

Effect of Internal Marketing on Employee Commitment

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Summary

Internal marketing is one of the most efficient tools used by organizations to reach their goals. By using the concept of internal marketing managers must consider their employee as internal consumer. According to many research we found that internal marketing has significant impact on employees. In this study we will put the light on the existence deep relation between internal marketing and employee commitment. To examine this relation a qualitative study as driven to collect data. We conducted interviews with employees from insurance sector. The results show that internal marketing, have a direct impact on organizational commitment. Firms must use internal marketing techniques especially:

Key-words: *Internal Marketing, Employee Commitment, Employee commitment*

Internal marketing definition and concept

Internal marketing was originally proposed as a marketing approach that consider employee as consumer in service management to improve the corporate effectiveness (Helman and Payne, 1992). The idea behind internal marketing is to apply the marketing concept, originally developed for the company's external marketing, to the "internal market" as well (Gummesson 1987). IM was proposed as a management approach to motivate the members of the organization (Cowell, 1984). According to Varey (1995) there no standard definition on internal marketing the vision of author depends on their firm work. The terminology of "internal marketing" has appeared regularly since the 1980s in marketing literature, mainly Scandinavian and Anglo-Saxon. It refers to the importation of the fundamentals and practices of commercial marketing into the field of organizations. (Seignour 1998). Berry (1981) defines internal marketing by considering the jobs as internal products offered to employee (internal

customer). George (1990) suggests that as marketing focusses on the exchange between the consumer and the organization the internal marketing focusses on the exchange between the organization and its employees. According to (George, 1990; Grönroos, 1990 & 1995; Varey, 1995) internal marketing, is more than a technique or a method, is a "philosophy", of management based on a marketing perspective that considers employees to be a group of internal partners whose needs must be satisfied.

Ballantyne (2003) & Roberts-Lombard (2010) suggests that the goal of internal marketing is to motivate, retain, and attract employees. In his paper Ballantyne (2003) talked about the internal relationship marketing targeting employees. For Ahmed & Rafiq (1993) it's very important for organization to consider employee as internal consumer. With this philosophy organizations should know the needs of its internal customer and design job and internal marketing actions to meet those needs. Fatima & Nazlida (2021) suggests that the essence of all the definitions of internal marketing admit that employees are the first market of the organization, and managers must first identify and fulfil their needs. Because they are a determinant factor of the equation of organizational success. For other authors like Flipo, (1986) the concept of internal marketing is very similar to the concept of relationship marketing his goal is to initiate, maintain and develop a good relation between the employee and their organization. Finally Internal marketing incorporates a multifaceted focus on employee development (Ahmed et al., 2003)

According to all these definitions we can say that internal marketing is the philosophy of considering the employee as internal customer. Consequently, managers must think about the

needs of their employees and attempt to satisfy them by the tools of both internal and external marketing.

The dimensions of internal marketing

According to Berry and Parasuraman (1991) there is 6 relevant dimension of internal marketing which are attracting, developing, motivating, and retaining qualified employees. Gambeson (1991) considered communication, training, education and information as internal marketing dimensions. Varey (1995) identified motivating, developing and training employees. Ahmed et al. (2003) also suggested strategic rewards, internal communications, training and development, inter-functional co-ordination, incentive systems and empowerment while Chang and Chang (2007) proposed training, administrative support, internal communication and human resource management as internal marketing dimensions. Service training programmes and performance initiatives were also identified as internal marketing dimensions (Tsai & Tang, 2008).

Table 1: the dimensions of internal marketing

Dimension	Description
Internal communication	Gummesson (1991); Ahmed et al. (2003); Chang and Chang (2007)
Staff Development	Berry and Parasuraman (1991); Gummesson (1991); Varey (1995); Ahmed et al. (2003);
Employee Motivation	Varey (1995); Berry and Parasuraman (1991); Ahmed et al. (2003);
Teamwork	Ahmed et al. (2003);

Employee commitment

Organizational commitment Is a very important research subject for researcher This importance come from its important relationships with several workplace behaviours (Yousef 2003). Maxwell and Steele (2003) defined employee commitment as the intensity of an individual's identification and participation in an organization. He characterises the employee commitment by tree factors which are.

- Strong belief and acceptance of the organization goals and value
- A willingness to exert considerable effort on behalf the organization
- A definite desire to conserve an organization membership

He et al (2010) also defined employee commitment as the psychological loyalty of employees to their organization. Such employees accept the goals and value. Organisational commitment is a psychological state mind of the employee's relationship with the organisation. This imply that he will make all the efforts to continue his or her membership in the organisation. (Johariet al, 2003). A committed employee is one who remain with the organisation under any kind of circumstances touching the organisation (Meyer and Allen, 1997). Employees brand commitment is defined as the degree to which employees see their self in and are engaged with their service brand, are willing to offer additional efforts to realise the goals of the brand and are interested in remaining with the service organisation. (Kimpakorn and Tocquer 2007). In his paper Yousef (2003) measured the employee commitment from three angles: affective, normative and continuance.

Affective commitment

According to Swailes, (2002) affective commitment refers to acceptance of the belief values and goals of the organization. this concept as presented in 1961 by Etzioni as the moral commitment. With this conceptualization employee will identify their selves in the organisation and attached to it.

Normative commitment

This factor, referred to as obligation-based commitment, it is due to the feelings of obligations and loyalty an employee towards the organization (Swailes, 2002). The normative commitment concerns the especially the formal and informal responsibility of the employee

Continuance commitment

Continuance commitment come from the sacrifices and efforts invested by employees who feel that they have too much to lose if they quit the job (Swales, 2002). In this context due to the economic situation of the employee will make the efforts to avoid quitting the job.

Effect of internal marketing on employee job involvement

Internal marketing is crucial for organization. Because of its effect on job satisfaction and organizational commitment. It has a positive impact on employee job satisfaction (Hwang and Chi 2005). In his study Jarvi (2000) demonstrated that internal marketing has a positive effect on organization commitment.

The purpose of internal marketing is to ensure that employees feel that the organization tries to satisfy their needs. The application of internal marketing concept is inducing a positive employee attitude toward their work, including organizational commitment. (Tansuha et al 1992) If an employee doesn't feel committed with the organization this can be the origin of many problems for the enterprise especially in the actual context.

Hogg (1996) advanced that internal marketing can be a good tool to increase employee commitment succeeding to the traditional internal communication programme. The study of Farzad et al (2008) shows the importance of internal marketing criteria and their influence on organizational commitment in Iranian financial service arena. The research highlighted the effect of inter-functional coordination and integration, training and motivation on organizational commitment. According to Kudo et al (2006) there is a direct relationship between internal marketing and organizational commitment. Internal marketing could motivate an employee's sense of belonging and identification. Mankajee, Hartzer, and Uys (2006), there is a positive correlation between internal marketing and organizational commitment.

H1: Internal communication has a relation with

employee commitment

H2: Staff development has a relation with employee commitment

H3: Rewards system has a relation with employee commitment

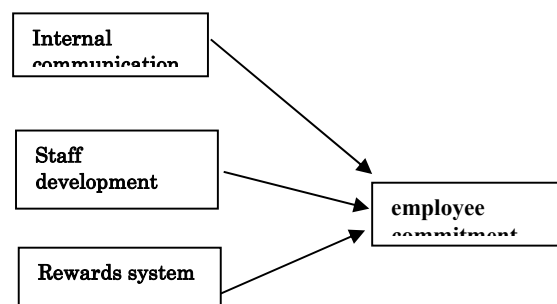


Figure 1: Internal, Staff, Employee Relation

Methodology

A qualitative research design was used in this study to explore the effect of internal marketing on employee commitment. Hodges (2011) suggested that a qualitative method gives to researchers the possibility to understand all details of a problem which helps them to develop a good understanding of the contexts. Additionally, the strength of qualitative research comes from participants providing their thoughts and opinions in the form of open discussion allowing researchers to discover more in-depth information about a subject (Morgan & Spanish, 1984). For these reasons we choose to do an in-depth interview process for this study. The individual interview consists of an open discussion between the interviewer and the interviewee" (Bertier 2002). Our sample was chosen in a probabilistic. In order to get efficient data to our study, we choose to interview (10) employees. The criteria for choosing participants were that: they must be insurance workers. We did all our interview inside the university. Each participant was asked to express his/her opinions for 5 questions. The interview lasted about 30 minutes. According to De Gagne and Walters (2010), a sample size of qualitative research is fixed by researchers based on their assessment of

the data collection. For this study, we stopped collecting data when information starts to be repeated and data saturation was attained. The total of 10 respondents includes 5 women and 5 men, whose ages range from 40 to 50 years old. With regard to their education, 6 have obtained a Master's degree, 4 have completed a Bachelor's degree. The people we interviewed had different position in the organizations. We made this choice for this 10 people because they have a sufficient experience to understand the different technical words that we will use in this study

All the interviews were done at the respondents' work place by using an interview guide. Respondents were informed that the collected data will remain anonymous and confidential. However, we anticipated that our respondents could, at one time or another during the interviews, adopt a "social desirability" behaviour (Lemaine, 1965 cited by Pascal Martin, 2014) All the participant were interviewed in Arab language. after completing the interview, the researchers organized the information collected into a transcript. After collecting the transcript, we did a word-to-word translation from Arab to English and to conserve the quality of data we a second translation from English to Arab with the help on a professional translator. That e proceeded to a thematic analysis.

Results

Internal communication and employee commitment

In this study participant reported that the firm establish internal communication campaign they feel concerned with the subject of the campaign. facing to the internal communication employee feel that the enterprise talks to them et give them respect. with this tool they consider that being aware of everything in the enterprise as a sign of good relation with the top-level management of the firm. Some participant said that that they become more interested and engaged in achievement of the goals of the enterprise

especially when they are in contact with internal communication support. they consider that internal communication department in crucial for good relationship between the firm and his employee.

"..... we I saw that they did and internal communication campaign to lunch a new IT process. I felt very engaged in this process. I felt that I am a part of the success of this operation. I tried to make all the effort to learn about this new process."

".....I always try to see all the supports of communication done by my firm its my source of engagement on all the project of my enterprise..."

".... I like when the firm try to remind us about her values a goal. its very important for me because I that I am an active member in the success of my enterprise....."

According to the reported results e can say that internal communication is very important to make the commitment of employee very intense a engage them in the value of the organization.

Staff development and employee commitment

Training is very important for the staff development. Its an internal marketing tool that increases motivation of the employee. some participant in the study said that thy consider training to be a very pertinent element within their job environment. they consider that training give them the will to go further. many employee that more they are trained more they are satisfied in their job and by consequence they are more engaged with their enterprise. Some participant reported that they don't want to quite their job because they have a lot of training sessions.

"...it very important for me to be trained I want to develop my skills. when I search a job, I always try to target firms with good staff development level. I think that training is a pertinent tool to

retain skilled employee because training means form skills development which induce career advancement. I don't like to stay in same level of experience"

".... being well trained can give me a lot of opportunity in my enterprise. you know when enterprise train his staff that's mean they important. After finishing a training session, I feel more engaged in my enterprise activities....."

When firms train their staff, they trying reach a better efficiency in the achievement of their goals. many enterprises use training to motivate their staff and engage them in the success of the enterprise.

Reward system and employee commitment

For the participant in the study the enterprise where they are working is attractive but thy are a staying in it because its rewards for the achievement of some projects. they said they are working in one of the best insurance companies in the place but if the get rewards and motivation incentives they will quite for another company. Some participant stated that when they get salary augmentation for doing some jobs it's very difficult for them quit the firm or to neglect to efficient in their position.

".... last year I as evaluated by my boss and I got a salary reward it very important for me to get this not just for economic reasons but to feel important in my Groupe and I did a good job....."

'..... actually, we are working with my on a new project in our insurance company. after doing the first part of the project we got financial rewards from our company. After that I observed that all the members of my team are more engaged in the job and all of them want to stay in this project.....'

Conclusion

This study suggest that the internal marketing is linked to the employee commitment. By his different tools internal marketing has a positive effect on the commitment and engagement of the employee in the insurance sector. when using internal marketing firms can motivate an retain their good employee. with the internal communication firms can build a good relationship with his employees and engage them in a more intensive way in her different activities. Rewards are the most important tool used by internal marketers to retain skilled employee. The findings of this study suggests that training and staff development has a relation with employee commitment because trained staff a people wo can catch opportunities to advance their career in the enterprise

The purpose of this study is to present internal marketing and his different dimension and demonstrate its relation with the employee commitment. According to the analysis of the thematic analysis we can conclude that the internal marketing has a significative effect on the employee commitment. this finding requires that the managers of the insurance company must use internal communication, training and rewards to motivate and retain their employee.

Managers must consider their as customers a try to satisfy their needs. To succeed they must use the different dimensions of internal marketing in harmony with the expectation of his internal customer. Like all the research this work contain some limitations that must be clarified. The study was conducted only in the insurance sector which can limit the generalization of this study to other sectors. to understand deeply the effect of internal marketing on employee commitment there is another variable that must be included to the model like job satisfaction which is linked directly to the concept of employee commitment. The used methodology is qualitative to understand the point of view of employee about internal marketing but results must be confirmed by a quantitative study.

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