

Research Article

Environmental Management and Internal Marketing – Example of Domestic Airline Employees

Çevresel Yönetim ve İçsel Pazarlama – Yerli Havayolu Çalışanları Örneği

Muhammed Talha NARCI Dr. Öğr. Üyesi, İstanbul Aydın Üniversitesi Uygulamalı Bilimler Fakültesi Yönetim Bilişim Sistemleri Bölümü muhammedtalhanarci@aydin.edu.tr https://orcid.org/0000-0002-2103-4037	Fatih KARAMAN Dr. Öğr. Gör., İstanbul Aydın Üniversitesi Uygulamalı Bilimler Fakültesi Yönetim Bilişim Sistemleri Bölümü fatihkaraman@aydin.edu.tr https://orcid.org/0000-0001-5915-8054	Murat Yalçın KIRCA, Dr. Öğr. Gör., İstanbul Sabahattin Zaim Üniversitesi İşletme ve Yönetim Bilimleri Fakültesi İşletme Bölümü murat.kirca@izu.edu.tr https://orcid.org/0000-0001-5993-0534
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Abstract

In today's world, where there is increasing demand and decreasing resources, environmental management, which is used for the effective use of resources, takes the lead in both quality and sustainability practices of organizations. In the study, the effects of environmental management and internal marketing perception in domestic airline companies in the Turkish civil aviation sector were researched, and the interaction of the sub-dimensions of the related concepts was emphasized. Environmental management scale and internal marketing scales were used in the study. The data obtained from 406 employees working in domestic airline companies in Turkey were analyzed using SPSS 26.0 and AMOS statistical programs. The statistical results show a significant correlation between internal marketing practices and environmental management practices. In addition to the correlation, internal marketing has an effect on environmental management.

Keywords: Environmental Management, Marketing, Internal Marketing, Civil Aviation, Domestic Airlines.

Öz

Talebin arttığı ve kaynakların azaldığı günümüz dünyasında, kaynakların etkin kullanılmasına yönelik kullanılan çevre yönetimi, kuruluşların hem kalite hem de sürdürülebilirlik uygulamalarında başı çekmektedir. Çalışmada Türk sivil havacılık sektöründe yerli havayolu şirketlerinde çevre yönetimi ve içsel pazarlama algısının etkileri araştırılmış, ilgili kavramların alt boyutlarının etkileşimi vurgulanmıştır. Araştırmada çevre yönetimi ölçeği ve iç pazarlama ölçekleri kullanılmıştır. Türkiye'deki yerli havayolu şirketlerinde çalışan 406 çalışandan elde edilen veriler SPSS 26.0 ve AMOS istatistik programları kullanılarak analiz edildi. İstatistiksel sonuçlar, iç pazarlama uygulamaları ile çevre yönetimi uygulamaları arasında anlamlı bir ilişki olduğunu göstermektedir. Korelasyona ek olarak, içsel pazarlamanın çevre yönetimi üzerinde de etkisi vardır.

Anahtar Kelimeler: Çevresel Yönetim, Pazarlama, İçsel Pazarlama, Sivil Havacılık, Yerli Havayolu Şirketleri

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1. Introduction

The Earth's environment, the cradle of all life, stands as a vital cornerstone. Its preservation not only guarantees the well-being of present beings but also ensures a sustainable legacy for future generations, transcending local concerns and demanding global awareness. Every slight positive or negative alteration directly impacts the intricate balance of life, making environmental protection a social imperative beyond individual efforts. Consequently, governments now recognize the critical role of public power, coordination, and environmental regulation as essential responsibilities. Yet, establishing effective environmental management requires more than just organizational structures; it hinges on legal frameworks, financial support, social endorsement, and conscious oversight.

Responsibilities for implementing environmental policies vary across different administrative levels, from local municipalities to centralized ministries, particularly evident in Turkey's unitary state structure. Over three decades, Turkey has evolved its environmental management, progressing from an undersecretariat to a ministry, now consolidating all environmental facets under the Ministry of Environment and Urbanization, showcasing a growing national commitment to environmental concerns.

Today, environmental issues transcend borders, spanning a spectrum from dwindling forests and burgeoning populations to the rise of toxic wastes, greenhouse gases, and the specter of global warming. As environmental management gains precedence, businesses are standardizing practices to meet quality and environmental standards, considering it a value-enhancing function crucial for sustainable development. The vision of transferring resources responsibly to future generations has emerged as a guiding principle amid mounting awareness.

In the contemporary business landscape characterized by globalization and rapid technological advancements, the human element takes center stage in marketing strategies. To thrive in fiercely competitive global markets, businesses are compelled to innovate, emphasizing the human factor's pivotal role in their success. This has catalyzed the implementation of internal marketing practices, deemed essential to bolster employee satisfaction, motivation, and commitment to organizational goals.

The study, initially exploring environmental management and internal marketing concepts, ventured into dissecting the nuanced sub-dimensions of these concepts. Notably, it chose an unexplored research area: employees in the domestic airline sector. This choice stems from the sector's heavy reliance on technology and marketing, particularly internal marketing practices. The study aims to offer fresh perspectives and insights, potentially charting new paths for future research in this unique sector.

2. Literature

The negative effects of environmental pollution problems, which started to gain importance in the world especially in the 20th century, and the measures to be taken against them came to the fore more intensely, especially after the second half of the century. The inadequacy of the local measures taken by the countries to cope with these pollution problems, which go beyond their borders uncontrollably, has made it necessary to find solutions through international studies and cooperation's in this regard. Systems, which are generally called environmental management systems and whose aim is to protect the environment, to use scarce resources more effectively, to reduce waste levels, have started to gain more importance in the production of goods or services today. The ISO 14001 Environmental Management System Standard, which is included in the ISO 14000 Standards Series and developed by the International Standardization Organization for all these processes, was announced worldwide in 1996 to meet all these needs.

The environmental management systems called British Standard (BS 7750) are ISO 14000, ISO 14001 Environmental Management System and Environmental Management and Audit Plans. ISO 14000 and ISO 14001 Environmental Management System Standards are the rules determined by the International Standards Organization and have international validity. One of the environmental management systems, BS 7750, which was first prepared by the British Standards Institute, is a standard that can be used as an example by organizations of all types and sizes in general. ISO 14000, on the other hand, was developed on the basis of the BS 7750 standard and, according to Orecchini (2000: 61), it supports the strategic management of organizations related to their environment and acts as a guide for businesses in their planning in order to prevent possible environmental problems.

ISO 14000 is a general practice that is used voluntarily in environmental management and sustainability around the world. It also harmonizes international rules and methods in the study of environmental impacts in general terms. Although it is optional for organizations to use these standards, businesses planning international trade must comply with these ISO standards. According to Uydacı (2011: 74), these standards are very beneficial in terms of organizations gaining strength in the competition in the market and creating an image by reaching a standard level and quality in their environmentally friendly goods or services.

ISO 14001, which is an optional standard applied internationally, is accepted as a kind of duty towards its employees, society and consumers within the framework of social responsibility for organizations. In addition, it creates new competition standards and market shares by keeping the environment clean and protecting the environment in the production of goods or services in order not to harm the natural environment. Therefore, it is a process that all businesses in the same sector implement, even if not voluntarily, in order to maintain their standards with their competitors. According to Mathews (2003: 99), ISO 14001, one of the Environmental Management Systems, is the most widely accepted and well-known series of management standards. The establishment of environmental management systems is seen by the International Standards Organization as an important step in the determination of environmental policies, goals and objectives. In another definition, Nemli (2001: 215) explains ISO 14001 as a management methodology in addition to determining the numerical targets and performance-related criteria that organizations should achieve. Organizations that use such standards as a management philosophy benefit from this system in their environmental management.

According to Altuğ (2008: 270), one of these two standards, ISO 14000, is a set of international standards that envisage working in harmony with the environment and in cooperation with the standards of production of goods or services in business sector transactions. ISO 14001, on the other hand, specifies more specific and personal standards in management systems that aim to minimize the negative effects of organizations on the environment. According to Seiffert and Loch (2005: 1198), the management process, which has a very detailed meaning that includes environmental planning, policies and monitoring, is called environmental management. According to Seiffert and Loch (2005: 1198), the aim of environmental management is stated as managing all environmental resources in accordance with social standards and norms and increasing environmental sustainability.

Environmental management in organizations can be explained by considering the 'responsibility principle', unlike corporate governance principles. Here, environmental management is the fact that organizations continue their work in the form of sustainable progress, independent of their legal obligations and without the purpose of income, according to laws, legal regulations, and social values. According to Nemli (2001: 212), environmental management in organizations ensures that the ecological environment is taken into account as an important factor in decision-making processes, aims to completely remove or minimize the damage to the environment in their work, and by differentiating the production processes from the design of the produced goods to the packaging of the environment. It is a way of thinking accepted and implemented by organizations that try to place the philosophy of conservation as an organizational culture and try to fulfill their duties and responsibilities towards the society within the framework of social responsibility. Ronnenberg et al. (2011: 631), on the other hand, considers environmental management as an important part of corporate social responsibilities. In addition, different elements such as reducing or preventing waste, environmental designs and demand-side management are examined.

Environmental management is actually about organizations that minimize the damage to the environment and use resources efficiently. As a result of the need for environmental management in organizations, the need to establish an environmental management system and standards has emerged. The policies and procedures prepared and implemented by organizations that directly affect and control environmental problems that may arise in the future are called environmental management systems. Ronnenberg et al. (2011: 632) explains the parts covered by the environmental management system as the establishment of organizational practices, rules, procedures, and resources in order to follow, implement, examine and control environmental policies. Supporting the continuous development of organizations is seen as the most important feature of environmental management systems. According to Nemli (2001: 214), the effective elements for organizations to achieve continuous improvement are

setting goals, planning, examining the results of the management, auditing the system, and taking the necessary corrective and preventive actions.

According to Arslanoğlu (2019: 5), marketing supports science with different methods and definitions according to the ever-changing competitive environment, technology, management styles, information and new approaches. In the field of marketing, which continues its conceptual progress continuously, a different sub-dimension, internal marketing emerged in the 1970s. Internal marketing has formed the basis for new applications in organizations that want to increase the competitive environment, differentiation, and service quality in the sectors. In general, it is a form of marketing created to add value to employees, known as internal customers, with practices related to their work performance (Huang & Chen, 2013; Mutharasu et al., 2013). In fact, when the developments in the field of business administration are examined, it is understood that, especially with the changes in marketing strategies, the practices that used to target only external customers are now replaced by policies that target employees within the organizations and see them as customers. Since only increasing customers or organizational performance will not be enough for organizations to reach their goals, businesses should make customer-centered broader plans and choose the way of increasing performance by creating long-term relationships between consumers, employees, and businesses (Arslanoğlu, 2019: 11; Wu et al., 2013).

When the marketing mix is mentioned in the business branch, the first concept that all marketers think about is the 4P concept, which is the product, price, place and promotion quartet. Considering that the explanation of marketing with these four concepts is incomplete over time, the 7P was created by adding the concepts of people, physical environment and process. However, according to Lauterborn (1990), as a result of the evaluation of the marketing mix in terms of consumers, firstly the 4Cs and then the 7Cs were formed by bringing together the concepts of customer value, cost, convenience, communication, consistency, creativity, and competitive advantage. The human factor, which is primarily in the concept of 7P, represents the employees, consumers, managers and representatives who are effective at all stages in the production of goods or services. Therefore, being considered or cared about is the equivalent of the human factor for the consumer. The important part here is that as a result of marketing seeing its own employees as a kind of internal customer, it organizes this part as internal marketing in a strategic sense.

While defining internal marketing, the most general explanation can be stated as the creation of a marketing system according to the customers within the organization, meeting the needs of the internal customers while trying to reach the goals of the organizations, or attracting, training, motivating and maintaining the top-level personnel to the business by meeting the business requirements they need (Piercy and Morgan, 1991: 84; Berry, Hensel, & Burke, 1976: 8; Yao, Chen, & Chai, 2013). In addition to creating external satisfaction by managing internal communication and relations within a cultural framework, internal marketing is defined as developing the information they need by supporting internal customers in their business, feedback, change processes, costly effort and general approval. According to this explanation, internal marketing means, in summary, the application of external marketing within a business (Ahmet & Refiq, 2003; Vel et al., 2019). Therefore, all of the personnel in the organization, from the lowest level employee to the general manager position, constitute internal marketing.

Internal marketing was initially a more recognized concept in the service marketing industry. Later, this marketing style has influenced many different sectors and organizations. The main goal of this style is to see employees as customers and to achieve higher performance through regular interaction and services. In the same vein, according to Rezulzade (2019: 34) and Berry and Parasuman (1991: 26), internal marketing is explained as recruiting more qualified employees to the organization by meeting the needs of their employees, developing them and keeping them motivated. Internal marketing argues that employees who are in contact with external customers and ensure their satisfaction, especially in service-producing organizations, should be trained and motivated to act as a team. Because the aim here is to reflect all the activities to the employees and customer performances as they are implemented in the organization in a fully coordinated and effective manner. At the same time, establishing a good communication between the internal and external customers of the organizations, as well as being in constant communication with the former external customers is another aim (Kotler and Armstrong, 2005: 260; Varey, 2001; Urk, 2015: 9).

According to Arnett et al. (2002), when internal marketing is applied successfully in organizations, significant benefits are seen. Good implementation of internal marketing primarily leads to a decrease in turnover numbers. The most important factor that leads to this can be shown as the positive change in the perspectives of the employees towards their workplace and their duties, the fact that they do their duties more fondly, and as a result, their job satisfaction rises. As a result of the increase in employee satisfaction, their dedication to their work also supports the increase in quality. As a result of all these factors, it becomes easier to create the organizational culture as a structure open to innovation and transformation. According to Doukakis and Kitchen (2004), an organization should give importance to the training, informing and developing its employees as internal customers in order to meet the needs, expectations and wishes of the external consumers, and should support them by rewarding and motivating them when necessary.

3. Data and Methodology

The main purpose of this research is to examine the relationship between the environmental management perceptions of the employees in the Turkish civil aviation sector and the internal marketing activities of the companies they work in. The questionnaire was chosen as the data collection method in the research and there are questions about environmental management practices and internal marketing scales as well as demographic questions in it. The scale of environmental management practices, developed by Molina-Azorin et al. (2009) and adapted to Turkish by Ayaz Arda and Aslan (2020), originally included five sub-dimensions (leadership, employee relations, information and analysis, process management, stakeholders) and a total of 15 statements. The internal marketing scale developed by Foreman and Money (1995), on the other hand, is taken with the structure adapted by Kurşunoğlu, Yarimoğlu and Ersönmez (2017) in their study, and the original scale includes three sub-dimensions (development, reward, vision) and 15 statements.

A total of 253.885 people working in the Turkish civil aviation sector constitute the population of the research (SHGM, 2022: 28). Since the population size of the research is known, the minimum sample size is calculated as 384 according to 5% sampling error (Kotrlík and Higgins, 2001:47). By transferring the survey to the online form, it was sent to Turkish civil aviation sector employees via digital channels between 01.04.2023 and 30.04.2023, and a total of 406 usable responses were obtained. The obtained data were used in the tests related to the research variables with SPSS 26.0 and AMOS statistical package programs.

Confirmatory factor analysis was applied to the scales planned to be used separately with their original structure. It is understood that the obtained goodness-of-fit values are not within the acceptable range for the environmental management practices scale (X^2/df : 6.477, GFI: 0.877, AGFI: 0.816, CFI: 0.863, RMSEA: 0.116 $P=0.000<0.05$) (Shermelleh-Engel et al., 2003:56). On the other hand, according to the results of the confirmatory factor analysis, it is seen that the goodness of fit values obtained for the internal marketing scale (X^2/df : 5.471, GFI: 0.858, AGFI: 0.804, CFI: 0.862, RMSEA: 0.105 $P=0.000<0.05$) are not within the acceptable range. After the original structure of the scales and their usability for research could not be verified, exploratory factor analysis was applied to redefine the scale dimensions.

The appropriateness of exploratory factor analysis is decided by looking at the KMO and significance values. The KMO value takes a value between 0 and 1, and if this value is above 0.8, the degree of importance is checked. If the significance value is less than 0.5, it is understood that the factor analysis is perfectly suitable (Rasheed & Abadi, 2014: 302). A two-stage process was followed for the scales planned to be used in the research. In the first stage, items with item factor loads less than 0.4 and below both factors at the same time were observed, and then the factor under which the scale items were collected was determined by using the "Varimax" rotation process. First of all, exploratory factor analysis was applied for the scale of environmental management practices.

Table 1: Exploratory Factor Analysis Values for the Environmental Management Practices Scale

	Factors			
	1	2	3	4
Our senior managers consider environmental issues (such as air pollution, environmental precautions, waste management, damage to natural resources) in their planning and decision-making processes.	.860			
Our senior managers provide support to protect the environment and natural resources, regardless of cost.	.860			
Our senior managers instill awareness of environmental issues in all employees.	.817			
Our employees are encouraged to participate in teamwork related to environmental issues and are considered as a parameter of performance evaluations.	.807			
Authorization of our employees on environmental issues is clearly stated (For example: There are assigned personnel on environmental health and safety issues).	.563			
In our company, a philosophy of continuous improvement has been adopted in order to develop practices covering environmental issues such as reducing harmful gas emissions and energy consumption, and worker health and safety.		.810		
Data on environmental issues in our company are accessible to the relevant personnel.		.749		
Collaboration with other departments may be established when deemed necessary for information sharing and resource use on environmental issues.		.713		
Data on environmental issues in our company are up-to-date and valid.		.635		
Energy-saving machinery, equipment and equipment are used in our company.			.833	
Our company provides regular and transparent information to the society about its environmental performance, plans and activities.			.827	
Our suppliers are regularly informed and guided on environmental issues.				.738
Our company establishes cooperation with other companies in environmental projects.				.729
KMO and Bartlett's Test Value: 0.864 Significance (Sig.): 0.000<0.05	1: (Leadership and Employee Relations) 2: (Information and Analysis) 3: (Environmental Assurance) 4: (Stakeholders)			

As a result of the exploratory factor analysis of the environmental management practices scale, according to Table 1, where the distribution of the scale expressions is given, it is seen that the expressions are gathered under four sub-dimensions, not under five sub-dimensions, different from the

original. The distribution of the statements under these four sub-dimensions was examined and named "leadership and employee relations", "information and analysis", "environmental assurance" and "stakeholders", respectively, taking into account their original names.

For the internal marketing scale, a two-stage process was followed in the exploratory factor analysis and after the items with item factor loads less than 0.4 and items that were below both factors at the same time were determined and eliminated, the "Varimax" rotation process was used and the scale items were as given in Table 2 below. It was understood that they were gathered under 3 factors. The distribution of the scale items collected under the factors was examined and they were named as "development", "award" and "vision", respectively, in harmony with the names in the original scale.

Table 2: Exploratory Factor Analysis Values for Internal Marketing Scale

	Factors		
	1	2	3
In our organization we go beyond training and educated employees as well	.852		
We teach our employees "why they should do things" and not just "how they should do things"	.815		
Skill and knowledge development of employees happens as an ongoing process in our organization	.675		
We use the data we gather from employees to improve their jobs, and to develop the strategy of the organization	.673		
Our performance measurement and reward systems encourage employees to work together	.590		
Our organization offers employees a vision that they can believe in	.546		
In this organization, the employees are properly trained to perform their service roles		.770	
We place considerable emphasis in this organization on communicating with our employees		.762	
This organization has the flexibility to accommodate the differing needs of employees		.739	
In our organization, those employees who provide excellent service are rewarded for their efforts		.724	
We prepare our employees to perform well			.769
Our organization views the development of knowledge and skills in employees as an investment rather than a cost			.711
We communicate our organization's vision well to employees			.653
KMO and Bartlett's Test Value: 0.893 Severity (Sig.): 0.000<0.05	1: (Development) 2: (Award) 3: (Vision)		

Confirmatory factor analysis was applied to the scales according to the factor structures obtained as a result of exploratory factor analyzes for environmental management and internal marketing scales, environmental management scale ($X^2 / df : 2.892$, GFI: 0.940, AGFI: 0.907, CFI: 0.964, RMSEA: 0.068). $P=0.000<0.05$) and the goodness of fit values obtained for the internal marketing scale ($X^2 / df : 3.286$, GFI: 0.931, AGFI: 0.900, CFI: 0.936, RMSEA: 0.075 $P=0.000<0.05$) were found to be in the acceptable range (Capik, 2014: 199). As a result of the reliability analysis, Cronbach's Alpha values

obtained for the environmental management ($\alpha=0.880$) and internal marketing ($\alpha=0.883$) scales were found to be above 0.70 and it is understood that they are reliable.

After it was understood that there was no problem according to the goodness of fit and reliability values obtained as a result of factor analysis of the scales planned to be used in the research, analyzes were carried out on 406 data. First of all, the demographic characteristics of the participants were examined and are shown in Table 3 below.

Table 3: Frequency Values of the Demographic Characteristics of the Participants

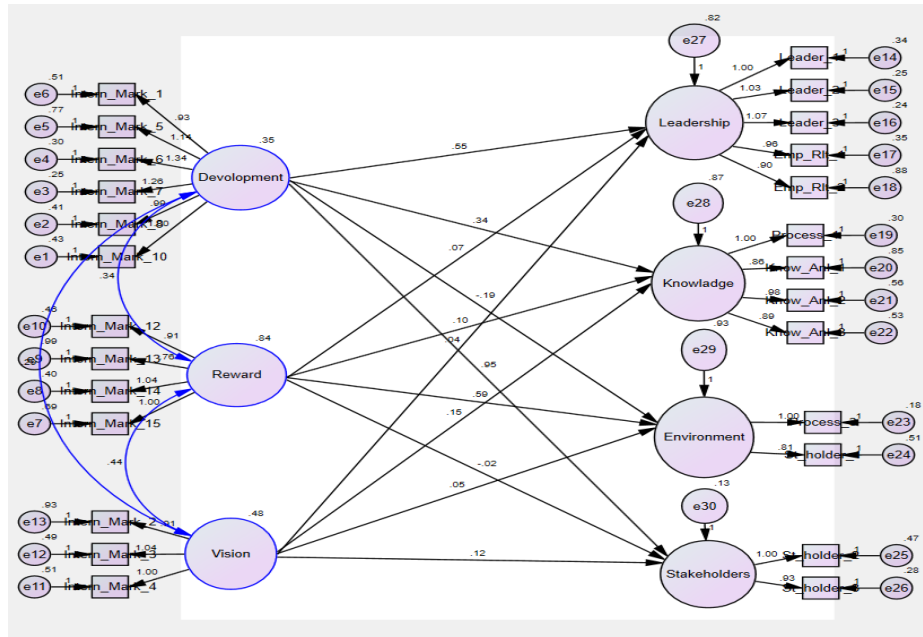
Demographic Features	Frequency	Percentage	Demographic Features	Frequency	Percentage
Gender			Education level		
Male	229	56.4	High school	13	3.2
Woman	177	43.6	Associate Degree	81	20.0
Marital status			Licence	312	76.8
Single	138	34.0			
Married	268	66.0			
Age			Household Income		
18-23	11th	2.7	≤8500 TL	39	9.6
24-29	57	14.0	8501-10000 TL	77	19.0
30-35	192	47.3	10001-11500 TL	52	12.8
36-41	82	20.2	11501-13000 TL	68	16.7
42 and above	64	15.8	≥13001 TL	170	41.9
Working Time in the Same Firm			Total Working Time with Current Manager		
Between 1 – 3 Years	29	7.1	Between 1 – 3 Years	21	5.2
Between 3 – 5 Years	169	41.6	Between 3 – 5 Years	162	39.9
Between 5 – 7 Years	132	32.5	Between 5 – 7 Years	140	34.5
7 Years and Over	76	18.7	7 Years and Over	83	20.4

According to Table 2, which shows the demographic information of 406 domestic airline employees participating in the research, 56.4% (229) of the participants are male, 66.0% (268) are married, 47.3% (192) are between the ages of 30-35, 76.8% (312) have a bachelor's degree, 41.9% (170) have a monthly household income of 13001 TL or more, 41.6% (169) have been in the same company for 3-5 years and finally 39.9% (162) of them have total work experience between 3 and 5 years with their current manager.

In this study, the Structural Equation Model (SEM) was used in the tests related to the variables for the purpose of the research. Structural equation modeling (SEM) is a statistical technique that allows to examine the relationship between one or more independent variables, continuous or discrete, and one or more dependent variables, continuous or discrete (Collier, 2020:1) . In the path diagram created with

SEM, the scales were taken with the final structure obtained as a result of factor analysis. The path diagram implemented in Figure 1 is shown below.

Figure 1: Path Diagram



According to Figure 1 above, where the path diagram formed between the research variables using the structural equation model is given, the effects of the development, reward and vision sub-dimensions of the internal marketing scale and the leadership, knowledge, environment and stakeholders sub-dimensions of the environmental management scale were examined. When the goodness-of-fit values of the established model are examined ($\chi^2 / df = 2.977$, CFI= .907, GFI= .909, AGFI= .893, RMSEA= .070), it is understood that the values are within the acceptable fit range (Capik, 2014: 199). The findings regarding the interactions between the variables given in the path diagram are shown in Table 4 below.

Table 4: Regression Weights

			Estimate	S.E.	C.R.	P
Leadership	<---	Development	.553	.147	3,754	***
Leadership	<---	Reward	.066	.093	.710	.478
Leadership	<---	Vision	.035	.159	.220	.826
Knowledge	<---	Development	.338	.153	2.209	.027
Knowledge	<---	Reward	.103	.099	1.038	.299
Knowledge	<---	vision	.147	.169	.871	.384
Environment	<---	Development	-.189	.161	-1.176	.240
Environment	<---	Reward	.589	.110	5.375	***
Environment	<---	Vision	.052	.178	.291	.771
Stakeholder	<---	Development	.949	.115	8.281	***
Stakeholder	<---	Reward	-.019	.060	-.324	.746
Stakeholder	<---	Vision	.116	.102	1.136	.256

Regression weights are given in Table 4, and when analyzed, it is seen that there are three values with significance levels less than .05 ($p < .05$). Therefore, it can be said that there are three effects, and two of these effects are the effects of the development sub-dimension of the internal marketing scale and the effect of the environmental management practices scale on the leadership and environment sub-dimensions. The third effect is the effect of the reward sub-dimension of the internal marketing scale on the stakeholders sub-dimension of the environmental management practices scale. When the other regression weights in the table are examined, it is understood that there is no statistically significant effect since the significance levels were observed to be greater than 0.05 ($p > .05$).

Table 5: Correlation Values

Leadership	.155
Knowledge	.126
Environment	.212
Stakeholder	.744

The structural equation model was used to determine the relationship between the sub-dimensions of the internal marketing scale and the sub-dimensions of the environmental management practices scale, and the relevant results are shown in Table 5 above. According to the values in the table, it is seen that while the structurally highest correlation value with the sub-dimensions of the internal marketing scale is in the stakeholders sub-dimension (.744), the lowest relation value is in the leadership sub-dimension (.155). The correlation values show that the environmental management sub-dimensions have a significant relationship with the internal marketing sub-dimensions. From this result, it is understood that the question of the existence of the relationship between the variables for which the answer is sought for the research is statistically positive.

4. Conclusion and Discussion

Changing environmental awareness and the desired need for a more sustainable world bring along some applications in the aviation industry as well as in many other fields. Since it is thought that the proper management of these practices will take place in the first place, one pillar of the study is chosen as environmental management. On the other hand, the evaluation of environmental practices as an internal marketing element in the activities carried out in the field of aviation constitutes another pillar of the study.

This study focused on the employees of domestic airlines in Turkey as the research population, employing a quantitative research method with a preference for survey-based data collection. The questionnaire, inclusive of inquiries about environmental management practices and internal marketing scales alongside demographic questions, garnered 406 responses. Analyzing these responses, the study established statistically significant relationships between the variables under scrutiny.

The findings conclusively demonstrate a significant statistical correlation between internal marketing practices and environmental management practices. Furthermore, the study delved deeper into the structural dynamics, examining the impact of specific sub-dimensions within the internal marketing scale on corresponding sub-dimensions within the environmental management practices scale. Specifically, it revealed that the development sub-dimension within the internal marketing scale significantly influences the leadership and environmental sub-dimensions of the environmental management scale. Additionally, the reward sub-dimension within the internal marketing scale exhibited a noteworthy effect on the stakeholders' sub-dimension within the environmental management scale, marking a significant statistical association.

When we look at the literature on internal marketing, it is seen that there is not much research on its interaction with environmental management. Studies in the areas of job satisfaction, organizational commitment, and business performance are more prominent in internal marketing. For example, Hwang and Chi (2005) stated in their research that internal marketing interacts positively with job satisfaction. As a result of their research, Caruana and Calleya (1998: 110) concluded that internal marketing has a positive effect on organizational commitment. Naude et al. (2003: 1205), in a study conducted in a UK-

based multinational organization, revealed that there are positive relationships between internal marketing, job satisfaction and organizational commitment. Although there are many studies in the field of environmental management, it is seen that there is not enough work in the part of its interaction with internal marketing. It is suggested that researchers who will work in this section in the future should study especially in the field of environmental management and internal marketing interaction. In particular, studies on the sub-dimensions of the related concepts will make a significant contribution to the literature.

Based on the statistical findings obtained from the study, it is understood that domestic airline companies should give importance to internal marketing activities in their environmental practices. Considering the statistical effects of the development and reward factors of internal marketing obtained in the study in the management of environmental practices, it is suggested that domestic airline companies should pay more attention in this area.

This study has limitations because it is only done once for domestic airline employees and is applied in a one-month period. Since it is important to consider the attitudes that may change over time, it is recommended that the survey included in the study be applied to the employees at different time intervals in future researches.

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Araştırma Makalesi**Environmental Management and Internal Marketing – Example of Domestic Airline Employees***Çevresel Yönetim ve İçsel Pazarlama – Yerli Havayolu Çalışanları Örneği*

Muhammed Talha NARCI Dr. Öğr. Üyesi, İstanbul Aydın Üniversitesi Uygulamalı Bilimler Fakültesi Yönetim Bilişim Sistemleri Bölümü muhammedtalhanarci@aydin.edu.tr https://orcid.org/0000-0002-2103-4037	Fatih KARAMAN Dr. Öğr. Gör., İstanbul Aydın Üniversitesi Uygulamalı Bilimler Fakültesi Yönetim Bilişim Sistemleri Bölümü fatihkaraman@aydin.edu.tr https://orcid.org/0000-0001-5915-8054	Murat Yalçın KIRCA, Dr. Öğr. Gör., İstanbul Sabahattin Zaim Üniversitesi İşletme ve Yönetim Bilimleri Fakültesi İşletme Bölümü murat.kirca@izu.edu.tr https://orcid.org/0000-0001-5993-0534
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Genişletilmiş Özet

Günümüz dünyasını ilgilendiren konuların en başında gelen çevre kavramı, her geçen süre zarfında artış gösteren küresel çevre problemleri ile insanların refah ve sağlıklarını tehdit etmeye başlayan bir seviyeye ulaşmıştır. Yerelden farklı uluslararası düzeyde olan çevre problemleri tüm ülkeler gibi Türkiye'nin de yaşadığı ciddi problemler olarak gösterilmektedir. Toplum yaşantısını negatif istikamette etkileyen çevre sorunlarından dolayı ülkeler ve işletmeler yeni politikalar aranması yolunu seçmektedirler. Bu anlamda çevresel yönetim sistemlerinin oluşturulması ve uygulanması, karşılaşılan bu küresel problemlere çözüm yolu bulunması anlamında önemli rol oynamaktadır. Oluşturulan yeni stratejiler ile yerel yönetimlere ve işletmelere de büyük sorumluluklar düşmektedir. Bu çalışmada havacılık sektörü bağlamında çevresel yönetim sistemi ele alınmış ve ilgili işletmelerin uygulamaları açısından sektörel bir araştırma yapılmıştır.

En basit anlatımıyla çevre sorunu, özellikle yaşanan küresel krizler, savaşlar ve hastalıklar ile birlikte küresel bakımdan ana meselelerden biri haline gelmiştir. İnsanların yaşamlarını sürdürebilmeleri için bulundukları yer anlamında da kullanılan çevre kavramı, sosyal, fiziki, biyolojik ve benzeri faktörlerin bir araya gelmesi ile oluşmakla birlikte sürekli değişen ve korunması gereken bir ortamdır. Ayrıca yapılan her olumlu veya olumsuz müdahalelere aynı istikamette karşılık vermesi bakımından çevre sorunlarının oluştuğu bilinmektedir. Çevresel sorunların insan yaşamını olumsuz etkilemesi oranının artması sebebiyle de yönetimlerin her anlamda sorun çözümüne yönelik politikalar geliştirmeye başlamaları, zorunluluk halini almaktadır. Beraber yaşanılması mecburi olan toplum hayatında çevre sorunlarına karşılık oluşturulan çevresel yönetim sistemleri, yaşanan problemlerin azaltılmasına, olumlu sonuçlar alınmasına ve belli standartlar oluşturulmasına olanak tanımaktadır.

Çevresel yönetimin temel amacı aslında çevre dengesinin korunmasıdır. Ayrıca kaliteli çevre oluşturularak bunun sürdürülebilir şekilde sokulması sayesinde ileriki kuşakların da gereksinimleri olan kaynakların korunması ve geliştirilmesi de diğer hedefler olarak gösterilmektedir. Bu anlamda çevresel yönetim politikalarının belirlenmesi, planlama çalışmalarına işlerlik kazandırılması ile ilgili araştırmaların yapılması da en önemli yöntemler arasında gösterilmektedir. Fakat bunların yapılmasındaki en büyük payı siyasi ve ulusal irade oluşturmaktadır. Dolayısıyla çevresel yönetim,

sadece işletme veya yönetici desteği ile değil aynı zamanda üst yapının da desteği ile oluşturulabilecektir.

Bir diğer araştırma başlığı olan içsel pazarlama, yine son yıllarda özellikle hizmet sektöründeki işletmelerin daha fazla üzerinde durduğu ve uygulamaya başladığı bir yaklaşım olarak öne çıkmaktadır. Çünkü hizmet üreten işletmelerdeki tüketici ile personel arasındaki iletişim ve ilişki kuvvetinin, organizasyonların çıktılarına pozitif istikamette etkileri olduğu görülmektedir. Ayrıca yapılmış birçok araştırmada da içsel pazarlamanın çalışanlar bakımından işyerlerine bağlılığı, memnuniyeti, güveni ve çalışma azmini artırdığı belirtilerek bunun daha iyi seviyede hizmet verilmesine, üst seviye müşteri memnuniyetine destek olduğu ortaya koyulmaktadır. Dolayısıyla içsel pazarlama uygulamaları, yoğun rekabet ve farklılaştırma uygulamalarının uygulandığı günümüz ticari hayatında personellere yapılan yatırım anlamında başarılı sonuçlar doğurmaktadır. İçsel pazarlamanın uygulama alanları arasında en başta havayolu işletmeleri, bankalar, oteller, hastaneler gelmektedir. Bu çalışmada özellikle havacılık sektöründeki havayolu işletmelerinin seçilmesinin de nedeni bu olmakla beraber çevresel yönetim ile etkileşiminin araştırılması ayrı önem arz etmektedir. Çünkü özellikle hizmet işletmeleri alanında olan havacılık sektörü, sürekli kalite artışı ve müşteri memnuniyetine etki eden içsel iletişim bakımından üst seviye etkileşime sahiptir.

Hizmet sektöründe bulunan firmalarda içsel pazarlama, müşteriler ile doğrudan iletişimde olunmasını, destekleyici etkiye sahip çalışanların etkileri ile müşteri memnuniyeti kazanılmasını, takım çalışmasına özendirici eğitimlerin çalışanlara verilmesini ve bu alandaki iş motivasyonunun sağlanmasını amaçlamaktadır. Bu sebeple de içsel pazarlamanın hedefi, koordine ve aktif bir şekilde çalışmaların işletme içinde uygulanan pazarlama çeşitlerine benzeyen bir düşünce ile üst seviye hizmet anlayışı ve tüketici odaklı performansa yönelik çalışanların yönlendirilmesidir. Çünkü pazarlama çalışmalarının başarılı olması için hem içsel hem de dışsal pazarlamanın birbirini desteklediği sistemin uygulanması gerekmektedir. Yani içsel plan dışsal planın bir nevi aynası gibi olmalıdır.

Günümüz dünyasında içsel pazarlama daha fazla hizmet pazarlaması merkezlidir ve aynı bağlamda ürün merkezli pazarlamaya ek faydalar sağlayan bir araç olarak kullanılmaktadır. Bu sebeple pazarlama yöneticilerinin işletme içindeki çalışanlarından oluşan bir içsel pazarlama ortamının farkına varmaları, gereksinimlerine göre farklı uygulamalar geliştirmeleri ve benimsemeleri gerekmektedir. Yatırımların insan kaynaklarına yapılmasının gerekliliği ve bu yatırımların karşılığı olarak üst seviye performans ve tüketici memnuniyeti alınacağı içsel pazarlama tarafından öngörülmektedir. Fakat anlayış ve farkındalık bakımından içsel pazarlama uygulamalarında bir artış olmadığı sürece rakip olan ve içsel pazarlama uygulamalarını tam olarak uygulayan organizasyonlar ile başa çıkılabilesinin mümkün olmayacağı bilinmelidir.

İçsel pazarlamayı daha fazla hizmet işletmelerinin uygulamaya dikkat etmeleri gerekmektedir. Çünkü tüketici ile çalışanlar arasında oluşan etkileşim en fazla bu tarz işletmelerde olmakta ve hizmet kalitesinin seviyesi de çalışanlar tarafından belirlenmektedir. Dolayısıyla içsel pazarlamanın kapsamı bir organizasyonun kapsadığı tüm çalışanların iç pazar olarak görüldüğü ve dış müşterilere odaklanmış motivasyonları destekleyen sistemleri kapsamaktadır. Hizmetlerin standart hale getirilmesi ve sürekliliği bakımından iç müşteri olarak görülen çalışanlara ait işgücü devir hızlarının düşük olması da diğer ehemmiyetli olan kısmı oluşturmaktadır. İçsel pazarlama uygulamalarını kullanan organizasyonlar, elde ettikleri rekabet oranı nedeniyle rakiplerinden daha fazla öne geçebilmektedirler.

Her sektörde olduğu gibi son yıllarda sivil havacılık sektöründe de yaşanan güçlü rekabet, bu alanda hizmet veren işletmeleri büyük oranda etki altına almaktadır. Bu sebeple de havacılık işletmelerinin yaşanan şiddetli rekabet ortamında varlıklarını sürdürebilmeleri için daha fazla müşteri odaklı stratejiler geliştirmeleri gerekmektedir. Yeni tarz politikalarından biri olarak gösterilen içsel pazarlama bakımından sektöre bakıldığında işletmelerin dış müşteri memnuniyetini kazanabilmeleri için öncelikle iç müşteri memnuniyetini oluşturmaları gerektiği görülmektedir. Dolayısıyla da havacılık sektöründe hizmet veren işletmelerin özellikle iç müşterilerine göre politika oluşturarak onların memnuniyet düzeyleri artırmaya önem vermeleri gerekmektedir. Çalışmada bu amaçla havacılık sektöründe havayolu şirketlerindeki çalışanların üzerinde içsel pazarlamaya yönelik politikaların etkilerinin incelenmesine odaklanılmıştır.

Günümüzde ulaşım sektörü toplumsal hayatın vazgeçilmez parçası haline gelmiştir. Stratejik olarak da incelendiğinde öneminin ne denli yüksek olduğu anlaşılan sektör, küreselleşme bakımından da en fazla etkileşim atında olan branş olarak dikkat çekmektedir. Havayolu taşımacılığı ise hem teknoloji hem de kalite anlamında sektöre farklı bir ivme kazandırmakta olduğundan ticari bakımdan da hayati önem arz etmektedir. Genel olarak tüm sektörlerde olduğu gibi pazarlama faaliyetleri, işletmelerin faaliyetlerinin yarısını oluşturduğundan tüketici memnuniyeti ve verdiği izlenim açısından rekabet ortamında fark yaratmaktadır. Ayrıca tüketicilerin faaliyet zinciri olarak süreçlerinden edindikleri ilk izlenimleri bakımından düşünüldüğünde, seyahatlerinin başlamasından sonlanmasına kadarki süreçleri kapsayan zaman dilimi sebebiyle çalışan-müşteri etkileşimi açısından en fazla süreyi kapsayan iletişimin yaşandığı sektör olarak görülmektedir. Çalışma bu sebeple havacılık sektöründeki havayolu şirketlerindeki çalışanlarını temel alarak, onların çevresel yönetim ve içsel pazarlama bağlamındaki etkileşiminin sonuçlarını araştırılması üzerine kurgulanmıştır.