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BRILLIANT INTELLIGENCE AND INTERNAL MARKETING EFFECT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR- STUDY OF EMPLOYEE IN HIGH TECHNOLOGY INDUSTRY

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ABSTRACT

The study is mainly to explore the effect of internal marketing and organizational commitment on organizational citizenship behavior driven by organizations, in which the Brilliant Intelligence (BQ) of members will be discussed as mediator variables. Given a fact that local and foreign studies with regard to organizational effectiveness all pay attention to leader's character and behavior more while a discussion on member's character is hardly conducted to understand the effect of organizational objective and related topics. According to the research results, employees of high technology industries in Taiwan reported a positive correlation to internal marketing perception, organizational commitment and organizational citizenship behavior, also, the interaction effect between internal marketing and BQ reported significant effect on the organizational commitment.

KEYWORDS

brilliant intelligence, internal marketing, organizational commitment, organizational citizenship behaviour.

INTRODUCTION

According to scholar Alvin Toffler, information or digital stage has begun since the end of 20th century with information and knowledge worker as driving force behind, such economy belongs to an era of information networking and knowledge-based economy, where muscle strength is replaced by brainpower and becomes major production factor. Facing science and technology knowledge-based century that features speed and efficiency, the high technology industries will become the mainstream of industrial development, while high technology industries are based on scientific development, with innovation the utmost growth element while innovation ability originates from incessant manpower investment and research & development, therefore, traditional strategy for long-term peace and stability within the business is not a panacea that saves unpredictable business crisis, it instead, requires a charm that adapts to change in time and space anytime. Accompanied by how business makes commitment to the strategy and vision of external customers while such a new concept similar to doing things from old theories is highly promoted and executed, to firstly market to first-tier service personnel who directly provide service or product within organizations, to make them fully understand the meaning and guidelines of that strategy and incorporate them into the key moment of customer contact such as service or product delivery, and given such a fact, local and abroad scholars and the industry have all put their efforts on the studies of various industries consecutively, the high technology industries in particular, expect to foster the quality enhancement, customer satisfaction of related industries and subsequent related topics within organizations

Internal marketing reports a strategic purpose of developing customer-oriented employees, which is also a way similar to marketing skill for enterprises to treat their employees, to internalize the service philosophy of business between employees and to further convey the concept to customer through service process. Besides, according to scholars in organizational behavior and management field, business philosophy and objective will adapt to their work spontaneously once the organization or business works well, or during the process of service, the employees will not only have to perform in-role behavior as per role guidelines regulated by the organization, but also have to perform innovative, spontaneous and cooperative behaviors of some non-official guidelines within organizations, these behaviors other than in-role behaviors are firstly proclaimed as "Organizational Citizenship Behavior" by Organ (1988).

However, the personality traits and work attitude of employees themselves are seemingly associated with performance of two variables - "internal marketing" executed within organizations and employee's "organizational commitment" while paying attention to the organizational behavior of employees enabled through organization perspective. An employee who reports kind personality traits and work personality should be more easy to understand, realize strategies, guidelines and systems driven by business, to further have them fulfilled, executed effectively and at the same time, to breed stronger perception of commitment to the organization.

Given viewpoints stated above, internal marketing executed within the enterprise reported unneglected importance and urgency, in the meantime, internal marketing is also the most direct and effective way and mean to enable job satisfaction between employees, to ferment organizational commitment, trust and organizational citizenship behavior. Therefore, the study targets employees of high technology industries in Taiwan to explore execution of internal marketing within organizations, their attitudes toward employees' perception of organizational commitment and organizational citizenship behavior and to further understand whether employees in different personality traits and work attitude report significant difference in terms of organizational commitment variable.

To sum up, a discussion on the high technology industries in Taiwan will be conducted by the study:

- Effect of employee's "internal marketing" perception on "organizational commitment" and "organizational citizenship behavior".
- Correlation between enterprises' perception of "internal marketing" and employees' "organizational commitment" and "organizational citizenship behavior".
- Whether employees' in different demographic variables report a significant difference in above-mentioned dimension.

LITERATURE REVIEW**INTERNAL MARKETING**

A concept of internal marketing (IM) is a new management philosophy that organizations regard its organization members as internal customers (Berry,1981) , as it should be, internal marketing is also subject to development of customer-oriented employees (Gronroos,1985) . Despite what most scholars who studied internal marketing have pointed out, employee's behavior and performance such as organizational commitment, organizational trust, job satisfaction, customer driven and organizational citizenship behavior etc. will be easily affected once the organization applies internal marketing to organizational members and manages their employees effectively, a concept of "internal marketing" has been deeply valued and recognized by the industry circle.

A concept of internal marketing originated from service industry. Among perceptions of most people, "marketing" is about product marketed to customers by manufacturer; it is in fact, failed to enhance quality of service through conventional method (e.g. technology upgrade) purely, it however, has to done through a process of interaction between first-tier service personnel and customer, which reports a decisive effect on fostering overall customer satisfaction (Kan, 2001). Therefore, marketing concept and topic have extended from traditional tangible product to intangible service consecutively, while the target audiences have been extended from external customers to internal customers (employee) of enterprises or organizations.

Marketing scholar Kotler (2000) has re-defined the relationship generated by all publics , it includes but not limited to customer", he tried to expand the scope of existing marketing concept defined, in his point of view, marketing is about related issues among the organization and all its interest groups, in which not only customer but also employee should be included in. Thomas (1978) has also proposed a marketing framework for service industry, with marketing strategies of service industry summarized in terms of 3 perspectives : internal marketing, external marketing and interactive marketing.

According to Johnson, Scheuing & Gaida (1986) , internal marketing is to allow employees within organizations to be aware of mission, objective and vision of the organization, and to achieve the expectation of the organization through education training, incentives and performance evaluation for employees. Gummesson (1987) said that the service perception and customer satisfaction of part-time marketer is the purpose of internal marketing, in which he believed that employees should play a role of marketer in the organization no matter he/she works under marketing department or not; Also, the ability, attitude, customer-driven behavior and service perception of first-tier employees who directly provide service while interacting with customer, is the key to affect customer perception of enterprises' quality of service. Piercy & Morgan (1991) proposed that internal marketing is a kind of strategic plan which aims to work with external marketing plans outside enterprises. The company conveys related marketing contents and execution methods to units and employees within organizations through internal marketing. Given the viewpoints stated above, Gronroos (1994) has re-defined the internal marketing as : "Organizations allow employees to receive best stimulation through proactive & active behaviors similar to marketing as well as a manner of intergration and coordination in terms of service perception and job satisfaction development.

Moreover, "internal marketing" is a philosophy similar to HR management, which combines theory; technology and principle to stimulate, mobilize, recruit and manage all employees within organizations to continuously improve way of service delivery by external customers and internal employees (Joseph, 1996) . According to Berry & Parasuraman (1991) , internal marketing is to attract, develop, stimulate and retain outstanding employees that organizations want by finding product that conforms to employee demand, is a management philosophy that to treat employees as their customers, is a developing strategy that forms products (job) that satisfy employee demand. David (2003) mentioned that the internal marketing of knowledge-based era should be defined as strategy for relationship development that organizations would like to achieve knowledge renewal in his "medium theory that affects internal marketing".

The study has defined and discussed internal marketing in terms of "similar" to HR management perspective, the so-called internal marketing, is organization to apply marketing concept to the deeds of HR management perspective. For example, George & Gronroos (1989) and Berry & Parasuraman (1991) have considered that internal marketing is highly similar to HR management, also, subsequent scholars have said that HR department could in fact, use many marketing concepts to solve and assist the difficulties encountered by HR department. To summarize the viewpoints above, the meaning and concept of internal marketing have been gradually expanded to more extensive industrial sectors after being discussed by related scholars though they were firstly developed by service industry, the study has defined internal marketing as "to regard employee as internal customer with marketing perspective adopted to conduct HR management activity within organizations to enhance employee's identification to the organization and the job satisfaction as well as achieve organization's objective.

ORGANIZATIONAL COMMITMENT

Organizational commitment is an attitude that not only affects employees intensity of input and effort to organization (Steer, 1977) , which means network relationship of employees to organization. The organizational commitment is firstly appeared on Becker (1960) , in which "commitment" is applied to the studies of organizational behavior, he believed that organizational commitment is continuity of behavior, after that, organizational commitment has become the topic valued by scholars of organizational management or public/private sector.

Organizational commitment is a willingness to devote and be loyal to energy of social system, i.e., to attach personality trait system of individual to self performance of social relationship (Kanter, 1968) . Afterwards, Porter , Steers, Mowday & Boulin (1974) said that organizational commitment is sense of identification and performance of relative intensity of individuals to certain organization and input tendency, in which it covers : 1. An intention to accept organizational objectives and value; 2. An intention to strive for the pursuit of organizational interests; 3. A strong desire to sustain member's identity of organization. Therefore organizational commitment should be a positive attitude toward to commit to the organization, agree to organizational objective, is a job to make organization members feel happy and regard work as part of life for each individual, they perceived that organization is where loyalty and affection belong to, therefore, is an inner attitude to continue and even stay in the organization all their life willingly.

To make a comprehensive survey of organizational commitment related studies, which could essentially be categorized into 3 dimensions roughly, which are 1. Organizational commitment initiated from member's attitude; 2. Organizational commitment initiated from member's behavior and 3. Organizational commitment initiated from integration point of view.

Given the statement mentioned above, organizational commitment could essentially be divided into 3 dimensions, including attitude, behavior and integration perspective, however, subsequent studies have inclined to establishing organizational commitment upon integration perspective after a composite of continuance commitment, cohesion commitment and control commitment for organizational commitment of organization members is proposed by Kanter (1968) , therefore, the study will be developed upon te the organizational commitment concept developed by Meyer & Allen (1987) .

ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Actually, there was no such term like "organizational citizenship behavior" for the organizational behavior field in early days. The concept was firstly proposed by Bernard (1938) , he pointed out that organization is a cooperative group while the members within organizations should have an intention to devote themselves to the organization, in which this intention at least should conform to the definition rendered to the role by the organization. After that, what Katz (1964) has mentioned in his book "The Motivational Basis of Organizational Behavior" is closest to the concepts of interpersonal relationship and organizational citizenship behavior within organizations, in his point of view, to ensure an effective operation of organization and boost its effectiveness, there are 3 behaviors that employees within organizations should perform :

1. Organization members have to be further led and stay in the system;
2. Organization members have to fulfill their role duties upon a reliable manner.
3. Organization members have to develop behaviors that exceed the duties appointed to the role and to realize the objectives of organization upon innovative and spontaneous act.

As the so-called "spontaneous act" of organization members exceeds the guidelines to the official role of organization, it is generally called "extra-role behavior" in early days to facilitate differentiation from "in-role behavior" of work manual or other official guidelines of organization. Moreover, Bateman & Organ (1983) have officially enabled employee's spontaneity in the organization and pro-social behavior irrelevant to official regulations of organization and is called Citizenship Behavior.

The master of organization management – Robbins pointed out that there is a direct relationship between job satisfaction and employee productivity in 1994, the product performance will be enhanced immediately as long as employee's job satisfaction is enhanced. The performance of organization and individual will certainly be enhanced once organizational citizenship behavior appears, while the shaping of organizational citizenship behavior can be further classified as below by 3 levels of organizations (individual level, group level and organization system level):

1. Individual level perspective: including employee trust, employee characteristics, personality, employee background, job characteristics, personal value etc.

2. Group level perspective: including leader-member relations, conflict within the group, leadership style, charisma and leadership style etc.

3. Organization level perspective: including compensation system, organizational culture, organizational commitment, education training style, employee-organization relationship, organization characteristics, job satisfaction, fairness and trust.

Related variables that might be caused by organizational citizenship behavior cover effects such as personal job performance, registration tendency, employee retention, customer complaint, overall productivity of organization, innovation ability.

In short, organizational citizenship behavior can be the outcome of effect (dependent variable) and could be the source of effect (independent variable); however, except fewer studies that regard organizational citizenship behavior as independent variable, organizational citizenship behavior is mostly discussed in terms of independent variable among the studies on organizational citizenship behavior domestically or abroad, while the research focus is centered on the effect of unitary-level variable on organizational citizenship behavior.

According to related studies mentioned above, studies of organizational citizenship behavior by local and overseas scholars all adopted different variables in different levels to explore the key or major variable that leads occurrence of organizational citizenship behavior, however, a common concept or model cannot be discovered up to now to support the result.

BRILLIANT INTELLIGENCE

The Brilliant Intelligence (BQ) is a new benchmark for measurement that applies to global enterprises and recruitment by HR test for the time being, is a new mainstream to examine the outstanding capability of enterprise and individual in the workplace; in which the BQ covers a table of brilliant measurement formed by 30 questions covering Brain, Beauty and Behavior dimensions. According to the survey : 1. The career force of service industry in Taiwan has stepped toward an era of "quality"; 2. An attention to BQ by enterprises signifies a value-added function of workplace BQ to individuals; 3. Total marketing and public age have come.

In addition, the features of enterprise BQ extended from personal BQ by related scholars are as below respectively: 1. inside-out style of business culture; 2. Charisma created by business leader ; 3. Brand personality of business.

How BQ capability is established? Self awareness, social awareness, self management and interpersonal relationship management are needed; here are methods to establish BQ capability:

1. Beauty-Beauty, requires self awareness ability of esthetics consciousness and esthetics perception, and has to be confident to interpret and acknowledge the effect of various external and internal environments; to know self evaluation precisely.

2. Brain—workplace IQ+EQ-Workplace IQ requires area of expertise, innovation ability and creativity force and in the meantime, equipped with strong motive to enhance self ability, to pursue excellent performance and other self management. Workplace EQ, requires courage, optimism and impulse and other achievement motives, it but also, needs to adapt to changeable environment and conquer the difficulty and emotion control ability for conflict management. Requiring healthy interpersonal relationship management, needs to have affinity and sympathy, feel the emotion of others, understand perspectives of others and care about others proactively.

3. Behavior-Behavior is to look at oneself through other people's eyes; therefore, you need to rely on social awareness, interpersonal relationship management and self management. To make yourself look energetic and at the same time, make use of body language well, control the situation and show the poise externally, to manage oneself upon style/creativity and sense of style. You should be able to affect other people for sure, therefore, an ability to motivate need deed and new thinking is required, and get acquainted with interpersonal relationship management, be able to interpret the trend of development, decision network and business operation within the groups.

METHODOLOGY

According to research motive and purpose, literature review, the study introduces employee's perception of "internal marketing" and "organizational commitment" of chain groups among high technology industries in Taiwan as independent variables, as well as mutual influence between moderating variable "BQ" and its dependent variable "organizational citizenship behavior" and to propose the research framework of the study accordingly (Figure 1).

FIGURE 1: RESEARCH FRAMEWORK



RESEARCH HYPOTHESES

Hypotheses are proposed as below after the aforementioned literature review and research framework of the study is verified:

1. Personal characteristic variables reported no significant correlation among internal marketing, organizational commitment and organizational citizenship behavior.

H1-1 : Employees by gender reported no significant difference in various research variables.

H1-2 : Employees by different units reported no significant difference in various research variables

2. A discussion of correlation among internal marketing, organizational commitment and organizational citizenship behavior.

H2-1 : No significant correlation among internal marketing, organizational commitment and organizational citizenship behavior.

H2-2 : No significant correlation among various sub-dimensions of internal marketing and organizational commitment.

H2-3 : No significant correlation among various sub-dimensions of internal marketing and organizational citizenship behavior.

H2-4 : No significant correlation among various sub-dimensions of organizational commitment and organizational citizenship behavior.

DEFINITION AND MEASUREMENT OF OPERABILITY FOR DIMENSION VARIABLE

The study introduces questionnaire as a tool for data collection, with definition and measurement method of operability for related variables are listed as below upon aforementioned research framework.

1. Internal marketing

The study introduces opinions of Gronross(2001) and related scholars with internal marketing defined as : internal marketing is a concept adopts service marketing, which regards employees as customers to create a complete internal operating environment , develop employees with customer oriented and service perception and good professional competence for the pursuit of joint interest of employee and enterprise, so as to achieve the goals of enterprise in satisfying customer needs and foster operating performance, with design of measurement table referred to the empirical measurement by Wu (2001) and with internal marketing divided into 4 dimensions - education training, management support, communication and incentive, and including total up 35 questions and is designed upon Likert Scale.

2. Organizational commitment

The study regards organizational commitment as a commitment of organization members to truly strive for the organizational objectives proactively, which is mainly attitude and affection driven, in which the organizational commitment questionnaire (OCQ) developed by Meyer & Allen (1993) will be introduced here for measurement, the questionnaire reports 18 questions covering 3 dimensions :

(1) Affective commitment: a thought of employees to continue to work and stay in the organization willingly;

(2) Normative commitment : Emphasize on loyalty to organization is the outcome of social experience developmet, or benefits acquired from organization, with liability generated in members' mind to repay the organization;

(3) Continuance commitment: Associated with perceived cost of employees who leave the organization, which is a commitment of employees to stay in the organization.

3. Organizational citizenship behavior

The study introduces empirical perspective and classifies organizational citizenship behavior into two types: (1) OCB-Organization (OCBO), a behavior that is favorable to organization; (2) OCB-individuals (OCBI), a behavior that is beneficial to particular individuals and to show contribution to the organization through such manner indirectly, which could be summarized into two dimensions and 21 questions:

(1) OCBI : a behavior of member to actively help people, show concern to other colleagues and make profit to organization through assistance on job to colleague indirectly ;

(2) OCBO: a behavior that members perform for overall interest of organization.

4. BQ

The study referred to the Brilliant Intelligence (BQ) measurement published on Harvard Business Review (HRB, 2006) to examine the benchmark for measurement that applies to global enterprises and recruitment by HR test in Taiwan, is a new mainstream to examine the outstanding capability of enterprise and individual in the workplace; In which the BQ covers a table of brilliant measurement formed by 30 questions covering Brain, Beauty and Behavior dimensions.

SAMPLE BACKGROUND VARIABLES

The background variables of the study covering 6 dimensions - gender (male, female), age (under 24, 25-34, 35-44 and over 45), education level (senior/vocational high school below, junior college, university and graduate school above), marital status (married, single), service department (marketing, R&D, management and manufacturing departments) and length of service (under 2 years, 2-4 years, 4-6 years and above 6 years) of employees and to design upon category variable accordingly.

RESEARCH OBJECTS AND SAMPLING DESIGN

The study is mainly to explore the correlation among employees' internal marketing perception, organizational commitment and organizational citizenship behavior in high technology industries, with target audiences focused on the first-level employees of high technology industries in Taiwan; including TSMC, MediaTek, Semdica Int'l Corp., Semdica Technology Corporation, Nanya Technology Corporation; with an inquiry made to the head of HR department whether "internal marketing behavior" is executed on that high technology industry before questionnaire was distributed, and to ask for intention of questionnaire distribution once a positive feedback is received. The questionnaire was issued by Chunghwa Telecom through network system between Dec. 1st, 2005-Jan. 31st, 2006, with 400 questionnaires issued in total and a gift given in return to those respondents who fully complete the questionnaire, therefore reporting a better rate of return; according to the statistics, 345 questionnaires are returned deducting 37 questionnaires with income answer, totaling up 308 valid questionnaires and reporting a 89.28% rate of return.

RESEARCH RESULTS

The study targets first-level employees of high technology industries in Taiwan; including TSMC, MediaTek, Semdica Int'l Corp., Semdica Technology Corporation and Nanya Technology Corporation as population with convenience sampling introduced and 400 employees selected, reporting 308 valid questionnaires returned in total (89.28% effective rate of return). According to data distribution of sample, the service personnel of high technology industries reported a majority of less than 3 years length of work (above 50%), it is thus clear that the employees of high technology industries reported higher turnover rate and hence managers of high technology industries should be more devoted to internal marketing execution so as to enhance the centripetal force between employees on the organization (Table 1) .

TABLE1: DISTRIBUTION OF SAMPLE CHARACTERISTICS

	N	%
Gender		
Male	170	55.2%
Female	138	44.8%
marriage		
Married	112	36.4%
Unmarried	196	36.6%
Age		
Under 24 years of age	50	16.2%
25 to 34 years	210	68.2%
35 to 44 years	44	14.3%
Above 45 years of age	4	1.3%
Education		
Under senior high school	52	16.9%
Graduated from professional school	90	29.2%
Graduated from university	138	44.8%
Graduated graduate school or above	28	9.1%
Department		
Marketing department	92	29.9%
R&D department	54	17.5%
Management department	82	26.6%
Production department	80	26.0%
Years of service		
Under 2 years	94	30.5%
Over 2 years~under 4 years	62	20.1%
Over 4 years~under 6 years	84	27.3%
Above 6 years	68	22.1%
Total	308	100%

On table 2 refers average and standard deviation of various research variables which are used to understand the distribution of various variables, with performance of BQ of employees at high technology industries firstly discussed. Employees reported higher scores than average (3.89) in terms of brain and beauty while "behavior" simply reported 3.41 scores in average, showing that managers of high technology industries should pay attention to planning and execution of employee's behavior performance for service industry of today is full of execution concept between employees of high technology industries; besides, as far as internal marketing perception is concerned, the averages of 4 variables all fall around 3.23, and hence there is room for improvement in advertising of internal marketing execution among high technology industries in Taiwan; employees reported pretty good loyalty and value identification in terms of affective, normative and continuance commitments among the 3 variables of organizational commitment, however, a potential intention of employees on organizational commitment is failed to show; as far as organizational citizenship behavior is concerned, employees showed lower level of perception, indicating that managers should revise or reinforce mean or method of stimulating employee's organizational citizenship behavior. A factor analysis on the measurement will be conducted in terms of employees' perception of internal marketing, organizational commitment and organizational citizenship behavior in this section, with factors in common of various dimensions summarized along with reliability analysis to examine whether there is consistency between questions of one factor or factors. Whether there is covariance between various variables or questions should be confirmed before factor analysis is conducted.

TABLE2: STATISTIC VALUE FROM EACH VARIABLE (N=308)

Concept	variable	μ	s	Concept	variable	μ	s
Brilliant Intelligence		3.89	.472	Organizational commitment		3.71	.504
	Beauty	4.21	.397		Affective commitment	3.75	.567
	Brain	4.21	.563		Normative commitment		
	Behavior	3.41	.451		Continuance commitment	3.65	.612
						3.74	.531
Internal marketing		3.23	.521	OCB		3.11	.543
	Education training	3.33	.650		OCBI	3.10	.632
	Management support	2.71	.675		OCBO	3.11	.733
	Communication	3.08	.795				
	Incentive	3.82	.452				

The most frequent method that applies to factor analysis is goodness-of-fit test by KMO value and sampling of Bartlett's test of sphericity to moderately measure to examine whether a factor analysis of various dimensions of the study is conducted, if KMO is bigger than 0.7, p value of Bartlett's test of sphericity is close to 0 then a factor analysis could be conducted immediately. Questionnaire execution and return result are shown as Table 4 below through statistical software analysis, in which the KMO values of employees' internal marketing perception, organizational commitment and organizational citizenship behavior at high technology industries are 0.908, 0.951 and 0.912 respectively, while the value of Bartlett's test of sphericity all attained level of significance, showing that there is common factor existed in related matrix of population (Table 3).

TABLE 3: TEST FINDING THROUGH KMO AND BARTLETT'S TEST

Test method \ Concept	Internal marketing	Organizational commitment	OCB
KMO	0.908	0.951	0.912
Bartlett's	0.000***	0.000***	0.000***

***:p<.001

There are 33 questions under internal marketing dimension, with 3 factor dimensions abstracted after a factor analysis, which are "education training", "communication", "management support" and "incentive", also, the characteristic values of various factor dimensions are all bigger than 1, reporting up to 61.428% total explained variance, Cronbach's α reliability analysis is conducted in terms of these 4 factor dimensions, reporting high reliability at over 0.7, which are 0.8425, 0.8212, 0.8597 and 0.8014, respectively.

There are 17 questions under organizational commitment dimension, with 3 factor dimensions abstracted after a factor analysis, which are "affective commitment", "normative commitment" and "continuance commitment", also, the characteristic values of various factor dimensions are all bigger than 1,

reporting up to 53.442% total explained variance, Cronbach's α reliability analysis is conducted in terms of these 3 factor dimensions, reporting high reliability at 0.7, which are 0.8026, 0.7788 and 0.7721.

There are 20 questions under organizational citizenship dimension, with 2 factor dimensions abstracted after a factor analysis, which are "altruistic behavior", "organizational citizenship behavior", also, the characteristic values of various factor dimensions are all bigger than 1, reporting up to 56.158% total explained variance, Cronbach's α reliability analysis is conducted in terms of these 2 factor dimensions, reporting high reliability at over 0.7, which are 0.8633 and 0.8082.

This section is to further verify whether there is significant correlation between employees of high technology industries in terms of internal marketing perception, organizational commitment and organizational citizenship behavior, with Pearson's correlation coefficient introduced as follow.

According to Table 4, a positive correlation is existed among education training, communication, management support and incentive of internal marketing, and affective commitment, normative commitment and continuance commitment of organizational commitment, showing that the higher the internal marketing perceived by employees of high technology industries through media education training, communication, management support and incentive, the higher the affective, normative and continuance commitment of organizational commitment.

TABLE 4: RELATIVE ANALYSIS BETWEEN INTERNAL MARKETING AND ORGANIZATIONAL COMMITMENT

concept	Organizational commitment	Affective commitment	Normative commitment	Continuance commitment
Internal marketing	0.676***	0.589***	0.623***	0.618***
Education training	0.541***	0.426***	0.497***	0.532***
Communication	0.549***	0.499***	0.510***	0.462***
Management support	0.786***	0.697***	0.754***	0.601***
Incentive	0.514***	0.415***	0.500***	0.495***

* : $p < .05$, ** : $p < .01$, *** : $p < .001$

According to Table 5, a positive correlation is existed among education training, communication, management support and incentive of internal marketing, and altruistic behavior of organizational citizenship behavior and organizational citizenship behavior, showing that the higher the internal marketing perceived by employees of high technology industries through media education training, communication, management support and incentive, the higher the altruistic behavior of organizational citizenship behavior and organizational citizenship behavior.

TABLE 5: RELATIVE ANALYSIS BETWEEN INTERNAL MARKETING AND OCB

concept	OCB	OCBI	OCBO
Internal marketing	0.652***	0.560***	0.589***
Education training	0.394***	0.352***	0.356***
Communication	0.495***	0.426***	0.401***
Management support	0.442***	0.394***	0.312***
Incentive	0.641***	0.602***	0.584***

* : $p < .05$, ** : $p < .01$, *** : $p < .001$

According to Table 6, a positive correlation is existed among affective, normative and continuance commitment of organizational commitment, and altruistic behavior of organizational citizenship behavior and organizational citizenship behavior and other sub-dimensions, showing that the higher the affective, normative and continuance commitment of organizational commitment perceived by employees of high technology industries, the higher the altruistic behavior of organizational citizenship behavior and the organizational citizenship behavior.

TABLE 6: RELATIVE ANALYSIS BETWEEN ORGANIZATIONAL COMMITMENT AND OCB

concept	OCB	OCBI	OCBO
organizational commitment	0.668***	0.551***	0.578***
Affective commitment	0.412***	0.397***	0.405***
Normative commitment	0.589***	0.499***	0.547***
Continuance commitment	0.514***	0.457***	0.489***

* : $p < .05$, ** : $p < .01$, *** : $p < .001$

According to Table 7, employees of high technology industries in different gender reported significant difference in education training, incentive and organizational commitment of internal marketing, and its normative commitment, BQ and behavior (male reports higher level of perception than female) in terms of internal marketing, organizational commitment and organizational citizenship behavior, BQ dimensions, showing that male employees are more inclined to regular way of management that enterprises use to enable more official commitment to the organization, and to repay the organization by a manner of behavior (Table 7).

TABLE7: VARIANCE ANALYSIS FROM DIFFERENT GENDER

concept	Category standards	μ		F	P	Scheffe
		1 Male	2 Female			
Internal marketing		3.51	3.48	1.607	0.124	
Education training		3.60	3.46	1.032	0.005*	1>2
Communication		3.54	3.42	1.329	0.0467	
Management support		3.48	3.49	1.119	0.667	
Incentive		3.29	3.21	0.996	0.031*	1>2
Organizational commitment		3.52	3.32	0.638	0.034*	1>2
Affective commitment		3.75	3.80	1.453	0.514	
Normative commitment		3.52	3.28	0.065	0.004**	1>2
Continuance commitment		3.54	3.62	0.456	0.142	
OCB		3.26	3.16	0.695	0.301	
OCBI		3.58	3.39	0.537	0.324	
OCBO		2.78	2.58	1.064	0.510	
BQ		3.47	3.40	1.508	0.002**	1>2
Brain		3.49	3.49	0.908	0.214	
Beauty		3.51	3.47	1.348	0.084	
Behavior		3.32	3.13	7.67	0.005*	1>2

According to Table 8, employees of high technology industries in different units reported significant difference in BQ and behavior (employees of manufacturing department reported higher level of perception than rest of other 3 departments) in terms of internal marketing, organizational commitment, organizational citizenship behavior and BQ dimensions, showing that employees of manufacturing department pay attention to the performance of BQ characteristics more, behavior in particular; indicating that the employees of manufacturing departments are more inclined to production through brain and behavior (Table 8).

TABLE8: VARIANCE ANALYSIS FROM DIFFERENT DEPARTMENT

μ concept	Category standards	1	2	3	4	F	P	Scheffe
		marketing	R&D	Management	Production			
Internal marketing		3.67	3.65	3.65	3.45	1.607	0.124	
Education training		3.95	3.95	3.93	4.00	1.032	0.421	
Communication		3.44	3.42	3.43	3.65	1.329	0.047	
Management support		3.45	3.36	3.41	3.37	1.119	0.667	
Incentive		3.92	3.96	3.94	4.01	0.996	0.072	
Organizational commitment		3.70	3.71	3.70	3.72	0.638	0.084	
Affective commitment		3.49	3.80	3.47	3.69	1.453	0.514	
Normative commitment		3.83	3.81	3.82	3.78	0.065	0.467	
Continuance commitment		3.80	3.81	3.79	3.85	0.456	0.142	
OCB		3.60	3.59	3.59	3.63	0.695	0.301	
OCBI		3.73	3.75	3.73	3.77	0.537	0.324	
OCBO		3.47	3.44	3.45	3.49	1.064	0.510	
BQ		3.80	3.85	3.81	3.91	1.508	0.002*	4>3>2>1
Brain		2.90	3.04	2.93	3.12	0.908	0.214	
Beauty		3.71	3.69	3.69	3.74	1.348	0.084	
Behavior		3.18	3.21	3.18	3.37	7.67	0.005*	4>3>2>1

CONCLUSION

The verification results of hypotheses assumed by the study were summarized as below upon the results of empirical analyses mentioned above: According to t test, there is significant difference in education training, incentive, organizational commitment and normative commitment, BQ and behavior of various variables for employees by gender in terms of perception level; i.e., male employees reported higher level of perception on aforementioned variables than female employees. There is no significant difference in various variables between members by different units except employees of manufacturing department reported significant difference in BQ and behavior variables.

A discussion on the correlation among employee’s internal marketing, organizational commitment and organizational citizenship behavior. A positive correlation is shown between various dimensions of internal marketing and various dimensions of organizational commitment. A positive correlation is shown between various dimensions of internal marketing and various dimensions of organizational citizenship behavior.

The study is mainly to discuss and understand employee’s perception of marketing marketing, organizational commitment, organizational citizenship behavior and BQ among high technology industries in Taiwan, with correlation of various variables, difference between various variables and level of influence on organizational citizenship behavior analyzed. The study is stated upon the aforementioned result of hypothesis analysis set, with related suggestions proposed to provide as a reference to subsequent academic study and practices.

Whether there is significant difference in various variables in terms of characteristics of responded employees. Among variables of internal marketing, employees of high technology industries by gender reported significant difference in terms of sub-dimensions of internal marketing-education training and incentive, i.e. male reported higher level of perception in that variable than female respondents. Among variables of organizational commitment, employees of high technology industries by gender reported significant difference in terms of organizational commitment and its sub-dimensions – normative commitment, i.e., male reported higher perception on that variable than female respondents while others reported no significant difference. Among variables of organizational citizenship behavior, employees of high technology industries reported no significant difference in no matter the gender or service unit. Among variables of BQ, employees of high technology industries by gender reported significant difference in terms of BQ and its sub-dimension – behavior; while the BQ and behavior dimensions of manufacturing unit are significantly different from other departments such as marketing department, R&D department and management department in terms of service department.

It is thus clear that there is significant difference in sub-dimension of internal marketing – education training and incentive, organizational commitment and its sub-dimension – normative commitment, BQ and its sub-dimension between male and female employees of high technology industries in Taiwan, while male reported bigger difference than female, it is known that male employees of high technology industries will be able to accept any measures, plans and strategies of internal marketing driven by official channels such as education training and incentive of the company, and further incline to loyal normative commitment; besides, male employee’s BQ and its sub-dimension are significant different from female employees, it is inferred that it is associated with a hypothesis on significant difference in BQ of different units, in which the result showed that more male workers than female of manufacturing department is perhaps what leads to BQ of manufacturing department is significantly different from other departments.

A positive correlation relationship is shown between various dimensions and its sub-dimensions, to speak from HR management and promotion of internal policy within the organization, the higher the perception of employees at high technology industries on internal marketing, the easier they are to deeply acknowledge the business strategy and regulation proposed upon any changes in people, matter, time, place and object, and to further generate high organizational commitment to the enterprise or unit at service, and relatively, to slowly develop a more imperceptible organizational citizenship behavior that well upraises from the organization.

SUGGESTIONS

Facing a prosperous development of high technology industries of today, and a more acute and diverse competition between various enterprises, the product produced or marketing strategy, research and development of innovative technology are no more key criteria to business success, the entrepreneurs have to learn a concept of “internal marketing” that has been applied to service industry for a long time, to experience with heart and to spare no efforts to understand and obey the old and new rules that enterprises want employees to abide by and to put into practice, just like a symphony or dolphin-styled like organization, to stay agile, flexible and an attitude to follow all the time, therefore, employees who report higher internal marketing perception will be the most imperative lethal weapon in the 21st century.

Of course, the internal/external distinguishing characteristics equipped by employees themselves were never paid attention to while employees of high technology industries were discussed by domestic and abroad studies in terms of policy, leadership style, laws and regulations ...from “organization perspective”, in fact, the achievement and contribution of employees to organization will subject to many acquired factors, therefore, entrepreneurs are

suggested to drive organizational strategy in terms of multi-dimensions in the future, e.g., the personality trait that “BQ” represents for to cooperate with related internal marketing methods to further cause organizational commitment and organizational citizenship behavior between employees.

“Employees” were gradually converted from manpower cost to “human asset” concept, therefore, entrepreneurs should design plans or education that they would like to promote now or in the future, to think the benefits generated and employee achievement from “employee” perspective to attain twice the result with half the effort.

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