

Investigating the Effect of Internal Marketing on the Staffs' Desire to Remain in the Organization (Case Study: Aria Sasol Petrochemical Company)

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Abstract

The purpose of this study was to investigate the effect of internal marketing on the willingness of employees to remain in Aria Sasol Petrochemical Company. The statistical population of the study consisted of 925 employees from Aria Sasol Petrochemical Company. The calculated sample is based on Morgan's table and Cochran's formula, which includes 272 individuals who have been extracted by random sampling. The research tools in this research included two internal marketing standard questionnaires (Al Hawari et al., 2013) and the standard questionnaire of the desire to remain (Weiner and Imery, 1980). Validity of the questionnaires was based on expert opinion and Bartlett's test. Validity coefficient of internal marketing questionnaire was 0/793 and the standard questionnaire of the desire to remain was 0/916. And their reliability is based on Cronbach's alpha coefficient which was 0.799 for internal marketing questionnaire and 0.847 for the standard questionnaire of the desire to remain and indicated that the questionnaire is desirable. In this research, regression analysis was used to analyze the research hypotheses and Friedman test for ranking variables. The results of this research showed that the internal marketing dimensions have a positive and meaningful effect on employees' durability in the Aria Sasol Petrochemical Company. Also, the component of education and development has more impact and then there are communication, employee empowerment and motivation.

Key words: Internal marketing, desire of employee to remain, Aria Sasol Petrochemical Company

1-Introduction

In today's challenging world, which has become more competitive and unpredictable than the past, companies need to use transcendental approaches to survive and achieve their business

goals and develop their competencies and capabilities in the face of uncertainty. For more than three decades, thinkers and marketing professionals have been convinced that business performance is influenced by internal marketing. According to Narrow and Slater (1990), a market-oriented company is a company that organizes its activities, products and services according to its customers' needs and requirements. In contrast to these companies, a product-oriented company produces interesting and exciting products and is seeking to stimulate the interest and attention of the supply and demand cycle for these products and services. However, there is a likelihood of success in either of these two trends, but with a product-oriented only, success is more difficult. Business success in a new global economy depends on the ability to create distinct values in the product, through creating quality design and production, and making customers aware of the existence of these distinctly effective ones. In this world there are almost always those who can offer the product at a lower price, and this price competition means less profit. Therefore, the most effective strategy is to maintain customers through the creation of quality-based values and loyalty in them (Pylar, 1996).

Today we live in an environment that is increasingly moving towards a service-based economy. Services are not a small part of the economy, but as the heart of value creation in the economy. Services is one of the most important economic sectors of the country that has grown significantly over the past few decades and nowadays a high percentage of productive and economic affairs is involved with the issues of "professional services". Most of the products we buy also include service elements. In fact, a wide range of goods rely on service-based activities to gain competitive advantage. Service companies have grown largely based on the needs of the market and have grown over time, relying on good management strategies and plans, and penetrating on other target markets. Recent business literature has paid special attention to planning and strategies such as organizational culture management, strategic human resource management, quality management, market orientation and environmental management. The increasing attention to these approaches results from their undeniable impact on performance. Initially, there was no need for marketing as a result of false definitions, lack of standards in the presentation, and because of high demand and lack of service delivery; however, over time, with the widening of target markets, the diversity of consumer tastes and cultures, as well as the growth in the number of such companies, companies began to embark on new strategies to succeed. In recent years, much attention has been paid to the concept of marketing in insurance

companies focusing on providing high-quality customer service (De, 1988). On the other hand, petrochemical companies need to have dedicated staff willing to stay in business in order to improve company's performance. In this regard, their needs need to be met, but petrochemical companies, especially Aria Sasol Petrochemical Company, should be strong in the issue of internal marketing, because in the event of a weakness in this field, it will face a lack of desire for sustainability and lower productivity. Therefore, the present study investigates the effect of internal marketing on the desire to remain employees in the organization (case study: Aria Sasol Petrochemical Company).

2- Research theoretical foundations

Organization and organizing are the features of the new world. Each organization consists of organs whose existence is necessary for the organization. These pillars include structure, technology, goals, capital and human resources. Although it is important to have one of these in order to shape the organization, human resources are undoubtedly the most important pillar of each organization. Employees are internal customers of the organization, and the company's attention is referred to them as internal marketing. Organizations that pay more attention to their employees tend to be more customer-oriented and have higher job satisfaction and organizational commitment, and accordingly, they experience the desire for survival.

Cooper and Cronin (2010) state that domestic marketing is an organization's effort to educate and reward, and generally to manage human resources to deliver better services. Duke and Keithan (2013) also stated that domestic marketing was the creation of an internal market in the organization by employees. Members of the market must be trained, rewarded and excited to meet the needs and aspirations of foreign customers. Internal marketing improves the competencies by empowering and motivating employees in the organization, thereby enhancing the process of innovation in the organization and identifying the process of innovation (Mishra, 2016).

On the other hand, the speed of change on the threshold of the twenty-first century is so high that understanding its direction is simply not feasible; and it is a matter that managers of organizations should steer themselves in the turn of time according to this change. Creating a culture of loyalty and a willingness to stay among employees is one of the success factors of an organization. The culture of an organization should be such that the organization focuses more

on the needs of its employees and also establishes its function based on the desire for employee survivability (Sabzi et al., 2014).

Improvement of productivity and desire for employee's remaining is a topic that has been considered from the beginning of human history and in all economic and political systems. In the competitive world, economic performance is an integral part of the country's management. Individuals, capital, and technology are all three of the major factors in increasing productivity. It can be said that almost all the experts in management science consider resources to be the most fundamental factor in increasing productivity and the desire to remain.

High rates of transfer and quit service usually represent the internal organizational problems. Causes of abandonment include dissatisfaction with the job, lack of information about the outcome, lack of training opportunities, the impossibility of career development, lack of team cohesion, unrealistic expectations, unwillingness and dissatisfaction with managers (Maryam Alli, 2015). The desire to stay in the organization refers to the conscious and deliberate willingness of employees to stay with an organization. In this regard, Hosni (2013) explains in his research that the desire to stay in a job is a kind of motivational and inward potential in a person to stay in the job. Researchers find that there are factors that directly relate to the desire of employees to stay with their current organization: perceived organizational support, perceived supervisor support, and organizational commitment. Stingl Hembrondenberg (2010) has also presented organizational justice, organizational support and organizational procedures (organizational rewards for occupational stress) as one of the key factors for staying in organization (Collins, 2015).

Organizations face more than one market (employees as domestic market and customers as a foreign market), and success is a function of the organization's ability to effectively manage the relationships that exist between them. In general, the implementation of internal marketing in the service sector provides these organizations with the competencies and capabilities that, while taking advantage of environmental opportunities will enhance their performance.

According to Rinseau, employees are internal customers of a company and their satisfaction is a mirror image of the satisfaction of foreign customers. In marketing research, a concept that emphasizes employees and their ability to do business, or in other words a marketing perspective for managing human resources is internal marketing (Blue and Indrnickid, 2013).

On the other hand, it has been proven that perceived support is provided by the organization through a distinct and unique superstructure of perceived support. The perceived supervisor's support is defined as employee perception of what the supervisor values and is concerned about their well-being. Empirical studies show that perceptions of a supportive manager lead to higher levels of job satisfaction, ability to produce, organizational commitment, and less mobility and less constraints, less family-centered conflict and less depression, which in turn leads to organizational effectiveness (Chaula and Goda, 2010). House (2000) has introduced four aspects of social support that includes emotional support, credit support / evaluation, tool support, and information support. Managers' support plays a significant role in the morale, motivation and self-efficacy of the employees, and consequently, employees feel more satisfied with their work and show a greater tendency to stay in the organization and continue their career (Mohammad Beygy, 2012). The results of this research can be used by many experts in the field of petrochemicals, planners of the sale of goods, factories and companies for the sale of products. It can also help customers to be encouraged to buy through various forms. In this regard, for all the experts and planners of their field of marketing and related petrochemicals, the measurement and willingness to stay in the company's employees along with the internal marketing practices is of great importance. Therefore, research on the impact of internal marketing on the desire of employees to stay in the company is important.

3. Literature Review:

Abdul Manafi and Dadkhah (2015) conducted a research on the impact of internal marketing on the willingness of employees to stay in the mining industry organization. Summary: Internal marketing is one of the marketing topics that Berry presented about 20 years ago as a way to solve problems of organization's staff and provide quality services to them. Despite the expansion of the concept in marketing literature, practically little use has been made of it. The next topic of internal marketing was the fact that this branch of marketing requires a wider research.

In Turkchin research (2014), titled "The Role of Internal Marketing in Human Resource Efficiency", the results of SPSS software and using the t-test method showed a significant relationship between internal marketing and human resource outcomes with a mean effect of 4.06 and Each of the marketing combination included the product combination with a mean

effect of 4.12, the combination of job price with the mean effect of 4.19, the combination of occupational promotion with the mean effect of 4.12, and finally a combination of job location with the mean effect of 3.73 had a direct and significant relationship with the increase in human recourse productivity.

Younessifar et al. (2014) examined the degree of internal marketing components governance and their impact on customer satisfaction. The results show that due to the direct and positive relationship between internal marketing and employee satisfaction and commitment, the organization should focus on the internal marketing aspects by paying attention to employees' output and especially satisfaction.

Ali Nasr Esfahani and his colleagues (2014) have focused on the impact of internal marketing on the effectiveness of group work in higher education. The results show that prices, internal products, communications, and the interior of each one alone have a direct relationship with the effectiveness of group work. That is, increasing each factor increases the other factor. As a result, internal marketing and the effectiveness of teamwork are also directly related to each other.

In the research of Daloi et al. (2016), the effect of internal marketing on the factors and implications of organizational commitment, the results showed that there is a positive and significant relationship between motivational systems, social nature and organizational commitment of employees.

Guanaris and colleagues (2015) present their research entitled "The relationship between market orientation and internal marketing and its impact on customer satisfaction." As a result, the research showed that internal marketing could increase employee performance and increase the quality of service in the organization, which would increase the satisfaction of the foreign customers of the organization.

Lingse and Gernelli (2014) presented their research titled "The Impact of Internal Marketing on Organizational Behavior". The result of this study showed that internal marketing has a positive effect on employees' behavior, which has an impact on employee marketing.

Tortoosa and colleagues (2013) presented their research titled "The Impact of Internal Marketing and its Influence on Organizational Performance" and the results of this study showed that internal marketing has an influence on employee perception, which improves service quality and increases customer satisfaction from receiving services.

4. Research objectives

4.1 The main purpose

The main objective of the research is to investigate the effect of internal marketing on employees' desire to stay in Aria Sasol Petrochemical Company

4.2 Special Purposes

1- Investigating the effect of motivation on employees' desire to stay in Aria Sasol Petrochemical Company

2- Investigating the effect of empowerment on employees' desire to stay in Aria Sasol Petrochemical Company

3- Investigating the effect of communications on employees' desire to stay in Aria Sasol Petrochemical Company

4. Investigating the effect of training and development on employees' desire to stay in Aria Sasol Petrochemical Company

5. Research method

The purpose of this study is to investigate the effect of internal marketing on the desire of employees to stay at Aria Sasol Petrochemical Company and to determine the empirical relationship between internal marketing and to add to applied knowledge in this regard. Accordingly, the present research is applied in terms of its purpose and in terms of collecting information; a descriptive survey one. The statistical population of the study consisted of 925 employees from Aria Sasol Petrochemical Company. The calculated sample is based on Morgan's table and Cochran's formula, which includes 272 individuals who have been extracted by random sampling. The research tools in this research included two internal marketing standard questionnaires (Al Hawari et al., 2013) and the standard questionnaire of the desire to remain (Weiner and Imery, 1980). Validity of the questionnaires was based on expert opinion and Bartlett's test. Validity coefficient of internal marketing questionnaire was 0/793 and the standard questionnaire of the desire to remain was 0/916. And their reliability is based on Cronbach's alpha coefficient which was 0.799 for internal marketing questionnaire and 0.847 for the standard questionnaire of the desire to remain and indicated that the questionnaire is desirable. In this research, regression analysis was used to analyze the research hypotheses and Friedman test for ranking variables.

6- Research results

For analyzing all hypotheses, regression analysis has been used.

6.1 Testing the main hypothesis: Internal marketing has a significant effect on the desire of employee to stay in Aria Sasol Petrochemical Company.

Table 1. Results of the main hypothesis test using linear regression analysis

	β	B (standardize)	t	p- value	R	R ²	Significance test of regression	
							F	p- value
Constant) (coefficient	9.101	0.934	5.041	0.000	0.934	0.872	1075.735	0.000
internal marketing	0.830		32.798	0.000				

Regarding the significant level, we conclude that the regression is significant. Also, the coefficient of determination is 0.872, which indicates that 87.2% of the changes in the desire of employees to stay in Aria Sasol Petrochemical Company can be explained and explained by internal marketing. Given the coefficients β obtained, the relationship between the variables studied can be formulated as follows:

(Internal marketing) \times 0.830 + 9.101 = desire of employee to stay

6.2. Testing specific research hypotheses: Internal marketing has a significant effect on employees' desire to stay in Aria Sasol Petrochemical Company.

Table 2. Test results of special research hypotheses using linear regression analysis

Constant) (coefficient	β	B (standardize)	T	p- value	R	R ²	Significance test of regression	
							F	p- value
Motivation	1.045	0.637	0.631	0.000	0.673	0.452	153.479	0.000
	0.296		12.389	0.000				

Empowering employees	0.361 0.120	0.765	0.497 11.771	0.000 0.000	0.765	0.585	138.558	0.000
(Constant coefficient) Communication	9.785 0.414	0.834	13.600 2.685	0.000 0.000	0.834	0.695	224.338	0.000
(Constant coefficient) Training and development	6.412 1.315	0.892	11.521 2.147	0.000 0.000	0.892	0.795	435.129	0.000

Regarding the significant level, we conclude that the regression is significant. Also, the coefficient of determination for the dimension of motivation is 0.452, which indicates that 45.2 percent of the changes in the desire of employees to stay in Aria Sasol Petrochemical Company can be explained by the motivation of employees. Given the coefficients β obtained, the relationship between the variables studied can be formulated as follows:

$$(\text{Motivation}) \times 0.296 + 1.045 = \text{desire of employee to stay}$$

Also, due to the significant level obtained for empowerment of employees, it is concluded that the regression is significant. Also, the coefficient of determination for employee empowerment is equal to 0.585, which indicates that 58.5 percent of the changes in the desire of employees to stay in Aria Sasol Petrochemical Company can be explained by employee empowerment. Given the coefficients β obtained, the relationship between the variables studied can be formulated as follows:

$$(\text{Employee empowerment}) \times 0.120 + 0.361 = \text{desire of employee to stay}$$

Also, due to the significant level obtained for communication dimension, it is concluded that the regression is significant. Also, the coefficient of determination for the communications dimension is 0.695, which indicates that 69.5 percent of the changes in the desire of employees to stay in Aria Sasol Petrochemical Company can be explained by communication dimension. Given the coefficients β obtained, the relationship between the variables studied can be formulated as follows:

$$(\text{Communication}) \times 0.414 + 9.785 = \text{desire of employee to stay}$$

Finally, due to the significant level obtained for the dimension of education and development, it results that the regression is significant. Also, the coefficient of determination is equal to 0.795, which shows that 79.5 percent of the changes in the desire of employees to stay in Aria Sasol Petrochemical Company can be explained by education and development. Given the coefficients β obtained, the relationship between the variables studied can be formulated as follows:

$$(\text{Education and development}) \times 1.315 + 6.412 = \text{desire of employee to stay}$$

The results of multiple regression analysis using SPSS software were done simultaneously:

Table 3. Multiple regression analysis results

Variables	β	B(standardize)	t	p-value	R	R ²
Motivation	2.242	1.355	14.511	0.000	0.816	0.655
Empowerment	4.390	3.514	6.638	0.000		
Communication	5.365	4.489	6.808	0.000		
Education and Development	6.741	5.218	7.112	0.000		

It can be seen that the correlation coefficient is 0.816. Also, the coefficient of determination is 0.665, which indicates that 66.5% percent of the changes in the desire of employees to stay in Aria Sasol Petrochemical Company can be explained by internal marketing. To determine which of the internal marketing dimensions has a greater share in the desire of employees to stay in Aria Sasol Petrochemical Company; it is necessary to consider the p-value and standardized coefficients of β in multiple regression analysis that consider all dimensions at the same time. It should be noted that the component of education and development is more and more influential and then are communication, employee empowerment and motivation.

Friedman test has been used to rank and identify the prioritization of the research variables. Using the Friedman test, we can compare the rank of variables.

Table 4. Results of the comparison of the mean rank of variables using Friedman test

Internal marketing dimensions	The mean rank of number	N	Degree of freedom	Amount	Significance Level
Motivation	2.59	257	3	649.365	0.000
Empowering employees	3.12				
communication	3.98				
Education and development	4.18				

Considering the significant level of the obtained results, it can be concluded that there is a significant difference between the average rankings of internal marketing dimensions. The average of the variables is similar to the multiple regression tests. It should be noted that the component of education and development is more influential and then are communication, employee empowerment and motivation.

7. Discussion and Conclusion

In this research, the effect of internal marketing on the desire of employees to stay in Aria Sasol Petrochemical Company was investigated. The results of this study show that internal marketing has a positive and significant effect on the desire of employees to stay in Aria Sasol Petrochemical Company. The dimensions studied in this research are motivation, employee empowerment, communication and education and development. The results show that the component of education and development is more influential and then are communication, employee empowerment and motivation.

The overall goal of the so-called internal marketing is to ensure that all employees of the company have to cooperate to meet the company's goals in order to meet the needs of its customers. The most important principle in this process is how a company cooperates with its customers in identifying, predicting and satisfying their needs for obtaining and maintaining custom and capital. Unfortunately, business executives rarely have full control over all aspects of the business that directly or indirectly affects customers and are often limited in sales and sales support. In every business, every person from the CEO to the service forces must know that the

collaborative effort affects the perception of the client and ultimately the customer is the supplier of the organization's revenue. Motivation is one of the key issues that undoubtedly plays a decisive role in different organizational dimensions, and organizations are required to motivate individuals in order to achieve long-term goals and sustainability in the competitive world of modern business. Motivation is generally classified into three factors: needs, motivations, and incentives, based on these categories, one can use motivational methods in organizations to focus on each of the determinants.

Research shows that with the implementation of the empowerment process and the continuity of employee training, one can easily achieve the goals of the organization. Empowerment is not giving power to individuals; people are empowered by their knowledge and motivation, and in fact empowerment is the liberation of this power. Empowerment is a feeling that gives potential. Empowerment requires a different kind of ethical and social behavior, the use of collaborative tools, and the ease of access to information resources and the use of mutual ethical relationships among employees, and in a word, management is based on honesty. Eventually, managers must learn from employees and take their ideas seriously and create and maintain an open space for exchanging information about the organization, competition, and customers. Managers of organizations can be inspirational and moralist, and able to thank others.

In light of the results, the organization must do the following to empower its employees. Special attention is paid to the work environment, the implementation of system suggestions, the creation of incentive facilities, job enrichment, attention to education and empowerment, creating a climate of intimacy and friendship among employees, clarifying the role and responsibilities assigned to employees, establishing an organized performance evaluation system in the office, The availability of excellent organization management and having an intimate relationship with employees, the core organizational structure for flexibility and self-esteem development, providing resources, equipment and facilities, establishing physical facilities for the workplace, and appropriate office equipment for staff, encouraging and awarding worthy employees and appreciating decent employees, creating opportunities for employee growth and learning, and holding regular and continuous training courses in the field of personal skills.

Given the ever-increasing advancement of the world around us, the issue of education must always be considered. The purpose of the evaluation of educational results is to confirm that both organizational goals and educational objectives have been met, that is, effective education.

Learning outcomes cannot often be fully analyzed and confirmed unless the learners' performance during the work is observed or tested.

It is also suggested in this regard:

- Considering employees as internal customers and paying attention to their needs and expectations in the form of internal marketing
- Internal marketing implementation at the technical and strategic level
- Since higher levels of perceived organizational support result in positive work, government agencies should use methods to improve the perceptions of employees in the organization.
- Establishment of an open source system for employees in government organizations
- Officializing the key personnel of the organization, in other words, the organization's scholars to ensure their job security
- Decentralization and team building and an attempt to create a structure that empowers employees more.
- Design and deployment of a performance appraisal system in order to adhere to and ensure fairness in employees' payment and promotion.
- Develop and implement two programs to increase the desire of employees to stay in the organization. The first type of program focuses on the input of the system, that is, the factors that are effective. These are active programs designed to prevent employees from leaving organization. The second type focuses on the output of the system. These are called reactive programs. The purpose of these programs is to control the effects of leaving after it occurs.
- Development of a comprehensive program for the improvement and development of employees for marketing purposes
- Explaining training strategies and improving employees in aligning marketing goals with human resources.
- Design of bonus systems and flexible performance evaluation
- Provide short-term training continually for marketing staff
- The support of the management of organizations from marketing authorities

8-Research suggestions

- Design, develop, and institutionalize other models of the impact of internal marketing on maintaining and retaining staff at Aria sasol Petrochemical Company or other community.
- Implementation of this study with other dimensions of internal marketing and human resources productivity dimensions.
- Study on the context and priority areas of the relationship between the role of intermediary variables such as organizational citizenship behavior and organizational commitment on the desire to remain in the Aria sasol Petrochemical Company or other community.

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