

T.C.
İSTANBUL KÜLTÜR UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

**THE IMPACT OF INTERNAL MARKETING ON
ORGANIZATIONAL AGILITY**

Master of Science Thesis

Farah Abourdan

Department: Industrial Engineering

Program: Engineering Management

Supervisor: Assist. Prof. Zeynep GERGİN

FEBRUARY 2025

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1900001104

Supervisor and Chairperson: Assist. Prof. Dr. Zeynep Gergin
Members of Examining Committee: Prof. Dr. Göksel Ataman
Assist. Prof. Dr. Andaç Toksoy

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LIST OF SYMBOLS

OA	Organizational Agility
IV	Independent Variables
DV	Dependent Variables
R²	Coefficient of Determination
SD	Standard Deviation
SPSS	Statistical Package for the Social Sciences
Cronbach's α	Cronbach's Alpha
G-Power	G-Power Analysis Software
MNEs	Multinational Enterprises
HR	Human Resources
N	Sample Size
df	Degrees of Freedom
ANOVA	Analysis of Variance
F	F-statistic
P-value	Probability Value
T-test	Independent Sample t-test
N/A	Not Applicable
CI	Confidence Interval
SP	Statistical Power
B	Beta Coefficient

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ÖZET

İÇSEL PAZARLAMANIN ÖRGÜTSEL ÇEVİKLİK ÜZERİNDEKİ ETKİSİ

Farah ABOURDAN

Bu araştırmanın amacı, havacılık sektöründe içsel pazarlamanın örgütsel çeviklik üzerindeki etkisini yanıt verme, yetkinlik, esneklik ve hız açısından inceleyerek, iç pazarlamanın bu ilişki üzerindeki düzenleyici etkisini araştırmaktır.. Bu bağlamda, nicel bir araştırma tasarımı benimsenmiş ve bu faktörlerin birbirine bağımlılığını incelemek için tümevarımsal bir yöntem kullanılmıştır. Bu çalışmada hedef kitle, İstanbul Havalimanı'nda çalışanlardır ve yaş, cinsiyet, nitelik ve deneyim açısından eşit dağılımı sağlamak amacıyla 140 katılımcı kasıtlı örnekleme ile seçilmiştir. Yapılandırılmış bir anket yoluyla elde edilen veriler SPSS yazılımı ile analiz edilmiştir. Literatür taraması ve birden fazla ilgili çalışmanın sistematik olarak incelenmesiyle geliştirilmiş anket, İç Pazarlama Ölçeği ve Organizasyonel Çeviklik Ölçeği olmak üzere iki ölçekten oluşmaktadır. Katılımcıların demografik özellikleri tanımlanmış ve değişkenler arasındaki ilişkiyi belirlemek için normallik, güvenilirlik, korelasyon ve regresyon analizleri gibi çeşitli testler uygulanmıştır. Katılımcıların çoğunluğu 30-40 yaş aralığında, erkek ve 1-3 yıllık iş deneyimine sahip bireylerden oluşmaktadır. Sonuçlar, eğitim, iç iletişim, ekip çalışması ve motivasyonun organizasyonel çeviklik üzerinde büyük ölçüde etkili olduğunu göstermiştir . Özellikle, Eğitimin Duyarlılık, Yeterlilik ve Esneklik gibi çeviklik faktörleri üzerinde

daha yüksek bir etkiye sahip olduđu bulunmuştur. Eğitimin ayrıca kurumsal çevikliği de doğrudan etkilediği kanıtlanmıştır. Regresyon analizi, çalışmada kullanılan tüm dahili pazarlama faaliyetlerinin kurumsal çevikliğin pozitif öngörücüleri olarak hareket ettiğini desteklemiştir. . Bu araştırmada vurgulandığı üzere, iç pazarlama, havacılık gibi teknik olarak karmaşık sektörlerde organizasyonel çevikliğin önemli bir belirleyicisi olarak kabul edilmektedir

Anahtar kelimeler: *İçsel pazarlama, örgütsel çeviklik*



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ABSTRACT

THE IMPACT OF INTERNAL MARKETING ON ORGANIZATIONAL AGILITY

Farah ABOURDAN

The purpose of this research is to examine the moderating effect of internal marketing on the relationship between internal marketing and the organizational agility in aviation sector in terms of responsiveness, competency, flexibility, and speed. Hence, a quantitative research design is adopted and an inductive method used to examine the interdependence of these factors. The target population is working in Istanbul Airport in Istanbul city, and intentional sampling of 140 participants is adopted to guarantee equal distribution of age, gender, qualification, and experiences. The data obtained from a structured questionnaire are analyzed by using SPSS software. The questionnaire developed through a systematic process of reviewing literature and multiple relevant studies is consisted of two scales; Internal Marketing Scale and Organizational Agility Scale. Demographic characteristics of the participants are described and multiple tests were run such as normality, reliability, and correlation and regression analysis, to determine the relationship among variables. The majority of the participants are male with 30-40 age range and had 1-3 years of working experience. Results showed that training, internal communication, teamwork, and motivation impact on organizational agility to a great extent. Training found to have a higher

influence toward the agility factors such as Responsiveness, Competency, and Flexibility. Moreover, it also influenced organizational agility. The regression analysis supported that all internal marketing activities used in the study act as positive predictors of organizational agility. Internal marketing is considered an important determinant of organizational agility in technically complex industries such as aviation as pointed out in this research.

Keywords: *Internal marketing, organizational agility*



1. INTRODUCTION

Globalization has especially accelerated the pace with which businesses are being conducted, shifting organizational cultures and practices in all sectors. Organizational agility we refer to as the ability of a company to change quickly and effectively in response to changes that take place within and outside the organization has been identified as one of the factors that can determine the success of a company in the long run. Organizations that adopt an agile model are in a position to deal with any change and capture opportunities while at the same time sustaining performance. This thesis is solemnly written in the context of the aviation industry as this sector is quite volatile and requires the element of agility because of the dynamics in the industry including changes in demand, technology, and other factors like economic recession, epidemics, and changes in laws and regulations. Airports being a part of the aviation system need to integrate agile principles to deliver efficiency, satisfaction, and business viability. The Istanbul Airport is one of the biggest and most technologically sophisticated airports in the world; to understand the concept of organizational agility this research has therefore focused on the same.

Regarding the concept of organizational agility, most organizations focused on enhancing their agility through technologies and technological capabilities related to IT (information technology), without considering the important role of human resources in enhancing the institution's sensitivity to changes and respond to them. Where motivation, teamwork, internal communications, and training can play a pivotal role within the organizational agility that the organization possesses, which, in its entirety, feeds into a relatively recent management concept which is internal marketing. This thesis also established that internal marketing is crucial in increasing the level of organizational agility. Internal marketing enables the organization to achieve employee engagement, efficient communication, and thus a balance of the organizational goals with the employee values, thus creating a flexible workforce. The four aspects of internal marketing which include training, internal communication, teamwork and motivation are fundamental in defining the flexibility of an

organization. Strategic internal marketing helps employees to be ready to change, work in teams, and be creative at a time when the organization undergoes transitions. This research identified the factors that affect the performance of the aviation industry including airports such as Istanbul Airport, these include: Providing service during the peak times, adherence to rules and regulation, and employing the latest technology to enhance the performance. These challenges can be met by organizational agility that has a strong internal marketing foundation. This study explores internal marketing as well as organizational agility in the context of Istanbul Airport employees since they are the primary front line of operation to accomplish operational effectiveness and flexibility.

The objective of this thesis is to assess the effects of internal marketing practices on organizational agility in the setting of Istanbul Airport. In particular, this research aims at identifying the role of internal marketing dimensions, namely training, internal communication, teamwork, and motivation in improving organizational responsiveness, competency, flexibility, and speed. Exploring these themes, the research looks to offer managerial implications for the ways in which internal marketing strategies can support the development of a more flexible organizational culture, thereby helping firms to prepare for and meet the conditions of change in the aviation industry. Keeping in view the aim of the study, several research questions were developed.

How does internal marketing exerts a powerful influence on organizational agility in aviation industry, more specifically on Istanbul Airport?

Following are the sub questions which have been answered in this research:

1. In what ways does the training of employees in internal marketing promote the elements of organisational agility including responsiveness, competency, flexibility and speed?
2. What role does does internal communication services play for the establishment of the adaptability and responsiveness of the organization for operational challenges?
3. In which ways does the internal marketing practices which embrace the teamwork for the airport entail to flexibility and general working capabilities at Istanbul airport?

4. In what measure does employees' motivation enhance speed and competency of organizational operations?
5. What are the strongest internal marketing dimensions that influence each facet of organizational agility and why?
6. In what ways can the findings of this study be used to develop internal marketing strategies that can promote increased agility within the aviation industry?

A research model, as presented in Figure 1.1 below, has been designed to illustrate the hypothetical framework of the current study. This model depicts the dimensions of both the independent variable (internal marketing) and the dependent variable (organizational agility). The hypotheses formulated are provided under the research model.

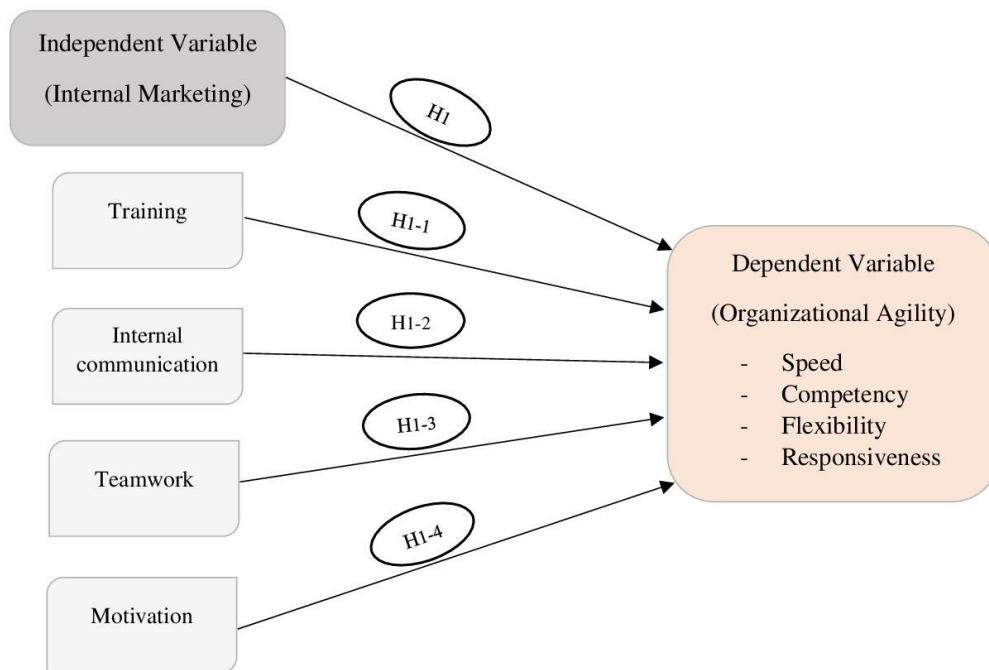


Figure 1.1: Hypothesized model of the study

H1: Internal Marketing is likely to impact Responsiveness, Competency, Flexibility and Speed within Istanbul airport, Turkiye.

H2: Training is likely to have a significant positive relationship with organizational agility (Responsiveness, Competency, Flexibility, Speed), within Istanbul airport, Turkiye.

H3: Internal Communication is likely to have a significant positive relationship with organizational agility (Responsiveness, Competency, Flexibility, Speed), within Istanbul airport, Turkiye.

H4: Teamwork is likely to have a significant positive relationship with organizational agility (Responsiveness, Competency, Flexibility, Speed), within Istanbul airport, Turkiye.

H5: : Motivation is likely to have a significant positive relationship with organizational agility (Responsiveness, Competency, Flexibility, Speed), within Istanbul airport, Turkiye.

This study adds to the existing body of knowledge by bridging two significant concepts: this research explores how internal marketing relates to organizational agility. Internal marketing helps companies perform better and increases employee engagement when organizations recognize their employees as internal customers as Nazarian et al. (2021) discovered. Studies lack sufficient research on how internal marketing helps firms respond fast to environmental changes, especially in aviation companies. This research investigates whether four fundamental internal marketing practices (training, communication, teamwork, and motivation) combine with four primary organizational agility capabilities (responsiveness, competence, flexibility, and speed) to improve the industry's knowledge base. Previous research mainly concerns the concept of agility in technology-based or manufacturing sector organizations (Mikalef & Pateli, 2017), which weakens the understanding of agility in service-oriented sectors like aviation. This research thus fills a gap in the literature through its application of agility frameworks to the operational and human resource mechanics of the aviation industry.

From a practical viewpoint, this study presents important findings that may be useful to the aviation industry, especially for airports in competitive and constantly changing markets. These include, but not limited to; regulation, passenger traffic, and operational issues such as airport closures and security threats which are well recognized at Istanbul Airport. These challenges can be met by knowing how internal marketing strategies can contribute to the organizational agility. This research shows that understanding the value of employee training and promoting strong internal communication can enable employees to meet operational challenges quickly and well.

A review of literature shows that organizations that have well-equipped and engaged workers are more flexible and productive (Nazarian et al., 2021). Additionally, the findings can be used to underpin the development of strategic decisions in human resource management and organization development. Recommendations based on the study may assist aviation managers to come up with internal marketing strategies to enhance employee satisfaction while at the same time strengthening organizational coping strategies. These findings are especially timely and important for emerging markets such as Turkey in which aviation is among the fastest-growing industries.

This thesis is organized into five chapters, each designed to systematically address the research objectives and questions while providing a clear and coherent narrative of the study:

Introduction chapter gives the reader a brief background into the research, including the study's purpose and importance. It explains the research questions and objectives, which positions the study within the aviation context and specific context of internal marketing and organizational flexibility in Istanbul Airport.

Literature Review provides a synthesis of literature on internal marketing and organisational agility, with especial reference to their dimensions and connection. It includes a critical analysis of theory, history of the topic, framework, previous studies and methods applied in those studies to highlight the rationale of the research. Major concepts of internal marketing practice (training, internal communication, intra-organizational cooperation and motivation) and organizational agility (responsiveness, competence, flexibility, and speed) are discussed intensively.

Methodology chapter describes the research framework, method, and strategy that has been used in the study. Along with research methods, the study reported systematic and detailed process of developing and validating the research questionnaire. The study reported statistical tests which were done using SPSS software; majorly include descriptive statistics, test of normality, test of reliability, correlation analysis and linear regression analysis.

Implementations and Results provide the analysis of data collected and gathered in the study in relation to the research problem. Basic statistical techniques it includes descriptive stats, correlation and regression analysis to examine the relationship between internal marketing constructs and organizational agility factors. The results

are described and critically discussed with reference to the prior surveys to point out the tendencies, the characteristic features, and the novelties.

Conclusion synthesises the results and discusses them in terms of the objectives and research questions framed for this study. It presents a brief analysis of the theoretical and practical contributions of the research and proposes ways of strengthening internal marketing processes to bolster organizational adaptability in the aviation sector.



2. LITERATURE REVIEW

The literature review is a very important aspect of this study and it aims at developing a rich appreciation of the theoretical and empirical literature for internal marketing and organizational agility. This chapter provides a brief discussion of previous research work, theoretical frameworks and concepts concerning internal marketing and organizational agility, within the aviation context. The first and third sections of this chapter are the definition and clarification of the main ideas: internal marketing and its parameters as well as the concept of organizational flexibility and its components. These concepts are defined and their history and main contributors discussed for context and identification of the development path in management research. Moreover, the chapter also discusses the previous research method and result where several researches are reviewed to analyze the dimensions of internal marketing and their possible impact on the organizational agility. It assesses the extent to which these major concepts are congruent or incongruous with the goals of the present research and pinpoint areas of literature that this study aims to fill.

2.1 Definition of Internal Marketing

Internal marketing is a deliberate organizational process of addressing the people as customers in order to support the business objectives. It is redirecting to promote a collaborative, motivated, happy and thus more productive workforce that can element well for service delivery as well as organizational success. Internal marketing focuses on free flow of information, training, cooperation, and institutionalization of empowerment as some of the most effective for achieving internal marketing fit and increasing customer satisfaction (Kaurav et al., 2016). It has grown to be a very essential instrument in human resource and organizational management. It understands that people are the key to delivering service quality consequently, more so in industries like aviation because employees interact most directly with customers. When internal business processes are linked, and employees are involved, organizations achieve whatever culture and gain greater employee commitment, innovation, and timeliness (Mishra, 2020).

2.2 Historical Context of Internal Marketing

The idea of internal marketing was first introduced in the late 1970s when authors realized the role of internal audiences in enhancing externally focused marketing communication effort. Varey (1995) pioneered the concept putting more emphasis on the fact that employees need to be treated as customers and jobs as products. This perspective sought to improve employee contentment and productivity with the view of achieving optimal delivery of services to outside customers. Further development in this context was noted in the 1980s when other scholars including Grönroos (1981) advanced ubiquity of the concept, albeit in service management. For Grönroos, the happiness of the members of staff constitutes an essential facet of service quality and internal marketing should complement the external marketing initiatives. At the same time, internal marketing practices started to be incorporated into other organizational strategies. During the 1990s, internal marketing was also defined as the internal communication, training and leadership as core constituents of internal marketing process. Further, the Internal Marketing construct was divided into multi-dimensions in the studies by Rafiq and Ahmed (2000) and it comprised of Motivation of Employee, Customer Orientation, and Training. These ideas supported the subsequent constructs of internal marketing in creating the service mentality and enhance the organizational performance. However, more recent studies on the subject of internal marketing have focused on its positioning as a strategic management concept for attaining organizational flexibility and creativity. Internal marketing is a significant organizational process that enhances employee engagement, responsiveness and commitment to business upon amidst dynamic environments (Paparoidamis et al., 2019).

Literature has revealed that internal marketing process improves competitive response talent and stability identification in internal marketing practices, and several companies experiencing the consequences of the backwardness of the fashion apparel sector, practicing adaptability and responsiveness widely, especially in aviation (Lee & Noh, 2021). To sum up, internal marketing has developed from the status of strict connection of the top-priority goals of employee satisfaction and up to the status of the considered integral component of the strategic management of the organization. This is why its application in broader management frameworks remains a great way to

support worker engagement on the basis of creating organizational success in complex settings.

2.3 Dimensions of Internal Marketing

This research identifies several internal marketing dimensions that interactively contribute to improve employee performance and the overall results of the organization. For this study, four key dimensions are considered: training, internal communication and business relations, work organization and co-operation, and motivation. All these aspects have a specific and significant role in promoting a work culture environment and help employees to make efficient contributions towards the achievement of those goals.

Table 2.1: *Dimensions of internal marketing in the light of previous studies*

Author IM Dimensions	Abu ELSamen & Alshurideh (2012)	Iqbal et al. (2012)	Ahmad and Al-Borie (2012)	Chen and Lin (2013)	Yusuf, Sukati, & Andenyang (2016)	Kim, Song, & Lee (2016)	Park & Tran (2018)	Piljan et al. (2020)	Kai-Ting Lee (2020)	Total
Internal Communication	X	X		X	X	X	X		X	7
Compensation						X				1
Training	X	X	X	X	X	X	X		X	8
Effective Recruitment of Employees	X									1
Effective Selection of Employee	X									1
Effective Support System	X		X							2
Empowerment				X	X		X			3

Future growth		X								1
Healthy Work Environment	X			X						2
Human resource management									X	1
Motivation	X	X	X	X	X		X			6
Management support						X			X	2
Retention policy			X							1
Teamwork								X		1
Welfare Systems						X				1

A cursory analysis of the above table pronounces that there has been a lot in terms of internal marketing dimensions that have been investigated by researchers in different studies all disclosing the dynamic nature of the concept. Although the particular elements studied may vary, there are some inherent core elements which have consistently come out to be the essential components of the internal marketing framework. Within these, communication is a key dimension, usually treated in the frame of internal communication strategies. The internal marketing concept is often shaped and aligned with the company's strategic goals by training and motivation, which themselves appear as critical components. In particular, these dimensions are highly relevant to the present study due to their importance in increasing employee engagement and satisfaction in the service-oriented environment. Moreover, teamwork has been found to be an important factor in contemporary organizations, providing a substantial contribution to raising corporate collaboration and synergy of employees. Since it has become an integral part of facilitating a harmonious and efficient working environment in today's team driven business culture, it too has been incorporated in this study. Thus, the current research attempts to examine the factors that facilitate the internal marketing strategy to achieve organizational performance by focusing on the key dimensions of communication, training, motivation and teamwork.

2.3.1 Training

Training can be said to be the improvement of ability or skills that depicts a difference between the present level of performance and the standard level of performance (Elnaga & Imran, 2013). Also, the training reveals a planned intervention aiming at improving the individual components of job performance (Chiaburu & Tekleab, 2005). It all comes to the skills improving that seem to be needed to achieve organizational objectives. This is supported by Truitt (2011) when he posited that training is associated with the skills that an employee ought to acquire in order to be assisted through work by his fellow human beings in order to achieve the organizational goals and objectives. Knowing about employee training entails it as programs which equip the employees with the needed information and skills to augment the prospects of promotion (Hanaysha, 2016). Education is one of the initial principles of internal marketing that aims at enhancing the employees' performance needed in an organization through training to meet the competitiveness challenges. The greatest company resource of each organization highly identifies with its people, where the image of the company can be improved and/ or compromise its profitable benefits. In all the veins of business, one of the defining organization's accomplishments is to work towards building its employees, and where the reinforcement of performance and competition rely more and more on the viability of developing fast adaptable personnel in a continuously shifting business environment.

Currently, a lot of money is spent on training and developing its employees for organizational success; whereby, the training of the employees becomes increasingly important due to the high level of competition the organizations operate within. Morbidity and mortality studies show that training has positive effects on employee behavior and perceptions. For example, Alshurideh et al., (2022) observed that structured service training program increased the level of service competence and customer satisfaction. In the same manner, Jam and Jamal (2020) identified that such training provided in organizations increased retention and decreased turnover costs amongst the employees. This view aligns with the findings of Chuang et al. (2022) who reported that training enhances flexibility and helps organizations adapt to the dynamics within industries that are recording high changes in technology. Additionally, training also support organization innovation and responsiveness. In

their study of employees' training, Manresa et al. (2019) revealed that creativity and collaboration training strengthened innovations in organizations, especially those in the contaminated markets. Sal and Raja (2016) argued that training interventions in manufacturing organizations enhanced productivity given that it caused a reduction in the number of mistakes that organizations made. This is further amplified the rationale behind training as a technique that benefits both the individual and organization. Another important consideration is that of engagement, strongly connected with training. Lee and Noh (2021) concluded that when the employees were offered constant professional development provisions; they reported high workplace engagement and job commitment. Furthermore, Hanaysha (2021) pointed out that the training introduced a positive change in the organizational culture, giving employees, purpose and confidence and created an organizational culture of excellence in workplace. As a whole, these findings underline that training is more than a tool for skill development that helps to increase the efficiency of organizational activities, but one of the essential components of internal marketing that focus on long-term goals within the organization.

2.3.2 Internal Communication

Another essential type of internal marketing is related to internal communication that is the process of providing the necessary information inside an organization. It encourages organization, share of information and good relationship between the employees and employers. Internal communication can also be referred to as employee communication as pointed out by Kennan and Hazleton (2006). They defined that internal communication is a formal and informal information exchange between management and employees in an organization according to Balakrishnan and Masthan (2013). This is also considered as the management of strategic relationships and interactions, influencing organizational co-ordination as a systematic process and dissemination of information across the organization all levels (Verghese, 2017). According to Dortok (2006) internal communication could be described as “a cycle that comprises of communication strategy for the company future, and an internal communication plan that ensures that what the employees expect from the organization is what the organization expects from the employees, in addition to the use, assessment

and audit”. As he thinks that internal communication has a strategic connection with the business performance.

The current research has projected that strong internal communication is crucial in informing and collaborating workforce to suit evolving business climate. To the same effect, Mishra et al. (2014) post that internal communication has a central function of ensuring that the employee conduct in the workplace matches the optimum organizational needs. In their study, they found out that organizational communication structures were positively related to employee satisfaction and organizational performance. Similarly, Lee, Kang and Kim (2022) establish that meaningful communication facilitated by the adoption of open and clear channels positively impacted employee’s organizational commitment leading to low absenteeism and turnover. As backed by Poloski et al. (2021), one way plans communication frequently leads to is building trust within organizational structures. Besides trust, internal communication brings about people cooperation and proper handling of issues. Lee and Kim (2021) noted that the communication infrastructure enhanced the collaborative spirit by easing among departments, therefore; eliminating confusion. This is because internal communication is an important process with the focus on employees as they share information, and develop the relationships, as well as contribute to the construction of meanings and organizational culture and values (Men, 2014). Meng and Berger (2008) posited that internal communication is one among the most vital and essential practices in the organization, as it plays a functional and effective role in socialization of the entire organizational members, managerial decision making, and solving of various problems to assist the individuals and groups involved in the organization to schedule the activities towards achievement of set objectives. Several researches have confirmed the important significance which effective internal communication occupies. In the process of achieving desired working attitudes of the employees like job satisfaction, organizational trust and commitment and friendly and healthy relationship between the employee and the organization. These attitudes consequently contribute to enhancing productivity and the performance and external relations of the organization (Mihalciuc & Grosu, 2019).

According to Adu et al. (2015) those companies which have chosen communication as one of the primary strategies noted a significant improved conflict management,

especially where there is high stress. Furthermore, David (2011) found that internal communication is highly important when managing crisis and the continued support and functioning of an organization's staff is possible. Communication also affects motivation of the employees and efficiency of the organization in its working process. According to Azhar, Ismail and Bakar (2024), organization notification can be a powerful motivating factor to ensure employees make positive efforts for the success of the company because that is what is expected of them in lieu of the notifications they receive. Further, Nordback et al. (2017) identified that internal communication contributes to achieving organizational flexibility especially in industries where quick responsiveness of external shifts is important. Altogether, these works emphasize internal communication as the critical aspect of internal marketing.

2.3.3 Teamwork

A team is defined as an individuals' group who are aligned and focused towards achieving a common goal or mission and time is often the price that one pays for belonging to the team. And thereby effective teamwork makes it possible for teams to deliver outcomes that are greater than the sum of individual inputs (Stagl et al., 2006). According to Mobolade and Akinade (2021), team is a natural collection of people and experiences with related and interrelated competencies who cooperate, co-ordinate and operate, and whose cumulative performance is superior to the performances of all the individuals operating in isolation. Social involvement is another important component of internal marketing, and it always emphasizes the importance of collaboration throughout the staff. It fosters a working culture in which people work together to enable the organizational goals and objectives to be met (Kim, Song & Lee, 2016). Teamwork fosters cooperation, facilitates problem solving and consequently a positive organizational result. Teamwork was seen by Suparno et al. (2020) as a major determinant of the morale and level of satisfaction of employees. They found that the teachers (participants of the study) who worked in the teams completed team related activities felt more connected, satisfied. This tally with the arguments of Abuzid and Abbas (2017) who noted that companies that encourage teamwork receive higher levels of efficiency and productivity among its employees. Mohaghegh and Furlan (2020) also emphasized that teamwork constitutes systematic problem-solving by integrating the opinion and experience of many individuals. Because of this factor,

teamwork can also be considered a major factor towards the promotion of innovations. In their study among various factors that impacted the demand for IT business, Driskell et al. (2018) pointed out those collaborations at the workplace foster creativity and innovations to allow organizations to remain relevant. Integrated structures also helped to highlight the importance of the team and, accordingly, increased job satisfaction according to Korner et al. (2015). Mughal and Iraqi (2020) showed that there was a significant relationship between teamwork and improvement in the level of employees' engagement due to respect and accountability. Furthermore, ineffective cooperation affects the operational performance of business and organizational sustainability. Pertegal-Felices et al. (2019) noted that the aspect of teamwork was essential in student's adjustment to conflicts at their workplace in order to maintain harmony. Traylor et al., (2023) discussed that teamwork improves the organization's ability to adapt and develop, including in the case of organizational change or a crisis situation. Therefore, these findings provide a clear indication that teamwork is very vital step in internal marketing.

2.3.4 Motivation

Motivation defines self-generated forces within a person, which describe the amount, direction, and sustained intensity of the effort provided at the place of work (Dartey-Baah & Amoako, 2011). In their definition, extending to the same, Pinder (2014), in his book *“Work Motivation in Organizational Behavior”*, reported that motivation is an understanding of how intensively, in which direction and to what extent the individual will engage him or herself in achieving a certain goal. Motivation has also been described as the choice of the outcome and activation of relevant behavior in the process of gaining such outcome (Dartey-Baah & Harlley, 2010). Concerning the employee motivation, it is a force that drives employees towards achievement of certain goals and objectives (Shahzadi et al., 2014). Motivation occupies a significant place in the field of internal marketing, and it refers to the internal desire of employees and the organization's objectives. He notes that motivation plays a significant role in controlling employee performance, satisfaction and organizational output. According to Deci et al. (2017), motivation leads to increased performance and thus organizational performance revolution. In the same regard, Kim and Beehr (2020) proved how motivation favors job satisfaction because

people have a valuable sense of goal direction and accomplishment in their jobs. Ali and Anwar (2021) also pointed out that motivation helps to decrease turnover rates resulting from increased employee retention. Motivation is related to innovation and participation. According to Ryan et al. (2021) creativity and innovation are valued characteristics of motivated employees which help an organization to respond effectively to changes in the market environment. Engidaw (2021) showed evidence of the fact that motivation brings engagement, benefits organizational performance. Budur and Paturak (2021) supported that employees are highly motivated to deliver the quality customer service and in return customer satisfaction and loyalty are achieved. As reported by Mulyono et al. (2023), motivation has a role to play in organizational culture as well as enhancement in organizational resilience. They reported that motivated employees are healthy and productive players in any given organization. They pointed out that motivation strengthens the level of resilience through which employees deal with adversities. Sherbaf Oliaee et al. (2021) have also said that motivation is one of the central elements that must be developed effectively in order to foster a positive culture within an organization, which is necessary in order for that business to be successful in the long run.

2.4 Definition of Organizational Agility

Organizational Agility is defined as the process of developing the capacity to quickly and effectively respond to internal and external changes in an organization's environment. It embodies uncertainty handling in strategic choices, resource deployment and process improvement, and grants organizations an ability to seize on potential opportunities that may have been hitherto unnoticed or respond to unanticipated difficulties, as identified by Mikalef et al. (2021) as well, organizational agility can be evaluated in terms of strategic, operational and even cultural flexibility. It enables firms to perpetually rearrange their resources, competencies and strategies to fit the ever-changing business environment. They have shifted focus to organizational agility in the last couple of years because of technology, competition, and fluctuations in the global economy (Doz & Kosonen, 2018). In today's organizations flexibility is seen as one of the main elements of outstanding performance. For instance, Tallon et al. (2019) have highlighted on the fact that organizational agility assists or enhances the: Faster decision-making improved

customer satisfaction Innovation hence the sustainable business development. Cross-functional collaboration, technological advancement, and leadership to enhance flexibility, are other features of SCMs (Almahamid et al., 2020). Flexibility in organizations has emerged as a key value for companies that are seeking to excel in a constantly volatile environment.

2.5 Historical Context of Organizational Agility

The branch of organizational research known as agility started in the last decade of the twentieth century as institutions felt enhanced volatility and variability in their surroundings. Agility was first used in the manufacturing domain where agility was associated with flexible manufacturing systems (Yusuf et al., 1999). Previous scholars related agility to the ability to deliver customized products as a result of market fluctuation with much ease. This approach gradually developed to embrace organizational flexibility, beyond production, in the strategic and operational context (Dove, 2001). Increased globalization and as result of enhanced information technology, many organizations realized the importance of flexibility and speed in all aspects of business. As antecedents of agility, early theoretical perspectives that may be traced back to Teece et al. (1997) in its most seminal form portray agility as a crucial organizational capability. This idea was expanded in the work concerning the organizational design and systems theory where flexibility was defined as a reaction to external volatility. A number of global business issues have inspired changes in organizational agility, namely economic instability, technological development of new media, and changing customer behavior. In the course of the global financial crisis of 2008, flexibility emerged as one of the most important competitive strategies as firms adapted to the economic cycles. Firms implemented changes more as agile strategies to rationalize structures, cut expenses and keep up to date (Appelbaum et al., 2017). Organizational agility has also been driven by the increased use of technology because of digital transformation.

Agility has been established to support the contemporary organizations' sustained innovation and superiority to competitors especially where industries are constantly evolving; an aspect established by firms like Amazon or Netflix. On the same token, COVID-19 reminded management that they have to adapt in order to deal with

disruptions. Signal organizations were promptly able to transition to most employees working from home without a comprehensive strategy, redesign their value chain, and develop new business models as the new reasons for demand emerged (De Smet et al., 2021). The historical evolution of organizational agility corresponds to its increasing need and application in solving multifaceted and ambiguous conditions in the business world. Modern organizations have therefore redefined agility as a systemic competency of modern strategic organizations characterized by strategic foresight, advanced technologies, and the strategic engagement of customers.

2.6 Dimensions of Organizational Agility

Organizational agility has been examined in many different dimensions in the literature. The table below shows the dimensions of organizational agility examined in some field studies. The table also shows which dimensions are used most often. As seen in this table, it is accepted that the basic sub-dimensions of organizational agility are flexibility, responsiveness, competence and speed (Sharifi & Zhang, 2001; Sharifi & Zhang, 1999; Ganguly, Nilchiani, & Farr, 2009; Zhang, 2011; Lin, Chiu, & Chu, 2006; Mohammadi, Nikpour, & Chamanifard, 2015; Nejatian & Zarei, 2013; Mehdibeigi, Dehghani, & Yaghoubi, 2016). Walter (2021), in his research conducted by examining 75 research articles on organizational agility, confirmed that the most frequently emphasized dimensions of organizational agility are flexibility, speed, responsiveness and competence.

Based on their leading work in organizational agility research Sharifi and Zhang designed a full model that explains how businesses react to changing conditions (Figure 2.1). This model identifies four critical sub-dimensions that collectively define organizational agility: An agile organization shows its agility by sensing and responding fast to environmental shifts as well as adapting efficiently to changing market needs. Sharifi and Zhang (1999) built a specific measurement tool to evaluate organizations' agility based on their four distinct areas. The team rigorously tested the assessment scale to establish its accuracy and now use it to correctly assess how organizations adapt in different business environments. They established essential principles for agility research which organizations use today to improve their efficiency in dynamic business conditions.

Table 2.2: Studies showing several dimensions of Organizational Agility

Author															
Organizational Agility Dimensions	Goldman et al. (1995)	Gunasekaran (1998)	Sharifi & Zhang (1999)	Sherehiy (2008)	Ahmadi et al. (2012)	Sherehiy & Karwo-wski (2014)	Chamanifard et al. (2015)	Saha et al. (2017)	Baninam & Amirnejad (2017)	Marhro-ui & El Manouar (2017)	Raeisi & Amirn-ejad (2017)	Matthiae & Richter (2018)	Hernaes, Konforta, & Sitar (2020)	Nouri & Mousavi (2020)	Total
Sensitivity										X		X			2
Responsiveness			X		X	X	X		X	X		X			7
Accountability											X			X	2
Competency			X		X		X		X		X			X	6
Flexibility			X		X		X	X	X		X			X	7
Speed (Quickness)			X				X	X	X		X			X	6
Leadership and Innovation													X		1
Strategy													X		1
Culture					X								X		2
Learning and Structure	X	X											X		3
Integration					X								X		1
Service Quality	X	X			X										3
Human Resources					X										1
Adaptability				X		X		X							3
Capability								X							1
Execution								X							1
Co-operation	X	X													2

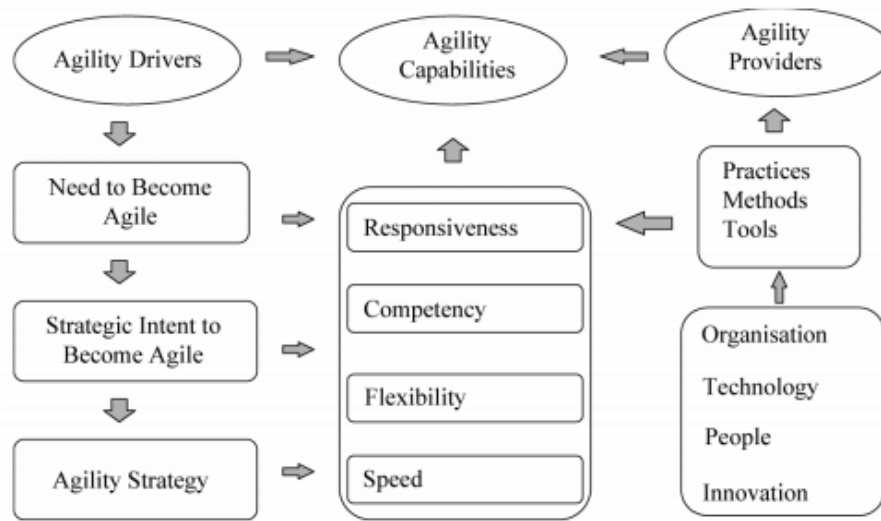


Figure 2.1: A Conceptual Model of Agility (Sharifi & Zhang, 1999)

The dimensions of responsiveness, flexibility, speed and competence, which will be examined as the dimensions of organizational agility within the scope of this study, are explained in order below.

2.6.1 Responsiveness

The first dimension of organizational agility is responsiveness which is used in the sense of "to find the answer, to be the answer to the solution sought". Responsiveness refers to the ability of organizations to detect, perceive, interpret, predict and respond to changes in the environment, as well as to continue their life without being harmed by these changes (Zaheer & Zaheer, 1997; Milliken, 1987; Zhang & Sharifi, 2000). Responsiveness in a broader definition is defined as follows (Becker & Knudsen, 2005): The organization's ability to decide on the changes in the market in an agile manner, to be inclined to follow the work without the customer's request, to interact by following the market, product and other organizations regularly, being in contact with environmental organizations in changes, campaigns etc. of other organizations in the sector. Responsiveness is stated as being able to respond to the situations in the organization, interacting with the departments within the organization, and making changes to the product organization by taking into account the wishes and complaints of the customer.

Responsiveness, defined as responding to the changing demands of stakeholders and customers, is beneficial to organizational development and quality improvement when realized quickly. Organizations' responsiveness is in line with the needs of the organization and means responding to what is demanded in line with the changing demands of internal and external stakeholders and customers. In organizations with superior responsiveness, rapid and improvable feedback will be very beneficial for the organization and increase its development and quality (Akkaya & Tabak, 2018).

The ability to respond is considered as an element that ensures the survival of organizations and creates competitive advantage (Akkaya & Tabak, 2018). Akkaya and Tabak (2018) compiled the examples given in the literature regarding the ability of organizations to respond to change. In the early studies on organizational agility, the ability to respond is seen that it is explained by reacting to changes and integrating them into the organization, improving changes, detecting trends with strategic vision determination, perceiving and predicting (Zhang & Sharifi, 2000; Sharifi & Zhang, 1999; Sharifi & Zhang, 2001). In the studies carried out in the following years, the ability to respond is generally explained through marketing-related issues such as price change, customer needs analysis, product development, promotion studies and customer complaints (Becker & Knudsen, 2005; Sherehiy et al., 2007).

2.6.2 Flexibility

Flexibility refers to ability that an organization can implement different processes and alternatives to perform its targets. It means that the organization "changes its situation in the face of environmental factors". The concept of flexibility is to be able to give a determined response to the situations that occur inside and outside the organization. Flexibility can also means adapting to changing circumstances (Bozkurt & Baştürk, 2009) or the capacity to use the skills required according to the requirements of the current conditions. The main formation of flexibility is the availability of the resources of the organization at all times and the ease of accessibility (Oosterhout, Waarts, Heck, & Hillegersberg, 2006).

Flexibility is also expressed as the ability of managers to use different processes and methods to achieve organizational goals (Shahaei, 2008). In line with the changing demands of the customer, according to the domestic and foreign market, it expresses itself against the situation with its flexibility by keeping the stance of the organization

in any situation (Goldman, Nagel, & Preiss, 1995). Flexibility is the ability of the organization to make various decisions in different situations and to act quickly without getting stuck in procedures. Flexibility will increase the activity of the organization and will remove it from being monotonous. Organizations have to use their resources effectively to respond to the constantly changing customer demands and needs in an intensely competitive environment. A flexible organization should have the ability to maneuver (Christopher, 2000), it should provide a competitive advantage by making its internal and external structure flexible, adapting to the market, product-service diversity and technological innovation.

Sharifi and Zhang (1999) stated that flexibility can be the result of possibilities and that it is important in achieving goals. They have suggested four sub-categories for flexibility:

- **Volume flexibility:** The material made in the product is multifunctional.
- **Product model flexibility:** It requires the model types to be ready in line with the demands and demands of the customer.
- **Flexibility in the organization:** Changes can be handled within the organization by showing flexibility in line with the different ideas and thoughts of the employees of the organization.
- **Human flexibility:** The customer can request special changes in a product requested. This will require the organization to be flexible in this situation.

2.6.3 Speed

Speed, which is considered as the third dimension of organizational agility, is important for an organization's innovation capabilities. The concept of speed in the organization is used in the sense of "doing the work quickly and agile". Christopher (2000) states that the speed dimension, which is considered as one of the basic abilities of organizational agility, can be realized by using appropriate technology and adapting this technology to all processes of the organization. It has been determined that organizations act quickly, the time taken to implement the decisions taken (Yusuf, Sarhadi & Gunasekaran, 1999; Sharp et al., 1999; Lin et al., 2006; Jain et al., 2008), and in some cases, rapid reaction is associated with strategic decision making (Eisenhardt, 1989).

The speed dimension is related to the process of putting the decisions into practice. On the other hand, responsiveness is related to the process of deciding how businesses will react to changes. Even if these two dimensions differ in this respect, there is an important linkage between them (Yusuf, Sarhadi & Gunasekaran, 1999; Sharp et al., 1999; Lin et al., 2006; Jain et al., 2008). In constantly developing and changing organizations, in inter-sectoral competition and in some contradictory situations, being fast for the organization is among the top priority demands of the customer. It is very important to be able to do the given job quickly. Organizations find themselves more prominent in every step taken faster than their competitors. It is seen that it has a critical role on the concept of speed in change and interaction in organizations. Responding to the demands of the customer and making the requested product before the competitors (making it fast) reveals the need for the organization to be fast. If the organization is fast and interactive in the organization and work distribution, it will contribute to its continuous development and learning (Sharifi & Zhang, 1999).

2.6.4 Competency

Competence refers the dynamic structure of organizational agility skill. It is used to mean the potential of the organization in its work and field. Competence emerges as a result of the organization's efforts to develop, renew and restructure its own abilities and skills in order to adapt to environmental conditions, and it is related to the ability to use responsiveness, speed and flexibility dimensions (Teece, Pisano, & Shuen, 1997). It has been emphasized that these dynamic skills are unique to organization, that the skills in an organization cannot be easily adapted to other organization, and therefore these skills cannot be easily imitated by the competitors of the organization (Prahalad & Hamel, 1990).

Competence is very important for the organization to be efficient within the framework of its general objectives and to follow a quality process by increasing efficiency. Competence shows the stance of the organization against rival firms in the internal and external environment. The goal of the organization is in line with its competence. The concept of competence manifests itself at high levels of speed and responsiveness (Sharifi & Zhang, 1999). In other words, competence is vital in the stance of an organization and the vision it adopts. It is one of the most critical factors to keep the organization whole. The concept of competence, which tries to explain the

dynamism of the organization, includes the development of the existing basic capabilities of the organization in the process of adapting to change and revealing its potential capabilities (Teece, Pisano, & Shuen, 1997). Agile organizations must be able to make decisions quickly in order to adapt to changes and new developments in the business environment. Organizations that can respond quickly and accurately are flexible and can use their resources effectively. Organizations that want to fulfill sustainable success, efficiency, and competitive advantage are agile organizations that develop their core competencies and have the ability to reveal their potential talents.

2.7 Relationship between Internal Marketing and Organizational Agility

A wide variety of literature has been covered to scrutinize impact of one or more internal marketing dimensions on one or more dimensions of organizational flexibility.

Abzari, Ghorbani and Madani (2011) wanted to determine the nature of internal marketing with market orientation concerning organizational commitment to which this study was conducted on 100 administrators and managers of Isfahan city hotels was revealed that internal marketing directly and indirectly influences organizational commitment through market orientation and therefore internal marketing factors directly influence the direction of the market. It also further establishes that internal marketing is a method of implementing market orientation; in addition, the type of concept is still under-developed and not well-distinguished from several other concepts commonly described and discussed under the broad framework of human resource management.

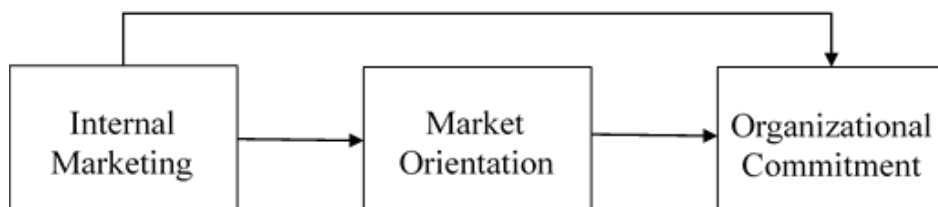


Figure 2.2: Conceptual framework of the study (Abzari, 2011)

Ting (2011) investigated the impact of internal marketing on organizational commitment, considering two mediating variables: employee motivation and organizational commitment grow from internal marketing efforts. The study employed four dimensions of internal marketing: The system delivers employee engagement

through its integration of motivational practices with training initiatives alongside effective communication and administrative services. The study surveyed 346 primary school teachers from Taiwan. The study proved that internal marketing elements combined with employee engagement and satisfaction levels explained employee commitment to the organization. They showed that internal marketing affects organizational commitment more effectively when it uses employee involvement and job satisfaction as middle steps. This research shows how internal marketing helps boost employee commitment by meeting what workers need.

Ahmad and Al-Borie (2012) studied how internal marketing affects both job satisfaction and organizational commitment in Saudi Arabian educational hospitals. The study focused on five dimensions of internal marketing: Four main areas of internal marketing were studied: employee selection processes, training programs, staff support initiatives, rewards systems, and retention strategies. Researchers gathered information from doctors in five educational hospitals. Both job satisfaction and organizational commitment among doctors increased greatly due to internal marketing implementation. The study revealed that of all internal marketing areas examined: selection and appointment and training and development had the strongest impact on job satisfaction. Studies prove that organizations need strong internal marketing programs to make their healthcare team more satisfied and committed to their jobs.

Chen and Lin (2013) conducted research to study internal marketing practices at a private hospital in Taiwan through surveys with 240 healthcare staff members. The study tested a theoretical model and identified six critical factors influencing the effectiveness of internal marketing: Effective internal marketing requires giving employees authority, serving their needs at work, developing a good work environment, improving workplace communication, teaching new skills, and maintaining staff motivation. This research confirmed that internal marketing can boost employee loyalty as predicted by the theoretical model, shown in the study. The research showed that using these six elements helped organizations run their internal marketing effectively and that improved both employee satisfaction and organizational performance.

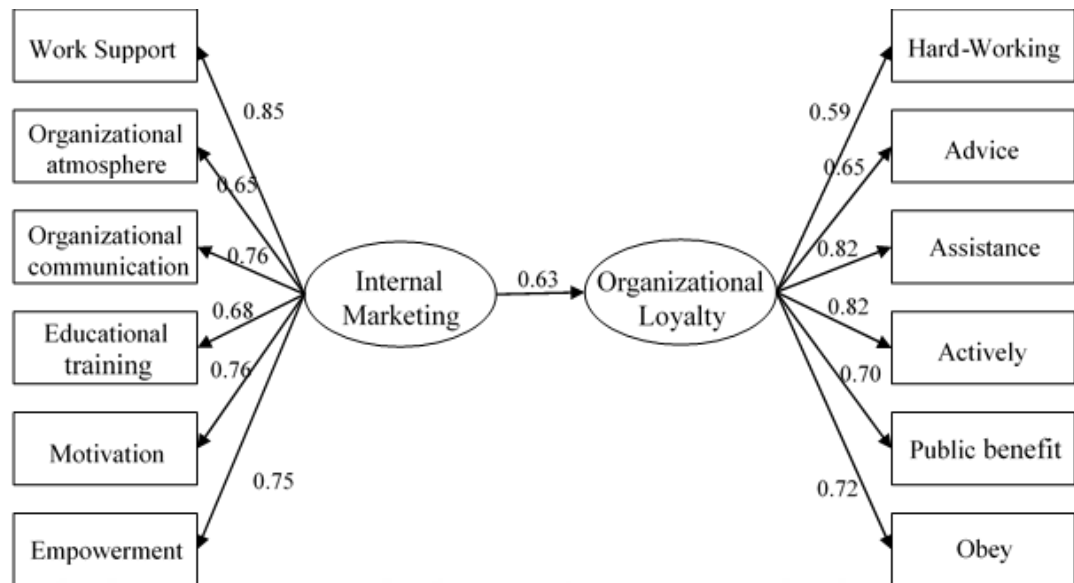


Figure 2.3: Results of the model of internal marketing and organizational loyalty
(Chen & Li, 2013)

As little attention has been paid to the impact of quality of service, Abu ELSamen & Alshurideh (2012) research concerning internal marketing concerning the quality of perceptive internal service, where the study conducted among 225 employees working in pharmaceutical companies in Jordan demonstrates a positive concepts dimensions of internal marketing adopted with the study Motivation and Reward System, Effective Communication, and recruitment and Effective Development, Effective Support System and Healthy

Getting back to the internal marketing dimensions' role in the performance of organizations, Vazifehdoost & Hooshmand (2012), conducted a study to consequently recognize the impact of internal marketing and organizational commitment on the performance of Iranian private banks where relied on (financial performance, and customer satisfaction and loyalty) as measures of performance, as well as The study aimed to identify how banks use the components of internal marketing in this study, a questionnaire The study also revealed a statistical relationship of internal marketing on organizational commitment, financial performance, customer satisfaction, and customer loyalty and relationship of organizational commitment on financial performance, customer satisfaction, and customer loyalty. Where effective training, a fair incentive system, establishing an organizational environment for positive interaction between employee and employee, as well as promoting the vision of the

company, which creates a positive emotional affinity of the employee with the bank and the striving to work further in it and ensure the achievement of organizational goals that lead to better service to customers and thus better customer satisfaction, and therefore a positive effect on the financial situation of the organization.

This was discovered from the analysis of the previous studies that all the studies carried out have all pointed to the fact that internal marketing has positive effects on components of organizational behavior that include organizational commitment, job satisfaction, and organizational loyalty which are core determinants of organizational success revealing the value of internal marketing as a tool in enhancing the behavior of employees in such organizations and directing it to the achievement of organizational goals . The studies also revealed that internal marketing is a useful function in the development of quality and performance of organizations. We can also see that all the discussed internal marketing researches have been implemented only to the ss that as practice more internal marketing than other economic sectors. While there is an extensive literature on the effect of the dimensions of internal marketing on numerous variables, the concept has not been associated with enhancing organizations' capability to perceive, anticipate and adapt to external events.

From the previous literature review on the concept of organizational agility, a set of research works were identified as having related organizational agility to the technological capacity of organizations but not influential to the research and therefore will not be discussed here. Therefore, the emphasis was made on the works that establish and quantify organizational agility in contact with factors regarding administration conceptions that include human capital as well as the performance of organizations where human capital was determined to play a key role in Organizational Agility.

Organizational agility and organizational structure literature from Iran is scarce; Ahmadi et al (2012) analyze the correlation between agility and structure. The subjects, 73 employees from insurance companies in Tehran, completed the survey questionnaires. In measuring organization flexibility, the following areas were included: flexibility, culture of change responsive, integration/coordination and time efficiency, service quality competency and human resources. They were tapped on the following bases: Organizational complexity represented the degree of division of

work, and tasks within an organization; Organizational formalization; and Organizational centralization. The result of the analysis also indicated that while there is a moderate significant negative correlation between organizational agility and formalization and negative significant correlation between organizational agility and centralization, there is an absence of a significant relationship between organizational agility and complexity.

Chamanifard et al. (2015) measured how adaptability affects employee commitment within organizations. The study involved receiving completed questionnaires from 123 employees at a bank that was based in Iran. We analyzed the data by using regression tests on the SPSS software. They tested four core elements of organizational agility to measure how well the organization responded to changes in capability, flexibility, reaction time, and change speed. This study demonstrates that organizations become more successful at retaining staff through the full implementation of their agility strategies.

Muduli (2017) explored how workplace empowerment impacts agility through various organizational practices. They collected response data from 524 individuals who work in Indian manufacturing facilities and service businesses. The results showed that seven agility factors including training, involvement, teamwork, compensation, impact, information systems, and competence together account for 38% of the explanatory power. These components enhanced agility performance. In their 2017 research, Felipe et al. measured organizational culture values against agility performance in a sample of 172 Spanish firms. They analyzed the data through Structural equation modeling in Smart PLS 3.0. They evaluated both organizational culture types (clan, adhocracy, hierarchy, market) and agility factors (operational, customer, partnering accounts). Organizational culture directly influenced 49% of organizational agility performance by its clan and hierarchy characteristics.

Bakan et al. (2017) analyzed the effect knowledge management has on organizational agility and inertia. The research team collected data from 237 managers and employees spread across four cities: Istanbul, Bursa, Sakarya, and Kahramanmaraş from multiple business sectors including tourism, textile, automotive, metal, energy, and services. Their analysis showed that transformation, adaptation, and access in knowledge management directly improved organizational agility and inertia.

Raeisi and Amirnejad (2017) discovered that organizational leadership impacts agility by analyzing its effect on employee commitment patterns. The researchers studied 100 drilling firm managers in Iran with LISREL software through structural equation modeling methods. To evaluate agility, they looked at four areas: flexibility, velocity, proficiency, and repercussions. Research showed that both leadership and organizational commitment help create agility while commitment works as a link between leadership and agility.

Hoonsoapon and Puriwat (2019) researched the connection between top management support and learning orientation to organizational agility and its effect on innovation and new product outcomes. Surveys reached 463 employees who work in Thailand's food and beverage, chemical, and machinery industries. Organizational agility noticeably affected both product innovation and new product results. The results reveal innovativeness works as a complete link to explain how agility affects new product outcomes.

Hassan and Arshad (2019) examined the effects of learning orientation and IT infrastructure flexibility on organizational agility. Their Smart PLS analysis showed that IT infrastructure flexibility and learning orientation boosted agility in two Malaysian automotive firms. Melian-Alzola et al. (2020) studied the connection between HR practices, leadership, organizational agility and employee satisfaction. They obtained 324 completed questionnaires which they collected from hospital employees based in Spain. HR practices placed training, participation, recognition, and communication types under study. The impact of HR practices and leadership approach on organizational agility and employee satisfaction proved significant based on their structural equation modeling results where they found higher agility levels boosted employee satisfaction.

Nouri and Mousavi (2020) researched if employee empowerment influences the ability of CMS to create agile organizations. They studied data from 242 Iranian transportation sector workers through Smart PLS. Through the research, CMS enhanced employee abilities to make decisions while creating a more agile organization.

Özdemir and Çeleblia (2020) investigated whether agile organizational practices reduce workplace cynicism by analyzing responses from 387 personnel working at

universities. Research results indicated that when employees view the organization as agile they experience significantly less cynicism. Organizational agility explains 14% of cynicism among employees. Basri and Zorlu analyzed the impact of employee views about corporate culture on agility. They analyzed responses from 415 employed individuals working in multiple organizations across Kırşehir using six specific organizational culture factors: team dynamics and conflict resolution, employee satisfaction, information distribution, diversity participation, management oversight, and meeting productivity. Their structural equation modeling revealed that culture directly affects agility, while control and information systems limit agility in perception and decision-making areas.

Gyemang and Emeagwali (2020) have reviewed the literature on the link between organizational agility, innovation, dynamic capabilities, performance and knowledge management. The data was collected from 341 respondents in 70 telecommunication firms operating in Nigeria. Through the data analyses on the Smart PLS program, the structural equation model was conducted. Prior research work has revealed that dynamic capabilities and organizational agility are indeed correlated. The analysis has also revealed that the impact of organizational agility on performance is positive.

In this study conducted by Aktaş and Ülgen (2021), the focus is on understanding the effects of innovative human resources management practices on organizational agility in the Defence Industry. The data included 498 white-collar employees and managers working in 10 large-scale enterprises in the Turkish Defense Industry. To test the claim hypothesis, regression analysis was performed. Strategic HRM practices were evaluated in two execution and awareness, and satisfaction of results. The Pedah grew out of the experience that the state is not just an organization, but a flexible, fast and competent organization. Organizational agility was described in more detail in the sub-dimensions of flexibility, speed, responsiveness and competence. Based on the analysis and synthesis of empirical work specified above; the following conclusion can be derived Research findings in the present study indicated that there was a significant and positive correlation between innovative human resource management practices and organizational agility. In particular, management execution, awareness and results satisfaction dimensions are significant in influencing competence while the same dimensions of human resources management practices are not significant in influencing flexibility.

Annaç-Göv (2021) has reviewed the literature on the association between organizational agility and subjective performance. The data of the research were collected from 44 managers in Gaziantep Technopark enterprises by survey method. The collected data were processed using the analysis tool – the SPSS program. The results have indicated that the research hypothesis has supported by them and business managers' organizational agility perceptions have positively and significantly influenced their subjective performance perceptions and results of the regression analysis have indicated that there is a strong and positive correlation between business managers' organizational agility perceptions and their subjective performance perceptions.

Sever and Paksoy (2021) have investigated whether organizational agility has a mediating effect on the effect of organizational culture on firm performance. The research sample consisted of 140 individuals working in the Service, Manufacturing, IT, Agriculture and Retail sectors, which are located in Ankara, Izmir, Istanbul, Kocaeli, Tekirdağ and Zonguldak. The survey method was utilized for data collection. The structural equation modeling on the AMOS 22 program was performed for the analyses. Organizational culture was measured in the sub-dimensions of clan, adhocracy, hierarchy and market culture. Organizational agility was measured in the sub-dimensions of flexibility, speed, responsiveness and competence. Findings have showed that organizational agility positively affects firm performance. The findings have also determined that organizational culture dimensions affect organizational agility and that organizational agility mediates the effects of clan, adhocracy and hierarchy dimensions of organizational culture on firm performance.

Şen and İrge (2022) examined whether employee empowerment had a mediating role in the effect of employees' resistance to change on organizational agility. Organizational agility was measured in the sub-dimensions of flexibility, speed, responsiveness and competence. Resistance to change was measured in emotional response, cognitive response, and behavioral response dimensions. Employee empowerment was measured in the dimensions of organizational and managerial support, common sense, authority and limitations. The data came from 405 employees of companies operating in 12 provinces in Turkey with the survey technique. The data analyses were performed on SPSS 21 program with the PROSESS function. The findings of the study have showed that personnel empowerment and organizational

agility were impacted by employees' resistance to change. Additionally, the findings indicated the mediating role of personnel empowerment in the effect of resistance to change on organizational agility.

Seyrani-Aktan and Salepçioğlu (2023) examined the effect of employee empowerment from social systems and psychology on organizational agility. The study assessed organizational agility across four sub-dimensions: Their evaluation focused on how employees adapt to changes while delivering fast results effectively. They gathered responses from employees who work at a laboratory service organization in Istanbul through employee surveys. They used AMOS 24 software for their Structural equation modeling analysis of the data. The study showed that organizations became more agile based on how effectively they empowered their employees through management support and resource access. When companies give employees more authority they become more responsive and adjust better to changes in their environment. While self-efficacy and work motivation appear disconnected from agile organizational performance. The gap in findings shows that effective organizational structures matter more for agility than just how employees feel. This research backs up earlier findings which confirm that structural empowerment leads to better organizational agility (Muduli 2017, Melian-Alzola et al. 2020). Studies by Muduli (2017) show that organizational structures helping employees develop better teamwork and giving them necessary resources directly increases agility. In their research Seyrani-Aktan and Salepçioğlu demonstrate the effectiveness of Nouri and Mousavi's previous findings that show agile organizational performance requires both collaborative management and structural support.

The research extends previous work by breaking down empowerment's effectiveness through a comparison of social and individual employee dynamics. The research shows managers can achieve better results by making organizational changes instead of only focusing on employee mental wellbeing. The study observed a correlation and impact between most organizational practices related to human resources and organizational behavior with organizational agility. However, the relationship of some human resources activities such as (training, internal communications, motivation, and teamwork) has not been discussed in detail, and this will be expanded and explored in the current study. As for the research community, organizational agility has been studied in the industrial and service sectors alike as

being an essential element in the performance and distinction of any company or organization, especially with the disruption of the business environment at present.

This section gathers existing knowledge about internal marketing and organizational agility theories through an evaluation of theoretical foundations. It delves into the conceptualization, historical evolution, and practical significance of internal marketing, with a particular focus on its core dimensions: Good internal marketing works through training staff, better communications, team bonds, and positive employee support. The review shows how internal marketing practices link directly to organizational agility by giving practical advice for businesses that operate in changing markets. So, the results show that these dimensions have first-order effects on employee performance, satisfaction, and organizational outcomes, evidencing the central role of internal marketing in creating vibrant employee motivation. Organizational agility underlined its significance as a key to success in the modern world; also, it discussed the changes organizational agility undertook due to the emerging of global threats like technologies and the instabilities of the markets. Analyzing the past years, the authors explained both the theoretical and applied aspects of organizational agility by showing how it may help organizations learn new strategies and act quickly in today's top-notch business scenarios. The synthesis of previous works creates a solid background for this research to define directions for further exploration of the connection between internal marketing and organizational agility. In consequence, this study addresses how internal marketing practices are constructed in relation to the development of organizational agility so as to offer materials for both theoretical advancement and practical application. The outcome of this study will enable organizations to appreciate the ways that internal marketing delivers improved agility, a roadmap to success in uncertain situations.

3. METHODOLOGY

This chapter provides details of the research methodology that has been employed in this study with reference to a framework from *Saunders' Research Onion*. It covers systematically some of the broad methodological categories including research philosophy, approach, strategy, choice of method, time duration horizon, data collection techniques, method of sample selection, data collection instruments and methods of data analysis (Sinha et al., 2018).

An explanation of methodological choice of each section is also included to ensure that the aims and questions of the research are followed (Assadpour et al., 2023). Thus, the aim of this chapter is to provide systematic method of analyzing internal marketing and organizational agility within aviation industry of Türkiye by ensuring reliability and validity of the relationship. A flowchart of the steps followed in current study has been provided below in Figure 3.1:

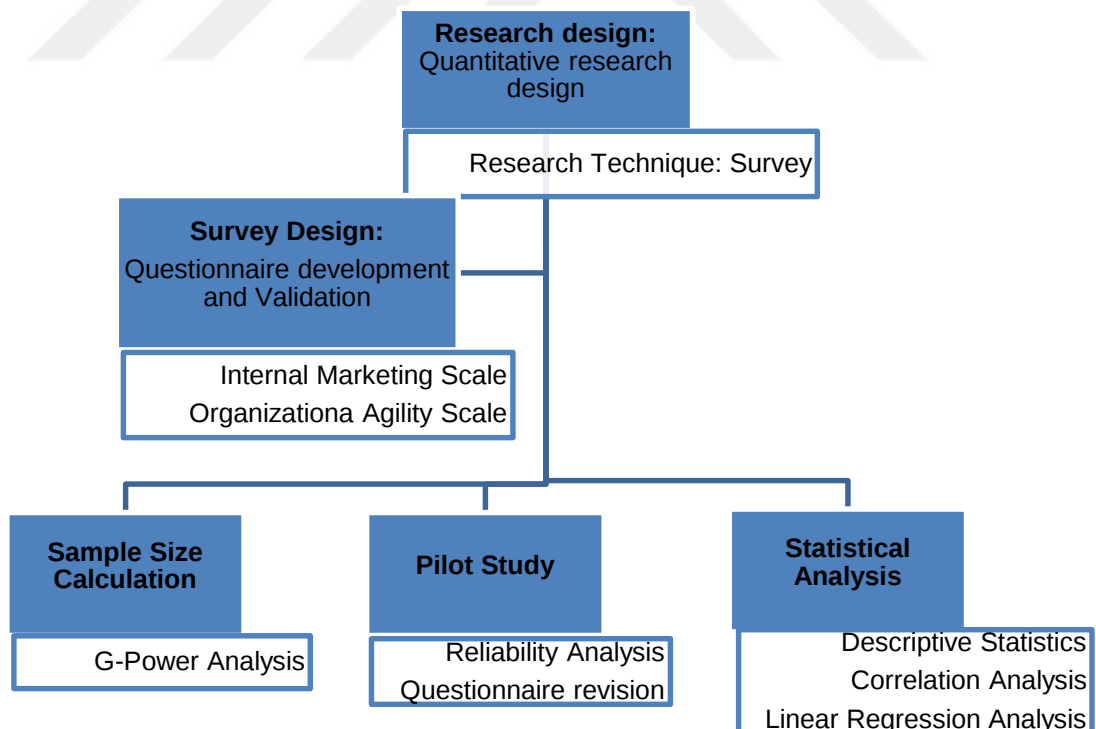


Fig 3.1: Flowchart of the methodology of the study

3.1 Research Design

The current research employs a ***quantitative research design*** because it is more suitable in analyzing numerical data when investigating internal marketing and organizational agility. This design is structured and objective enabling standard data to be collected so that patterns and correlation can be deduced (Creswell & Hirose, 2019). A quantitative design is suitable due to the fact that it provides a valid and reliable ways of data collection hence making hypothesis testing well structured.

3.2 Research Philosophy

The study adopted ***positivism research philosophy*** because internal marketing and organizational agility socially constructed facts needed measurement in order to come up with findings. In the opinion of Tamminen and Poucher (2020), positivism is the philosophy that considers reality to be out there and objective, and that can be studied and described by comprehensive observation. Such a philosophy is especially appropriate for studies that seek to find out whether hypothesis holds; to conclude empirical findings, or to determine causal relationship of event in time (Kirongo & Odoyo, 2020). This way, the positivist approach has enabled this research to accumulate the generalization for the Turkish aviation sector. Supporting Istanbul airport, where the incontrovertible meaningful realistic comprehension and evidential analyses quantitatively make a difference to solve the workforce problem as well as proactively enhancing the performance of the employees in the airport.

3.3 Research Approach

The chosen research approach is ***deductive*** and hypotheses are developed from existing theories and theory-driven data is then gathered and analyzed to test the hypotheses (Mehrad & Zangeneh, 2019). The present research employs the deductive technique in examining the internal marketing dimensions and their outcomes on organizational flexibility. The use of this approach makes it is possible to apply the theoretical constructs to the respective industry (Apuke, 2017). Consequently, this research applies deduction to continuously reason through theoretical statements and argue that it offers a more rational transition from theory to practical applications, leading to relevance and novelty in both academic and professional domains.

3.4 Survey Design

For this research, two scales were used to develop a questionnaire; Internal Marketing Scale and Organizational Agility Scale:

3.4.1 Internal Marketing Scale

This is a 21-items scale which is rated on a 5-point Likert scale, ranging from “strongly disagree” to “strongly agree”. This scale has 4 dimensions which are Training, Internal Communication, Teamwork and Motivation. Many studies (Aburoub, Hersh & Aladwan, 2011; Yusuf Sukati & Andenyang, 2016; Abu ELSamen & Alshurideh, 2012; Kim, Song & Lee, 2016) have used this scale in their studies. This reflects the high reliability of this scale.

Dimension 1: Training

1. The organization provides sufficient training and development opportunities.
2. After receiving training, I feel well-prepared to execute my responsibilities.
3. Training programs are beneficial to my professional development.
4. The organization invests in employees' professional training.
5. The organization enables resources required to perform the job effectively.
6. I receive continuous learning opportunities to improve my job performance.

These 6 items have been used in the study of (Elsamen & Alshurideh, 2012) and the title of the study was “*The impact of internal marketing on internal service quality: A case study in a Jordanian pharmaceutical company*”. They reported many studies have used this dimension which means this dimension and its items are reliable to measure internal marketing.

Dimension 2: Internal Communication

1. Information is easy to get within the Company.
2. Management arranges regular meetings to listen to the employees.
3. Vision, Mission and Organizational goals are clearly understood.
4. Feedback from employees is encouraged and valued by management.
5. There is an open communication among employees at all levels.
6. Different departments effectively share information to ensure smooth operations.

The “Internal Communication” has 6 items. First two have been taken from the study of (Elsamen & Alshurideh, 2012), two written by myself and remaining two items have been taken from the study of (Jou et al., 2008).

Dimension 3: Teamwork

1. The team members work well together to achieve common goals.
2. Team members are supportive and willing to help each other out when needed.
3. Feedback and ideas are openly shared among team members.
4. There is a strong sense of unity and collaboration among team members.

These items have already been used by (Kaplan et al., 2016 and Abu ELSamen & Alshurideh, 2012) and possess high statistical reliability. These studies have measured the impact of internal marketing on services quality and employees’ performance.

Dimension 4: Motivation

1. This job allows me to reach my life goals.
2. The work environment encourages me to be proactive.
3. This organization gives rewards to increase job motivation.
4. I feel energized working in this organization.

The dimension “Motivation” has been developed and validated by (Gagne et al., 2010) and it measures how a company keeps the motivation of its employees high at workplace. In current research, it was measured how high “Motivation” level impacts Organizational Agility.

3.4.2 Organizational Agility Scale

This is a 17-items scale which is rated on a 5-point Likert scale, ranging from “strongly disagree” to “strongly agree”. This scale has 4 dimensions which are **“Responsiveness”, “Competency”, “Flexibility” and “Speed”**. This scale was developed and validated by (Sharifi & Zhang, 1999) and has also been used by many researchers in their studies (Ahmadi et al., 2012; Baninam & Amirnejad (2017). In current study, it has been examined how 4 dimensions of internal marketing impact a company’s responsiveness, competency, flexibility, and speed of functioning.

Dimension 1: Responsiveness

1. The organization adapts rapidly to changes in the external environment.

2. The organization responds quickly to new business opportunities.
3. The company promptly responds to customers' requests and feedback.
4. The organization promptly responds to employees' requests and feedbacks.
5. The organization enables resources required to perform the job effectively.

This dimension has 5 items and it has been taken from the study of (Sharifi & Zhang, 1999) as well as (Koçyiğit & Akkaya, 2020).

Dimension 2: Competency

1. Employees have the skills needed to handle new challenges.
2. The company invests in staff learning and development.
3. The company has developed technological infrastructure.
4. Services provided by this company are cost effective.

This dimension has 4 items and it has been taken from the study of (Nejatian & Zarei, 2013) and it is originally developed and validated by (Sharifi & Zhang, 1999). They have reported its Cronbach's alpha reliability coefficient above .7 which is really high. For current research, it was chosen to examine organizational agility as it is one aspect of it. Current study has examined how internal marketing increases or decreases competency of a company.

Dimension 3: Flexibility

1. The company can easily adjust services to meet changing demand.
2. The company has the ability to customize services features according to customers' needs.
3. The company is responsive to changing internal requirements and challenges.
4. Employees are empowered to be creative and adaptable.
5. Employees can easily learn new ideas.

This dimension has 4 items and it has been taken from the study of (Nejatian & Zarei, 2013) and it is originally developed and validated by (Sharifi & Zhang, 1999). They have reported its Cronbach's alpha reliability coefficient above .7 which is high. Current study has examined how internal marketing increases or decreases flexibility of a company.

Dimension 4: Speed

1. This company has fast operation time.
2. Decisions are made quickly to avoid unnecessary delays.
3. Quick service is given to customers in case of emergency deadlines.

This dimension has only 3 items and it has been used in multiple studies such as (Chama-nifard et al., 2015; Saha et al., 2017; Baninam & Amirnejad, 2017; Raeisi & Amirn-ejad, 2017) and it is originally developed and validated by (Sharifi & Zhang, 1999). They have reported its Cronbach's alpha reliability coefficient above .6 which is moderately high. The reason for not being above .7 is it has just 3 items and increasing the items number can increase statistical reliability. This study will examine how internal marketing increases or decreases the speed of a company.

3.5 Sample of the Research

The participants for the current study are *airport employees in Istanbul Airport* in Istanbul, Türkiye. Selected employees were chosen from cross-sections of the airport, and in particular, different departments and ranks of responsibilities. Istanbul was chosen, as today it is one of the largest centers of international aviation connectivity in Türkiye. Such a diverse population affords the opportunity to examine the internal marketing-organizational agility nexus in an adequately diverse workforce population.

3.6 Sampling Technique

In this study, *purposive sampling* was used in order to identify and recruit participants from the population. This is type of non-probability sampling technique where the researcher purposefully samples individuals who are most suitable to the study based on the goals of the particular research study (Etikan, Musa, & Alkassim, 2016). For this purpose, the employees of **Istanbul Airport** were selected to be taken into study depending on their occupational positions in aviation field in order to explore the possible connection between internal marketing activity and organizational adaptability.

3.7 Sample Size Determination

To calculate the minimum sample size for this research, **G-Power analysis** was used for pearson product momemt correlation and multiple regression, which suggested a sample of **138** for this research.

Step 1: Statistical test was selected:

Statistical test: **F-test** → **Linear multiple regression: Fixed model, R² deviation from zero.**

Step 2: Parameters were entered:

1. Effect size (f^2): 0.3
2. α : 0.05
3. Power: 0.95
4. Number of predictors: 4 (dimensions of Internal Marketing: Training, Internal Communication, Teamwork, and Motivation).
5. Click **Calculate** to determine the required sample size.

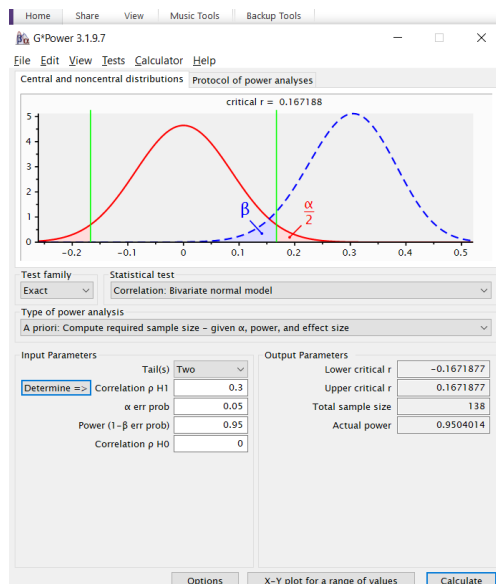


Figure 3.2: Results of G-Power analysis for sample size

3.8 Data Collection Technique

3.8.1 Data Collection for Pilot Study

For pilot study, the formulated questionnaire was used via online survey. The pilot study participants were 30 in number and were taken from **Dev proje pazarlama** (Project marketing company) in Istanbul. Participants were recruited using convenience sampling from a population similar to that of the main study. This way it was possible to get some first impressions and information on the instrument's validity and comprehensibility. To minimize errors and provide a clear structure, the survey itself was conducted online with the employees of **Dev proje pazarlama Company**, and the data was collected through Google survey. To reduce the possibility of ambiguous questions, participants were briefed and given the definitions for each item. In order to ensure the reliability of the scales, the responses were kept anonymous.

3.8.2 Data Collection for Main Study

The data in this study was obtained in the form of **survey**, through the administration of a **structured questionnaire**. Through structured questionnaire, this study measured employees' perceptions of internal marketing and organizational agility at Istanbul Airport. The questionnaire was developed based on established scales for internal marketing (Training, Internal Communication, Teamwork, and Motivation) and organizational agility (Responsiveness, Competency, Flexibility, and Speed). A five-point Likert scale was used, ranging from Strongly Disagree to Strongly Agree."

3.9 Data Analysis Technique

The data input for this study was captured and analyzed using **Statistical Package for the Social Sciences (SPSS)** which is a standard social science data analysis software. For validity and reliability of the results, the analysis was conducted in a systematic manner. First of all, the data was analyzed qualitatively; the **descriptive analysis** of the data was done. Frequency distribution, mean and standard deviation tests were used to come up with a general summary of the findings. Then, **test of normality was conducted** to ensure normal distribution of data. Following that, **test**

of reliability was conducted to analyze internal consistency of all the scales employed for reflecting the internal marketing dimensions and organizational agility. Cronbach's Alpha was estimated for each scale and to achieve the acceptable level of internal consistency. This step helped in making sure that level of the constructs being used in the study are reliable across the respondents. After that, **correlation analysis** was undertaken to look at the inter-relationships between the internal marketing dimensions and the levels of organizational agility. Last of all, **linear regression analysis** was used to examine the impact of internal marketing on organizational agility.

3.10 Ethical Considerations

Following ethical considerations were kept in view while doing this research:

1. **Informed Consent:** All subjects will be provided the study objectives and procedures to be utilized as well as subject rights within the study and right to withdrawal with the understanding that continued participation denotes consent to further participation. We will obtain permission to participate.
2. **Anonymity and Confidentiality:** All data collected for this research will be anonymized, and only summary results will be provided, hence no participant will be identifiable. All the information will be kept private and retrievable only by the members of the studying team.
3. **Avoidance of Harm:** Consideration will be paid to not pose in questionnaires subjects that may cause unease or disturbance to the participants.
4. **Voluntary Participation:** Their involvement is in no way mandatory and will not at all have any bearing on their professional activity or their work at Nissan.
5. **Institutional Approval:** Prior to it, due approval will be made by the appropriate institutional review board to ensure the confirmation of the subject research as carried out under correct ethical standards.

4. IMPLEMENTATION AND RESULTS

This chapter analyzes and reviews the findings of the data gathered and collected in this study. All results derived from data analysis are provided in a step by step manner beginning with the demographic characteristics of the respondents and proceeding to the results of normality and reliability tests. Lastly, the findings from correlation and regression analyses are presented to respond to research questions formulated in the beginning. Based on these results, the chapter offers implications regarding internal marketing practices and organizational agility in the context of Istanbul Airport.

4.1 Pilot Study

The pilot study was used to assess and fine tune the questionnaire that measures the levels of internal marketing and organizational agility. The first aim was to confirm the construct validity and the reliability of the survey instrument so that it can effectively measure the constructs of interest. Administered to a total of 30 participants from the **Dev proje pazarlama Company** of Istanbul, the pilot study aimed at assessing the psychometric properties of the scales, whether there were items with low inter-item reliability, ambiguous or unclear items, or items that overlapped with other items. Although these problems are not unique to this study, if not addressed they could jeopardize the validity and the interpretability of the results of the main study.

The significance of the pilot study was to assess the validity of the survey instrument in a real-situation. Reliability assessment, which is the focus of this phase, enabled understanding of the internal structure of the scales. Based on the Cronbach's alpha coefficient, we systematically examined how the items within each dimension of the scales were associated and how well they measured their intended constructs. These issues were identified in the training and internal communication within internal marketing (IV) and flexibility within organizational agility (DV) when reliability problems were noted; the pilot study provided an opportunity to modify and improve the scales. Using reliability coefficients as a basis for evaluating and revising the items of the instrument, it was greatly enhanced. Thus the final scales were fine-tuned and accurate to be used in the main study and were reflective of the construct being

measured. This pilot study did not only solve some of the technical problems with the instrument but also helped to strengthen the research and thus the subsequent analysis.

4.1.1 Sample Size

The participants of the pilot study were 30 in number and they were selected using convenience sampling while the gender diversity and the diversity in the job roles were considered in the sample. The study participants were selected from a pool of employees of **Dev proje pazarlama** that practiced internal marketing and organizational agility so as to obtain data that is relevant to the study. This included 18 males (60%) and 12 females (40 %) which is a good gender mix for the pilot study. The participants were between 25 and 45 years of age, and they worked in different levels of **Dev proje pazarlama** from freshmen to supervisors. It is from these different job levels that the perception of internal marketing and organizational agility could be captured in a holistic manner. Although it is relatively small, this sample size was considered to be adequate for the purposes of the present pilot study because it was used to gauge the reliability and feasibility of the survey tool. It was not the goal of the current study to ensure that the sample was representative of the population of interest, however, the pilot sample proved useful in determining the reliability and validity of the scale and also in making recommendations in preparation for the full scale survey.

4.1.2 Reliability Analysis

4.1.2.1 Training (IV Dimension): In the pilot study, the “Training” dimension of the internal marketing construct had a Cronbach’s alpha of 0.55, which is below the 0.70 threshold considered to be adequate for reliability. Using SPSS, the present study conducted an item-total correlation analysis via reliability analysis which showed that two particular items had low correlation coefficients with the overall scale thus, making a weak contribution to the internal consistency. Here are those two items which were self-written but were removed due to low inter-item correlation:

1. The organization invests in employees’ professional training.
2. I receive continuous learning opportunities to improve my job performance.

These items were examined for simplicity, pertinence and coherency with training as the underlying concept. We then assessed the face validity of the items and the

conceptual relation to the construct and removed two items based on these criteria and recalculated the Cronbach's alpha. The modified tool comprised of three items only had better inter-item correlation coefficients which gave a reliability value of 0.65. Although, it is still below .70 but at least it improved. This modification allowed the scale to measure the construct of training and slightly increased the reliability of the internal marketing dimension.

4.1.2.2 Communication (IV Dimension): The second construct 'Internal Communication' in internal marketing, which had 6 items, had a low Cronbach's alpha of 0.57 on the pre-testing which indicated poor reliability. Through the inter-item correlation matrix, two items were identified that had low coefficients (below 0.20) with the rest of the items in the scale. The following were flagged as being either duplicative or off the mark in terms of the goal to zero in on the most effective ways of internal communication: Excluding these items, the scale was short to four items and then the reliability analysis was conducted in SPSS. Those two self-written items are as follow:

1. Feedback from employees is encouraged and valued by management.
2. Different departments effectively share information to ensure smooth operations.

The new scale reliability estimate through the Cronbach's alpha was 0.73, which is an improvement from the initial analysis. This systematic refinement assured that the internal communication dimension was well captured and made a useful input to the internal marketing concept.

4.1.2.3 Flexibility (DV Dimension): Flexibility, a sub-element of Organizational Agility, had 5 items at first; 4 taken from different studies and 1 was self-written and this subscale had an initial Cronbach alpha coefficient of 0.57 which is unsatisfactory. Item analysis showed that 1 self-written item had poor correlation with the other items in the scale with correlation coefficient of less than 0.15.

1. Employees can easily learn new ideas.

It was seen to not directly address organizational adaptability. According to the findings of this analysis, the item was excluded from the scale and the remnant 4 items that were considered to be more relevant to the scale. Another reliability analysis using

SPSS was done and the result showed that there was an enhancement to 0.739 as the value for Cronbach's alpha. The increased scale guaranteed that the flexibility dimension was able to adequately incorporate the agility aspect of organizations while at the same maintaining the set level of credibility.

To minimize low inter-item correlations and to rerun the Cronbach alpha coefficient we excluded Items which had weak correlations and ensured that each dimension of the constructs was well captured in the study objectives. These improved scales were used in the final study to maximize the validity and reliability of collected and analyzed data.

Table 4.1: Pilot test reliability analysis for Internal Marketing and Organizational Agility (N-30)

Variables	Cronbach's alpha	No. of Items
Training (IV)	.558	6
Internal Communication (IV)	.577	6
Teamwork (IV)	.764	4
Motivation (IV)	.772	5
Responsiveness (DV)	.736	5
Competency (DV)	.797	4
Flexibility (DV)	.559	5
Speed (DV)	.727	4

Pilot study in relation to the reliability analysis of the scales used in the main study made it possible to improve the measurement instrument. At first, some dimensions of the Independent Variables such as Training and Internal Communication, as well as, the Dependent Variable Flexibility had low Cronbach alpha coefficients. This implied that the items within these dimensions were simply not valid measures of the constructs that were being targeted to capture thus affecting the validity of the study. By following a rational procedure, the items that may cause a dispute were removed

and thus, the internal reliability of the scales was enhanced. Through these modifications, the reliability of the dimensions was greatly improved so that the data collected in the main study would be more credible. The above enlargements not only enhanced the credibility of the measurements but also enhanced the quality of the research. The pilot study was thus found to be very useful in the research process. Some of the areas of importance that were highlighted through the use of the measurement tools were dissected in detail. This way, the research team was able to avoid certain potential problem in the main study and promote the reliability and validity of the instruments used to measure the variables. This process also underlined the significance of pilot testing data and the significance of the changes in measurement scales that affect the quality of the results.

4.2 Demographic Details

This section gives information on all the details that defines the participants of the main study in terms of their demographic profile. The demographic data collected includes data about age, gender, job title and years of work experience at Istanbul Airport. This is important as these characteristics inform the general conclusion and justification, whether the study sample is an accurate representation of the workforce at the airport.

4.2.1 Gender

The gender distribution of the participants reveals that 69% of the respondents were male as 96 of the participants were male. However, 44 of them were female, which is 31% of the total number of participants. This as a consequence shows that the employees at Istanbul Airport are mostly males. This gender distribution trend may be similar to the overall trend of aviation companies' workforce where male employees dominate the female employees. The male group was therefore the largest in this study of which insight could be useful in trying to understand any gender differences in response to the items in the questionnaire.

Table 4.2: Gender frequency distribution among participants (N-140)

Gender	Frequency	Percentage (%)
Male	96	69%
Female	44	31%
Total	140	
Missing	0	

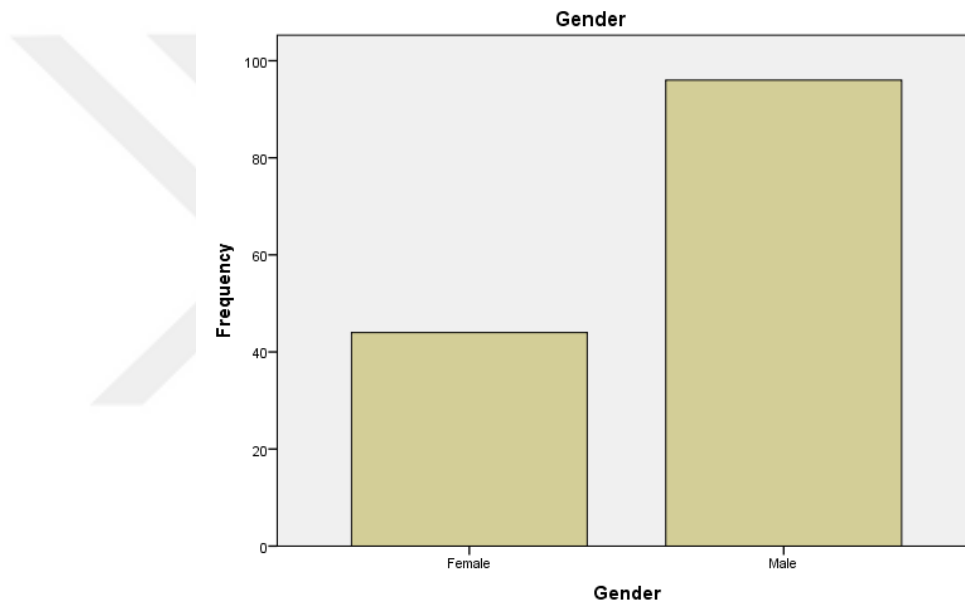


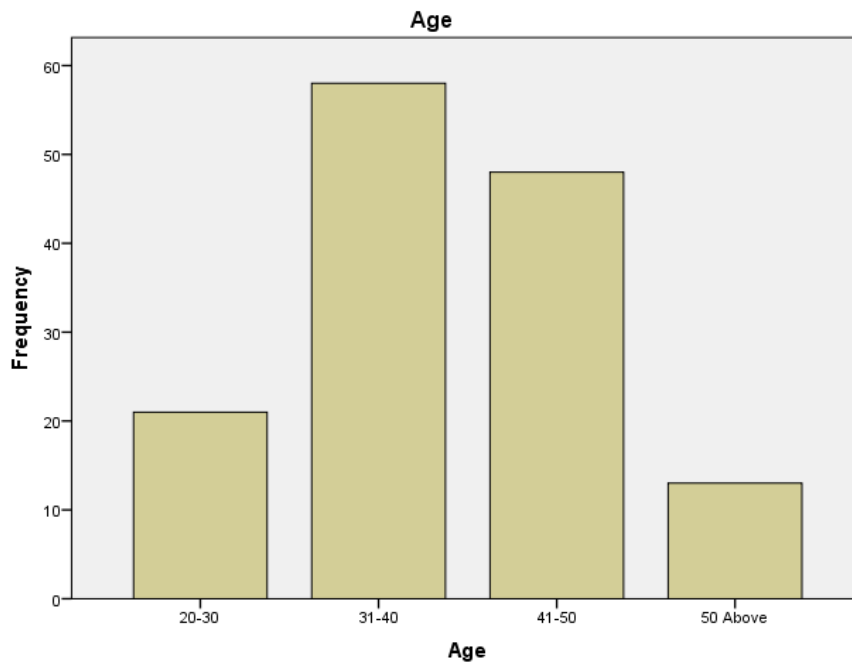
Figure 4.1: Gender frequency distribution among participants (N-140)

4.2.2 Age

The distribution by age of respondents: most respondents were between 31 and 40 years old (41 percent), with 58 respondents in total. The second-largest group was in the 41-50 age range (34%), with 48 participants. Combined these two groups, total 75% through is the entire sample pointing to a strong middle career aging workforce. After that, 20–30 age range covered 15 % of the probability sample; 50 plus group constituted 10% of participants. The large cohort in this study is therefore the 31-40 years age group, implying a skilled but relatively young workforce.

Table 4.3: Frequency distribution of Age among participants (140)

Age	Frequency	Percentage (%)
20-30	21	15%
31-40	58	41%
41-50	48	34%
50 above	13	10%
Total	140	
Missing	0	

**Figure 4.2:** Age frequency distribution among participants (N-140)

4.2.3 Qualification Level

The participants according to the qualification level reveal that 46% of the participants possess a master's degree, 65 participants. This is trailed by 22% of the employees who have a PhD; 32 employees, high school 16%; 8 employees and junior high school 6%; 12 employees. This places Istanbul Airport workforce within the highly educated bracket the most educated being those with masters' degrees. The results can be explained by the appreciation of the role of education, especially in the

sphere of aviation, which can be driven by technical and managerial requirements when working at the airport.

Table 4.4: Frequency distribution of Qualification among participants (140)

Qualification	Frequency	Percentage (%)
High school	08	16%
Junior high school	12	06%
Bachelors	23	09%
Masters	65	46%
PhD	32	22%
Total	140	
Missing	0	

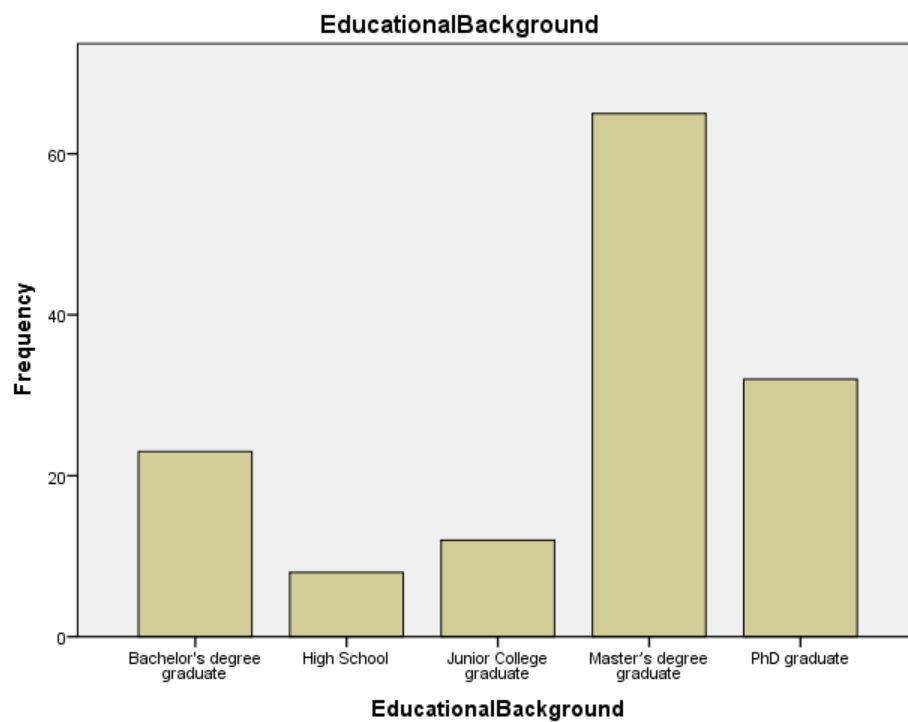


Figure 4.3: Education frequency distribution among participants (N-140)

4.2.4 Length of Employment at Istanbul Airport

Employment experience reveals that most of the participants (43%, 60 participants) have served at Istanbul Airport for four to six years. The second group includes those employees who have worked in the airport for 7-10 years, with 40 (28%) participants. Only a few of the respondents are comparatively new to the airport and can be categorized as junior staff; 18% were hired at the airport between 1-3 years ago; 11% were hired at the airport more than 10 years ago. This means that the workforce at Istanbul Airport is close to being stable, as the key employees who work at the airport have been serving this airport for years, and the dominant tenure group is between 4-6 years.

Table 4.5: Frequency distribution of employment at Istanbul Airport (140)

Employment at Istanbul Airport	Frequency	Percentage (%)
1-3 years	25	18%
4-6 years	60	43%
7-10 years	40	28%
More than 10 years	15	11%
Total	140	
Missing	0	

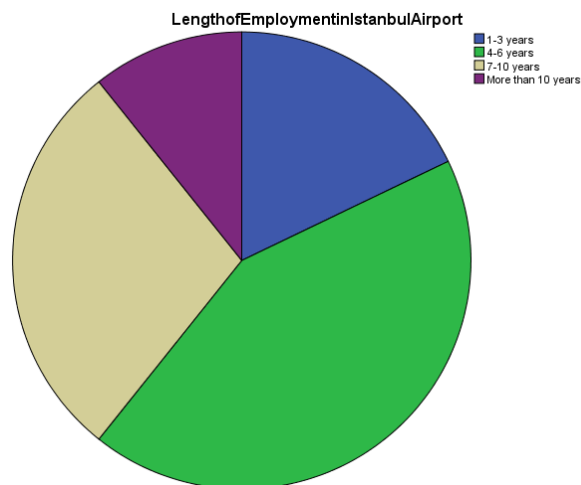


Figure 4.4: Employment at Istanbul Airport frequency distribution among participants (N-140)

4.2.5 Total Employment Experience

For the total employment experience, the largest group (37%) worked for 7-10 years while 24% (33 participants) worked for 4-6 years. An additional 22 participants (31%) served for 1-3 years; 24 participants (17%) had more than 10 years of total work experience. This can be considered as a workforce with a good background of work experience; the group with 7-10 years' experience is the largest. Another demographic attribute may be reflected on the fact that the respondents are likely to be more capable professional, which would influence the orientation towards more informative responses on the parts of the authors of the study, particularly as it concerns internal marketing and organizational flexibility.

Table 4.6: Frequency distribution total length of employment (140)

Total Length of Employment	Frequency	Percentage (%)
1-3 years	31	22%
4-6 years	33	24%
7-10 years	52	37%
More than 10 years	24	17%
Total	140	
Missing	0	

4.3 Descriptive Statistics

George and Mallery (2016) define descriptive statistics as available forms of analyzing, describing and presenting data in a useful way. The descriptive statistics part provides a detailed analysis of the key variables in the study by presenting basic measures of central tendencies and distribution of data collected on the survey. Descriptive statistics are important in statistical analysis as they condense raw data and put it into a legible format, to allow the researcher to understand the basic feature of the data. Finally, these statistics give us some key insights by looking at the mean, the central tendency of data and the standard deviation, which highlights data variability. They tell how skewed and how kurtic the data is: whether it is symmetrical or if it is

heavily tailed. Descriptive statistics sets the golf ball straight by helping us pin down patterns, trends, and even (potential) outliers, which are then used as the foundation for more complex inferential analyses. Also, they are instrumental in testing whether the data lives up to the assumptions behind use of more sophisticated statistical techniques, and to support the validity and trustworthiness of findings. Descriptive statistics do overall make the complex datasets simple to interpret and analyze (George and Mallery, 2016).

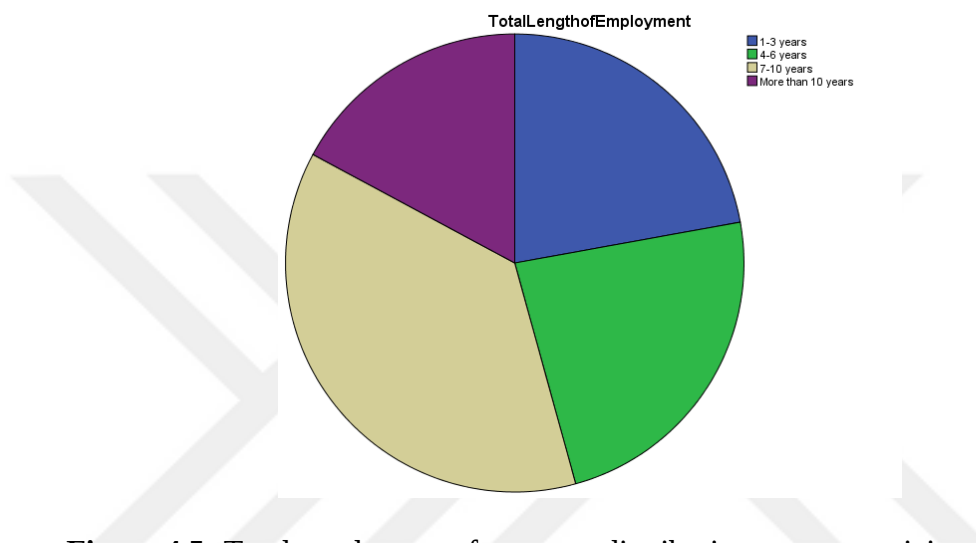


Figure 4.5: Total employment frequency distribution among participants (N-140)

Tables 4.7: Descriptive Analysis of the Study Variables (N-140)

Study Variables	N	Minimum Range	Maximum Range	Mean	SD
Training (IV)	140	06	20	16.62	2.61
Internal Communication (IV)	140	04	20	16.67	2.91
Teamwork (IV)	140	06	20	16.51	2.93
Motivation (IV)	140	08	25	21.04	3.34
Responsiveness (DV)	140	08	25	19.81	2.60
Competency (DV)	140	05	20	15.83	2.41
Flexibility (DV)	140	08	20	16.64	2.71
Speed (DV)	140	05	20	16.31	2.91

In this table, after total number of participants (N=140), minimum and maximum ranges have been reported which show the extent to which participants rated the study variables. Training was assessed and minimum score attained was 6 while the highest score attained was 20 this implied that participants rated training programs according to their effectiveness between these two scores. A figure of 6 indicates a very poor perception of the training received while figure 20 signifies a very good perception of the training received. As with Internal Communication, responses varied between 4 and 20, with 4 meaning very poor Internal Communication and 20 meaning excellent Internal Communication within the Istanbul Airport. The Motivation variable had range of 8 to 25 where minimum score of 8 was the low level of motivation and maximum score of 25 as the high level of Motivation. Responsiveness, Competency, Flexibility and Speed also shows different levels.

The Mean of each variable was checked in order to identify how on average participants rated such variable. For instance, the sub-total **Training** means 16.62 which means that on average employees had a fairly positive attitude towards the training programs though nearer to the higher end of the scale between 6 and 20. Like in the case of **Internal Communication** had mean score of 16.67 implying that employees rated communication within the airport moderately high and leaning towards more than half of the respondents. **Teamwork** was rated slightly lower on average (mean = 16.51) which is moderate to positive impression on team's collaborative environment. **Motivation** received the highest mean score of 21.04, which means that on average the employees had a strong sense of motivation which is closer to maximum level of motivation (8 to 25).

For the dependent variables, the mean for **Responsiveness** hits 19.81; implying that employees moderately perceived that the airport is responsive to their needs as the score was nearest to the higher bound of the scale. The mean score of **competency** was 15.83, which could be considered as a moderate level of the perception of competence of employees in the organization. **Flexibility** had a slightly higher score (mean = 16.64) as compared to **Speed** (mean = 16.31) and the scores specify that employees think their organization is moderate to some extent in terms of flexibility and speed. Higher SDs such as that of Motivation (SD = 3.34) indicate variety implicating that while some of the employees were very motivated others were lowly motivated in the sample. All other indexes had an SD ranging between 2.41 – 2.93, moderate co-

efficient, this therefore implies that while employees are seen to perceive variables in fairly similar ways, there were slight differences in the ways they rated each of the variables.

4.4 Test of Normality

Skewness and kurtosis coefficients are utilized to carry out normality test of the data set distribution respectively. In fact, skewness, as reported by George and Mallery (2016), are the measure saying to what extent the distribution of variables deviate from the shape of the normal distribution curve thus kurtosis acts as the measure of the extent to which the data is distributed more or less than the normal distribution curve.

Table 4.8: Test of Normality for Internal Marketing and Organizational Agility (N-140)

Variables	Skewness	Kurtosis
Training (IV)	-1.293	2.021
Internal Communication (IV)	-1.544	3.319
Teamwork (IV)	-1.444	1.812
Motivation (IV)	-1.426	2.703
Responsiveness (DV)	-1.154	1.145
Competency (DV)	-1.265	1.197
Flexibility (DV)	-1.368	1.846
Speed (DV)	-1.435	2.164

The statistical values of Skewness and Kurtosis to determine the normality of distribution for independent variables indicate the above-mentioned standard. For Training, skewness = -1.293, and Kurtosis = 2.021 which represent a little left skewed and more peaked curve or in other words a normal distribution. Likewise, Internal

Communication proves to have the skewness of - 1.544 and the kurtosis of 3.319 indicating a slightly lesser degree of right skewness with higher peak than expected theoretical normal distribution. By the same token, we get skewness of -1.444 and kurtosis of 1.812 for Teamwork, indication of mild left skewness and slight excess of the curve flatness beyond perfect normal curve. Finally, using skewness and kurtosis, Motivation have skewness of -1.426 and kurtosis of 2.703. Taken together, the Full-Sample IV dimensions have a negative skewness and positive kurtosis, which supports Normality criteria and provides a sound foundation for subsequent analysis.

Similar to the information in the former sections, both the dependent variables also show skewness and kurtosis coefficients that can be regarded as being within the norm of a normal distribution. Descriptive statistics of the responsiveness indicate skewness of -1.154 for the variable, and kurtosis of 1.145, which points to mild left skewness and a flat peak typical of a normal distribution. Competency yields similar results having skewness equal to -1.265 and kurtosis equal to 1.197, demonstrating a suggestively stronger left skew and comparatively low peak, but still belonging to the normal distribution. Lastly, for Speed, skewness comes out to be -1.435 and kurtosis is 2.164 meaning there is even a slightly more left skewed but the peak is quite normal. These results do prove that the DVs are normally distributed and therefore validate the use of the parametric tests on the data.

4.5 Test of Reliability

Measurement reliability is concerned with the reliability of a measurement instrument or the degree of the likeness of the results of a test or survey under similar conditions (Miller & Salkind, 2012). It becomes easier to call it valid research study results when they have achieved high reliability to aid in making decisions that are research based thus increasing reliability, and generalizability (George & Mallery 2016).

Table 4.9: Test of reliability for Internal Marketing and Organizational Agility (N-140)

Variables	Cronbach's alpha	No. of Items
Training (IV)	.658	4
Internal Communication (IV)	.737	4
Teamwork (IV)	.764	4
Motivation (IV)	.772	5
Responsiveness (DV)	.736	5
Competency (DV)	.797	4
Flexibility (DV)	.739	4
Speed (DV)	.727	4

Reliability as calculated by Cronbach's alpha examines the internal consistency of the scales utilized for each variable. For Training, the obtained result of Cronbach's alpha is 0.658 which is just below the benchmark of 0.70. This means that the reliability of the scale is moderate, but there is tremendous potential for increasing reliability if the scale is refined. Again, for all the other variables, the reliability is higher than the prescribed 0.70 internal consistency reliability co-efficient.

Cronbach's alpha is used in the analysis of the independent variables with Internal Communication scoring 0.737, Teamwork scoring 0.764, and lastly, motivation scoring 0.772. These values suggest that the kind of scales employed to capture these constructs are valid and will measure the dimensions consistently. Of the dependent variables, Responsiveness has a reliability coefficient of 0.736; Competency has the highest of 0.797, Flexibility stands at 0.739 and Speed at 0.727. To elaborate on the results, high to very good internal consistencies of these values support that the scales are reliable for measuring the respective constructs.

4.6 Pearson Product Moment Correlation Analysis

Pearson's product-moment correlation is used to test the strength and direction of the response between Training, Internal Communication, Teamwork, and Motivation to Responsiveness, Competency, Flexibility, and Speed. This statistical test involves looking at the level of relationship between positive or negative values of the variables in question and as well reveal the strength of that relationship.

The correlation part provides a plethora of information regarding the various variables of the study. Starting with Training the results yields highly significant positive correlation with Motivation ($r = .551, p < .01$) while moderate and significant positive correlation was found with Communication ($r = .501, p < .01$), Teamwork ($r = .471, p < .05$), Flexibility ($r = .362, p < .05$), Speed ($r = .365, p < .05$). Its correlation to Responsiveness is not statistically significant ($r = 1.361$) Likewise it is equal to Competency at (.312), meaning that training does not have a good correlation with these types of variables.

Table 4.10: Correlation analysis for Internal Marketing and Organizational Agility (N-140)

Variables	Communi cation	Team work	Motiva tion	Responsive ness	Compet ency	Flexibil ity	Speed
Training	.501**	.471*	.551**	1.361	.312	.362*	.365*
Communication	-	.551**	.448*	.254	.338*	1.186	.327*
Teamwork	-	-	.519**	.347*	.306*	.368*	.295*
Motivation	-	-	-	.382*	.298	.543**	.354*
Responsiveness	-	-	-	-	.206	.404**	.351*
Competency	-	-	-	-	-	.373	.393*
Flexibility	-	-	-	-	-	-	.446**
Speed	-	-	-	-	-	-	-

Note: * $p < .05$, ** $p < .01$ Significant (*) Highly Significant (**)

For Communication, very high correlation is obtained with Teamwork with coefficient of .551 at .01 level and positive correlation with Flexibility with coefficient of .338 at .05 level and with Speed having a coefficient of .327 at .05 level. It has a moderate positive correlation with Responsiveness with correlation coefficient of .448 at .05 level of significance but has poor positive correlation with competency with a coefficient of .254 hence is insignificant. This suggests that communication is a much larger factor for increasing team work, flexibility and speed than other factors.

Teamwork also demonstrated a highly significant positive correlation with Motivation at .519** and significant correlations with Responsiveness, Competency, Flexibility and Speed at 0.347, .306, .368 and 0.295, respectively. This underscores the fact that teamwork cuts across virtually all the dependent variables suggesting the significant contributions to organizational flexibility.

As for the Motivation factor Positive Relation is quite high and significant with flexibility at .543** level and significant positive relation with responsiveness at .382** level, competency at .298** level and speed at .354* level. From these findings we can conclude that motivation is a key to multiple aspects of organizational agility especially flexibility.

Finally, the dependent variables present a cycle of causation. Responsiveness has a positive correlation with both Flexibility ($t = 2.76$, $p < .05$) and Speed (.404, $p < .05$) In addition, Competency has correlation coefficients of .373, $p < .05$ with Flexibility and of .393, $p < .05$ with Speed. The most positive correlation is between Flexibility and Speed; it is highly significant with a correlation coefficient of .446, at $p < 0.01$. All these relationships present the symbiotic characteristics of the organizational agility's dimensions, in that more often than not, advancement in one area leads to positive changes in others.

4.7 Linear Regression Analysis

Correlation analysis showed relationship between variables, regression analysis has shown which variable impacted the organizational agility and increased or decreased it.

Training: In the first block, training was the only independent variable that explained organizational agility. The results gave a model that makes up to 26.9% of the total variance ($R^2 = .269$); thus, the study underscores that training alone has a substantial explanation of the difference in agility within the Istanbul airport. The standardized beta value displaying that training has a highly significant positive beta value of (.519) is further confirmed by the analysis of variance of training on organizational agility ($F=117.310$, $p < .01$). This implies that an effective training and development strategy are important tools which can enable employees to meet organizational needs in constantly changing business environments.

Internal Communication: The second block of variables includes internal communication, introduced as an additional independent variable. The explained variance thereby rises to 29.2 percent with an R^2 of .292 as results in a variance change ($\Delta R^2 = .54$) to suggest fractional enhancements to the model. Internal communication stands out as a moderating factor ($\beta=.274$, $p<.05$), hence, it was established that integrated and effective communication system within organization facilitates enhancement of agility by helping different employees to get on the same page.

Teamwork: Compared to the second block, the third block is composed by adding teamwork as an additional predictor. The explained variance goes up by 47% to 33.1 % ($R^2 = .331$) meaning the model has enhanced the degree of variance in organizational agility it explains. The change in variance ($\Delta R^2 = .57$) pulses a moderate increase of the overall explanatory capacity. Team work emerges as another predictor ($\beta = .247$, $t = 2.618$, $p < .05$) connoting substantial impact signifying that mutual support in working and organizational collaboration significantly enhances the ability of the organization to cope with or respond to dynamics.

Motivation: Motivation is included in the last block of the analysis as the last predictor, and this results to the highest explained variance of 38.4% ($R^2 = .384$). The increase in the value of the variance ($\Delta R^2 = .62$) showed that it is a vast improvement in the strength of the model we are dealing with. Promotion is also another robust predictor where motivation had a ($\beta = .297$, $p < .05$) showing the importance of motivation to support an agile organization. This assessment means that organizations staffs that are motivated to work will engage in proactive activities and enhance the organizational agility.

It clearly shows that all four blocks add up to the overall impact and show how training factor has the most correlation with the notion of organizational agility. These findings accord with the thrust of this study that seeks to identify the determinants of agility in volatile organizational environment.

Table 4.11: Linear regression analysis Internal Marketing and Organizational Agility (N-140)

Predictors of Internal Marketing	Organizational Agility		
	R^2	ΔR^2	B
1 Training	.269	.51	.519**
2 Internal Communication	.292	.54	.274*
3 Teamwork	.331	.57	.247*
4 Motivation	.384	.62	.297*

4.8 Summary of Findings

Summary of major findings has been given below:

1. The pilot study revealed that 3 dimensions needed to improve as there was low reliability. Removing items helped improving inter-item correlation and overall reliability of the scale.
2. The study comprised of more than two thirds of the male participants 69%), and relatively young participants aged between 31 and 40 years 41% Participants' educational status showed that 46% of participants held a master's degree.
3. Majority of participants had a work experience of 4-6 years at Istanbul Airport, while majority had total employment experience of 7-10 years.
4. All the dimensions of internal marketing and organizational agility had normal distribution which made data suitable for correlation and regression analysis.
5. The overall mean scores of Training and Internal communication which are the two substantive factors affecting the organizational agility were perceived

fairly high within the scale limits ($M = 16.62$, $SD = 2.61$) & ($M = 16.67$, $SD = 2.91$) respectively.

6. Descriptive measures of skewness and kurtosis were computed, and tests for the independent and dependent variables indicated a normal distribution as skewness was negative and ranged around -2 and kurtosis was positive though within the acceptable limits.
7. Reliability of all the constructs was acceptable to excellent with Cronbach's alpha values ranging from .658 to .797; with competency having the highest alpha value (.797) and training having the lowest.
8. Training was significant and positively related to all the variables with special reference to motivation and internal communication.
9. Therefore, there was strong empirical evidence in internal communication relating to both teamwork and flexibility.
10. All the 4 dimensions of internal marketing had a significant positive impact on organizational agility.

5. CONCLUSION

This thesis has firmly explored the internal marketing dimension of training and internal communication for promoting the concept of organizational agility in the context of the aviation industry and Istanbul Airport particularly. Since the industry aviation is highly uncertain and constantly evolving, internal marketing practices are crucial prerequisites for maintaining competitiveness. The study highlights training as an important antecedent of training as the variable most dominating agility outcomes as it explained 26.9% of variance for agility. Education empowers the employees enabling them to fit into volatile contexts enabling flexibility, response, efficiency and proficiency. Motivation, teamwork and internal communication were also stated as other important factors, which improved the total variance on the model to 38.4%. These dimensions proved to have significant positive relationship with agility performance as it were revealed that motivated and committed teams are in better position to deal with uncertainties, make correct decisions and act promptly in accordance to the outside forces.

This study aimed at responding to research question which posed the research problem and revealed the lack of knowledge on the role of internal marketing practices toward the improvement of organizational agility. The statistical results supported the call for having organized formal courses and stressed that enhancing the flow of communication and promoting collaboration are critical to sustaining operational efficiency. For example, when motivation was added to the model as another strategic factor added 5% to the amount of variance in agility that was explained. The results of this topic concerning the internal marketing practices and organizational agility are quite consistent with the previous researches which prove the reliability and the validity of the study. Audits have always pinpointed training as one of the most vital organizational enablers that can be used to increase agility. Ahmad and Schroeder (2011) have pointed out that if training is consistent then the employee has relevant skills to manage such change environments. This is in consonance with the current study whereby training came out as having the highest influence in agility with major focus on flexibility and speed.

Likewise, internal communication has been recognized as a major source of enabling organizational agility. According to Barrett (2014), structured communication channels enhance organizational coherence and enhance more effective, fast resolution of issues. This is in concordance with the results obtained from the present study which revealed that internal communication was a significant determinant of agility performance outcomes regarding responsiveness and competency. As a matter of fact, teamwork has been widely studied in literature as one of the factors that can help support agility. According to Katzenbach and Smith (2015), the effectiveness of teams working under uncertain conditions increases if the team members are accountable for each other's work and the team has specific objectives. This line of reasoning is consistent with the current study finding, which confirmed that teamwork reliably enhanced agility, including flexibility and operational proficiency.

Motivation is the other area of the literature that has been described often for its importance in promoting participation and active approach to problems. Findings of this study are supported by Ryan and Deci (2000) and Luthans & Youssef (2007); where motivation increases agility by increasing responsibility and rate. The internal marketing practices' conceptualization of the organizing properties as the key element for driving organizational outcomes is also supported by Rafiq and Ahmed (2000) who stated that internal marketing integrates employee objectives. Such literature resonates with this study since its internal marketing dimensions involve training, communication, cross-functional cooperation, and incentives, all targeting organizational flexibility. Similarly, the variety of investigations detailing the scenarios that are most loaded with operations, for example, aviation industry, gives the sectorial validations to this study. For example, Bamber et al. (2013) presented internal marketing as the effective way to mitigate complexities and improve agility in near-high environments. This in turn supports the generality of the results to the sector as whole for which case; Istanbul Airport was used basing on the current study. Basically, the parallel with the existing literature enhances the study's overall significance since the results are framed by theoretical and practical references. It emphasizes that, internal marketing is one of the key enablers for organizational flexibility in volatile and, competitive business environments.

Several concepts have been introduced in this work that have not been explained or analyzed in detail in prior studies thus providing new scientific contribution to the subject. Therefore, the greatest contribution of this study is the conceptualization and empirical testing of the relationship between some of the dimensions of internal marketing and organizational agility using flexibility as a contextual variable. Previous research has looked at various aspects of internal marketing, yet, most of them have tended to over generalize or ignore how each of these individual components affects the organizational agility dimensions. Through scaling down the overall concept of internal marketing, this study offers a more detailed understanding of the ways in which internal marketing can affect organizational responsiveness and flexibility – two crucial factors for today's business environment.

Also, this study adds importance to the method section in that the measurement tools developed for the study were pilot tested. The problem with previous research is that it takes for granted that the instruments that are most often used to capture constructs like internal communication or organizational flexibility are already adequate to this end and that there are no deficiencies or contradictions that need to be addressed. In this work, the measurement tools were tested and fine-tuned, enhancing the validity of the scales that were used to measure the variables, something that other studies rarely do. Through highlighting and correcting the low internal consistency of some dimensions during the pilot phase of this research, the present study has provided a benchmark for future organizational research to collect more accurate and valid data.

Therefore, the current study also presents another unique feature of the study in that it combines several organizational factors including training, communication and teamwork to the idea of organizational agility. Prior research has often treated these factors as distinct and, in this research, a comprehensive model is developed to establish how the various dimensions of internal marketing are related to other aspects of organizational agility and thus provide a better understanding of why and how internal marketing practices can improve organizational agility.

In fact, the pilot study was very important to enhance the reliability of this research as it was a key step for measurement instruments refinement and identification of possible errors early in the process. The pilot study used careful examination of the initial responses to identify issues of internal consistency within the scales, especially

in dimensions of internal marketing and organizational agility. This pilot phase would otherwise have gone unwatched, thus compromising the overall validity and reliability of the findings of this study. The results of the pilot study confirmed that certain dimensions showed lower internal consistency, indicating that the items in these scales are doing a less effective job of working together as represented. These adjustments stemmed from this insight, removing or modifying items that were either redundant, or poorly worded, and this improved the scale reliability. Without this early testing and adjustments, the final study most likely would have suffered from measurement inaccuracies, rendering the conclusions wrong. The pilot study helped to further refine the research design by identifying the possible biases and inconsistencies of data collection. This allowed for measuring the degree to which participants understood the questions, and made sure that, when the final survey was created, it was clear, accurate, and appropriate for collecting the variables we were interested in. Not only did this process of iterative improvement improve the precision of the research instruments, it also helped to reinforce the credibility of the findings by repairing any measurement flaws before they could get in the way of the main study.

To sum up, the final research would have been meaningless without the pilot study, which gave it the reliability it needed. This yielded an opportunity for refinement of the data collection process, highlighted areas to improve, and ultimately increased the robustness of the main study, targeting a solid base of valid, trustworthy results. In sum, this study extends the research that has been done on the topic in the following ways: It narrows the focus of the study to specific internal marketing dimensions that affect the agility of the organization, it improves the reliability and validity of the measurement instruments used in the study, it offers a more coherent and integrated perspective on how internal marketing practices and organizational agility are related. Accordingly, the following practical recommendations emerge from this study in relation to improving organizational agility through internal marketing practices:

1. Employers should create and apply specific training often targeted on adaptability and occupational competencies to improve reaction capability. To address the needs of fast changing environments these programs should highlight the importance of learning that goes on endlessly.

2. Substantial enhancements can arise from stronger and more elaborated routines in terms of communication between parties. This involves applying convenient technology for real time collaboration and designing operational channels for feedback with the purpose of tackling challenges.
3. It is crucial that mechanisms to praise teamwork and make subordinates, as well as their managers, dependent on the achievement of common goals are implemented. Such patterns should be promoted in organizations with the help of team activities, cross functional projects, and shared platforms.
4. Using the motivational programs like recognitions, performance-based bonuses; opportunities for the professional development can increase the responsiveness and overall flexibility. Another aspect of encouraging workforce productivity is workplace recognition of the individual efforts being made on the job.
5. Airport should harmonize all the dimensions of internal marketing into one. This comprises of training, communication, teamwork and motivation in a way that strives to achieve the organizations agility goals.
6. Intelligent, platform-based personnel training, as well as organization and communication can be effective and flexible in terms of decision-making processes.
7. Internal marketing strategies should also be reviewed every now and then to check compatibility with newer market demands in organizations. Questionnaires and feedback discussions, performance metrics and analysis can offer some good suggestions to carry out the changes.
8. In enhancing internal marketing practices leaders should embrace the values of modeling by setting the pace for practices, offering guidance besides being versatile in their respective positions. Employee engagement can be prompted by leadership involvement towards ensuring employee commitment to organize for goals.
9. As this study was conducted at Istanbul Airport, such strategies should be tried and extended to other industries with high demands for validation. It could help in shaping pipeline of practices that help enhance agility in different sectors.
10. Istanbul airport should follow partnerships with academic partners to investigate new trends concerning internal marketing and dynamism. This will

help the two situate their strategies to a level that will be responsive to future shocks while being unique in approach.

Here are a few recommendations for future researchers. Future research should do something innovative by adopting a longitudinal design to establish causal relationships between internal marketing (IM) and organizational agility (OA), overcoming the limitations of cross-sectional studies. Integrating mediating and moderating variables such as transformational leadership, digitalization, or employee engagement could provide deeper insights into the mechanisms linking IM to OA. Most importantly, expanding the study to different airport hubs or industries would improve generalizability and allow comparative analysis. Additionally, Future studies should also explore qualitative methodologies, such as in-depth interviews or case studies, to complement survey-based findings and provide richer contextual understanding. Moreover, incorporating more dimensions in internal marketing, such as work-life balance and diversity and more dimensions in organizational agility, such as resilience, would strengthen the validity of the results.

Despite its contributions, following are a few limitations faced during this study. The use of a correlational design design has restricted causal inferences, as it captures relationships at a single point in time. The research was conducted within a single airport, limiting the external validity of findings beyond Istanbul Airport. Self-reported data, through survey, may be subject to social desirability and common method bias, potentially influencing responses. While the study employed rigorous statistical analyses, it did not control for potential external influences such as regulatory changes, economic conditions, or competitive dynamics in the aviation sector. The study focused primarily on internal marketing dimensions without considering external market forces that may also impact organizational agility. Future research should address these limitations to enhance the robustness and applicability of findings.

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APPENDICES

Appendix A: Internal Marketing Scale (Pilot Study)

Dimensions	1	2	3	4	5
Training					
The organization provides sufficient training and development opportunities (Aburoub, Hersh & Aladwan, 2011)					
After receiving training, I feel well-prepared to execute my responsibilities (Yusuf Sukati & Andenyang, 2016; Abu ELSamen & Alshurideh, 2012)					
Training programs are beneficial to my professional development (Yusuf Sukati & Andenyang, 2016; Abu ELSamen & Alshurideh, 2012)					
The organization invests in employees' professional training (Self-written)					
The organization enables resources required to perform the job effectively (Kim, Song & Lee, 2016)					
I receive continuous learning opportunities to improve my job performance (Self-written)					
Internal Communication					
Information is easy to get within the Company (Iqbal et al., 2021; Elsamen & Alshurideh, 2012).					
Management arranges regular meetings to listen to the employees (Chen & Li, 2013; Elsamen & Alshurideh, 2012).					
Vision, Mission and Organizational goals are clearly understood (Jou et al., 2008)					

Feedback from employees is encouraged and valued by management (Self written)					
There is an open communication among employees at all levels (Jou et al., 2008)					
Different departments effectively share information to ensure smooth operations (Self written)					
Teamwork					
The team members work well together to achieve common goals (Kaplan et al., 2016 and Abu ELSamen & Alshurideh, 2012)					
Team members are supportive and willing to help each other out when needed (Kaplan et al., 2016)					
Feedback and ideas are openly shared among team members (Abu ELSamen & Alshurideh, 2012)					
There is a strong sense of unity and collaboration among team members (Kaplan et al., 2016 and Abu ELSamen & Alshurideh, 2012)					
Motivation					
This job allows me to reach my life goals (Iqbal et al., 2013; Gagne et al., 2010)					
The work environment encourages me to be proactive (Ahmad & Al-Bouri, 2012; Gagne et al., 2010)					
This organization gives rewards to increase job motivation (Ahmad & Al-Bouri, 2012; Gagne et al., 2010)					
I feel energized working in this organization (Gagne et al., 2010)					

Appendix B: Organizational Agility Scale (Pilot Study)

1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree		
Dimensions		1	2	3	4	5
Responsiveness						
The organization adapts rapidly to changes in the external environment (Marhrao-ui & El Manouar, 2017; Sharifi & Zhang, 1999)						
The organization responds quickly to new business opportunities (Baninam & Amirnejad, 2017; Sharifi & Zhang, 1999)						
The company promptly responds to customers’ requests and feedback (Sharifi & Zhang, 1999)						
The organization promptly responds to employees’ requests and feedbacks (Koçyiğit & Akkaya, 2020).						
The organization enables resources required to perform the job effectively (Koçyiğit & Akkaya, 2020).						
Competency						
Employees have the skills needed to handle new challenges (Ahmad et al., 2012; Nejatian & Zarei, 2013)						
The company invests in staff learning and development (Nouri & Mousavi, 2020; Nejatian & Zarei, 2013)						
The company has developed technological infrastructure (Sharifi & Zhang, 1999)						

Services provided by this company are cost effective (Nejatian & Zarei, 2013; Sharifi & Zhang, 1999)					
Flexibility					
The company can easily adjust services to meet changing demand (Saha et al., 2017; Nejatian & Zarei, 2013)					
The company has the ability to customize services features according to customers' needs (Saha et al., 2017; Nejatian & Zarei, 2013)					
The company is responsive to changing internal requirements and challenges (Nejatian & Zarei, 2013; Abdelilah et al., 2018)					
Employees are empowered to be creative and adaptable (Nejatian & Zarei, 2013)					
Employees can easily learn new ideas (Self written)					
Speed					
This company has fast operation time (Chama-nifard et al., 2015; Saha et al., 2017)					
Decisions are made quickly to avoid unnecessary delays (Saha et al., 2017; Baninam & Amirnejad, 2017; Raeisi & Amirn-ejad, 2017)					
Quick service is given to customers in case of emergency deadlines (Baninam & Amirnejad, 2017; Raeisi & Amirn-ejad, 2017)					

Appendix C: Organizational Agility Scale (Main Study)

Please indicate to what extent you agree with the following statements by selecting the appropriate option.

Dimensions	1	2	3	4	5
Responsiveness					
The company adapts rapidly to changes in the external environment.					
The company responds quickly to new business opportunities.					
The company promptly responds to customers' feedbacks for change.					
The company promptly responds to employees' feedbacks for change.					
The company provides resources required to perform the job effectively.					
Competency					
Employees have the skills needed to handle new challenges.					
The company invests in staff education and development.					
The company has developed technological infrastructure.					
Services provided by the company are cost effective.					
Flexibility					
The company can easily adjust services to meet the changing demand.					
The company can easily adjust its strategy according to the changing conditions and challenges.					

The company has the ability to customize services features according to customers' needs.					
Employees are supported to be creative and adaptable.					
Speed					
This company has fast operation time.					
Decisions are made quickly to avoid delays in operations.					
Quick service is given to customers in case of emergency.					
Actions are taken quickly in unexpected situations.					

Appendix D: Internal Marketing Scale (Main Study)

Dimensions	1	2	3	4	5
Training					
The company provides adequate training and development opportunities.					
After receiving training, I feel well-prepared to execute my responsibilities.					
Training programs are beneficial to my professional development.					
The company enables me to get the required training to perform my job effectively.					
Internal Communication					
Information is easy to reach within the company.					
Management organizes regular meetings to listen to the employees.					
Vision, mission and organizational goals are clearly understood.					
There is an open communication among employees at all levels.					
Teamwork					
The team members work well together to achieve common goals.					
Team members are supportive and willing to help each other out when needed.					
Feedback and ideas are openly shared among team members.					
There is a strong sense of unity and collaboration among team members.					
Motivation					
This job allows me to reach my goals in life.					
The work environment encourages me to be proactive.					
This company gives rewards to increase job motivation.					
I feel energized working in this company.					
I feel happy about my role in this company.					

Appendix E: Google Survey

Questions Responses 140 Settings



Section 1 of 12

Survey Form

B *I* U

Hello, My name is Farah Abourdan and I am a master degree student of Engineering Management Program at Istanbul Kültür University Industrial Engineering Department. This survey will be used in the master's thesis titled "The Effect of Internal Marketing on Organizational Agility", which is being carried out at Istanbul Kültür University Engineering Management Master's Program. The information obtained from you will be used entirely for academic purposes and your contributions are important to us. Thank you in advance for your valuable contributions.

What is my research about?

I am conducting an academic research titled "Impact of Internal Marketing on Organizational Agility". I will be examining the overall impact of internal marketing including its dimensions (Training, internal communications, teamwork, and motivation) on organizational agility in institutions (agility of speed, agility of competency, agility of flexibility, and agility of responsiveness). I will be examining the comprehensive impacts of internal



Appendix F: Pilot Study SPSS File

Farah Pilot Study Input File.sav [DataSet1] - IBM SPSS Statistics Data Editor

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
1	NameSuma...	String	20	0		None	None	20	Left	Nominal	Input
2	Department...	String	22	0		None	None	22	Left	Nominal	Input
3	PositionJob...	String	27	0		None	None	27	Left	Nominal	Input
4	Gender	String	6	0		None	None	6	Left	Nominal	Input
5	Age	String	5	0		None	None	5	Left	Nominal	Input
6	Educational...	String	26	0		None	None	26	Left	Nominal	Input
7	LengthofEm...	String	18	0		None	None	18	Left	Nominal	Input
8	TotalLength...	String	18	0		None	None	18	Left	Nominal	Input
9	IVResponsiv...	Numeric	12	1	The company a...	None	None	12	Right	Nominal	Input
10	IVResponsiv...	Numeric	12	1	The company r...	None	None	12	Right	Nominal	Input
11	IVResponsiv...	Numeric	12	1	The company p...	None	None	12	Right	Nominal	Input
12	IVResponsiv...	Numeric	12	1	The company p...	None	None	12	Right	Nominal	Input
13	IVResponsiv...	Numeric	12	1	The company p...	None	None	12	Right	Nominal	Input
14	IVCompeten...	Numeric	12	1	Employees hav...	None	None	12	Right	Nominal	Input
15	IVCompeten...	Numeric	12	1	The company i...	None	None	12	Right	Nominal	Input
16	IVCompeten...	Numeric	12	1	The company h...	None	None	12	Right	Nominal	Input
17	IVCompeten...	Numeric	12	1	Services provid...	None	None	12	Right	Nominal	Input
18	IVFlexibility1	Numeric	12	1	The company c...	None	None	12	Right	Nominal	Input
19	IVFlexibility2	Numeric	12	1	The company c...	None	None	12	Right	Nominal	Input
20	IVFlexibility3	Numeric	12	1	The company h...	None	None	12	Right	Nominal	Input
21	IVFlexibility4	Numeric	12	1	Employees are ...	None	None	12	Right	Nominal	Input
22	IVSpeed1	Numeric	12	1	This company ...	None	None	12	Right	Nominal	Input
23	IVSpeed2	Numeric	12	1	Decisions are ...	None	None	12	Right	Nominal	Input
24	IVSpeed3	Numeric	12	1	Quick service i...	None	None	12	Right	Nominal	Input
25	IVSpeed4	Numeric	12	1	Actions are tak...	None	None	12	Right	Nominal	Input
26	DVTraining1	Numeric	12	1	The company p...	None	None	12	Right	Nominal	Input
27	DVTraining2	Numeric	12	1	After receiving t...	None	None	12	Right	Nominal	Input
28	DVTraining3	Numeric	12	1	Training progra...	None	None	12	Right	Nominal	Input
29	DVTraining4	Numeric	12	1	The company e...	None	None	12	Right	Nominal	Input
30	DVInternalC...	Numeric	12	1	Information is e...	None	None	12	Right	Nominal	Input
31	DVInternalC...	Numeric	12	1	Management or...	None	None	12	Right	Nominal	Input
32	DVInternalC...	Numeric	12	1	Vision, mission...	None	None	12	Right	Nominal	Input
33	DVInternalC...	Numeric	12	1	There is no one...	None	None	12	Right	Nominal	Input

Data View Variable View

IBM SPSS Statistics Processor is ready

Appendix G: Main Study SPSS File

*SPSS Input file.sav [DataSet1] - IBM SPSS Statistics Data Editor

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
1	Gender	String	6	0		None	None	6	Left	Nominal	Input
2	Age	String	8	0		None	None	8	Left	Nominal	Input
3	EducationalBackground	String	26	0		None	None	26	Left	Nominal	Input
4	LengthofEmploymentinIstanbulAirport	String	18	0		None	None	18	Left	Nominal	Input
5	TotalLengthofEmployment	String	18	0		None	None	18	Left	Nominal	Input
6	Thecompanyadaptsrapidlytochangesintheextern...	Numeric	12	1		None	None	12	Right	Scale	Input
7	Thecompanyrespondsquicklytonewbusinessopp...	Numeric	12	1		None	None	12	Right	Scale	Input
8	Thecompanypromptlyrespondstocustomersfeed...	Numeric	12	1		None	None	12	Right	Scale	Input
9	Thecompanypromptlyrespondstoemployeesfeed...	Numeric	12	1		None	None	12	Right	Scale	Input
10	Thecompanyprovidesresourcesrequiredto perfor...	Numeric	12	1		None	None	12	Right	Scale	Input
11	Employees have the skills needed to handle new chal...	Numeric	12	1		None	None	12	Right	Scale	Input
12	The company invests in staff education and develop...	Numeric	12	1		None	None	12	Right	Scale	Input
13	The company has developed technological infrastru...	Numeric	12	1		None	None	12	Right	Scale	Input
14	Services provided by the company are cost effective	Numeric	12	1		None	None	12	Right	Scale	Input
15	The company can easily adjust service to meet the c...	Numeric	12	1		None	None	12	Right	Scale	Input
16	The company can easily adjust its strategy according...	Numeric	12	1		None	None	12	Right	Scale	Input
17	The company has the ability to customize services fo...	Numeric	12	1		None	None	12	Right	Scale	Input
18	Employees are supported to be creative and adaptable	Numeric	12	1		None	None	12	Right	Scale	Input
19	This company has fast operation time	Numeric	12	1		None	None	12	Right	Scale	Input
20	Decisions are made quickly to avoid delays in operati...	Numeric	12	1		None	None	12	Right	Scale	Input
21	Quick services are given to customers in case of emerge...	Numeric	12	1		None	None	12	Right	Scale	Input
22	Actions are taken quickly in unexpected situations	Numeric	12	1		None	None	12	Right	Scale	Input
23	The company provides adequate training and develo...	Numeric	12	1		None	None	12	Right	Scale	Input
24	After receiving training, I feel well prepared to execute...	Numeric	12	1		None	None	12	Right	Scale	Input
25	Training programs are beneficial to my professional d...	Numeric	12	1		None	None	12	Right	Scale	Input
26	The company enables me to get the required training...	Numeric	12	1		None	None	12	Right	Scale	Input
27	Information is easy to reach within the company	Numeric	12	1		None	None	12	Right	Scale	Input
28	Management organizes regular meetings to listen to...	Numeric	12	1		None	None	12	Right	Scale	Input
29	Vision, mission and organizational goals are clearly u...	Numeric	12	1		None	None	12	Right	Scale	Input
30	There is an open communication among employees...	Numeric	12	1		None	None	12	Right	Scale	Input
31	The team members work well together to achieve co...	Numeric	12	1		None	None	12	Right	Scale	Input
32	Team members are supportive and willing to help ea...	Numeric	12	1		None	None	12	Right	Scale	Input
33	Feedback and discussion are encouraged among team...	Numeric	12	1		None	None	12	Right	Scale	Input

Data View Variable View

Type here to search

4:19 AM 1/14/2025