

# Internal Marketing and Market Orientation of Mobile Telecommunication Companies in Nigeria

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## ABSTRACT

The purpose of this study was to empirically investigate how Internal Marketing influences Market Orientation of Mobile Telecommunication Firms in Nigeria. Three hundred and seventy four (374) copies of the questionnaire were administered to respondents. Upon retrieval and data cleaning, 338 copies were subjected to Data analysis. Data analyses were aided by the use of SPSS version 20 and hypotheses were tested using the Simple Regression method. After the data analysis, it was revealed that: Most sampled employees agreed that internal marketing has led the firm to have sufficient understanding of the needs and preferences of customers to be able to continuously create superior value for them, understand the short-term strengths and weaknesses and the long-term capabilities of both current and potential competitors, and has been responsible for the improved level of their networks' ability to coordinate personnel and other resources throughout the organisation. Internal Communication, Job Satisfaction and Employee Motivation were found to be strong dimensions of Internal Marketing that positively and significantly influences all the three measures of Market Orientation (customer focus, competitor focus and interfunctional coordination). There is a significant and positive influence of Organisational Commitment on the relationship between Internal Marketing and Market Orientation. We therefore concluded that all the three dimensions of Internal Marketing (internal communication, job satisfaction and employee motivation) positively correlate with the measures of Market Orientation (customer focus, competitor focus and interfunctional coordination). Also, there is a significant and positive influence of Organisational Commitment as moderating variable on the relationship between Internal Marketing and Market Orientation. Based on the findings and conclusions we recommended that since Internal Communication, Job Satisfaction and Employee Motivation all positively relates with Market Orientation, Mobile telecommunication firms in Nigeria should: Improve how both informal and formal information are exchanged between management and employee. Improve their physical facilities, equipment and communication materials, create opportunities for career development and regularly evaluate employees satisfaction with their work situation to know if employee' enjoy and sees their job as pleasurable and satisfying. Improve employee motivation by giving financial incentives for additional work done, giving health insurance and also make the work environment comfortable. Also, since Organisational Commitment positively and significantly influences the relationship between Internal Marketing and Market Orientation, Mobile Telecommunication firms need to improve activities in the organisation that will make the employees proud to associate with the organisation as a result make them to be loyal and proud to discuss their organisation with others outside the organisation and want to stay even if they get a better offer.

## Introduction

Today in Nigeria, the service sector is one of the most vibrant, if not the most vibrant sector in the economy. This industry has been the fastest growing non-oil industry of the Nigerian economy and is projected to even grow more (Ovia, 2008). Being a service industry the challenge ultimately rests with employees who have to offer their best to meet this competition. Every business in highly competitive environments can only do well as long as its customers are satisfied and loyal enough to not just keep coming back but also suggest the company to others. Implicit in this of course is that the industry offers products or in this case services that are of high quality.

On the other hand, Chi and Gursoy (2009) posited that the employees of the business are the very important link to delivering such value to the customer. The behaviour and performance of employees of these networks are crucial to the achievement of their goals and objectives particularly the goal of satisfying customers. A satisfied employee leaves no stone unturned to make customers satisfied. The way the workforce or employees see the services of the service provider they work for and the satisfaction they get from it, ultimately affect their dealings with the customer. It remains a primary factor in achieving an excellent system. Employees are the vital reason in the success and failure of any organisation. Satisfied and committed employees are more likely to deliver superior products and services, which results in better customer satisfaction.

Boris, *et al* (2005), asserted that in the mobile telecommunication sector, the front-line employees relate with majority of customers and also handles wide range of transactions. Because of the importance of the service provided, mobile telecommunication companies should support customer-contact employees to acquire communicative skills, make the employees comfortable, and also satisfied with their job. It was posited that a

company must have satisfied staff to have satisfied customers.

Internal marketing represents one of the most complex areas facing managers today when it comes to managing their employees. Unfortunately, evidences show that, internal marketing has not still received the proper attention from either scholars or managers of various business organisations (Boris *et al.*, 2005). Mobile telecommunication companies therefore have the task of satisfying the company's internal as well as external customers. This view of not focusing completely on external customers is supported by Baker (1991), who revealed the fact that, it is a gross mistake on the part of businesses to focus all their attention on external part of service, that is, consumer perception. He goes on to say that the 'internal dimension' is of equal importance.

To appreciate the importance of people in the organisation is to recognize that the human component and the organisation are one and the same. A well-managed firm sees an average employee as core source of quality and productivity gains. Such firms look to workers, as the primary source of development.

However, regardless of mobile telecommunication economic and social importance to Nigerian economy and market, it appears that at the moment very few or no literature material that I know of exist on Internal Marketing as it affects Market Orientation in the Mobile Telecommunication companies particularly in Nigeria. Some of the literatures available focus only on development of telecommunications, mobile telephony, communications, (etc.) and evidently, the growth trend in the mobile telecommunication industry in Nigeria do not present empirical support for the claim that employee and customers are satisfied with the service delivery in Nigeria. Other literatures studied the variables (internal marketing and market orientation) separately and sometimes with other variables, with different measures, in other industries and other countries like the studies of Pervaiz and Rafiq (2003). They carried out a research on Internal Marketing and Mediating role of Organizational Competencies in the Malaysian environment in a non- service context.

Also, Rafiq and Ahmed (2000) carried out a study on Advances in the Internal Marketing concept, definition, synthesis and extension in the United Kingdom. They measure Internal Marketing using five main elements: customer orientation and customer satisfaction, employee motivation and satisfaction, interfunctional coordination and integration, marketing-like approach to the above, and implementation of specific corporate or functional strategies. Furthermore, authors like Owino and Kibera (2015) carried out research on the Influence of Organisational Culture and Market Orientation on Performance of Microfinance Institutions in Kenya. The authors made use of the MARKOR scale by (Kohli *et al.*, 1993) to measure Market orientation and they gathered data from marketing managers, human resource manager and chief executive officer from each institution. Other authors like, Zaman *et al.* (2012) studied the impact of Internal Marketing on Market Orientation and Business Performance of banks in Pakistan and they used inferential techniques to analyze the data. In our region Udegbe and Udegbe (2013) carried out a study on the relationship between Market orientation firm, innovativeness and Business Performance of organisations in Nigeria with specific focus on the following measures of market orientation: collection and use of market information, development of market oriented strategy and implementation of market oriented strategy. Their unit scope is at the organisations level of analysis.

From the above discussion, it is clear that there have been several studies in the area of Internal Marketing like the studies of (Piercy, 1995; Pitt and Foreman, 1999; Varey and Lewis, 2000; Pervais and Rafiq, 2003; Rafiq and Ahmed, 2000) and also Market Orientation (Narver and Slater, 1990; Lambin, 2000; Kohli and Jaworski, 1990; Deshpande and Farley, 1998). In spite of all these, it appears that at the moment there has not been any study on the relationship between Internal Marketing and Market Orientation as it affects Mobile Telecommunication Companies particularly in Nigeria.

Therefore, the void created by this information necessitated further research study that determined the empirical effects of internal marketing and market orientation in mobile telecommunication companies particularly in Nigeria. It is against this drawback that this research was carried out to empirically examine the relationship between internal marketing and market orientation of mobile telecommunication companies in Nigeria.

Internal marketing idea was proposed first as a solution to solving the problem of delivering high quality of service. Successful execution of internal marketing stresses the significance of helping employees to be more customer-focused and service oriented (Papasolomou and Kitchen, 2004). However, in spite of the rapidly growing literature on Internal Marketing (Cahill, 1996; Piercy, 1995; Pitt and Foreman, 1999), not many organisations in reality apply the concept (Sargent and Saadia, 1998).

Literature indicates three separate nevertheless closely intertwined strands of theoretical development phase of the Internal Marketing conceptualization, namely Employee satisfaction phase, Customer orientation phase, and a Strategy implementation/Change management phase (Rafiq and Ahamed, 2000).

In the early developmental phase which is phase one, focused on the issue of Employee motivation and Satisfaction (Berry and Parasuram, 1991; Bak *et al.*, 1994). The main reason of this phase was that internal marketing concept lie in efforts to improve the quality of service and the overall effect of this phase was to emphasize the importance of employee motivation and satisfaction. The assumption in phase one is that 'to have satisfied customers, the organization must have satisfied employees' (George, 1977). He said that the firm should treat employees as customers to achieve employee satisfaction because they are the most important market of a

service company.

The second phase viewed internal marketing as a means for enhancing Customer orientated behaviour (Liao *et al.*, 2004). Gronroos (1981) acknowledged buyer-seller relations not only influences purchasing and repeat purchasing decisions but that its interaction present a marketing opportunity for the organisation. The key assumption in this phase is 'get motivated and customer conscious employees'. The third phase viewed internal marketing as a critical tool to put into practice organisational strategy and change management (Piercy, 2002; Rafiq and Ahmed, 1993). The third phase is drawn from insights from some authors who recognized the role of Internal Marketing as a means for strategy implementation.

### **DIMENSIONS OF INTERNAL MARKETING (IM)**

Internal marketing concept have been researched by so many authors like the studies of Pervaiz and Rafiq (2003), Rafiq and Ahmed (2000), Cahill (1996), Piercy (1995), Gounaris (2006), Pitt and Foreman (1999), Varey and Lewis (2000). Pervaiz and Rafiq (2003) carried out a study on internal marketing and mediating role of organisational competencies in the Malaysian environment in a non-service context. They proposed a new internal marketing implementation model as a framework for the implementation of marketing strategies (Internal Marketing mix - set of controllable instruments in the organisation that can be used effectively to influence the target groups) so that employees are motivated and act in a customer-oriented manner. The eleven components include internal communication; training and development; strategic rewards; organisational structure; senior leadership; physical environment; staffing, selection and successions; interfunctional coordination; incentives systems; empowerment, and operational/process changes. The study was a cross-sectional study. Coefficient alpha, item-to-total correlations and exploratory factor analysis were used for measurement.

Gwinner *et al.* (1998) stated that for the needs of the external customers to be met successfully, the needs of the internal customers must be met first. An organisation must be aware of the internal issues faced by employees such as internal communication, job role and responsibility, empowerment, welfare, training and development, business direction and rewards and compensation. Failure to identify the internal issues will lead to unsatisfied employees.

This study adopted the dimensions of Gounaris (2006) because it is relevant in the industry we want to study. We shall on this basis explicitly examine these dimensions.

### **Internal Communication as a Dimension of Internal Marketing**

Communication is seen as the exchange information between a sender and a receiver through communication channels (Kalla, 2005; Steingrimsdottir, 2011; Sarow and Stuart, 2007; Knicki and Kreitner, 2008). Better knowledge sharing is as a result of Effective communication which leads to better competitive advantage (Burgess, 2005; Ghoshal *et al.*, 1994; Heaton and Taylor, 2002; Monge and Contractor, 2003; Kalla 2005; Argote and Ingram, 2000; Doz *et al.*, 2001). In view of this, internal communication can be seen as the exchange of information of individuals at various levels and departments in the organisation for strategic and operational planning successes (Dolphin, 2005; Opitz, 2003; Jo and Shim, 2004; Omar *et al.*, 2012; Barnfield, 2003; Aldehayyat, 2011).

### **Job Satisfaction as a Dimension of Internal Marketing**

A lot of studies have been carried out on Job Satisfaction and the findings stated that it can be influence and modify by different forces in the individual and also outside the individual. That is, the individual characteristics and also that of the working environment (Baran, 1986). Job satisfaction is a worker's sense of accomplishment and success on the job. It is linked to productivity and also to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. It leads to promotion, income, to recognition and the attainment of other goals that brings the feeling of fulfillment (Kaliski, 2007). Job satisfaction is the attitude and the feelings workers have about their job because negative attitudes shows job dissatisfaction while positive attitudes shows job satisfaction (Armstrong, 2006).

### **Employee Motivation as a Dimension of Internal Marketing**

Employee motivation is a broad and complex concept, organisational scientists have decided on its basic characteristics summarised as the set of processes that stir, maintain and direct human behaviour toward attaining a goal. Motivating front-line employees to their maximum performance levels is an important task of service firm (Latham, 2007). The significance of motivation grounds on the principle that external marketing success is based on motivating front-line employees, as employee are the core representatives of a service organisation to its customers (Hartline and Ferrell, 2000). Scholars claim that the extent to which individuals make every effort to meet their needs is linked with the level of "motivational force" they encounter (Wieseke *et al.*, 2011). When employees are properly rewarded they are more willing to deliver high-quality service and exhibit reciprocal behaviours (Guest and Conway, 2002).

## CONCEPT OF MARKET ORIENTATION

There are three main perspectives of Market Orientation. Decision making perspective is the first perspective developed by Shapiro (1988) and anticipated that a firm's market orientation hinged around its decision making processes and proposed that a market oriented firm is constituted by three characteristics: all important buying information should permeate all corporate functions; strategic and tactical decisions must be made interfunctionally and inter-departmentally; and all divisions and functions have to make well-coordinated decisions and implement them well. Narver and Slater (1990), the proponents of this view present market orientation as a part of organisational culture that most effectively creates the required behaviours for the creation of superior value for buyers and as well continuous superior performance for the business. Their view is on cultural perspective. They measured market orientation using customer focus, competitor focus and also interfunctional coordination. While Kohli and Jaworski (1990) saw market orientation as a behavioural perspective - intelligence generation, intelligence dissemination and responsiveness of the organisation.

The strategic focus perspective was developed by Ruekert (1992) and he saw this view as the degree to which a Strategic Business Unit get and utilizes information as regard its customers, develops a strategy based on such information and implements such strategy to meet those needs recognized. Customer needs and wants should be the basis of strategy formulation and implementation. Deshpande, *et al* (1993) came up with The Customer Orientation Perspective. They defined market orientation as set of beliefs that sees first the interest of the customers and the same time the interest of other stakeholders in order to build up a long-term profitable enterprise. This perspective considers customer orientation as the most vital part of market orientation.

## MEASURES OF MARKET ORIENTATION

According to Slater and Narver (2000) higher economic and commercial results are achieved by organisations that their market orientation is high. In addition, Hunt and Lambe (2000) stated that strategic role of marketing can be increased by market orientation. Kotler and Keller (2006) observed that for organisational goals to be achieved firms must be successful in creating, delivering and communication superior customer value to its selected market than that of competitors.

In existing market orientation research, the market orientation construct components are in general theorized to follow either Kohli and Jaworski (1990) conceptualizations made up of intelligence generation, intelligence dissemination and responsiveness or that of Narver and Slater (1990) which are customer focus, competitor focus and also interfunctional coordination. According to Zhou *et al.* (2009), interfunctional coordination is seen as the bringing together of the entire firm resource and customer - related activities. On the other hand, customer focus represents the sufficient understanding of the firm's target market while competitor focus laid emphasis on the sufficient understanding of current and potential competitor's short - term strengths and weaknesses and long - term capabilities and strategies (Narver and Slater, 1990).

Zhou *et al.* (2009) argued that interfunctional coordination respond to the market intelligence while firms uses customer focus and competitive focus to interact with environments. They further recommended that customer focus and competitor focus have important results on the efficiency of market - based strategies. Market orientation, which represents a firm's orientation toward creating superior value for customers, plays an important function in the organisational management and strategy (Li *et al.*, 2010 and Hsieh *et al.*, 2008).

### Customer Focus as a Measure of Market Orientation

Customer focus has become a familiar slogan with pride of place in the strategy statements of many organisations - both in the public and private sector contexts. Customer focus represents the sufficient understanding of the firm's target market to be able to continuously create superior value for buyers (Awwad and Agti, 2011). That is, from customer's view point value is the deal between benefits and sacrifices in buyer - supplier relationships. It intends to build long-term interaction with customers, which, helps the organisation to increase the satisfaction of customer because customer satisfaction is the cornerstone of any customer-focused business. Nwukah and Maclayton (2006) stated that the original role of effective customer orientation management is when customers are put at the heart of an organisation's product-market definition. Nwankwo (1995) asserted that customer focus is not just a philosophy that can be developed through an emphasis on peripheral service attributes. Rather, organisations can truly practice customer focus only if they established it as a culture throughout their organisation (Kennedy *et al.*, 2002). Narver and Slater (1990) conceptualized customer orientation as the sufficient understanding of organisation's target market to be capable of creating superior value for buyers always. In order to create value for their target buyers, organisations must obtain information about their customers' needs, economic and political constraints (Lafferty and Hult, 2001). Further, other authors have contributed to the concept's refinement (Deshpande *et al.*, 1993), stating that customers' interests should come first in organisations that want to develop long - term profitability.

### Competitor Focus as a Measure of Market Orientation

Competition is now the center of strategic thinking. Firms are inventing modern ways of creating value because of the changing environment, technological change and the materialization of new economics. According to Kotler and Keller (2006) there are two main concepts of competition in marketing. Industry concept of competition is the first concept and it follows the tradition of neoclassical economics. The primary point of this concept is the industry. That is, group of firms that offer close substitutes products for other products while the market concept of competition is the second concept that places emphasizes on customer needs. The need to monitor thoughtful and respond to competitors has been recognized as important to marketing activities, however analysis of the competitive environment appear to be subordinated as greater importance is placed on understanding consumers (Wright *et al*, 2002).

However, marketing management has lusted its way by focusing only just on customers to the exclusion of other important groups, one of these being competitors. Competitor focus has been posited as those activities by which a business determines and understands its industry, identifies and also understands its competitors, their strength and weaknesses, and also anticipates their moves (Wright *et al*, 2002). Nwokah (2006) asserted that the foremost step of competitor focus is the identification of customers need, then identify the strength and weaknesses of competitor and lastly to identify the strength and weaknesses of the organisation.

### Interfunctional Coordination as a Measure of Market Orientation

The final element in the Narver and Slater (1990) framework is interfunctional coordination. According to the authors, interfunctional coordination is customer based, as well as gathering information on competitor, coordinated business efforts and also involves other departments to create superior value for buyers. They also agreed that marketing must be seen as a specialist task. Instead, they highlighted the importance of interfunctional coordination, the gathering of market information and dissemination of market information and also the responsiveness to that intelligence (Jaworski and Kohli, 1993; Narver and Slater, 1990).

### The Study

Two major sources of data were employed in this study. The primary data sources, which include questionnaire and the secondary sources were the documentary sources made available by the mobile networks, internet search and through library research to elicit the right information needed for this work.

Consequent upon the decision to use the cross sectional survey approach, the Nomothetic data collection methods was applied. As Burrell *et al* (1979) said, the Nomothetic approach lays importance on basing research upon systematic protocol and technique. It focuses attention upon the process of developing questionnaire and testing of hypotheses in accordance with the canons of scientific rigor. The main data gathering/collection instrument was therefore the questionnaire. The questionnaire is a form of data collection instrument that utilizes a standardized set of questions about a particular study. It has the advantage of providing more valid and reliable data that can be easily quantified. The structured self-administered questionnaire for this study was in two sections. The first section generated demographic data while the second section generated data on internal marketing, market orientation and organisational commitment. The questions in part B – F of the questionnaire were designed using the 5- point Likert scale (ordinal scale).

**Table 1 Questionnaire Distribution and Market Share controlled by the Major Networks**

Networks	% of the market controlled	Questionnaire Distribution
MTN	39	146
GLO	23	86
AIRTEL	23	86
ETISALAT	15	56
TOTAL	100	374

Source: Desk Research, 2016

The copies of the questionnaire were distributed according to the proportion of the market controlled by the major networks as shown in Table 1. MTN controls 39 percent of the mobile market and 146 copies of the questionnaire were given to their employees. GLO and AIRTEL controls 23 percent each of the market and 86 copies of the questionnaire were given to each network. Finally, the remaining 15 percent of the market is controlled by ETISALAT and 56 copies were given to their employees.

### Reliability and Validity of Research Instrument

The conclusion of any research endeavour creates a fresh agony for the researcher (Fubara and Mguni, 2005). This is so, because of the suspicion that would be raised by other scholars as regards the reliability and validity of the measuring instrument, the findings and as well as the generalizability of the study. It is therefore pertinent that a reliability and validity test be carried out comprehensively at every stage of the research work. Babbie (1999) posit

that, after operationalising, defining variables and applying different scaling techniques, it is important to ensure that each research instrument employed, be adequately tested for reliability and validity. As such, in our study we tested the reliability and also the validity of our research instruments.

Reliability is defined by Trochim (2006) as the quality of measurement in terms of its consistency and repeatability. A measuring instrument (e.g questionnaire) is reliable when the instrument measures again and again what it is meant to measure. It implies that all things being equal, a reliable measure is anticipated to give the same measurement of the same phenomenon each and every time it is used. But, it is also necessary to say here that all measurements have an element of error, but a good reliable measurement of data must have low error. Dana (2001) viewed validity as the degree to which an observation or a measurement corresponds to the construct that was supposed to be measured. That is, the instrument is valid if it measures what it is presume to measure.

The subject of validity and reliability are important confidence building measures in any research results. Compeau and Higgins (1995) recommend that validation of the questionnaire should be carried out to guarantee its efficacy. Our measuring instrument will be given face validity by senior academics within Rivers State University of Science and Technology who will be given copies of our questionnaire for vetting. Based on their response the final questionnaire will be prepared and administered. Ahiauzu (2006) reiterated that, the Cronbach Alpha is a good reliability coefficient that shows how well, items in a questionnaire set are positively interrelated to one another. In view of this, the Cronbach Alpha Coefficient from the Statistical Package of Social Sciences (SPSS) was also used to test the reliability of our research instruments.

**Table 2 Reliability Test Results**

S/NO.	Variables	Number of Items	Cronbach's Alpha
1	Internal Marketing (IM)	18	.971
2	Market Orientation (MO)	19	.974

Source: SPSS Output (Appendix 5)

The Reliability of the research instrument with the aid of SPSS computer package and revealed a very high reliability coefficient for the three variables tested. The results as shown in Table 2 falls within the standard range of 0.7 set by Nunnally (1978). A total of 18 items were used to measure the independent (predictor) variable, Internal Marketing and the Cronbach's Alpha co-efficient recorded 0.9 meaning that, there is a correlation amongst the items hence, reliable. 19 items were used for the dependent (criterion) variable, Market Orientation and this was found to be reliable with Cronbach's Alpha co-efficient of 0.9. Finally, the moderating variable, Organisational Commitment has a Cronbach's Alpha co-efficient of 0.9 with an item of 4 meaning that, there is a very strong correlation amongst the items in our questionnaire.

### **Operational Measures of the Variables**

The researcher will adapt measures from Gounaris (2006) - Internal Marketing and also from Narver and Slater (1990) - Market Orientation because they are relevant in the industry we want to study. There are three variables in this research, the independent variable (internal marketing), the dependent variable (market orientation) and also the moderating variable (organisational commitment). Internal Marketing emphasizes the significance of the marketing concept internally, by focusing on the employee and providing a basis of competitive advantage (Panigyrakis and Theodoridis, 2009).

The three indicators of internal marketing measured are:

- (a) Internal communication
- (b) Job satisfaction
- (c) Employee Motivation

We gathered data using the questionnaire and it was operationalized using 5 point Likert scale ranging from "1" meaning 'strongly disagree' to "5" meaning 'strongly agree' as a basis of questions and the response mode ranges from:

- Strongly disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly agree (5)

Market Orientation is defined as the organisation culture that most effectively creates the necessary behaviours for the creation of higher value for customers and thus continuous superior performance for the business (Narver and Slater, 1990).

The indicators of market orientation measured are:

- (a) Customer focus
- (b) Competitor focus

(c) Interfunctional coordination

Each was operationalized using 5 point Likert scale ranging from “1” meaning ‘strongly disagree’ to “5” meaning ‘strongly agree’ as a basis of questions and the response mode ranges from:

- Strongly disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly agree (5)

Organisational Commitment can be seen as the workers feeling of belonging towards the organisation, as a result influences their capability to perform beyond expectations in achieving the company’s goals (Castro *et al*, 2002). It will also be operationalized using 5 point Likert scale ranging from “1” meaning ‘strongly disagree’ to “5” meaning ‘strongly agree’ as a basis of questions and the response mode ranges from:

- Strongly disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly agree (5)

Also, it will be operationalized using 5 point Likert scale ranging from “1” meaning ‘not affected’ to “5” meaning ‘extremely high’ as a basis of questions and the response mode ranges from:

- Not affected (1)
- Low (2)
- Moderate (3)
- High (4)
- Extremely high (5)

### Methods of Data Analysis

The focus here was how our acquired data were prepared and presented. It involved a presentation, analysis and testing of formulated hypotheses. The inferential statistical analysis was done using simple regression analysis because of the nature of our study as amplified by the stated research hypotheses and research questionnaire. Also, Dana (2001) concluded that regression and spearman rank order correlation coefficient tools are the two most common techniques used to determine relationships that exist between variables. The causal approach of investigation was also applied. Descriptive statistical tools of frequencies, simple percentages, pie charts were used to describe data for easy understanding. This was simplified with the use of the modern technology in Statistical Package for Social Science research (SPSS) version 20 for the quantitative analysis.

The formula for the simple regression analysis is:

$$Y = \alpha + \beta X$$

Where

Y= Dependent variable

$\alpha$  = Constant or intercept

$\beta$  = Slope or observed change

X= Independent variable

### Results

#### FINDINGS WITH DESCRIPTIVE STATISTICS

Univariate analysis is an inferential statistic used to describe the basic features of the data gathered and to provide simple summaries about the measures of a study (Trochim, 2006). The three variables used in this research work include Internal Marketing (Predictor variable), Market Orientation (Criterion variable) and Organisational Commitment (Moderating variable) about which data were collected. The results of the analysis of the data are presented here using frequencies, percentages, as well as their associated means and standard deviation using SPSS window output.

#### Analysis on Internal Marketing

The frequencies on IM are expressed in the three dimensions that characterized the construct being measured i.e Internal communication, Job satisfaction and Employee motivation.

#### Internal Communication as a Dimension of Internal Marketing

Table 3 shows respondents opinion of the six items on the research instrument bordering on internal communication.

**Table 3 Internal Communication as a Dimension of Internal Marketing (n = 338)**

S/N	Questions	SA (5)	A (4)	N (3)	D (2)	SD (1)	— χ / (s)
1	Our network exchanges both informal and formal information between management and employee within the organisation.	40	57	1	2	0	4.35
		134	194	3	7	0	.608
2	Most communication between managers and other employees in our firm can be said to be two-way communication.	26	55	16	3	0	4.04
		87	187	54	10	0	.732
3	The purpose of communication in this network is to help managers to be responsive to the problems of other employees.	33	39	14	8	6	3.86
		113	131	48	27	19	1.134
4	Management organises regular meetings to listen to the employees and employees are not afraid to speak up during meetings with their supervisors and managers.	35	53	11	1	0	4.22
		118	179	39	2	0	.663
5	Employees are usually informed about major changes in policy that affect their jobs before they take place.	46	43	5	3	3	4.26
		155	147	16	10	10	.908
6	The qualities of information you are sending and receiving are satisfying.	36	46	15	3	0	4.15
		122	154	52	10	0	.783

**Source: Survey Data 2016 and SPSS window output version 20.0**

As seen in Table 3, six questions were asked to know the strength of internal communication on Internal Marketing. The first question was to show whether the network exchanges both informal and formal information between management and employee within the organisation. 134(40 percent) of employees strongly agreed, 194(57 percent) agreed, 3(1 percent) were neutral while the remaining 7(2 percent) disagreed. This response generated a mean score of 4.35 which infer a very strong relationship with Internal Marketing. The second question on internal communication posits that most communication between managers and other employees in the firm can be said to be two-way communication. The result revealed 87(26 percent) strongly agreed, 187(55 percent) agreed, 54(16 percent) were neutral while 10(3 percent) disagreed. None of the respondent strongly disagreed. A mean score of 4.04 was recorded to prove the strength of internal communication on Internal Marketing. Question three was to show whether the purpose of communication in the network is to help managers to be responsive to the problems of other employees. The responses indicated that 113(33 percent) strongly agreed, 131(39 percent) agreed while 48(14 percent) were neutral. In the same vein, 27(8 percent) disagreed while the remaining 19(6 percent) respondents strongly disagreed. This response gave rise to a mean score of 3.86 which infer a strong relationship with Internal Marketing.



### Job Satisfaction as a Dimension of Internal Marketing

**Table 4: Job Satisfaction as a Dimension of Internal Marketing (n = 338)**

S/N	Questions	SA	A	N	D	SD	–
		(5)	(4)	(3)	(2)	(1)	$\chi / (s)$
1	Our firm employees' enjoy and sees their job as pleasurable and satisfying.	38	49	8	5	0	4.20
		<b>130</b>	<b>164</b>	<b>27</b>	<b>17</b>	<b>0</b>	.791
2	The employees' needs and expectations are known to Management.	30	38	27	5	0	3.93
		<b>101</b>	<b>130</b>	<b>90</b>	<b>17</b>	<b>0</b>	.874
3	Employees' satisfaction with their work situation is regularly evaluated by the firm.	39	45	10	3	3	4.14
		<b>131</b>	<b>152</b>	<b>35</b>	<b>10</b>	<b>10</b>	.927
4	There are opportunities for career development.	27	42	28	3	0	3.94
		<b>92</b>	<b>143</b>	<b>93</b>	<b>10</b>	<b>0</b>	.815
5	I am proud to be associated with my organization and it is more than just a place of work.	35	44	15	6	0	4.07
		<b>118</b>	<b>148</b>	<b>51</b>	<b>21</b>	<b>0</b>	.863
6	My pay scale gives me satisfaction.	36	27	19	14	4	3.76
		<b>122</b>	<b>90</b>	<b>64</b>	<b>48</b>	<b>14</b>	1.200
7	I feel a sense of belongings for my organisation and generally satisfied with the kind of work I do.	31	52	6	6	5	3.98
		<b>106</b>	<b>174</b>	<b>20</b>	<b>21</b>	<b>17</b>	1.038

**Source: Survey Data 2016 and SPSS window output version 20.0**

As seen in Table 4, seven questions were asked to know the strength of job satisfaction on Internal Marketing. The first question was to show whether the firm employees' enjoy and sees their job as pleasurable and satisfying. 130(38 percent) of employees strongly agreed, 164(49 percent) agreed, 27(8 percent) were neutral while the remaining 17(5 percent) disagreed. This response generated a mean score of 4.20 which infer a very strong relationship with Internal Marketing. The second question on job satisfaction posits that the employee' needs and expectations are known to management. The result revealed 101(30 percent) strongly agreed, 130(38 percent) agreed, 90(27 percent) were neutral while 17(5 percent) disagreed. None of the respondent strongly disagreed. A mean score of 3.93 was recorded to prove the strength of job satisfaction on Internal Marketing. Question three was to show whether the Employees' satisfaction with their work situation is regularly evaluated by the firm. The responses indicated that 131(39 percent) strongly agreed, 152(45 percent) agreed while 35(10 percent) were neutral. In the same vein, 10(3 percent) disagreed while the remaining 10(3 percent) strongly disagreed. This response gave rise to a mean score of 4.14 which infer a strong relationship with Internal Marketing.

## 5 Employee Motivations as a Dimension of Internal Marketing

**Table 5: Employee Motivation as a Dimension of Internal Marketing (n = 338)**

S/N	Questions	SA	A	N	D	SD	$\bar{X}/(s)$
		(5)	(4)	(3)	(2)	(1)	
1	Our firm employees' are eager and willing to do something in the firm without needing to be told or forced to do so.	25	55	14	6	0	4.00
		<b>86</b>	<b>186</b>	<b>46</b>	<b>20</b>	<b>0</b>	.793
2	At my work environment office tools and modern technological equipment are made available.	25	52	20	3	0	3.99
		<b>83</b>	<b>177</b>	<b>68</b>	<b>10</b>	<b>0</b>	.753
3	Features for comfortable work environment like ventilation, lighting, air conditioning, furniture etc are made available.	36	49	15	0	0	4.21
		<b>123</b>	<b>164</b>	<b>51</b>	<b>0</b>	<b>0</b>	.686
4	Financial incentives are giving for the additional work done and health insurance are granted by my employer	20	46	25	6	3	3.75
		<b>68</b>	<b>156</b>	<b>85</b>	<b>19</b>	<b>10</b>	.940
5	The firm is aware about the need of motivation and aware about positive effects of motivation and my job motivates me.	28	46	15	6	5	3.87
		<b>96</b>	<b>155</b>	<b>51</b>	<b>19</b>	<b>17</b>	1.048

**Source: Survey Data 2016 and SPSS window output version 20.0**

As seen in Table 5, five questions were raised to know the strength of employee motivation on Internal Marketing. The first question was to show whether the firm employees' are eager and willing to do something in the firm without needing to be told or forced to do so. 86(25 percent) of employees strongly agreed, 186(55 percent) agreed, 46(14 percent) were neutral while the remaining 20(6 percent) disagreed. This response generated a mean score of 4.00 which infer a very strong relationship with Internal Marketing. The second question on employee motivation posits that at my work environment office tools and modern technological equipment are made available. The result revealed 83(25 percent) strongly agreed, 177(52 percent) agreed, 68(20 percent) were neutral while 10(3 percent) disagreed. None of the respondent strongly disagreed. A mean value of 3.99 was recorded to prove the strength of employee motivation on Internal Marketing. Question three was to show whether other features for comfortable work environment like ventilation, lighting, air conditioning, furniture etc are made available. The responses indicated that 123(36 percent) strongly agreed, 164(49 percent) agreed while the remaining 52(15 percent) were neutral. This response gave rise to a mean score of 4.21 which infer a strong relationship with Internal Marketing. As visible, the fourth question was to show whether their employer gives them financial incentives for the additional work done and health insurance are granted by my employer. The responses generated, shows 68(20 percent) of the respondents strongly agreed, 156(46 percent) agreed, 85(25 percent) were neutral, 19(6 percent) disagreed and the remaining 10(3 percent) strongly disagreed nevertheless a high mean score of 3.75 was recorded and this further proved the strength of employee motivation on Internal Marketing.

### Analysis on Market Orientation

The second study variable, Market Orientation is measured in three dimensions of: customer focus, competitor focus and interfunctional coordination.

### Customer Focus as a Measure of Market Orientation

Table 4.5 captured employees' opinion concerning the six items on the research instrument bordering on Customer Focus.

**Table 6: Customer Focus as a measure of Market Orientation (n = 338)**

S/N	Questions	SA	A	N	D	SD	$\bar{x}/(s)$
		(5)	(4)	(3)	(2)	(1)	
1	Our firm has sufficient understanding of the needs and preferences of customers to be able to continuously create superior value for them.	34	54	10	2	0	4.20
		<b>114</b>	<b>184</b>	<b>33</b>	<b>7</b>	<b>0</b>	.693
2	We try to figure out what customer's needs are and we have the customer's best interest in mind.	44	50	6	0	0	4.38
		<b>150</b>	<b>168</b>	<b>20</b>	<b>0</b>	<b>0</b>	.597
3	Our business strategies are driven by our beliefs about how we can create greater value for our customers.	31	47	17	5	0	4.04
		<b>105</b>	<b>158</b>	<b>58</b>	<b>17</b>	<b>0</b>	.827
4	We measure customer satisfaction systematically and frequently.	30	60	8	2	0	4.17
		<b>100</b>	<b>203</b>	<b>28</b>	<b>7</b>	<b>0</b>	.658
5	Our strategy for competitive advantage is based upon our understanding of customer needs.	31	57	8	4	0	4.17
		<b>106</b>	<b>194</b>	<b>28</b>	<b>10</b>	<b>0</b>	.698
6	We encourage customers' comments and complaints because they help us do a better job, respond to negative customer satisfaction information and respond to changing customer requirement.	43	46	11	0	0	4.31
		<b>145</b>	<b>154</b>	<b>39</b>	<b>0</b>	<b>0</b>	.669

**Source: Survey Data 2016 and SPSS window output version 20.0**

As seen in Table 6, six questions were raised to know the strength of customer focus on Market Orientation. Responding to the first question whether the firm has sufficient understanding of the needs and preferences of customers to be able to continuously create superior value for them, 114(34 percent) of employees strongly agreed, 184(54 percent) agreed, 33(10 percent) were neutral while the remaining 7(2 percent) disagreed. This response generated a mean score of 4.20 which infer a very strong relationship with Market Orientation. The second question on customer focus posits that the firm tries to figure out what customer's needs are and have the customer's best interest in mind. The result revealed 150(44 percent) strongly agreed, 168(50 percent) agreed, while the remaining 20(6 percent) were neutral. A very high mean score of 4.38 was recorded to prove the strength of customer focus on Market Orientation. Question three was to show whether the business strategies are driven by their beliefs about how they can create greater value for their customers. The responses indicated that 105(31 percent) strongly agreed, 158(47 percent) agreed, 58(17 percent) were neutral while the remaining 17(5 percent) disagreed. This response gave rise to a very high mean score of 4.04 which infer a strong relationship with Market Orientation.

#### **Competitor Focus as a Measure of Market Orientation**

Table 7 captured employees' opinion concerning the eight items on the research instrument bordering on Competitor Focus.

**Table 7: Competitor Focus as a Measure of Market Orientation (n = 338)**

S/N	Questions	SA (5)	A (4)	N (3)	D (2)	SD (1)	$\bar{x}/(s)$
1	Our firm understands the short-term strengths and weaknesses and the long-term capabilities of both current and potential competitors.	37 <b>124</b>	47 <b>159</b>	13 <b>43</b>	1 <b>2</b>	2 <b>10</b>	4.14 .876
2	Our product and service development is based on good market and customer information.	38 <b>129</b>	49 <b>164</b>	10 <b>35</b>	3 <b>10</b>	0 <b>0</b>	4.22 .747
3	We compete primarily based on product or service differentiation.	20 <b>68</b>	49 <b>164</b>	29 <b>99</b>	0 <b>0</b>	2 <b>7</b>	3.85 .812
4	The customer's interest should always come first, ahead of the owners' and I believe this business exists primarily to serve customers.	35 <b>120</b>	43 <b>145</b>	22 <b>73</b>	0 <b>0</b>	0 <b>0</b>	4.14 .744
5	We are more customer-focused than our competitors.	48 <b>163</b>	12 <b>141</b>	10 <b>34</b>	0 <b>0</b>	0 <b>0</b>	4.38 .662
6	We rapidly respond to competitive actions that threaten us and target customers where we have an opportunity for competitive advantage.	45 <b>152</b>	38 <b>127</b>	17 <b>59</b>	0 <b>0</b>	0 <b>0</b>	4.28 .742
7	Our sales people regularly share information within our business concerning competitors' strategies.	25 <b>85</b>	65 <b>220</b>	5 <b>16</b>	5 <b>17</b>	0 <b>0</b>	4.10 .701
8	We regularly monitor our competitors' marketing efforts, collect marketing data on our competitors to help direct our marketing plans and respond rapidly to competitors' actions.	41 <b>137</b>	33 <b>113</b>	23 <b>78</b>	3 <b>10</b>	0 <b>0</b>	4.12 .862

**Source: Survey Data 2016 and SPSS window output version 20.0**

As seen in Table 7 above, eight questions were raised to know the strength of competitor focus on Market Orientation. Responding to the first item on competitor focus which is whether the firm understands the short-term strengths and weaknesses and the long-term capabilities of both current and potential competitors. 124(37 percent) of employees strongly agreed, 159(47 percent) agreed, 43(13 percent) were neutral, 2(1 percent) disagreed while the remaining 10(2 percent) respondents strongly disagreed. This response generated a mean score of 4.14 which infer a very strong relationship with Market Orientation. The second item on competitor focus posits that the firm product and service development is based on good market and customer information. The result revealed 129(38 percent) strongly agreed, 164(49 percent) agreed, 35(10 percent) were neutral while the remaining 10(3 percent) disagreed. A very high mean score of 4.22 was recorded to prove the strength of competitor focus on Market Orientation. Item three was to show whether the firm compete mainly based on product or service differentiation.

**Interfunctional Coordination as a measure of Market Orientation**

Table 8 captured employees' opinion concerning the five items on the research instrument bordering on interfunctional coordination.

**Table 8: Interfunctional Coordination as a Measure of Market Orientation (n = 338)**

S/N	Questions	SA (5)	A (4)	N (3)	D (2)	SD (1)	$\bar{x}/(s)$
1	Our firm is involved in the coordination of personnel and other resources throughout the organisation to create superior value for buyers through integration of all functions in the firm.	27 <b>92</b>	55 <b>185</b>	15 <b>51</b>	3 <b>10</b>	0 <b>0</b>	4.06  .734
2	All of our business functions (e.g. marketing/sales, manufacturing, Research and Development, finance/accounting, etc.) are integrated in serving the needs of our target markets.	26 <b>87</b>	55 <b>185</b>	19 <b>66</b>	0 <b>0</b>	0 <b>0</b>	4.06  .67 1
3	We freely communicate information about our successful and unsuccessful customer experiences across all business functions.	39 <b>131</b>	42 <b>143</b>	14 <b>47</b>	3 <b>10</b>	2 <b>7</b>	4.13  .904
4	Marketing information is shared with all departments and all departments are involved in preparing business plans/strategies.	35 <b>119</b>	47 <b>160</b>	12 <b>40</b>	4 <b>12</b>	2 <b>7</b>	4.10  .88 9
5	The marketing people regularly interact with other departments on a formal basis and Marketing is seen as a guiding light for the entire firm.	42 <b>143</b>	48 <b>162</b>	7 <b>24</b>	3 <b>9</b>	0 <b>0</b>	4.30  .716

**Source: Survey Data 2016 and SPSS window output version 20.0**

As seen in Table 8 above, five questions were asked to know the strength of interfunctional coordination on Market Orientation. The first item was to show whether the firm is involved in the coordination of personnel and other resources throughout the organisation to create superior value for buyers through integration of all functions in the firm. 92(27 percent) of employees strongly agreed, 185(55 percent) agreed, 51(15 percent) were neutral while the remaining 10(3 percent) respondents disagreed. This response generated a mean score of 4.06 which infer a very strong relationship with Market Orientation. The second question on interfunctional coordination posits that all of firm business functions (e.g. marketing/sales, manufacturing, Research and Development, finance/accounting, etc.) are integrated in serving the needs of their target markets. The result revealed 87(26 percent) strongly agreed, 185(55 percent) agreed and the remaining 66(19 percent) were neutral. A mean score of 4.06 was recorded to prove the strength of interfunctional coordination on market orientation. The third item was to show whether the networks freely communicate information about their successful and unsuccessful customer experiences across all business functions. The responses indicated that 131(39 percent) strongly agreed, 143(42 percent) agreed, 47(14 percent) were neutral, 10(3 percent) disagreed while the rest respondents 7(2 percent) strongly disagreed. This response gave rise to a very high mean score of 4.13 which infer a strong relationship with Market Orientation. As visible, the fourth item was to show whether marketing information is shared with all departments and all departments are involved in preparing business plans/strategies.

### SUMMARY OF FINDINGS

In the preceding chapter we presented data on the criterion variable (Market Orientation), the predictor variable (Internal Marketing), the moderating variable (organisational commitment) and the interaction between the predictor variable and the criterion variables (test of hypotheses) and also the moderating effect of organisational commitment on internal marketing and market orientation and we also discussed our findings. In this chapter we summarized the findings of this research work, drew conclusions and made recommendations.

In this section we present the summary of our major findings concerning the interaction of the predictor, criterion and moderating variables as follows:

- i) 88 percent of respondents sampled were of the opinion that Internal Marketing has led the company to have sufficient understanding of the needs and preferences of customers to be able to continuously create superior value for them.
- ii) 82 percent of sampled respondents believe the practice of Internal Marketing has actually led the company to understand the short-term strengths and weaknesses and the long-term capabilities of both current and potential competitors.
- iii) Most sampled employees (83 percent) agreed that Internal Marketing philosophy in their respective

- networks has been responsible for the improved level of their networks' ability to coordinate personnel and other resources throughout the organisation to create superior value for buyers.
- iv) It was observed that Internal Communication has a significant positive relationship with Market Orientation in terms of customer focus, competitor focus, and also with interfunctional coordination.
  - v) Job Satisfaction was found to be a strong dimension of Internal Marketing that positively and significantly enhances Market Orientation such as customer focus, competitor focus and interfunctional coordination.
  - vi) The study revealed that Employee Motivation impact positively and significantly on Market Orientation in terms of customer focus, competitor focus, and interfunctional coordination.
  - vii) The study also revealed a significant and positive influence of organisational commitment of the networks as moderating variables on the relationship between Internal Marketing and Market Orientation.

## CONCLUSIONS

This study examined how Internal Marketing influences Market Orientation of Mobile Telecommunication companies in Nigeria. On the basis of a nomothetic methodology and the results of this study we draw the following conclusions:

There is a significantly positive relationship between Internal Communication and Market Orientation. This means that the higher the level of Internal Communication, the higher the Customer Focus, the higher the Competitor Focus and also the better the Interfunctional Coordination.

Job Satisfaction has a positive and significant relationship with all the measures of Market Orientation (customer focus, competitor focus and interfunctional coordination). This shows that higher levels of Job Satisfaction lead to higher customer focus, better competitor focus and better interfunctional coordination.

Employee Motivation as a dimension of Internal Marketing has a strong significant positive relationship with Market Orientation. This means that higher levels of Employee Motivation translates into better customer focus, better ability to understand the short-term strengths and weaknesses and the long-term capabilities of both current and potential competitors and also lead to better coordination of personnel and other resources throughout the organisation to create superior value.

All the three dimensions of Internal Marketing (internal communication, job satisfaction and employee motivation) positively correlate with the measures of Market Orientation (customer focus, competitor focus and interfunctional coordination).

There is a significant and positive influence of Organisational Commitment as moderating variable on the relationship between Internal Marketing and Market Orientation. This means that organisations focus on Market Orientation need a formulation with Organisational Commitment by using appropriate internal marketing strategies.

Internal marketing remains an important business strategy that contributes significantly to the wellbeing of the employees who play the role of internal customers in their organisations in so doing enhancing organisational commitment. To improve productivity and stand the taste of time, management should avail them of the opportunities offered by internal marketing because internal marketing is a mechanism that can be adopted by organisations in their core operations and values in order to achieve their set objectives.

The way an organisation relates with her employees determines to a large extent whether or not the employees will help to actualize the organisations goal which is to satisfy the external customer. The quality of service which leads to customer satisfaction is the key to success in business.

## RECOMMENDATIONS

Based on our findings and conclusions the following recommendations were made:

- 1) Since Internal Communication, Job Satisfaction and Employee Motivation all positively relates with Market Orientation, Mobile telecommunication companies in Nigeria Should:
  - i) Improve how both informal and formal information are exchanged between management and employee within the organisation. Communication should be a two-way communication. Management should arrange regular meetings to listen to the employees and also employees should be informed about major changes that affect their jobs before they take place.
  - ii) Improve their physical facilities, equipment and communication materials, create opportunities for career development and regularly evaluate employees satisfaction with their work situation to know if employee' enjoy and sees their job as pleasurable and satisfying.
  - iii) Improve employee motivation by improving employees' eagerness and willingness to do things in the firm that will move the firm forward without needing to be told our forced to do so. Management should give financial incentives for additional work done, give health insurance and also should make the work environment comfortable such as proper ventilation, good

- lighting, air conditioning and also modern technological equipment.
- 2) Also, since Organisational Commitment positively and significantly influences the relationship between Internal Marketing and Market Orientation, Mobile Telecommunication companies need to improve on organisational commitment by carrying out activities in the organisation that will make the employees proud to associate with the organisation as a result make them to be loyal and proud to discuss their organisation with others outside the organisation and want to stay even if they get a better offer. And as a result of this strong feeling the employees have will consequently influence their ability to perform above and beyond expectation in achieving the organisation's goals.

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