

## İÇSEL PAZARLAMA İLE KURUMSAL İTİBAR ALGISI ARASINDAKİ İLİŞKİLER<sup>1</sup>

G. Banu DAYANÇ KIYAT\*

Coşkun KAYA\*\*

### Özet

Bu araştırmanın amacı, iç pazarlama uygulamaları ile kurumsal itibar algısı arasındaki ilişkilerin bu kavramlarla birlikte demografik etmenlerin değişkenlerinin irdelenmesi bağlamında yapılacak araştırmalar kapsamında elde edilecek verilerin karşılaştırılması ve yorumlanmasıyla varılan sonuçları belirleyip göstermektir. Bu kapsamdaki araştırma verilerinin elde edilmesi ve derlenmesi sırasına, Türkiye’de devlet ve (özel) vakıf üniversitelerinde çalışan 501 kişinin görüşleri istenmiştir. Nedensel araştırma deseni kullanılarak üretilen bu çalışmanın hipotezleri, kurumsal altyapılara ilişkin farklılık analizleriyle sınanmıştır. Kolayda örneklem yöntemiyle toplanan / derlenen araştırma verilerinin SPSS 21.0 ve AMOS 20.0 olmak üzere ilgili istatistik programlarına aktarılmış ve ardından frekans analizleri yapılarak tanımlayıcı istatistikler değerlendirilmiştir. Devamında, araştırma ölçekleri, derlenen veriler bağlamında, ölçüm ve yapısal geçerliliğin ortaya çıkartılması amacıyla keşfedici ve doğrulayıcı faktör analizleri yapılmıştır. Geçerlilik ve güvenilirliğin sağlanmasından sonra, ölçümlenen iç pazarlama uygulamaları ile kurumsal itibar algıları yorumlanmıştır. Korelasyon ve regresyon analizleriyle ilişkisel yordayıcı / kestirimci değişkenlerle hipotez testleri yapılmıştır. Son olarak, değişkenler arasındaki farklılıkların demografik etmenleri bağlamında belirlenmesi amacıyla, bağımsız örneklem t-testi (independent t-test) yapılmıştır. Araştırmanın tamamlanmasından sonra, iç pazarlama uygulamalarının kurumsal itibar algısını olumlu yönde etkilediği ve özel (vakıf) üniversite çalışanlarının iç pazarlama uygulamalarına karşı tutumlarıyla kurumsal itibar algılarının devlet üniversiteleri çalışanlarına kıyasla çok daha baskın olduğu sonucuna varılmıştır.

**Anahtar Kelimeler:** İçsel Pazarlama, Kurumsal İtibar, Üniversite Çalışanları, Özel (Vakıf) Üniversiteler, Devlet Üniversiteleri.

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\* Assoc. Prof., Haliç University, Faculty of Business Administration, Public Relations and Promotion, banukiyat@halic.edu.tr, ORCID: 0000-0001-7028-0675

\*\* Independent Researcher, csknky1966@hotmail.com, ORCID: 0000-0001-7196-677

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## RELATIONSHIPS BETWEEN INTERNAL MARKETTING AND PERCEPTION OF CORPORATE REPUTATION

### Abstract

The purpose of this research is to determine and reveal the findings and the results by comparing and interpreting the findings obtained by means of researches conducted within the scope of the factors intended for the relationships between the internal marketing practices and the perception of corporate reputation by considering these concepts and factors of demographic variables together with internal marketing practices and the perception of corporate reputation. During the period of obtaining and compiling the data within context of this research, opinions of 501 employees who work for public universities and foundation (private) universities in Turkey are asked for. The hypothesis of this study which was acquired by utilizing the casual research design was tested by the discrimination analysis related to corporate infrastructures. The research data which were collected and compiled by the method of convenience sampling were transferred into the related statistical programmes such as SPSS 1.0 and AMOS 20.0 and afterwards their frequency analysis were performed and then their definitive statistics were evaluated. Afterwards, exploratory and confirmatory factor analysis was performed in order to reveal measurement and structural validity within the scope of research scales and compiled data. After providing for the validity and the reliability, the practices of measured internal marketing and the perception of corporate reputation were interpreted. Hypothesis tests were performed together with correlation and regression analysis with relational predictive variables. Finally, the independent t-test was performed to determine the differences among / between the variables within the context of demographic factors. After the completion of the research, it was concluded that practices of internal marketing affect the perception of corporate reputation positively and with the attitudes and perceptions of corporate reputation of those employees who work for the private (foundation) universities overweigh the perceptions of those employees who work for public universities.

**Keywords:** Internal Marketing, Corporate Reputation, University Employees, Private (Foundation) Universities, Public Universities.

### EXTENDED ABSTRACT

The capability of a company to make a distinctive difference against its competitors is directly proportionate to the corporate reputation. This privilege and distinction also entail being preferred by the stakeholders, paving the way to that the market share is boosted or made sustainable.

In this research, which aims at determining the relationship between internal marketing and corporate reputation, there is no doubt that the higher the value has been attributed to the field of internal marketing in higher education institutions, the stronger corporate reputation private universities are likely to have than public universities.

The education sector consists of human labour intensive fields of work and its financial resources are mostly allocated to scientific research projects and employees' salaries. Higher education institutions are highly interactive sectors where employee and customer interaction occurs at much higher levels and rates than other service providers. For this reason, the internalization of

the institutions of qualified employees in higher education will definitely contribute to the increase of brand values accordingly.

Internal marketing, which is a planned and strategic approach to develop corporate culture by influencing employees' attitudes and behaviours to prospective customers, requires the execution of various planned studies that require motivation, collaboration, coordination and integration of activities to overcome the organization's resistance to innovation, alteration and transformation.

Higher education institutions are highly interactive sectors where employee and customer interaction occurs at much higher levels and rates than other service providers. For this reason, the internalization of the institutions of qualified employees working for higher education institutions will definitely contribute to a considerable amount of increase in their brand values.

There were no differences between the dimensions because the personnel participating in the study perceived the internal marketing and corporate reputation as one dimension. It was evaluated that they perceive all of dimensions in question as the various practices of the management post in one dimension as a whole.

From the view point of the academic and administrative staff working for state universities in Turkey, it was evaluated that they were not satisfied with the principles and rules established by the university administrations so they did not internalize the future vision and goals of their organizations because there is lack of communication or a huge gap of mutual understanding between the management and the employees. Consequently, although the staff believe that they have achieved in performing their duties as required with their own efforts, they are neither appreciated nor offered any sort of sufficient opportunities to develop and realize themselves.

It was determined that the internal marketing and corporate reputation perceptions of the staff working at foundation universities were higher than those of state universities.

As a result of the analysis, it was concluded that such approaches will affect the reputation of universities in the same way as if universities take some measures on how they can improve their practices in a positively to increase and develop their internal marketing strategies.

The results of analysis revealed that both internal marketing reputations and corporate reputation of private universities are much more positive than public universities in the eyes of their employees.

Due to the fact that state universities do not give enough importance to internal marketing issues, corporate reputations of state universities in the eyes of their employees are bound to stay low. The significant difference between private and public universities in terms of corporate reputation revealed clearly that successful internal marketing strategies definitely affect corporate reputation positively.

Findings show that there is a positive relationship between internal marketing and corporate reputation, and corporate reputation increases as the level of internal marketing increases. As a result of the analysis, it has been observed many times that internal marketing is an important predictor of corporate reputation. Internal marketing activities carried out by the management in academic education institutions contribute positively to corporate reputation. If the university employees are hesitant about commitment to their institutions naturally they will hesitate to take action by themselves in line with corporate goals.

For this reason, marketing strategies similar to external customers should be applied and the employees should be encouraged to adopt the attitudes and behaviours intended for cumulative commitment by integrating their efforts harmoniously to involve all the personnel working for the universities to act together in line with the objectives of the organization.

## INTRODUCTION

Establishing corporate reputation, which is defined as an indicator of the value of businesses in the market, requires a long period of time. The creation and protection of this concept, which is one of the most important competitive elements for businesses, primarily depends on the employees. Although the main reason for the existence of institutions is attributed to customers' satisfaction by all means, those organizations which do not make the necessary investments in their employees and do not prioritize their needs cannot survive in the long run. For this reason, it should not be ignored that corporate reputation and internal marketing for employees are in close relation and interaction with each other. Within this context, the objectives of institution should be directed to determine the effects of internal marketing strategies on the perception of corporate reputation in this study.

The internal marketing approach is based on the idea that employees are viewed as customers whose demands, requests and needs are expected to be satisfied appropriately. The concept of internal marketing was introduced by Berry et al. in 1976 and it was developed to solve the problems arising from the inability to offer high-quality services which has an essential role in attaining the goals of an organization, thereby achieving success (Berry, Hensel and Burke, 1976, pp. 3-14).

According to Fombrun (1996, p. 72), reputation is all about comparing or competing with the past activities, performance results and similar values of an organization with those of its competitors; hence, it represents the status of a company in the eyes of employees and external stakeholders against their competitors. The capability of a company to make a distinctive difference against its competitors is directly proportionate to the corporate reputation. This privilege and distinction also entail being preferred by the stakeholders, paving the way to success and as a result of which market share is boosted or made sustainable.

Consequently, there is no doubt that the higher value has been attributed to the field of internal marketing in higher education institutions, the stronger corporate reputation of private universities are likely to yield much higher satisfaction rates than public universities. In brief, this research aims at determining the relationship between internal marketing and corporate reputation; therefore, those related cases have been considered from the afore-mentioned impacts of internal marketing in the perception of corporate reputation by including their major variations within this context.

## 1. Internal Marketing

The concept of internal marketing was initially elaborated with an emphasis on how to improve the service quality of businesses operating in the service sector and the behaviours of employees who are in direct contact with customers. These studies were based on Berry's ideas that employees are viewed as an internal customer, and success is achieved through their business contribution to the marketing activities afterwards. Within this context, businesses should establish and maintain their relations with their employees in mutual respect and understanding similarly as customers are treated so that they are convinced to improve their relations with external customers. Berry (1981, p. 26) described internal marketing as viewing employees as internal customers and their jobs as internal products and offering to satisfy needs and demands of these internal customers, considering the objectives of the organization. Varey (1995, p. 47) believed that internal marketing is also a tool used to overcome resistance. According to Lings (1999, p. 253), internal marketing allows you to view each department and employees within a business as both a supplier and a customer at the same breath. He maintained that this perspective supports employees to adopt corporate goals and strategies while increasing the profitability of the company.

Reynoso and Moores (1996, pp. 55-73), identified six common steps in internal marketing campaigns which were stated as follows;

- The creation of internal awareness,

- The identification of internal customers and suppliers,
- The identification of the expectations of the internal customers,
- The communication of these expectations to internal suppliers in order to discuss their own capabilities and / or obstacles to meet these requirements,
- As a result of the previous point, internal suppliers should work to make the necessary changes so as to be able to deliver the level of service required
- And finally, it is intended to obtain a measure for internal service quality. Feedback should be given to internal suppliers if services are to be improved.

The importance of internal marketing as an appropriate tool has already been accepted by many researchers to increase the motivation and satisfaction of employees (Finney and Scherrebeck-Hansen, 2010, p. 325).

According to Finney and Scherrebeck-Hansen (2010, p. 326), internal marketing is a management initiative which seeks to organize internal relationships and structures within an organization in line with the objectives thereof.

Organizations which implement internal marketing approach and also consider their employees just like their own internal customers and their work as a kind of product (Tsai and Tang, 2008, p. 1118). According to Doukakis and Kitchen (2004, p. 421); In order to meet the demands and expectations of the employees, namely internal customers, external customers in this market, they need to be acknowledged, informed, educated, trained, developed, rewarded and motivated.

Job satisfaction and organizational commitment of employees to their workplaces are positively influenced by career development activities which enable employees to plan their own future and reward their positive behaviours as part of their performance in the business environment and other activities for internal marketing (İşler and Özdemir, 2010, p. 137).

According to George (1977, pp. 85-98), a happy corporate employee is required for high customer satisfaction because happy employees bring happy customers. In addition, Decenzo and Robbins (2005, p. 43) states that many institutions are “aware of the fact that in order to motivate their employees, there is a need for mutual respect between the management and employees”. This respect evokes the reputation of the institution, as well as the inclusion of the employees in decision making processes which affect them such as listening to employees or applying their suggestions when appropriate. In this context, in the creation of reputation by Pappasolomou and Vrontis (2006, p. 194), stated within the content of “internal marketing is proposed as an enabling agency in building a strong corporate brand.”

Internal marketing reveals that it is a way to overcome organizational resistance to innovations and changes because the performances of the motivated and customer-oriented employees and their work engagement become more effective in providing customer satisfaction. In line with these data, according to Piercy and Morgan (1990, pp. 4-6), internal marketing does not focus only on how to reduce dysfunctional behaviours of employees, but it also develops their attitudes and behaviours in compatible with the organizational strategies. Within this context, Rafiq and Ahmed (2000, p. 461) define internal marketing as a collection of planned efforts using effective corporate practices and marketing-like approaches to integrate and encourage their employees in line with their management strategies.

Meeting employees' expectations in the workplace requires not only providing them with basic satisfactory salaries, but also some rights and authorities because conscious managers and directors do not hesitate delegate some of their responsibilities and authority to their employees proportionately to the their job definitions so that they can freely demonstrate their initiatives and skills more productively while performing their assigned duties. Job satisfaction and organizational commitment to the place of work will definitely increase dedication and success in organizations which determine the competencies of their employees fairly at work by appreciating and rewarding them according to their performance, and meet the needs of both the workplace and their employees in balance. Undoubtedly, the role of employees is essential to ensure and maintain corporate reputation and it is a unique value that organizations gain and pursue from the past to the present and also to the future at all costs.

Today, organizations are well aware of the fact that they should satisfy their employees as they do their external customers since the feelings and opinions of the employees about any organization have a great influence on the factors that affect their success positively or negatively by all means. Therefore, the role of internal marketing on corporate performance or success should never be ignored in this sense because corporate performance depends on individual performances of employees, who are the internal customers of the organization, and real evaluation is possible with a holistic approach where all such factors are integrated and evaluated together (Demirören and Şimşek, 2021, p. 197).

Businesses have begun to attach importance to internal marketing because meeting the demands of their employees as well as their customers, and employees' opinions and feelings about the company affect many external parameters that affect the company's performance, success and reputation. Internal marketing is the process of initiating, maintaining and developing relationships between employees, management and the organization to create superior value for customers (Gapp and Merrilees, 2006, p. 163).

The education sector consists of a human labour intensive field of work and its financial resources are mostly allocated to scientific research projects and employees' salaries. Higher education institutions are highly interactive sectors where employees' and customers' interaction occur at much higher levels than those other service providers. For this reason, the internalization of the institutions of qualified employees in higher education will definitely contribute to increase values of their brand.

Internal marketing is a strategic approach to develop corporate culture by dealing with employees' attitudes and behaviours. Internal marketing is a set of various planned efforts using a marketing-like approach to overcome the resistance of the institution to innovations, changes and transformations, which require motivation, collaboration, coordinating and integrating activities (Ahmed and Rafiq, 2000, pp. 453-454). The main idea in internal marketing is to establish positive relationships between employees by satisfying employees who are seen as internal customers in terms of their job motivation (Basualdo, 2010, p. 18) and long-term employment rates can be increased. The satisfaction and loyalty of customers of businesses that can achieve this will increase (Akroush et al., 2013, p. 310; Sargeant and Saadia, 1998, p. 67). Therefore, employees' relationship with the management which creates a considerable amount of value aimed for both external and internal customers (Longbottom et al., 2006, p. 713) with the internal marketing approach. Internal marketing both increases the perceptions of employees towards businesses and institutions so it improves the capabilities and self-efficacy of the institution (Boukis et al., 2015, p. 398; Panigyrakis and Theodoridis, 2009, p. 601).

In Institutions/businesses which adopt the internal marketing philosophy will have high confidence in their organization and management (İçli and Aslan, 2012, p. 41). Today, it is assumed that the most valuable strategic asset of an enterprise is the human resource of that institution. As a result of the positive effects of internal marketing on employees, organizational performance, service quality and its value in the market will increase. In addition, it provides various competitive contributions to the human resources management department, starting from both the employees' receiving positive training on internal marketing and the recruitment and selection processes (Lubbe, 2013, p. 70).

## 2. Corporate Reputation

The concept of reputation is used in Turkish in the sense of being rewarded, valued, wanted, desired, respected, appreciated, trusted, admired, and distinguished (www.tdk.sözlük, accessed on January 15, 2020). The term, which was adopted from Arabic into Turkish, means counting something, counting numbers, trust, acceptance, respect, esteem, honour, admire, and reliance on



word and signature, debt payment, and trust in trade (Sungur, 2015, pp. 181-182). According to Collins COBUILD Advanced Dictionary (2001, p. 1314), something's or someone's reputation is the opinion that people have about how good they are. If something is reputable, that thing is known or remembered. In the end, reputation brings to mind certain concepts such as dignity and accomplishment.

Reputation is one of the most important factors that determine what and how businesses/institutions need to be successful. Trust and reputation are at the core of the belief in the company and operating ability.” According to Karatepe (2008: 84), if you want to have reputation, it is necessary to gain the trust of others. If organizations are known as reliable, they become stronger than their competitors.

According to Budd (1994, p. 11), the concept of corporate reputation depends on two basic elements: reliability and faith. Reliability is here stands for competence, in other words, talent, knowledge, skills and experience. Reliability stems from competence of labourers who work in a workplace. Reliability is also defined as the emerging power of influence. As a result of these elements, the concept of reputation can be defined as a common output of gaining faith and credibility.

Fombrun gave an interview to the Capital magazine in 2002 and he said that corporate reputation may have good or bad, weak or strong emotional impression that an organization has in the eyes of its employees, customers, managers, suppliers, investors, and other stakeholders.

According to Xuan and Cheng (2017, p. 49), corporate reputation can be divided into two categories, the first emphasizes reputation as a kind of evaluation of its stakeholders whereas the latter emphasizes reputation as a sort of perception and/or impression of enterprise stakeholders. On the other hand, according to Chun (2005, p. 105), corporate reputation should be defined as the summary view of the perceptions held by all relevant stakeholders of an organization, that is, what customers, employees, suppliers, managers, creditors, media and communities believe what the organization stands for, and what associations they make with it.

Although corporate reputation was initially considered as a minor and limited concept in the communication literature, it is accepted as a set of actions that have turned into symbols of trust between society and institutions nowadays (Alsop, 2004, p. 21; Barney, 1991, p. 115; Kadıbeşegil, 2018, p. 34). Corporate reputation is a whole of perceptions about an organization (Eroğlu and Solmaz, 2012, p. 3; Fombrun, 1996, p. 72; Marcwick and Fill, 1997, p. 398). In a nutshell, corporate reputation is the total impact of the ability and potential power to create a merit and/or value which is approved by all of the members of the public unanimously which conveys

that the corporate in question and the products. Corporate reputation often constitutes an answer to the question of what the distinguishing features are for an organization. (Boyd, Bergh and Ketchen, 2009, p. 590; Petkeviciene, 2014, p. 506; Schwaiger, 2017, pp. 50-56). It is an intangible asset in terms of accounting, financing and in economic terms, it is a feature or sign which affects the perception of the external stakeholders of an organization (Fombrun and Riel, 1997, pp. 6-9).

Kadibeşgil (2018, p. 59) asserted that corporate reputation is the share of the trust which has been built by an organization in its total market value. According to Karaköse (2007, p. 2), action and discourse must be parallel to build a reputation. In other words, reputation is an abstract concept that reveals how an organization is perceived based on the feelings, thoughts and opinions of its internal and external stakeholders (Doorley and Garcia, 2015, p. 4). Briefly, it is the whole of public perceptions about an organization.

Corporate reputation is the total appreciation of a business, institution, employees, managers, customers, investors, suppliers and so on. It is the total value perceived by all stakeholders. Good reputation will provide a company with brand loyalty and loyalty to distinguish the business, institution from others (Karaköse, 2012, p. 30). According to Alsop (2003, pp.150-158), reputation means more profit, more customers and a higher stock market value, but employee satisfaction and crisis management are very important in reputation management because the fastest and most reliable source of information for external customers during the times of crisis are definitely the internal stakeholders. The internal stakeholders who are ignored by many institutions may have similar effects during the management of crises that may damage the reputation, no matter how important they are in the formation of reputation. For the targeted high corporate reputation, the trust and loyalty of the employees towards the institution should be ensured. The institution has to take an important step to create its reputation through transferring this trust to its employees because employees who are the representatives in their firm convey a very high sense of prestige to external stakeholders.

A good reputation is gained over the years but it can readily lost in a short period of time. The attitudes and behaviours of employees (i.e., internal customers) about a company as well as of discourses on other stakeholders are extremely decisive factors in protecting the market share and position and in maintaining the competitive advantage against the competitors. Corporate reputation and internal marketing activities should thus be managed synchronously by corporate managers.

Customers of businesses / institutions with high corporate reputations also have high commitment and loyalty to the institution. Customers of businesses / institutions with high corpo-

rate reputations also have high loyalty and loyalty to the institution. This situation ensures that the presence and profitability of the enterprise / institution in the market continues to increase.

The significance of reputation management is growing for today's businesses, especially in terms of providing a sustainable competitive advantage. Studies on the matter underline that a well-managed reputation creates value for an organization. Reputation, in this sense, enhances corporate values, strengthens customers' perceptions about the quality of any products and service that they have received recently (Hannington, 2004, p. 3; Almeida and Coelho 2017, p. 1; Yener and Ergun, 2014, p. 5).

If a business has a good reputation among its stakeholders, it can reach its goals more easily as market customers will prefer it over other businesses. According to Veloustsou and Moutinho (2009, p. 315), "Reputation is one of the primary contributors to perceived quality of the products having a brand name". Customers often agree to pay more money for this perceived quality difference. (Dayanç Kıyat, 2017, p. 39).

Correct and effective management of corporate reputation provides important advantages to institutions at all levels. The main advantages of having a strong reputational capital (Acuner, 2014, pp. 18-19; Fombrun, 1996, p.4, O'Brady, 2005, p. 60; Ross,2008,p,6);

- Strong corporate reputation has positive effects on customer loyalty.
- Strong corporate reputation has positive effects on employee productivity and loyalty.
- Organizations with strong corporate reputations attract more investors.
- Organizations with strong corporate reputations are more effective in managing risks and crises.
- Organizations with a strong reputation have more power in their relationships with suppliers.

Having a solid reputation among its different stakeholders can provide a competitive advantage and ensures that the organization attracts the best employees and their loyalty.

Thinking that the reputation of a business and an organization depends on the performance of its employees and their commitment to their work will increase the reputation of the institution or business because the employees can be the defenders of the organization against the environment by influencing the stakeholders with the non-fictional statements that they tell their environment about the organization.

Management stands out as the internal stakeholder that most affects the corporate reputation in universities (Avcı, 2019, pp. 42-63). Therefore, it is obvious that sharing a clear and understandable vision of the future with the employees and the employees' attitudes and thoughts about the university administration will increase the reputation of the university.

### 3. Methodology

#### 3.1. Population and Sample

The population of the study are the employees of Turkish private and public universities. Since the population of this research covers extremely large number of subjects, the convenience sampling method has been preferred and applied within scope of this research both to save time and money while striving to collect the required data (Altunışık et al., 2012: 142; Taherdoost, 2016).

At the first stage of the study, a pilot test was conducted with 38 people participants to check the comprehensibility of the questions. Afterwards, it has been observed that values are convenient and thus questionnaires of the surveys were distributed to a wide range of people. In the final stage, a total of number of 537 personnel participated in this research study but 36 of them were not included in the study since they filled out incompletely and incorrectly. Hence, the participants who volunteered to take part in the study were 501 employees (308 men, 193 women and average 45), 77 from private and 129 public universities in Turkey.

#### 3.2. Research Model

The impact of internal marketing in the perception of corporate reputation has been researched from this point of view by following the literature review and afterwards the research model has been developed as in Figure 1.

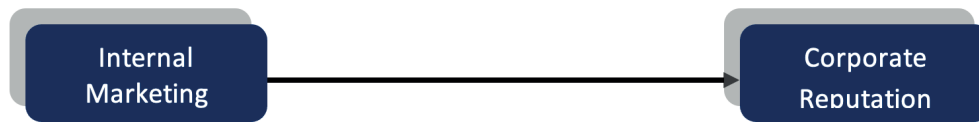


Figure 1: Research Model

The hypotheses developed for the research model are as follows,

H1: There is a positive correlation between internal marketing and corporate reputation.

H2: Internal marketing affects corporate reputation positively.

H3: Internal marketing differs significantly depending on the institution worked.

H4: Corporate reputation differs significantly depending on the institution worked.

H5: Internal marketing differs significantly depending on the statute.

H6: Corporate reputation differs significantly depending on the statute.

### 3.3. Data Collection Tools

The questionnaire technique was used to collect research data. Data to measure the demographic characteristics of the participants were measured with “Personal Information Forms”, internal marketing data with the “Internal Marketing Scale” (Foreman and Money 1995, 755-768) developed by Money and Foreman and corporate reputation with the “Corporate Reputation Scale” (Fombrun, Gardberg and Sever 2000, 253) developed by Fombrun and others. The first part of the survey consisted of the cover page explaining the purpose and nature of the study, the second part consisted of demographic questions, and the third part consisted of 35 questions aiming at measuring RQ (reputation part) and Internal Marketing. All of the questions were translated into Turkish for semantic and syntactic equivalence by two research associates.

Developed by Money and Foreman (1995), the “Internal Marketing Scale” consists of 15 questions and covers 3 conceptual dimensions as development, reward and vision. This scale has been used in many national and international studies and its validity and reliability have been proven. There are 8 questions about the development dimension, 4 questions about the rewarding dimension, and finally 3 questions about the vision dimension. Turkish adaptation of the scale was made by Kaya in 2020.

To measure reputation quotient dimension, Fombrun’s (2000), “The Reputation Quotient Questionnaire” was used (p. 253). Totally there were 20 items in the scale; 4 questions to measure products & services; 3 questions to measure visionary leadership; 3 questions to measure workplace environment; 4 questions to measure financial performance; 3 questions to measure corporate social responsibility and 3 questions to measure emotional appeal. Turkish adaptation of the scale was made by Dayanç Kıyat in 2012.

The questionnaire consists of two scales and a personal information form. In the questionnaire form, there are 35 questions for the measurement of perceptual expressions, excluding the personal information form. All statements in the scale were measured with a 5-point Likert scale. In a 5-point Likert rating; It was coded as 1-Strongly Disagree, 2- Disagree 3- Undecided, 4- Agree, 5- Strongly Agree.

SPSS 21.0 version and AMOS 20.0 programs were used to conduct the statistical analyzes. Principal component analysis with varimax rotation (exploratory factor analysis), reliability

analysis (computation of Cronbach  $\alpha$  coefficients), Pearson r correlation analysis, multiple regression analysis were used to analyse the data.

### 3.4. Reliability Analysis and Normality Test Statistics

The reliability of the scales was measured with the Cronbach alpha method and presented in Table 1.

| Variables                         | Cronbach Alpha Values |
|-----------------------------------|-----------------------|
| <b>Internal Marketing Scale</b>   | <b>.965</b>           |
| • Development                     | .940                  |
| • Rewarding                       | .905                  |
| • Vision                          | .914                  |
| <b>Corporate Reputation Scale</b> | <b>.983</b>           |
| • Products and Services           | .938                  |
| • Vision and Leadership           | .932                  |
| • Working Environment             | .924                  |
| • Financial Performance           | .926                  |
| • Corporate Social Responsibility | .922                  |
| • Emotional Appeal                | .958                  |

**Table 1:** Cronbach's Alpha Test Results on Scale

Yıldız and Uzunsakal (2018, p.19) stated that if the Cronbach alpha value is higher than 0.80, the data are quite reliable. The content of Table 1 shows that these Alpha values of both the internal marketing scale with its sub-dimensions and the corporate reputation scale with its sub-dimensions are quite reliable.

Can (2014, p. 85) attributes the normality of the data on the condition that the skewness and kurtosis values vary between +1.96 and -1.96 numerical values. The skewness and kurtosis values of the internal marketing and corporate reputation scales of each question were examined in this sense and it was found that it was within the range of  $\pm 1.96$  limit.

### 3.5. Exploratory Factor Analysis

The skewness and kurtosis values of the internal marketing scale were examined and the data was found to be distributed evenly and normally. The correlation coefficients between items were examined in detail and these values were kept in the appropriate range. In addition, KMO value (0.963) showed that the data structure was sufficient for factor analysis. Finally, the "p" value (0.000), indicating the presence of significant correlations in Bartlett's test was also searched

and turned out to be significant.

In order to obtain the factoring results, the analysis of the main components and components of this research study was applied. With the internal marketing scale consisting of three dimensions, 15 question sets aiming to measure only one dimension at the beginning of the research questionnaire and the following 15 question sets, the ratio of the subjects is approximately 67.13 of the total variance in state and private universities operating in Turkey% of. Analysis results are shown in Table 2.

| <b>Expressions</b>  | <b>Internal Marketing</b> |
|---|---------------------------|
| 13. My organization offers its employees a credible vision.   | .872                      |
| 1. My organization prepares its employees for better performance in business.                                     | .872                      |
| 15. My organization informs its employees of the importance of their service                                      | .853                      |
| 4. My organization trains its employees on the performance of their service roles.                                | .839                      |
| 8. My organization gives training to its employees on how and why things should be done.                          | .834                      |
| 14. My organization conveys its vision to the employees in an effective way.                                      | .830                      |
| 4. My organization trains and educates its employees.   | .829                      |
| 11. My organization collects information from employees to improve their tasks and to develop its strategy.       | .819                      |
| 7. My organization attaches great importance to communication between   | .809                      |
| 2. My organization deems improving the knowledge and skills of its employees as an investment rather than a cost. | .803                      |
| 12. My organization rewards employees who provide excellent service for their performance.                        | .799                      |
| 9. My organization's performance measurement and reward systems encourage employees to work together.             | .791                      |
| 10. My organization rewards employees who contribute to the business  | .790                      |
| 6. My organization has the flexibility to meet the different needs of employees.                                  | .780                      |
| 3. My organization sees employees' skills and knowledge development as an ongoing activity.                       | .764                      |
| <b>Eigenvalue</b>   | 10.070                    |
| <b>Explained Variance (%)</b>   | 67.13                     |
| <b>Total Explained Variance (%)</b>   | 67.13                     |
| <b>Cronbach's Alpha</b>   | .965                      |
| <b>KMO: .963 Bartlett's p: .000</b>   |                           |
| <b>Chi-square: 6936.381 df:105</b>  |                           |

Table 2: Exploratory Factor Analysis Results on Internal Marketing Scale

This structure, which consists of 15 items in terms of dimensions, is already considered quite reliable with an alpha value of 0.965 according to these results.

Second, the skewness and kurtosis values of the corporate reputation scale were examined and it was observed that the data were distributed normally. The correlation coefficients between items were examined thoroughly and it was found that these values were in the appropriate range. In addition, KMO value (0.977) showed that the data structure was sufficient for factor analysis. Finally, the “p” value (0.000), which indicates the presence of significant correlations in Bartlett’s test, was also calculated and turned out to be efficient and significant.

This analysis of the basic components and components of the questionnaire was administered to ensure the formation of a number of public and explaining one size separation and 76.68% of the private universities in Turkey and the common factor running total variance of the results. It consists of 20 questions. First, it was chosen as an example of corporate reputation scale consisting of 6 dimensions and 20 questions regarding corporate reputation scale. The results of the analysis are shown in Table 3.

| Expressions  | Corporate Reputation |
|--|----------------------|
| 6. My organization has a clear and forward-looking vision.                         | .905                 |
| 13. My organization is promising for the future in terms of growth.                | .896                 |
| 20. I trust my organization.   | .891                 |
| 14. My organization tends to outperform its competitors.                           | .890                 |
| 16. My organization sees itself as environmentally responsible.                    | .890                 |
| 17. My organization supports good causes or goals.                                 | .889                 |
| 18. I have positive feelings about my organization.                                | .888                 |
| 19. I appreciate and respect my organization.                                      | .887                 |
| 8. My organization is well managed.  | .885                 |
| 7. My organization seeks training opportunities, taking advantage of them.         | .883                 |
| 15. My organization maintains high standards in its conduct towards its employees. | .881                 |
| 4. My organization has an innovative perspective on education and service.         | .876                 |
| 3. My organization sticks by the training or services it offers.                   | .874                 |
| 9. My organization resembles a good university in terms of working conditions.     | .865                 |
| 10. My organization is like a university with good academic staff.                 | .857                 |
| 5. There is an excellent understanding of leadership in my organization.           | .851                 |
| 1. My organization offers quality education and services.                          | .851                 |
| 11. My organization is like a university with good administrative staff.           | .846                 |
| 2. My organization provides services that are paid for.                            | .805                 |
| 12. My organization has a robust financial structure.                              | .778                 |



|                                     |                           |
|-------------------------------------|---------------------------|
| <b>Eigenvalue</b>                   | 15.13                     |
| <b>Explained Variance (%)</b>       | 75.68                     |
| <b>Total Explained Variance (%)</b> | 75.68                     |
| <b>Cronbach's Alpha</b>             | .983                      |
| <b>KMO: .977</b>                    | <b>Bartlett's p: .000</b> |
| <b>Chi-square: 13022,272</b>        | <b>df:190</b>             |

**Table 3:** Exploratory Factor Analysis Results on Corporate Reputation Scale

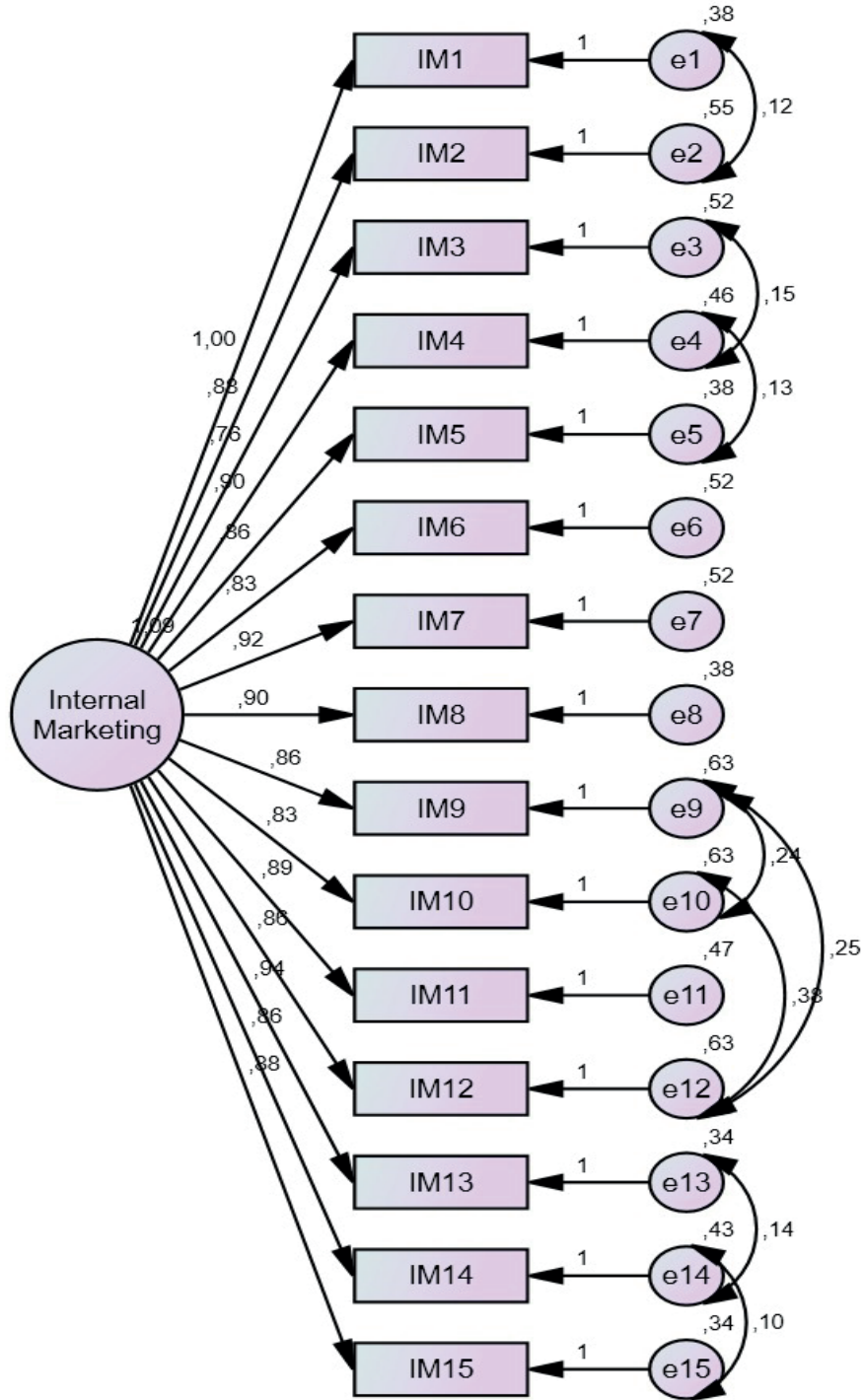
According to these results, this structure, which consists of 20 items and one dimension, is quite reliable with an alpha value of 0.983.

### 3.6. Confirmatory Factor Analysis

Exploratory factor analysis results showed that the internal marketing scale consists of one dimension. Confirmatory factor analysis was performed to test the validity of this new structure. The coefficients of the internal marketing scale were examined thoroughly in terms of efficiency and compatibility and meanwhile several enhancement modifications were made to ensure that this one-dimensional model was coherent and compatible with the data. Accordingly, in terms of the correlation coefficient, the following synonymous expressions of the internal marketing scale are associated with each other closely and respectively as follows: 1 and 2, 3 and 4, 4 and 5, 9 and 10, 10 and 12, 9 and 12, 13 and 14, as well as 14 and 15. Thanks to this association, the compatibility and coherence of the acquired values were included in the threshold limits. These new values confirmed the compatibility of the model with the data; thereby, ensuring the validity of the scale. The compatibility and coherence of the acquired values of the internal marketing scale are given in Table 4 and the confirmatory factor analysis diagram is shown in Figure 2.

| <b>Indexes</b>     | <b>Values</b> |
|--------------------|---------------|
| x <sup>2</sup> /df | 2.597         |
| CFI                | .981          |
| GFI                | .946          |
| AGFI               | .920          |
| RMSEA              | .057          |
| Cronbach's Alpha   | .965          |

**Table 4:** The Goodness of Fit Values of Internal Marketing Scale



**Figure 2:** Confirmatory Factor Analysis Diagram for Internal Marketing Scale

Basically,  $\chi^2/df$ , CFI, GFI, AGFI and RMSEA statistics are used to test the data-model compatibility (Gürbüz and Şahin, 2014). The  $\chi^2/df(2.597 < 5)$ , CFI ( $0.981 > 0.90$ ), GFI ( $0.946 > 0.90$ ), AGFI ( $0.920 > 0.90$ ), RMSEA ( $0.057 < 0.08$ ) values demonstrate that the scale is reliable and valid.

Exploratory factor analysis results showed that the corporate reputation scale is one dimensional. The confirmatory factor analysis was conducted to test the validity of this new structure. The coefficients of the corporate reputation scale were examined in respect to compatibility and coherence of the acquired values in this sense, and several modifications were made to ensure that this one-dimensional model is compatible with the data. Accordingly, in terms of the correlation coefficient, the following synonymous expressions of the corporate reputation scale are associated with each other: 1 and 2, 1 and 3, 1 and 4, 1 and 10, 2 and 3, 2 and 4, 3 and 4, 4 and 5, 4 and 6, 4 and 7, 5 and 6, 5 and 7, 5 and 8, 5 and 17, 9 and 10, 10 and 11, 10 and 12, 11 and 17, 12 and 13, 12 and 14, 13 and 14, 15 and 20, 18 and 19, as well as 19 and 20. Thanks to this association, the compatibility and coherence of the acquired values were included in the threshold limits. These new values confirmed the compatibility of the model with the data; thereby, ensuring the validity of the scale. The compatibility and coherence of the acquired values of the corporate reputation scale is given in Table 5, and the confirmatory factor analysis diagram is shown in Figure 3.

| <b>Indexes</b>     | <b>Values</b> |
|--------------------|---------------|
| x <sup>2</sup> /df | 2.502         |
| CFI                | .983          |
| GFI                | .933          |
| AGFI               | .902          |
| RMSEA              | .055          |
| Cronbach's Alpha   | .983          |

**Table 5:** The Goodness of Fit Values of Corporate Reputation Scale

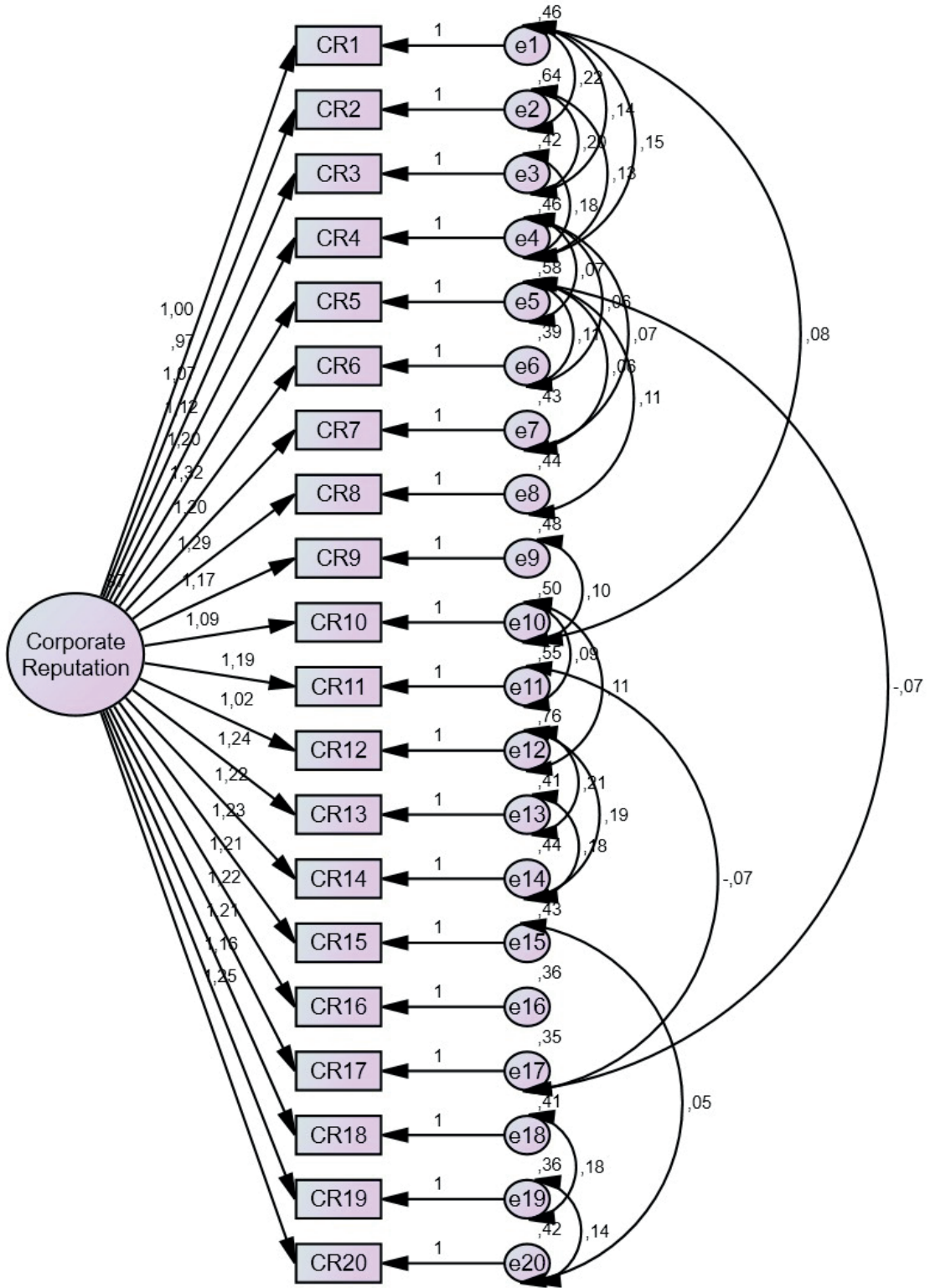


Figure 3: Confirmatory Factor Analysis Diagram for Corporate Reputation Scale

The values of  $\chi^2/df$  ( $2.502 < 5$ ), CFI ( $0.983 > 0.90$ ), GFI ( $0.933 > 0.90$ ), AGFI ( $0.902 > 0.90$ ), and RMSEA ( $0.055 < 0.08$ ) demonstrate that the scale is reliable and valid.

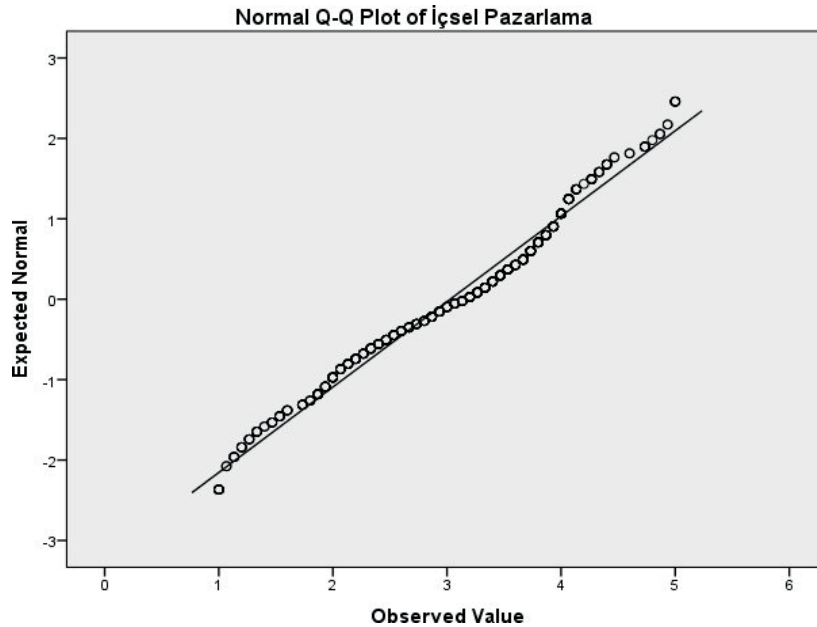
### 3.7. Normality Test Statistics after Factor Analysis

Normality test statistics for the new structures were examined by following the steps of the factor analysis. Skewness and kurtosis values are taken into consideration in this context. The distortion and kurtosis values which were calculated on the integral basis for the internal marketing and corporate reputation scale are presented in Table 6; and the Q- Q Plots are given in Figures 4 and 5.

| Variable             | Skewness | Kurtosis |
|----------------------|----------|----------|
| Internal Marketing   | -0.223   | -0.739   |
| Corporate Reputation | -0.359   | -1.014   |

**Table 6:** Calculated Skewness and Kurtosis Values of Scales

Table 6 indicates a normal distribution as the distortion and kurtosis values of the internal marketing and corporate reputation scales are within the limits of  $\pm 1.5$ .



**Figure 4:** Q-Q Plot for Internal Marketing Scale

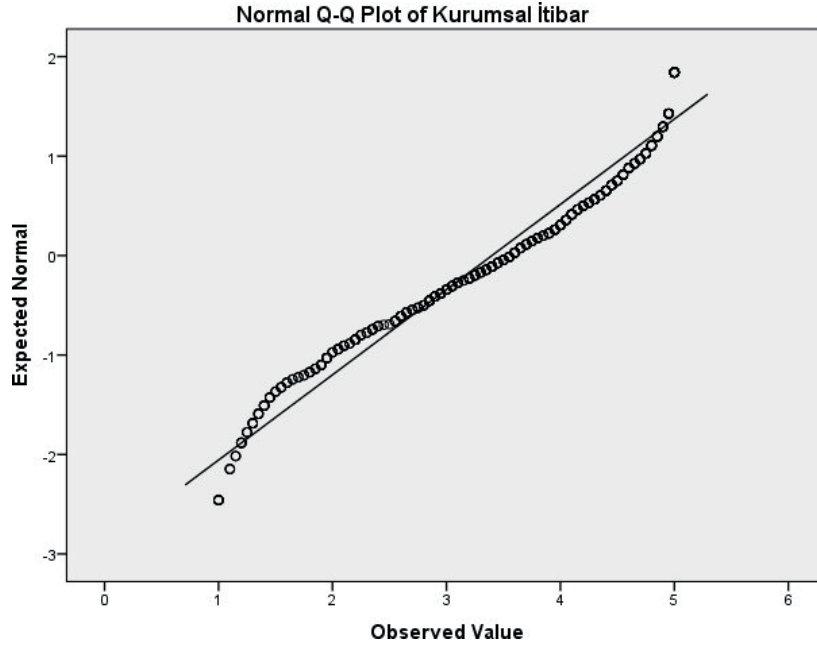


Figure 5: Q-Q Plot for Corporate Reputation Scale

The Q-Q Plots of the internal marketing and corporate reputation scales in Figure 4 and Figure 5 confirm the normality of the distribution. These results obtained from both analysis suggest that parametric analysis methods should be used.

#### 4. Findings

The demographic findings of the variables in the demographic information form of the participants are shown in Table 7.

| Variable          | Group        | Frequency (n) | Percent (%) |
|-------------------|--------------|---------------|-------------|
| Age               | 18-25        | 22            | 4.4         |
|                   | 26-35        | 179           | 35.7        |
|                   | 36-45        | 166           | 33.1        |
|                   | 46 and over  | 134           | 26.7        |
|                   | Total        | 501           | 100.0       |
| Gender            | Female       | 231           | 46.1        |
|                   | Male         | 270           | 53.9        |
|                   | Total        | 501           | 100.0       |
| Educational Level | High School  | 13            | 2.6         |
|                   | College      | 33            | 6.6         |
|                   | Graduate     | 103           | 20.6        |
|                   | Postgraduate | 352           | 70.3        |
|                   | Total        | 501           | 100.0       |

| Variable                              | Group                                | Frequency (n) | Percent (%)  |
|---------------------------------------|--------------------------------------|---------------|--------------|
| <b>Monthly Income</b>                 | 3,000 TL and below                   | 67            | 13.4         |
|                                       | 3,001-5,000 TL                       | 149           | 29.7         |
|                                       | 5,001-7,000 TL                       | 137           | 27.3         |
|                                       | 7,001-10,000 TL                      | 79            | 15.8         |
|                                       | 10,001 TL and above                  | 69            | 13.8         |
|                                       | Total                                | 501           | 100.0        |
| <b>Status</b>                         | Academic Manager                     | 45            | 9.0          |
|                                       | Academician                          | 259           | 51.7         |
|                                       | Administrative Manager               | 49            | 9.8          |
|                                       | Administrative Staff                 | 148           | 29.5         |
|                                       | Total                                | 501           | 100.0        |
| <b>Institution Worked</b>             | A State University<br>In Turkey      | 290           | 57.9         |
|                                       | A Private<br>University<br>In Turkey | 211           | 42.1         |
|                                       | Total                                | 501           | 100.0        |
| <b>Duration of the<br/>Employment</b> | 1 to 5 years                         | 264           | 52.7         |
|                                       | 6 to 10 years                        | 126           | 25.1         |
|                                       | 11 to 15 years                       | 50            | 10.0         |
|                                       | 16 years and over                    | 61            | 12.2         |
|                                       | <b>Total</b>                         | <b>501</b>    | <b>100.0</b> |

Table 7: Demographic Findings

In terms of the gender variable, 46.1% of the participants are female, while 53.9% of them are male. The majority of the respondents have a postgraduate diploma.

In terms of the income level of the respondents 13.4% of them are at the income level of 3,000 Turkish lira (6TL=1Dolar) and below and 13.8% of them at the level of 10,001 TL and above.

Status variable demonstrates that 9.0% of the participants are academic managers; 51.7% of them are academic staff; 9.8% are administrative manager; and 29.5% are administrative staff.

The analysis of the institution worked variable shows that 57.9% of the participants work at a state university in Turkey, while 41.9% of them work in a private university.

The duration of employment variable indicates that 52.7% of the participants have been working at the same university for 1-5 years; 25.1% of them have been working for 6-10 years; 10.0% have been working for 11-15 years, and 12.2% for 16 years or more.

Descriptive statistics calculated on the integral basis for the internal marketing and corporate reputation scales are given in Table 8.

| Variable             | Average | Standard Deviation |
|----------------------|---------|--------------------|
| Internal Marketing   | 3.02    | 0.94               |
| Corporate Reputation | 6.30    | 2.45               |

Table 8: Descriptive Findings on Scales

Table 8 shows that the average value of the internal marketing scale is 3.02. This means that the participants' perceptions of internal marketing are ambivalent. The average value of the corporate reputation scale is 6.30. This reveals that the participants' perceptions of corporate reputation are partially positive.

Pearson correlation analysis was conducted to test the relationship between internal marketing and corporate reputation. The results of the analysis are shown in Table 9.

| Variables            | Average | Standard Deviation | Internal Marketing |
|----------------------|---------|--------------------|--------------------|
| Internal Marketing   | 3.02    | 0.94               | 1.00               |
| Corporate Reputation | 6.30    | 2.45               | .831**             |

Table 9: Pearson Correlation Analysis Results

\*\*  $p < 0.01$

The examination of Table 9 reveals that there is a positive and high relationship between internal marketing and corporate reputation ( $r = 0.831$ ,  $p = 0.000$ ). Accordingly, H1 hypothesis (i.e., "There is a positive correlation between internal marketing and corporate reputation") was accepted.

The simple linear regression method was used to test the effect of internal marketing on corporate reputation. The analysis results are presented in Table 10.

| Independent Variable | Dependent Variable   | F       | Sig.  | R2   | Unstandardized Coefficient B | Beta  | t      | p       |
|----------------------|----------------------|---------|-------|------|------------------------------|-------|--------|---------|
| Internal Marketing   | Corporate Reputation | 1109.89 | 0.000 | 0.69 | 1.03                         | 0.831 | 33.315 | 0.000** |

Table 10: Regression Analysis Results



Table 10 shows that internal marketing affects corporate reputation positively ( $t= 33.315$ ,  $p= 0.000$ ) in this model which is significant with  $F=1109.89$  and  $Sig=0.000$  values. Internal marketing explains 69% of variation/change in corporate reputation. Accordingly, H2 hypothesis (i.e., "Internal marketing affects corporate reputation positively") was accepted.

Independent sample T-test was applied to determine whether the participants' perceptions of internal marketing and corporate reputation differ from each other according to the institution worked variable. Analysis results are given in Table 11.

| Variable             | Institution Worked | N   | Mean | Sd.  | t      | p      |
|----------------------|--------------------|-----|------|------|--------|--------|
| Internal Marketing   | State University   | 290 | 2,84 | 0,92 | -5,178 | .000** |
|                      | Private University | 210 | 3,27 | 0,90 |        |        |
| Corporate Reputation | State University   | 290 | 6,27 | 2,28 | -6,752 | .000** |
|                      | Private University | 210 | 7,58 | 2,14 |        |        |

**Table 11:** T Test for Comparison of Internal Marketing and Corporate Reputation in Terms of Institution Worked Variable

When Table 11 is analysed, it is seen that internal marketing differs in terms of the institution worked variable ( $t = -5,178$ ,  $p = 0,000 < 0.05$ ). Accordingly, the internal marketing perceptions of the staff working at the private universities (3.27) are higher than the employees at public universities (2.84). In addition, it is seen that corporate reputation also differs in terms of the institution worked variable ( $t = -6.752$ ,  $p = 0.000 < 0.05$ ). Accordingly, the corporate reputation perceptions of the staff working at the private university (3.79) are higher than the employees at the public university (3.10). Accordingly, H3 and H4 hypotheses were accepted.

When Table 12 is analysed, it is seen that internal marketing doesn't differ in terms of the statute variable ( $t = 1,432$ ,  $p = 0,153 > 0.05$ ). In addition, it is seen that corporate reputation also doesn't differ in terms of the statute variable ( $t = 1,373$ ,  $p = 0.174 > 0.05$ ). Accordingly, H5 and H6 hypotheses were rejected.

| Variable             | Statute          | N   | Mean | Sd.  | t     | p     |
|----------------------|------------------|-----|------|------|-------|-------|
| Internal Marketing   | Academic Manager | 45  | 3,29 | 0,79 | 1,432 | 0,153 |
|                      | Academic Staff   | 259 | 3,08 | 0,93 |       |       |
| Corporate Reputation | Academic Manager | 45  | 3,57 | 0,99 | 1,373 | 0,174 |
|                      | Academic Staff   | 259 | 3,34 | 1,18 |       |       |

**Table 12:** T Test for Comparison of Internal Marketing and Corporate Reputation in Terms of Statute Variable

## 5. Discussion and Conclusion

Total average value of internal marketing analysis scale is 3.02 indicates that the internal marketing activities of the university administrations are insufficient and they should take action to increase the motivation of their employees in a positive way. While the total average value of internal marketing indicates a positive trend for private universities, it is the same average value (2.84) has with a negative tendency for state universities. The reason may be explained as follows: the academic and administrative staff working in state universities in Turkey are not satisfied with the principles and rules established by the university administrations. Moreover, they did not internalize the future vision and goals of their organizations, there is a lack of communication between the management and the employees although the directors think and believe that they have achieved something with their own efforts whereas they are not offered any help or sufficient opportunities to support them.

It is also understood that internal marketing has a high level of positive effect on corporate reputation ( $r = 0.831$ ), and a positive effect of internal marketing on corporate reputation which deserves attention. It should be also noted that each unit increase in internal marketing indicates an increase of 1.03 in the corporate reputation coefficient.

In another study on bank employees encountered during the literature review of (Fettahloğlu, Yıldız and Birin, 2016, p. 249), also indicated a statistically positive relationship between corporate reputation and internal marketing.

It is also understood that the variables of internal marketing and corporate reputation differ according to the institution, and the internal marketing and corporate reputation perceptions of the staff working at foundation universities were much higher than those of state universities. The

perception levels of the foundation university administrators were much higher than the state university staff, as they gave more importance to the opinions of their employees and they included them in decision-making processes, and also they had to deal with less bureaucratic practices. It was determined that internal marketing and corporate reputation variables did not differ according to the status variable.

Consequently, it may be concluded that if universities take some measures on how to improve their practices positively so as to boost their internal marketing, such approaches will influence reputations of universities respectively at the same rate. Within the light of these data released above, if university administrators put some activities into effect to boost their strategies to enhance their internal marketing methods and activities within this context, such developments will also increase corporate reputations of those universities accordingly. As quoted from Doorley and Garcia (2015, p. 4), Fombrun and Van Riel (2004, p. 4-5), and Hannington (2004, p. 3), loyal and productive employees are considered as one of the most important assets of universities where university administrators should turn their faces to university employees and increase their internal marketing.

While the average value of internal marketing appears to be 3.02, the value of corporate reputation up to something like a value of 6.3 which actually suggests that even a small increase in internal marketing can lead to a significant increase. In the light of these data, universities aiming at increasing the perception of reputation in the eyes of public are obliged to introduce some new visionary concepts on how to support and reward their employees. Hence, both this study and some earlier researches (Fombrun, Gardberg and Sever, 1999, p. 242; O'Brady, 2005, p. 60) have revealed that employees are especially deemed to be display windows or exposed faces of organizations and institutions.

It has been already observed that differentiations are definitely in favour of those private universities in cases of regarding the perceptions of participants may differ from each other or they may not in terms of employees and institution. These results revealed that both internal marketing reputations and corporate reputation of private universities are much more positive than other universities in the eyes of their employees.

Due to the fact that state universities do not give enough importance to internal marketing issues, the corporate reputation of state universities in the eyes of their employees is 6.27, and private universities are 7.58. The significant difference between private and public universities in terms of corporate reputation has revealed that internal marketing definitely affects corporate reputation positively.

All in all, those findings show that there is a positive correlation relationship between internal marketing and corporate reputation, and as the internal marketing level increases, corporate reputation increases positively. As a result of the analysis, it has been observed that internal marketing is an important predictor of corporate reputation, internal marketing activities carried out by the management in academic education institutions contribute positively to the corporate reputation, and university employees are hesitant about loyalty to corporate managers and therefore will hesitate to act in line with corporate goals.

In the light of research findings, it is necessary to apply marketing strategies similar to external customers to employees in order to increase the organizational commitment of staff working in universities and to act together in line with the goals of the organization. It has been emphasized that positive relationship and correlation with the concepts of internal marketing and corporate reputation are all interleaved and integrated. The universities which have some strategic targets to pave the way to become a trademark should take some radical precautions and they should agree to strive hard enough to enhance their institutions to take the necessary steps towards business development, innovations and follow progressive merits and rewarding systems, visionary approaches and costly investments for staff training. They should be aware of the fact that they should notice such incentives and activities will definitely bring several fruitful results and their efforts in this direction will finally pay them back more than they invest. Fortunately, such studies have boosted mindfulness among investors in the field of higher education within this respect.

The relationship among university employees and corporate reputation as well as their relationship with employee satisfaction are dealt with thoroughly for the first time by conducting this literature survey study by obtaining those related reference sources. Within this context, it can be safely said that this research study may be dealt with as source of some new researches to be conducted and also it may be adopted as a model for prospective studies in similar fields of researches to be conducted. Some new approaches may be introduced to pursue such studies by making some modifications in similar or different walks of life to create some new models of research studies in various business sectors.

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