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The importance of internal marketing through internal communications and human resource management

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**Η σημασία του εσωτερικού μάρκετινγκ μέσω της
εσωτερικής επικοινωνίας και της διαχείρισης των
ανθρώπινων πόρων**

Μάρω Χαλντούπη

Ντάινα Νικολάου

Η παρούσα μεταπτυχιακή διατριβή υποβλήθηκε προς μερική εκπλήρωση των απαιτήσεων για απόκτηση μεταπτυχιακού τίτλου σπουδών στη Διοίκηση Επιχειρήσεων MBA (in English) από τη Σχολή Οικονομικών Επιστημών και Διοίκησης του Ανοικτού Πανεπιστημίου Κύπρου.

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ABSTRACT

A position stated to be “luxury” for a company to occupy, especially on a crisis period, is that of the Human resource manager. It is an extra cost to employ people in charge of making sure the employees are happy, motivated and inspired to keep doing their jobs efficiently. On the other hand companies rely on the service they provide to their customers, which is provided by employees. If the service is satisfying, the customer will come back and maybe become a client, so it is merely important to keep those employees in the front line highly motivated to provide their best of their knowledge, skills and impressions to the customers about their services.

Comparing that HRM is an extra cost and how HRM can impact on employee’s behaviour against the customer, we observe the contradiction occurring here. So considering that a company is too small to have a whole department to manage the human resources, this can be the idea that each manager can use in order to show to their employees that are countable for the organisation. This can be the philosophy in order to treat your employees as if they were customers! Motivating and retaining your employees can retain customers as well. As with customers we are using marketing approaches, simple as that with our internal customers (employees), we can use the internal marketing combined through the internal communications and manage our people appropriately.

The purpose of this study is to collect existing researches and conduct a scientific research ending with the distribution of a questionnaire that will complete the conclusion of previous researches. Selecting the parts from the bibliography that help this research, separating them into chapters will result in the first conclusions based on theory and past surveys. Finally the empirical research is done by using a primary questionnaire for further investigation on what employees understand in our days in Cyprus in regards of Internal Marketing and of course what their experience in their companies’ is.

The objective of the above is to learn the extent to which the internal marketing processes are applied into business, if market orientation exists within the business, and last but not least to investigate if organizations are creating value for their customers. In the reference are found the articles, books, electronic resources and the questions used in the survey.

In the first two chapters of this study, there are explanations and analysis of the main theoretic terms used. Additionally in the introduction there is the discussion of the subject and some reference on what it is believed through the years about Internal Marketing. The following chapters are focusing on the satisfaction of the internal and external environment of an organization in a theoretical basis. The last chapter before the discussion and conclusions, the conduction of the survey is analysed, by introducing the results in percentages with presented in pie charts and the cross tabulation analysis through excel. In this chapter it is discussed as well the weaknesses of this survey and the observations of the results in a first stage.

Finally, in the discussion and conclusions, some of positive and negative aspects are mentioned and the final conclusions are explained and recommendations for further investigations are suggested.

ΠΕΡΙΛΗΨΗ

Μια θέση που δηλώνεται ότι είναι "πολυτέλεια" για μια εταιρεία ειδικά σε μια περίοδο κρίσης είναι ο Διευθυντής Ανθρώπινου Δυναμικού. Είναι ένα επιπρόσθετο κόστος η πρόσληψη ατόμων που είναι υπεύθυνα για να βεβαιωθούν ότι οι εργαζόμενοι είναι ευχαριστημένοι, παρακινημένοι και εμπνευσμένοι για να συνεχίσουν να εργάζονται αποτελεσματικά. Από την άλλη πλευρά, οι εταιρείες βασίζονται στις υπηρεσίες που παρέχουν στους πελάτες τους, η οποία παρέχεται από τους υπαλλήλους της. Εάν παροχή υπηρεσιών είναι ικανοποιητική, ο πελάτης θα επιστρέψει και ίσως να παραμείνει πελάτης για μεγάλο χρονικό, οπότε είναι σημαντικό να κρατηθούν οι εργαζόμενοι στην πρώτη γραμμή ιδιαίτερα, παρακινημένοι για να προσφέρουν τις καλύτερες γνώσεις τους και εντυπώσεις στους πελάτες σχετικά με τις υπηρεσίες της εταιρίας.

Συγκρίνοντας ότι η Οργάνωση Ανθρώπινου Δυναμικού είναι ένα επιπλέον κόστος ενώ μπορεί να επηρεάσει τη συμπεριφορά του υπαλλήλου εναντίον του πελάτη, διαπιστώνουμε ότι υπάρχει η αντίφαση εδώ. Κατά συνέπεια, λαμβάνοντας υπόψη ότι μια επιχείρηση είναι πολύ μικρή για να έχει ένα ολόκληρο τμήμα για να διαχειριστεί το ανθρώπινο δυναμικό, μπορεί αυτή να είναι η ιδέα που οι υπεύθυνοι μπορούν να χρησιμοποιήσουν για να δείξουν στους υπαλλήλους που μπορούν να μετρηθούν. Αυτή να είναι η φιλοσοφία για να αντιμετωπίζονται οι υπάλληλοι σας σαν να ήταν πελάτες! Η παρακίνηση και η διατήρηση των υπαλλήλων σας μπορεί να διατηρήσει και τους πελάτες. Όπως και με τους πελάτες, χρησιμοποιούμε προσεγγίσεις μάρκετινγκ, έτσι και με τους εσωτερικούς πελάτες (υπαλλήλους μας), μπορούμε να χρησιμοποιήσουμε το Εσωτερικό Μάρκετινγκ μέσω των εσωτερικών επικοινωνιών και να διαχειριστούμε κατάλληλα το ανθρώπινο δυναμικό μας.

Ο στόχος των παραπάνω είναι να μάθουμε τον βαθμό στον οποίο εφαρμόζονται οι εσωτερικές διαδικασίες μάρκετινγκ στην επιχείρηση, εάν υπάρχει επιχειρηματικός προσανατολισμός και, τέλος, εξετάζεται αν οι οργανισμοί δημιουργούν αξία για τους πελάτες τους. Στα περιεχόμενα υπάρχουν τα άρθρα, τα βιβλία, οι ηλεκτρονικοί πόροι και τα ερωτήματα που χρησιμοποιήθηκαν στο ερωτηματολόγιο για την περεταίρω διερεύνηση.

Στα δύο πρώτα κεφάλαια αυτής της μελέτης, υπάρχει εξήγηση και ανάλυση των κύριων θεωρητικών όρων που χρησιμοποιούνται σε αυτή τη μελέτη. Επιπλέον στην εισαγωγή υπάρχει η συζήτηση για το θέμα και κάποια αναφορά για το τις απόψεις που επικρατούν μέσα από τα χρόνια για το Εσωτερικό Μάρκετινγκ. Ακλουθούν τα κεφάλαια τα οποία επικεντρώνονται στην ικανοποίηση του εσωτερικού και εξωτερικού περιβάλλοντος ενός οργανισμού σε θεωρητική βάση.

Το τελευταίο κεφάλαιο πριν από τη συζήτηση και τα συμπεράσματα, αναλύεται η διεξαγωγή της έρευνας, με την εισαγωγή των αποτελεσμάτων σε ποσοστά που παρουσιάζονται σε διαγράμματα πίτας (Pie Charts). Σε αυτό το κεφάλαιο συζητούνται επίσης οι αδυναμίες αυτής της έρευνας και οι παρατηρήσεις των αποτελεσμάτων με μία πρώτη ματιά.

Τέλος, στη συζήτηση και στα συμπεράσματα αναφέρονται κάποιες θετικές και αρνητικές πτυχές του Εσωτερικού Μάρκετινγκ και εξηγούνται τα τελικά συμπεράσματα που παραπέμπουν και σε προτάσεις για περαιτέρω έρευνες.

Key Words

Human Resource management (HRM), Internal Marketing (IM), Internal Communications (IC), Organizational Culture, Internal Marketing Orientation, Job Satisfaction, Customer Satisfaction

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Chapter 1: Introduction

“A person who feels appreciated will always do more than what is expected”

This quote popped out on me by an unknown author and what I believed regarding work and in life generally, was summarized in one sentence. Focusing now on the professional area and meaning of the quote, anyone can relate and have experienced in their jobs a period where they felt of giving too much and not appreciated or in a better case, giving and being appreciated and as a result, they kept offering more (time, effort, etc.). When a company gives the adequate benefits to its employees and makes them feel appreciated, it is a win-win situation as both parties are happy and reach their goals.

Fact:

Companies with highly engaged employees have a 112 percent three-year return to shareholders versus a 76 percent return for companies with low employee commitment

To achieve the engagement of your employees, personnel management is required (or now known as Human Resource Management (HRM)). The company need to communicate to the employee the importance of their roles and in order to do this a plan is necessary. Internal marketing (IM) was first proposed (Berry et al, 1981) as a solution to the problem of delivering consistently high service quality.

Berry (1981) suggests that the 'customer' is inside the organization; the relationship between employees and employers is no less different from the relationship between organizations and (external) consumers.

Also, Helman and Payne, 1995 stated that IM is about applying traditional marketing inwards; focusing on the internal customers and suppliers of the internal marketplace, with the aim of improving internal market relationships, quality and customer service and ultimately corporate effectiveness.

Although the usefulness of IM is recognized by academics and practitioners, some critics claim that the term is just a new synonym for good human resources management, organizational development or simply good effective communications with employee.

The purpose of my thesis is mainly to examine the importance of managing and motivating the people of an organization. Having in mind that all sectors rely upon a service component and believing that internal communications matter, this study will analyze that communicating with your employees, keeping them happy, well - trained and motivated, treat them equally but speak each ones language separately is the key to have happy customers. Considering of the techniques proposed and used for this matter, I will try to conclude my research by discussing the pros and cons of this modern approach of Human Resources.

Chapter 2: Theoretical Background

2.1 Definitions

At this stage let's drop some definitions in order to create a common path of viewing this paper:

HRM: Human Resource Management is a strategic and coherent approach to the management of an organization's most valued assets—the people that work there, who individually and collectively contribute to the achievement of its objectives.

IM: Internal marketing is attracting, developing, motivating and retaining qualified employees through job-products that satisfy their needs. Internal marketing is the philosophy of treating employees as customers and it is the strategy of shaping job products to fit human needs

IC: Internal (or employee) communication is concerned with sharing information, building understanding, creating excitement and commitment and, ideally, achieving a desirable result

IMO: Internal marketing orientation is an important concept where organizations apply marketing tools to attract and retain the best employees, which will affect business performance.

There are tons of definitions and explanations of these terms and there is more into these terms than of what it is stated. Additionally, combining them, there is a holistic perception of how personnel should be treated in an organization. HRM was introduced first as a term and as a philosophy in the organisations. Starting for early years, back from 1800, when basic employee matters occurred, i.e. minimum wage and as organisations are growing, there was the need to manage multiple employee issues, now more issues have to be considered, like their job satisfaction and responsibility. In our days though, people do not mind only for the wage. Education is growing and people depending on their lifecycle stage and path, own individual knowledge, skills and talents, plus they are more prone to express their likes and dislikes on the working environment. Changes also in the work environment need to be managed appropriately so there is no affection on the organisation's results. Now there is a reason why someone should cover a position and what his/her responsibilities are. This is where IM comes to complement HRM's job and take it to the next level with internal communications.

2.2 Human Resource Management

2.2.1 Human Resource Planning

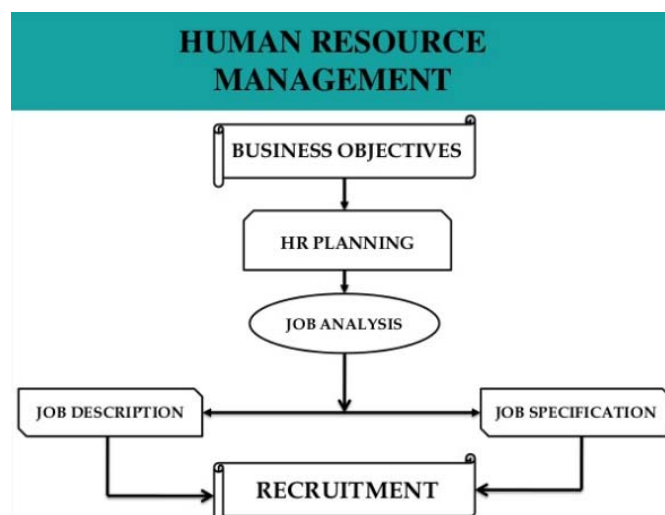
First step to the planning procedure is to answer the following questions: what you want to be as a company, where do they see the company in some years from today, so the business plan has a crucial role in the HR planning, what kind of people do you want to employ in terms of behaviour, skills, and potentials. Structure of the company, plus tools and means will be used to achieve the goals set.

Secondly, managers are forecasting of what the existing employees require to be satisfied and happy, plus the additional needs in human resource in each department of the company. Typically this is monitored by assessing the existing employees in terms of performance, quantity, quality, benefits, experiences, compensations and more. Considering all of these, they plan of what changes should occur in order to develop their business, for example dismissals, transfers of employees, promotions, pay raises, new job positions, etc. Matching Demand and Supply of the Human Resources benefits the organization in meeting its needs and plans in timely manner with the appropriate Human resources actions.

2.2.2 Recruitment – Selection

Based on the above thoughts, that now the Company knows what their staff characteristics are, next step is to identify what positions are important to be covered and prepare job descriptions in cooperation with the line managers. Once this is done, the recruitment is the next step, gather every person that matches the demanded profile. After collecting a database of potential employees, interviews take place and after that a review of the people interviewed. In order to collect the correct people for each vacancy, the organisation develops the position description and a recruitment plan taking under consideration the ad posting period, the available advertising resources and making sure the all current goals are met.

Selection is the last step of the procedure and if the previous steps are done carefully and correctly, this will result in a successful candidate that will be a great part in achieving the organisation's goals. A company is made of what their people are and having this constant it can guarantee a developing effective global leading role in any industry. Of course selecting the employees turns out to be the easy part at the end of the day, while the next part of the hiring is critical. What comes forward is the base of your whole planning, which includes the induction of the employee, constant training, appraisals, motivate and problem resolving.



2.2.3 Who is responsible for HRM?

Large Organisations accommodate a separate HRM department and the HR manager is responsible for their procedures used to satisfy and retain their employees. Some smaller firms though cannot have a whole department, so this role remains on the top and line managers.

What is essential though, existing HRM department or not, a person who is responsible for the performance of subsistent has an HR role to complete. The day we delegate the complete responsibility of motivating our employees onto HR, we make a great mistake. If you are the manager, then it is your responsibility to make sure that you motivate, enthuse and encourage your employees, because you can do a much better job than HR can do. HR can only innovate on how you can motivate them.

In large companies of 50 employees and more, there are Line Managers responsible for smaller teams and they report to the General Managers. The responsibility lies onto them when it comes to employee contribution, retention, engagement, productivity as well as reporting the needs in staff development, recruitment etc.

To sum this thought up, everyone responsible for employees in lower positions, are authorised and addressed to make sure that Human resources are managed properly so their job satisfaction is achieved individually and organisationally.

2.2.4 HRM Activities for Managers

Below are some activities that might have to be carried out by a line manager regarding managing employees could include the following:

- Interview and select employees
- Introduce the company to the new comers (Induction course)
- On-job training and development
- Appraisals of effort and performance
- Job structuring
- Handle grievance
- Motivate
- Talent management
- Suggest bonuses/raises/promotions
- Team building
- Be prepared for the effects of change of employees

Anytime, based on the requirements of employees or procedures managers may use more techniques. Usually there are specific guidelines that they are obligated to follow in order to be in line with the whole organisation behaviour.

2.2.5 What is the purpose of HR strategies?

Each Organization has a unique kind of business. People, culture, strategies, visions, goals, and mission considering strengths weaknesses, opportunities and threats may vary in every firm. The Human source factor can vary and in order to build a personnel with common philosophy, we need to persuade and treat everyone equally, but in the same time finding the right for each one of them way.

Currently, human resource management offers plenty of practices and techniques involving recruitment, training, compensation, performance evaluation, and communication are constantly reviewed and redesigned from strategic perspectives so that they evolve as the major sources of competitive advantage for the organization. Some important HR strategies are the following:

Commitment Strategy: In this strategy, the organization seeks to build up a strong commitment among employees through the commonality of interests between employers and employees.

Compliance Strategy: In this strategy, the organization aims at increased labour efficiency through improved labour cost control and process control.

Paternalistic Strategy: The aim of this strategy is to secure labour efficiency through flexibility of staffing, workforce stability, internal promotions and job permanency.

Collaborative Strategy: In this strategy, labour efficiency is achieved through need-based hiring of highly skilled labour and evaluating and rewarding them only through performance-based criteria.

Considering the initial goals and plans of the organisation, the strategies are picked accordingly and even mix strategies within the departments and people regarding their positions or jobs.

2.3 Internal Marketing

Following the years, marketing approaches are being used to attract and retain customers. There are many forms of marketing still applied in various functions in an organisation, simple as that, it can be implemented internally. The main idea here is viewing employees as internal customers and viewing jobs as internal products. Internal Marketing approaches can be used in order to achieve this goal; Sasser and Arbeit (1976) argue that Employees should be the first market of any service organization.

Perceptions of Internal Marketing over the years are some of the following:

Lusch and Serpkenci 1990; Piercy, Harris and Lane 2002:

Research, both within marketing and human resources management (HRM), has explored the impact of employee-friendly supervision and management on the behaviour of front-line staff

Pitt and Foreman 1999:

It is commonly accepted that internal marketing and human resources management are closely related although the nature of employee friendly internal marketing behaviours remains unclear.

Ozment and Keller 1999; Rafiq and Ahmed 2000; Harrison-Walker 2001:

Within the marketing domain, internal marketing has been proposed as a set of employee friendly managerial behaviours that have several internal and external consequences for the firm

Davies et al. 2001; Larson and Sasser 2000; Sergeant and Frenkel 2000:

Internal Marketing helps in measuring employee's friendliness, helpfulness, and generally agreeable nature

Bansal, Mendelson and Sharma 2001:

Aligning HR policies with marketing can have beneficial impacts on both employee behaviours and attitudes, and on organizational outcomes

2.3.1 Concept of Internal Marketing

Kotler (1991) defined internal marketing as the task of successfully hiring, training and motivating able employees to serve the customer well. Every employee in an organization should support the front-line employees (first employees facing the customer). Service employees often represents the organization in the eyes of the customer, the ability to gain competitive advantage through people strategies requires an overall HR approach.

Gronroos (1981) proposed that each front-line employee can be trained as marketer and this would enable the building of customer relationships. Using IM, external marketing becomes more effective, because the employees become product campaigners. Managing talent in service industry is the most critical HR challenge worldwide. The role of the Employees in Service Encounter is to ensure that they can proficiently deliver the promises made to customers in all service delivery encounters (moments of truth).

2.3.2 Logic for the Adoption of Internal Marketing

Like external customers are constantly being treated with every way possible in order to be approached and retained, internal customers (employees) must be preserved from their employees/managers in the same manner. IM implies that the organization should constantly attempt to develop strategies and incentives for increasing employee satisfaction.

“Internal marketing must precede external marketing, if not the organization may offer a service it is unable to provide” ~ Prasad and Steffes (2002)

The literature analysis revealed that it is possible to classify the strategies according to their scope and dominant perspective into the following groups:

- (1) Internal marketing as a mere synonym of human resource management;
- (2) Internal marketing as a usage of marketing techniques in internal marketplace;
- (3) Internal marketing as a precondition for satisfied external customers;
- (4) Internal marketing as a source of competitive advantage

2.3.3 Activities of Internal Marketing

Essentially, IM involves all activities, actions and managerial directions that an organisation implements in order to encourage and generate employee and other stakeholder support for marketing programs within the firm (De Bussy et al., 2003; Schultz, 2004).

-Employees to understand their role within the marketing process

-Managing attrition in the industry is one of the pertinent issues because high attrition rate not only affects the quality of service and also leads to higher training and development expenditure, affecting the overall performance of the organization

-The fundamental role of IM is integrating the marketing functions and the HRM functions to the extent that HRM becomes a resource tool for the marketing function in order to guarantee effective organizational behaviour

-Retain the right level of skills the organization needs in order to achieve requisite behaviour

2.3.4 Internal Marketing and Its Effect on Organizations

Hogg (1996) has suggested that internal marketing could be the answer to gaining employee commitment, succeeding where traditional internal communications programmers have failed. Today is important for employees to feel that the organization cares about them, their needs, education, feelings, ideas and so on. Considering that they are the part of the company that interacts with the external customers, organizations need to ensure that these people are committed to the company. The main thrust of Internal Marketing is to make employees feel that all lines of management care about them, their positions, feelings, goals and needs. When an organization implements an ongoing and successful IM strategy, then their employee's commitment can give results like increased job satisfaction, increased job performance and lower turnover of staff.

Drake et al., 2005 has also argued that the successful implementation of internal marketing can lead to:

- Improved employee retention
- Stronger individual performance
- Better teamwork
- More effective overall communications

In general, an organization that aims in motivating, manage and develop their human resources, have an amazing competitive advantage that their competitors cannot copy. Caruana and Calleya (1998) also examined internal processes associated with delivering customer satisfaction focusing particularly on the relationship between the nature and extent of internal marketing and its outcome in terms of the level of organizational commitment on the part of employees. The findings confirm a significant relationship between internal marketing and organizational commitment. The relationship of internal marketing is most significant with the affective dimension of organizational commitment. There is some empirical support for a significant relationship between internal marketing and service quality (Yafang Tsai, 2008; Opoku, 2009) and between internal marketing and business performance (Panigyrakis, 2009).

Empirical results demonstrate that a significant relationship exists between internal marketing and consumer satisfaction and between internal marketing and service quality (Bansal et al., 2001; Ewing and Caruana, 1999). Researchers have found that by satisfying the needs of their internal customers, firms enhance their ability to satisfy the needs of their external customers. In services marketing literature, one can find a direct or indirect effect of some of the IM concept dimensions (examined in an isolated manner) on some categories or dimensions of business performance indicators, primarily: improving service quality, decreasing the rate of personnel turnover, creating customer conscious employees, improving employee commitment to the organization (George, 2009).

The successful application of the concept is translated into positive employee attitudes towards their work including organizational commitment, job involvement, work motivation and job satisfaction (Tansuhaj et al., 1991). There is some empirical support for a significant relationship between internal marketing and consumer satisfaction (Tansuhaj et al., 1987) and between internal marketing and service quality (Richardson and Robinson, 1986). The resultant positive effect of internal marketing will mean that employees will input maximum rather than minimum effort thereby better satisfying the needs and wants of external customers (Berry, 1981). Lack of commitment from employees can be harmful to an organization, resulting in performance not as if IM was successful, arising from inferior service offerings and higher costs.

Effects of Internal Marketing on:

Employees: Cahill, 1995 stated the need to “woo” employees. Definitions of employee discussions explain the need to recruit, educate, attract, incite, communicate and keep all employees through the information in order to meet their wishes and needs. If these needs are not met, then the satisfaction of external customers can be considered impossible, but if their needs are met, then employees feel committed, cooperative and enthusiastic about the organization they are working for. Through proper treatment of employees as internal customers this can be achieved. Hence, using marketing techniques to sell the internal product (jobs) and internal customers (employees) when purchasing products or services, allows them to experience service first hand, develop a perception of service quality and provide immediate feedback to the organisation.

Organization: The main target of an organization is to increase external market performance in the long-run. So as to develop goodwill for the company, through Internal marketing the organization can create a “character” that attracts customer attention.

External customer satisfaction: Many researchers assume that customer satisfaction is a function of employee satisfaction, although the relationship between internal and external satisfaction has not been adequately attested. The ability of the business to increase performance is described as a result of internal marketing. (Ahmed & Rafiq, 2003 · Prasad & Steffes, 2002 · Rafiq & Ahmed, 2000) When the internal customer is satisfied and this positive behavior is transferred to the consumer during the interaction, the researchers further argue that if the internal marketing is effectively implemented, the result of customer positive experience is guaranteed.

Cross-functional units: Basic need of the internal marketing approach is the need of liaising in-between departments, aka cross-functional relationship within the organization. Removing departmental barriers can result in better communication and thus better organisation of the staff as a whole. The employees make the foundation and the culture of the company, by increasing the communications inside, then a united team is created, so the common knowledge is transferred among organizational members. Additionally, the cross-functional approach generates a common mind-set, shifting from the self-centred behaviour of each individual employee.

Link with External Marketing: Companies can also benefit optimally from internal marketing; there is need for it to be appropriately related with external marketing. When employees do not agree with the external campaign, which is the ones they have to promote, the success of selling the product is not possible. On the other hand, if each one of the employees uses their own way and give various messages to the customers will also create problems within the company and that will be visible to the external market as well.

By creating an external campaign that internal members agree and have been part of the decisions then management will share the success and front line employees will feel more prone to sell and give the best quality service to the customer. This builds stronger internal beliefs and values. The research by Lings and Brooks (1998) and Lings (1999) stressed the importance of balancing the effort applied to both internal and external marketing in order to achieve maximum effectiveness. Prasad and Steffes (2002) continued one step further and

stated that internal marketing must go before external marketing, if not the organization may offer a service it is unable to provide.

The external customer focuses on the process of the service experience and therefore, it is important to understand the “behind the scenes” process for proper implementation at the moment of truth, when the transaction occurs. The reason is due to increase in service industries where front line employees constitute the majority of the contact with consumers, especially in industries where the customer is not a passive receiver (Lings, 2004). Ahmed et al. (2002) say that the best method to relate internal customers with external customers is to conduct similar market research.

2.4 Internal Communications

The role is building and nourishing employee relations, establishing trust, providing timely and reliable information and contributing to general motivation in times of changes and stress.

2.4.1 How to communicate with employees?

Like previously mentioned the best way to communicate with employees is to give equal attention as to the customer using informal and formal communication internally. The necessity of communicating with employees more is becoming a huge part of a manager's role. A successful organisation will do the most to retain employees, especially when they contain the appropriate know-how, skills, talents, etc. Those characteristics may be provided to them by the organisation itself, so if you let your employees leave, it kind of means that an investment did not pay back.

When communication expands internally, as well as the whole idea of what kind of business it performs and what kind of services/products are provided, then the external communication becomes more effective, which results to attracting and retaining customers. This is clearly a competitive advantage to the organisation. Building Trust within the organisation is crucial and to make this happen internal communications is the tool. Constantly informing and motivation, building employee relations in every level are only the basics of acquiring trust. It is important having a strong team, ready to face any expected and most important unexpected circumstances/situations, especially in periods of change and stress. Employing and retaining the right people, makes company confident and eliminates the benefit of the doubt that something cannot be faced and overcome.

According to Argenti (1998), the goals of internal communications in order of their importance are (p. 201):

- Main goal is to make sure that employees understand how important they are to the company
- Build the relations in-between employees in the organisation
- Make sure employees are aware of changes that usually occur internally
- Clarify everything that the company has to offer like wage, benefits, unpleasant issues etc.
- Give most effort on fully educating employees on products, organization, ethics, culture, and external environment
- Conjure every employee up in order to become more productive, quality oriented, and entrepreneurial;
- Encourage employee to participate in community activities.

After planning and implementing IC, those who are in charge for conducting internal communications, have to always get feedback with any way possible, from the employees in order to improve whatever isn't working as planned. It is of first priority to measure employee's point of view. Generally Dalton & Croft, 2003, say that empowering employees (e.g. encouraging self-managed teams, monitoring and continuously improving measurement assessment, reward and recognition systems); and enhancing internal relationships and learning (e.g. establishing internal support networks, encouraging employees to talk to managers and recognizing examples of successful practice).

Spitzer and Swider (2003) suggest that effective internal communications should have three basic objectives:

- 1) Information that is communicated to the employee audience is understood and accepted by the audience with respect to the content, intent, relevance, and merit of the message;
- 2) Goals of the communications with regard to motivating, directing, informing, or gaining the participation of the employee audience is achieved among the majority of employees;
- 3) End result of an improved internal dialogue is achieving improvement in one or more of the core success components: product quality, sales, profitability, workforce performance and satisfaction, and, ultimately, customer satisfaction.

2.4.2 Defining Employee Engagement/ motivation

Employee engagement can be defined as ‘the extent to which employees enjoy and believe in what they do and feel valued for doing it’ (Knights and Willmott, 2007). The term ‘engagement’ refers to something more than motivation and it can be seen as a combination of commitment to the organization and its values in addition with a willingness to help out colleagues (organizational citizenship behaviour). Employers want employees who will do their best work or go the extra mile; employees want jobs that are worthwhile and inspire them. However, achieving such a win–win situation has become problematic due to increased workload and long working hours.

Unlike the psychological contract, employee engagement is something that only the employee has to offer and that is not required as part of the employment contract. However, employers can enhance their employee engagement. Lucy McGee (2006), director of global HR at the consultancy firm DDI, suggests that in order to enhance employee engagement, employers first need to measure the commitment and organizational citizenship of their employees by using an attitude survey (see Knights and Willmott, 2007). The results of such a survey can provide the basis for understanding employee engagement and the ways to enhance engagement.

McGee (2006) suggests six characteristics to identify the probability of an applicant to be an engaged employee:

- adaptability (openness to new ideas);
- passion for work (maintaining a positive view despite stress and frustration);
- motivational maturity (putting results before ego);
- positive disposition (eagerness to help others, outstanding teamwork);
- self-efficacy (confidence in one’s ability);
- Achievement orientation (the need to succeed and to excel).

Therefore, testing candidates on the basis of the above characteristics, employers can increase the chance of recruiting a high performing engaged employee for the organization. However, as with many attitude and aptitude tests, it is critical to look at how suitable they are to the context in which they are to be applied. We should consider: What context were they developed in? Are there any potential cultural biases? Are the results likely to bias any particular cultural or national group?

Chapter 3: Customer Satisfaction

3.1 Customer Satisfaction

Customer satisfaction since the early 1990s has been a source of competitive advantage and of strategic importance, for many businesses around the world. More and more businesses use customer satisfaction as an indicator of product or service performance and as an indicator of the company's future performance. In other words, the ultimate objective of each business is to satisfy the customer's needs and to persuade them to buy from the business and not only to offer, sell and serve them. Undoubtedly, it is difficult to give a precise definition to the concept of satisfaction, because it is defined differently for each person. However, a number of definitions were given on the basis of satisfaction of a product or service, a purchasing decision experience, a performance trait, a consumption-use experience, a division or shop of the company, or a pre-buying experience.

According to, customer satisfaction means that the product or service responds to two key elements. Initially, the product characteristics (specifications of the product) that refer mainly to quality design and two, affect the revenue and costs of the product, e.g. Performance, reliability, lifespan, serviceability, choice and extension, completeness, reputation, and finally in the absence of defects in the product, referring to the quality of adaptation to specifications and also affecting the revenues and costs of the product, e.g. a product free of defects and errors during delivery, in use and in service or a free of charge service during initial and subsequent service transactions. According to Westbrook & Reilly (1983), satisfaction is an emotional response to customer experiences that are related either to specific products and services, to the purchasing processes, or even to specific features of that customer. Unlikely Hunt, who thinks satisfaction is an evaluation process based on whether that experience was as good as the customer thought it would be. While Tse & Wilton (1988) define satisfaction as a consumer reaction to the evaluation process, which examines discrepancies between past expectations and the true level of performance of the product as perceived by the consumer after use. Churchill & Suprenant (1982), believe that the performance of the individual characteristics of products, particularly in the case of durable goods, is a very important indicator of satisfaction. Finally, Philip Kotler analyzes the concept of customer satisfaction as the feelings of pleasure or dissatisfaction of a person resulting from the subjective comparison of a product's performance with respect to its expectations.

There is, therefore, diffidence in the definitions of satisfaction, but we can distinguish some common points. According to some definitions, satisfaction is a function of subjective performance and expectations. If performance is lower than expectations then the consumer is unhappy. While, if the performance coincides with expectations then the consumer is pleased. The only sure thing is that the satisfaction of the consumer and the client in general has been the essence of the well-known philosophy, ideology or orientation of marketing, which was the guiding ideological orientation of large and modern enterprises in the past decades.

3.2 Internal Marketing Planning

3.2.1 Internal Marketing Mix (4P's)

As in every external market there is a marketing strategy to attract the target market, while implementing the internal marketing you need a strategy as well. This is usually linked with the 4ps of the marketing mix (product, price, promotion and place). Assuming that the employees are customers on the inside of the organization, we can state them as the target market in which we can determine the 4 P's. Let's define our target. Basically all employees are a market that contains common goals and needs. People need to be recognized, feeling that they are been taken care from their employers.

Product

The question you need to answer is what consumers need or want, so in a first stage in IM, our product in internal marketing are jobs that are necessary for changing and influencing on employees' attitudes and behaviours. Creating job positions under good conditions and attractive packages is the first step of defining the internal product. A job can be the type of activities, the departments working, co-workers, wages, benefits and other working conditions. So this can be tangible as well as intangible. Important here is for the Job creators to identify and cover every possible need and desire of employees, in order to supply a full organised package to attract, keep motivated and retain good quality employees.

Price

Price is known as the amount the consumer is willing to pay in order to acquire their favourite or necessary products. Like any business aims to make profit out of selling products, in Internal Marketing, employees need to make sure that the jobs they offer will motivate employees to contribute their best of their skills and effort. Although, that won't happen if the price of your product is more than customers are willing to pay reflect in the price. Business owners should first do a human resource market investigation to determine the price that employees are willing to give for the jobs they offer. If an employee has more to give than what it is offered, then they will be not be interested. So the component of price here, in the internal market, can be what employees get from the organisation. When the organisation gives them more, they provide more of their abilities and efforts. Let's say if a company gives incentives, commissions/bonuses, employees try harder or even get engaged in more difficult tasks in order to earn more like higher wage, a promotion or any other kind of rewards but in the same time, they get their performance in a higher lever which this works in the favour of the organisation at the end of the day.

Promotion

Every method used by a business to attract and retain customers can be the part of the Promotion. Most people think that marketing is only the promotion, so this is the most related term to marketing for them. There are lots of ways and methods that a company can promote their products. Like with price, promotion strategies should tie with what the product's perceived quality and value is. In the internal context of the organization could be followed through internal communications and every other useful mechanism in order to enhance knowledge, skill and awareness of employees from issues related to their jobs.

Place

Last but not least in the 4p's strategies is the place, or distribution. What this means is that the products must always be easily accessible to consumers. In terms of internal marketing, the place is everything that has to do with the working environment, again both, tangible and intangible. This can include cultural, symbolic and metaphorical aspects of the organization in addition to physical aspects of the working environment. An environment like this, employees learn loyalty and following from the organization (Smirich, 1983 & Turner, 1986)

By promoting the internal market and attracting the internal customer first, organisations are closer to achieve customer satisfaction. Defining the internal Marketing Mix, procedures become clearer and so forth managers are better guided in using their approaches and techniques for employee development, retention and in general investing in employees.

3.2.2 IMO: Internal Market Orientation

As discussed previously and in many papers through the years, the relation between external and internal customers are crucial for customer satisfaction. This is mostly seen in the retail businesses but in general the customer comes across front line employees as a first approach of the organisation, face-to-face, via phone, email or any other way. Accordingly, customers assess all service providers taking under consideration the behaviour of front-line staff.

The Internal Market Orientation known as IMO is a tool used to bring into line employees with the external marketing strategies of the organization. As the Internal marketing is still an approach of HRM not happily adopted by managers, over the decades there have been researches trying to develop and measure the empirical evidence of its impact. The concept of IMO is to manage the Human resources through already proven and used Marketing strategies. Based on the idea that employees are the internal customers and their jobs are the products, IMO tries to create the internal environment, so it can be managed properly for the desired results.

There are 5 dimensions of IMO and we are going to analyse them below: These are

- 1) Formal written information generation
- 2) Formal face-to-face information generation
- 3) Informal information generation
- 4) Communication and dissemination of information
- 5) Responding to this internal market information

Dimensionality of IMO: Internal Marketing Orientation is considered as equivalent to the methods used for the external market by first-line workers to customers. Resting on current perceptions of external marketing, it is also a classification of how it would be right to manage behaviors.

The first 3 dimensions of IMO can be discussed as one dimension, once they share the same focus, which is the information generation, while in different forms. IMO is a big part of creating and disseminating information about the needs and wishes of employees and therefore designing and implementing appropriate actions to meet these desires and needs. Briscoe 1980; Berry 1981; Gomez-Mejia 1988; Stauss and Schultze 1990; Huseman and Hatfield 1990; Cobb, Samuels and Sexton 1998; Johlke and Duhan 2000 are of the researchers that have identified the need for information generation about the internal market of an organization. Important here is to “know your Employee” and identify the kind of information that will contribute in understanding the internal market. As a first stage it is important to identify what type of information should be collected and then how the information can be extracted. In order to make the employment more attractive, employers should ask some questions that could help in being aware of the type of information, are:

- ✓ What benefits employees seek from their jobs?
- ✓ What they are prepared to give up getting these?
- ✓ What competitors are offering in terms of alternative employment?

Additionally Cf. Huseman and Hatfield (1990) found that by generating information within the internal market appears to have three main focuses firstly to identify employees' perceptions of their inputs to their jobs, secondly to identify employees' perceptions of outputs (i.e. what that they receive), and finally to identify employees' perceptions of the equity of this exchange. In existence of all kinds of interactions between all levels of employees (from managers to front-line staff) the information generation can be generated based on 3 different modes. These are formal written information generation, formal face-to-face information generation, and informal face-to-face information generation.

Formal information generation

There are two categories of generating information; the first is by using tangible means such as Surveys, questionnaires and the second by other intangible approaches like meetings, interviews, oral reviews and other every day face to face interactions (Cobb et al. 1998). Same as in every other research on Marketing, the ways for generating information are complementary as they help explore more and recognize every issue or concern of the internal customer

Informal information generation

Although the formal ways of extracting basic info are known and in procedure to be requested, some other ways mostly called "informal" can help in gathering more and helpful information. These can be day to day interactions with co-workers, managers etc., and by this way, managers can observe and get more useful details that they are interested in. The closest managers work with front line employees, the most they can observe. This adds to the everyday interactions to be captivated and measured. Managers get extra opportunity in generation information.

IMO enhances Internal Communications

Through communication, organizations transfer information from one part to another, managers to employees and vice versa. In other words they disseminate information (Johlke et al., 2000). Usually the performance of front-line staff is influenced by internal communications within a company. Boswell and Boudreau 2001, Guest and Conway 2002 argue that it is a very important requirement to disseminate information as to control and identify attitudes and behaviors of employees in relation to the organization's goals. Therefore, internal communication is a key part of this process. With the easy act of senior executives to approach employees, the chances of such communication are increasing, thus creating opportunities to collect information about employees' needs and desires, as well as the dissemination of information. The way in which communication takes place is also important for promoting organizational recognition (Smidts, Pruyn and van Riel 2001) and the results of work (Keller 1994). According to Johlke and Duhan 2001 informal communications between managers and staff have positive results for first-line staff. Mutual communication is an essential part of the workplace attitude within the IMO. This is particularly important as the close contact and approach of staff and managers means that there are better results in the overall image of the organization.

Responsiveness to the Internal Market

“Employees exchange time, energy, and values for the firm’s money”
(Sasser and Arbeit 1976; Stauss and Schultze 1990; Berry and Parasuraman 1991); Sasser and Arbeit (1976)

Equity theory defends that employees evaluate their jobs by comparing what they put into their work (inputs) with what they get out of it (outputs) (Huseman and Hatfield 1990). By researching the Internal market you can identify how happy or not employees are with what they gain of their effort given to their jobs. Where low satisfaction is experienced in relation to what employees feel that they provide, managers can then reform the task of a position, to improve these outputs or change insights about them. Another dimension of IMO found in the literature is the response to the information generated about what the employees need or want. The usefulness of IMO information is to create internal products suitable for employees (Job Positions). Collecting all the right information, the products can easily match their needs and motivate and satisfy them in the most. Now employers are better aware of what benefits attract most employees, like salaries, working hours, incentives, providing training, recognition medical insurance, in business environment etc. furthermore, managers can make this information easy to be collected and spot on the internal exchange. As a consequence, creating jobs that meet the needs of internal customers, implicates attention of both social and financial wants and needs.

Consequently there is always space for improvement and the Internal Market research can involve in identifying what these changed might be. It is a necessary part in attracting good staff and mostly retaining the existing valued staff by developing rewards systems. Up to this point worth mentioned is what Briscoe (1980) suggests, that there are four main responses on organizations can adopt in order to redesign their ways of developing employees, services and the organisation:

- i. Change the people
- ii. Change the organization
- iii. Change the interface between the people and the organization
- iv. Individualize the organization

Several consequences of internal and external behaviors are related with the internal market behaviors of those employees who come into contact with customers. It is common sense that the behavior of executives towards their staff also affects their behavior outside the organization. In particular, how the Internal Market is shaped affects workers' reactions and attitudes via their satisfaction with their work and motivation to provide good customer service. Along with others, Tansuhaj et al (1988) and Comm (1989) argue that managers' acting behaviors in the internal market create ever higher levels of employee satisfaction and motivation.

Managerial and head staff should therefore create a positive psychological climate for workers. The extent, at which the climate of friendliness and mutual trust, psychological support, respect and end-customer service develops, lies onto their responsibility. As a result, employees are likely to agree and follow the organization strategies that are aimed for customer satisfaction. This responsibility therefore falls initially to the directors as a primary link between the workers and the enterprise (Katz and Kahn 1978). Therefore it is better off for the organization and fewer dysfunctional attitudes of the workers.

Chapter 4: Employee Satisfaction

4.1 Employee Satisfaction

Employee satisfaction is the core requirement for business success. Employee satisfaction is linked into many factors, which should be taken into account by the company's management functions. Measuring job satisfaction is one of the most important issues of interest at businesses and organizations in our days. The main reason is about understanding the importance of human resources of the business and, consequently, the need for the best possible exploitation of these. Job satisfaction is associated with employee performance which can result in better financial results for the company. Many articles describe employee's satisfaction with the way their superiors manage them, the way of working and the climate of co-operation with their colleagues and the co-operation climate prevailing in their department.

Professional satisfaction is one of the most important issues that concern both individuals and organizations, even in difficult for the economy times, like the times we are experiencing currently. It is striking that, even if the wages of employees are the same, they do not enjoy the same satisfaction from their work. There are many theories that recognize the importance of employee satisfaction in the environment and the relationship between both colleagues and business management.

Job satisfaction refers to the general attitude and behavior each employee has for the organization. This attitude may be positive or negative. Work satisfaction affects human behavior. That is why business executives have to assess the satisfaction of employees in order to understand the implications for people in the workplace. Job satisfaction has not only one dimension, that is, the person is satisfied with work or not. Job satisfaction is a set of related behaviors at work that is divided into categories. One of the known questionnaires measuring job satisfaction is the job descriptive index (JDI). This questionnaire examines five dimensions (Zavlonos M., 2002):

- i. The job itself, e.g. Responsibility, interest, development
- ii. Supervision quality, e.g. Technical assistance and psychological support
- iii. Relationship with colleagues, eg. Harmony in relationship and respect
- iv. Opportunities for promotion, e.g. Chances for further development
- v. The fee, e.g. Fair remuneration compared to others based on qualifications, performance, etc.

In the case of work professional satisfaction, although there is no universal definition, it can be conceived as a multidimensional concept, which includes a set of Positive and negative feelings from which employees perceive their work (Davis and Newstrom, 1999).

Specifically, Churchill et al. (1974) defines the professional satisfaction according to all the characteristics of the work itself and the working environment which can offer remuneration, fulfillment, and satisfaction or vice versa, feelings of rage and dissatisfaction. In contrast, Locke (1976) shapes the concept of professional satisfaction as the emotional state that result from accepting work.

Therefore, Price and Muller (1986) recognize professional satisfaction in the degree to which work is enjoyed by the individual. Spector (1997), Judge and Hulin (1993) and Judge and Watanabe (1993) define professional satisfaction as the degree that the person feels satisfied with his work, which has an impact on his personal prosperity and even satisfaction with the worker's life. Surveys have shown that employee satisfaction appears to be linked to: the salary and general benefits from work, the profile of the employees, the kind of supervision exercised in the employee, the working environment, the prospects of evolution and the subject of the job (Taliadorou, 2004). Other researches have shown that investing in executives and employees is important because employees' contribution to productivity and quality of service for a business is particularly high.

Employee satisfaction has many implications for an organization on providing services, as Bowen and Schneider (1985) report that organizations should create conditions that will increase customer satisfaction and therefore revenue or benefits, above all (Garcia-Bernal J. et al., 2002). However, it is not possible to reach competitive levels of customer service if the staff does not feel satisfied.

4.2 Management - Attitude Management and Communications Management

Internal marketing means two types of management processes, attitude management and communications management. First of all, the attitudes of employees and the motivation for customer needs awareness and service mind-set have to be managed. This can be called the attitude management aspect of internal marketing. This is often the predominant part of internal marketing for an organisation that strives to develop a competitive advantage by pursuing a service strategy. In other words companies should be proactive in terms of service province. Secondly, managers, who are the people responsible for the communication and support personnel within an organisation, need information to be able to perform their tasks as leaders and managers and as service providers to the internal and external customers.

They need information about day to day job tasks, product and service features, promises given to customers and more, for example, advertising campaigns and salespersons, and so forth. They also need to communicate about their needs and requirements, their views on how to improve performance, and their findings of what customers want. This is a **communication management aspect** of internal marketing.

Both attitude management and communication management are needed if good results are to be expected. Often only the communication management aspect is recognised, and maybe only as a one-way information task. In such cases, internal marketing typically takes the form of campaigns and activities. Internal brochures and booklets are distributed to the personnel, and meetings are held where written and oral information is given to the participants and very limited communication occurs. Also, managers and supervisors typically don't pay attention in their subordinates and do not recognise their need for feedback information, two-way communication, and encouragement. The employees receive an abundance of information but very little mental encouragement. This, of course, means that much of the information has no major impact on the personnel. The necessary change of attitudes and enhancement of a motivation for good service and customer consciousness is lacking, and the employees, therefore, have no access to the relevant information. If the need for and the nature of the attitude management aspect of internal marketing is recognised and taken into account, internal marketing typically takes the form of an ongoing process instead of a campaign or series of campaigns, and the role of managers and supervisors, on every level, is much more active and effective, and in addition, better results are achieved. Internal marketing is like a marriage. Once you start it, you live with it every day, it never ends, you have to work every day on it and try more. The internal marketing process is where attitude management and communications management go hand in hand and support each other.

The final conclusion is that a successful internal marketing process requires an attitude management impact as well as a communication management support. Attitude management is a continuous process, whereas communication management may be more of a discrete process including information activities at appropriate points in time. However, these two aspects of internal marketing come to meet each other. Naturally, much or most of the information shared with employees has an effect on attitudes; for example, communication staff who are informed in advance about an external advertising campaign develop favourable attitudes toward fulfilling the promises of that campaign. Moreover, the tasks of managers and supervisors include, as integral and often inseparable parts, both communication management aspects and attitude management aspects.

What actions should the commercial manager and the CEO undertake in general, disregarding the approach used to apply them?

- Ensure that everyone understands that the customer is king and that they ultimately provide the money for their salaries.
- Delegate responsibility for the individuals to understand and can take a pride in their contribution.
- Ensure people are properly paid for the level of their responsibilities.
- Ensure that company objectives are disseminated to all levels and are understood.
- Be open to, and encourage employee's ideas for improvement, and efficiencies.
- Encourage discussion and invite criticism.
- Ensure that training, and opportunities for advancement, promotion and career development are available for the workforce at all levels

4.3 Management and Internal Marketing Implementation

Being aware of the importance of internal marketing is not enough as the crucial part of its use hides in the implementation of its practices within the organisation. Ballantyne (2003) identifies three forms essential for appropriate implementation of an internal marketing program. Using each of these methods can impact internal marketing so, the forms, could not be successful on their own.

The three forms are as follows:

1) Hierarchical exchanges

Usually the exchange of knowledge arises from the top level to the lower level of employees, The use of hierarchical exchanges are recognized when upper management provides support for internal marketing, and when the marketing employees provide explanations for the opportunities and threats recognized by various members (Ballantyne, 2003). Sometimes though, especially in more developed organisations, we can observe transfer of knowledge in the opposite direction, bottom level employees provide knowledge to the top.

2) Inter-functional exchanges

The first job of the internal customer is to understand the external customer in order to achieve self-serving and customer-serving goals. You can see the inter-functional exchange transfers knowledge between internal suppliers and internal customers. When successful, the marketers may use inter-functional exchanges throughout various departments and trust is earned. The important result of this exchange method is that the job design is better understood; alliances are created, the organisational environment is being set up better and the employee skills are under complete knowledge and all of this impact the organisation's quality.

3) Network exchanges

People in the same environment share common interests, skills, characteristics, but each one of them have their own identity that make them different. So into the internal community of an organisation, people affect each other.

Very important is the pro-activeness. When all these methods are lacking, changes should be applied accordingly to improve the performance. Yet, all three exchange processes can be used to solve this kind of issues. In the interim, using all the employees of the organization creates the ability to build networks and develop several ideas that can lead on to improved performance of the organization. It is again necessary to use all three exchanges in a continuous cycle pattern to observe continuous improvement of quality.

4.4 Organizational Culture

With the primary aim of creating a uniform working environment that everyone is thinking, acting and treated in the same way, organizations tend to have designated manner. This manner can be created by founders or first employees and try to keep within the organization while new people join the team and even those can be added to this notion. The meaning of Organizational Culture is known as the total of types and ways that things are done and various myths that exists in each enterprise. Deal (1982) says that culture is a constant collection of values and symbols. Cooke and Lafferty (1989) they consider that Organizational Culture as a reflection of values and believes that the stakeholders of an enterprise share and directs them thought and behaviour. The existence of various terms and concepts that are connected with Organizational Culture has contributed in the growth of many different perceptions for what it is culture.

According to Robert E. Quinn and Kim S. Cameron at the University of Michigan at Ann Arbor, there are four types of organizational culture:

- i. Clan oriented cultures are family-like, with a focus on mentoring, nurturing, and “doing things together.”
- ii. Adhocracy oriented cultures are dynamic and entrepreneurial, with a focus on risk-taking, innovation, and “doing things first.”
- iii. Market oriented cultures are results oriented, with a focus on competition, achievement, and “getting the job done.”
- iv. Hierarchy oriented cultures are structured and controlled, with a focus on efficiency, stability and “doing things right.”

Culture defines the way employees work together and maintain healthy relations with each other. It is important for organizations to have rules that employees can follow and comply with. This gives a sense of direction to each one of them, plus it is a way to keep your staff motivated and promote a healthy competition between them in order to achieve high performance of every individual. Everyone must be treated equally and be introduced to the culture of the organisation. It is essential for them to be a part of the organisation and adjust well in it. Each person comes from a different country, mentality and family, so the organizational culture unites the employees. Culture gives the employees a sense of unity in the workplace. Culture is what makes an organisation separate form others. It gives the identity of the organization and helps create its brand and image. So we can agree that two organizations cannot be of the same work culture. Through the years there have been many opinions or researches by people finding and defining the types of organizational culture. We cannot say what is the right or wrong type of organizational culture for an organization. All cultures promote some forms of behaviour, and inhibit others. Some are well suited to rapid and repeated change and others to slow incremental development of the institution. As soon as an organization is formed and has selected the way their internal clients wants to be seen, then the way of approaching and treating to their people has to be formed. Using internal marketing, we can promote our workforce the kind of culture an organization wants to possess and this could be a mix of cultures as previously mentioned.

Chapter 5: Survey

5.1 Data Analysis

The method I chose to complete the statistics analysis is Descriptive Statistical Analysis. For the descriptive analysis, I've used 124 questionnaires that were fully completed out of the 131 collected out of the 150 initially sent to employees of different levels of positions and work types. Using the help of Google docs survey app and MS excel program for gathering and analysing the answers. This gave me the opportunity to present all the answers one by one and relevant diagrams either in the form of bar-diagrams or in the form of Pie Chart using percentages for their presentation. The scale used for most of the responses is the Likert scale (1.Strongly disagree – 5. Strongly agree), plus other answers more specific for other questions. The questionnaire was in electronic form and it was sent out via email, Facebook Messenger to a random sample of people. The results of the survey are discussed below.

5.2 Questionnaire – Answers

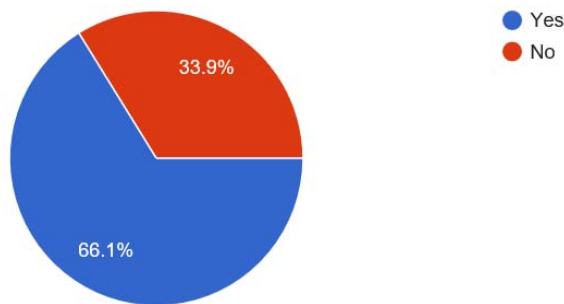
Here are the answers of the 19 questions are summarised and the percentages are observed through the pie chart diagrams. The questionnaire was divided in four sections:

1. Internal Marketing – How many of the participants in the survey are aware of the Internal Marketing Concept, what do they believe about it and whether they experience this concept on their organisation.
2. Market Orientation – Does the participants' organisation take the required actions in order to keep up with new practices? Do they collect the appropriate information in order to do that?
3. Customer Satisfaction – What kind of support they provide to the customer in terms of availability and quality.
4. Personal Information – Required for seeing what type of employees are being questioned.

Section 1: Internal Marketing

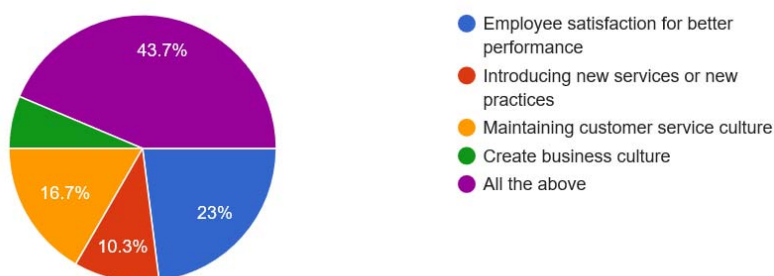
Do you know what Internal Marketing is?

According to the results of the survey, 66.1% is aware of its meaning while 33.9% support that it is not a concept they have come across so far.



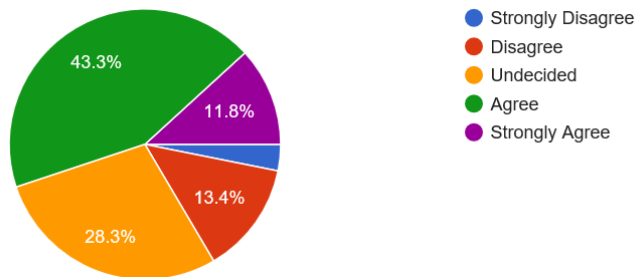
Which objective is more important of the Internal Marketing application into an organisation?

From the results of the survey we observe that 43.7% believe that all of the impacts of internal marketing are important, as each one of them are leading to best customer satisfaction at the end of the day, but second most important objective of internal marketing within the company with percentage of 23%, is the Employee satisfaction for better performance and third is the maintenance of customer service culture. Less popular answers about the important objective of internal marketing are the introduction of new services or practices (10.3%) and the creation of business culture (6.3%).



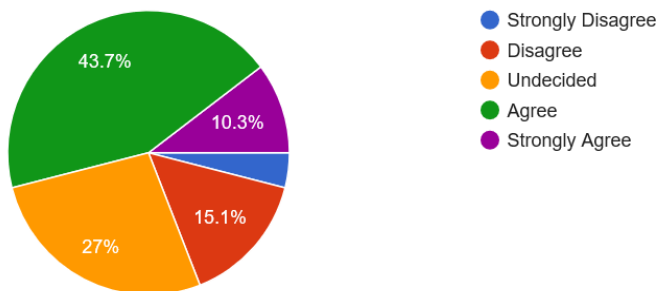
Your organisation explores the satisfaction degree of their employees in regards with their working conditions:

Almost half of the answers, with 43.3% percentage, agree that their organisation explores the satisfaction degree of their employees in regards with their working conditions. Also a relative big amount of people (28.3%), are undecided whether their organisation does that or not. Additionally a percentage of 11.8% strongly agree with the above statements and finally a small negative amount, 13.4% disagree and 3.1% strongly disagree.



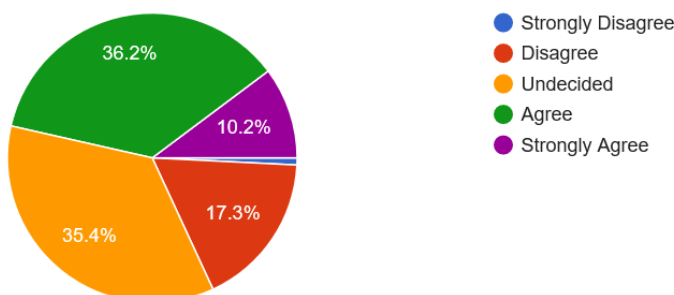
Your organisation investigates what competitors do to keep their employees satisfied:

Similar are the results that the survey has shown for looking up to the competitors behaviours. Most organisations seem to investigate what the other organisations do to keep their employees satisfied and that would actually be the 43.7%.



Your organisation takes action only after considering the impact of this action on their employees:

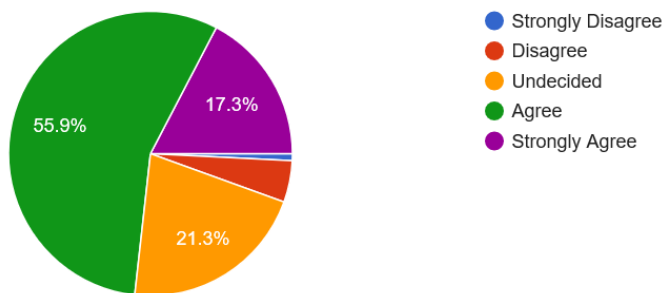
Most of the answers were positive on this step. With 36.2% agreeing that the organisation always considers the impacts of each action. In this case though almost the same percentage, 35.4%, are undecided if their organisation does that. The rest of the people answering, stated that they disagree (17.3%),



Section 2: Market Orientation

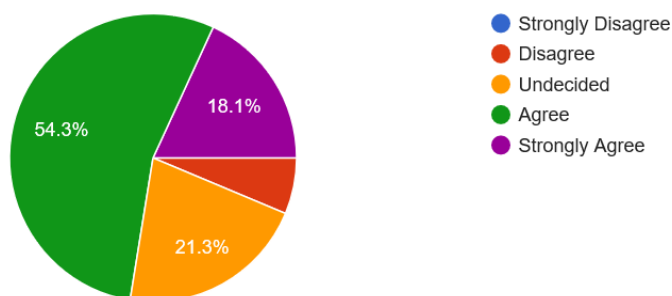
Your organisation always collects information (Personal data, wants, feedback, etc.) from customers:

The majority with percentage 55.9% agree that their company collects the necessary information from their customers. People who are undecided on this are 21.3%, which are half of the percentage of those who agree and lastly only 4.7% do not agree that the organisation collects the information needed.



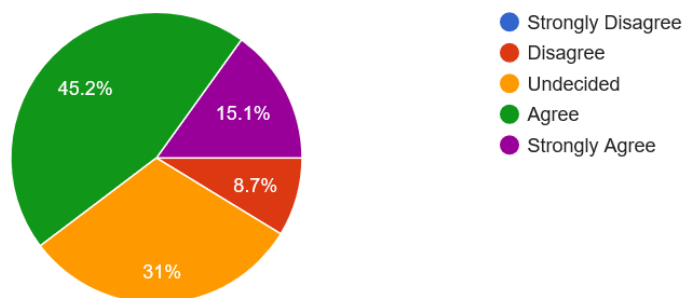
Your organisation responds relatively quickly and effectively when they identify changes in customer's preferences:

When new preferences occur in the market over the half of the answers, 54.3%, agree that the organisation adjusts relatively quickly to it.



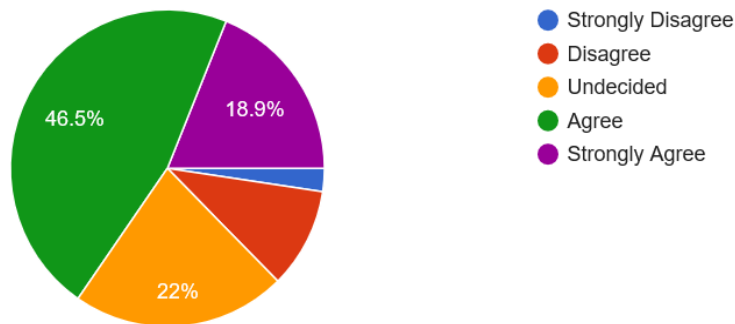
Your organisation provides sufficient communication between the marketing department and the rest departments for market issues:

There is communication between departments for most of the replies, 45.2 people have agreed. Only 8.7% is negative on the departmental collaboration within the organisation.



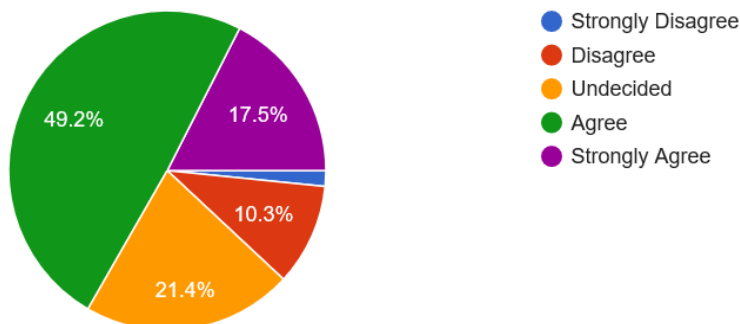
Your organisation does regular meetings to re-shape a strategy when changing market conditions occur/ observed:

The 46.5% agree on this statement. When the organisation requires a re-shape in every aspect, most of the companies discuss about and improve their performances according to that. Quarter of the sample (22%), are undecided. Around 13% are negative against this statement.



Do you think the organisation shows the necessary interest to the customer before and after the province of service / products?

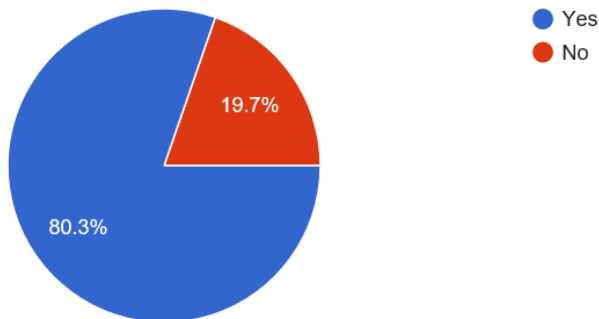
Before and after the product/ service customers have the necessary interest. Above 50% of them, 17.5% strongly agree and 49.2% agree, believe their company have the required interest to each customer.



Section 3: Customer Satisfaction

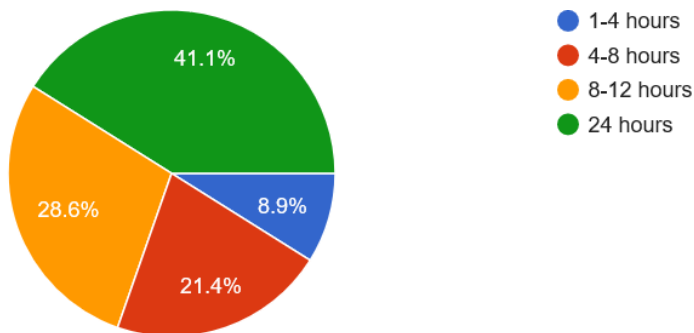
Does your organisation have customer service department?

Enormous is the percentage of those who have customer support service in their organisations and only 19.7% is out of customer service.



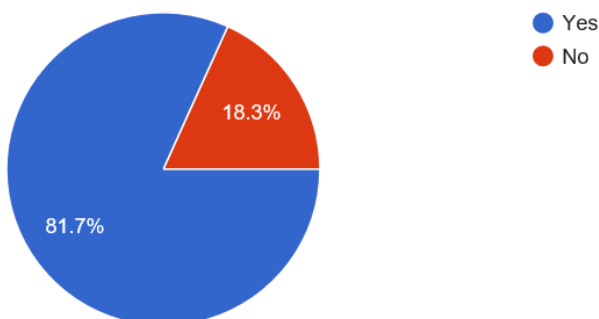
If so, how many hours does it work on a daily basis?

Organisations usually have 24 hour customer support, with percentage of 41.1%. Additionally 28.6% have 8-12 hour customer support service, 21.4% have 4-8 hour and 8.9% have 1-4 hour support.



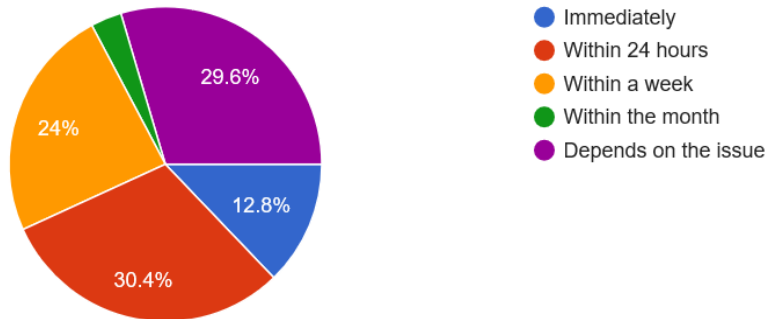
Does your organisation keep records of customers Inquiries/ Quires and Complaints?

The survey shows that nearly all organisations keep records of their Inquiries/ Quires and Complaints. Specifically 81.7% keep records and 18.3% do not.



How fast the possible Inquiries/ Quires and Complaints are being resolved?

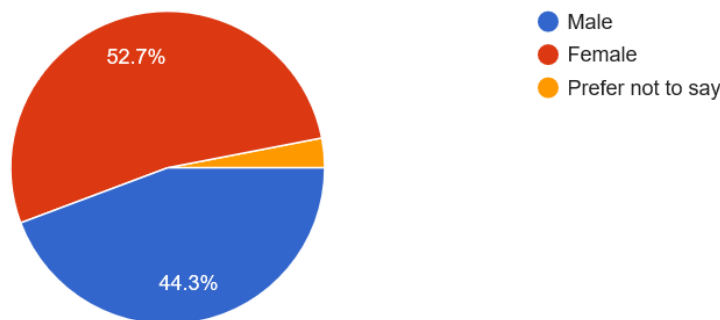
According to the survey, 30.4% are solving customer’s issues within 24 hours and 29.6% say that the time needed for resolving an issue depends on the issue. In general, organisations try to resolve the queries and to respond to the customer in the shortest time possible.



Section 4: Personal Info

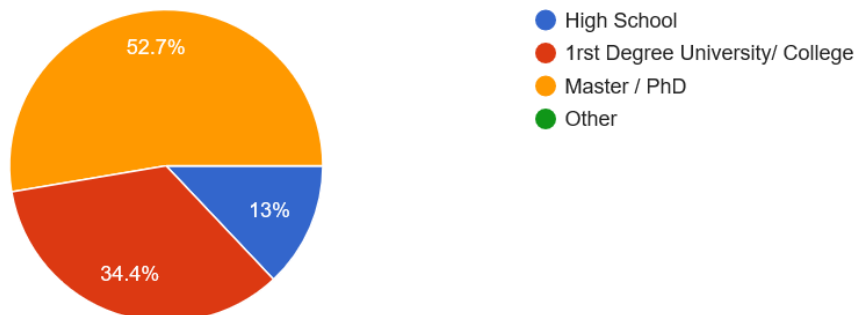
Gender

From the results of the survey we observe that 52.7 of the sample belong to the female population and 44.3% to male. There was also a small percentage that didn’t want to reveal their gender.



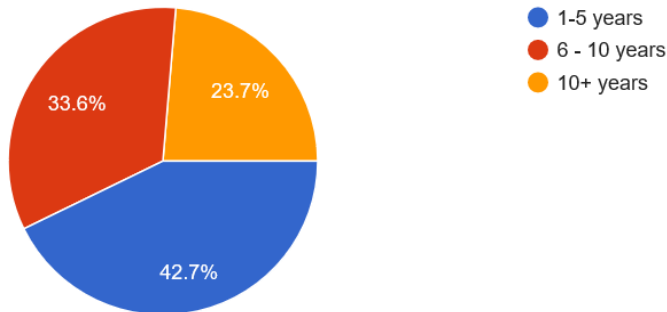
What is your level of education?

The educational level of the respondents is 52.7% Master/ PhD holders, 34.4% first degree holders and finally 13% have only finished high school.



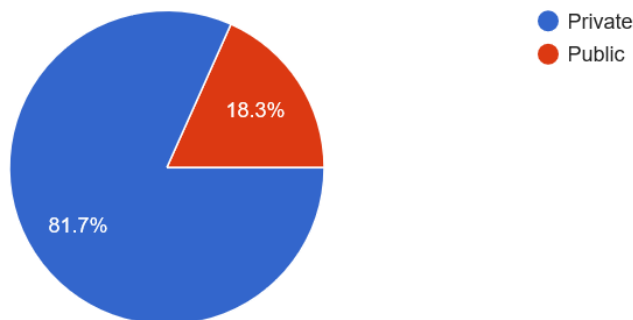
How many years of working experience do you have?

Most of the sample specifically 42.7%, do not have that many years of experience, they have 1-5 years, while 33.6% have 6-10 years and 10+ years of experience have 23.7% of the people answered.



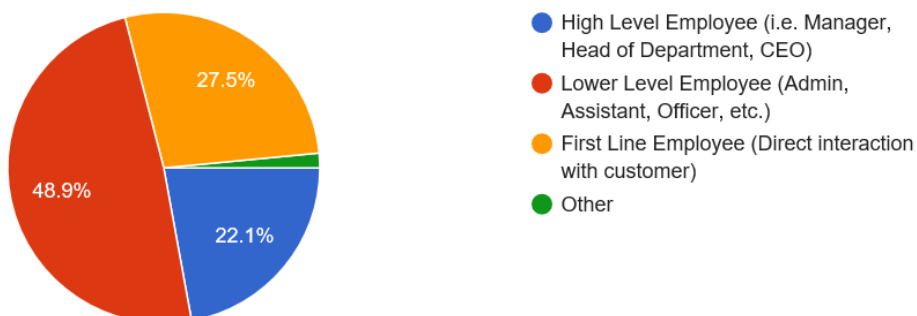
Which sector are you working in?

In the private sector we find most of the sample, with percentage 81.7%, the other 18.3% is occupied in the public sector.



What is your existing position in your organisation?

Half of the samples is of lower level employees, 48.9% and 27.5% are the employees that come across to the customer. A good amount of the answers came from higher level employees.



5.3 Cross Tabulation Analysis

Lot's of combinations of cross checking the results of this survey can be examined. Below there are some chosen groups, in order to have a look at some more detailed outcomes. The tables will help in observing all the answers given, but those results only reflect on the sample of people that have replied to the questionnaire which is mostly random but not completely as my contacts are primarily in the Customer Service Business

1. Counting how many of men and women, based on their education level, know what Internal Marketing is

Male

Count of Gender	Column Labels				
Row Labels	1st Degree University/ College	High School	Master / PhD	Grand Total	
No	8	4	7	19	
Yes	12	2	22	36	
(blank)	1		2	3	
Grand Total	21	6	31	58	

Female

Count of Gender	Column Labels				
Row Labels	1st Degree University/ College	High School	Master / PhD	Grand Total	
No	7	4	13	24	
Yes	17	4	23	44	
(blank)			1	1	
Grand Total	24	8	37	69	

On the very first view, Female employees that answered the survey are more than Male but still Female are mostly aware of the Internal Marketing terms. Worth mentioning that in both genders the employees that know what Internal Marketing are of higher education level, like PhD/ Master. This kind of make sense as the more educated someone is, the more they understand that a company in order to have the most effective results, the need to build good internal conditions and culture.

2. Counting how many regarding the sector they are working in and based on their years of experience, know what Internal Marketing is

Private

Count of What sector are you working in?	Column Labels				
Row Labels	10+ years	1-5 years	6 - 10 years	Grand Total	
No	3	18	10	31	
Yes	22	27	24	73	
(blank)		1	2	3	
Grand Total	25	46	36	107	

Public

Count of What sector are you working in?	Column Labels				
Row Labels	10+ years	1-5 years	6 - 10 years	Grand Total	
No	4	6	2	12	
Yes	2	3	6	11	
(blank)		1		1	
Grand Total	6	10	8	24	

Feels like common sense to say that in Cyprus/ Greece, the Internal Marketing is mostly implemented into the private sector, rather than public. This is interpreted here, as the most employees who are aware of Internal Marketing term are in the private sector. Mostly those employed around 5 years now seem to be more educated into this practices. While in the public sector those in knowledge of Internal Marketing have 6-10 working experience. As they do not experience this kind of human resource management, they do not know what this can be.

- Counting how many based on their Position in the organization and their years of experience, agree or disagree that their organization explores the satisfaction degree of their employees in regards with their working conditions.

First Level Employee

Count of What is your ex	Column Label				
Row Labels	10+ years	1-5 years	6 - 10 years	Grand Total	
Agree	1	8	8	17	
Disagree	1	3	2	6	
Strongly Agree	2	2		4	
Strongly Disagree			1	1	
Undecided		5	2	7	
(blank)		1		1	
Grand Total	4	19	13	36	

High Level Employee

Count of What is you	Column Label				
Row Labels	10+ years	1-5 years	6 - 10 years	Grand Total	
Agree	10	2	3	15	
Disagree	2		1	3	
Strongly Agree	3		2	5	
Strongly Disagree		1		1	
Undecided	1	3		4	
(blank)		1		1	
Grand Total	16	7	6	29	

Low Level Employee

Count of What is your Row Labels	Column Labels	10+ years	1-5 years	6 - 10 years	Grand Total
Agree		4	10	9	23
Disagree			4	4	8
Strongly Agree		4	1	1	6
Strongly Disagree				2	2
Undecided		2	13	8	23
(blank)			1	1	2
Grand Total		10	29	25	64

The survey was mostly answered by Lower level employees, but still percentage wise, employees that are on average having 8 years of experience; agree that their organization explores the satisfaction degree of their employees in regards with their working conditions. In the Low level employees we find a good amount of undecided ones and there are of 1-5 years working experience.

- Counting how many regarding the sector they are working in and considering whether their organization occupies Customer support Department or not, takes action only after considering the impact of this action on their employees

Private

Count of What sector Row Labels	Column Labels	No	Yes	(blank)	Grand Total
Agree			5	35	40
Disagree			5	15	20
Strongly Agree				12	12
Undecided			7	25	33
(blank)				1	2
Grand Total			17	88	107

Public

Count of What sector Row Labels	Column Labels	No	Yes	(blank)	Grand Total
Agree			1	5	6
Disagree			2		2
Strongly Agree				1	1
Strongly Disagree				1	1
Undecided			5	7	12
(blank)					2
Grand Total			8	14	24

Same as in the previous analysis, public sector stays mainly undecided on HRM practices, so they are not sure if their organization, takes action only after considering the impact of this action on their employees, whether there is Customer support Department or not. The undecided are observed in the private sector but mostly for those who do not have a Customer Support department into their organizations. Therefore, employees working in the private sector are of the opinion that no action is taken if the impact on the employees is not considered.

- Counting how many based on their Position in the organization and whether they keep records of complaints/ Queries/ Inquiries, organisation keep records of customers Inquiries/ Quires and Complaints

First Level Employee

Count of What is yo Column Labels				
Row Labels	No	Yes	(blank)	Grand Total
Agree		5	18	23
Disagree			2	2
Strongly Agree			5	5
Strongly Disagree		1		1
Undecided			4	4
(blank)				1
Grand Total		6	29	36

High Level Employee

Count of What is Column Labels				
Row Labels	No	Yes	(blank)	Grand Total
Agree		2	14	16
Disagree		1	1	2
Strongly Agree		1	7	8
Undecided			2	2
(blank)				1
Grand Total		4	24	29

Low Level Employee

Count of What is Column Labels				
Row Labels	No	Yes	(blank)	Grand Total
Agree		6	26	32
Disagree		1	1	2
Strongly Agree		1	8	9
Undecided		5	14	19
(blank)			1	1
Grand Total		13	50	64

When the Customer Support service is active in an organization, seems that all levels of positions agree that they are keeping records of complaints/ Queries/ Inquiries, organisation keep records of customers Inquiries/ Quires and Complaints. Some of the low level employees remain undecided, but this could be cause of the lack of interaction with the first line employees, tasks, etc. Additionally, even in companies that do not have customer support, they still keep some records of employee’s feedback.

6. Counting how many employees that their organization occupies Customer support and of how many hours working per day, respond relatively quickly and effectively when they identify changes in customer's preferences

Existing Customer Support Department

Count of Does your or	Column Labels					
Row Labels	1-4 hours	24 hours	4-8 hours	8-12 hours	Grand Total	
Agree	2	23	9	20	54	
Disagree	1		1	2	4	
Strongly Agree	1	12	3	5	21	
Undecided	1	9	7	5	22	
(blank)			1		1	
Grand Total	5	44	21	32	102	

Non Existing Customer Support Department

Count of Does	Column Labels					
Row Labels	1-4 hours	24 hours	4-8 hours	(blank)	Grand Total	
Agree	4			10	15	
Disagree		1	1	2	4	
Strongly Agree	1			1	2	
Undecided		1	1	2	4	
Grand Total	5	2	3	15	25	

In both cases, where customer support department exist or not, most employees answered the survey stated that they agree that their organization responds relatively quickly and effectively when they identify changes in customer's preferences. Specifically, companies that have an 8 hour on average of customer support, agree with the above. Lastly, most companies do have Customer Support Department, based on the sample of people that have answered the questionnaire, which were mostly into the Service Business

5.4 Restrictions/ Limitations of the survey

As in any kind of research there are restrictions that come from the fact that it can come through the research methods chosen to be applied. In the present case there were some limitations regarding the collection of the questionnaires. Some of these are the following:

- The participants did not even accept listening to the reason for completing the questionnaire
- Responders were not of a specific group, they were selected based on their accessibility and willingness to participate in the survey.
- There are cases where respondents were not fully aware of the content on certain questions.
- An important number of people who were asked to complete the questionnaire, refused to participate, citing the reason of the ignorance of the subject.

5.5 Survey Conclusions

The results of the analysis presented previously in the chapter, give some key conclusions regarding market orientation, application of Internal Marketing and the value given to the customer. It follows that the majority of respondents are familiar with the Internal Marketing as a concept and they consider all objectives important for the implementation of Internal Marketing. From a first point of view, Internal Marketing initially aims at satisfying the employee and creating the necessary conditions for their practice to be successful, however, organizations using Internal Marketing, aim at the ultimate goal of the customer satisfaction and value creation. As far as the investigation of employee satisfaction inside the organization is concerned, we see that most of it has a positive response and has argued that it is one of the main components of IM. Important conclusions, however, arise as to whether the company is considering, in the context of Internal Marketing application, the degree of satisfaction of its employees and the extent to which the organization is taking action without considering the impact they have on their employees. From these answers, it appears that while Internal Marketing is being applied within an organization, the purpose is not achieved to the extent that it should have.

Looking at the results of market orientation questions, it is concluded that an incredible percentage of companies that fully adopt market orientation has remained unchanged over time, which demonstrates that the concept of marketing has not been established by several Organizations. With regard to customer satisfaction and how important it is for the business, what emerges as a result is that the majority considers the satisfaction of their customers the ultimate goal. Proper service is considered to be of major importance to companies and therefore operates on average 12 hours per day and keep records of potential customer complaints for better service and future improvement of products and services. In conclusion, it can be said that the correct application of the principles of Marketing can be effective and in particular Internal Marketing in an organization is important for the organization itself and for the satisfaction of its clients. An organization must be able to adopt and implement the necessary strategies both internally and outside of the internal environment. Market orientation is necessary because, through adaptation to market conditions and general information, businesses will be able to function and meet customer needs.

Chapter 6: Discussion

What every management function needs to worry about is whether the funds and time invested in developing customer service skills deliver the expected benefits and lead to more satisfied internal and external customers and hence higher profits.

Internal marketing reflects the importance of both supervisors for the satisfaction of internal customer-employees as well as the communication of same position employees. To be effective, organizations have to find the gaps and mistakes in communication and motivate employees to increase their productivity and efficiency while increasing the satisfaction of the external customer. As over-mentioned in this study, a satisfied internal customer helps achieve goals and strategic planning and even influences the image of the organization to external customers. Strong hierarchy and risk avoidance behaviour are two features that tend not to support an internal culture. Using the right leadership methods, organizations really help build good systems and procedures and formally exchange information and process. These processes will, in the long run, contribute to addressing challenges and to establishing and encouraging an internal marketing approach.

Worldwide scientific research shows that those who are active in the service sector, the service offered to their customers is a decisive comparative advantage, that is why investments made in the human resources as they are often influencing the effectiveness of the organization's strategies. The low educational attainment of many of the workers is also a reflection on the reliability of the results. Consolidated mentality may also be an obstacle to achieving good results. In general, organisations need to understand what positive and what negative impacts they face of the Internal Marketing implementation.

Marketing research captures the data needed to shape product features, production counts, customer-service needs and effective advertising strategies. Without accurately assessing marketing conditions (customer preferences and product demand), companies may encounter low sales, unhappy customers and unprofitable product campaigns. Companies can opt to outsource their marketing research efforts, or they can use an internal marketing research department to conduct surveys, polls, focus groups and other market research activities. Understanding the advantages and disadvantages for using in-house staff to conduct marketing research allows company executives to select the most effective group for their current and future product research needs. The table below shows the advantages and disadvantages of the internal marketing:

Advantage	Disadvantage
<p>Agility:</p> <p>Working with research firms requires somewhat rigid guidelines and research requirements. Companies using an internal marketing research department obtain built-in agility to modify research during the course of the investigation. Internal marketing teams can also move at the pace set by business needs.</p>	<p>Groupthink:</p> <p>An internal marketing department is exposed to employee beliefs about company offerings from the time products are conceptualized. This exposure makes it difficult to break away from the groupthink mentality and conduct research from a neutral framework. Relying on internal staff may cause survey question bias and inadequate customer satisfaction research.</p>
<p>Expenses:</p> <p>Hiring external firms for marketing research may be more expensive than using corporate employees. Costs, expenses and resources can be tightly monitored and controlled when in-house staff conducts investigations.</p>	<p>Resources:</p> <p>External marketing research firms may have access to proprietary software, research pools and expert analysis not available within the company. These firms employ doctorate-level experts for statistical analysis, survey preparation and research analysis in addition to maintaining a large roster of customer research pools. Limited resources and employee knowledge gaps may hamper the effectiveness and thoroughness of in-house research efforts.</p>
<p>Customization:</p> <p>Internal employees tap product, development and support staff for in-depth product knowledge, questions and advice. This resource advantage allows internal marketing teams to customize and maximize research efforts. For example, marketing staff could discuss product feature options with engineering staff to help craft a survey to establish customer product preferences for future models.</p>	<p>Geographic Limitations:</p> <p>Centralized marketing departments have difficulties conducting research in all markets where their products may be placed. External marketing firms have contacts in multiple geographic locations that can localize and conduct effective marketing research targeted at current or potential customers.</p>

Chapter 7: Conclusion

7.1 Conclusion

As an ill-defined concept and a term that it's commonly understandable but difficult to be applied, Internal Marketing, starts to rise again. Few years ago made its first appearance as a concept and then disappeared from the business foreground, as new thoughts and concepts came to complement Human Resources Management. Without disregarding any of the other human resource management approaches, internal marketing remains a friendly and smart approach. Even though marketing has progressively been used as an alternative term to describe the selling process, advertising or promotion of a product or service, its definition is that of a management process. "Marketing" is "The management process that identifies, anticipates and satisfies customer requirements profitably", 1976, defined by the Chartered Institute of Marketing. Every business has as first goal to make money for the shareholders and owners who acquire and provide the necessary capital for building the business and the employees who satisfy the requirements of customers who provide the business income.

Customers' attitudes towards an organisation are based on their entire experience with that organisation, and not just with the products. The theory of Internal Marketing is based exactly on that. Thus front line staff that has direct communication, or even every other employee that has indirect contact with the customer, are the people that take part in the production of the customer experience. Based on their service and approach, the customer experience is shaped, therefore, customer satisfaction depends on the performance of a company's workforce. The discussion about Internal Marketing and how or when it is used are basically based on the idea that it uses the appropriate practices to "sell the company" to the employees. This is happening as the basic reason for internal marketing implementation is to bring all the employees on the same line and the employees will provide an excellent, unique experience to the customer. One small gap which can result into a huge one is not to forget about the customer. What this mean, is when the organisation focuses so much to market internally, there is a danger for them to forget about the external market. Surely this is not possible to "forget", but they can easily stop focusing on discovering ways to retain and attract customers by using the appropriate external marketing techniques. The responsibility of maintaining the desired level of profits falls usually on the commercial managers, who should make sure that the employees are aware of the importance of their actions as individuals and as a whole. Managers affect the customer satisfaction and the perception of the customer about the organisation and of course this can highly affect the profitable income. Summarising a manager is greatly responsible for their leadership and management methods, as keeping the staff motivated is not only a matter of internal communication.

Most organisations are not being managed as a whole, but heads of departments and line managers are responsible of each team. At the end of the day they have to keep the same culture within the work environment and all of them should follow same practices and report to the chief executive officer. So one thing that someone should think is the internal marketing can mostly be used in big organisations, with a large number of employees. Examples of companies that are selling the brand inside are Starbucks, IB, Walmart, Apple and they apply as an example of a successful business. Practices like, blogs, newspapers, radio, private Facebook group and other internal communication methods and team bonding procedures are mostly used. Again, there is a risk in "overdoing it" with applying too many practices. All of these methods may not find everyone agreeable as everyone is different and is approached or motivated in different ways. Based on this theory, that everyone is unique and different, organisations must try to make the correct approach and provide the appropriate direct method, but when a practice is being applied immediately, then unwanted reactions will be observed.

7.2 Observations and further investigation

Surely for Greek businesses the concept of Internal Marketing is a known concept; it doesn't appear to be applied to the right degree. Market orientation is essential because, by adapting to the market conditions and general information which are available to them through good customer relationships and competition analysis, companies will be able to work hard in order to meet external customer needs.

This study is mostly focusing on looking into the organisations and how they are aware of what Internal Marketing can do to boost their goal achievement. Having understood the limitations of this research, it would be sensible to run a survey from the external view, by checking the customer's point of view. Even more specifically this survey could be applied in a specific sector, or specific type of business, or group of people or even more finding a larger number of participants. Additionally, in this study there is no consideration on how the information collected influence the market orientation and finally, looking forward, this study could be applied into consumer and industrial markets separately.

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APPENDIX

Questionnaire

Internal Marketing

1. Do you know what Internal Marketing is?
 - Yes
 - No

2. Which objective is more important of the Internal Marketing application into an organisation?
 - Employee satisfaction for better performance
 - Introducing new services or new practices
 - Maintaining customer service culture
 - Create business culture
 - All the above

3. Your organisation explores the satisfaction degree of their employees in regards with their working conditions:
 - Strongly disagree – Strongly agree (1-5)

4. Your organisation investigates what competitors do to keep their employees satisfied:
 - Strongly disagree – Strongly agree (1-5)

5. Your organisation takes action only after considering the impact of this action on their employees:
 - Strongly disagree – Strongly agree (1-5)

Market Orientation

6. Your organisation always collects information (Personal data, wants, feedback, etc.) from customers:
 - Strongly disagree – Strongly agree (1-5)
7. Your organisation responds relatively quickly and effectively when they identify changes in customer's preferences:
 - Strongly disagree – Strongly agree (1-5)
8. Your organisation provides sufficient communication between the marketing department and the rest departments for market issues:
 - Strongly disagree – Strongly agree (1-5)
9. Your organisation does regular meetings to re-shape a strategy when changing market conditions occur/ observed:
 - Strongly disagree – Strongly agree (1-5)
10. Do you think the organisation shows the necessary interest to the customer before and after the province of service / products?
 - Strongly disagree – Strongly agree (1-5)

Customer Satisfaction

11. Does your organisation have customer service department?

- Yes
- No

12. If so, how many hours does it work on a daily basis?

- 1-4 hours
- 4-8 hours
- 8-12 hours
- 24 hours

13. Does your organisation keep records of customers Inquiries/ Quires and Complaints?

- Yes
- No

14. How fast the possible Inquiries/ Quires and Complaints are being resolved?

- Immediately
- Within 24 hours
- Within a week
- Within the month
- Depends on the issue

Personal Info

15. Gender

- Male
- Female
- Prefer not to say

16. What is your level of education?

- High School
- 1st Degree University/ College
- Master / PhD
- Other:

17. How many years of working experience do you have?

- 1-5 years
- 6 - 10 years
- 10+ years

18. Which sector are you working in?

- Private
- Public

19. What is your existing position in your organisation?

- High Level Employee (i.e. Manager, Head of Department, CEO)
- Lower Level Employee (Admin, Assistant, Officer, etc.)
- First Line Employee (Direct interaction with customer)
- Other: