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## CREATING ORGANIZATIONAL COMMITMENT BY SATISFYING INTERNAL CUSTOMERS

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### Abstract

In this study, it was aimed at determining the affecting factors on the happiness and satisfaction of the employees in their working life in connection with context of internal customer. The experimental groups determined to provide more productive, creative and vigorous working life for employee were tested and in classification the variants used to test the experimental group, the discriminant analysis was profited from. The aim of this study is to gain a better understanding of the relationships between internal customer satisfaction and organizational commitment of employees at food production sector in South Anatolia. This study also focuses on revealing factors what enable organizational commitment in determining internal customer satisfaction. Research was conducted through a survey instrument consisting of internal customer satisfaction and organizational commitment questions. The study generated a 67 percent response rate from 350 employees. Gathered data from this survey were statistically analyzed with exploratory factor analysis, correlation analysis and discriminant analysis. Results of the study indicate that the factors of internal customer satisfaction are related each other. Also these relations are expressive. Then, the discriminant analysis carried out. In consequence of the discriminant analysis has seen that some variables within the variables of internal customer satisfaction could explain organizational commitment. Further, satisfaction with policies, compensation, work conditions, and advancement were found to have a significant relationship to organizational commitment. This research should help food production sector managers understand the relationship job satisfaction has with commitment.

**Keywords:** Customer, Internal customer, Total Quality Management (TQM), Organizational commitment, Discriminant analysis

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## 1. INTRODUCTION

It is seen, recently, that the term "customer satisfaction" is often used in our literature in the essential part of "total quality". Organizations have been trying very hard to show that they are different and are one step further in competition. The top institutions in this competition are those not only welcome customers' demands but also they always go beyond what their customers' request. Overcoming customers' needs that may always change and improve necessitates that the institutions should consider continuous change and improvement. The greatest responsibility in realization of this change is, obviously, depending on "human factor" (that is on employee of the organization). Therefore, the point where the organizations should start to reach the target is to satisfy their end customers is the term "employee satisfaction" as internal customers of any organization. By the way, the thing that should be done first is to comprehend what the term "customer" means for institutions (Halis, 2004).

The business world, which is now in different structure with changing values and changing time, is facing different customer structure nowadays. Today, all the customers want quality, change, appropriate-ness, comfort, and they follow the guarantee to the end point. Unfortunately, not all the institutions are completely familiar with the fact that customers always demand high quality goods and service (Johnson, 1996: 115). Both internal and external customer and quality services should not disregard this fact anymore.

A customer is a person who demands and the products (goods / service) which are produced by the organization as an end product, and who is out of the organization.

These people and organizations are end users and are called "customer". There are strategies of effective quality improvement and leadership under the essence of the factors that consider and respect the consumers. Today's managers are faced many technical concepts produced by improvements in strategic thoughts originating from activities of changing administration. It is indisputable for a firm applying Total Quality Management (TQM) to consider the significance of satisfying their internal customers. In TQM, it is preferable to let the staff consider themselves both as consumers for the other staff and providers of goods and service for the others.

In order to make the subjects that all the consumers should be satisfied easier and more understandable, as the base where these concepts should be dealt, it can be said that, the scope and the limitations of the economical organizations considering primarily consumers' satisfaction with their goods and its formations are realized in accordance with the fundamental principles of social life and the economical activities as a result of the right of use on the sources should be kept in mind, (Weber, 1964: 158). In this context, it is aimed to explain organizational devotion after the analysis of the factors affecting the internal consumers' satisfaction.

## 2. LITERATURE REVIEW ON "CUSTOMER"

Two environmental factors can be stated for any organization. First one is the external environment on which the organization never has any control. However, the second one is the internal environment which the organization can change, can control, can affect in its borders of activities. The external

environment covers all the regulations and limitations determining treatments of the organization. The aim of an organization in an economical structure is to produce service to cope with the needs and lacks in this external environment. Also, the reason of an organization to exist is its consumers. It cannot be considered for any organization that it is living, has sale and benefits unless it has customers. Therefore, to please customers is highly important for the organization. External customer and their satisfaction as a market for the end products are up to the activities of the staff in the organization. In conclusion, the internal customers' satisfaction for any organization is as important as the end aims.

Who are customers for an organization? The answers are mostly as follows:

- They are those who are using end products or services of the organization.
- A customer is the most important person in an organization.
- A customer is a person who comes to us with some demands and needs. It is our responsibility to serve them in such a way that both they and we benefit a lot.
- A customer is not a tool but he/she is only an aim. It is served well for the organization when he / she are served well if they create any opportunity.
- A customer is in the focus of the business.
- A customer is not a person who is served well, sold goods once well and then is left
- A customer is a friend and a "partner"

This definition is missing although it is not completely a mistaken one. The most important principles of TQM are "doing the work correct in the first time" and "preventing the error just before it is realized". The person who is doing the

mistake in its first time and will prevent it before it is realized is the staff himself/herself. Formation of any product is made up with several long activities sequence as process of the production, test, packaging, placing (putting for use), and service, taking payment. One or more persons do these every activity and another person may use the output of an activity in the sequence. Any buyer of this output is a customer and should be considered as an end user and customer. In other words, everybody, who is using the outputs of an organization both in and out of it, is called a customer. In brief, there are more than one type of customers considering his/her different needs, therefore, there are something in the focus point of the success of TQM that there are improving systems for humans as motivating, directing, training for improving their skills, rotation, enrichment the work

One of the fundamental functions of the management is to improve these systems and productivity. Then it is possible to answer the question "Who is a customer?" in two main groups:

- External customers are those who are using products and service as an end point.
- Internal customers are those who are the others taking in part in the process of offering a product to external customers in any organization

A customer in its classical meaning is someone who demands a product and service, pays its expense, buys and consumes. However, in TQM meaning, it is relatively independent from the before mentioned definition and the definition of "a customer" can be divided into two as "internal customer" and "external customer" (Hand, 1992: 39).

A customer, in TQM Literature, is defined

as "any person who is buying goods and service through a supplier". However, this definition includes both internal and end customers. When we clear this definition it can be said that an external customer is a person who is outside the organization and demands goods and service to buy.

Whereas, the term "internal customer" can be defined as the persons who are working and who are contributing goods and service production directly or indirectly in an organization. The persons, who are in the process and provide inputs to "internal customers" in the production process, are called "internal supplier". An internal supplier can be, at the same time, an internal customer in the previous business in the production sequence.

If we are in need of a brief definition, we can say that an internal customer is a buyer in any process. The primary customer for an

where departments and people offer goods and service in an organization. Here, the buyers of goods and service are generally called "customer" although it is not exactly a dictionary meaning. The natural requirement is providing internal customers' satisfaction.

Any person, department or process in an organization should consider as customer in the following process and should realize its job in a way to please them. When it is considered that an organization is formed with several units with each other, it is necessary to direct every activity not to break the structure.

### 2.1 Importance of the satisfaction of internal customers

Because most of the processes in the organization are relatively related with the

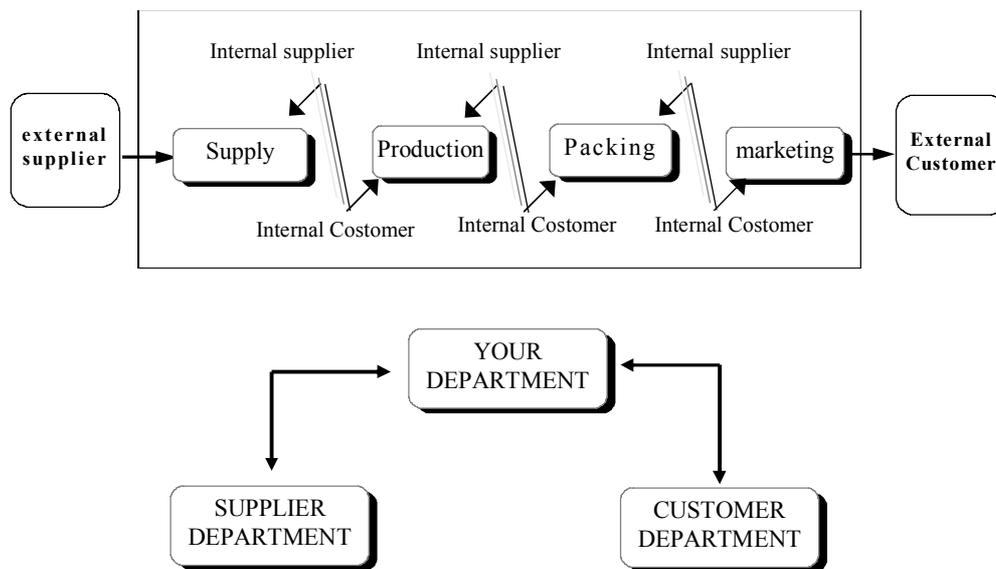


Figure 1. Internal Customer-Internal Supplier Chain in Business

employee is employee in a sub-process. Juran is one of the first persons that emphasized the importance of the term "customer" (Juran, 7/3). Juran states the following: There are innumerable cases

service for external customers, quality in the process, timing, interruption in co-operation will affect all the goods and service being offered to external customers. For example, the delay in obtaining of raw materials to be

used in the process of customer's orders will delay production, test, packaging, transportation, and installment process. Therefore, the order of the customer cannot be delivered in time, so the customer will be dissatisfied.

Solution of the problems related with the problems between the functions (internal customers) who are getting products / service and the functions (internal suppliers) who are offering products / service will cause a continuous betterment, being disqualified of the unnecessary things, so the firm will have more productivity, more benefits and will offer better products/service to the external customers.

The demand and requests of an internal customer, as the demands and requests of an external customer, should be defined carefully. Therefore, first, the relations between the processes in the organization and the other processes should be determined. This process defines how an output of any process is an input of another process. What responses are asked should be determined to do a better job by questionnaires and structured interviews with the persons using these inputs after the stating the definitions of inputs and outputs. The methods of measurement by questionnaire, is generally applied to know internal customers' satisfaction. Some reviews and changes should be stated after getting special demands and expectations are taken by questionnaires in which satisfaction is measured in the inputs. Moreover, measurement frequency and response mechanism of a customer to the supplier should be defined mutually.

Several subjects for the dimensions related with the process formed by satisfaction of any internal customer in the service quality offered by internal supplier

can be stated as follows; completing the work exactly and right, being clear, timing, (that is reliability on the promise given and the same quality, finishing the work in its suitable time), asking response to the demands through the supplier, being flexible and having tendency in co-operation kindly, understanding communication requirements and giving reactions quickly. (Halis, 2004: 26).

These significant subjects are as follows:

1. The order should be without any defects
2. The order should be taken correctly
3. The order should be taken in time
4. The relations should be flexible
5. The relations should be continuous
6. The relations should be kind mutually
7. Understanding the demands and not postponing the interactions
8. Having co-operation when required
9. Being clear
10. Showing confidence for the relations in the work between the customer and the supplier
11. A supplier should be ready for the demands and the expectations of the customer
12. Delays should be minimum

The concept "satisfaction" can be defined, in general, as being delighted because of meeting of the needs. It can be seen that satisfaction, when we consider it for an internal customer, is related with either the sources of the prize or the classification between the needs (Secord, Backman, 1974: 391). Every internal customer has his/her own problems, demands and

## 2.2 The organizational commitment

People think that living in a society is

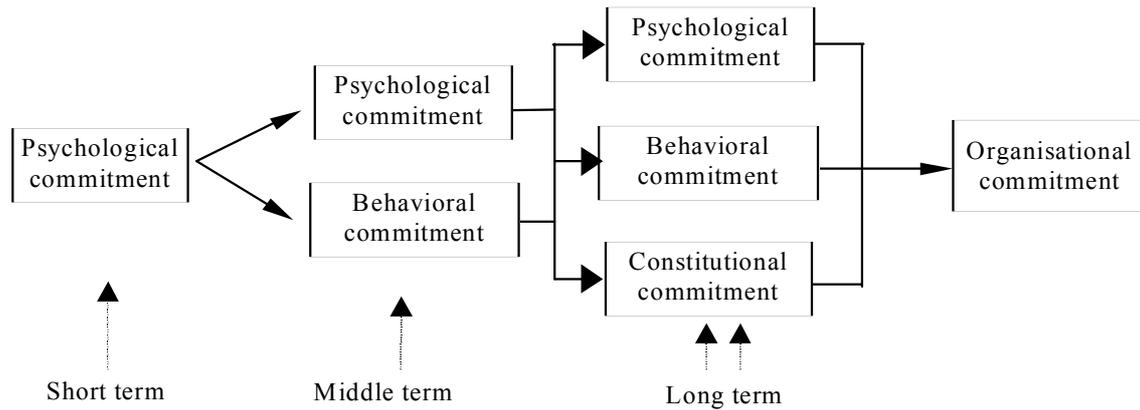


Figure 2. The Formation of Organizational Commitment

more suitable for their benefits. When we consider an organization like this, we can see that it is like a body in the organization with their needs and motivation. Most of the people in an organization doesn't have the same aim and never think the same (Russel, 1967: 257). Therefore, being a member for individuals to a group or organization is coming from the inevitability of solidarity in order to realize their needs and aims. There are different reasons why people are becoming members in an organization. However, the only aim to join any organization is that the organization should contribute him / her. The faithfulness to an organization will be alive as far as the organization itself meets all the needs of the employee.

Organizational commitment is that the aims and benefits of an organization come together with the skills and desires of the employee in a common point (Roberts, Hunt, 1991: 109). It can be seen that there are differences in definitions of faithfulness of an employee. Beside the people explaining Organizational commitment with behaviors, there are also some people who explain this term with the attitudes. Manner faithfulness starts with the identity of a person with the

organization and develops with the individual and organizational integrity (Sheldon, 1971: 142-150). For another definition a behavioral faithfulness is how an employee perceives and deals with the organizational aims and values (Staw and Oldham, 440). Therefore, it can be said that, for behavioral faithfulness, an individual joins his / her aims with the organization, and he / she wants to go on his / her faithfulness to ease the realization.

Several scholars claimed the first arguments on organizational commitment as Kiesler in 1971, Salancik in 1977, Staw in 1978, Oliver in 1990 (Roberts, Hunt, 1991: 145). Salancik states what our responsibility is and emphasizes on the terms like "environment" and "consistency" which shapes our behaviors. It is necessary for a person to have a general, clear and definite target, and these targets should fit to him / her in order to succeed taking any responsibility, accept a mission, take part in any action.

First of all, it is necessary to define the narrowed scope related with the job clearly; doing the mission what is needed, what the limitations are. If interrelations between the individuals are clear, and if this attracts our

interest, we will motivate and do the job better. When we perceive why we are responsible and borders of our responsibilities, we can easily accept everything as a volunteer.

An Organizational commitment depends on 3 conditions. They are given below:

" Accepting the values and beliefs of the organization,

" Willingness to try on behalf of the organization and,

" Going on the membership become a high desire.

A definition like this takes the Organizational commitment beyond the faithfulness to the organization. According to this definition employee is willing to contribute and has very active relations with the organization. Therefore, faithfulness, for an observer, is not only an individual's beliefs and ideas but also is all the behaviors of an individual.

### **2.3 The Relation between Internal Customer Satisfaction and Organizational Commitment**

Organizational commitment has emerged as a very important construct in organizational research owing to its relationship with such important work-related constructs as absenteeism, turnover, job satisfaction; job involvement and leader subordinate relations (Eby, et al, 1999:463). It is in the interest of an organization to retain employees and minimize turnover. However, a lot of managers have little understanding of how to satisfy their internal customer and how these internal customers' satisfaction levels influence their intent to leave their positions. In fact, because of this limited understanding, managers' efforts

towards internal customer satisfaction can sometimes create more dissonance than cohesion between employees and management, leading to excessive employee turnover (Trimble, Douglas E. 2006). One significant reason that the cost of turnover in many industries remains high is due to the high cost of training new employees (Feinstein and Vondrasek, 2001).

Organizational commitment has been described as consisting of two constructs - affective and continuance (Allen & Meyer, 1990). As defined by Mowday, Porter, and Steers (1982:27; Halis, 2006), affective organizational commitment is "a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization." The counterpart to affective organizational commitment is continuance organizational commitment, which considers the idea that individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job (Murray, Gregoire, & Downey, 1991).

Internal customer satisfaction has been recognized as a component of organizational commitment (Kovach, 1977). It is suggested that internal customer satisfaction is a state of pleasure gained from applying one's values to a job such as job satisfaction (Locke, 1969). Indeed, Spector (1997:2) believes that job satisfaction "can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job."

The relationship between organizational commitment and internal customer satisfaction are both controversial and contradictory (Koslowsky, et al, 1991). Researchers have found causal (Bagozzi,

1980:65-67; Bateman & Strasser, 1984:95-112), correlational (Mathieu & Zajac, 1990:174-177), and nonexistent (Curry et al., 1986:847-858) relations between the variables. Although the debate continues over the causal sequence of organizational commitment and internal customer satisfaction, few studies have looked at this relation in the context of service effort level. Does organizational commitment precede job satisfaction regarding service effort or vice versa? Should managers in service organizations focus on increasing organizational commitment or internal customer satisfaction in an attempt to influence effort level? The purpose of this study was to investigate the relation among organizational commitment, job satisfaction, and effort in the service setting (Testa, 2001).

Organizational commitment and internal customer satisfaction are popular topics in the study of work-related attitudes; however, contradiction exists as to the causal relationship. The majority of theoretical and empirical evidence suggests that internal customer satisfaction is an antecedent to organizational commitment (Bartol, 1979:815-821; Brown & Peterson, 1994:70-80; Mathieu & Hamel, 1989:299; Reichers, 1985). However, some support exists for the role of job satisfaction as an outcome of organizational commitment (Bateman & Strasser, 1984). More recently, Koslowsky et al. (1991) found no evidence to support a causal relationship but determined that a high correlation exists. This finding was consistent with a number of studies that include both variables (Knoop, 1995; Mathieu & Zajac, 1990; Shore & Martin, 1989; Halis, 2007).

Although the causal sequence is still in question, it is clear that organizational commitment and internal customer

satisfaction are associated variables that affect organizational outcomes such as turnover intentions (Shore & Martin, 1989), turnover (Brown, 1993; Mathieu & Zajac, 1990), absenteeism (Sagie, 1998), and work performance (Shore & Martin, 1989). Additionally, both organizational commitment and internal customer satisfaction have been linked with constructs of importance in the service environment, such as citizenship behaviors (Schappe, 1998; Williams & Anderson, 1991) and prosocial behaviors (Bettencourt & Brown, 1997).

Conversely, few studies have looked at effort as an outcome variable of organizational commitment or internal customer satisfaction. There seems to be a dearth of research on work effort; however, some conceptualizations exist. Vroom (1964) applied the effort construct in the expectancy theory of motivation. The notion behind the effort-to-performance links is that effort level increases with the expectation that performance will follow.

### **3. THE RESEARCH PROBLEM AND ITS SCOPE**

In the last quarter of twentieth century, the concept of organizational commitment has been a significant area of interest among researchers, and also total quality management emerged in the parallel period. The concept of customer is very important in concept of total quality management. Especially internal customer concept is new aspects of quality management. The internal customer satisfaction and organizational commitment are related each other. Mostly organizational satisfaction derived from internal customer satisfaction because of

satisfaction is general phenomenon according to commitment.

An understanding of organizational commitment is important, as the effects stemming from the level of commitment from employees can have a major impact on organizations and society as a whole. A great deal of time and effort has been devoted to identifying the various antecedents and consequences of organizational commitment due to both positive and negative relationships these variables have on the commitment construct. Much of the literature to date has focused on satisfaction as it relates to serious negative consequences concerning performance and turnover and commitment (Blau ve Boal, 1987; Bluedorn, 1982).

The association between internal customer satisfaction and organizational commitment, though previously investigated by some studies, seems to lack clarification in terms of direction and causal sequence. So far, the research indicates satisfaction or organizational commitment variables can interact in many ways. Separately or in combination, they can be the mediating variables between stress variables and organizational outcome variables. Therefore, it is necessary to conduct a study that specifies the relationships between internal customer satisfaction and commitment in order to provide further understanding to organizations.

A lot of parameters and variables are becoming effective in reaching the definite aims of the organization. Internal customers' satisfaction and organizational commitment are only two of them of these variables. The increase in number of the studies in the literature on these subjects supports this claim. Every research aims to contribute, in a way, the organizations, on the other hand,

every study researches how the sources of the organization can be used more effectively.

Although on the one hand, employees are active in the process of production on micro level, but they are active in the organization on macro level on the other depend on many variables, it depends on satisfaction of the employee, faithfulness on the organization, and being united with the organization. The employees, who are pleased with the organization and so becoming united, will probably contribute more. Faithfulness on the organization will both motivate the employee's to work more productively in the organization and decrease the labor period. Therefore, to determine the variables that create faithfulness and satisfaction in the employee is very important to realize the organizational aims.

It is tried, in this study, to determine the variables, which differentiate from the employee that is united with the organization, for internal customers. However, there are a lot of elements creating satisfaction for internal customers. Moreover, it can also be seen from the variables in the research on internal customers' satisfaction in literature. However, it can be claimed that some variables in many will contribute to the unity less, whereas some variables in many will contribute more. Therefore, it will be very important in the policy and decisions for human sources of the organization to answer the question on what elements of internal customers' satisfaction are the variables to create unity in the organization. For those reasons, mentioned above the distinctive variables, belonging to the employee who are united or not, for internal customers' satisfaction will be determined by discriminant analysis.

### 3.1 Data Analysing and Findings

It is aimed, in this study, first to determine the relations between the sub-components of the satisfaction for internal customers, then, by discriminant analysis, to find out the variables of distinctive internal customers' satisfaction between the employees who are united to the organization and who are not.

It is aimed, in this study, to determine the relation degree and its direction by means of correlation analysis in the sub-components of the internal customers' satisfaction.

*Table 1. Correlatons between Organisational Commitment and Internal Customer Satisfaction*

| Variables on satisfaction       | Mean | Std. Dev. | 01   | 02   | 03   | 04   | 05   | 06   | 07   | 08   | 09   |
|---------------------------------|------|-----------|------|------|------|------|------|------|------|------|------|
| 01 Overall Satisfaction         | 3,69 | 0,52      | 1    |      |      |      |      |      |      |      |      |
| 02 Product Quality              | 4,01 | 0,68      | .53* | 1    |      |      |      |      |      |      |      |
| 03 Behaviour of nearest manager | 3,91 | 0,80      | .25* | .59* | 1    |      |      |      |      |      |      |
| 04 Top manager's attitude       | 3,89 | 0,96      | .22* | .48* | .74* | 1    |      |      |      |      |      |
| 05 Organizational objectives    | 3,80 | 0,95      | .17* | .44* | .75* | .69* | 1    |      |      |      |      |
| 06 Performance appraisal        | 3,64 | 0,92      | .18* | .43* | .66* | .61* | .73* | 1    |      |      |      |
| 07 Training and development     | 3,79 | 0,97      | .13* | .43* | .75* | .67* | .79* | .69* | 1    |      |      |
| 08 Organizational communication | 3,87 | 0,80      | .22* | .52* | .78* | .71* | .77* | .70* | .79* | 1    |      |
| 09 Workplace arrangement        | 3,91 | 0,73      | .18* | .43* | .52* | .47* | .49* | .46* | .44* | .66* | 1    |
| 10 Organizational commitment    | 3,81 | 0,63      | .42* | .62* | .51* | .75* | .81* | .77* | .79* | .84* | .68* |

\* Correlation is significant at the 0.01 level (2-tailed)

Findings collected from the analysis are shown in Table 1. According to the analysis findings relations between the sub-components in respect of the all sub-components were all significant statistically as 0.05, relations between the sub-components were all positive. This finding shows that the sub-components of internal costumers' satisfaction are in the same direction with each other. On the other hand an increase in the sub-component will have an increase in the other variables, or on the contrary, a decrease in the sub-component will have a decrease in the other variables. Therefore, there is a together variation between the components.

### 3.2 Determining the variables of satisfaction and commitment by discriminant analysis

There are significant individual and organizational results of unity of the employee to the organiza-tion, as mentioned in literature analysis. Organizations want their employeeyes be united to the organization to realize the organizational aims and works very hard for this. There are a lot of variables in determining the unity to the organization, as mentioned in the

literature analysis. However, these are very significant vari-ables for the satisfaction of internal customers. In other words the elements forming the internal customers' satisfaction are very important to determination factor on the unity. Therefore, it is aimed, in this study, to determine the distinctive internal customers' satisfaction by discriminant analysis between the employees who are united to the organization and who are not. First, it is taken, in the discriminant analysis model, 51 variables of internal costumers' satisfaction. It is seen that 13 variables on the level of 0,05 significance were included in the model as a result of the gradual discriminant process (Table 2).

Table-2: The Factors that Enabled Organizational Commitment

| The Factors that Enabled Organizational Commitment (C. Alpha =0,85)  | Mean | S. Deviation |
|--|------|--------------|
| M01.To suggests anothers for working in this organization.           | 3,61 | 1,001        |
| M02.A comfortable working environment                                | 4,04 | ,929         |
| M03.Training of the employees in professional development.           | 3,85 | 1,128        |
| M04.Organizational support to do the work successfully.              | 3,35 | 1,131        |
| M05.Managerial support on determination of business necessity        | 3,73 | 1,189        |
| M06.Having required source, materials, and tools to do a better job. | 4,13 | ,893         |
| M07.A safe working environment.                                      | 3,82 | ,979         |
| M08.Control of the higher management with the employees.             | 3,73 | 1,084        |
| M09.The emotion to contribute (using initiation)                     | 3,75 | 1,128        |
| M10.Sharing experience with other colleagues in the organization.    | 3,90 | 1,086        |
| M11.Perception that the organization is the best place to work in.   | 4,06 | ,810         |
| M12.Giving the employees more authorities                            | 3,97 | ,994         |
| M13.The manager's support of proffesional development.               | 3,82 | 1,054        |

The number of the distinctive variables of standardized discriminant function the internal satisfaction of customers who are determining the effects of the distinctive

Table 3. Construction Matrix and Fisher's Linear Discriminant Function

| Distinctive Variables | Wilks' Lambda | Sig. | Construction Matrasi | Unsatandardized Canonical Discriminant Function | Standardized Canonik Discriminant Function | Function 1 Organizational commitment (+) | Function 2 Organizational commitment (-) |
|-----------------------|---------------|------|----------------------|---|--|--|--|
| M01                   | 0.661         | 0.01 | 0.050                | 0.276   | 0.276                                      | 2.088                                    | 3.023                                    |
| M02                   | 0.715         | 0.01 | 0.059                | 1.019   | 0.947                                      | 1.765                                    | 1.692                                    |
| M03                   | 0.665         | 0.01 | 0.298                | 0.333   | 0.367                                      | 0.473                                    | 1.600                                    |
| M04                   | 0.668         | 0.01 | 0.147                | 0.282   | 0.318                                      | 1.444                                    | 0.487                                    |
| M05                   | 0.662         | 0.01 | 0.106                | 0.341   | 0.405                                      | 1.264                                    | 2.422                                    |
| M06                   | 0.678         | 0.01 | 0.226                | 0.774   | 0.683                                      | 1.713                                    | 4.339                                    |
| M07                   | 0.757         | 0.01 | 0.374                | 0.843   | 0.796                                      | 0.859                                    | 1.999                                    |
| M08                   | 0.655         | 0.02 | 0.250                | 0.232   | 0.248                                      | 0.489                                    | 1.276                                    |
| M09                   | 0.656         | 0.01 | 0.233                | 0.235   | 0.261                                      | 1.119                                    | 1.914                                    |
| M10                   | 0.684         | 0.01 | 0.267                | 0.559   | 0.597                                      | 0.587                                    | 1.310                                    |
| M11                   | 0.668         | 0.01 | 0.063                | 0.351   | 0.284                                      | 3.668                                    | 4.857                                    |
| M12                   | 0.663         | 0.01 | 0.241                | 0.441   | 0.432                                      | 1.925                                    | 3.420                                    |
| M13                   | 0.677         | 0.01 | 0.066                | 0.556   | 0.586                                      | 0.368                                    | 1.518                                    |
| <b>Constant</b>       |               |      |                      | <b>0.892</b>                                    |  | <b>27.961</b>                            | <b>36.162</b>                            |

united to the organization and who are no is 13. The other variables couldn't be considered significant statistically on the 0.05 significance level, so it was excluded in the discriminant analysis model.

According to the co-efficients of

variables on the dependent variables in discriminant model, more distinctive effective variables in the groups are as follows (in order of importance); M02, M07, M06, M10, M13, M12, M05, M03, M04, M11, M01, M09, M08.

The Lamda value of Wilks' Model is 0.647, its k-square value is 189.045, its freedom value is 13, and the model was found significant statistically on the level of 0,001 significance. The model's canonical correlation value was 0.594. Some studies such as the variables determined according to the results of dis-criminant analysis and classification of the groups according to the discriminant functions of the variables were done successfully. In other words, the employees who are united to the organization and who are not were tried to predict according to the variables of distinctive variables of internal customers. As seen in Table 4, (0.909) 20 employees (0.909) out of 22 according to the discriminant analysis function, and the 396 em-ployees (0.941) out of 421 who are united to the organization were classified correctly. Moreover, it was found that the correct classification possibility was 0.939 in either group in the discriminant model. The pos-sibility of correct classification determined in the model was quite high, so it can ba said that it was a quite successful classification.

The discriminant analysis can be defined as the analysis of multi-variable dependence related with the discrimination of 2 or more groups (Kurtulus, 1996: 467). Today, the technique of discrimination analysis, which has several uses, is used for two main aims. First, determination of whether there is a

significant difference between the variables of the individuals having a lot of common features in the group they belong to. Second, correct classification of the individuals in any groups before the definition of the groups according to the multi-variable information taken from the individuals. (Cakmak, 1992: 11-16). The discrimination analysis was used for two aims in this research. It was tested whether there was a significant difference according to their features or the features of the firm they work in, and at the same time it was tried to determine whether the individuals were appointed to the correct group according to the available information.

#### 4. CONCLUSION AND SUGGESTIONS

Some important findings were taken, in this study, to predict variables of Organizational commitment by analyzing the factors affecting the satisfaction of internal customers.

Higher salary and additional income are not the main factors, as mostly considered, affecting the faith-fulness to the organization. Moreover, the employees are fithful to the organization not because of the promo-tion. According to Herzber's motivation theory it can be considered that internal customers are pleased be-cause of the hygienic factors, whereas, again

Table 4. The Classification Matriks of Employee have/ have not organizational commitment

| Real group membership         | Estimated group membership    |                               | Total |
|-------------------------------|-------------------------------|-------------------------------|-------|
|                               | Organizational commitment (-) | Organizational commitment (+) |       |
| Organizational commitment (-) | 20 (0.909)                    | 2 (0.091)                     | 22    |
| Organizational commitment (+) | 25 (0.059)                    | 396 (0.941)                   | 421   |

Rightly classification probability 0.94

according to Herzber's motivation theory, the factors determining Organizational commitment can all be used as driving factors. Therefore, it is more important to state not what factors cannot provide faithfulness, but what factors can provide faithfulness. The fact that there are these factors beyond the internal customers' satisfaction leads us to conclude that it emphasized the faithfulness:

- To suggest others for working in this organization.
- A comfortable working environment and the management contributing this factor.
- Training of the employees in professional development.
- Organizational support to do the work successfully.
- Having required source, materials, and tools to do a better job.
- A safe working environment.
- Control of the higher management with the employees.
- The emotion to contribute (using initiation)
- Sharing experience with other colleagues in the organization.
- Perception that the organization is the best place to work in.
- Giving the employees more authorities
- The manager's support of professional development.

Following factors can provide organizational faithfulness: being appreciated by the higher authorities, participating all the decisions and management, comfort and the appropriateness of the working conditions, appropriateness of the places for materials and tools, and their sufficiency, instructions on how the work can be done better, necessity of having authorities who ask their idea before decisions affecting the working place

of the employees, having authorities not being too late for supporting the required information. These factors are, beyond the better working condition, a light illuminating the employees' metaphysical ways in which the routine relations cause them to be strangers in their narrow and limited world. The life conditions cannot provide required infrastructure to picture happiness of the employees in monotonous a limited technological life. As a matter of fact human beings, who are tried to leave technology, are still a puzzle in his world. The part that can be seen in daily life is only the part that can be seen on an iceberg. However, the part under the sea is always a big potential power and a secret part that waits for being discovered

Working both physically and mentally is natural; human beings are directing themselves to succeed the aims they are devoted to, and they want to take some responsibilities under appropriate conditions. As a matter of fact, work is not bad for employees. It is the treatments of the management to show the job whether it is bad or pleasant because everybody would like to contribute important aims. Most humans feel happy to be creator, manager, controller as well as feeling of knowing and existing. These are more significant motivating tool than money in individuals' needs.

A manager should prepare them appropriate conditions in which they can use their lazy capacity by creating an atmosphere that they are very important and useful. Moreover, a manager should give information to the workers and should create an environment where they can use and improve their skills by listening to their claims. A manager should allow the workers direct themselves and determine their own direction in routine works. He/she should

motivate them to participate, to direct and to control themselves. Providing the workers any opportunity to control and direct themselves and to affect them will increase their productivity directly. Satisfaction with the work will cause the fact that they can use their sources completely. To share the knowledge with workers and to leave the routine decisions to them will satisfy their fundamental needs like "being a part and being important". To satisfy these needs will increase the morale and decrease the reaction to the legal authorities.

Any information that they need and will need should be given to the employees. This is a necessity to control own work process. The fact that staff should be given more information on the activities aims that they will know their problems by using this knowledge, and they claim some solutions. The reason why education is very important in all the quality development programs is mentioned above.

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