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## **Internal Marketing and Organizational Citizenship Behavior: Unraveling Its Impact on Members Staff Satisfaction at King Saud University in Riyadh**

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**Abstract**

Staff satisfaction is an important predictor of organizational success, especially in academic institutions, where motivated staff drive performance and innovation. Implementing internal marketing concepts entails employees' perception of the organization's initial market and promotes good behaviors like organizational citizenship behaviors (OCB). Thus, the current study attempts to investigate the relationship between Internal Marketing and Organizational Citizenship Behavior at King Saud University, and subsequently to analyze the interplay of IM and OCB on staff satisfaction at King Saud University. This study adopts a descriptive correlational approach to investigate the relationship between organizational citizenship behaviors (OCBs) and internal marketing and their influence on customer satisfaction. The population of this study comprises all staff members at King Saud University. A self-administered questionnaire is utilized to gather information. The quantitative analysis reveals significant results, with OCB demonstrating a p-value of 0.002 and internal marketing a p-value of 0.001. These findings indicate that OCB has a positive impact on staff satisfaction, while the findings also identify some challenges associated with internal marketing strategies. The study offers crucial insights for educational institutions seeking to enhance staff satisfaction by addressing the interplay between workplace behaviors and strategic initiatives.

**Keywords:** *Communication, Educational institution, Empowerment, Internal marketing, Job satisfaction, Motivation, Organizational citizenship behavior (OCB), Performance, Strategic initiatives.*

## التسويق الداخلي وسلوك المواطنة التنظيمية: الكشف عن أثره في رضا أعضاء هيئة

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### المستخلص

يُعد رضا الموظفين هو مؤشر مهم لنجاح المنظمة، وخاصة في المؤسسات الأكاديمية، حيث يعمل الموظفون المحفزون على دفع الأداء والابتكار. إن تنفيذ مفاهيم التسويق الداخلي يستلزم إدراك الموظفين للسوق الأولية للمنظمة ويعزز السلوكيات الجيدة مثل سلوكيات المواطنة التنظيمية (OCB). وبالتالي، تهدف الدراسة الحالية استكشاف العلاقة بين التسويق الداخلي وسلوك المواطنة التنظيمية في جامعة الملك سعود، ومن ثم تحليل فحص تأثير هذه العلاقة بين التسويق الداخلي وسلوك المواطنة التنظيمية على رضا الموظفين في جامعة الملك سعود. تتبنى هذه الدراسة المنهج الوصفي الارتباطي لاستكشاف العلاقة بين سلوك المواطنة التنظيمية (OCBs) والتسويق الداخلي وتأثيرهما على رضا العملاء. يتألف مجتمع الدراسة من جميع أعضاء هيئة التدريس في جامعة الملك سعود. وتستخدم الدراسة الحالية أداة الاستبانة لجمع البيانات وتحليلها. لقد أوضحت نتائج الدراسة أن القيمة الاحتمالية لسلوك المواطنة التنظيمية قيمة 0.002، بينما القيمة الاحتمالية للتسويق الداخلي قيمة 0.001. لقد أظهرت نتائج الدراسة إلى أن سلوك المواطنة التنظيمية له تأثير إيجابي على رضا الموظفين، في حين أوضحت النتائج أيضًا أن هناك بعض التحديات المرتبطة باستراتيجيات التسويق الداخلي. وتقدم الدراسة بعض المقترحات الهامة للمؤسسات التعليمية لتعزيز رضا الموظفين من خلال معالجة التفاعل بين سلوكيات مكان العمل والمبادرات الاستراتيجية.

**الكلمات المفتاحية:** التواصل، المؤسسة التعليمية، التمكين، التسويق الداخلي، الرضا الوظيفي، الدافع، سلوك المواطنة التنظيمية (OCB)، الأداء، المبادرات الاستراتيجية.

## Introduction:

Organizations today operate in dynamic, ambiguous, and rapidly changing environments. As a result, they face new challenges in maintaining competitive excellence. One of the most critical factors in addressing these challenges is the enhancement of organizational performance through the concept of internal marketing, which is a critical activity in developing employees, who are regarded as the organization's internal customers. The primary objective is to increase the awareness of internal consumers and eliminate any impediments that impede organizational efficiency.

Organizational citizenship behavior (OCB) is considered a fundamental element in the success and effectiveness of organizations, particularly in service organizations, as it significantly influences the behavior of internal customers. From this perspective, the organization's adoption of OCB positively reflects performance. Researchers in OCB and internal marketing have devoted significant attention to the concept of OCB.

In 2007, the King Abdullah Project revamped the Saudi education system, focusing on the future of the staff at King Saud University, known as 'Aafaq.' The 25-year plan emphasized management, administration, and academic leadership at both system and institutional levels (Lebeau & Alruwaili, 2022). Research on Saudi Arabia's educational sector, specifically the staff at King Saud University, underscores the importance of internal marketing and OCB in shaping staff experiences within academic institutions. The global educational landscape is constantly evolving, and there is a growing emphasis on creating supportive internal environments and fostering OCB (Testa et al., 2020). In the past, research has predominantly concentrated on the immediate effects of internal marketing strategies on employee attitudes and behaviors in various organizations (Almaslukh et al., 2022).

Despite its importance, internal marketing has not received adequate attention from specialists in the field, as highlighted by (Abzari & Ghujali, 2011), whose study demonstrated the significant effect of internal marketing on employee loyalty. To preserve their

long-term viability and effectiveness, organizations in the education sector, particularly universities, must retain a motivated, contented, and devoted workforce. At King Saud University in Riyadh, staff satisfaction has become a major organizational performance problem. Internal Marketing (IM) efforts aim to treat employees as internal customers in order to increase engagement, which can play an important role in fostering Organizational Citizenship Behavior (OCB), which refers to voluntary actions taken by employees that go beyond their job requirements and contribute to organizational success. Therefore, staff satisfaction is essential for organizational performance, but its improvement strategies are underexplored in academic institutions. However, the relationship between Internal Marketing (IM) and Organizational Citizenship Behavior (OCB), and their influence on staff satisfaction, is still underexplored in the educational environment, particularly in Saudi Arabia, which is undergoing swift socioeconomic changes. This study seeks to fill this gap by investigating how IM affects OCB and, as a result, staff satisfaction at King Saud University, providing insights into strategies for improving staff well-being and organizational success. Consequently, the major aim of this study is to investigate the relationship between Internal Marketing and Organizational Citizenship Behavior at King Saud University. There are various minor objectives as follows:

1. To analyze the interplay of IM and OCB on staff satisfaction at King Saud University.
2. To explore how Organizational Citizenship Behavior mediates the relationship between Internal Marketing and staff satisfaction.
3. To explore how Organizational Citizenship Behavior mediates the relationship between Internal Marketing and staff satisfaction.
4. To identify key challenges associated with internal marketing strategies at King Saud University.

## 1. Literature Review and Research Hypotheses:

### Internal Marketing

Technology has significantly impacted education by enhancing the learning process, enabling students to acquire knowledge rapidly and function effectively in today's rapidly evolving technological landscape (Al-Ghurbani et al., 2022). Teaching and program staff must prioritize enhancing performance and program quality through regular assessment, improvement strategies, and reliable data and standards (Aburizaizah, 2022). Educational institutions should establish digital skills learning platforms to create jobs, advance the economy, and empower society. Motivating learners to develop digital proficiency is crucial for adapting to the dynamic educational landscape (Singh et al., 2022). School leadership's visual communication, internal environment analysis, and innovation can foster a culture of visual management, enhancing institutional performance and fostering success stories among staff (Nasir et al., 2023). Saudi members of King Saud University's institutions (HEIs) have been recognized for their significant contributions to nation-building and commitment to achieving the objectives outlined in the Vision for King Saud University (Mohiuddin et al., 2023). Training and development are gaining global recognition, with Saudi Arabia's vocational training programs boosting skills among the younger population (Bhatti & Alshiha, 2023). The study found a significant correlation between organizational and ethical standards and employee performance at Saudi Arabian universities, highlighting the need for training programs to enhance employee and supervisor abilities (Abdulrahman, 2023). Effective communication management is crucial for leadership, facilitating staff training, harmonization, control, and evaluation. Managers spend 45% of their time engaging with peers and subordinates, while only 10% is spent speaking to superiors. Efficient communication improves employee job satisfaction and performance by effectively conveying organizational goals (Abed et al., 2023).



High performance in workers is indicated by their ability to perform tasks that align with organizational standards (Rivaldo & Nabella, 2023). Research has shown that employee dedication, training and development, and job stress positively influence production (Almaamari, 2023). Implementation would enable the creation of efficient internal protocols for employee growth, thereby ensuring job satisfaction (Vuong & Bui, 2023). Despite investments in human resources, such as seminars, online lessons, and performance evaluations, many organizations struggle to implement these strategies and involve employee input consistently. However, it has been observed that in universities, employees are considered their investments (Kanchana & Jayathilaka, 2023). Introducing new technology has necessitated a shift in educational strategies, focusing on an innovative curriculum prioritizing culture and digital proficiency (Garzón Artacho et al., 2020). Teacher education programs effectively cultivate lifelong learning capacity through experiential learning, technology integration, and professional growth avenues, according to faculty members (Kilag et al., 2023). The investigation demonstrated a substantial correlation between organizational commitment, employee development, and perceived organizational support (POS), underscoring the significance of long-term employee support programs in stimulating business commitment (Jehanzeb, 2020).

#### **Internal Marketing Theory:**

According to Ballantyne (2003), internal marketing theory is a deliberate endeavor that employs a marketing strategy to encourage employees to implement and incorporate organizational strategies to improve consumer orientation.

#### **Social Exchange Theory:**

Social exchange theory posits that a connection between two individuals is formed by evaluating the costs and benefits involved. Simply put, it measures the effort exerted by individuals in their interactions. An assessment of the pros and cons of a relationship can help determine whether an individual is exerting excessive effort (Cropanzano & Mitchell, 2005).

## Organizational Citizenship Behavior (OCB)

OCB refers to constructive activities and behaviors exhibited by employees that are not explicitly outlined in their official work responsibilities (Azmi et al., 2016).

**H1: There is a significant positive relationship between internal marketing and the education staff of King Saud University.**

OCB refers to voluntary individual actions that are not explicitly recognized by formal incentive systems but contribute to the overall effectiveness of an organization (de Geus et al., 2020). In a university setting, OCB is essential for fostering a positive work environment, as it encompasses workplace etiquette, problem-solving, respecting colleagues' rights, and maintaining a positive mindset. Literature on organizational performance focuses on OCB, providing a comprehensive understanding of how these behaviors impact overall performance. This study lays a foundation for understanding OCB, offering valuable tools for academics and researchers to enhance employee behavior and organizational output (Fan et al., 2023). Moreover, structural changes, effective time management, conflict resolution, and active participation in university activities are considered critical social and developmental initiatives. Leaders' effective communication and motivation significantly influence employee satisfaction, organizational behavior, and retention, further enhancing OCB and reducing turnover rates (Tian et al., 2020). The relationship between OCB, emotional, organizational commitment, and organizational justice among university faculty members has demonstrated a strong commitment (Donglong et al., 2020). These behaviors contribute to a supportive and collaborative work environment, enhancing the University's resilience and promoting both individual and group achievement.



## **H2: There is a positive relationship between staff satisfaction at King Saud University and OCB.**

### **Internal Marketing and OCB**

According to Abzari and Ghujali (2011), maintaining human capital is a primary factor in developing sustainable value and a competitive advantage for organizations. The success of any organization should be primarily attributed to providing human resource requirements. The organization's most valuable asset is treated as employees by internal marketing, which posits that by meeting the requirements of internal customers, the organization will be better equipped to provide services to external customers.

### **Methodology**

The study utilized a descriptive correlational research approach that is suitable in scientific research for describing observable phenomena and collecting and analyzing data to investigate the relationship between two or more variables. This approach is used to describe the relationship between internal marketing (independent variable) and service quality (dependent variable). The methodology involved data analysis, measurement, and modification, yielding an accurate description of the phenomenon and its results.

Data were collected using a survey to test the research hypotheses. The research population included all staff members at King Saud University. A self-administered questionnaire was distributed to a random sample of 400 respondents, with 324 valid responses returned. Twenty questionnaires were excluded due to inadequacies for statistical analysis (e.g., incomplete responses or uniform answers), resulting in an effective response rate of 62.3%. This high rate can be attributed to the method of questionnaire distribution, as the researchers minimized contact with respondents to reduce bias.

The questionnaire was created in a series of phases. The variables and their corresponding measurement items/scales were initially defined through a literature review. The preliminary questionnaire was subsequently presented to academic scholars for their feedback. A convenience sample was employed to conduct a pilot study, which included a 5-point Likert scale extending from 1

(strongly disagree) to 5 (strongly concur) for all items and closed-ended questions. Cronbach's alpha was implemented to evaluate the instruments' reliability. All objects were selected from established literature to ensure their validity. The data was analyzed using both descriptive and inferential statistical techniques. Descriptive statistics were employed to ascertain the characteristics of the population, while inferential statistics were employed to evaluate the research hypotheses. Correlation analysis was employed to investigate the strengths and orientations of the relationships between OCB and internal marketing elements. In order to ascertain the study elements that exhibited the most significant correlation with OCB, multiple regression analysis was implemented.

### Findings, Hypotheses Testing, and Discussion:

Regarding reliability, Cronbach's alpha coefficients for each study variable exceeded the threshold of 0.70, with motivation at 87%, empowerment at 83%, communication at 80%, and both training and development at 89%. Correlation analysis showed that all values were within the acceptable range, with correlation values above 30% and below 91%.

**Table 1. A summary of the hypotheses testing results**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	4.231	0.192		18.661		0.000
F1- INDP V	0.213	0.077	0.176	1.761		0.072
F2- INDP V	0.115	0.083	0.192	1.882		0.070
F3- INDP V	-0.114	0.063	-0.080	-0.971		0.462
F4	0.051	0.090	0.082	0.632		0.802

a. Dependent Variable: F5-Dep Var.

**Table 2. Hypotheses testing results**

Hypothesis	Result
<b>H1:</b> There is a statistically significant effect of motivation on organizational citizenship behavior	Supported
<b>H2:</b> There is a statistically significant effect of communication on organizational citizenship behavior	Supported
<b>H3:</b> There is a statistically significant effect of empowerment on organizational citizenship behavior	Not supported
<b>H4:</b> There is a statistically significant effect of training and development on organizational citizenship behavior	Not supported

The impact of the motivation element on employee behavior has been verified, as evidenced by the tables above. Motivation is a significant factor in the determination of employee behavior and productivity. Moreover, it influences goal-setting and multitasking, drives performance, and empowers employees to act in specific ways. Therefore, it is imperative that managers who acknowledge its significance thoroughly implement a motivation structure that is equitable and improves organizational performance and goal attainment. Employee knowledge sharing has been observed to be influenced by both intrinsic and extrinsic motivations.

The deployment of effective communication mechanisms is crucial for improving employees' job-related knowledge, awareness, and skills concerning the communication factor. Effective communication facilitates and coordinates employees' endeavors to accomplish an organization's objectives. Additionally, some researchers have discovered that effective internal communication generally improves customer and employee orientations toward accomplishing organizational objectives and improves employee relationships.

## Quantitative Analysis

### Correlation Analysis

**Table 3: Correlations**

		highereducationstaff	OCB	internal marketing
Higher education staff	Pearson Correlation	1	0.074	-0.099
	Sig. (2-tailed)		0.187	0.075
OCB	Pearson Correlation	0.074	1	0.616**
	Sig. (2-tailed)	0.187		0.000
Internal marketing	Pearson Correlation	-0.099	0.616**	1
	Sig. (2-tailed)	0.075	0.000	
	N	323	323	323

The correlation between OCB and staff satisfaction among members of King Saud University was 0.074, indicating a positive but not statistically significant relationship ( $p = 0.187$ ). However, a substantial positive correlation of 0.616\*\* between OCB and internal marketing demonstrated a strong association between engagement in OCB and the implementation of internal marketing practices within the educational context. Additionally, the study revealed a weak negative correlation between staff satisfaction and internal marketing, suggesting that while there is a positive association between OCB and effective internal marketing strategies, internal marketing alone may not directly contribute to increased staff satisfaction.

## Regression Analysis

**Table 4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.198 <sup>a</sup>	0.039	0.033	0.23652

According to the regression analysis model summary, the independent variables in the model can account for 3.9% of the variance in the dependent variable, as indicated by an R-squared value of 0.039. Adjusting for the number of predictors, the adjusted R-squared was 0.033, which indicates a marginally reduced prediction accuracy. Additionally, the standard error of the estimate was 0.23652, which serves as an average indicator of the model's ability to predict the actual values accurately.

**Table 5: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	0.728	2	0.364	6.505	0.002 <sup>b</sup>
Residual	17.901	320	0.056		
Total	18.628	322			

The regression model's sum of squares was 0.728, accompanied by a mean square of 0.364. The F-statistic, representing the ratio of explained variation to unexplained variance, was 6.505. The F-statistic, along with a p-value of 0.002, indicates that the model is statistically significant, implying that the independent variables substantially account for the variation in the dependent variable.

**Table 6: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.403	0.125		11.176	0.000
OCB	0.112	0.036	0.217	3.119	0.002
Internal marketing	-0.381	0.114	-0.233	-3.347	0.001

The constant term was 1.403, indicating the expected level of satisfaction when both OCB and internal marketing are zero. The coefficient for OCB was 0.112, with a statistically significant p-value of 0.002, indicating that for every one-unit increase in OCB, the satisfaction of the teaching staff is expected to increase by 0.112 units. Conversely, the coefficient for internal marketing was -0.381, which is also statistically significant with a p-value of 0.001, suggesting that for every one-unit increase in internal marketing, teaching staff satisfaction is expected to decrease by 0.381 units. This implies a negative relationship, where higher levels of internal marketing are associated with lower staff satisfaction.

## 2. Conclusion and Implications

The results of this investigation corroborated the anticipated correlations between OCB and internal marketing components. Motivation activities had the most significant explanatory power regarding the strength of these relationships, as evidenced by the Beta coefficient, followed by communication. In general, internal marketing should be an indispensable component of a corporation's marketing strategy and should be seamlessly incorporated into it. From a practitioner's standpoint, it is recommended that corporations implement internal marketing concepts that emphasize activities designed to enhance OCB. Additionally, marketers should prioritize internal marketing initiatives and allocate additional organizational resources and capabilities to benefit employees to the greatest extent feasible. Organizations should employ tools to foster citizenship behavior, which has become more prevalent in business environments, through integrated marketing activities and focus on empowerment, training, and development. In other words, it is recommended that additional internal marketing trends be implemented.

This investigation offers critical insights into the OCB and internal marketing. Nevertheless, it is crucial to consider the results and conclusions in the context of potential limitations and the direction of future research. In summary, this investigation concentrated on specific components of internal marketing. Consequently, future research may examine additional internal



marketing components in various business sectors. Additionally, it would be intriguing to collect qualitative data regarding the perspectives of administrators or decision-makers regarding the function of internal marketing. The generalizability of the results could be further enhanced by conducting the research in various contexts.

## DISCUSSION

The study has emphasized that educational enhancements should be aligned with labor market needs to improve education in KSA, considering all six economic diversification projects. The goal is to empower Saudi youth to compete globally and ensure their competence in the international labor force while maintaining a strong presence in the local market (Abdullateef et al., 2023). University leaders can improve their educational systems by focusing on communication, innovation, gender equality, administrative system reengineering, and leadership strategies (Sagr & Mohammed, 2023). Education in KSA should adopt learner-centered teaching methods, such as educational drama, to enhance students' thinking, creativity, and communication skills (Zaghloul & Rabeh, 2020). To improve teaching staff competence in KSA, addressing organizational and individual issues related to behavior and attitudes is crucial (Koyuncu, 2021).

Leaders in the KSA education sector have focused on motivating and satisfying their staff (Boonparn et al., 2020). Additionally, members of King Saud University institutions should strategically implement internal marketing practices to enhance staff performance and provide effective services (Gelen, 2021). However, it has been observed that King Saud University staff members lack vision and effective communication due to the absence of internal marketing strategies (Al Mahameed et al., 2023). OCB directly impacts workplace happiness, utilizing spiritual leadership and influencing subordinates' attitudes toward responsibility for their work (Achmad Sani et al., 2020). Job satisfaction significantly influences OCB across various sectors, underscoring the need to maintain satisfactory job satisfaction levels to enhance citizenship behavior (Ardiyansah & Mon, 2023). While OCB strongly affects

employee performance and work satisfaction, it does not significantly influence performance solely through job satisfaction (Waqiah et al., 2021). It positively impacts employee performance and job satisfaction, with job satisfaction mediating these two factors (Mardhotillah et al., 2021). Internal marketing in educational institutions focuses on corporate culture, employee relationships, and effective communication, categorizing employees into satisfied, somewhat satisfied, and unsatisfied groups (Sarquis et al., 2020). The presence of innovativeness, internal locus of control, and a willingness to take risks positively affect the entrepreneurial intentions of Saudi students, though there is no correlation between the need for achievement and entrepreneurial intention (Alshebami & Seraj, 2022).

King Saud University must prioritize student satisfaction to gain a competitive edge in the increasingly intense academic landscape (Sarangal et al., 2021). Digital transformation in higher education institutions (HEIs) aims to enhance infrastructure, streamline business processes, improve teaching methods, expand employment opportunities, foster market openness, promote research, and leverage digital marketing strategies (Castro Benavides et al., 2020). Internal marketing strategies target internal customers, fostering dedication to the institution and prioritizing human capital through policies that promote employee motivation and well-being (González Santa Cruz et al., 2020; Moreira Mero et al., 2020). Internal marketing 2.0 emphasizes healthy competition among members, learning from accomplished individuals, and cultivating a culture of reciprocity (Ferrer-Balas et al., 2008; Giesenbauer & Müller-Christ, 2020). High OCB and emotional intelligence (EI) levels suggest that educators can improve institutional effectiveness by implementing policies supporting emotional well-being, further enhancing positive behavior (C. Meniado, 2020; Işık, 2021).



## Conclusion

The study highlighted the complexities of job satisfaction among King Saud University staff members, specifically focusing on two key factors: OCB and internal marketing. Through quantitative research, the influence of these elements on staff satisfaction was explored, providing significant insights for developing strategic plans in educational institutions. The study demonstrated a relationship between OCB and job satisfaction among King Saud University staff, underscoring the importance of fostering a cooperative work environment. However, it emphasized the need for tailored internal marketing strategies.

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## Appendix

### Nationality:

- Saudi
- Non-Saudi

### Experience:

- 2–7 years
- 8–13 years
- 14–19 years
- One year or less
- 20 years or more

### Age:

- 25–35
- 36–46
- 47–57
- 58 or above

### Profession:

- Assistant Professor
- Associate Professor
- Doctoral Degree and above
- Graduate Degree
- Master's Degree
- Professor

### Marital Status:

- Married
- Unmarried

### Gender:

- Male
- Female

### Internal Marketing

I am well aware of the internal marketing initiatives implemented by our members and staff at King Saud University.

Internal marketing positively influences the morale and enthusiasm of the staff.

Internal marketing activities align with the core values and mission of our members and staff of King Saud University.

Internal marketing efforts effectively enhance communication channels within the institution.

Internal marketing contributes to fostering a collaborative and team-oriented work environment.

Internal marketing initiatives create opportunities for my professional development within the institution.

I am satisfied with the overall impact of internal marketing on my experience as a staff member.

**Strongly Agree**

Agree

Neutral

Disagree

**Strongly Disagree**

This university provides a vision that its employees and faculty staff can believe in.

This university transmits its vision appropriately to its employees and faculty staff.

The knowledge and skills of this university's employees and faculty staff evolve in the organization process.

This university teaches its employees how to do things and why they should be done. Communication with employees and faculty staff at this university is of great importance, and this significance is recognized within the institution.

This university prepares its employees and faculty staff to perform well in their roles.

This university views the development of its employees' knowledge and skills as an investment rather than a cost.

This university, in addition to training its employees, also provides education.

This university collects information from employees and faculty staff to enhance their duties and improve the organization's strategy.

This university has the flexibility to meet the diverse needs of employees and faculty staff.

Employees and faculty staff at this university are appropriately developed for their service roles.

This university conveys the importance of service roles to its employees and faculty staff.

Employees and faculty staff who provide excellent service at this university are rewarded for their efforts.

This university measures and rewards the performance of employees who frequently contribute to the organization's vision.

This university's performance measurement and reward systems encourage employees to work collaboratively.

Organizational Citizenship Behavior

I try not to create problems for the people I work with, demonstrating courtesy.

When unexpected issues arise, I ensure that I do not harm others and warn my colleagues.

I show respect for the rights and laws of my fellow employees.

I do not waste time complaining about minor problems and instead focus on the positive aspects of events rather than on workplace-related issues.

I keep pace with changes in the university's structure and do not engage in personal work during working hours, demonstrating conscientiousness.

I would like to participate in all activities that create a positive image for my university.

I spend most of my time on work-related activities.

I assist overworked university employees, demonstrating altruism.

I complete the daily tasks of employees who take leave.

I help new employees learn the ropes and do not hesitate to share resources with others when business problems arise.

I am actively involved in resolving conflicts within the university, exemplifying civil virtue.

I voluntarily agree to participate in the university's social activities.

I take part in research and project groups that engage in various developmental activities.

How would you rate the impact of internal marketing practices on your overall job satisfaction?



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How satisfied are you with your current position as a staff member at King Saud University?

To what extent do you believe organizational citizenship behavior (e.g., teamwork, helping colleagues) positively influences your job satisfaction?

How satisfied are you with the impact of employee development programs on your job satisfaction?