punjaisri and Wilson, 2007: 62-63).

2.2.3. Group Meetings

Individuals are the smallest building blocks of society or social systems. A community which has two or more individuals interacting with each other is called a group. Individuals and groups can act together to achieve a specific goal. Also, they aim to solve the uncertainties and problems that arise (Yeloğlu, 2007: 136). Meetings and dialogues with employees are extremely important matters. Knowing and feeling the presence of an atmosphere and discussion environment where everyone can freely express his/her idea, is very important for employees. For this reason, some companies divide the employees into small groups in order to get each employee's idea in a healthy way. The internal branding process requires a lot of innovative and creative thinking. Thus, it is necessary to prepare the ground for employees to express their opinions (Holmgren et al., 2003: 82).

2.2.4. Briefing

The internal market, which consists of employees, needs a specific set of applications. Companies need a communication process that involves informing, educating, directing and motivating employees so that they can reach their organizational goals. Sharing of information can be done via electronic mail, bulletins and announcements or face to face communication (Özdemir, 2014: 62). Employees are adequately informed and have good knowledge and are committed to their work. The basis of the employee information process is the technical information. Technical information is the basic information that enables employees to perform tasks related to their work. Employees with technical knowledge are committed to the work they do over time. However, the information that employees need to deliver their brand promise should not be limited to technical information. Because employees do not have any insight into what they are doing when they do not receive any additional information beyond their technical knowledge. For this reason, employees need customer / market information, business environment information and brand information as well as technical information to communicate brand promises. By providing appropriate information about the brand, the commitment of employees to the brand is gradually increasing (King and Grace, 2005: 370).

2.2.5. Brand Identification

Brand identification implies an employee's sense of belonging to a brand and to be concentric with the success and failure of this brand (Punjaisri et al., 2009b: 567).

In another definition, the brand identification has tried to be explained by the consumer's image and the brand image (Ventura, 2012: 202). When employees are identified with the brand, they see themselves as part of the business and they are also proud of their business. Employees who are full of these feelings make a positive contribution to the image of the brand and the business (Kahraman, 2011: 152-153).

2.2.6. Brand Commitment

Brand commitment is an emotional attachment to the brand. In another definition, brand commitment is described as the dimension of emotional commitment that allows employees to be willing to extra effort to reach the goals that the brand has identified (Burmam and Zeplin, 2005: 284). A brand means understanding customers' needs, expectations and attitudes and behaviors about the brand. For this reason, the more information the employee has about the brand, the greater the degree of commitment to the brand (Modi and Patel, 2012: 31). Employees present their brand commitment to the views and likes of the customers. Employees, especially in service businesses, must depend on the brand beyond just knowing what the brand represents and the identity of the brand. They also deliver the brand promise to customers in the best possible way. The lack of employee commitment to the brand will have some negative consequences. These negative results are examples of inconsistent messages and negative discourses that would negatively affect the brand image and meaning of customers and stakeholders (Kimpakorn and Tocquer, 2010: 381).

2.2.7. Brand Loyalty

Brand loyalty is a set of psychological processes chosen by a decision mechanism from multiple alternatives that repeat over time, a willing and determined behavioral response to purchase (Anandan, 2009: 159). Providing a high level of brand loyalty is an important goal of the branding process (Heding et al., 2008: 13). In terms of employees, brand loyalty is the employee's intention of continuing to work with the existing business and business brand (Punjaisri et al., 2009a: 213-217). Employees' intentions and willingness to continue with the brand show that they are aware of their need to pay attention to their branding standards (Punjaisri and Wilson, 2007: 63).

2.2.8. Brand Performance

Employees' identification with the brand in an enterprise, their commitment to the brand, and their loyalty to the brand, provides customer satisfaction and afterward, the success of the business (Punjaisri et al., 2009a, Punjaisri et al., 2009b). Employees can convey brand promise when they internalize brand values, and in

this case, they can make a significant contribution to the success of the business (Khan, 2009: 22). Ensuring that all employees in the business adapt to perceptions about the brand, and creating a common brand understanding, provides significant contributions to the business and its brand performance (Harris and de Chernatony, 2001: 447-453).

2.3. Research Variables and Proposed Model

In particular, the research objective is to empirically examine and investigate variations in internal marketing, internal branding, outputs of internal branding, and brand performance. The model shown in Figure 3 has four main variables. The independent variable of the research is the internal marketing and there are three sub dimensions related to internal marketing. The dependent variables of the research are three (internal branding, outputs of internal branding and brand performance). Among the dependent variables, there are three sub dimensions in the internal branding (training, orientation and group meetings). In the outputs of internal branding, which is another dependent variable, there are two sub dimensions (brand identification and brand loyalty) and the final variable is brand performance.

The independent variable of the research is the internal marketing scale developed by Foreman and Money (1995). The dependent variables of the study are internal branding, outputs of internal branding, and brand performance developed by Punjaisri et al., (2009a and 2009b).

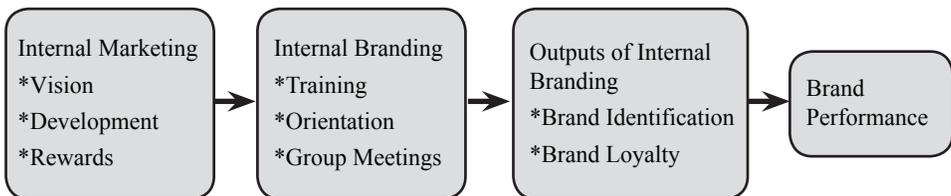


Figure 3. Research Model

To explore the relationships between internal marketing components, internal branding components, outputs of internal branding, and brand performance, a casual research design was adopted and conducted (Figure 3).

2.4. Research Hypotheses

The purpose of the hyphotehese testing is to investigate the direct and indirect impacts of internal marketing components on internal branding components. There are 18 direct impact hypotheses and 7 indirect impact hypotheses.

2.4.1. The Direct Impact Hypotheses of the Research

H1: Vision (internal marketing tool) has direct impact on group meetings (internal branding tool).

H2: Vision (internal marketing tool) has direct impact on orientation (internal branding tool).

H3: Vision (internal marketing tool) has direct impact on training (internal branding tool).

H4: Development (internal marketing tool) has direct impact on group meetings (internal branding tool).

H5: Development (internal marketing tool) has direct impact on orientation (internal branding tool).

H6: Development (internal marketing tool) has direct impact on training (internal branding tool).

H7: Rewards (internal marketing tool) have direct impact on group meetings (internal branding tool).

H8: Rewards (internal marketing tool) have direct impact on orientation (internal branding tool).

H9: Rewards (internal marketing tool) have direct impact on training (internal branding tool).

H10: Group meetings (internal branding tool) have direct impact on brand identification (output of internal branding).

H11: Group meetings (internal branding tool) have direct impact on brand loyalty (output of internal branding).

H12: Orientation (internal branding tool) has direct impact on brand identification (output of internal branding).

H13: Orientation (internal branding tool) has direct impact on brand loyalty (output of internal branding).

H14: Training (internal branding tool) has direct impact on brand identification (output of internal branding).

H15: Training (internal branding tool) has direct impact on brand loyalty (output of internal branding).

H16: Brand loyalty (output of internal branding) has direct impact on brand performance.

H17: Brand identification (output of internal branding) has direct impact on brand performance.

2.4.2. The Indirect Impact Hypotheses of the Research

H18: Development (internal marketing tool) has an indirect impact on brand identification through internal branding tools.

H19: Development (internal marketing tool) has an indirect impact on brand loyalty through internal branding tools.

H20: Rewards (internal marketing tool) have an indirect impact on brand identification through internal branding tools.

H21: Rewards (internal marketing tool) have an indirect impact on brand loyalty through internal branding tools.

H22: Development (internal marketing tool) has an indirect impact on brand performance through internal branding tools.

H23: Rewards (internal marketing tool) have an indirect impact on brand performance through internal branding tools.

H24: Training (internal branding tool) has an indirect impact on brand performance through outputs of internal branding.

H25: Group meetings (internal branding tool) have an indirect impact on brand performance through outputs of internal branding.

3. Research Methodology

3.1. Data Collection and Sample

The data was collected by using a structured questionnaire that multiple respondents in Turkey completed in February 2016. An online questionnaire was set up, and the questionnaire link (URL) was provided through the participation banks' personnel. The research universe is 16.623 bank personnel working in 5 participation banks in Turkey. The ideal and acceptable sample size of the study for 16.623 bank personnel employed in 5 participation banks, was set at a minimum of 377 (Sekaran, 1992: 253). In order to represent each participation bank fairly and equally according to the personnel in our universe, which is 5 participation banks (Kuveyt Turk, Turkiye Finans, Albaraka Turk, Bankasya and Ziraat Katilim) in Turkey, quota sampling method was used in the research. The questionnaire items were scored on a five-point Likert scale, ranging from 'strongly disagree' to 'strongly agree'. Internal marketing comprised of 3 components (vision, development, and rewards) with a total of 17 items. Internal branding comprised of 3 components (training, orientation, and group meetings) with a total of 16 items. Outputs of internal branding comprised of 2 components (brand identification and brand loyalty) with a total of 13 items. Brand performance had 4 items.

Velicer and Fava (1998: 232), Raubenheimer (2004: 60), who studies factor analysis, points out that at least 3 items must be in each factor in the stage of factor analysis. If a scale is developed or updated and there's a problem in the validity and reliability of the existing items, addition of items must be made to ensure that the analysis yields successful outputs (Raubenheimer 2004: 60). In this context, the two questioning factors are transformed into four questioning factors on the scale. In this context, 10 items were added to the original scale with 40 items and the scale was updated and a scale of 50 items was obtained.

Churchill (1979), one of the most referenced researchers in the literature on scale development processes and stages, notes that there are eight major steps to follow in the scale development process.

3.2. Data Analysis

The pilot and main surveys were conducted between December 2015 and February 2016.

In order to determine the reliability and validity of the research scale, a pilot survey was applied to 101 bank personnel in December 2015. The results were assessed in light of the information obtained from the literature, and the statistical analyses were realized by using SPSS 22 program. Before factor analysis, KMO Sample Adequacy Test and Bartlett Sphericity Tests were applied. The value of the KMO was 0.897, and the sample size was sufficient. The result of Bartlett Test was found to be meaningful at 4555.171 and $p = 0.000$ which is meaningful at the 0.01 significance level (Hair et al., 2010: 104-105). It is concluded that the data is suitable for factor analysis. Likewise, the Cronbach Alfa value, which measures the reliability of the scale, yielded an excellent level of confidence of 0.973 (Gliem and Gliem, 2003: 87).

It was determined that the factor loadings of 50 items analyzed in the pilot survey application were between 0.316 and 0.819 and these values were above the limit value of 0.30 (Çetin et al., 2011: 420). According to these results of factor loadings, there is no item that should be excluded from evaluation.

A total of 560 items of data were obtained through the internet and questionnaire forms in the wider participant survey conducted after the pilot survey. 36 survey data items that did not meet the required criteria were excluded from the study and 524 data items were included in the analysis. These 524 data items obtained from surveys were used in the analysis and findings of the research. Analysis of the data obtained by means of data collection in the research, was carried out in a computer environment using SPSS 22 and AMOS 22 package programs. The research was carried out in January - February 2016.

3.2.1. Exploratory Factor Analysis (EFA)

First, exploratory factor analysis was used to analyze and summarize the interrelationships among internal marketing, internal branding, and outputs of internal branding. The appropriateness of the data for factor analysis was evaluated using Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (Hair et al., 2010: 104-105). Principal component analysis with Direct Oblimin rotation was carried out to identify the factor structure of this measure. The direct oblimin rotation was selected because the subscales of the measure were expected to be correlated (Abu-Raiya et al., 2011: 6).

In the analysis process, exploratory factor analysis performed after rotation on the scale with 50 items, 9 items that were found to load more than one factor and 1 item, which was contiguous, were excluded from the analysis. After excluding 10 items from the analysis, exploratory factor analysis was performed again for

the 40 items on the scale. In factor analysis using direct oblimin rotation method, 40 items were distributed under 9 factors. The resulting factors' eigenvalues, variance exploratory percentages of the factors, are shown in Table 1. According to the table, 75.024% of the total variance is explained by the 9 factor model.

Table 1. Oblimin Rotation Results of the Factors

Factors	Eigen Value	Total Explained Variance (%)	Total Cumulative Variance (%)
1 - Development	19.866	49.666	49.666
2 - Brand Performance	2.596	6.490	56.156
3 - Brand Identification	1.695	4.238	60.394
4 - Group Meetings	1.413	3.533	63.926
5 - Vision	1.109	2.771	66.698
6 - Training	0.917	2.292	68.990
7 - Brand Loyalty	0.900	2.250	71.240
8 - Rewards	0.788	1.970	73.211
9 - Orientation	0.725	1.813	75.024

In the research, after analyzing the data obtained from 524 participants, 40 items were determined as analyzable items. The internal marketing scale developed by Foreman and Money (1995) has been distributed under three dimensions (vision, development and rewards) as in the original measure after the analysis and rotation.

Whole internal branding scale developed by Punjaisri et al., (2009a and 2009b) had originally had eight sub dimensions. However, the whole internal branding scale fell down to six sub dimensions after analysis and rotation. Group meetings and briefing dimensions which were under the internal branding factor were output under one dimension after the analysis and rotation. Since the number of remaining questions is more in the dimension of the group meetings, the name of this dimension is defined as group meetings.

In the same way, the results of the internal branding outputs have originally three sub dimensions. However, after analysis and rotation, the three factors fall into two factors. The brand commitment and brand identification sub dimensions have yielded a single dimension.

After analysis and rotation, the number of questions in the brand identification dimension gave more results than the brand commitment dimension. For this reason, the dimension name is classified as brand identification after analysis and rotation.

The summary of the analysis of 40 items analyzed in the survey is shown in Table 2. According to the table, it is seen that Cronbach's Alpha value of the data is 0.971 and the KMO value is 0.967. These results show that the data is highly reliable and that the sample size is perfectly adequate for factor analysis.

Table 2. Summary of Exploratory Factor Analysis of 40 Items

KMO and Bartlett's Test		Cronbach's Alpha	Explained Variance (%)	Number of Items	Number of Participants	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.967				
Bartlett's Test of Sphericity	Approx. Chi-Square	17426.664	0.971	75.024	40	524
	df .	780				
	Sig.	0.000				

The 40 items obtained after exploratory factor analysis are the best contributors to the purpose of the study. Of the 10 items added to the scales in the study, only 1 item was removed from the analysis because it was loaded to a different factor. The other 9 items were included in the analysis process after satisfying the required criteria for descriptive factor analysis. These 40 items and 9 factors, which were obtained from the factor analysis, best served the purpose of the research and described the measurement model in the best way.

3.2.2. Confirmatory Factor Analysis (CFA)

In this part of the research, the factor structure based on theoretical foundations was examined on whether it fit with the research model by confirmatory factor analysis. The fit statistics of the measurement model were calculated. Data on analysis results are shown in Table 3.

Table 3. Concordance Values of the Scales

Scales	χ^2	df	χ^2/df	CFI	GFI	RMSEA
Internal Marketing Tools Scale	335.909	87	3.861	0.96	0.92	0.074
Internal Branding Tools Scale	264.143	62	4.26	0.96	0.93	0.079
Brand Identification Scale	1.252	1	1.252	1	1	0.022
Brand Loyalty Scale	2.403	1	2.403	1	1	0.052
Brand Performance Scale	0.437	1	0.437	1	1	0

It is considered that the perfect fit is maintained if the result of χ^2/df is less than or equal to 3 in the result of the research, and it is moderately fit if it is less than or equal to 5. (Çokluk, Şekercioğlu and Büyüköztürk, 2012; Meydan and Şeşen, 2011; Özel et al., 2013; Çevik and Gürsel, 2015). It is seen that all the values of the scales are yielded above the adequate value. Another fit index of the study is RMSEA value. Steiger (2007: 897), indicates that the acceptable fit value for RMSEA is 0.08 or lower. When the RMSEA values of the scales are examined, it can be seen that all of the values have an acceptable fit limit. CFI value of 0.90 and above is an acceptable value for model adaptation (Raykov and Marcoulides

2006: 46). It can be seen that all of the CFI values of the scales have acceptable fit values. GFI values of 0.90 and above are considered as an acceptable limit (Engel, Moosbrugger, and Müller, 2003: 43). All of the values of GFI have an acceptable fit limit. When the table contains the values emerged after the confirmatory factor analysis is viewed, it is seen that with the modifications made, the adaptive values are within the acceptable limits.

3.2.3. Convergent and Discriminant Validity of the Study

Fornell and Larcker (1981: 46) point out that the Average Variance Extracted (AVE) values of the variables must be 0.50 and above and Composite Reliability Values (CR) should be 0.70 and above in order to provide convergent validity of a scale. Bagozzi and Yi (1988: 375-376) indicate that it is acceptable to have all Cronbach Alpha values (α) and CR values above 0.70 on multivariate scales. As shown in Table 4, all Cronbach Alpha values and CR values in the study yielded results above the limit value of 0.70. In the same way, when Table 4 is examined, which contains AVE, CR, and Cronbach Alpha values of the study, it is seen that the AVE results are above the critical value of 0.50. According to these results, three variables (AVE, CR and α) meet the convergent validity criteria. According to these results, it is seen that the observed variables explain the dimensions, which they are present, are in sufficient order and consistent with each other.

Table 4. Convergence Validity and Reliability of the Study

Factors	Average Variance Extracted (AVE)	Cronbach's Alpha (α)	Composite Reliability (CR)
1-Vision	0.596	0.850	0.852
2-Development	0.642	0.924	0.926
3-Rewards	0.674	0.889	0.892
4-Training	0.518	0.745	0.756
5-Orientation	0.738	0.917	0.918
6-Group Meetings	0.666	0.921	0.923
7-Brand Identification	0.574	0.780	0.797
8-Brand Loyalty	0.640	0.889	0.875
9-Brand Performance	0.607	0.836	0.859

The discriminant validity among factors was evaluated using the strategy of Fornell and Larcker (1981: 46) by comparing the square root of the AVE for each factor shown on the diagonal of Table 5 with the correlations shown below the diagonal. The values on the diagonals must be greater than the values in the column and the row they are in so that the discriminant validity can be mentioned.

Table 5. Discriminant Validity and Correlation Findings of the Study

Factors	1	2	3	4	5	6	7	8	9
1-Vision	0.772	0.751**	0.626**	0.529**	0.589**	0.624**	0.473**	0.669**	0.429**
2-Development	0.762**	0.801	0.738**	0.657**	0.707**	0.706**	0.451**	0.732**	0.464**
3-Rewards	0.648**	0.769**	0.821	0.631**	0.652**	0.673**	0.304**	0.643**	0.318**
4-Training	0.560**	0.677**	0.683**	0.720	0.654**	0.641**	0.308**	0.571**	0.320**
5-Orientation	0.607**	0.731**	0.684**	0.696**	0.859	0.764**	0.363**	0.604**	0.384**
6-Group Meetings	0.675**	0.778**	0.737**	0.738**	0.803**	0.816	0.329**	0.614**	0.370**
7-Brand Identification	0.501**	0.456**	0.339**	0.312**	0.385**	0.389**	0.758	0.565**	0.378**
8-Brand Loyalty	0.707**	0.752**	0.696**	0.593**	0.644**	0.707**	0.553**	0.800	0.483**
9-Brand Performance	0.473**	0.503**	0.369**	0.351**	0.416**	0.451**	0.371**	0.524**	0.779

When Table 5, which includes the findings of the research, is examined, it is seen that the factors in the model are separate structures and their discriminative validity is provided.

3.2.4. Structural Equation Model Results (SEM)

To assess SEM model fit, calculated values of goodness of fit indexes were compared to the recommended levels. When the values of the goodness of fit of the structural equation model in Table 6 are considered, RMSEA=0.068, $\chi^2/df = 3.409$ and CFI= 0.91 values were at above acceptable concordance level (Hooper et al., 2008: 53-55).

Table 6. The Concordance Values of Structural Equation Model

	χ^2	df	χ^2/df	GFI	CFI	RMSEA
Concordance Values	1956.553	574	3.409	0.82	0.91	0.068

While the GFI value could be carried further up by removing the extra items, the related literature research on this topic suggested that the resulting value of 0.82 GFI was adequate and that GFI could be an acceptable value of 0.82 if other adaptation values yielded good results (Gefen et al., 2003: 69). In his study, Yang (2015: 86) found a GFI of 0.82 and stated that this is an acceptable value. In some studies, it is stated that GFI values 0.80 and below can be accepted but the limit value is 0.80 (Gefen et al., 2003: 69).

The values in the table provide sufficient evidence that the concordance values of the established model are in the acceptable limits and the model is structurally appropriate.

3.2.5. Hypothesis Testing

In this part of the study, hypotheses based on conceptual models, and developed as a result of the literature search, were tested. In the study, a total of 25 hypotheses were tested, including 17 direct impact hypotheses and 8 indirect impact hypotheses.

In the interpretation of hypothesis tests, β is not the only value that is examined. The level of significance (p) should be looked at together with the β value of the analysis. The significance level is less than 0.05 in the 5% confidence interval ($p < 0.05$) which shows the result that the hypothesis is statistically significant and can be accepted (Altunışık et al., 2012: 239). The - or + sign in front of β value indicates the direction of the relationship between the dependent variable and the independent variable (Çokluk, Şekercioğlu and Büyüköztürk, 2012: 54).

The standardized beta (β) coefficients, p values and hypothesis test results of both direct impact hypotheses and indirect impact hypotheses are shown in detail in Table 7 and Table 8.

3.2.5.1. Results of Direct Impact Hypothesis

A total of 17 direct impact hypotheses exist between H1 and H17 in the research. Table 7 shows the results of direct impact hypothesis testing. According to the results of the hypothesis tests, 5 of the 17 direct impact hypotheses were rejected because p values were greater than 0.05 significance level and β values have negative results. The other 12 hypotheses were accepted since their p values are smaller than the significance level of 0.05 and β values have positive results. According to the results of the hypothesis test, there is no direct impact of vision on (H1) group meetings (p value: 0.719, β value: -0.024), on (H2) orientation (p value: 0.070, β value: -0.141) and on (H3) training (p value: 0.093, β value: -0.105), which are the three sub dimensions of internal branding. In hypotheses H12 and H13, which were rejected as a result of hypothesis testing, it has been found that there is no direct impact of orientation on (H12) brand identification (p value: 0.658, β value: -0.037) and (H13) brand loyalty (p value: 0.323, β value: -0.058). After hypothesis test; H4, H5, H6, H7, H8, H9, H10, H11, H14, H15, H16 and H17 direct impact hypotheses were accepted (p values < 0.05 , β values:+) and hypotheses H1, H2, H3, H12 and H13 were rejected (p values > 0.05 , β values:-).

Table 7. Results of Direct Impact Hypothesis

Hypothesis No.	Hypotheses	β	p	Result
H1	Vision (internal marketing tool) has direct impact on group meetings (internal branding tool).	-0.024	0.719	Not Supported
H2	Vision (internal marketing tool) has direct impact on orientation (internal branding tool).	-0.141	0.070	Not Supported
H3	Vision (internal marketing tool) has direct impact on training (internal branding tool).	-0.105	0.093	Not Supported
H4	Development (internal marketing tool) has direct impact on group meetings (internal branding tool).	0.539	***	Supported
H5	Development (internal marketing tool) has direct impact on orientation (internal branding tool).	0.624	***	Supported
H6	Development (internal marketing tool) has direct impact on training (internal branding tool).	0.539	***	Supported
H7	Rewards (internal marketing tool) has direct impact on group meetings (internal branding tool).	0.405	***	Supported
H8	Rewards (internal marketing tool) has direct impact on orientation (internal branding tool).	0.354	***	Supported
H9	Rewards (internal marketing tool) has direct impact on training (internal branding tool).	0.373	***	Supported
H10	Group meetings (internal branding tool) has direct impact on brand identification (output of internal branding).	-0.217	***	Supported
H11	Group meetings (internal branding tool) has direct impact on brand loyalty (output of internal branding).	0.156	***	Supported
H12	Orientation (internal branding tool) has direct impact on brand identification (output of internal branding).	-0.037	0.658	Not Supported
H13	Orientation (internal branding tool) has direct impact on brand loyalty (output of internal branding).	-0.058	0.323	Not Supported
H14	Training (internal branding tool) has direct impact on brand identification (output of internal branding).	0.717	***	Supported
H15	Training (internal branding tool) has direct impact on brand loyalty (output of internal branding).	0.822	***	Supported
H16	Brand loyalty (output of internal branding) has direct impact on brand performance.	0.410	***	Supported
H17	Brand identification (output of internal branding) has direct impact on brand performance.	0.180	***	Supported

According to these results, vision (internal marketing element) does not have direct impact over group meetings, orientation and training (internal branding elements). Orientation also does not have direct impact over brand identification and brand loyalty (outputs of internal branding).

3.2.5.2. Results of Indirect Impact Hypothesis

In the indirect hypotheses of research, there are 8 indirect impact hypotheses between H18 and H25. Because the vision and orientation dimensions are rejected as a result of the direct hypothesis test, these sub dimensions have not been retested in indirect impact hypotheses. All indirect impact hypotheses are accepted because the p values of all 8 hypotheses are less than 0.05 and β values of all 8 hypotheses have positive (+) values . Results of indirect impact hypothesis are shown in Table 8.

Table 8. Results of Indirect Impact Hypothesis

Hypothesis No.	Hypotheses	β	p	Result
H18	Development (internal marketing tool) has an indirect impact on brand identification through internal branding tools.	0.246	***	Supported
H19	Development (internal marketing tool) has an indirect impact on brand loyalty through internal branding tools.	0.491	***	Supported
H20	Rewards (internal marketing tool) has an indirect impact on brand identification through internal branding tools.	0.167	***	Supported
H21	Rewards (internal marketing tool) has an indirect impact on brand loyalty through internal branding tools.	0.349	***	Supported
H22	Development (internal marketing tool) has an indirect impact on brand performance through internal branding tools.	0.246	***	Supported
H23	Rewards (internal marketing tool) has an indirect impact on brand performance through internal branding tools.	0.173	***	Supported
H24	Training (internal branding tool) has an indirect impact on brand performance through outputs of internal branding.	0.466	***	Supported
H25	Group meetings (internal branding tool) has an indirect impact on brand performance through outputs of internal branding.	0.025	***	Supported

According to the results, development and rewards have indirect impact over brand identification brand loyalty and brand performance. Likewise, training and group meetings have indirect impact on brand performance.

3.2.6. Squared Multiple Correlation Values

In this part of the study, the results of the values that are known as the coefficient of determination (R^2) are interpreted. The determination coefficient (R^2) indicates what percent of the dependent variable is explained by the independent variable (Altunışık et al., 2012: 237). SMC is the proportion of explained variance in an endogenous construct accounted for by exogenous construct(s) in the model. SMCs range between 0 and 1 (Tabachnick and Fidell, 2013).

Table 9. Squared Multiple Correlation Values

Dependent Variables	Squared multiple Correlation (R ²) Values
Group Meetings	0.785
Orientation	0.677
Training	0.937
Brand Loyalty	0.834
Brand Identification	0.266
Brand Performance	0.267

SMC (R²) of the study are shown in Table 9. According to the data in the table; in our model, 78.5% of the group meeting variables are explained by the internal marketing dimensions, which are independent variables. It was found that 67.7% of the orientation variable was explained by the internal marketing dimensions. It was determined that 93.7% of the training variable was explained by the internal marketing dimensions. It was seen that 83.4% of the brand loyalty variable has been explained by internal marketing dimensions. It was seen that 26.6% of the brand identification variable has been explained by internal marketing dimensions. It was seen that 26.7% of the brand performance variable has been explained by internal marketing dimensions.

4. Conclusion and Discussion

In many studies to date, internal marketing and internal branding concepts have been considered as concepts and tried to be explained as a whole (Mitchell, 2002; Joshi, 2007; Punjaisri et al., 2009a; Punjaisri et al., 2009b; Gapp and Merrilees, 2006). In this study, the effects of internal marketing applications on internal marketing applications were investigated. It has been determined that internal marketing has a positive effect on human resources (Ewing and Caruana, 1999; Ahmed et al., 2003), job satisfaction (Bennett and Barekensjo, 2005; Keller et al., 2006), organizational commitment (Candan and Çekmecelioglu, 2009; Ahmad et al., 2012; Yusuf et al., 2014) and service quality (Opoku et al., 2009; Başaran et al., 2011). Likewise, empirical studies on internal branding have been determined that internal branding has positive effects on brand performance (Punjaisri et al., 2009a; Punjaisri et al., 2009b), brand loyalty (Javanmard and Nia, 2011; Khan et al., 2013), human resource processes (Raj, 2011; Hur and Adler, 2011; Aijaz and Shah, 2013; Pswarayi, 2013) quality (Gull and Ashraf, 2012) and emotional intelligence of employees (Khan and Naeem, 2013). However, the effects of internal marketing practices on internal branding practices have not been researched empirically in any of the studies carried out so far.

The purpose of this paper is to evaluate the effects of internal marketing practices on internal branding practices in the participation banking sector in Turkey.

Literature studies have shown that internal marketing and internal branding applications provide important contributions to individual businesses. The fact that the implementation of internal marketing and internal branding applications as a whole can provide significant contributions to banks and businesses in order to enable banks and other businesses in Turkey to meet customer expectations, to take advantage of opportunities, and to gain competitive advantage, were supported by this research. It is supported by this research that the implementation of internal marketing applications and internal branding applications as a whole can provide important contributions to the banks and other businesses in Turkey, where banks and other businesses can meet customer expectations, take advantage of opportunities, and gain competitive advantage.

This study provided a significant contribution to literature in three different ways; the study first contributed to the literature from the theoretical perspective. The concepts of internal marketing and internal branding, which are not too old in the marketing literature, are clarified and the direct and indirect effects of these two applications on each other have been investigated. Secondly; 10 items were added to the existing 40-item scale and the scale update and development has been performed. Finally, this study is the first study to analyze and construe the concepts of internal marketing and internal branding as a whole with the help of the structural equality model and 25 different hypotheses with direct and indirect effects.

4.1. Managerial Implications

When the results of the analysis of data and data collected from the participants were taken into consideration, suggestions to both bank managers and other business managers can be listed as follows;

In general, it has been seen that internal marketing practices have positive effects on the internal branding and therefore the enterprises' branding process.

According to the result of the research, the managers should start from the employees first in the branding process and apply the internal marketing tools in their businesses accordingly.

Banks, which are the institutions that corporate governance are most applied in Turkey, and other corporate businesses can develop strategies by taking the results of this research into account. With this study, it is seen that the personnel who have been invested in themselves, have been offered different and varied opportunities and are supported and rewarded; felt valuable, and staff who feel valuable contributed more to the branding process to the organization they are affiliated with. In this direction, managers who want to achieve success in the branding process should give importance to employees' training and development programs and reward their employees so as to keep their motivation at the top level.

Managers should motivate the employees by contributing to their development with internal marketing and rewarding the employees. Managers should train their

employees about the brand and keep them fit with group meetings while motivating them by contributing to their development and rewarding their employees through internal marketing.

Subsequently, it will be seen that the employees who are identified with the brand and are loyal to their brands, make significant contributions to the branding process.

4.2. Limitations and Further Research

There have been some limitations in the process of conducting this research. These limitations are: The universe of the research is limited to the employees working in the domestic banking sector of participation banks operating in Turkey. The data of the research is collected as a section of the ongoing (cross-sectional) processes.

Considering the academic results of this research, the suggestions presented for the studies and researchers to be carried out on these issues in the future are presented below;

The research was conducted on the participation banks in Turkey. A similar research can be done in development and investment banks separately as well as in different sectors of the world's other countries.

In this study, internal marketing and internal branding applications have been discussed and examined from the point of view of the employees. In the future studies, it is suggested that managers' point of view on internal marketing and internal branding applications should be determined and in this direction, the concepts of internal marketing and internal branding should be measured from the point of view of the managers.

A similar study can be conducted according to the views of female and male employees. Especially in sectors where male and female personnel have balanced distribution can this study can be conducted.

It is seen that the scales used in the research serve the purpose of the research. However, researches that are conducted with different scales in new studies will allow these concepts to be seen from a different perspective.

As a conclusion, it is evident from the results of this study that effective internal marketing implementation plays a vital role on internal branding, internal branding results, and brand performance. The staff is an especially important part of this process. According to the results, participation banks in Turkey have placed greater emphasis on internal marketing in order to deliver the brand's promise. Furthermore, participation banks' senior managements place human resource centre for organizational success in Turkey. This study contributes to the existing research by analyzing internal marketing components, internal branding components, outputs of internal branding, and brand performance from a holistic perspective, showing the direct and indirect effects of related concepts.

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