

**THE RELATIONSHIP OF SCHWARTZ'S BASIC INDIVIDUAL  
VALUES WITH INTERNAL MARKETING, BRAND CITIZENSHIP  
BEHAVIOUR, AND ORGANIZATIONAL CITIZENSHIP  
BEHAVIOUR: A CASE STUDY OF CALL-CENTRE STAFF OF  
CREDIT CARD ISSUERS IN THAILAND**

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**Abstract**

This study aims to find out how basic individual values affect employee satisfaction with internal marketing, brand citizenship behaviour, and organizational citizenship behaviour. This study used a questionnaire to collect the data from 466 call-centre staff members. The questionnaire was distributed to credit card issuers in Thailand that do not outsource call-centre services. Only 10 credit-card issuers in Thailand were qualified to participate in the data collection process. This research applied a quota sampling technique to organize the number of samples into appropriate proportions in each firm. Afterwards, simple random sampling was used to draw the respondents from each credit card issuer's name list for the questionnaire survey. The data were analyzed using Pearson's correlation and descriptive statistics to test the relationship of the concepts used in this study. The results support all three hypotheses that basic individual values have a positive effect on employee satisfaction on internal marketing. Basic individual values have a positive effect on brand citizenship behaviour, and basic individual values have a positive effect on organizational citizenship behaviour. The results of this study show that the power value and the achievement value do not

have a significant relationship with organizational citizenship behaviour. The stimulation value does not relate to brand citizenship behaviour.

**Keywords:** Internal marketing; Schwartz's basic individual values; brand citizenship behaviour; organizational citizenship behaviour; call-centre staff

## **Introduction**

Front-line staff can be a source of customer satisfaction. Therefore, service firms use the internal marketing (IM) concept to satisfy their staff and enhance service quality. Kotler (2003) defines internal marketing as a concept which supports the company's service quality by satisfied front-line staff. A high turnover rate of service staff will affect a company's service quality. Due to less experience, front-line service staff may take longer to solve customer problems (Varey, 1995). Moreover, the process of recruiting new service staff and the time period needed to orientate and train them constitutes a high monetary and nonmonetary investment for the company. In addition, less experienced workers may perform less well, resulting in lower service quality which decreases customer satisfaction and may impact negatively on the firm's reputation (Mello, 2011). Service firms around the world face high turnover rate of call-centre staff which affect the service quality of the service organization in many countries. Turnover rate in India call-centre is 15-20% (Shah and Rainayee, 2014). Call-centre attrition rate in Malaysia is 22% (Imtiazhossain et al., 2018). Average turnover rate in call-centre industry in Pakistan is 30-45% (Khan and Du, 2014), and turnover rate of call-centre in Kenya exceed 50% (Mwendwa and Gitonga, 2017). Thus, service firms apply the internal marketing concept to satisfy their employees, especially front-line staff, to make them happy and express good service quality.

Call-centre staff is front-line staff that provides services directly to the firm's customers. Surprisingly, this group of employees has a high turnover rate compared with other front-line staff. Furthermore, call-centre staff has a low tenure, on average, compared with other front-line staff. Due to repetitive work, job stress, fewer opportunities to advance in the company and lower compensation rates compared with others with similar skills and education levels (Malhotra et al., 2013). The company loses the opportunity to have highly experienced call-centre staff who is able to offer better service quality to customers (GLOCCAL.COM, 2011). Therefore, service organizations try to outsource call-centre services as a means of solving problems associated

with call-centres staff turnover. Outsourcing call-centre services is not suitable for financial firms, due to the authority necessary to approve access to credit line services and customer privacy that should not be in the hand of outsiders. The internal marketing concept is an effective tool to resolve staff problems for financial service firms.

Internal marketing (IM) factors may be the cause of employee preferences, but the actions they perform are not only caused by what company prepares for them. The values and beliefs of individual employees shape their attitudes and are a major factor in their decision making and actions (Porter and Lawler, 1968). Therefore, the relationship between the way the company treats their employees and individual values need to be identified as factors affecting employee behaviour. This study aims to explore the employee's satisfaction regarding IM and their extra-role behaviours, by applying Schwartz's basic individual values and to explain the relationship between them.

## **Literature Review**

### ***Internal marketing***

Rafiq and Ahmed (2000) explain that internal marketing (IM) is a concept that organizations use to create employee satisfaction. The IM concept is a process whereby the company looks at employees as internal customers, and suggests that the organization's jobs are internal products. If the company can satisfy their staff, it will create employee loyalty to the organization. Furthermore, IM is a philosophy where companies serve their employees well to make them happy in their work. Employees express their satisfaction in high performance service quality. Kotler (2003) concurs that IM is a concept where service organizations satisfy employees by motivating them to perform better and give improved quality service.

The concept is the combination of marketing and human resource management to motivate internal staff by promoting human resource management functions, to create organizational brand commitment and

corporate brand loyalty (Ahmed et al., 2003). Moreover, satisfied staff will stay and work for the organization longer, which enables them to solve customer problems more quickly and effectively because of their experience. Budhwar et al. (2009) suggest that using the concept of internal marketing can help to develop the firm's competitive advantage in the aspect of service quality, which leads to increased organizational profit and helps to create the company brand image.

Internal marketing creates job satisfaction, organizational commitment, and the employee's intention to stay with the company (Preez and Bendixen, 2015). In addition, the consequences of well-known brand reputation and good organizational image are staff extra-role behaviours which includes organizational citizenship behaviour (OCB) and brand citizenship behaviour (BCB). Both extra-role behaviours create better employee service performance which leads to higher quality service (Helm, 2011). Employee satisfaction with internal marketing functions depend on personal attitudes which conform to individual values (Schwartz, 2012).

### ***Brand citizenship behaviour and Schwartz's basic individual values***

Burmann and Zaplin (2005) developed the concept of brand citizenship behaviour from the integration of the concept of organizational citizenship behaviour with organizational commitment and loyalty. Brand citizenship behaviour concerns activities which employees perform when they feel committed with the organization's brand. Thus, brand citizenship behaviour involves extra-role behaviour regarding the corporate brand. Burmann et al. (2009) adjust brand citizenship behaviour by regrouping 7 behaviours into 3 groups called "the modified three-dimensional model of brand citizenship behaviour" to make it more suitable for implementation in this study. The modified three dimensions include: 1) willingness to help 2) brand enthusiasm and 3) propensity to future development (PFD).

Chiang et al. (2013) mention that the organization creates brand equity by promoting brand values to employees to make them identify themselves with the corporate brand or "live the brand". When they feel

committed to the brand, employees will reflect the spirit of the brand through psychological ownership, and express the brand aspect extra-role behaviour which originates with BCB. Therefore, internal branding and effective communications are the tools needed to create organizational commitment and corporate brand loyalty among the employees which make them perform brand citizenship behaviour (Porricelli et al., 2014). The service firm imparts the organizational brand to employees, encouraging them to conform to organizational goals and the employee's value system, which encourages the internal branding processes and initiates the person-organization fit (Matanda and Ndubisi, 2013). The employees have an important role in communicating the corporate brand to the public (Preez and Bendixen, 2015). However, employee performance and behaviour are based on their attitudes and beliefs which are evaluated by the individual's own value orientation (Schwartz, 2012). Previous research found that individual values affect both in-role and extra-role behaviour (Cohen and Liu, 2011).

There is not much research on using basic individual values as a tool to evaluate employee behaviour and actions. This study will examine the relationship between basic individual values and the employee's extra-role behaviour related to corporate branding which occurs when employees are committed to the organization.

### ***Organizational citizenship behaviour and Schwartz's basic individual values***

Internal marketing orientation helps to motivate employees to perform their services as the organizational marketing strategies in their in-role behaviour. Internal marketing orientation promotes extra-role behaviour (Lings and Greenly, 2008). The extra-role behaviour occurs when the company staff is satisfied with the company job and is committed to the organization's brand. Extra-role behaviour which employee performs in their daily work is the organizational citizenship behaviour (Chow et al., 2015). Awwad and Agti (2011) state that internal marketing concept can create organizational commitment which leads to OCB and their intention to stay

with the company. Moreover, they will support their colleagues to enhance the level of the firm's service quality, which supports the company brand image.

Organizations use monetary and non-monetary rewards to motivate their staff to perform extra-role behaviour in their daily work (Bell and Manguc, 2002). Liao et al. (2009) found that non-monetary factors such as appropriate communication between leader and staff can create a better relationship between them, which leads to job satisfaction and expressions of organizational citizenship behaviour. Previous research found monetary rewards have a strong effect on the employee's satisfaction and commitment to the organization (Dabholka and Abston, 2007). Furthermore, a good system of compensation could influence company staff to perform organizational citizenship behaviour and other extra-role behaviour (Bell and Menguc, 2002). On the other hand, Paine and Organ (2000) argue that compensation is a system to motivate staff to perform only in-role behaviour, while extra-role behaviour means actions that occur only by personal attitudes or their own beliefs.

Fischer and Smith (2006) mentioned that people from different sociocultural backgrounds have different value orientations. Furthermore, Schwartz (2012) supported that individual values are a component of self-personality that motivates people to believe and behave differently. Thus, service firms should understand individual beliefs and attitudes which lead to the satisfaction of internal marketing functions and the employee's extra-role behaviours. There are few studies in the past that explore the relationship between individual values, attitudes, and behaviours (Cohen and Liu, 2011; Singaravelloo and Kamiab, 2016; Raub and Robert, 2010). So, this study aims to examine the relationship between individual values, internal marketing, brand citizenship behaviour, and organizational citizenship behaviour.

#### ***A theory of basic individual values by Schwartz***

Job satisfaction and their turnover intention could be motivated by using human resource management techniques, but human resource behaviours are also affected by their attitudes (Porter and Lawler, 1968).

Therefore, the study of employee behaviour needs to take into account their thinking and culture as a basic background to their actions. Reiche (2008) supports the idea that difference attitudes of people and their subsequent actions need to be clarified to understand employee behaviour.

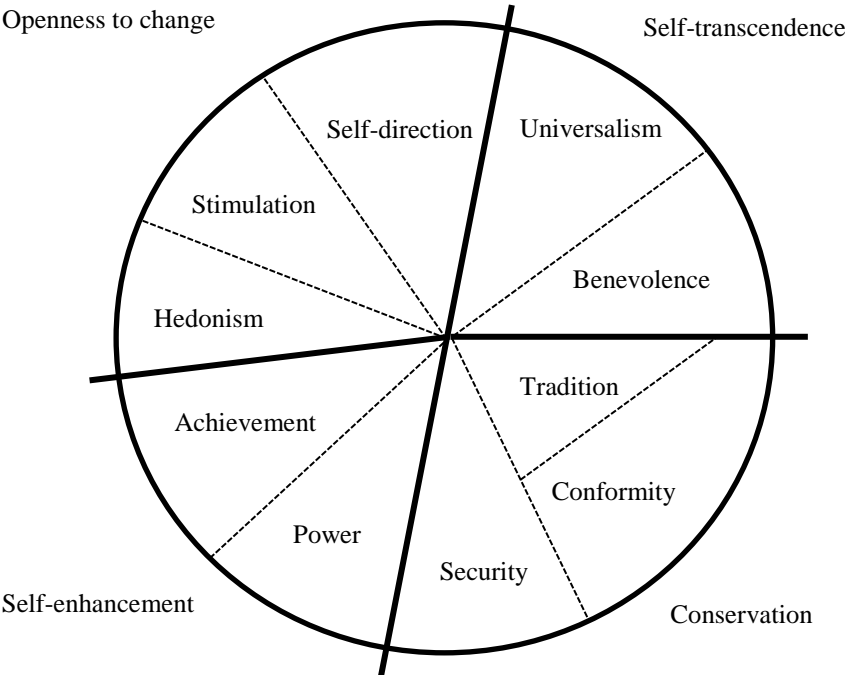
Organizations need to understand that factors which affect their human resources are based on their personal beliefs which influence their actions and behaviours. Soares et al. (2007) suggest that businesses need to understand human attitudes, which are different across countries or cultures to build appropriate motivational plans to lead their people in the right direction. Most researchers adopt the famous cultural dimensions of Geert Hofstede to explain the differences of employee's thinking and attitudes (Mello, 2011). However, Geert Hofstede explains that his cultural dimensions had developed to compare the average beliefs of people between countries or cultures, so his cultural dimensions are not useful as a measure for the individual employee. Yoo et al. (2011) agree that Hofstede's cultural dimension measurement is not proper for use with individuals, so they designed CVSCALE to measure culture in the basis of individual level. However, CVSCALE is not widely used as a measurement tool by researchers due to it being in the early stages of development.

A theory of basic individual values by Schwartz has been developed for a long time to measure individual beliefs and values which lead to those attitudes and behaviours (Schwartz, 1992; 2012). Schwartz and Bilsky (1987) explained that basic individual values are beliefs, desirable, or transitional goals, which are important life principles for people. Moreover, Dobewall and Strack (2014) supported the idea that people look differently at their surroundings. Such things such as objects, people, situations, etc. are seen differently, because people hold different values regarding those things. These differing value systems depend on personal attitudes and ways of thinking.

The theory of basic individual values developed from motivational theories to explain individual human decision making, attitudes, and behaviours. Schwartz et al. (2012) identified 10 basic individual values including power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security. Those 10



values are divided into four major groups which are: 1) openness to change, 2) self-transcendence, 3) self-enhancement and 4) conservation, as shown in the figure below.



**Figure 1:** Theoretical Model of Relations among 10 Motivational Value Types  
Source: Schwartz et al. (2012)

The previous discussion mentions the importance of internal marketing, brand citizenship behaviour, and organizational citizenship behaviour which leads to better service quality and the organization's brand image. However, personal satisfaction of work and the employee's behaviours occur from personal attitudes and beliefs.

Due to people having different backgrounds, beliefs, and cultures, they are satisfied by different motivations. Moreover, they behave differently, because they hold different basic individual values. After this review the literatures of all the above concepts and theories, this study examines the following hypotheses:

Hypothesis 1: Basic individual values have a positive effect on employee satisfaction on internal marketing (IM).

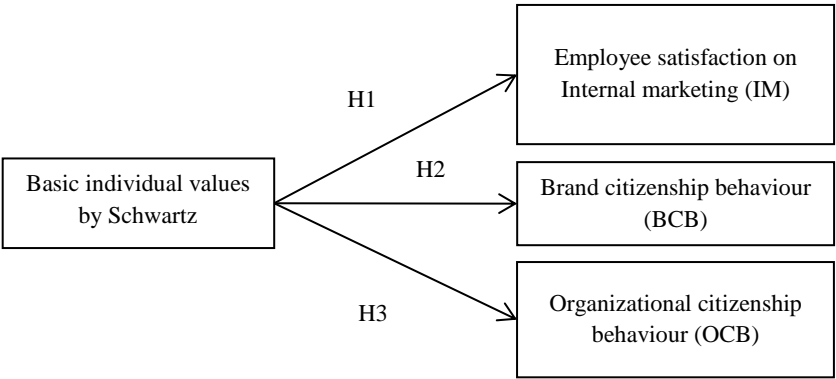
Hypothesis 2: Basic individual values have a positive effect on brand citizenship behaviour (BCB).

Hypothesis 3: Basic individual values have a positive effect on organizational citizenship behaviour (OCB).

The above hypotheses were developed to state the relationship of Schwartz’s basic individual values with internal marketing, brand citizenship behaviour, and organizational citizenship behaviour. Moreover, the relationship of each value with IM, BCB, and OCB will clarify the beliefs of call-centre staff of credit-card issuers in Thailand. Furthermore, these relationships will support credit-card issuer firms in understanding their call-centre staff which help them to know how their employees think and behave. Therefore, they can satisfy call-centre staff and decrease the turnover rate.

**Conceptual framework**

After doing this literature review, the researcher developed a conceptual framework to identify relationship related concepts and theory. Figure 2 below describes the relationship of basic individual values by Schwartz, employee satisfaction on internal marketing, organizational citizenship behaviour and brand citizenship behaviour. The conceptual framework also defines the hypotheses which are going to be tested by this study.



**Figure 2:** Conceptual Framework

## **Research Methodology**

This study will define the values that people adhere to which could affect their behaviour. Thus, this study aims to clarify the relationship between Schwartz's basic individual values and the satisfaction of internal marketing functions, organizational citizenship behaviour (OCB), and brand citizenship behaviour (BCB).

This study is empirical in nature which uses the questionnaire survey with 466 call-centre staff of credit card issuers in Thailand. There were 91 questions in the questionnaire, which was developed after reviewing relevant literature on related theories and concepts. Fifty pre-test questionnaires were distributed to the sample group. There were 37 useful questionnaires returned. The analysis of the pre-test questionnaire shows that all the groups of questions are able to be used in the study.

This study distributed the questionnaire to only credit card issuer firms which do not use outsourced call-centre services. Only 10 out of 19 credit-card issuers were selected to collect the data due to 9 outsourcing their call centre services from outsource service providers. Therefore, in total 1,645 call-centre staff from 10 credit-card issuers form the participant population of this study. For this study, a minimum of 400 participants were required based on the required sample size table (O'Leary, 2004). A quota sampling technique was applied to organize the number of samples proportionally to each firm. Finally, this study used simple random sampling to draw the respondents from the employee name list of each credit card issuer.

This study analyzed the gathered data by using Pearson's correlation and descriptive statistics to test the relationship of Schwartz's basic individual values, the satisfaction on internal marketing (IM), brand citizenship behaviour (BCB), and organizational citizenship behaviour (OCB).

## **Findings**

As a result, all factors show Cronbach's Alpha  $> 0.70$  which means that groups of questions in the questionnaire are appropriate for use as a measurement for each factor.

**Table 1:** Confirmatory Factor Analysis (CFA)

Concepts	Variables	No. of items	Cronbatch’s Alpha
<b>Internal Marketing (IM)</b>	Internal communication	4	0.853
	Leader-member exchange	3	0.727
	Job opportunity	3	0.888
	Empowerment	3	0.823
	Autonomy of work	3	0.902
	Training and development	3	0.824
	Compensation	3	0.786
	Physical environment	3	0.851
<b>Organizational</b>	Altruism	4	0.879
<b>Citizenship Behaviour (OCB)</b>	Conscientiousness	4	0.869
	Sportsmanship	4	0.871
	Courtesy	4	0.702
	Civic-virtue	4	0.825
<b>Brand Citizenship Behaviour (BCB)</b>	Willingness to help	4	0.839
	Brand enthusiasm	8	0.896
	Propensity to future development	4	0.822
<b>Schwartz’s Basic Individual Values</b>	Power	3	0.825
	Security	3	0.791
	Conformity	3	0.792
	Tradition	3	0.807
	Benevolence	3	0.806
	Universalism	3	0.720
	Self-direction	3	0.778
	Stimulation	3	0.851
	Hedonism	3	0.739
	Achievement	3	0.837

Pearson correlation yields the relationship of Schwartz's basic individual values with other variables, which includes satisfaction of internal marketing (IM), brand citizenship behaviour (BCB), and organizational citizenship behaviour (OCB). The results are presented in four tables which are divided into ten values in four groups as a theory of basic individual values using the Schwartz model.

**Table 2:** The Relationship of Basic Individual Values (Self-enhancement) with Other Variables

Schwartz's basic individual values	Variables	Observed variables	Sig. (2-tailed)	Pearson correlation
Power	IM	Compensation	0.0001	0.266
		Physical environment	0.0001	0.220
Achievement	IM	Physical environment	0.0001	0.255
	BCB	Willingness to help	0.0001	0.242
		Brand enthusiasm	0.0001	0.286
		Propensity to future development	0.0001	0.323

The power value is significantly related to 2 internal marketing factors at 0.0001 level, which are compensation (0.266) and the physical environment (0.220). Achievement values show a significant relationship with the physical environment (0.255) at 0.0001 level and relates to all BCB factors at 0.0001 levels. The results show that power and achievement values are not significantly related to the OCB factors, but the achievement value still has a relationship with extra-role behaviour in the aspect of brand citizenship behaviour.

**Table 3:** The Relationship of Basic Individual Values (Openness to Change) with Other Variables

Schwartz’s basic individual values	Variables	Observed variables	Sig. (2-tailed)	Pearson correlation
Hedonism	BCB	Willingness to help	0.0001	0.283
		Brand enthusiasm	0.0001	0.261
		Propensity to future development	0.0001	0.245
	OCB	Civic-virtue	0.0001	0.226
Stimulation	IM	Autonomy of work	0.0001	0.224
	OCB	Sportsmanship	0.0001	0.331
		Civic-virtue	0.0001	0.261
Self-direction	BCB	Willingness to help	0.0001	0.298
		Brand enthusiasm	0.0001	0.268
		Propensity to future development	0.0001	0.271
	OCB	Civic-virtue	0.0001	0.310

The hedonism value is significantly related to all BCB factors and related to civic-virtue (0.226) in OCB at 0.0001 levels. The stimulation value significantly relates to two OCB factors which are sportsmanship (0.331) and civic-virtue (0.261) at 0.0001 levels. Lastly, self-direction values show a significant relationship with all BCB factors at 0.0001 level and relates to civic-virtue (0.310) at 0.0001 levels. All the values in the openness to the change group have a relationship with civic-virtue, which is a factor of OCB. In addition, the stimulation value does not have a relationship with BCB, but relates to satisfaction of IM which is autonomy of work.

**Table 4:** The Relationship of Basic Individual Values (Self-transcendence) with Other Variables

Schwartz's basic individual values	Variables	Observed variables	Sig. (2-tailed)	Pearson correlation
Universalism	IM	Job opportunity and career growth	0.0001	0.241
		Empowerment	0.0001	0.218
		Autonomy of work	0.0001	0.272
	BCB	Willingness to help	0.0001	0.381
		Brand enthusiasm	0.0001	0.405
		Propensity to future development	0.0001	0.330
	OCB	Altruism	0.0001	0.262
		Civic-virtue	0.0001	0.446
Benevolence	IM	Job opportunity and career growth	0.0001	0.240
	BCB	Willingness to help	0.0001	0.415
		Brand enthusiasm	0.0001	0.409
		Propensity to future development	0.0001	0.384
	OCB	Altruism	0.0001	0.279
		Civic-virtue	0.0001	0.403

Both values in the self-transcendence group show a significant relationship with IM, OCB, and BCB at 0.0001 levels. Furthermore, both values have a significant relationship with all BCB factors at 0.0001 levels. Moreover, they have a statistically significant relationship with the satisfaction of IM factors which is job opportunity and career growth at 0.0001 levels. The universalism value shows Pearson correlation with job opportunity at 0.241, empowerment at 0.218, and autonomy of work at 0.272.

**Table 5:** The Relationship of Basic Individual Values (Conservation) with Other Variables

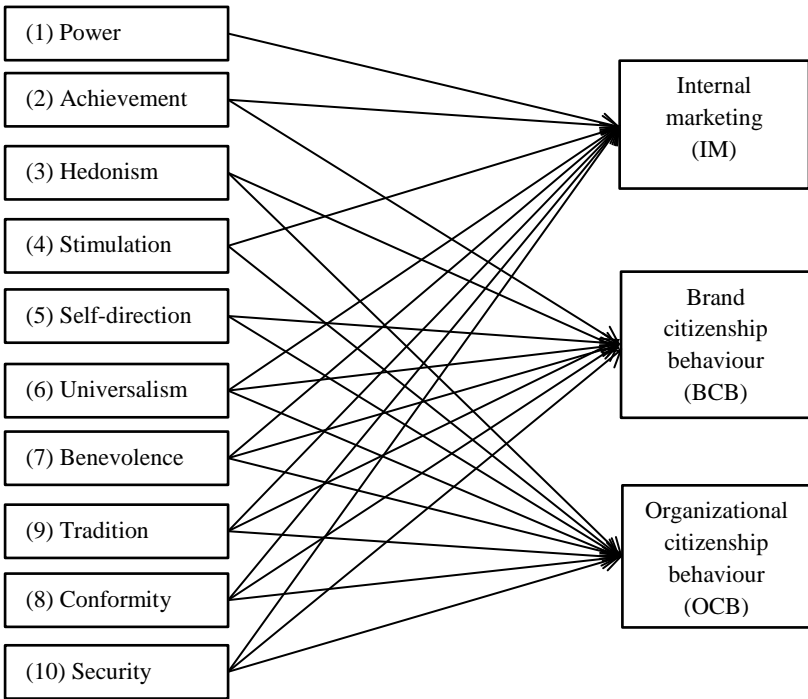
Schwartz's basic individual values	Variables	Observed variables	Sig. (2-tailed)	Pearson correlation
Conformity	IM	Job opportunity and career growth	0.0001	0.217
	BCB	Willingness to help	0.0001	0.355
		Brand enthusiasm	0.0001	0.352
		Propensity to future development	0.0001	0.320
	OCB	Conscientiousness	0.0001	0.277
		Courtesy	0.0001	0.208
		Civic-virtue	0.0001	0.377
Tradition	IM	Training and development	0.0001	0.205
	BCB	Willingness to help	0.0001	0.250
		Brand enthusiasm	0.0001	0.251
		Propensity to future development	0.0001	0.274
	OCB	Civic-virtue	0.0001	0.263
Security	IM	Job opportunity and career growth	0.0001	0.216
		Compensation	0.0001	0.205
	BCB	Willingness to help	0.0001	0.296
		Brand enthusiasm	0.0001	0.279
	OCB	Conscientiousness	0.0001	0.216
		Civic-virtue	0.0001	0.241

The result shows all values in this group which includes conformity value, tradition value, and security value have a significant relationship with IM, OCB, and BCB at 0.0001 levels. Only the security value shows no



relationship with the propensity to future development. In addition, the conformity value and the security value relate to job opportunity and career growth, but tradition is the only one value that relates to the training and development factor.

The following figure summarizes the previous 4 tables into a diagram that shows only the significant relationship. This diagram shows the relationship of Schwartz's basic individual values to those IM, BCB, and OCB variables:



**Figure 3:** Relationship Between Schwartz's Basic Individual Values and IM, BCB, OCB.

The results of this study show all hypotheses in this research are supported. The test of hypothesis 1 shows that basic individual values have a significant positive effect on employee satisfaction on internal marketing (Beta = 0.432, T-value = 4.986,  $p < 0.0001$ ). The result of hypothesis 2 shows basic individual values have a significant positive effect on brand citizenship

behaviour (Beta = 0.503, T-value = 7.579,  $p < 0.0001$ ). Lastly, basic individual values have a significant positive effect on organizational citizenship behaviour so hypothesis 3 is supported (Beta = 0.100, T-value = 2.181,  $p < 0.05$ ).

## **Discussion**

This study uses Pearson's correlation to explore the relationship of Schwartz's basic individual values and IM, BCB, and OCB. The results show that each basic individual value has a different effect on IM, BCB, and OCB. This part of this study will describe the result of each basic individual value and make the discussion of their relationship with IM, BCB, and OCB.

The respondents of this study have low (1) power values compared to other basic individual values. The result shows that (1) power value has a relationship with two IM functions which include compensation and the physical environment, but this group of employees will not perform both BCB and OCB because this group of employees focus on acquiring personal wealth and success. Therefore they require appropriate working conditions to support their daily work to enhance their performance for their self-fulfilment (Milman, 2003). But Bell and Manguc (2002) mention that good compensation can lead to organizational citizenship behaviour (OCB). Paine and Organ (2000) concur that employees will express extra-role behaviour if they have acceptable compensation. This might be because good working conditions can support this group of employees to have a better work performance, which bring the success in career and increase of their income.

Respondents who have achievements, i.e. they meet the (2) the achievement value, relate to the physical environment and may not necessarily express OCB; however, employees who have (2) achievement value has a relationship with brand citizenship behaviour (BCB), including a willingness to help, brand enthusiasm and a propensity to future development. Cohen and Shamai (2010) found that groups of employees who have a high (2) achievement value will have less commitment with the organization and company brand. They suggest that this may be because this group of people are always looking for new jobs which offer better opportunities and compensation rather than a good physical environment workplace (Inerson et

al., 2013). The findings of this study are in contrast with that of Cohen and Shamai (2010), where the findings suggest that high achievers often identify themselves with and are committed to the company brand and see its success as part of their personal successes too.

The result of this study found that people with the (3) hedonism value related to OCB in the aspect of civic-virtue and related to all BCB activities. This is in line with the study of Singaraveloo and Kamiab (2016) that (3) the hedonism value has a high relationship with extra-role behaviour especially organizational citizenship behaviour (OCB). On the other hand, Cohen and Liu (2011) found that (3) the hedonism value has a negative relationship with organizational brand commitment which affects organizational citizenship behaviour (OCB) and other extra-role behaviour, because this group of people are always looking for happiness of life and may spoil themselves if they have the chance. They will ignore or perform less extra-role behaviour on brand and daily work (Awwad and Agti, 2011). This might be because of different sample groups from Southeast Asia and the Middle East, who look at the happiness of life in different way. Therefore, they behave on their works and corporate brands differently.

Only those people who hold the (4) stimulation value that expresses sportsmanship, but they do not express any BCB activity. This study also found that BCB does not have a relationship with sportsmanship, which is the most important behaviour of service staff (Yoon and Suh, 2003). Furthermore, this group of respondents is satisfied by the autonomy of work which is related to the findings of Chiang and Hsieh (2012), showing that autonomy of work allows staff to control their work and schedules. They express organizational citizenship behaviour (OCB) and perform better service quality (Dabholka and Abston, 2007). Due to the result of this study and past research, the autonomy of work could be a tool that motivates service staff to expresses sportsmanship.

The group of employees which have the (5) self-direction value relate to brand citizenship behaviour (BCB), which is the expression of organizational commitment. Liu and Cohen (2010) found a different result where people who love to do new things have less commitment to the organization's brand. These people are not scared to move to new environments and they love to be in challenging situations (Schwartz, 2012).

The result of this study shows that respondents are satisfied to work with the companies so they have no need to find the challenge in other workplace.

Respondents with the (6) universalism value have a relationship with two internal marketing (IM) functions consist of empowerment and autonomy of work. The results suggest that people who are open minded to understand and listen to others who differ from them, reflect the character of (6) Universalism. They will be committed to the organization and are willing to accept the roles and authority of other staff members (Su et al., 2013). On the other hand, Burmann and Koing (2011) mention that call-centre staff does not require high empowerment, but they need high levels of security and autonomy of work on their work schedule. Under these conditions, they will exhibit civic-virtue and altruism behaviour (Chiang and Hsieh, 2012). This might be because the empowered staff hold more authorities, and their decisions have major effects to the job security, and thus accounted those as their responsibilities.

(7) The benevolence value has a relationship with altruism and civic-virtue which is related to the study of Cohen and Liu (2011). The (7) benevolence value has a high relationship with OCB activities especially in collectivist social situations. Collectivist situations relate more to the group activities, rather than individual situations. Singaravelloo and Kamiab (2016) found that the (7) benevolence value has high relationship with organizational citizenship behaviour (OCB), but it does not motivate people to perform better, because they focus more on helping colleagues rather than performing better service for the organization. This may be due to the fact that benevolence people basically have an intention to help others and take care of people around them.

(8) Conformity people have a high relationship with organizational commitment (Paine and Organ, 2000). This study achieved a similar result which suggests that the conformity value has a relationship with all brand citizenship behaviour (BCB) activities. Furthermore, the (8) conformity value is the only basic individual value that relates to courtesy activities, which includes respect for the rights of others. The individual takes steps to prevent problems with others, consults with and informs others before taking action or making decisions. This result relates to work by Paine and Organ (2000) which found that in high power distance societies, people always take steps

while they are working to strictly follow given commands. This study confirms that the conformity value is related to the extra-role behaviour, due to the fact that Thai employees are in the high power distance context.

(9) The tradition value relates to training and development and also has a relationship with all BCB activities, which suggests that people with this value are committed to the organization's brand. The results obtained in this study contrast with the results by Jun et al. (2005) who found that training and development does not have a direct effect on job satisfaction. It does, however, have an indirect effect via empowerment and trained staff will have a chance to gain more authority as well. Furthermore, Burmann and Koing (2011) mention that call-centre staff do not require high empowerment, but autonomy of work and security. The well-trained staffs have a higher chance to secure their work and gather more autonomy of work. So training and development play an important role to employees' work skills, which in turn lead to more authority to make decision and autonomy of work.

Lastly, (10) the security value has a relationship with OCB only regarding to conscientiousness and civic-virtue. Jain et al. (2012) agree that employees who avoid making a mistake always perform civic-virtue and willingness to help. But, Cohen and Liu (2011) found that employees who have (10) security value perform only in-role behaviour, due to the need to secure their job, so they avoid to work above their obligation and their supervisor's command (Paine and Organ, 2000). On the other hand, this study found that (10) the security value has a positive relationship with extra-role behaviour, due to the success of the organization and its brand leading to job security as well.

## **Conclusion**

This study aims to observe the relationship of Schwartz's basic individual values, satisfaction of internal marketing (IM), organizational citizenship behaviour (OCB) and brand citizenship behaviour (BCB). The data for this study was collected from credit card issuers in Thailand, which do not use outsourcing call-centre services. The questionnaire survey was conducted with 10 credit card issuers. The result of this study found that each basic individual value has a different kind of relationship with other variables.

The findings of this study show that all hypotheses in this research were supported. Furthermore, the results of this study explain that (1) power value has a significant relationship with compensation and the physical environment, but does not have relationship with OCB and BCB. The (2) achievement value has the same result with the (1) power value in the aspect of a significant relationship with the physical environment and no significant relationship with OCB, but the (2) achievement value is related to BCB activities. Furthermore, the (3) hedonism value is related with all BCB activities, but has a significant relationship with the only civic-virtue of OCB. The (4) stimulation value has a relationship with autonomy of work, but the (4) stimulation value has no relationship with BCB activities. (4) Stimulation is the only value that is related with sportsmanship. The (5) self-direction value is related to all BCB activities, but is related with OCB only in the aspect of civic-virtue. The (6) universalism value has a relationship with the empowerment and autonomy of work. The (6) universalism value shows a high relationship with civic-virtue. The (7) benevolence value is related with civic-virtue and altruism, and is related with all BCB activities. In addition, the (8) conformity value is related with all BCB values. Moreover, the (8) conformity value has a relationship with three OCB activities which include conscientiousness, civic-virtue, and courtesy. (9) Tradition is the only value that is related to training and development. Lastly, the (10) security value has a significant relationship with compensation and job opportunity, and the (10) security value also has a relationship with both extra-role behaviours, which are BCB and OCB.

This study applies concepts and theory to test their relationship with credit card call-centre staff in Thailand. Therefore, future research in this topic should expand to include other kinds of service organization in Thailand and other countries. Furthermore, this study is quantitative research, so a qualitative survey should be conducted in the future to answer questions that are impossible to answer by quantitative research. Lastly, Schwartz's basic individual values could, possibly, be applied to find their relationship with other business theories and concepts.

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