The effect of internal marketing on customer-oriented with an emphasis on the mediating role of organizational silence and emotional labor
(Case Study: Hamadan Youth and Sports Department)

Naeimeh Esmaeeli Farjam¹, Mostafa Rezaei Rad², Alireza Slambolchi³

1. MSc in Executive Management Strategic Orientation, Faculty of Humanities, Hamadan Branch, Islamic Azad University, Hamadan, Iran.
2. Prof. Scientific Board Limb of Management Administration, Faculty of Management, Hamadan Branch, Islamic Azad University, Hamadan, Iran.
3. Prof. Scientific Board Limb of Management Administration, Faculty of Management, Hamadan Branch, Islamic Azad University, Hamadan, Iran.

Corresponding Author email: solaleh.esmaeeli@yahoo.com

Abstract: When organizations are looking for ways to improve the delivery of services to their clients consultants are trying to give customers more features and their needs to be resolved. But intelligent and forward-thinking organizations to take any action in connection with its employees' behavior and their revision in the first step, and keep them satisfied. Studies show that customer satisfaction is achieved employee satisfaction. Research proves that happy employees are more committed to the organization and customers. Employees who are satisfied with their jobs are likely to bring organizations together successfully.

Philosophy and treaty relationship between customers and employees (internal customers) organization, reflected in domestic marketing. Therefore they achieve success, more serious efforts to spend the day and try to improve the level of customer service quality. In this study, the relationship between internal marketing and customer orientation in Hamedan looked Youth and Sports Department. Also in this respect the role of organizational silence and emotional variables are tested. In line with standard questionnaire was used to collect information and library resources. The population of this research are employees of Hamedan city Youth and Sports Department. The study purpose of gathering data is descriptive-survey. To analyze the data from methods such as questionnaires, Cronbach's alpha test, Kolmogorov-Smirnov test, Pearson correlation analysis confirmatory factor analysis and structural equation model fit for the four-step method Baron and Kenny mediation analysis to investigate the relationship between mediation and lisrel SPSS21 software was used. Finally, it was confirmed fit the original study and the results showed that between internal marketing and customer orientation, with the mediating role of organizational silence and feel there is a significant positive relationship.

Keywords: internal marketing, customer focus, organizational silence, emotional labor

Introduction

The era in which we live and organization features. Each pillar has been the organization that it is necessary for the organization. These pillars include structure, technology, goals, capital and manpower requirements. Although each of these factors is important in shaping the organization. Undoubtedly, the most important element of any organization is its human resource forms, most scholars consider the constant element of human management. Therefore the company should have paid special attention to this element. As customers are internal to the organization's staff attention to domestic customers, as domestic marketing today is marketing literature. As a marketing organization of its staff in the performance of the organization appears positive and beneficial results, organizations that pay more attention to its employees that more customers are usually employees, for this purpose, the key role of internal marketing on the behavior and attitude of the personnel is examined in this study.

The Importance and Necessity of Research:

Looking at the nature of the organizations it becomes clear that employees in organizations have a significant impact in providing services and products, therefore, special attention to internal marketing staff, can assist in creating a customer oriented behavior in employees including measures that are effective in this regard organizational silence and emotion. So through internal marketing can be reduced and the amount of emotional labor increased organizational silence. In this way, the
question of quality services offered to customers. Given that customers receive quality services are more and more desirable, is necessary the review and with special attention to the organization's core capital through internal marketing on the quality of service provided by the staff of the Office of Youth and Sports and customer oriented behavior in them is essential. so it is necessary to examine the effect of internal marketing on the customer's organization.

**Problem Statement**

One of the capabilities or competencies necessary for success in the competition, knowledge and skills in organizations are marketing. The sports organizations can be an important and integral part of each country's body that the development of general and specialized championship at domestic and international level seeks to achieve its objectives. Much of the problems that now can be seen in the sport, the lack of belief in the effectiveness of internal marketing in line with its development and misidentification and timely obstacles before it comes. Despite the importance of internal marketing to promote various institutions for empirical always been emphasized, this sport has always been neglected in space. However, the development of sports marketing can dramatically improve athletic performance the greater empowerment of community sport, stop wasting time and money by understanding the needs and wants of the target, accountability and initiative in the organization. The self-athlete, sports federations, international competition and club sports organizations, sports organizations need to develop marketing and especially due to internal marketing. Given that today's broad market success or failure of any depends organization have requires on audience behavior, the behavior of individuals who are directly connected with them via domestic marketing should be considered. Due to increased sports service in the world today, staff members affected by your behavior. Instill awareness and customer services at the Youth and Sports Department staff can be one of the internal marketing purposes. After the merger Physical Education Organization and the National Youth Organization and the Youth and Sports Department has begun to change its organizational structure and organization and their human resources impact the various threats are such that it can be referred to the phenomenon of organizational silence. Organizational Silence can have harmful effects and changes in the organization's decision-making process. This is compounded by the refusal of offering different alternatives, negative feedback or correct information is created. The results of organizational silence can be known incompatibility and thus the motivation, commitment and job satisfaction to bring down. Therefore, organizational effectiveness will be negatively affected. Staff silence can also be stressful, pessimism, dissatisfaction and the staff retreat. One way to prevent and reduce it according to the needs and feelings of the employees. To generate interest in the organization, management should be that your employees exhibit emotions. Emotional labor is vital to many businesses where employees are required to comply with the clients and their caregivers. With increasing competition among service providers, managing emotions in the workplace are becoming increasingly important and is important. Interpersonal interactions, such as employees' feelings of others, can affect the performance of any organization, including the Office of Youth and Sports will affect. More studies on domestic marketing and customer-relationship of these factors with respect to the role of emotional labor and have not studied organizational silence and there is little literature on this subject, especially in the field of sports-focused services. For this reason and due to the need to examine these factors in sports the effect of internal marketing on customer-oriented with an emphasis on the mediating role of organizational silence and perception among employees is evaluated in Hamadan Youth and Sports Department.

**The importance and necessity of research**

Human resources as one of the most important intangible assets and is considered the main source of sustainable competitive advantage in organizations. Hitt and et al (2007) said that in today's competitive world, if organizations have a continuous life the only way, according to their labor as the main asset of the organization and continued efforts to meet their needs. As a result, organizations must focus their efforts on developing and reinforcing a corporate culture that the satisfaction of internal customers (employees) be concerned as much as the external customer satisfaction (Lee, 2009). Internal marketing is converted to an enterprise with the ability of their employees to match the increase. The Youth and Sports Department for superior service quality and ultimately, customer satisfaction exogenous employees (internal customers) are committed to the goals and the prospects for their organization and customer-orientation behaviors, Employees who do voluntary activities in addition to their formal role in the success of your organization no effort to deny. Today, with the quotation does apply internal marketing concept, the importance and determining role of internal customers (employees) in the external marketing programs successfully been clear over and over (Papasolomou & Vrontis, 2006). In this rapidly changing competitive environment and the Youth and Sports Department is obliged to perform activities they reversed their attitudes toward the renewal and improvement of quality of service leads to customer satisfaction. Quality of service leads to customer satisfaction, customer loyalty, increase market share, retain customers, improve productivity, performance and profitability are. Because ultimately people to provide quality services that meet customer expectations, the responsibility (Awwad & Agti, 2011). The detrimental have effects of organizational silence on staff and as a result the entire organization can affect the organization's ability to detect errors and learning. Therefore by examining these variables You can prevent its damaging effects on the organization and the organization helped in achieving their goals. Emotional labor, an important feature is the nature of many businesses
and organizations. Morris and Feldman (1996) have argued that express feelings is an important part of the ability to provide customer service. Therefore, many organizations expressed emotion rules, so as to be effective, given that (Diefendorf & Richard, 2003). Rules of emotions, emotions that are appropriate standards of behavior that And how to express these feelings show Shvendra (Akman, 1973). Based on the rules of expression, explains what are the appropriate emotions in a job situation. The job holder will help standards to assess their feelings and compatible with the requirements of the organization. However, the rules of their enthusiasm for many businesses and organizations to show or hide negative emotions and feelings expressed positive effects. Emotions influence is the interaction between customer and employee, customer evaluations of service quality, and overall assessment of the likelihood of readmission, will be. With regard to the consequences, Youth and Sports Department employees should feel in control than others expressed their great desire to show because your organization a competitive advantage that employees can feel it in line with the guidance and control of the mission and goals of the organization.

**Theoretical Internal marketing**

Internal marketing at the beginning of the idea that employees are an organization's internal market, originated. In order to meet the market needs and demands of foreign customers to information, education, training, rewards and motivation needed (Papasolomou, 2002). Internal marketing literature is significantly growing and expanding, but so far, little systematic work has been presented on how the domestic marketing operations (Rafiq and Ahmed, 2000). A review of the literature evidence that the definitions of domestic marketing and internal marketing activities, all of which are contradictory, there are also many uncertainties exist are in the literature, such as internal marketing is that? what does it do? How will it do that and who is going to do this? (Rafiq and Ahmed, 2000). They used of this concept in few organizations in their action. In fact, this is not a single concept of internal marketing and what he can do for the organization, this is the reason for the limited use of it (Gvnaryz, 2004). Ahmed and Rafiq (2000) offered a definition in which the pursuit of customer satisfaction through the effective implementation of customer-centric strategies cerebrospinal and this with management and coordination efforts between the task within a process of motivation and employee satisfaction may know. Sasser & Arbieit (1976) implicitly pointed to internal marketing and Berry (1981), the first term domestic marketing into the marketing literature. Cutler (2000), as one of his books that organizations in addition to external marketing (for the foreign marketing concept marketing). Should also conduct internal marketing. He defines internal marketing contracts: Action recruit, train, motivate successful employees in a way that enables organizations to permanently supply the high quality services. Grvnvs (2000) believes that the goal of marketing is that marketing-based approach and coordination of various internal dynamics of the organization's activities as a development challenge. The staff are keen on providing customer service and are customer-focused performance. Barry found that everything we know about marketing external applications, such as the use of internal marketing. Internal marketing trends, such as the orientation of its foreign counterpart, is based on three pillars: 1. gain insight into the domestic market appropriate 2-publishing this insight between employees and supervisors, 3- and accountability through appropriate strategies (Gvnaryz, 2004).

Lings (2004) explains this aspect: the tendency of the domestic market, a market activities related to the awareness of its employees. Such as identifying changes in the value of staff, understanding labor market conditions, understanding internal segmentation of special employee with the characters and the different needs and to design strategies for local customers. Dissemination of the insights from one side to the relationship between managers and employees and on the other hand depends on communication between managers and different organizational levels. The purpose of this communication is twofold: first goal to connect the new marketing strategy and strategic goals to employees. The second objective is to create an understanding of the needs of employees among corporate executives. So finally meet insight into design jobs in accordance with the needs of employees, adjusted bonus scheme is according to which, forcing management to consider further the needs of their employees and provide the necessary training to improve skills and capabilities required in their job descriptions are concerned (Lings 2004). One of the forms of competitive advantage, customer service is the result of continuous customer loyalty; but how can this goal be achieved? answer provide superior service internal marketing and external marketing success is the result (Greene, Wales and Shrst, 1994). In this context, it is believed that a crucial factor in determining the success of the exchange service staff and customer satisfaction within the organization. One of the very important component in strategic planning, competence of an organization. The main merit when properly operated and managed, resulting in a competitive advantage for a company and organization. One of the forms of competitive advantage, serving customers, resulting in customer loyalty is unwavering. The most important approaches to achieving goals, internal marketing is a key factor in providing superior service and outside an organization's marketing success. Barry and Groners internal marketing concept first introduced in 1980 (Barry, 1981), (Groners 1981). At the heart of the concept of internal marketing is the fact that employees within the enterprise to form the domestic market, the organization is an internal market with internal customers and suppliers and the needs of the internal customers is essential for success. Today, human capital and intangible assets, the ultimate source of value creation are considered stable, so once gain a sustainable competitive advantage staffing agency to take a shower. If
he does not meet the needs and expectations of the workforce as a cost and not as capital assets of the organization to be seen, provide products and services may not be appropriate and valuable to the customer. The main assumptions of internal marketing staff as the most valuable asset of the organization is to be seen and treated them as internal customers, because it tends to gain competitive advantage by the organization. In principle, internal marketing is seen as an approach to service management including the application of the concept marketing and the mix marketing in the market environment within the organization (Varian, 1995).

To previous studies, internal marketing approach uses three dimensions of operating the building:

Improved Internal Communication

Internal marketing can be viewed as a set of activities to improve internal communication within the organization investigated (Ballantyne, 2011; Rafigh and Ahmad, 2000; Ballantyne, 2003; Tansovhaj, 1988; Davis, 2001; Proctor, 2010; Hogg and et al., 1998; Linges, 1999). In this communication, leadership, supply participants that they must offer their products to customers. Staff their jobs as well as internal customers and products that satisfy the needs and wishes them (Berry, 1981; quoted in Awad Vagty, 2010); so the organization's internal market consists of suppliers and customers that have optimized the links between them (Lings, 1991).

Staff Development

The main idea of internal marketing, investing in employees to develop their abilities and progress through the career (Tansvehaj and et al., 1998; Proctor, 2010; Lings, 1999, Dukakis, 2003); so that by taking appropriate educational programs, enabling them to perform their job duties and responsibilities (Proctor, 2010). This includes training needs of staff and train them in such a way as to meet the job needs, they feel the satisfaction of their jobs.

Appropriate Reward System

Many early studies in the field of internal marketing, staff motivation and satisfaction were concentrated accretion (Rafigh and Ahmad, 2000) so that appropriate motivational strategies, encourage employees to higher performance levels. Including appropriate ways to increase motivation, use of reward systems is appropriate (Tansvihaj and et al., 1998) The internal marketing as an effective tool to increase motivation and employee satisfaction has not been studied (Ballantyne, 1997; Rafiq and Ahmed, 2000; Tansvihaj and et al., 1988; Symbrva, 2007, Dokakis, 2003).

Customer Orientation

Before the definition of customer, the customer is offered a brief definition. Customer marketing and sales issues referring to the audience to buy the products or services you have the ability and talent. In this definition, the possibility of payment ability and talent to understand the advantages of goods and services that meet the needs of the audience (Kafashpour, 2014). With regard to the perception of the customer to define the concept of customer focus (Mac Aykran and Varnby, 2005), as part of market-oriented and customer-oriented thinking knows that establishes the customer at the center of the organization's strategic focus. In this regard, Cutler also aid about the need for organizations to transition from market segmentation to provide product suggestions, services and distinct messages to clients with similar needs to the collective and focused attention to individual clients. By the same token, companies need to gather information about the latest transactions, demographic characteristics, psychological and preferences of customers in the media and how to access products and services. Narver and Slater's customer-oriented activities also aim to create more value for customers to understand buyers define. They believe that customer-oriented, market-oriented heart and create more value for customers requires continuous understanding all the purchased value chain. Customer orientation is mainly concerned with welfare clients. It does so by listening to the sound of offering customers solutions based on the best interests and demands of customers is possible. Nobel and et al. (2002) recently proposed an approach competition culture that culture as part of a wider strategic approach considers customer orientation. Dei. (2000) the best way to know a customer orientation. Including specific identifiable customer-oriented processes and methods. Customer orientation, a concept that has become worthy marketing into a competitive weapon, Changing values, beliefs, assumptions and commitment of the organization towards bilateral relations between customers and the organization. Narver and customer-oriented Slater as "an adequate understanding of the target customer in order to be able to create superior value and continuous" were defined. Similarly, customer orientation as "Aggregate of beliefs and preferences gives priority to the interests and needs of the customer" is defined as (Deshpand et al., 1993). A customer-oriented culture states that the organization must provide and deliver products and services that satisfy customer requirements, focus (Noble and et al., 2002). Kohli and Javersky (1990) defined customer-oriented market orientation in the context of their content. This attitude of customer orientation as an organization-wide focus on the creation and dissemination of information based on the customer and the market knows. Strong and Harris (2004) customer orientation as behavioral and cultural aspects of marketing definition that serves as a strategic element.
Customer-Oriented Positions in Marketing Literature

These approaches, ideas and marketing efforts ultimately manifested in the framework of a marketing plan. Marketing plan involves understanding the company mission, setting goals, marketing, and analysis of environmental opportunities and threats and internal strengths and weaknesses (of position), developing marketing strategies (market program) and to develop suitable activities (marketing mix as a tool to implement the marketing plan) To satisfy the needs of the target market and marketing strategy is implemented and evaluated later (David, 1989). In a marketing plan, marketing mix as a tool to implement the purposes of marketing strategy. In other words, a combination of marketing elements (marketing mix) to achieve goals and marketing strategies (defining the target market and market segmentation). With this interpretation the Roosta and et.al. (2000), services includes seven elements of the marketing mix of product, price, place, promotion, people, physical facilities and operations management knows , Irons and Green (1997) as well as to add elements of process and people (both employees and customers). As can be seen both in the theoretical phase project client-centered marketing plan, the objectives and strategies and in the implementation of the plan is evaluation by the end of the marketing mix and marketing plan. It is, Syriac customer-oriented thinking in all activities related to marketing is vital and important role. For example, businesses have to the fact that in most cases based on an average customer segmentation is misleading; That's why finding ways to segment the market based on the needs of individual clients is essential to guide marketing efforts (Anderson, 1999). It is, Madsen (1999), relationship-based marketing, customer orientation as a final form of differentiation, development and delivery of products and services based on customer specification defines a person.

Internal Marketing Communication with Customers

Most companies in today's global business environment competitive and have recognized the importance of customer focus and customer orientation. One of the main challenges of today's organizations is customer-oriented and customer satisfaction. It's important to take a customer-oriented and customer satisfaction is to be investigated from different angles remain competitive in the world. Customer focus is mainly related to the welfare of customers. Hear customers voice and providing products and services tailored to the interests and demands of the best customer in this regard. Mainly through its customer-oriented priorities allocation of resources based on providing superior value and customer satisfaction reveals it. The role of employees as internal customers have responsible; so attract, develop, motivate and promote qualitative and quantitative value creation capabilities, continuous improvement of service delivery and raise the quality of work as a product of their participation in the process to help manage the organization in order to provide high quality products and services will lead As a result of increasing levels of satisfaction among foreign customers will have the organization (Khoda Bakhsh and Gorgani, 2009), Dshpand and et al (1993) were given customer's corporate culture perspective and it is defined as a set of beliefs that determine customer interest first, without excluding them from other people such as owners, managers and employees, in order to create a profitable business in the long time. Customer-oriented researchers have conceptualized from two perspectives: first the individual level, according to Sachs and Weitz (1982) so that the seller's customer focus helps customers decide to buy them without pressure While satisfy their needs and increase customer satisfaction. And the second organizational level that can clearly live according to research from the study Lafferty and Heath (2001) understood that some ways had previous organizational forms of literature such as customer-oriented market intelligence such as market intelligence Javvrsy and Kohli (1990), behavior-based view of culture Narver and Slater (1990), Rafigh and Ahmad (2000) to play a crucial role in the development of customer-oriented view of their internal marketing that is, in fact, involves the following steps: 1-motivated and employee satisfaction 2. customer-oriented 3.expanding internal marketing concept and strategy implementation and change management (Rafigh and Ahmad, 2000). Laive came to the conclusion that internal marketing by employees and to have it in the bank leading to the first level of employee satisfaction, which in turn will affect to client (Laive , 2009). Kotler and Armstrong (1991) as well as internal marketing to create customer satisfaction among employees educational and motivational support and front line stuff, to work as a team were considered. As a result, internal marketing aimed at attracting staff is aware of the customer have been raised that by creating an internal environment protection.

Organizational Silence

Efficiency and development of any organization depends largely on the application of human resource. The more that companies and organizations, even bigger with massive force is added to the problems. Managers in relation to various issues trying to continually monitor their employees. Some managers on the issue of employee satisfaction can be increased through reward and encourage insist to do the job. It assumes that employees are their subordinates and they have to accept commands. Although today because employees are living under great financial pressure, and their willingness to pay more attention to economic issues, but gradually the staff willing to work with the concept and called for greater job autonomy in their work to provide a great feel to them and if the employees face barriers in their job demands or in other words, not taken by the managers, with job frustration and isolation in your organization will be in turn leads to phenomena such as organizational silence. Despite the fact that silence as employees in organizations has become a common phenomenon, but the concept is so
unrecognized and little empirical research has been done on its. Pinder and Harloz organizational silence refrain from speaking staff assessments, behavioral, cognitive and effective positions in the organization, define (Pinder and Harloz, 2001). Morris and Millikan also consider organizational silence as a social phenomenon the staff of the comments and concerns about organizational problems refuse. Silence is affected by many organizational features. These features include decision-making processes, management processes, culture and perceptions of factors affecting the silence (Dimitris and vakula, 2007) but at the same time that the silence of the employees in the organization are the two main factors:

Management fear of negative feedback because of the threat to the interests and positions of the staff.

Perception of implicit beliefs about their management. This belief is implicitly contains certain management thinking

Only employees that their personal interests to consider, most of all he understands and knows the best management and nature issues that dissent is detrimental to the organization. Although management believes these issues and may not have any organizational reality But destructive emotions such as fear, deception and anger creates staff And ultimately cause staff to be silent (Aslad, 2008).

Organizational silence, by limiting the staff's opinion, may decrease the effectiveness of organizational decisions and processes are changing. It is an issue that many organizations complain about its. The behavioral phenomenon by negative feedback inhibition prevents the development of effective organization, thus, the ability to review and correct errors; so pay attention to this common problem in organizations, it is of importance position (Perlo, 2003).

Emotional Labor

The overall economic development and increased competition among service providers, the concept of emotions in the workplace is important to own again. Many jobs vital emotional labor that employees are required to comply with the customers and their supervisors (Abbasi, 2013) . Emotional labor force, employees' use of strategies to regulate emotions when interacting with customers is done in order to provide emotional requirements. Emotions among employees and customers, the assessments of the quality of service, customer retention and their general impact to the organization. Morris and Feldman (1996) like the feeling to be a market tool which accounted for a large part of the customer experience. Therefore, some organizations by providing emotional rules, how to express emotions dictate to customers and thus inhibit feelings of their employees. Managers try to positive feelings flow from the staff to the customers. However, the sentiments expressed are not necessarily true feelings and emotions need to be expressed employees as possible in one's own inner world, not a good feeling. Organizations and service providers in this issue has become a competitive advantage. Organizational competitive advantage that your employees can feel it in line with the guidance and control of the mission and goals of the organization.

The Definition of Emotional Labor and its Dimensions

Hushchild study in (1983) of the workforce feel as visible and obvious emotion management to create an emotional state for pay is defined. The concept of emotional labor as he is showmanship; the workplace is where employees their role as actors in front of customers. It depends on how the employee performance management and control feelings toward organizational objectives. He argues that operations staff can that Their feelings through acting apparent strategy and manage strategy profound influence. Starring appearance, mitigating and controlling emotions involved and deep acting, targeted management and emotionally manipulated to express feelings without being asked by the organizations involved.

Surface games, including feelings of formal employees, In fact, they do not feel as well, including changes to the external appearance For example: showing the face, body gestures and tone of voice) is required to displaying emotions (Chu, 2012). Artificial smile on your face and greet customers warmly. In fact, these employees actually experience the emotions that can not be faked. People using the technique of playing surface, the outer display their emotions in favor of their own inner feelings. Through physical representations or formal, such as a drop-down shoulders by bending the head or change the mouth, inner feelings can be changed to the corresponding mode.

Unlike the playing surface, deep play occurs when feelings of employees does not fit with the position But in this case, they teach or past experiences, are used to apply the appropriate emotions. The game involves deep changes in the inner feelings through nothing more than the outer appearance. In the game level, the sense of (outside to inside) are changed, while the deep game, the sense of (inside out) changes. In other words, employees, their training or past experiences to help motivate their emotions or reactions. By applying deep game, created feelings of action, suppressing or are made (Chu, 2012). Level game, show our feelings normative patterns of action. Not by imitating the emotions we feel; but we urge responses that strengthen our performance and eventually do it may become a real feeling.

Customer Relationship Emotional Bakar

According Ashefr and Humphrey (1993) line employees who interact with customers, the interface between companies and their clients. They represent a snapshot of the organization are to customers; so Safi employees must do so in respect of service to customers by displaying the appropriate emotions. According to et Sigowo 1994 key in customer satisfaction, customer increase its employees. Loading emotional labor problems that employees encounter a queue. Kim
(2008) suggests that emotional labor strategy as a mediator in limited situations is a priority. He says that the hotel staff is personal and high levels of burnout (such as exhaustion and cynicism), the most likely dealing with the work surface is satisfied guests. Similarly, because the positive display rules a company can lead to increased incidence of deep work on the staff, it is most likely positive laws that motivates employees to do the deep work; so it can be said that the level of customer oriented behavior affects employees. Based on the theoretical foundations of research, the conceptual model are provided below.

**Emotional Labor Conceptual Model**

**Research Methodology**

This paper is descriptive and survey methods in terms of the purpose of applied research. The study is also in the group case studies the impact of internal marketing on customer focus with emphasis on the mediating role of organizational silence and emotional labor based on field research group is also collecting information. The population of this study includes all employees of Hamedan Youth and Sports Department which 205 patients were randomly selected. Given that this research field is applied, is used to collect the data of the following methods: Field methods such as questionnaires Library, such as check books, articles and journals related to the topic.

The questionnaires were distributed among them in equal conditions. The questionnaire included: a standard questionnaire of organizational silence Vakula and Buradas (2005) The three components of high management into silence, silence supervisor's attitude and communication opportunities, Yan Kai-fu emotional labor questionnaire (2013) with two actors playing surface and deep acting, Hajat (2002) customer questionnaire with four subscales closely with the customer, the customer welfare, corporate transparency and continuous improvement, internal marketing standard questionnaire Muni Vofur Man (1995) with 3 after development prospects and rewards. The purpose of this study face and content validity, the questionnaire prepared by the faculty of business Administration in University of Bu-Ali Sina University of Hamadan and has also been revised as well as the questionnaire for this study by several experts in the field of physical education study and its validity was confirmed. Also to prove the validity of the technique was used confirmatory factor analysis software lisrel An operating weight of items was more than 5.0. The model and its validity is confirmed. In this study was to determine the reliability of the questionnaire low sample size, respondents were distributed in 30 Cronbach's alpha coefficient was obtained after collecting the data. Results obtained are shown in Table 1. Given that alpha values are larger than 70/0, the test results showed high reliability.
Table 1. Cronbach's alpha values of variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach's alpha coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Silence</td>
<td>0.835</td>
</tr>
<tr>
<td>Emotional labor</td>
<td>0.817</td>
</tr>
<tr>
<td>Customer Orientation</td>
<td>0.822</td>
</tr>
<tr>
<td>Internal marketing</td>
<td>0.859</td>
</tr>
<tr>
<td>The entire questionnaire</td>
<td>0.869</td>
</tr>
</tbody>
</table>

In order to analyze the data of different methods of statistical analysis, such as Pearson correlation analysis to calculate the correlation coefficients, confirmatory factor analysis to examine the structural equation model fit data collected and analyzed by a four-stage method brokered by Baron and Kenny (1986) to investigate the relationship between mediation, have been applied; So to analyze the data and calculate the results of spss21 and lisrel 8.80 software package was used.

Research Hypotheses

Internal marketing a significant impact on organizational silence is the Youth and Sports Department of Hamadan.

Internal marketing a significant impact on emotional labor in the Youth and Sports Department of Hamadan.

A significant impact on customer-oriented marketing in the Youth and Sports Department of Hamadan.

Organizational Silence significant impact on customer satisfaction in Hamadan's Youth and Sports Department.

The effectiveness of internal marketing on customer satisfaction in Hamadan Youth and Sports Department, plays a mediating role of organizational silence.

Research Findings

Descriptive analysis about the objective variables (demographic) the population under study was as follows: experimental results showed that most respondents were male gender (57.1). Participants must be said about the age of 56.6% between 30 and 40 years of age. In addition, 52.7% of subjects with a bachelor's degree and 36.6% with 5 to 10 years were working. According to the results presented in Table 2, k-s test concluded that because of greater significance level of the test, that is greater than 0.05, so the normal distribution of the questionnaire, why parametric tests were used to test the hypotheses.

Table 2. Test assuming normal distribution of variables.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Internal marketing</th>
<th>Customer Orientation</th>
<th>Organizational Silence</th>
<th>Emotional labor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal parameters</td>
<td>mean</td>
<td>3.47</td>
<td>3.55</td>
<td>3.33</td>
</tr>
<tr>
<td></td>
<td>SD</td>
<td>0.590</td>
<td>0.464</td>
<td>0.463</td>
</tr>
<tr>
<td>K-S</td>
<td></td>
<td>1.548</td>
<td>1.177</td>
<td>1.074</td>
</tr>
<tr>
<td>Sig.</td>
<td></td>
<td>0.167</td>
<td>0.510</td>
<td>0.199</td>
</tr>
</tbody>
</table>

Lisrel software is essential in order to be approved Prime correlation between variables; the Pearson correlation test in spss software was used to test the correlation between the variables.

Table 3. There Pearson correlation test the conceptual model

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>correlation coefficient</th>
<th>Significance level</th>
<th>Sig. relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal marketing organizational silence</td>
<td>205</td>
<td>0.587</td>
<td>0.000</td>
<td>Have relation</td>
</tr>
<tr>
<td>Internal marketing - emotional labor</td>
<td>205</td>
<td>0.572</td>
<td>0.000</td>
<td>Have relation</td>
</tr>
<tr>
<td>Internal Marketing - customers</td>
<td>205</td>
<td>0.631</td>
<td>0.000</td>
<td>Have relation</td>
</tr>
<tr>
<td>Organizational Silence - customer</td>
<td>205</td>
<td>0.940</td>
<td>0.000</td>
<td>Have relation</td>
</tr>
<tr>
<td>Emotional labor - the customer</td>
<td>205</td>
<td>0.723</td>
<td>0.000</td>
<td>Have relation</td>
</tr>
</tbody>
</table>

As Table 3 shows; P-values obtained for the variables equal to 000/0 and less than 05/0 is, therefore, we conclude that there is a correlation between variables; therefore, according to the results of Pearson correlation test can be safely claimed...
99% there is a significant relationship between variables, and suggested that the relationship between these variables is positive and is in line.

Figure 1, a structural equation model of conceptual model in standard mode Youth and Sports Department shows the province. The basic question raised is whether the measure is appropriate? X² statistics and other measures to answer questions the appropriateness of the model should be examined.

Results Table 4 shows the test results RMSEA index or the square root of the variance estimation error is approximately less than eight percent. Index X²/ df is less than three. Another indicator shows that the amount of RMR model is a good fit this model is close to zero. Other indicators of fitness of this model is higher than 90 percent; so we can say that model real-world data have been down a good fit.

Table 4. Conceptual model fit indices

<table>
<thead>
<tr>
<th>Conceptual model fit indices</th>
<th>Chi-Square</th>
<th>RMSEA</th>
<th>RMR</th>
<th>GFI</th>
<th>CFI</th>
<th>NNFI</th>
<th>IFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>X²/df</td>
<td>1.84</td>
<td>0.063</td>
<td>0.055</td>
<td>0.94</td>
<td>0.95</td>
<td>0.91</td>
<td>0.95</td>
</tr>
</tbody>
</table>

Figure 2 shows significant coefficients conceptual model. If the coefficient is significantly larger than the absolute value of 2, significant variables are confirmed. Significance test the conceptual model suggests that all coefficients obtained. Becouse significantly larger amount of significance test every one of them the number 2 is higher than from the number -2 is smaller.
As Figure 1 shows, internal marketing on organizational silence is positive and significant effect and standardized coefficient between latent variable equals 0. 83 is. This means that with an increase in domestic marketing, organizational silence will only increase. Internal marketing is also a positive and significant impact on the work of these two variables standardized coefficient is equal to 0. 75. Positive and significant effect of internal marketing based on customer orientation and standardized coefficient of the two variables equal to 0. 67 is. As the figure shows a significant positive effect on customer-oriented organizational silence and standardized coefficient equal to 0. 49 is. In the end you feel positive and significant impact on customer orientation and standardized coefficient equal to 0. 57 is.

A summary of results is presented in Table 5. Assumptions 1 to 5 research.

Table 5. A summary of the results of tests Research

<table>
<thead>
<tr>
<th>Hipotesises</th>
<th>Estimated coefficient</th>
<th>t-ν</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal marketing a significant impact on organizational silence in Hamadan Youth and Sports Department</td>
<td>0.83</td>
<td>9.08</td>
<td>Accepted</td>
</tr>
<tr>
<td>Internal marketing a significant impact on emotional labor in Hamadan Department of Youth and Sports.</td>
<td>6.06</td>
<td>0.75</td>
<td>Accepted</td>
</tr>
<tr>
<td>Internal marketing a significant impact on customer satisfaction in Hamadan’s Department of Youth and Sports.</td>
<td>5.21</td>
<td>0.67</td>
<td>Accepted</td>
</tr>
<tr>
<td>Organizational Silence significant impact on customer satisfaction in Hamadan’s Youth and Sports Department.</td>
<td>4.195</td>
<td>0.49</td>
<td>Accepted</td>
</tr>
<tr>
<td>A significant impact on customer-oriented work in the Youth and Sports Department of Hamadan.</td>
<td>4.19</td>
<td>0.75</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

In this study, four step method to analyze the mediation of Baron and Kenny are used. Indeed mediation analysis carried out step by step regression analysis to confirm the changing role of mediator in the relationship between the independent and dependent variables. Take four steps to verify the role of a mediator variable as is necessary. The first step is the independent variable and the dependent variable is a significant relationship. The second step is a significant relationship between independent variables and a significant step in the relationship between mediator and mediator and is dependent. The fourth step is that when the mediator variable into the regression equation is, the relationship between independent and dependent variables insignificant that in this case the target variable, the perfect mediator or that this relationship is reduced in the presence of mediator variable (minimum 10%), but still remain significant In this case, the mediator will be minor. Table 6 and 7, the results of mediation for organizational silence variables and assumptions 6 and 7 show the emotional work.

Table 6. Four-step method for analyzing organizational silence mediator

<table>
<thead>
<tr>
<th>Step</th>
<th>Dependent Variable</th>
<th>Independent Variable</th>
<th>B</th>
<th>B</th>
<th>R</th>
<th>R2</th>
<th>Sig.</th>
<th>Sig. Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Internal marketing</td>
<td>Customer Orientation</td>
<td>0.501</td>
<td>0.631</td>
<td>0.631</td>
<td>0.398</td>
<td>0.000</td>
<td>Have relation</td>
</tr>
<tr>
<td>2</td>
<td>Internal marketing</td>
<td>Organizational Silence</td>
<td>0.456</td>
<td>0.587</td>
<td>0.587</td>
<td>0.345</td>
<td>0.000</td>
<td>Have relation</td>
</tr>
<tr>
<td>3</td>
<td>Organizational Silence</td>
<td>Customer Orientation</td>
<td>0.919</td>
<td>0.940</td>
<td>0.940</td>
<td>0.884</td>
<td>0.000</td>
<td>Have relation</td>
</tr>
<tr>
<td>4</td>
<td>Internal marketing</td>
<td>Customer Orientation</td>
<td>0.188</td>
<td>0.120</td>
<td>0.945</td>
<td>0.893</td>
<td>0.000</td>
<td>Have relation</td>
</tr>
<tr>
<td></td>
<td>Organizational Silence</td>
<td>Customer Orientation</td>
<td>0.890</td>
<td>0.870</td>
<td></td>
<td></td>
<td>0.000</td>
<td>Have relation</td>
</tr>
</tbody>
</table>

The table shows that The first, second and third in the mediation analysis mentioned above is approved. In the fourth step in the presence of mediator variable of organizational silence, standard beta coefficient for internal marketing relationship with customers from 0.631 to 0.120 fallen, but this relationship is still significant. The changing role of organizational silence on the relationship between internal marketing and customer care, mediation is minor And the case is confirmed.
Table 7. Four-step method of emotional labor mediator

<table>
<thead>
<tr>
<th>Step</th>
<th>Dependent Variable</th>
<th>Independent Variable</th>
<th>B</th>
<th>B</th>
<th>R</th>
<th>R²</th>
<th>Sig.</th>
<th>Sig. Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Internal marketing</td>
<td>Customer Orientation</td>
<td>0.501</td>
<td>0.631</td>
<td>0.631</td>
<td>0.398</td>
<td>0.000</td>
<td>Have relation</td>
</tr>
<tr>
<td>2</td>
<td>Internal marketing</td>
<td>Emotional labor</td>
<td>0.516</td>
<td>0.582</td>
<td>0.582</td>
<td>0.327</td>
<td>0.000</td>
<td>Have relation</td>
</tr>
<tr>
<td>3</td>
<td>Emotional labor</td>
<td>Customer Orientation</td>
<td>0.637</td>
<td>0.723</td>
<td>0.723</td>
<td>0.521</td>
<td>0.000</td>
<td>Have relation</td>
</tr>
<tr>
<td>4</td>
<td>Internal marketing</td>
<td>Customer Orientation</td>
<td>0.256</td>
<td>0.322</td>
<td>0.770</td>
<td>0.592</td>
<td>0.000</td>
<td>Have relation</td>
</tr>
</tbody>
</table>

Result of the table shows that, first, second and third in the mediation analysis mentioned above is approved. In the fourth step in the presence of emotional labor mediator variable, standard beta coefficient for internal marketing relationship with customers from 0.631 to 0.322 fallen, but this relationship is still significant. The changing role of emotional labor in the relationship between internal marketing and customer orientation, detail and confirmed the mediation.

**Applied Research Proposals**

- Contact skills training programs to improve human resource management decision-making and conflict problems
- Decisions as a group and the importance of working groups and committees in organizations
- Workshops on communication skills for managers and supervisors
- Establish a system of evaluation and rewards that encourage employees to improve performance
- Looking at the development of knowledge and skills of employees as an investment
- Continuous improvement of service delivery to employees and improving the quality of work
- Employee participation in the process to help manage
- Encouraging cooperative behavior
- Creating formal systems to transfer or exchange of information, concerns and ideas
- Encourage employees to review the issues
- Job independence to staff
- To invest in education in order to improve attitudes, skills to improve the quality of service and satisfaction and employee loyalty
- Taking advantage of creative ideas to improve the organization's staff;
- Create favorable conditions for the exchange of information and knowledge with each other;
- Its optimized organization with employees;
- Provide adequate resources to meet the needs of customers providing job security for employees;
- The generous salary and benefits appropriate to the function;
- Increased flexibility for staff to handle, honest and friendly with customers;
- Set goals for participation by the staff of small and large organizations;
- Match system for monitoring, analyzing and solving customer problems;

**Discussion and Conclusion**

Study the mediating role of emotional labor and organizational silence on the relationship between internal marketing and customer orientation has been less attention. In order to achieve organizational goals through the mechanism of internal marketing, organizations need to raise the quality of staff by increasing job enrichment, training, compensation, job security and capacity, communication and administration staff. In addition to this, human resource management is trying to build domestic customer commitment, job satisfaction and build confidence to managers that it would have been associated with marketing activities within the organization. Not just senior managers are committed to providing good service to customers, or only employees are committed to it, but everyone in the organization should be involved in this work. Without financial support and management, who provide the service, despite huge efforts, can keep customers satisfied. When managers and corporate culture, the atmosphere or when they create an environment where talented people and stay strong, It is possible organizational silence as an important variable to consider. This leads to organizational climate and culture of silence. As well as emotional labor force, the capacity that can be achieved organizational excellence, so that the capacity of senior management support needs To make timely investments on psychological empowerment organization, leading to effective
utilization of labor organization provide emotional. They need to communicate better with their employees, mission and objectives clearly express so your employees can work entrusted to them, devoted to day. As a result of this staff when providing services change their emotional reactions and emotions manifest in the rules of drama. These changes will increase the interaction between employees and customers, so staff are able to provide high quality services. Managers should pay attention to their employees' emotional labor, to raise their competence and psychological stress caused by work to minimize. When employees serve customers in such circumstances, the appropriate emotions manifest. So the Youth and Sports Department's efforts to improve internal marketing and customer orientation should be using comments and suggestions from internal customers (employees) and external customers to reduce climate of silence so that employees can have freedom of movement and speech and can perform their duties sincerely and friendly and customer satisfaction win. These studies led the way for strengthening the participatory management practices, the establishment of the proposals, blossom creativity of employees, increase organizational productivity and overall success in the path of growth and excellence.

References
Abbasi, Sh. (2013). Labor emotional impact on the health of individual employees according to the moderating role of emotional intelligence. MA Student, Ferdosi University of Mashhad.

105


