

Mediating Role of Perceived Organizational Justice between Internal Marketing Practices and Employee Task and Contextual Performance: A Shopping Center Implication

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Abstract: *The present study was conducted on the employees of service businesses in a shopping center (mall) in Kayseri, Turkey. The objective was to investigate the mediating role of organizational justice between the internal marketing practices of businesses and the task and contextual performance of employees. A model was created to realize the objective. In this model, the perception of organizational justice was considered with distributive, procedural and interactional justice sub-dimensions and performance criteria were considered with contextual and task performance sub-dimensions. Data gathered from 157 service business employees were used to test the hypothesis. Initially, the effects of the internal marketing practices of businesses on employees perceptions of organizational justice were evaluated and meaningful effects were observed. In the second phase, the effects of internal marketing practices on task and contextual performance were evaluated and it was concluded that internal marketing practices had significant positive effects on employee performance. In the last phase of the study, the mediating role of organizational justice between internal marketing practices and employee performance was evaluated and it was observed that procedural and interactional justice had a mediating role between internal marketing practices and task performance and procedural justice had a mediating role between internal marketing practices and contextual performance. Distributive justice did not have any mediating role in these relationship.*

Keywords: *Internal marketing, organizational justice perception, employee performance, task performance, contextual performance, distributive justice, procedural justice, interactional justice*

1. INTRODUCTION

The prominence of services for individuals in micro-scale and for economies in macro-scale has led the researchers and implementers to concentrate on studies to improve service quality. Recently, the internal marketing concept has often been mentioned in the literature of these studies. Actually, the concepts related to internal marketing were included in studies about the organization of marketing systems at the beginning of the 20th century. However, the widespread principle of the internal marketing concept was observed parallel to an increase in studies about service marketing, service quality (Varinli 2006), total quality management, process and innovation management at the beginning of the 1980s.

The internal marketing concept, although not under that, has been used in marketing studies since the 1960s. In 1965, Forrester, in a study entitled "A new corporate design", planned a new organizational structure with less destructive management styles based on individual responsibility and free-information flow (Fisher 2005). The author put the relationships between

management and employee into strict formal forms in this organizational structure, eliminated internal monotype formations and pointed out the significance of full-freedom in task performance. This study considered each team in an organization, even each individual, as a separate profit center and constituted the first study putting the internal marketing concept into the agenda (Yapraklı and Özer 2001). In this sense, it is important that everybody in an organization should be able to see these relationships and the effects of these relationships on the “next consumer”. Therefore, internal relations among organizational departments, functions and employees should be formed and harmonized in order to obtain better performance from a business and its employees (Ahmed and Rafiq 2003).

The internal marketing approach targets the satisfaction of internal customers with the commitment and perception required to allow an organization to develop better relations with external customers (Thomson and Hacker 2000). With the internal marketing approach, employees and internal customers, envisaged as a source of the efficiency and productivity in businesses, are motivated, their commitment to the organization and business satisfaction are increased and formal-informal relation networks are improved (Thomson and Hacker, 2000). At this point, employees feel their significance to the organization through internal marketing practices; they think that every one of them is treated fairly. They care more about their tasks and perform them accordingly by sharing a common objective. Therefore, internal management practices, by being able to provide the best outcomes from an employee through the performance of a certain task assigned to him in a certain time frame, have significant impacts on employee performance. The basic objective of present study is to investigate the effects of internal marketing practices on employee performance. Also, the mediating role of employees’ perception of justice in these effects was evaluated.

2. THEORETICAL FRAMEWORK

2.1. Internal Marketing

Table 1. *Definitions of internal marketing*

Perspectives	Authors	Definition of Internal Marketing
Management	Berry and Parasuman (1991)	Internal marketing involves all activities including attraction, improvement, motivation and retention of qualified personnel by providing a proper work environment for employees.
	Drake et al. (2005)	Internal marketing is includes all activities aiming to attract employees through promotion, appreciation, training and communication.
Marketing	Grönroos (1981)	Internal marketing is the development of the internal market by using customer-conscious, market-oriented and resale motivation, and the implementation of marketing strategies like internal approach and activity.
	Yapraklı and Özer (2001)	Internal marketing is the organization of business activities so as to provide both internal and external customer satisfaction, to employ qualified personnel and to provide external customer satisfaction by using motivator elements for all employees of the business.

It is possible to mention the similarities among internal marketing and human resources management, total quality management, process management and approaches (Varinli 2006). However, internal marketing, which is different from the functions of human resources management, involves all activities contributing to the efficiency of human resources management and focuses on gaining and retaining customer-oriented employees (Ewing and Caruana 1999). The objectives of these activities are to form a structure satisfying both internal and external customers, to employ and maintain qualified personnel to achieve the business mission, to provide external customer satisfaction by using internal communication and other

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motivator elements for all employees (Yapraklı and Özer 2001). In other words, internal marketing practices do not include any of the basic functions of human resources management and can be considered as a function of internal customer-oriented management.

Internal marketing practices are linked in the literature particularly to service businesses and employees are considered as internal customers being a significant party in providing external customer satisfaction. It has also been pointed out that internal customer support is required for the success of marketing strategies (Foreman and Money 1995). In the literature, internal marketing is conceptualized by a dual perspective (marketing and management). Some definitions including marketing and management perspectives are provided in Table 1.

As seen from the table, internal marketing includes activities of human resources' management practices like attraction, improvement, motivation and the retention of qualified personnel to provide external customer satisfaction and also the activities to reach positive organizational outcomes in internal customers.

Internal marketing expresses the idea of a marketing strategy aimed at the employees of a business. In internal marketing, this involves the process covering the practices of mutual relationships between employee satisfaction and customer satisfaction. Such a process is composed of the following components (Kotler et al. 1999):

- Formation of service culture,
- Development of a marketing approach for human resources management,
- Widespread marketing intelligence among employees,
- Implementation of a reward and appreciation system,
- Non-routine processes (initiative, authorization of employees and etc.).

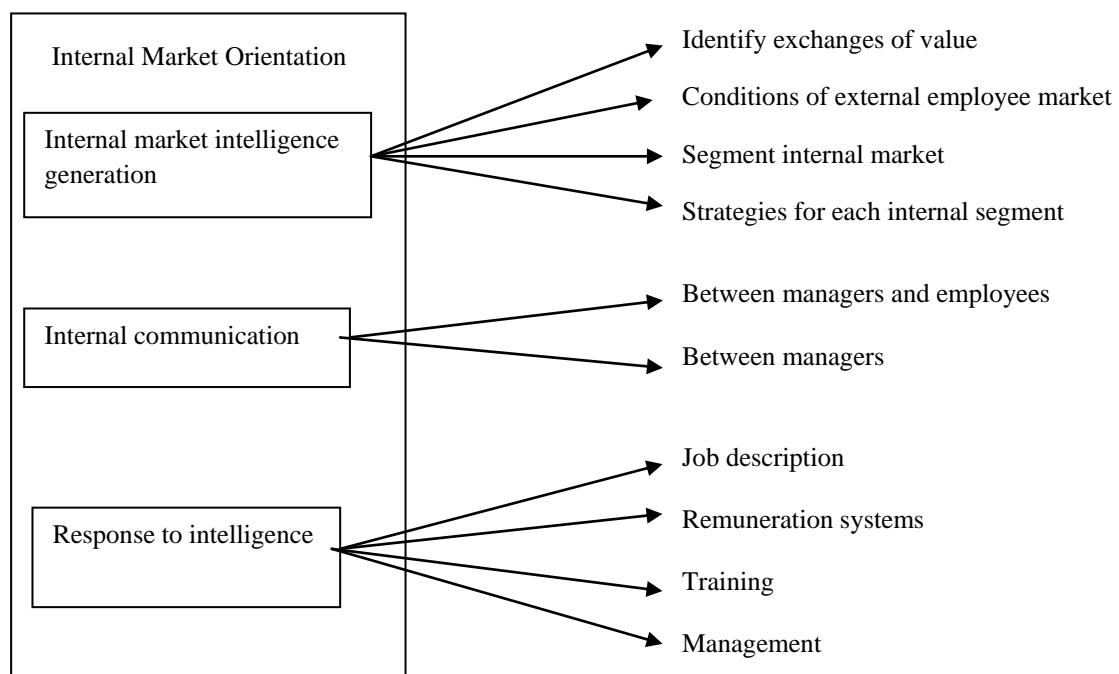


Figure 1. A conceptualization model of internal market orientation

Source: Spiros P. Gouranis: Internal- Market Orientation and Its Measurement. Journal of Business Research. 59, (2006), p. 436.

Figure 1 shows that employee satisfaction is the focus of the internal marketing process and that primarily, a service culture suitable for the organization should be formed. Then, the service culture in this process should be transformed into a marketing strategy shaped around human resources management practices. The resultant market intelligence should be communicated

among employees, and a reward or encouragement system should be formed according to the performance outcomes. The process should provide opportunities to overcome employees' problems and promote initiative among them.

Internal marketing is related to business employees constituting the main market of a business. The basic objective of internal marketing practices is to create highly-motivated and customer-oriented personnel (Ewing and Caruana 1999). In addition, internal marketing covers a large area including human resources management issues. The issues covered by internal marketing can be listed as follows (Varey and Lewis 2006):

- The retention of skilled people in the organization, by counteracting declining management standards and providing a clear corporate and personal direction;
- Relationships with the management team who share the objectives, experience and skills to build, release, and mobilize individual motivation for economic recovery;
- Skills development, to reveal and provide personal motivation (Rafiq and Ahmed 2000).
- The proper understanding and need for quality for competitive service delivery in a changing economic, social, political, and technological environment;
- Building a corporate brand which appeals to both customers and organization members;
- Communication management with a clear strategy based on research and evaluation, and personal skills development and responsibility;
- Productivity through participation requiring leadership, processes and commitment from all (Thomson and Hacker 2000)

On the other hand, internal marketing also covers other marketing issues like commodity, price, promotion, personal sale, advertisement, distribution, physical environment, process, participators, market segmentation, and market search (Rafiq and Ahmed 1993). These approaches and strategies all focus on employee satisfaction which will in turn allow a business to reach its desired targets.

2.2. Employee Performance

Businesses operate in an ever-changing and dynamic atmosphere; therefore, efficiency and productivity are the key issues for a sustainable competitive advantage. Productivity, efficiency and a basic source of efficiency in organizations are human elements and recently the best management practices toward this capital have gained special significance.

The performance of tasks on time by employees in organizations and their performance of the tasks and responsibilities assigned to them are very important to reach the organizational objectives. In this point, it is necessary to evaluate the performance or success rates of employees to determine whether or not they have performed their tasks. The performance concept, including the outcomes obtained by the performance of tasks assigned to each employee in a certain time frame (Doğan, 2005) and the tasks of employees should be carefully defined and boundaries should be clearly indicated. Within these boundaries, the expected performance of an employee should also be compared with the performance of others.

The performance concept in organizations implies the transformation of physical and financial resources into productive outcomes to perform a shared objective (Carton and Hofer 2008). In other words, organizational performance includes actions and behaviors suitable for attaining the objectives of the organization and these should be able to be measured based on the contribution level of an employee (Suliman 2001). Two types of methods to evaluate the performance of employees acting to reach the objectives of the organization are listed below (Motowidlo et al. 1997; Borman and Motowidlo 1997):

- **Task Performance:** This can be defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services (Borman and Motowidlo 1997). In other words, task performance implies the performance related to basic transformations and activities within an employees' formal

job description. While task performance herein indicates the basic responsibilities to perform a task, the tasks may change from one job to another (Onay 2011). When the employees use technical information and experience to complete a task, this is taken into consideration within task performance.

- **Contextual Performance:** This implies voluntary behaviors not necessarily included in an employees' job definition but which contribute to overall activities, and to the social and psychological environment of the organization (Motowidlo et al. 1997). Contextual performance covers five activities as follows (Doğan 2005):
 - Volunteering in for the undertaking of task activities not included in job description,
 - Presenting great desire and persistence in completion of own job activities successfully,
 - Helping others and working collaboration with them,
 - Obeying organizational rules and principles even though they are challenging personally,
 - Supporting, defending, and promoting organizational objectives.

With the performance concept it is expected that employees' besides performing their own job-related tasks, should also perform voluntary and not job-specific tasks and responsibilities with possible impacts on organizational efficiency and that they should be able to provide additional value to the organization.

2.3. Perceived Organizational Justice

In social life, individuals act within the framework of certain rules and principles in harmony. Effort is needed to create such harmony and to maintain it in order to provide both individual and organizational efficiency. There is no problem when these rules and principles are applied fairly to everybody; otherwise negative outcomes like gossip, miscommunication, alienation and job dissatisfaction are evident. A concept such as inequality in organizational and social life is related to the concept of justice.

The concept of justice, indicating equality in implementations and activities, is mostly dealt with by sociologists and lawyers. Management scientists mainly focus on justice/injustice. The perception of justice deals with what people believe is fair and what is not rather than what is actually fair or not. In other words, management scientists try to understand the corresponding outcomes of justice as well as the realization of justice. In this sense, organizational justice includes personal assessments about ethical and moral managerial practices (Coropozano et al. 2007).

Organizational justice can be expressed as the justice perception of justice held by an individual about the practices of an organization (Greenberg 1996) or as the level of justice with which employees are believed to be treated (Greenberg 1990). With organizational justice, employees expect that rules are applied to everybody equally, that equal payment is made for the same job, that everybody has equal rights in terms of leave, and that everyone benefits equally from the social rights. However, the focus of the justice perception is not only the outcomes and the comparison of these outcomes. Organizational rules, the implementation of these rules and interactions between individuals also constitute the focus of the justice perception (Özdevecioğlu 2003).

Negative perceptions held by individuals about the organizational practices are mainly due to three basic sources: negative conditions, arbitrary attitudes and violation of ethics (Folger and Croponzano 2001). For instance, employee inability to achieve their rights, lack of punishment for individuals who deserve punishment, very light or heavy punishments, inconsistency in punishment with similar previous cases or injustice in punishments all negatively affect employees' perception of justice (Trevino 1992). Therefore, the economical, social and emotional expectations, the relations between individuals and outcomes of these relations, and the attitude and behaviors of managers also have an impact on employees' perception of justice. Organizational justice is evaluated under three basic dimensions in the literature (Beugre 1998; Özdevecioğlu 2003; Ambrose and Arnaud 2005; Coropozano et al. 2007):

- Distributive Justice:** This expresses the sharing out of sources to individuals in accordance with certain functional rules and provisions with certain standard relative shares (Özdevecioğlu 2003). Distributive justice is shaped around the principle of equality (Ambrose and Arnaud 2005). According to this principle, individuals working in organizations compare the gains of their works with the gains of similar ones. However, distributive justice is not that simple. As summarized in Table 2, distributive justice basically depends on the distribution of sources and gains according to the principles of honesty, equity and needs. At this point, individuals are concerned with whether or not they receive their “just share”.
- Procedural Justice:** Compared to distributive justice, procedural justice is a more formal type. Procedural justice expresses individuals perceptions of justice as related to the rules and processes used in the distribution of gains (Beugre 1998). With procedural justice, individuals desire justice in operations and processes (Coroponzano et al. 2007). The formal characteristics of operations, explanations to be made in the decision-making operation and processes and interpersonal behaviors constitute the three basic components of procedural justice (Beugre 1998). To provide procedural justice, everyone or every group should be treated equally without any distinction, decisions should be made based on complete and accurate information, everyone should be included in decision-making process, it should be possible to object to and correct the decisions if necessary and everyone should be treated equally within the frame of ethics.
- Interactional Justice:** Interactional justice defines the social side of procedural justice. It refers to how one person in an organization treats another (Coroponzano et al. 2007). In other words, interactional justice is related to the perception of justice in relationships between managers (source distributors) and employees (Özdevecioğlu 2003). There are two aspects of interactional justice: informational justice and interpersonal justice (Beugre 1998). While informational justice includes perceptions about the attitudes and behaviors of managers in sharing relevant information and data with employees, interpersonal justice covers perceptions on the attitudes and behaviors of managers and individuals with regard to respect, dignity and kindness.

Table 2. *Components of Organizational Justice*

Distributive Justice Appropriateness of outcomes	Equity	Rewarding employees based on their contributions
	Equality	Providing each employee roughly the same compensation
	Need	Providing a benefit based on one’s personal requirements
Procedural Justice Appropriateness of the allocation process	Consistency	All employees are treated the same
	Lack of bias	No person or group is singled out for discrimination or ill-treatment
	Accuracy	Decisions are based on accurate information
	Representation of all concerned	Appropriate stakeholders have input into a decision.
	Corrections	There is an appeals process or other mechanism for fixing mistakes
Interactional Justice Appropriateness of the treatment one receives from the authorities	Interpersonal justice	Treating an employee with dignity, courtesy, and respect
	Informational justice	Sharing relevant information with employees

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Source: Russell Cropanzano, David E. Bowen and Stephen W. Gilliland: The Management of Organizational Justice, *Academy of Management Perspectives*, 21, (2007), p. 36.

In conclusion, organizational justice, investigated under three dimensions as distributive justice, procedural justice and interactional justice, generally covers the equality and justice expectations of employees in terms of the benefits and gains, operations and processes and behaviors of managers and co-workers.

3. HYPOTHESIS FORMATION

3.1. Internal Marketing – Organizational Justice Relationships

Internal marketing practices are usually seen in developed countries and labor-intensive businesses. Service quality indicates the degree of compliance between customer expectations and service items. In other words, service quality is considered as the customer satisfaction level (Selvi 2007). Therefore, the basic objective of internal marketing approach is to provide external customer satisfaction through satisfaction of internal customers. The core issue of internal marketing is to improve service quality.

Inconsistencies in service performance of businesses also result in inconsistencies of quality levels. Therefore, businesses should tend to implement the activities to meet the expectations of employees and let them feel the appreciation and support of business to overcome the problems due to such a variation in employee performance (Varey 1995). Among these activities and expectations, organizational trust, support and justice perceptions, authorization, improvement, empathy and positive relations and attitudes are the most significant ones. Individuals seek for justice in every practice of the organization. The hypotheses to test the effects of internal marketing practices on perceived organizational justice were formed as follows:

Hypothesis 1a: Internal marketing practices of businesses have significant positive effects on distributive justice perception of employees.

Hypothesis 1b: Internal marketing practices of businesses have significant positive effects on procedural justice perception of employees.

Hypothesis 1c: Internal marketing practices of businesses have significant positive effects on interactional justice perception of employees.

3.2. Internal Marketing – Performance Relationships

Perception-attitude-behavior relations are the most significant relations to be pointed out in organizational life. Individuals develop attitudes along their perceptions and tend to behave along their attitudes (Özdevecioğlu 2003). Internal marketing practices transform positive attitudes of employees into positive organization-related behaviors like job satisfaction, job motivation, job interest and organizational commitment (Tansuhaj et al. 1991).

Motivational promotions like cash premiums, rewards, incentive programs and competitions are necessary to change the behaviors of the employees directly in contact with customers of service sector. Such practices should be implemented to provide consistent behaviors or to increase productivity, to overcome the resistance in short time or to motivate entire employees (Rafiq and Ahmed 1993) and to improve their performances. Previous studies also report positive effects of internal marketing practices on organizational outcomes (job satisfaction, organizational commitment, organizational citizenship behavior and etc) and employee performance (Woodside et al. 1999; Harris and Ogbonna 2001; Ahmed et al. 2003; Babakuş et al. 2003; Hwang and Chi 2005; Lytle and Timmermen 2006). The hypotheses to test the effects of internal marketing practices on task and contextual performance of employees were formed as follows:

Hypothesis 2a: Internal marketing practices of businesses have significant positive effects on task performance of employees.

Hypothesis 2b: Internal marketing practices of businesses have significant positive effects on contextual performance of employees.

3.3. Mediating Role of Organizational Justice Perception between Internal Marketing Practices and Employee Performance

Previous studies on internal marketing practices were mostly focused on positive relationships with job satisfactions and employee commitment. In such studies, internal marketing practices were also mentioned as a performance improving factor. Besides, there are also other studies reporting positive impacts of organizational justice perception on performance (Aryee et al. 2002; Lam et al. 2002; Ang et al. 2003; Conlon et al. 2005). Therefore, it was assumed that justice perception has a mediating role between internal marketing practices and employee performance. The hypothesis to test the mediating role of organizational justice in the relationships between internal marketing practices and employee performance were formed as follows:

Hypothesis 3a: Distributive justice perceptions of employees have a mediating role between internal marketing practices and task performance of employees.

Hypothesis 3b: Distributive justice perceptions of employees have a mediating role between internal marketing practices and contextual performance of employees.

Hypothesis 3c: Procedural justice perceptions of employees have a mediating role between internal marketing practices and task performance of employees.

Hypothesis 3d: Procedural justice perceptions of employees have a mediating role between internal marketing practices and contextual performance of employees.

Hypothesis 3e: Interactional justice perceptions of employees have a mediating role between internal marketing practices and task performance of employees.

Hypothesis 3f: Interactional justice perceptions of employees have a mediating role between internal marketing practices and contextual performance of employees.

4. RESEARCH OBJECTIVE AND THE MODEL

Basic objective of this research is to investigate the mediating role of organizational justice perception in relationships between internal marketing practices and employee performances. A model was created to reach this objective. In this model, performance was considered in two dimensions as task performance and contextual performance; organizational justice perception was considered in three dimensions as distributive justice, procedural justice and interactional justice (Figure 2).

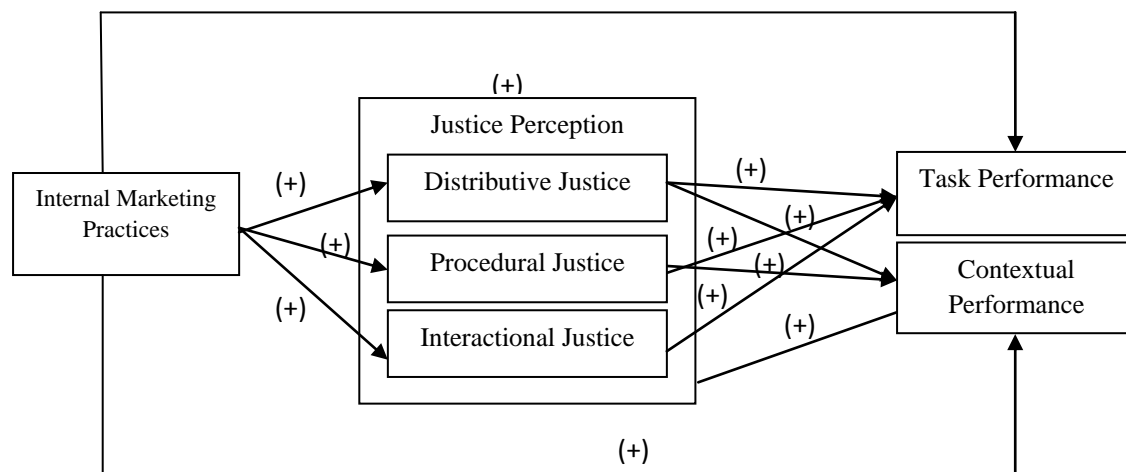


Figure 2. Research Model

The research model indicates positive effects of internal marketing practices on task and contextual performance and positive effects of internal marketing practices on performances through mediating role of distributive, procedural and interactional justices.

5. RESEARCH METHODOLOGY

5.1. Research Universe and Sample

Present research was carried out with the employees of service businesses in a shopping center (mall) of Kayseri, Turkey. A total of 163 responds were received out of 250 questionnaires; 6 of

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them were not included into the research by various reasons and 157 questionnaires were evaluated for research purposes. Questionnaire respond rate was therefore 62.8%.

5.2. Data Gathering

Following scales were used in this research to determine the mediating role of organizational justice perception between internal marketing practices and employee task and contextual performance: The data were gathered by a two-section questionnaire composed of (4) questions and (56) statements. The questions toward the demographic characteristics were placed in the first section and the statements related to internal marketing, organizational justice perception and employee performance were placed in the second section. Questionnaires were filled by researchers in businesses places during lunch breaks. Variables were gathered under 4 different scales:

Internal Marketing Practices: A total of 15 statements as of “performance measurement and reward system of the business encourage employees to work together” were used in a 5-point likert scale developed by Foreman and Money (2000). Scale reliability was calculated as 0.911. In this scale, 1 expresses “totally disagree” and 5 expresses “totally agree”.

Task Performance: A total of 7 statements as of “I work carefully while I perform my tasks” were used in a 5-point likert scale developed by Motowidlo and Scotter (1994). Scale reliability, cronbach alpha value, was calculated as 0.736. In this scale, 1 expresses “totally disagree” and 5 expresses “totally agree”.

Contextual Performance: A total of 14 statements as of “I help to perform my friends’ task while they were out” were used in a simplified scale developed by Goodman and Svyantek (1999). Scale reliability, cronbach alpha value, was calculated as 0.786. In this scale, 1 expresses “totally disagree” and 5 expresses “totally agree”.

Perceived Organizational Justice: A total of 20 statements were used in a scale developed by Niehoff ve Moorman (1993). 5 of these statements as of “I have effects on gains (salary, promotion, overtime payments and etc) resulted from my tasks” were toward the distributive justice (cronbach alpha=0.831); 6 of them as of “the gains we had comply with the performance we exhibited” were toward the procedural justice (cronbach alpha=0.847) and 9 of them as of “the manager talks as to be understood by everyone while passing an intelligence” were toward the interactional justice (cronbach alpha =0.786). Overall reliability of the scale, cronbach alpha value, was calculated as 0.915. In this scale, 1 expresses “very low” and 5 expresses “very high”.

6. RESULTS

6.1. Demographic Characteristics

Demographic characteristics of employees of service businesses participated in this study (frequency and % distribution) are provided in Table 3.

Table 3. Demographic characteristics, frequencies and percent distributions

Characteristics	F	%	Characteristics	F	%
Gender			Age		
Female	68	43.4	21-30 years	96	61.1
Male	89	56.6	31-40 years	53	33.8
			41-50 years	8	5.1
Total	157	100	Total	157	100
Education			Position		
Primary School	8	5.1	Business Owner	21	13.4
High School	83	52.9	Manager/Asst. Manager	10	6.3
Vocational Collage	15	9.6	Sales Person	126	80.3
University Student	12	7.6			
University Graduate	39	24.8			
Total	157	100	Total	157	100

As indicated in Table 3, 43.4% of participant was female and 56.6% was male. With regard to educational level, participants were mainly high school graduates (52.9%) and the ratio of full/part time working university students was 7.6%. Participants were dominantly (99.4%) at the ages between 20-40 years and 80.3% of them was working as sales person.

6.2. Means, Standard Deviations and Correlation Coefficients of Research Variables

Means, standard deviations and correlation coefficients of research variables are provided in Table 4.

Table 4. Means, Standard Deviations and Correlation Coefficients of Research Variables

Variable	Mean	S.D.	1	2	3	4	5	6
1. Internal Marketing Practices	3.76	0.81	1					
2. Distributive Justice	3.78	0.97	0.490*	1				
3. Procedural Justice	3.59	0.78	0.598*	0.649*	1			
4. Interactional Justice	3.68	0.68	0.543*	0.651*	0.685*	1		
5. Task Performance	3.80	0.82	0.631*	0.333*	0.380*	0.304*	1	
6. Contextual Performance	3.98	0.73	0.463*	0.332*	0.446*	0.447*	0.591*	1

p < 0.01

Perception rates of participants for internal marketing practices were fairly high. Among the organizational justice perceptions, while distributive justice had the highest mean, procedural and interactional justices had also closer means. Performance means of participators revealed higher means for contextual performance than task performance.

6.3. Hierarchical Regression Analysis Results for Research Variables

Table 5. Hierarchical Regression Analysis Results

Test 1	Distributive Justice		Procedural Justice		Interactional Justice		Task Performance		Contextual Performance	
	β	t	β	t	β	t	β	t	β	t
Internal Marketing Prac.	0.49*	7.00	0.59*	9.28	0.54*	8.04				
R²	24		35.7		29.4					
Adj. R²	23.5		35.3		29					
F Value	49.03		86.15		64.66					
Test 2										
Internal Marketing Prac.							0.60*	9.37	0.46*	6.50
R²							36.2		21.4	
Adj. R²							35.8		20.9	
F Value							87.82		42.32	
Test 3										
Internal Marketing Practices							0.11	1.42	0.09	1.01
Distributive Justice							-0.25	-24.8	0.14	13.2
Procedural Justice							0.27**	2.61	0.27**	2.46
Interactional Justice							0.27**	2.64	0.03	0.25
R²							23.7		15.8	
Adj. R²							22.2		14.1	
F Value							15.84		9.53	

*p < 0.00, **p < 0.01

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Hierarchical regression analysis was performed to explain the relationships among internal marketing practices, distributive, procedural and interactional justices, task and contextual performances. Internal marketing practices were included into regression model as independent variables and intermediate variables, task and contextual performances were included as dependent variables. Analysis results are presented in Table 5.

The first hierarchical regression analysis, carried out see the relationships between internal marketing practices and organizational justice dimensions, revealed that internal marketing practices were significantly and positively affected by distributive justice ($\beta=0,49$; $p<0.00$), procedural justice ($\beta=0,59$; $p<0.00$) and interactional justice ($\beta=0,54$; $p<0.00$). These results support the hypothesis of H1a, H1b and H1c.

In the second test, effects of internal marketing practices on task and contextual performance of employees were investigated. Results revealed significant positive effects of internal marketing practices on task performance ($\beta=0.60$; $p<0.00$) and contextual performance ($\beta=0.46$; $p<0.00$). Therefore, H2a and H2b hypothesis were supported.

In the third and the last test, organizational justice dimensions were also included into the model and again the effects of internal marketing practices on task and contextual performance were investigated. Hierarchical regression analysis revealed decreased regression coefficients without losing the significance of procedural and interactional justice of which mediating roles were investigated together with losing the significance of internal marketing practices on task and contextual performance. Results indicated significant positive effects of procedural justice ($\beta=0.27$; $p<0.00$) and interactional justice ($\beta=0.27$; $p<0.00$) on task performance and also significant positive effects of procedural justice ($\beta=0.27$; $p<0.00$) on contextual performance and any relationships were not observed between distributive justice and performance dimensions. Such results indicate mediating role of procedural and interactional justices between internal marketing practices and task performance and mediating role of procedural justice between internal marketing practices and contextual performance. Therefore, while the hypothesis of H3a, H3b and H3f were not supported and hypothesis of H3c, H3d and H3e were supported. In conclusion, eight of eleven investigated hypothesis were supported. Hypothesis results are provided in Table 6 and the model presenting supported hypotheses are presented in Figure 3.

Table 6. Hypothesis Test Results

	Hypothesis	Path Coefficient	Decision
H1a	IMP→DJ	0.49*	ACCEPT
H1b	IMP→PJ	0.59*	ACCEPT
H1c	IMP→IJ	0.54*	ACCEPT
H2a	IMP→TP	0.60*	ACCEPT
H2b	IMP→CP	0.46*	ACCEPT
H3a	Mediating role of DJ between IMP and TP	-0.25	REJECT
H3b	Mediating role of DJ between IMP and CP	0.11	REJECT
H3c	Mediating role of PJ between IMP and TP	0.27**	ACCEPT
H3d	Mediating role of PJ between IMP and CP	0.27**	ACCEPT
H3e	Mediating role of IJ between IMP and TP	0.27**	ACCEPT
H3f	Mediating role of IJ between IMP and CP	0.03	REJECT

* $p < 0.00$, ** $p < 0.01$

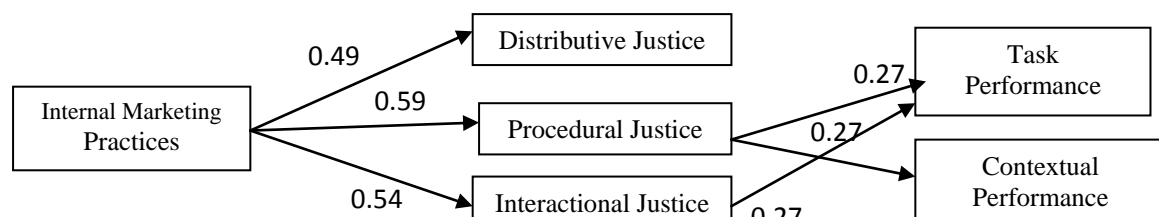


Figure 2. Supported Research Model

7. DISCUSSION AND CONCLUSION

Relationships and affections among internal marketing practices, organizational justice perception, task and contextual performance were investigated. An applied research was conducted on service business employees of a shopping center in Kayseri, Turkey and effects of internal marketing practices on task and contextual performance of employees were tried to be explained through a model.

In the first phase, relationships between internal marketing practices and organizational justice perceptions of employees were investigated through hierarchical regression analysis and significant positive effects of internal marketing practices on justice perceptions of employees were observed. Such findings support the recommendations of Varey (1995) about the relationships between internal marketing practices and employee performance. Researcher recommended businesses to implement practices allowing the employees to feel their values for the business.

In the second phase of the study, effects of internal marketing practices on task and contextual performance of employees were investigated. Analysis revealed significant positive effects of internal marketing practices on task and contextual performance. These findings comply with the results of similar studies (Woodside et al. 1999; Harris and Ogbonna 2001; Ahmed et al. 2003; Babakuş et al. 2003; Hwang and Chi 2005; Lytle and Timmermen 2006).

During the third and the last phase, organizational justice aspects were included into the model and then effects of internal marketing practices on task and contextual performance were investigated. Results revealed mediating role of procedural and interactional justices between internal marketing practices and task performance and similarly procedural justice had a mediating role between internal marketing practices and contextual performance. Distributive justice did not have a mediating role in these relationships. Therefore, the assumption for mediating role of organizational justice perception in relationships between internal marketing practices and task-contextual performances was supported.

Such results put forward the question of “What does the mediating role of organizational justice perception between internal marketing practices and task-contextual performances mean?” In relationships between internal marketing practices of businesses and employee performance, the practices such as performance improving organizational trust, organizational support, conflict management, **organizational justice**, organizational commitment, reinforcement all taking the expectations of employees into consideration should be included. All these factors may yield positive organizational outcomes. In other words, justice perceptions should definitely be taken into consideration while investigating the relationships between internal marketing practices and employee performance. There are limited studies in literature considering internal marketing practices and employee expectations (especially organizational justice, organizational support, conflict management, reinforcement).

Present study may have significant contributions to literature. Initially internal marketing practices were related to organizational justice perceptions of employees. Internal marketing practices like employee promotion and appreciation, training and communication in businesses with mutual exchange relations between employer and employees and organizational justice perceptions of employees may directly affect the performance of employees. In this sense, a different perspective was brought to literature about internal marketing practices through including mediating role of organizational justice into such relations. Accepted role of organizational justice between internal marketing and employee performance may provide significant contributions.

There are some limitations of present study. Performance of employees of a shopping center has limited the sample size of the study. For generalization purposes, such studies should also be carried out in different provinces and with different sample sizes. In future studies, negative performance indicators like job stress, exhaustion, job release and positive performance indicators like organizational trust, organizational support and reinforcement should be included into the models formed to investigate the relationships between internal marketing practices and employee performance.

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