



The Effects of Internal Marketing on Some Job Attitudes: A Study in Private Hospitals in Turkey

Derya ATLAY IŞIK

Mugla Sıtkı Kocman University
Fethiye Faculty of Management,
Department of International Trade
and Logistics, Mugla/Turkey
deryaatlay@mu.edu.tr

A. Ender ALTUNOĞLU

Mugla Sıtkı Kocman University
Fethiye Faculty of Management,
Department of Business,
Mugla/Turkey
aealtunoglu@mu.edu.tr

Abstract

Organizations realize that one of their most crucial assets is the employee. This research evaluates internal marketing actions from the employers' perspective, focusing on effects of internal marketing actions on employers perceptions of the firm. The aim of this study is to state and analyze a proposed model concerned with internal marketing (IM), organizational cynicism (OCY), organizational commitment (OC), job satisfaction (JS), and intention to leave (ITL) amongst Turkish hospital employees. Research data is obtained from those 415 employees working in private hospitals in Mugla, Turkey. The data was analyzed through the SPSS 15.0 and LISREL 8.51 statistical packages and proposed relations are analyzed through Structural Equation Modelling (SEM). The findings supported hypotheses, demonstrating that while IM has positive effects on OC and JS, it has a negative impact on OCY. Moreover, as ITL is affected negatively by OC, it is positively influenced by OCY but no relationship to JS.

Keywords: Internal Marketing, Organizational Cynicism, Job Satisfaction, Organizational Commitment, Intention to Leave

1. Introduction

Today, organizations are in an uncertain and changing environment. In this context, environmental factors and changes cause constant pressure to maintain their competitive edge. Especially in service industries, the organization's efficiency of human resources performance may improve organizations' overall performance. In this sense, (IM) activities may play a crucial role by accepting employees as organization's internal customers. IM is described as perception of employees as internal customers who guarantee satisfaction of external customers and as an important tool for succeeding in all marketing strategies of the company (Berry, 1980). This approach may lead us to conclude that IM can be used when the organizations consider their employees as their customers.

The conceptual foundation of this article rests on stakeholder theory. Within the scope of the stakeholder theory, Maignan and Ferrell (2004) refer that organizations

must fulfil practical and moral responsibilities whilst demonstrating their desired behaviours in accordance with the norms and interests of their stakeholders. Freeman (1984) stated that the company exists for the aim of serving its stakeholders. According to this point of view, a stakeholder has an interest in the enterprise which is therefore at risk if it fails. Stakeholders include management, shareholders, employees, customers, community, suppliers and competitors (Grant, 2003; Altunoğlu, 2012). Freeman (1984) suggests that a company's management strategy should be to engage in corporate social responsibility in order to avoid negative actions, such as polluting the environment or abuse of employees eventually leading to a backlash from stakeholders. Even though the sustainability of the firm might be related to the improvement of relationships among stakeholder interests, the relationship between the firm and employees has paid less attention under the light of IM practices. Therefore, the present research examines IM actions from the employees' perspective. The focus is on the effects of IM actions on employees and their perceptions about the firm. The aim of this study is to state and analyze an empirical model linking internal marketing (IM), organizational cynicism (OCY), job satisfaction (JS), organizational commitment (OC) and intention to leave (ITL) among Turkish hospital employees. The results of the previous research might provide practical suggestions and contributions to the literature about the well-being of employees in hospitals. The reason for focusing on the health service industry is that a rise in the elderly population increases the demand for health workers. Moreover, since the supply of health employees is not likely to increase in the short term, it is essential for organizations to retain their employees. Herewith, many health care organizations try to ensure their employees' loyalty and make a point of their retentions. IM seems one of the strategies for keeping them within the organization.

The rest of the article will proceed as follows: first of all, the relationships between variables will be discussed in the light of the relevant literature; secondly, the proposed model is described; and finally it will be concluded with implications and limitations drawn from the findings.

2. Conceptual Framework and Hypotheses

2.1. Internal Marketing

Organizations are realising that their one of the most crucial assets is the employee. Therefore, prioritising customers needs a focused approach in consideration of taking care of workers. One of these efforts is named as "Internal Marketing" (Hartline and Bejou, 2004). According to Gilmore (2000), employees can be evaluated as an internal market within the organization. He emphasizes that this internal market requires a well-trained, to be aware of the organization's mission, to be informed about the advantages of products and services and also the expectancies of the external customers of the organization.

There are a number of theoreticians supporting Berry's (1980) original viewpoint. They state that viewing the employee as an internal customer who supports the overall marketing strategy is essential if this approach is to succeed. IM is defined by Rafiq and Ahmed (1993: 222) as "a concerted effort to overcome resistance to change in organizations and to align, motivate and integrate employees with effective implementation of corporate and functional strategies". An expanded definition is noted that "IM is the application of marketing, human resources management, and related theories, techniques and principles to motivate, mobilize, co-opt and manage employees at all level of the organization to continuously improve the way they serve

external customers and each other. Effective IM responds to employee needs as it advances the organization's mission and goals" (Joseph, 1996: 55). Rafiq and Ahmed (2000: 450-453 quoted Grönroos, 1981) displayed the presence of three stages in the development of the IM concept: "a) the phase of employee (internal customer) satisfaction, b) the stage of customer orientation and, c) the phase of strategy implementation stage".

According to Liao et al. (2004), IM is a perspective that enforces customer-oriented employees who can manage all interactive activities in order to create a more efficient the internal environment within the organization. With this approach, IM provides a high quality work environment for the organization by a strategic management approach focuses on attraction, development, motivation and retention of employees (Dennis, 1995). Foreman and Money (1995: 759) alluded that "IM has most relevance to service firms and that all employees are part of the internal market who must deliver excellent service to customers to support overall strategy". These are the most significant thoughts on IM.

Successfully implemented IM applications reduce employee turnover, increase service quality, increase employee satisfaction and decreases the resistance to change in the organization. Thus, retrenchment could be provided with the increasing commitment the employees' turnover rate and the reduction of labour recruitment, training costs, etc. (Arnett et al., 2002: 88).

2.2. Cynicism

Despite internal marketing' theoretical connections to cynicism this attitude has not received enough empirical research attention. An empirical evidence of the relationship between IM and cynicism has not been confronted. This issue is addressed in the present paper. The IM research underlines the significance of noticing its association with employee attitudes. In this study the idea of how IM comes to affect job behaviours and attitudes are researched. Cynicism is one of those individual attitudes discussed in the literature not only in organizational behavioural field but also in philosophy, religion and sociology (Dean et. al, 1998; Reichers et al., 1997; Wilkerson, 2002).

Cynicism is a widespread part of our working life. Organizational improvements and efficiency efforts seem to result in cynicism. Indeed, OCY involves "not only beliefs concerning the degree of integrity about one's employer but also emotional reactions toward one's employer, and behavioural tendencies" (Dean et. al, 1998, 341). Dean et al. (1998) discussed OCY merely in attitudinal terms, focusing on the beliefs, affect, and behavioural intentions reflecting attitude. On the other hand, Wilkerson (2002: 533) defined OCY as "a negative attitude toward one's employing organization in general, and toward its procedures, processes, and management, that is based on a conviction that these elements generally work against the employee's best interests". This statement of OCY indicates both negative expectancy and attitude. Cynicism means individuals have intention of unethical behaviour and negative feelings towards their organization (Nair and Kamalanabhan, 2010). It generally happens while employees believe that organizations lack honesty or while expectations of morality, justice, and honesty are not met (Nafei, 2013).

According to Dean et al. (1998: 345-346) cynicism has three dimensions namely; cognitive, affective and behavioural structure. The cognitive dimension of OCY is the belief that an organization lacks honesty and transparency. The affective dimension of

OCY refers to the emotional and sentimental reactions to the organization. The behavioural dimension of OCY alludes to negative tendencies. It is argued that there are some factors such as change efforts, stress overload, insufficient social support, not meeting individual and organizational expectations, goal conflict, increased organizational complexity, unequal assignment of power and lack of communication influence cynicism in the organizations (Reichers et al., 1997).

It can be argued that organizational performance might be affected by individual's attitudes critical of the organization such as organizational cynicism. For example, an individual judges his/her supervisor to be unethical or not supportive; it is meaningful to expect from him/her harmful and damaging opinions about the workplace. That will obviously might some effects on organizational performance. Despite this conceptual foundation, to date, empirical research is unavailable and it is expected that IM actions may affect cynicism level among employees. Therefore, it is hypothesized that:

Hypothesis 1: IM activities have a negative effect on employees' organizational cynicism.

2.3. Job Satisfaction

JS is considered as an important contributing factor towards a person's motivation and productivity. Over the last decade there have been many studies relating to JS. The definition of JS varies in the literature. Davis and Newstorm (1982) mention that JS occurs as the features of the job and the desires of the person performing the job are in harmony. According to Fisher and Locke (1992), JS is a multidimensional and complex concept. Mowday et. al. (1982) stated that there is a difference between JS and OC. They argued that whereas JS is a form of reflection to a particular job, OC is a broad attitude towards a firm. Thus, it is expected that, OC should generate more consistency than JS and over time lasts longer if one is satisfied with his/her job.

The very first reason for focusing on JS is the interaction between JS, life satisfaction, well-being, and physical health. It is expected that experiencing low level of JS may result in poorer well-being, life satisfaction and physical health. The second reason is that employee's performance might be affected by JS. It seems that turnover, absenteeism, tardiness, decreased employee commitment, and lower quality of work are influenced negatively by low levels of satisfaction (Noel et al., 1982).

Hirschfeld (2000) noted that intrinsic and extrinsic factors generate JS. According to Spector (1997:15), intrinsic JS factor is concerned with feelings of individuals about the nature of the tasks within the job itself. On the other hand, extrinsic JS factor is related to feelings of individuals about facets of the work conditions or environment that are external to the job tasks or the work itself. Weiss et. al. (1967) designed Minnesota Satisfaction Questionnaire (MSQ) to measure intrinsic and extrinsic JS.

The literature provides some empirical studies noting the relationship between IM and JS (Carlos and Rodrigues, 2012; Conduit and Mavondo, 2001; Gounaris, 2008; Tansuhaj et. al. 1991; Ting 2010). Berry and Parasuraman (1991) argued that when an organization introduces its services firstly to internal employees, they will enjoy in the work place. This IM policy might result in effective service quality to external customers. Moreover, Conduit and Mavondo (2001) found that a company that applying IM practices to meet the expectations of its internal customers will have a positive impact and will have higher level of JS. In the same way, Tansuhaj et.al. (1991) designed a study and pointed out that employees' JS is affected by IM practices. Besides, the results of Huang and Rundle-Thiele (2014) study indicated that there is a

strong evidence for the effects of IM on employees' level of satisfaction. Hence, related to those studies, it is proposed that:

Hypothesis 2: IM activities have a positive effect on employees' JS.

Abraham (2000: 274) alleged that discrepancy theory provides the theoretical base for relating cynicism to JS. When received outcomes consist of feelings of being wronged, of thwarted competence, of the absence of conditions that permit effective delivery of service, and of the need to be inauthentic, personal resentment toward the job is manifested in the form of dissatisfaction. The gap between expected and received outcomes is particularly relevant in cases of organizational change cynicism. Even though the previous literature provides an insight about the interaction between cynicism and JS (Srivastava and Adams, 2011), there is still a need to analyze the question why high cynic individuals show poor satisfaction level in their work place. Andersson (1996: 1395) noted the cynics might have negative feelings like 'frustration, hopelessness, and disillusionment' toward their colleagues in their job environment. In the same way Srivastava and Adams (2011) noted that employees with high level of cynicism are more likely to have less JS, job enrichment, quality of leader-member exchange, and perceptions of co-worker support. According to Wilkerson (2002), expectancy theory states that when the cynics experience discouragement and thwarting from the organization, it is possible to measure poor satisfaction level in the workplace. Hence, it is expected that when employees are high in cynicism, they feel the job they do is quite simple, have poor quality of relationships with their supervisor and their colleagues. The following hypothesis is proposed to test these reasons.

Hypothesis 3: Employees' OCY has a negative effect on employees' JS level.

2.4. Organizational Commitment

OC is considered as more general concept than JS (Barzoki and Ghujali, 2013: 37) since it demonstrates employee's perception towards the whole organization. According to Mowday et. al. (1982) OC indicates the level of employees' identification with their work place. It also demonstrates the engagement level with the organization. The three dimensions of OC are defined by Meyer and Allen (1991: 67) as follows: "Affective commitment refers to the employee's emotional attachment to, identification with, and involvement with the organization. Continuance Commitment refers to an awareness of the costs associated with leaving the organization. Finally, Normative Commitment reflects a feeling of obligation to continue employment."

The very well-known dimensions of OC are noted by Porter et. al. (1974). They state the dimensions as follows; "(a) a strong belief in and acceptance of the organization's goals and values; (b) a willingness to exert considerable effort on behalf of the organization; (c) a definite desire to maintain organizational membership." (p:604). Different definitions and point of views will surely develop different scales of the variable.

It is expected that as OC level increases, the performance of organizations is likely to increase. In the case of hospitals, a high level of commitment employees is required by the hospital managements. High levels of commitment of employees might influence the effectiveness of goals, productivity and quality of services in the hospitals. From this point of view, whether the employees have desire to exert remarkable work for the organization or not may affect outcome. It is also discussed that poor

commitment by individuals might be damaging for firm performance level (Ahmed et. al., 2002).

Tansuhaj et.al. (1991) noted that IM implementations may create positive attitudes in OC. In the same line, Abzari et.al. (2011) noted that IM efforts have considerable influence on OC and might be considered as a precursor of OC. Moreover, Chang and Chang (2007) stated that the primary objective of IM is to help employees to reach more JS and improve their commitment to the workplace. The relationship between internal marketing, OC, JS, and turnover intention has been researched among nurses. For instance, Lings (2004) displays that internal aspects of organizational performance such as employees' OC, employees' retention and JS might be increased by regarding the employees as internal market through IM practices. In his empirical study, Tsai (2014) hypothesized that IM influences OC. He carried out his study in a hospital focusing on nurses and concluded that there is a positive association between IM and OC. Therefore;

Hypothesis 4: IM practices have a positive influence on OC.

Abraham (2000: 275) argued that OCY diminishes OC. Mathieu and Zajac (1990) noted that perceived competence was a positive significance between commitments across five samples, indicating that organizations that provide avenues for growth have more committed employees. Conversely, cynicism from thwarted competence or failure to utilize skills on the job reduces perceptions of competence affecting commitment. Moreover, Özgan et. al. (2012: 203) mentioned that the interaction between OCY and OC is significant and negative. They also pointed out that OCY had an influence on OC. Reichers et. al. (1997) indicated that, cynic individuals showed lower commitment, less satisfaction and poor motivation to do their best in the workplace. Cynics do not have a belief that when they perform well, the effort they put would not return as an increase in their earnings. Besides, Yıldız (2013) also investigated the interaction between OC and OCY perceptions among primary school teachers and noted a high negative correlation. Therefore, the following hypothesis is designed:

Hypothesis 5: OCY has a negative effect on OC.

2.5. Intention to Leave

The current research considers self-reported ITL concept as the dependent variable for hospitals. Tett and Meyer (1993) defined ITL as the wilful and deliberate intent of an employee to resign from an organization. The turnover concept can be classified into two dimensions named as; ITL and actual leaving (Bluedorn, 1982). Moreover, Bluedorn (1982) noted that there is a significant and positive relationship between the ITL and actual leaving behaviour. According to Mobley (1977), ITL is “the last step prior to actual quitting”. It can be argued that ITL is the early stage of leaving the workplace. Individual experiencing ITL is recognized that there is a chance of leaving the work place soon. Therefore, ITL has marked as the best indicator of turnover behaviour (Steel and Ovalle, 1984).

In light of current concerns over health care employees shortages, their intent or decision to leave the profession is a topic of great importance. There are some unavoidable reasons for permanently leaving the hospitals like retirement. When individuals consider leaving the organization because of ineffective policies implemented by the organization, the possibility of quitting the job might increase. Therefore, the supply of the health care workers has been a problem (Takase et al.,

2005). This study focuses on the effects of cynicism, JS and job commitment on ITL. By reducing organizational negative effects on ITL, it is possible to solve the supply challenge for skilful health workers.

Cynicism has been considered as a serious reason for ITL. For instance, Mesci (2014) attempted to identify if there is a theoretical link between OCY levels and intention of turnover of the employees. His research provided a significant positive link between the variables. In the same way, Bobbio and Manganelli (2015) showed the mediating effect of cynicism between work place factors and ITL. Their study also stated that cynicism is a crucial factor influencing turnover intention. Therefore, it can be discussed that individuals with high level of cynicism may display ITL behaviour.

Hypothesis 6: OCY has a positive effect on ITL.

JS has been linked to employees' ITL (Amunkete and Rothmann, 2015). Loi et. al. (2006) notes an interaction between turnover and ITL. They also argue that attitudes like JS can be explained by ITL. Brimhall et. al. (2014) also examined employee JS and ITL as their high predictive power on turnover within organizations. In the same way, Lucas et. al. (1987) noted that intrinsic JS negatively affects turnover, pointing out individuals having poor satisfaction level are expected to leave the workplace early on. Related to previous literature, the current study also focuses on the relationship between JS and ITL. Therefore, it is hypothesized that:

Hypothesis 7: JS has a negative effect on ITL.

The link between commitment and ITL originated from high levels of emotion related to job. In previous literature, it is stated that there is a negative relationship between level of employee commitment and ITL (Cohen, 1993; Ingram and Lee, 1990; Yurchisin et. al., 2010). Chernesky and Israel (2009) noted that, OC has often been considered as a antecedent of turnover. It can be argued that highly committed employees might find it difficult to leave from the workplace, as they may feel emotionally attached to the job and as they have high levels of identification with the work. The employee may take some financial risk by changing jobs. Therefore, it is expected that as long as the work provides a proper environment to the employee, he/she might not be eager to leave the workplace. Consistent with the past literature, it is hypothesized that:

Hypothesis 8: OC has a negative effect on ITL.

3. Methodology

3.1. Model

The proposed model based on the literature mentioned, theory development, and expert review is summarized in the Figure 1. As the figure states, the model aims to explore the relationship between latent variable IM and independent variables - cynicism, JS, OC and ITL.

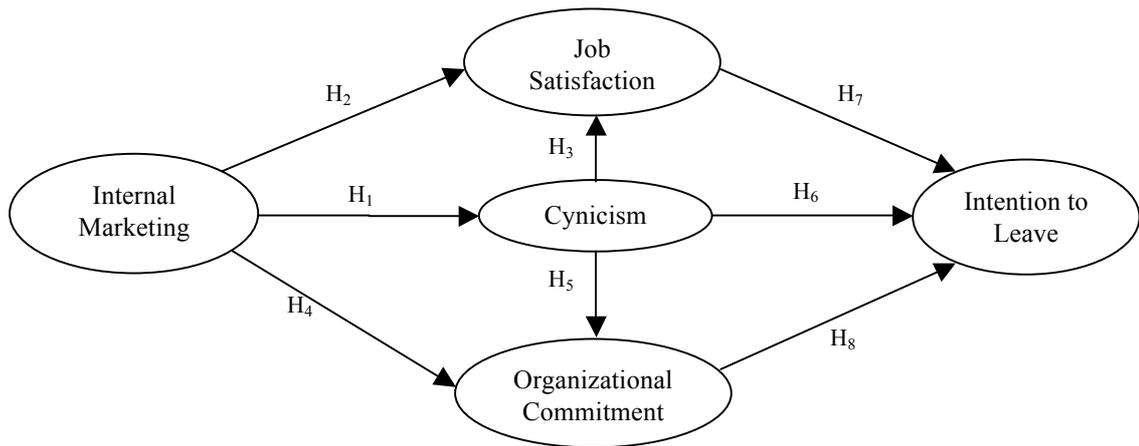


Figure1. Proposed Model

3.2. Sample and Data Collection Procedure

The data needed to carry out this research was gathered through a questionnaire applied in private hospitals. Three private hospitals from Mugla region of Turkey were solicited to participate in the study between the dates of February-July, 2014.

Even though there is no consensus about the determination of sample size in the literature, it is widely expected that the sample size should be at least five times bigger than the investigated variable number and be at least 200 in total (Kline, 2005). There are 65 observed items in the proposed research. Although 424 replied questionnaires are obtained in total, 415 questionnaire forms are usable which can be considered as satisfactory in terms of the objective criteria stated by Kline (2005). The data obtained from 415 replies are considered as sufficient sample size.

3.3. Measures

The first part of the questionnaire obtains demographic information about gender, age, marital status, educational background, tenure, and average income.

Internal marketing: In this study, Foreman and Money (1995)'s 15 items scale with three dimensions is used to measure IM perceptions of employees in private hospitals. The scale consists of three dimensions namely, vision, development and reward. The questionnaire used a 5-point, Likert-type scale (1 = Never to 5 = Always).

Cynicism: This variable was measured by using 12 item questionnaire (Nafei, 2013), as modified from studies Dean et. al. (1998), Brandes et. al. (1999) and Kalağan (2009). The scale indicates three dimensions: cognitive, behavioural and emotional cynicism. The questionnaire used a 5-point, Likert-type scale (1 = Never to 5 = always).

Job Satisfaction: The 20-item short form of the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et. al. (1967) is used. The scale covers employee perceptions of both intrinsic and extrinsic JS. The questionnaire used a 5-point, Likert-type scale (1 = Not satisfied to 5 = extremely satisfied).

Organizational commitment: This variable was measured with the questionnaire of Mowday et. al. (1979) study. According to findings of their study the fifteen-item OC questionnaire yielded one factor. The following studies noted that this scale can be divided into two factors namely; a) trust and honour b) loyalty. The scale is measured by using Likert-type scale (1= Never to 5 =Always).

Intention to leave: This study assessed turnover intention using a three-item measure developed by Ünler Öz (2007: 52) using via Grandey (1999)'s dissertation. All items were perceived as the most relevant elements in the construct during the development of the questionnaire. The scale is measured by using Likert-type scale (1= Never to 5 =Always).

3.4. Statistical Methods and Findings

The hypothesis and the proposed model are tested by analyzing the relationships between the considered variables; internal marketing, cynicism, JS, OC and ITL. Structural Equation Modeling (SEM) is used in order to reveal the relationships in the proposed model and to test the adequacy of the model. SPSS 15.0 and LISREL 8.51 statistical packages are applied to analyze the data in the study. The reliability and validity of the observed variables and latent variables are measured by using confirmatory factor analysis (CFA). Consequently, the obvious level of variables is estimated. Subsequently, the fitness of the internal structure of this study's model is confirmed by CFA. For testing the fitness between this model and observed data the structural model is measured. Moreover, it estimates the casual relationship between the latent variables of the model. On the other hand, standard factor loading and t value of path coefficient to determine the path strength and significance of the latent variables is obtained by SEM.

Before testing the proposed model within scope of the research structural model is tested by applying confirmatory factor analysis. Table 1 displays the results of confirmatory factor analysis and reliability test. The findings relating to the latent variables' structural reliability and described variance show sufficient explanation for the latent variables to which observed variables belong. (Internal Marketing: CR=0.92 – EV=0.80; Job Satisfaction: CR=0.94 – EV=0.89; Cynicism: CR=0.83 – EV=0.62; Organizational Commitment: CR=0.82 – EV=0.70; Intention to Leave: CR=0.85 – EV=0.66).

Table 1. Results of Confirmatory Factor Analysis

FACTOR/ITEM	Standardized Parameters Values	t-values	R ²	Construct Reliability	Explained Variance
Internal Marketing				0.92	0.80
Development	0.94	24.96	0.88		
Reward	0.87	22.02	0.76		
Vision	0.87	21.99	0.76		
Job Satisfaction				0.94	0.89
Intrinsic Job Satisfaction	0.88	22.81	0.77		
Extrinsic Job Satisfaction	1.00	28.77	1.00		
Organizational Cynicism				0.83	0.62
Emotional	0.76	17.30	0.58		
Behavioural	0.75	16.79	0.56		
Cognitive	0.81	18.91	0.66		
Organizational Commitment				0.82	0.70
Trust and Honour	0.91	22.46	0.83		
Loyalty	0.76	17.51	0.57		
Intention to Leave				0.85	0.66
Int1	0.91	22.49	0.83		
Int2	0.88	21.28	0.77		
Int3	0.62	13.55	0.39		

The findings of Goodness of fit index results are displayed in Table 2.

Table2. Summary of goodness-of-fit of the structural model

Model Fit Indices	Values	Fitness
χ^2 (chi-square)	156.34	
Degree of freedom (df)	56	
χ^2 / df	2.79	Acceptable fit
RMSEA	0.066	Acceptable fit
SRMR	0.034	Good fit
NFI	0.96	Good fit
NNFI	0.96	Acceptable fit
CFI	0.97	Good fit
GFI	0.95	Good fit
AGFI	0.91	Good fit

The research findings proved the goodness of fit of the structural model. As the next stage, the structure of proposed model and path analysis are developed. By applying path analysis, it is possible to obtain findings between latent variables and to test the hypothesis stated theoretically.

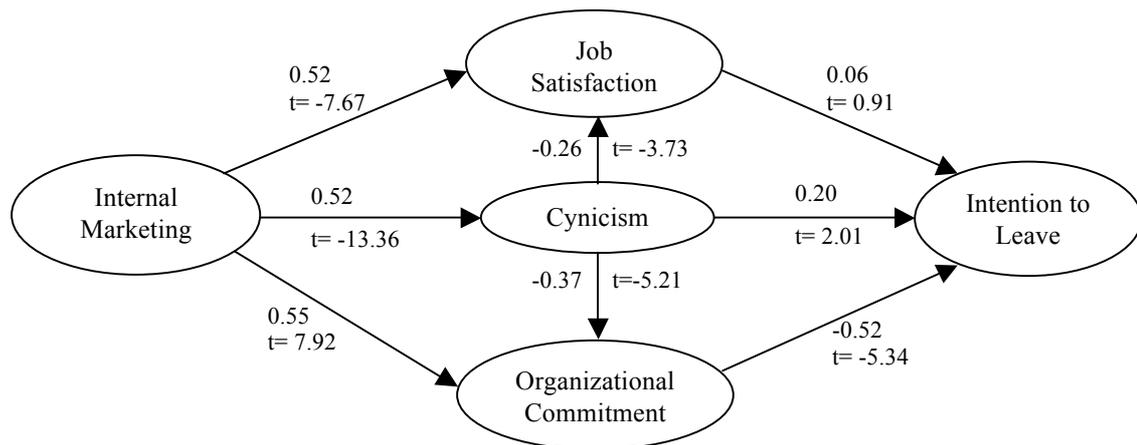


Figure2. Standardized Parameter Estimates for the Final Structural Model

Chi-Square=175.03, df=58, P-value=0.00000, RMSEA=0.070

4. Conclusion

The relationship between IM practices and the attitudes or behaviours of workers in the health care industry in Turkey is analyzed in the current study.

The first finding of the study is that IM negatively affects organizational cynicism, resulted in H_1 is proved. This study is one of the first to examine the relationship in the health industry. Since an attitude possessed by an employee towards the company he or she works, will result in some crucial behaviours for the organization, applying IM policies, it might be possible for organizations to shape these undesired behaviours. For example, providing a clear vision for employees that they can believe in and communicate to all of them might have some impact on the level of critics of the practices and policies of the organization. Secondly, as the organizations go beyond simple training and education and focus on fairly assessing and rewarding

employees' performance this will contribute to achieving the organizational goals. It seems that the level of feeling anxiety and experiencing tension towards an organization by employees might decrease.

The research finding shows the impacts of IM practices on organizational effectiveness through JS in the health care industry. The research supports H₂. The result is consistent with the results of a number of previous studies in varying service industries (Carlos and Rodrigues, 2012; Conduit and Mavondo, 2001; Gounaris, 2008; Tansuhaj et. al. 1991; Ting 2010). It might be implied that the carrying out IM may substantially increase employees' satisfaction in their place of employment. Policies related to IM such as the flexibility to accommodate different employee needs and communicating to employees the importance of their service roles might improve the feeling of accomplishment employees get from the job.

H₃ is also supported by the research findings. This conclusion is consistent with the previous research (Andersson, 1996; Srivastava and Adams, 2011; Wilkerson, 2002). In expectancy theory terms, when the policies, goals and practices do not address the same concerns in hospitals, employees may not be satisfied with the way company practices applied. Therefore, creating a work environment in which the policies are shared can conclude in JS.

The relationship between IM and OC factors are tested by H₄ hypothesis. The findings supported the hypothesis. This research provides the same conclusion with the previous literature (Tansuhaj et.al., 1991; Abzari et. al., 2011; Chang and Chang, 2007; Likewise Lings, 2004). IM activities like a fair reward system, employee training, effective communication channels, accommodating employee needs, and proposing a shared vision seem to result in caring about and being proud of part of the hospital employees' work.

The research implies that OCY negatively impacts OC, implying H₅ is proved. The literature supports such a conclusion (Abraham, 2000; Mathieu and Zajac, 1990; Özgan et. al., 2012; Reichers et. al., 1997). Our research shows that in order to help the hospital be successful, cynics were not eager to perform more effort than expectations. Moreover, cynics were not inspired to offer their best in terms of job performance.

According to research findings H₆ is supported, this result is also consistent with the results of some early researches (Bobbio and Manganelli, 2015; Mesci, 2014). This result implies cynical employees believing their organization says one thing and does another or having negative feelings towards organization such as anxiety, aggravation and tension are likely to experience ITL attitude.

One important goal of this study is to identify the relationship between level of satisfaction and ITL. In order to analyze the relationship H₇ is developed. The research finding did not support such a relation stating that there is no relationship between JS level and ITL. This inconsistent finding may be explained by the different categories of health workers in the sample. For instance, nurses and doctors may experience different level of JS levels. Considering all categories in the same sample may result in such an inconsistent finding. Such inconclusive result suggests that more research in this field need to be studied among other categories in health workers.

H₈ is designed to test the relationship between OC and ITL. The study provides the expected relation and states that OC has a negative effect on ITL. This result is

consistent with the previous literature (Chernesky and Israel, 2009; Cohen, 1993; Ingram and Lee, 1990; Yurchisin et. al, 2010).

-Applied Implications

The IM practices have positive outcomes for organizations, as proven in many studies. This study unveils that while IM has positive effects on JS and OC, it has negative impact on cynicism. Moreover, as ITL is affected negatively by OC, it is positively influenced by cynicism.

Organizations generally believe that committed and satisfied and non-cynic employees are the key to success. The current study may help organizations recognize how they can enhance such job attitudes. Specifically, organizations can achieve this by implementing a fair reward system, employee education, generating effective internal and external communication channels, accommodating employee needs, and proposing a shared vision. Therefore, by creating a proper environment in which employees are able to display their skills, practice autonomy and be a part of the organization, thus the tendency of ITL and experiencing negative feelings towards the organization may decrease.

-Limitations and Future Research Suggestions

The proposed research has a couple of limitations. First of all, it has a limited scope and focuses on IM practices, job attitudes and ITL in the health sector in Turkey' region. Generalization of the findings to other service industries such as hotels or banking sector may obtain no results. Secondly, self-reported measures are applied in our study. There might be the increased distortion of information problem to some extent. Therefore, even though there is no sign biased responses, the results are needed to be analysed thoughtfully.

However, despite of its limitations, this research has some contributions to the literature. To our knowledge, the literature does not provide a convinced explanation for the relationship between IM and cynicism. The primary contribution of this research is to provide a base for future studies about the relationship between IM and organizational cynicism. Secondly, using structural equation modelling approach can be considered as a contribution since it has a comparative strength in examining multiple constructs.

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