

# Factors Affecting Internal Marketing in Public Universities in Kenya (A Case of Dedan Kimathi University of Technology)

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offunya@gmail.com ABSTRACT

## Abstract

**Purpose:** Internal marketing is a considerably new concept in the marketing field as it was brought into perspective thirty years ago. Due to its age, it has taken a considerably long period to be fully implemented in many institutions, both public and private worldwide. This research was based on the factors affecting internal marketing in public universities in Kenya (a case study of Dedan Kimathi University of Technology). The research was limited to the university since it provided an adequate area for getting the necessary information on internal marketing strategies. As per the definition, it is the act of selling the organization to the external customer through the employees, who are the internal customers. The study was guided by the following specific objectives: To investigate the extent to which management incompetence prevails in Dedan Kimathi University of Technology; To assess the extent to which the knowledge of Internal Marketing has been adopted in Dedan Kimathi University of Technology; To explore the extent to which employee engagement in decision-making is embraced in Dedan Kimathi University of Technology; To examine the extent to which inadequate appreciation and reward of employees affect IM; and To investigate the extent to which information protection affects IM in Dedan Kimathi University of Technology. **Methodology:** The literature review was based on the former researches concerning the topic, which is mostly based on international journals. Descriptive design was used to undertake the study as it is concerned with answering questions such as who, how, what, which, when, how much and to what extent. **Findings:** According to the findings, it is evident that managerial incompetence, misunderstanding of the internal marketing concept, failure to involve employees in policy formulation and information affect implementation of internal marketing in the public universities.

**Keywords:** Service Triangle; External marketing; Interactive marketing; Internal marketing

## 1.0 INTRODUCTION

### 1.1 Background of the Study

Gronroos (1982) is one of the scholars who brought the concept of Internal Marketing (IM) into perspective in the early 1980s. As per the definition, Internal Marketing is the act of selling the organization to its internal customers or clients. According to this philosophy, a pool of satisfied workforce will enhance the creation of market and customer oriented organization that increases the awareness of employees as far as the marketing operations of the firm are concerned (Bernstein, 2005). Additionally, Kale (2010) gave a more comprehensive revelation on the importance of inculcating Internal Marketing practices in the employees of an organization through recruitment and retention of quality workforce that helps further in attraction, developing and motivation of suitable type of workforce. Understanding this concept helps in understanding the market that helps in performing the necessary market research, experience and constant communication within all levels of the organization. This is vital in the performance of an organization since proper understanding of the services and needs that are satisfied by an organization through an internal customer makes it easily transferable to the external customer.

According to Turkoz & Akyol (2008), IM is a planned marketing-like approach, which has the objectives of educating, motivating and coordinating the internal customers towards the creation of satisfaction to external customers. This will help the organization to create superior customer service that leads to increased profitability of the company through more sales of their products and services. IM further integrates marketing management, quality control, communications and human resource departments in order to enhance effective implementation of the program (Varey & Lewis, 1999). Implementation of effective IM assists in creation of competitive advantage. Gronroos (1994) emphasizes that without emphasis on IM efforts, the interactive marketing effects on the customers will decline leading to negative effects on service quality, which ultimately makes the customers to defect. Most organizations especially the Public Enterprises have not been proactive in implementation of IM strategies because of their inability to recognize the immediate benefits of the same (Johnson, 2003).

In the modern management practices, IM has been considered as the process in an organization that aligns,

motivates and empowers employees at all levels of management to deliver customer experience (Field, 2012). It is practiced in collaboration with employees branding and employee brand management to establish closer links between employee brand experience and customer brand experience (Field, 2012). The Public Enterprises (PEs) in Kenya are having an important role of delivering services to the citizens with the support of the Government. From my personal experience, PEs have not shown commitment to delivering of customer service that has led to the defection of customers to the private investors to seek services. From independence, the government has tried to improve the performance of PEs. In 1979, Parastatal Advisory Body was formed to deal with the problem of poor performance after which the government released the findings of a Working Party on Public Expenditure (Wambua *et al*, 2003). The poor performance of the PEs by that time was reflected on the report that suggested reduction on the roles of PEs in order to replace them with private sectors. However, this was not a reasonable solution since it did not focus on the causes of poor performance.

According to Kottler (2010), customers are the lifeblood of any business entity. Without customers, no business enterprise can thrive in a competitive environment. According to the Wamalwa (2003) on her research on factors influencing investment in the Kenyan parastatals, poor performance was one of the major factors and IM is one of the factors leading to the latter. Poor performance results from defection of customers mainly because of the failure to implement IM strategies. This study is therefore to assess the challenges that have faced the efforts to incorporate internal marketing in PEs. There have been problems in making the employees develop pride of their organization making them not to adequately strive to make the organizations perform effectively. The study is narrowing down to Dedan Kimathi University of Technology as a sample of PEs providing higher education. It will further explain the current applications of IM in management of the organizations that has been experiencing serious obstacles.

### **1.1.1 Dedan Kimathi University of Technology**

Dedan Kimathi University of Technology is a public university located in Nyeri county in central Kenya. It is one of the 16 public universities in Kenya. It started as constituent college of Jomo Kenyatta University of Agriculture and Technology from 2007 until it was fully fledged as a public university on December 14, 2012. It started as a middle level college offering technical and business courses in 1972 before being elevated to a university college in 2007. Dedan Kimathi University of Technology has shown massive growth in student admission and staff recruitment in various departments within the university. The university currently has four schools namely School of Business, School of Engineering, School of Computing and IT and School of Mathematics and Statistics.

Currently the university has over 5,000 students with hundreds of employees who are continuing to be recruited as the student population continues to grow. It is one of the government owned universities, which can also be referred to as a parastatal because it was formed by an act of parliament in 2007. It was also chartered in accordance to the University Bill of 2012 making it to be directly financed by the government using the taxpayers' money. Being a Government institution, it is run by the university council. The chancellor, vice chancellor and permanent secretaries in the Ministries of Higher Education and Finance are also members of the council. Given that most of the PEs have performed poorly because of the failure to integrate IM strategies, it forms a good sample used for studying the factors affecting IM in public Universities.

### **1.2 Statement of the Problem**

Incorporation of IM strategy is vital in facilitating the performance of the parastatals in Kenya. According to the recent researches, PEs have showed a poor performance in the period of 1993 to 2002 making this period to be famously known as 'the decade of parastatal waste.' One of the factors that led to the poor performance was failure to inculcate IM strategies, which made them loose customers who enhance growth of the company. IM has been discussed in many management and academic literature with many authors coming up with its implementation steps but it is still poorly implemented in most PE in Kenya. The internal customers (employees) in PEs are not trained in a manner that makes them feel the ownership of the organization. This is shown by lack of enthusiasm by the employees in performing their duties since they are not proud of their organization. It is important to note that a positive view of the organization makes the internal customer (employee) to inculcate the mission, vision and objectives of the organization that are transferred to the customers through excellent services. Poor implementation of IM has perpetually made customers shift their interests to improved services that put in place by the private organizations. This leads to loss of customers, which are the lifeblood of an organization. The study gave a comprehensive look at the factors affecting implementation of IM in the PEs or parastatals in order to come up with the ways of diagnosing the problem. Currently many organizations are focusing in the sector of marketing to keep going due to stiff competition. PEs are also at danger of being extinct due to competition from the private investors if they do not develop a competitive edge. IM is a strategy

used in developing competitive edge but it is facing obstacles in its implementation in the PEs.

### **1.3 Objectives of the Study**

This section presented the objectives of the study.

#### **1.3.1 General Objective**

The general objective of the study was to investigate the factors affecting IM in Dedan Kimathi University of Technology.

#### **1.3.2 Specific Objective**

The study was guided by the following specific objectives:

- (i) To investigate the extent to which management incompetence prevails in Dedan Kimathi University of Technology
- (ii) To assess the extent to which the knowledge of Internal Marketing has been adopted in Dedan Kimathi University of Technology
- (iii) To explore the extent to which employee engagement in decision-making is embraced in Dedan Kimathi University of Technology
- (iv) To examine the extent to which inadequate appreciation and reward of employees affect IM
- (v) To investigate the extent to which information protection affects IM in Dedan Kimathi University of Technology

### **1.4 Significance of the Study**

This study provided a vital information that will be useful in the solutions of problems related to the internal marketing strategies if an organization. Marketing being the gate through which funds gets into the organization will be enhanced leading to increased customer service and ultimate output of the organization both financially and non-financially. This will thus enhance greater performance and growth in the organizations concerned. It will further provide necessary recommendations on how to implement the internal marketing strategies in the Public Universities to reduce the instances of reduction in the growth and quality of service, which may lead to waste of the taxpayer's money. Through the objectives formulated, the management will also get the possible causes of resistance to the IM strategies in order to know the ways of dealing with the resistance appropriately.

To sum it up, the study provided knowledge to the area of study and the researchers in the same field will find it very useful in their future studies concerning the same topic since it is a relatively new field and there are chances of more studies. This will ultimately help in the solutions of the current and future problems that are likely to emanate from this field of study. It will also provide a point of reference for the policy makers to help in formulation of policies favoring IM. The public will also benefit from the findings and recommendations of the research for their knowledge and curiosity purposes.

### **1.5 Scope of the Study**

This study focused on the factors affecting IM in the PEs in Kenya with a specific research carried out in Dedan Kimathi University of Technology. This was an area of great importance in the delivery of higher education services to the citizens of the great republic of Kenya and a representative sample of all the Public Universities in Kenya. The research is mainly going to focus on the management, marketing department, the human resource department and a sample of employees from all levels and schools to evaluate the factors affecting IM. All these constituted the scope of study to give the research a comprehensive evaluation of the factors affecting IM in Public Universities with a case of Dedan Kimathi University of Technology.

## **2.0 LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presented a review of literature related to the study. It is organized according to the specific objectives in order to ensure relevance of the research problem. The review was undertaken in order to eliminate duplication of what has been done and provide a clear understanding of existing knowledge base in the problem area. The literature review was based on authoritative, recent and original sources such as journals, books, theses and dissertations.

### **2.2 Factors Affecting IM in Public Universities in Kenya**

#### **2.2.1 Managerial incompetence and internal marketing**

Managerial incompetence is the failure by the management of an organization to perform their duties as stated in the organizations service charter. This is a great deterrence to internal marketing, according to Hugh and Zealley (2006). The failure on the part of management to provide the best leadership and the required motivation creates a big gap between the employees and the management. This leads to lack of commitment and motivation from

the employees, which makes them not achieve the objectives as far increase in customer base and expansion is concerned. Failure to provide proper services to the services makes them shift to other organizations for the same services. According to Gronroos (1982) is among the group of scholars that introduced the term 'internal marketing' in the early 1980s, he gave a definition of the term as the selling the organization to the internal customers. The management be competent and committed to the IM strategies in order to create a culture of excellent service delivery to the external customers through the employees. This means that in case of incompetence in the organization, IM is likely to be poorly implemented. This can create a numerous problems to the process of implementing IM especially in the public universities if the management is not devoting their time to sell the organization to the internal customers or the employees. The highly dissatisfied employees will never help in the creation of market oriented and customer centered organization.

The IM strategies starts from recruitment to retirement, management incompetence can lead to recruitment of incompetent and under qualified employees. Kale (2010) makes the importance of recruiting and retaining qualified employees clear by explaining that it leads to the delivery of services that are attractive and of value to the customers. This approach requires a deep understanding of the employees' aspirations, attitudes and concerns. Concisely, this understanding enhances effective market research, experience and proper communication within the organization. The incompetence on the part of the management creates fewer avenues for the latter. In addition to this, Turkoz and Akyol (2008) emphasizes that IM is an organized efforts using the marketing like orientation with the objectives of motivating, educating and coordination of the internal customers and employees towards the creation of long term satisfaction of the external customers. IM encompasses the managerial tools like quality control, communications and proper management of human resources, which exists in a competent management (Varey & Lewis, 1999). The opposite of this scenario a situation of managerial incompetence, which inhibits IM especially in the Kenyan public universities.

Incompetent managers will also create a competitive disadvantage. Gronroos (1994) states that 'without active and continuous IM efforts, the interactive impact on customers will deteriorate, the service quality will suffer and the customers will defect.' This has led to the loss of customers from the public universities to the private universities due to incompetence of some middle and higher-level managers.

### **2.2.2 Misunderstanding of the internal marketing concept**

Most of the managers in the in the contemporary organizations like public universities are not having a proper understanding of the IM concepts. According to Crosby & Johnson (2003), the challenge in the implementation of IM strategies is the inability to recognize the immediate results of the process. This means that the managers do not understand the concept thus getting it very difficult to implement. The management should be at a position to consider the employees as the internal customers that is it is not the case in public universities. Kuslavan *et al.* (2010), views all employees as internal customers. Most of the managers have not understood the concept of internal customers in the organization thus making it quite difficult to implement IM strategies. The internal customers should thus get the first hand satisfaction to transfer this satisfaction to the external ones.

Failure to understand the concept can be detrimental, Wildes (2005) emphasizes that increasing the internal service to the workers results in a higher employee satisfaction thus reducing employee turnover and this makes them recommend their job to others. Failure to understand this concept leads to reduction in the satisfaction of the employees leading to less innovation within the organization. According to Hogg, Carter & Dunne (1998), there should be an understanding of IM strategies like communication, staff training, appraisal and feedback. Varey and Lewis (1999) view these dimensions as the diffusion of information from all the internal groups. They also talk about the development of proficiency and the incentives for motivation. These should be properly understood by the organization in order to be able to effectively implement IM strategies. The failure to understand these vital concepts of IM makes it very difficult to practice it in an organization.

### **2.2.3 Information protection**

There should be a free flow of information among the employees to enable an effective implementation of IM. Most organizations do not avail vital information to the employees thus creating negative impacts on the implementation of IM strategies. According to Johlke & Duhan (2000), communication is the means by which organizations transfer information from one department to the other, in other words proper dissemination of information in an organization. This affects the performance of the employees since failure to avail important information concerning the new policies of the organization and various developments makes employees to be out of the system since they are not able to make the latest advancements known to the external customers. The dissemination of information to the employees is a vital prerequisite in the aligning of employees' attitudes and goals with those of the organization (Guest & Conway, 2002). Most of the public universities do not disseminate

the both important and urgent information concerning the services of the organization to the employees. This makes it difficult to inculcate the IM strategies in many of them.

Employees are not treated like the customers, the creation of specifications; awareness and request of their expectations are not carried out through market research. Organizations should also sub divide the employees and define specific strategies for every segment. These are done through staff climate monitors (Ahmed, Rafiq & Saad, 2002). This is not fully implementable in most of the public universities due to information protection, which prevents them from the reaching employees. This makes the employees lack enough information concerning the organization thus making them fail to own the organization and provide excellent customer services.

#### **2.2.4 Inadequate appreciation or reward of employees for their contributions in the organization**

The recognition or appreciation of employees through giving them prizes also forms a vital component of IM. Most of public universities in Kenya do not take time to recognize their employees and do not even get time for their prize giving ceremonies. According to Freedman & Montanari (1980), the rewarding and recognition structure of the organization has a great impact in the behavior of employees within the organization. Failure to include this creates ineffectiveness by feeling that their efforts are not very important to the organization. Guest & Conway (2002) emphasizes that existence of psychological contact between the managers and the employees through their commitment to employees in giving them certain rewards for appropriate behavior and hard work shown towards the organizations performance. The fair and effective execution of these strategies rewards the hardworking employees as well as promoting them makes them feel motivated to serve the external customers with passion. This creates employee cooperation and increased customer performance (Allan & Tyler, 1988)

The employees in most of the public universities are sometimes not considered by the management for promotion and other material rewards. This makes them feel not motivated in the performance of their duties. The dissatisfaction of internal customers makes the external customers to be dissatisfied as well. Employee focused IM creates a stable workforce with low turnover, low absenteeism, high morale, and commitment to high service quality (Berry & Parasuraman, 1993). Inadequate employee focused IM as well as less recognition of their efforts in most organization create high turnover and this has even led to the closure of some of them.

#### **2.2.5 Failure to involve employees in policy formulation**

Employees in most of the public universities play a peripheral role in the formulation of their policies. Their neglected output makes them not appreciated as members of the organization. Employees are the company's brand ambassadors and should be the first ones to be included in the formulation of the corporate vision. The service employees need appreciation in order to fit in the big picture of the organization. Schneider & Bowen (1995) define service cultures as the shared perceptions of the important things in the company and the shared values and beliefs about the important things. Henry (2003) also comments that employees' retention is not about the payment but it is about being part of something big. This means that when they are not included in the formulation of policies of the company, they do not feel proud of their organization. This can make them market the company in a negative manner to the external customers.

According to Jennifer & Hench (2012), the inner working relations have an impact on the internal marketing endeavors. This is evident when the information involves touting one group over the other thus causing fracas originating from the interpersonal relationships existing between the employees. The deterrent of IM is thus through an attempt to recognize other groups and ignorance of others creating feelings of animosity and preferential treatment.

The issue of corruption in the some organizations creates serious discrimination of some employees since they are not treated on a fair ground. The ones having blood relations with the management are having preferential treatment making others not feel part of the organization. This creates high staff turnover and failure to work effectively for the success of the organization. According to Pervaiz (2005), ignorance of other employees based on their racial or cultural origin causes less motivation leading to less commitment to the success of the organization due to rampant cases of nepotism that neglects them from all the material activities in the organization. This further makes them try to enhance their equity by selling the organization negatively to the external customers, which results to reduction in the customer base and consequent closure of the organization. This gives the private universities a chance to get the competitive edge due to their excellent IM strategies.

### **2.3 Theoretical Orientation**

This chapter presents a review of the theories related to the study. The review was undertaken in order to

eliminate duplication of what has been done and provide a clear understanding of existing knowledge base in the problem area. The theories are related to the fundamental factors, which enhance motivation through IM strategies. There is a specific theory that is chosen for the purpose of the study to enhance getting comprehensive solutions to the problems at hand.

### 2.3.1 Equity theory

The factors inhibiting internal marketing can be elaborated through equity theory. Stacey Adams founded equity theory in 1963 to explain motivation in an organization through comparison of various individuals within the organization and others in other organizations. The theory looks into the issues of fairness from the comparison of different employees. This is related to internal marketing because when there is equity in the organization; individuals are likely to feel proud of their organization making it easier to perpetuate IM. This is done by the comparison of the ratio of outcome to input of one employee to the output to input of the other in the same or different organizations.

The differences in results of the comparison depict the extent of job satisfaction, which is primarily through the implementation of IM. The theory is explained by the table below since the extent of IM will determine the degree of satisfaction of an individual concerning the organization. The feelings of inequality in most the Public Universities make the implementation of IM very difficult. If the inputs in terms of effort, loyalty, hard work, commitment, skills, ability, adaptability, flexibility, tolerance, heart and soul among others are not worth the outputs in form of recognition, praise and thanks, stimulus, training and development, sense of achievement, promotion and financial rewards. Employees are likely to feel inequitably treated making them fail to have the necessary motivation to work for the organization. The theory is illustrated in the table below:

**Table 2.1: Equity theory**

<b>Inputs</b>	<b>equity</b> dependent on comparing own ratio of input/output with ratios of 'referent' others	<b>Outputs</b>
Inputs are typically: effort, loyalty, hard work, commitment, skill, ability, adaptability, flexibility, tolerance, determination, heart and soul, enthusiasm, trust in our boss and superiors, support of colleagues and subordinates, personal sacrifice, etc.	People need to feel that there is a fair balance between inputs and outputs. Crucially fairness is measured by comparing one's own balance or ratio between inputs and outputs, with the ratio enjoyed or endured by relevant ('referent') others.	Outputs are typically all financial rewards - pay, salary, expenses, perks, benefits, pension arrangements, bonus and commission - plus intangibles - recognition, reputation, praise and thanks, interest, responsibility, stimulus, travel, training, development, sense of achievement and advancement, promotion among others.

The comparison private organizations make most of the employees not to feel the pride in working in their organizations thus leading to performance in most of them. In Public Universities, most of the IM strategies may be adversely affected by the comparison being done by employees from the organization to others in other private organizations of the same status. The results are not favorable thus creating fewer efforts by the employees in the success of the organization. Stacey Adams further explains that the inequalities lead to high employer turn over, pilferage of the organizations properties, reduction of efforts and negative publicity of the organization from the internal customers. In case of negative marketing by internal customers or the employees, the external customers will also be discouraged from the organization thus leading to shifts to the consumers products. This may lead to poor performance within the organization since the customers are the ones making the organization grow through the consumption of products and services from the organization.

### 2.3.2 Service Triangle

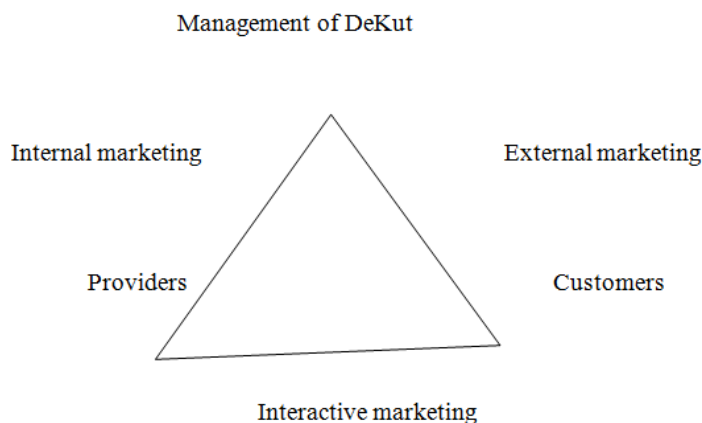
The concept of internet marketing is also relevant to the theory of service marketing. Provision of education services is the key function of public universities. The service triangle gives a comprehensive interconnection of persons working together in the development, promotion and delivery of higher educational services. The persons consisting the service triangle have fundamental roles in ensuring service delivery. The three components of the service triangle are vital in delivery of services, which inculcates the IM concepts within the organization. Integration of the three components including internal marketing, external marketing and relationship marketing are vital in facilitating high quality service delivery.

**External marketing:** The concept of external marketing involves giving promises to respective external customers with internal customers who are the employees. External marketing is vital in communicating what the customers should expect from the organization and as well as the methods of delivering such services. In this case, the Public Universities are using their employees to give the customers, who are students seeking higher education, adequate information concerning their programs. It is therefore necessary to have internal customers (employees) who are motivated in order to facilitate effective external customer satisfaction. It is necessary to note that external marketing include the traditional marketing techniques including advertising, sales promotions, pricing and advertising. The success of external marketing involves enabling the promise given to the customers with the use of internal marketers (employees) within the organization. Therefore, IM is vital I enhancing effective external marketing skills.

**Interactive marketing:** This involves delivering the promises made by the organization to the customer in through the external marketing efforts. It involves integration of employees with the customers, which is the most important part in the service triangle. It plays a fundamental role in the process of ensuring that the customers are satisfied. Therefore, effective IM strategies serve to motivate employees to enhance customer satisfaction. The internal customers are playing a vital role through implementing customer relation skills to enable customers experience the moment of truth.

**Internal marketing:** This involves establishing strategies, which are useful in motivating employees through IM practices to satisfy customers. This is possible through embracing all the motivational strategies to facilitate delivering of value to the customers. Internal markets are empowered through training activities, effective recruitment, rewards and availing the necessary equipment and technology to enhance quality service delivery. Internal marketing in important in an organization due to the following reasons: (i) Facilitating customer satisfaction since motivated employees are likely to deliver quality services; (ii) Happy and satisfied employees enhance the level of satisfaction of eternal customers; and (iii) Satisfied employees are also likely to promote customer service, which is important in their retention. Figure 2.1 below gives an illustration of components of service triangle and its relationship with IM.

Management of DeKut



**Figure 2.1: Service triangle**  
**Source: (Author, 2013)**

## 2.4 Conceptual framework

The conceptual framework for the study is presented in figure 2.1 below.

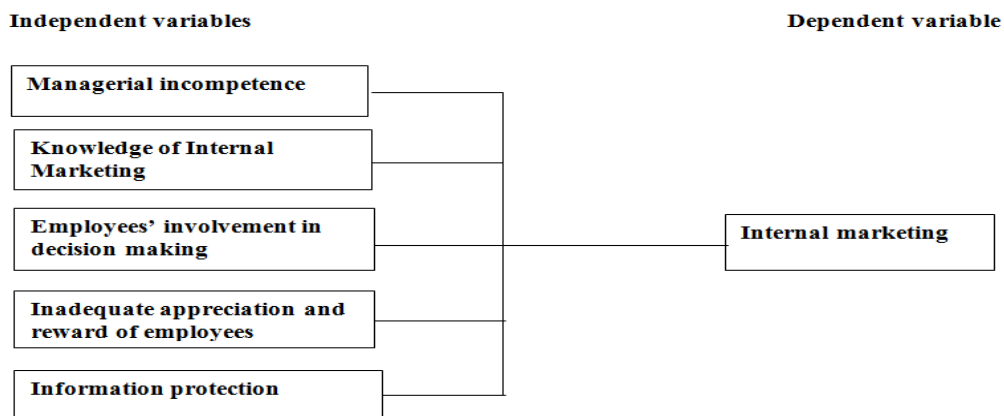


Figure 2.2: Conceptual Framework

## 2.4 Empirical review

IM is a field, which has not been focused on by many scholars; however, there are various researches which have focused in IM with concrete conclusions on the same. To start with, according to Tag-Eldeen & El-Said (2011), revealed the factors affecting IM in the Egyptian five star hotels. The five star *hotels* were the sample, which was used in the study. In addition to the empirical study on the factors affecting IM in the five star hotels, the study also revealed the perceptions between the satisfied and the unsatisfied employees. His findings confirmed the differences in employee perceptions between the different customer categories.

The conclusions of the study established that the employees perceived that the managements did not reward their efforts. This led to adverse effects on the implementation of internal marketing strategies, which *did* not work well for the entire organization given that the hotel industry is a competitive industry. The poor IM strategies implemented by the management were inadequate thus making the entire five star hotels to experience diminishing customer base for a considerable period. Employees are fundamental in enhancing a competitive advantage to the business through delivering superior services to the customers. The hotel showed laxity in the implementation of the fundamental IM concepts, which enhances consideration of internal customers.

According to the findings, the hotel management did not involve employees in their decision-making processes, which made them alienated from the entire organization. Therefore, it was concluded that IM strategy has become one of the concrete strategies in enhancing customer retention through involvement of employees in satisfaction of the external customers. Through provision of exceptional services to the customers, employees are able to enhance the image of the organization through their perceived and authentic service delivery to the customers. In addition, the managers should be involved in recognition of employees' efforts participation to enhance their competitiveness through the overall competitiveness. Employees should be involved in constant training and performance appraisal in a manner that recognizes their talents to retain those who have exceptional skills. This can possibly enhance understanding of the needs and expectations of employees, which is an IM strategy for increasing organizational commitment.

Another vital study involving the implementation of IM is the one carried out by Kimura (2011). He had a comprehensive study of the relationship between the five factors of corporate performance and IM. According to the five factors were extracted from the results of an exploratory analysis, which was built basing on the covariance analysis, which was carried out during the study. The corporate performance was adversely affected by the factors like management incompetence since most of the managers were not able to implement the policies, which could enhance implementation of IM in the organization. Poor understanding of the IM concept is also one of the fundamental factors, which led dissatisfaction of customers. This is because most of the middle level managers did not understand the concept of IM to facilitate its implementation among the lower level employees. The study also concludes that protection of information among the management makes it difficult to implement the IM strategies since employees are not able to get the necessary information concerning the organization.

According to Jennifer & Hench (2012), the inner working relations have an impact on the internal marketing endeavors. This is evident when the information involves touting one group over the other thus causing fracas originating from the personal relationships existing between the employees. The deterrent of IM is thus through an attempt to recognize other groups and ignorance of others creating feelings of animosity and preferential



treatment. This is evident in most of the PEs because of employment of relatives by some managers. The service employees need appreciation in order to fit in the big picture of the organization. Schneider and Bowen (1995) define service cultures as the shared perceptions of the important things in the company and the shared values and beliefs about the important things. Henry (2003) also comments that employees' retention is not about the payment but it is about being part of something big. This means that when they are not included in the visions of the company, they do not feel proud of their organization. This has adverse effect on the IM, which makes the organization fail to facilitate the strategies of IM.

## 2.5 Research Gaps

Irrespective of the elaborate literature review concerning the topic, there were several research gaps. The gaps include inadequate information on the extent of implementation of IM in public universities due to unnecessary bureaucracy and fear of victimization. Therefore, the research may not comprehensively covered due to the limitation of the vital information.

## 3.0 METHODS

### 3.1 Introduction

This section provided an overview of the methods used in the study. Areas covered include research design, population of the study, data collection instruments, methods of data collection and analysis techniques.

### 3.2 Research design

Descriptive design was used to undertake the study as it is concerned with answering questions such as who, how, what, which, when, how much and to what extent (Cooper and Schindler, 2006). A descriptive study is carefully designed to ensure complete description of the situation, making sure that there is minimum bias in the collection of data and to reduce errors in interpreting the data collected (Boyd, 1989). This method is also flexible and gives the researcher an opportunity to try various sources and methods of data collection. Its outcome clearly defines a research problem, research questions and a set of objectives thus an appropriate method.

### 3.3 Population of the Study

The population of the study comprised of the human resource, finance and student welfare departments in KUCT. The target population will thus be up to 50 respondents comprising;

**Table 3.1: Target population**

Category	Target population	Percentage
Human resource	10	20
Finance	20	40
Student welfare	20	40
<b>Total</b>	<b>50</b>	<b>100</b>

### 3.4 Sample design

The researcher intends to use stratified random sampling to select a sample that will represent the entire population of the study. Mugenda and Mugenda (1999), points out that stratified random sampling method ensures the inclusion of small groups which otherwise could have been omitted entirely by other sampling methods. Thus, the population is divisible into four strata as shown below.

**Table 3.2: Research Sample**

Category	Target population	Sample Size	Percentage
Human resource	10	6	19
Finance	20	14	43
Student welfare	20	12	38
<b>Total</b>	<b>50</b>	<b>32</b>	<b>100</b>

## 3.5 Data collection instruments and procedures

### 3.5.1 Questionnaire

The researcher collected data by administering a questionnaire. The questionnaire will use structured questions, consisting of approximately 19 questions divided into four sections; 'A', 'B', and 'C'. Section 'A' will consists of 3 questions and will just be questions on general information. Section 'B' and 'C' on the other hand, will consists of 11 questions seeking to answer the research question. The structured questions will be close-ended

type and respondents will be asked to mark the appropriate box corresponding to the correct answer.

### 3.5.2 Reliability and validity of data collection tools

A pre-test was through administration of questionnaires to selected sample or respondents and data acquired evaluated. The pilot study was undertaken to pre-test the methods and tools of data collection. Developed questionnaires was given to some selected sample respondents and then the information acquired will be evaluated to assess their reliability.

### 3.6 Method of data collection

The questionnaires was be self-administered by the researcher. Before the actual data collection, the researcher collected an introductory letter from the School of business, Dedan Kimathi University of Technology. The initial visit to the selected departments was therefore be researcher's introduction and familiarization to various departments, as well seeking their consent to the study.

### 3.7 Data analysis techniques

The responses to the structured close-ended questions was rated in percentages. The percentage of respondents for each alternative was given and analyzed. The data collected will be analyzed using spreadsheet and tabulated by the use of tables and charts such as bar graphs and pie charts

## 4.0 FINDINGS AND DISCUSSIONS

### 4.1 Introduction

This chapter presented the findings of the study and the analysis of the data collected from questionnaire, which was distributed to the respective departments in Dedan Kimathi University of Technology. The questionnaire was distributed to 32 respondents from the Human Resource, Student Welfare and Finance departments. All the questionnaires were fully completed with few challenges experienced here and there and collected by the researcher for data analysis. This gives a response rate of 100%.

### 4.2 Factors affecting internal marketing in public Universities in Kenya

**Table 4.1: Industry check**

Response	Frequency	Percentage (%)
Strongly Disagree	4	12.5
Agree	20	62.5
Strongly Agree	8	25
Total	32	100

Most of the public universities according to the findings with respect to respondents 12.5% strongly disagreed that there is limited implementation of internal marketing strategies, 62.5% agree that the public universities do not implement internal marketing strategies while 25 % strongly agree with lack of implementation of internal marketing strategies.

### 4.3 Factors affecting internal marketing in public Universities in Kenya

**Managerial incompetence:** Out of the 32 respondents, 33.3% say YES that managerial incompetence affects implementation of internal marketing strategies, while 66.7 % say NO in the sense that managerial incompetence do not affect implementation of internal marketing strategies.

**Table 4.2: Managerial incompetence**

Response	Frequency	Percentage (%)
Slightly agree	1	12.5
Agree	1	12.5
Strongly agree	6	75
<b>Total</b>	<b>8</b>	<b>100</b>

Out of the 8 respondents, who said YES, 75 % of the respondents strongly agreed that managerial incompetence is the cause of under implementation of internal marketing strategies. On the other hand, 12.5 % of the YES respondents slightly agreed and another 12.5% of the YES respondents agreed that managerial incompetence is the cause of under implementation of internal marketing strategies.

**Misunderstanding of the internal marketing concept:** Out of the 32 respondents interviewed, majority (62.5%) consented that public universities do misunderstand the internal marketing concept, which result in its

implementation. On the other hand, 37.5% of the respondents said NO, meaning that there is no lack of misunderstanding of the marketing concept.

**Table 4.3: Misunderstanding of the internal marketing concept**

Response	Frequency	Percentage (%)
Slightly agree	2	10
Agree	6	30
Strongly agree	12	60
Total	20	100

Out of the 20 YES respondents, 10% (2 respondents) slightly agreed that there is there is misunderstanding of the internal marketing concept, 30% (6 respondents) agreed that there is misunderstanding of the internal marketing concept while 60% (12 respondents) strongly agreed that there is misunderstanding of the internal marketing concept.

**Information protection:** Out of the respondents I interviewed, 68.75% consented that public universities do protect information, which result in its implementation. On the other hand, 31.25% of the respondents said NO, meaning that there is no information protection in the public universities.

**Table 4.4: Information protection**

Response	Frequency	Percentage (%)
Slightly agree	6	27.27
Agree	4	18.18
Strongly agree	12	54.55
Total	22	100

Out of the 22 respondents, 54.55 % of strongly agreed that information protection affected implementation of internal marketing in public universities, 18.18% agreed that information protection affect the implementation of internal marketing and 27.27% of the respondents slightly agreed that information protection affects implementation of internal marketing strategies.

**Inadequate appreciation or reward of employees:** Out of the 32 respondents I interviewed, 20 respondents (62.5%) consented that inadequate appreciation or reward of employees affect implementation of internal marketing while 31.5% of the respondents said NO, meaning that inadequate appreciation and reward of employees does not affect implementation of internal marketing concepts.

**Table 4.5: Inadequate appreciation or reward of employees**

Response	Frequency	Percentage (%)
Slightly agree	6	30
Agree	4	20
Strongly agree	10	50
Total	20	100

Out of the 20 YES respondents interviewed, 50% of the respondents strongly agreed that inadequate appreciation or reward of employees affect implementation of internal marketing strategies, 20% of the respondents agreed while 30% of the employees slightly agree that inadequate appreciation and reward of employees affect implementation of internal marketing strategies.

**Failure to involve employees in decision-making:** Out of the 32 respondents interviewed, 56.25% consented that failure to involve employees in decision making affect the implementation of internal marketing strategies. On the other hand, 43.75% of the respondents said NO, meaning that according to them, failure to involve employees in decision-making has no effect on the implementation of internal marketing strategies.

**Table 4.6: Failure to involve employees in decision-making**

Response	Frequency	Percentage (%)
Slightly agree	7	38.89
Agree	8	44.44
Strongly agree	3	16.67
Total	18	100

Out of the 18 YES respondents I interviewed, 38.89% of the respondents slightly agreed that failure to involve employees in decision-making affects implementation of internal marketing, 44.44% of the respondents agreed

that failure to involve employees and 16.67% of the respondents strongly agreed that failure to involve employees in decision making affect implementation of internal marketing.

## **5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter of the study involved presentations of the summary of research findings, conclusions and recommendations for further studies. This chapter gave summary of answers to research questions resulting from the data analysis in chapter four.

### **5.2 Summary of the research findings**

The general objective of the research investigated the factors affecting internal marketing in the public universities in Kenya (a case study of Dedan Kimathi University of Technology). According to the findings from the general objective, a good number of the respondents (62.5% agreed, while 12.5% strongly agreed that there is limited implementation of internal marketing strategies in public universities. The study was designed with other five other objectives, which were meant to give a comprehensive study of the research topic. To start with, is to establish the extent to which managerial incompetence affects implementation of internal marketing. According to the respondents, it was concluded that managerial incompetence does not have a significant effect in implementation of internal marketing strategies. This is because most of the respondents (66.7%) did not agree that managerial incompetence affects implementation of internal marketing. However, for those who said yes, a great number (75% and 12.5% respectively strongly agreed and agreed respectively that managerial incompetence had adverse effects on implementation of internal marketing strategies.

As per the second objective of the study, the researcher concluded that most of the high and middle level managers do not understand the internal marketing concept. This fundamentally affects the implementation of internal marketing strategies. According to the finding statistics, 60% and 30% of the respondents agreed and strongly agreed respectively that public universities misunderstand the internal marketing concepts. Therefore, it affects the implementation of internal marketing strategies. The third objective focused on the information protection aspect and how it affected the implementation of internal marketing aspects. As per the research findings, 54.55% and 18.18% of the respondents strongly agreed and agreed respectively that information protection affects the implementation of internal marketing strategies in the public universities. The fourth objective investigated the extent to which inadequate appreciation and reward of employees affected implementation of internal marketing strategies. As per the research findings, 50% and 20% strongly agreed and agreed respectively that inadequate appreciation of employees affect the implementation of internal marketing strategies. Finally, the fifth objective was investigating how failure to involve employees in decision-making affects implementation of internal marketing strategies. According to the research findings, 38.89% and 44% strongly agreed and agreed respectively that failure to involve employees in decision-making affects implementation of internal marketing strategies. Therefore, as per the objective a considerable lower percentage of employees consent that failure to involve employees in decision-making affects the implementation of internal marketing strategies.

### **5.3 Conclusion**

Concisely, the researcher conclusively concluded that internal marketing strategies are not implemented in the public universities in Kenya. Therefore, this may be the reason behind the slow growth of the private universities in the country. According finding basing on the objectives, the factors affecting implementation of internal marketing strategies in the public universities are misunderstanding of the internal marketing concept, some degree of information protection, inadequate appreciation and reward of employees and inadequate involvement of employees in the decision-making processes of the public universities. This has made it difficult to enhance effective service delivery through failure to own the products, which are the educational services before selling them to the students. As such, there quality of service delivery may remain constant, but the service scape may be limited as the employees who are the external marketers may not be motivated to provide quality service.

### **5.4 Recommendations**

Public universities should be involve in rapid and proactive implementation of internal marketing strategies to facilitate the quality of service delivery. In addition, to discourage the massive cases of losing employees to the private universities, it is necessary to appreciate employees through elaborate internal marketing strategies to enhance their satisfaction as well as increase service delivery. This will further reduce the bureaucracies, which may result from failure to implement internal marketing strategies.

## 5.5 Suggestions for further research

The research proposes that a similar research be undertaken focusing on the factors affecting the implementation of marketing strategies in specific public universities rather than generalization and using a given university as a sample. Further research should also look on the ways of implementing internal marketing strategies in the public universities. Finally, the future researches should also look into the connection between employee satisfaction, performance and internal marketing in public universities.

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*APPENDIX I: QUESTIONNAIRE*

**Research Topic:** Factors Affecting Internal Marketing in Public Universities in Kenya

Instruction(s): kindly tick(✓) inside the boxes provided and fill the spaces appropriately

**SECTION 1: GENERAL INFORMATION**

1. Name of the department .....
2. Current position held .....

**SECTION 2: INDUSTRY CHECK**

The public universities in Kenya are not implementing the internal marketing strategies as compared to the private universities

Strongly disagree  Agree  Strongly agree

**SECTION 3: FACTORS AFFECTING INTERNAL MARKETING IN KENYAN PUBLIC UNIVERSITIES**

a) Managerial incompetence

i) In your own view, do managerial incompetence affect the implementation of internal marketing in public universities?

Yes  No

ii) If yes, to what extent do you agree that managerial incompetence affect implementation of internal marketing in public universities

Slightly agree  Agree  Strongly agree

b) Misunderstanding of the internal marketing concept

i) From your own perspective, do most public universities misunderstand internal marketing concepts?

Yes  No

ii) If yes, to what extent do you agree that most public universities misunderstand internal marketing concept.

Slightly agree  Agree  Strongly agree

c) Information protection

i) From your own perspective, do information protection affect implementation of internal marketing concepts in public universities?

Yes  No

ii) If yes, to what extent do you agree that information protection affects the implementation of internal marketing in public universities

Slightly agree  Agree  Strongly agree

d) Inadequate appreciation or reward of employees

i) From your perspective, do inadequate reward of employee affect implementation of internal marketing in public universities?

Yes  No

ii) If yes , to what extent do you agree that inadequate reward of employees affect implementation of internal marketing in public universities

Slightly agree  Agree  Strongly agree

e) Failure to involve employees in policy formulation

i) From your perspective, do the failure to involve employees in policy formulation affects implementation of internal marketing?

Yes  No

ii) If yes, to what extent do you agree that failure to involve employees in policy formulation affects implementation of internal marketing

Slightly agree  Agree  Strongly agree

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