



ISSN 2278 – 0211 (Online)

## The Practice of Internal Marketing Concept A Comparative Study Through The Use of Four Definitions

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### **Abstract:**

*Internal marketing has become a popular issue in marketing in the 21<sup>st</sup> century, however, most organization who admit to practicing it rather pay lip service and do not commit to it entirely. This has become a problem instead of a solution to most organizations who profess to practice it. Using Sincic' & and Poloski (2009) categorization of four definitions of internal marketing into scopes and their dominant perspectives from other authors Varey (2001), Ballantyne (2003), Gronroos (1990), Sasser and Arbeit (1976) Kotler (2003), Shekary et al (2012).*

*These scopes of definitions are analyzed and discussed. By comparing two Polytechnics (Accra Polytechnic and Cape Coast Polytechnics) on the basis of how practical these definitions have been applied in the respective schools. According to Sincic' and Poloski (2009), Internal marketing has been defined as “ A – Internal marketing as human resources management, B – Internal marketing as applying marketing techniques in an internal environment at an organization, C- Internal marketing as a precondition for satisfaction of external customers: D – Internal marketing as a source for competitive advantages”*

*Purpose: using the four definitions, this paper aims to figure out how internal marketing is practiced in practical terms and whether all components embodied in the definitions are applied in order to achieve organizational objectives.*

*Methodology: a comparative study employing both primary (questionnaires for Registrars, lecturers and Administrative staff,) and secondary sources (website of both schools) of data.*

*Conclusion: The core conclusion from this comparative study is that there are huge barriers to the implementation of internal marketing in its entirety within the schools studied. There is a lack of formal and complete approach to implementation. Again, the mandate (Polytechnic act 2007) given to these is also a contributory factor as it has boundaries within which they operate.*

**Keywords:** Internal marketing, Internal Communications, Human Resource Management.

### **1. Introduction**

Competition is one of the best things that have come to the benefit of the consumer in the product circles in terms of better products and services, cheaper prices, convenience etc. It even becomes stiffer with services because of the intangibility aspect and the difficulty of selling the benefits to these customers. This brings to the fore the importance of Internal Marketing in the service organizations and most importantly the contribution of employees to the long term goals of the organization and ultimately satisfying customers.

From the above the organization needs to see employees as internal customers and also a valuable asset, this will help the organization to gain competitive advantage by applying marketing principles internally to have an effect on the external customers in terms of satisfaction, delight, loyalty.

There has been a lot of perspectives and definitions of internal marketing from different authors Ahmed and Rafiq, (2002). Davis (2001), Ballantyne (2003). Of importance to this paper is the review put forward by Sincic'and Poloski (2009) who classified them in varying domains and scopes. The objective of this paper is to analyze the four basic definitions and undertake a comparative study of two Polytechnics (Accra Polytechnic and Cape Coast Polytechnics) as to how their Internal Marketing policies match these definitions in reality.

## 2. Historical Perspectives of Internal Marketing

According to Sasser and Arbeit (1976), internal marketing was suggested as a solution to the problem of inconsistent service delivery by Ahmed and Rafiq (2002). One of the reasons for the slow adoption of this solution is the fact that no single unified concept of what internal marketing is, exist. Several explanations of internal marketing have been developed over a period by various authors.

Also, according to Berry and Parasuraman (1991), "The concept of internal marketing originally emerged from the service marketing literature". Initially a critical organizational concern was to get everyone in the organization involved in service encounters, resulting in the improvement of customer – employee interaction. However, the realization of organizations in all industries that services are becoming a key differentiating factor has caused the internal marketing concept to broaden. The internal relationship between the organization and its employees is the focus of internal marketing.

Although IM was first proposed as a way to deliver high levels of quality in service industries Berry, (1984); Grönroos, (1990), nowadays it is considered a paradigm of organizational change, management and implementation strategies, Ahmed and Rafiq, (2003). IM programmes could be developed in order to align internal communications with an external marketing image to ensure that the social organization promises will be accomplished.

Over its relatively short history, internal marketing (IM) has developed along three separate and distinct tracks. The early approaches were suggested by Berry in the 1970s. Working in the area of services marketing, he developed the idea that because people were the most common form of service delivery, their actions probably had a major impact on customer acquisition, retention and migration, and thus the ultimate success of the firm. Berry approached IM from a traditional marketing view. He posited that employee jobs could be considered the firm's products, and developed traditional marketing models and approaches that were based on the idea of making the worker's job attractive and desirable to him or her.

He employed a basic 4Ps approach that focused on the employee's job as the product and used various forms and formats of price, distribution or place and promotion to build that desirability. Thus, a major focus of Berry's approach was to develop various types and forms of internal communication and promotion to encourage and build employee job satisfaction, with the idea that employee satisfaction would lead to customer satisfaction which would, in turn, build more customer loyalty.

In the 1980s, Gronroos introduced the Scandinavian approach to IM. Gummeson (1987) also took a somewhat different tack. They argued the employee was an important part of the overall product or service delivery equation developed by the marketing firm. Thus, the customer-facing employee was key to the firm's success. Gronroos proposed that each employee be trained as a marketer— that is, trained to do add on, cross-selling along with ongoing customer retention skills that would enable the building of customer relationships. The balance of the organization, what he considered the 'back-room' or 'back-end', should be designed to support these customer-facing employees. Thus the focus of the organization was not just on providing an excellent customer product or service experience, but was based on building an ongoing relationship with the customer that could be converted into additional sales and profits if the employees did their 'IM' jobs.

In the 1990s two academics in the UK, Rafiq and Ahmed, developed another form of IM. In their approach, they proposed that IM was inherently difficult to implement because of inter-functional conflicts between departments, management and employees and the firm's inherent resistance to change. Thus, their methodology focused on overcoming organizational inertia by identifying the specific behavioural changes employees needed to make. They then related those behavioural changes to the various departments and groups within the firm. That provided the base for the development of cross-functional integration within the firm.

While there have been other approaches, these three streams of thinking have driven IM for more than 30 years. In spite of these well-developed, well-defined and well-researched streams of thought, practising managers still find IM to be a most difficult task. The next section offers a different view of why the IM process has been so difficult to implement. This is based on research and teaching experience at Northwestern University, and is followed by the conceptual model developed there.

Marketing in education started to flourish in the late 1980s. A number of studies and papers are from that period, for example, the work of Green et al (1994), Cowell (1984) or Kotler and Fox (1985) focus on marketing educational institutions, mostly in higher education, and transfer the business principles of marketing into education.

## 3. The Different Sides of Internal Marketing

Internal marketing was defined as a planned effort using marketing like approach to overcome organizational resistance, to change and to align, motivate, and inter-functionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through the process of creating motivated and customer-orientated employees. Internal marketing focuses on people inside organizational boundaries and places emphasis on the satisfaction of employee needs (Ahmed and Rafiq, 2003). Davis (2001) also suggested that internal marketing can bridge the gap between the different internal constituencies and establishing cooperation among them.

Kotler (1991) defined internal marketing as the task of successfully hiring, training and motivating able employees to serve the customer well. In this respect it represents elements of good human resources management (HRM) Dunne and Barnes (2000). Rafiq and Ahmed (2000) developed a hybrid approach and proposed that internal marketing was inherently difficult to implement because of inter-functional conflicts and therefore the focus was on overcoming organizational inertia by identifying the specific behavioral changes employees needed to make.

Taking these issues into account and striving for the need to define IM and classify its boundaries the study propose the definition of Ahmed and Rafiq (2003, p.222) where they define IM as a "*planned effort to overcome organizational resistance to change and to align, motivate and integrate employees towards the effective implementation of corporate and functional strategies*". Their definition

clarifies that all kind of changes in strategy require an IM effort to bypass organizational obstacles and to motivate employees. As most of strategic changes affect several departments or functions they emphasize the importance of cross-functional integration.

They state that this definition is sufficiently all-embracing; hence no other definition of internal marketing can avoid these elements. A school performs services having all the characteristics of services. Schools also operate in an increasingly competitive environment. In the current rhetoric of educational and school quality, measurement, effectiveness and 'audit culture', it is challenging to approach schools and school effectiveness through the perspective of internal marketing as a prerequisite for effective schools. From this point of view, efficiency and effectiveness of schools can be related to efficiency and effectiveness of internal marketing in schools.

In a similar vein, Ballantyne (2003) mentioned that internal marketing is a relationship development strategy. Nowadays, the concept is being increasingly discussed in the literature as a strategic tool for meeting and exceeding customers' expectations Keller (2002), Joshi, (2007).. Consequently, IM can be seen as a way of managing the exchanges among organizational members that are required to achieve a high level of service for the external customers. Increased awareness of employee importance in organizational change and implementation has contributed to the adoption of internal marketing Gronroos, (1990); Varey and Lewis, (1999).

There is a discussion about the relationship between human resource management and internal marketing. Some authors, like Caruana and Calleya (1998), Sincic' and Poloski (2009), state that there are elements of human resource management in internal marketing and, vice versa, that some contents of internal marketing can be treated as part of human resource management. Varey and Lewis (1999, 931) provide a critical view of internal marketing. In their opinion, internal marketing has an undefined conceptual status. Therefore, this study is aimed at identifying the various components of internal marketing and really ascertains if human resource management is the same as internal marketing.

Keller (2002, 651) points out that 'if management wants its lecturers to do a great job with customers, then, it must be prepared to do a great job with its lecturers'. Keller (2002) also emphasizes the internal marketing mix, the elements that are needed to satisfy internal customers' needs. His emphasis is laid on the strategies and techniques which can and need to be used in order to satisfy lecturers' needs.

Snoj (1998,) discusses internal marketing also as an approach to increase organizational effectiveness and efficiency, and states that the process of internal marketing in service organizations will be effective and efficient if:

- identifying teacher's needs and forming and offering internal products is based on a continuous and accurate needs identification;
- People have their interests harmonized with the needs of the organization;
- Lecturers' needs correspond, to some extent, with techniques of marketing communication;
- Effects of teacher satisfaction are reflected in the financial standard of efficiency.

Gronroos (1990), emphasized internal communication and attitude management as strategies to manage a customer-orientated service culture. He described internal marketing process as a holistic management process to integrate multiple functions and formulated the following description of internal marketing: "internal marketing starts from the notion that employees are first, internal market for the organization. If goods, services and external communication campaigns cannot be marketed to their internal target group, marketing to the external customer cannot be expected to be successful either"

According to Day and Ballantyne, (2000), employees are organization's internal customers. This perspective of internal marketing implies that through internal marketing organizations offer employees products that satisfy their needs while they contribute towards the attainment of organizational objectives. Per these findings, the study aimed at identifying how organizations can align their goals with employees' attitude and values.

Gronroos (1990) argued that the purpose of internal marketing is to motivate employees towards service mindedness and customer-orientated performances, using a variety of traditional marketing activities internally in a coordinated way. Internal marketing should be seen as the intra-organizational marketing of goods and services with the objectives of promoting customer-consciousness amongst employees and motivating them to improve customer satisfaction through their interactions with customers, Dunne and Barnes (1999). According to Piercy and Morgan (1990), internal marketing should be seen as a communication process of developing a customer-conscious culture within the organization. Organizations should treat employees as partners in the organization which provide products and services to the buying customers. Ideally internal marketing should be a two way communication process between employees and management used to initiate a broad based participation decision-making process through teamwork within the organization.

The suggestion is that, internal marketing techniques such as research, segmentation, the marketing mix and marketing activities must be utilized when developing a structured internal marketing plan.

According to the above explanations of internal marketing concept, internal marketing requires the development of integrated employees' activities programs that introduces employees into a work environment that is focused upon the goals of the organization and role of the former in serving external customers, subsequently supporting the fact that employees should be viewed as internal customer groups.

In schools, these needs are relevant, too. Therefore, the concept of internal marketing might be valuable for schools as well as for other service organizations.

McGuire, (1999) identify at least three interpretations or meanings of the internal marketing concept, namely culture or management philosophies, strategy, activities or processes;

### 3.1. Culture or Management Philosophy

Internal marketing as a philosophy should be seen as a customer-orientated culture in which all employees understand the strategic intent and are motivated to participate in its implementation. The integration of front and backstage activity depends on a shared understanding of organization's objectives and the desired outcome thereof.

### 3.2. Strategy

Internal marketing is also a strategy that identifies a product, target customer and capabilities. The products are the jobs the organizations offer the employees and are made up of the job specifications, remuneration, employees' motivation, along with the work environment that influences employees. Therefore, the attraction, selection, training, motivation and reward as well as the retention of good employees should be specified objectives of internal marketing, McGuire, (1999). The target customers of internal marketing include all employees of the organization, namely top management, supervisors, contract employees and support employees. Two crucial strategies required for internal marketing are communication and attitude management. While communication management focuses on customer orientation and the service minded employees, attitude Management is associated with the human resources management of the organization, McGuire, (1999). Internal marketing in an organization is dependent firstly on its being an integral part of a strategic management; secondly the support of internal marketing by the organizational structure and lastly the active support of internal marketing by top management.

### 3.3. Activities and Processes

Internal marketing or activities are found in most of the functions which have an impact on the service mindedness and customer consciousness of the organization's employees. The activities and processes of the internal marketing programs should be designed to select and develop suitable employees, create value for employees and contribute to enhanced service delivery to internal customers. The activities and processes should cultivate a belief in the organization's products and services, facilitate the delivery of products and services, emphasis the role of superior customer service. Value comparison, incentives programs, work environment, working condition and customer focus are elements that should all be part of internal marketing activities program.

## 4. Interpretation of the Concept Internal Marketing

If the focus of internal marketing is on the development of relationships between employees across internal organizational boundaries with the objective of adding value to external customers, then employees autonomy and know how should be combined to start on internal knowledge generating process which supports any internal activities that need to be changed. Organization should always keep in mind that the purpose of internal changes is to enhance external marketing activities, Ballantyne, (2000)

A review of the literature reveals several perspectives by a number of authors-Human resource management- Varey (2001), and Dunne and Barnes (2000), Culture or management philosophies, strategy, activities or processes. However, the focus of the literature will be on four perspectives reviewed below:

### 4.1. A – Internal Marketing as Human Resources Management:

- 1) Gronroos (1990) and Varey, (2001): Internal marketing is a managerial philosophy which reinforces attitude and understanding of managers relative to role of employee in the organization and mention the need to a holistic view in their jobs.
- 2) Sasser and Arbeit (1976) claim that internal marketing is related to functions that are traditionally regarded as human resource functions because the efforts of internal marketing are directed at recruitment, training, motivation and retention suitable service-orientated employees. Dunne and Barnes, (1999: 192-220)

### 4.2. A- Internal Marketing Is Synonymous With Human Resource Management

Although there are different understandings of internal marketing, one can conclude that it is the overlap between marketing management and human resource management. The same is articulated by Varey (2001), and Dunne and Barnes (2000), who propose that the concept of 'human resource as customer' would "best be served through the contributions of both the marketing and human resources functions as it reflects the common roots of each discipline within psychological theory" (p. 192). Some researchers think that the important role of internal marketing is to foster effective human resource management, Ewing & Caruana (1999), which implies the subordinate position of internal marketing in relation to HRM.

Although the usefulness of IM is recognized by academics and practitioners, some critics claim that the term is just a new synonym for good human resources management, organizational development or simply good effective communications with employees. But IM is not a label. Ahmed and Rafiq (2002) have clarified that IM is the use of marketing-like techniques such as segmentation, market research and marketing mix (including communication) to motivate employees towards organizational goals. They have delimited the boundary between human resource management that is empowered to use formal mechanisms thanks to the contractual nature of employment, and IM by using a definition supported by Kotler (2003) who states that marketing consists of persuasive actions (non-coercive) to induce positive responses in other social units. Thus, IM and human resource effectiveness are distinct. IM implies the co-ordination of human resources management, and so the former (IM) represent the antecedent of the latter Ewing and Caruana, (1999). In summary, according to Ahmed and Rafiq (2002) and Kotler (2003) internal marketing (IM) is not the same as human resources management (HRM) as claimed by Sasser and Arbeit (1976). It can be identified therefore that, the practices of internal marketing is rooted in human resources management. Varey (2001), and Dunne and Barnes (2000) then proposed, "that the concept of 'human

resource as customer' would "best be served through the contributions of both the marketing and human resources functions as it reflects the common roots of each discipline within psychological theory".

#### *4.3. B – Internal Marketing as Applying Marketing Techniques in Internal Environment at Organization:*

Percy and Morgan (1991) from Rafiq and Ahmad, (2003): internal marketing is to develop a faster marketing plans for implementing in internal environment at organization, this is done by using similar basic structures used for external marketing. According to Ozretic Dosen (2004): Internal marketing consist of marketing researches, segmentation, policies of internal production, internal pricing, internal sales, distribution and internal communications.

Again they Rafiq and Ahmad, (2000) go on to assert that IM is the use of marketing-like techniques such as segmentation, market research and marketing mix (including communication) to motivate employees towards organizational goals. Joshi (2007) also posits that "IM focuses on marketing concepts and theories that can be adopted, applicable to the internal customer (employee) (p.29) internal marketing as has been agreed by different authors above truly employs marketing techniques internally as they do externally and techniques like advertising to the right candidates to fill a vacant position, information flow and lobbying from the public relations department all goes to affirm this particular issue. However, the practicality of this is also another issue which is beyond the scope of this paper.

#### *4.4. C- Internal Marketing as A Precondition for Satisfaction of External Customers:*

In order to succeed or even compete effectively and sustainably an organization should always be in between the satisfaction and delight of its customers. However, it goes without saying that unless employees are committed to the organizational goal it will be difficult to achieve anything positive. It is only through internal marketing that any organization can achieve total commitment from their employees.

According to Ballantyne (2000) 'Internal marketing is a strategic approach to challenge the attitude of thought and behaviour of employees towards understand customer – orientation concept appropriately. Varey (2001), also points out that internal marketing is a tool for developing and accelerating marketing orientation within the organization.

Varey (2001), goes on to suggest that IM can be seen as a management approach that enables and motivates all members of the corporation to examine their own role and communication competence and to adopt a customer consciousness and service orientation (which requires an interest in the problems of customers), whether front-line service performers or back-office service support workers, to meet the needs of external customers through a commitment to the corporation's goals. Joshi (2007) also asserts that 'IM is the application of marketing tools, techniques and tactics inside an organization to instill customer-focused values' (p. 30).

From the above, it is evident that IM is the platform on which any organization should build its customer excellence programme as front-line stage begins with the process of adopting a customer-centric attitude which is needed most in service organizations that intends to make profit in this ever competitive world. Also, in order to achieve successful internal exchanges between the organization and its employee groups it is vital to treat the needs of both employees and customers with equal importance.

#### *4.5. D – Internal Marketing as a Source of Competitive Advantages:*

Ballantyne (2000), Internal marketing is one of the forms of marketing in the organization which concentrate on employee attention about activities that need to be changed, on the other hand it improve and enhance performance of external market context. Kahn (1985), also proposed that a marketing-oriented organization will adopt internal marketing readily by identifying its potential in gaining a long-lasting competitive advantage.

In a nutshell, these definitions indicates that internal marketing is in tandem with marketing orientation and viewing the employee as an internal customer has a positive impact of increasing the quality of services leading to increasing profitability and sustainability. Again competitive advantage in the service industry typically depends much on the service provider during the moment of truth which is the actual execution/ consumption stage of the process.

### **5. Case Studies- Accra Polytechnic**

This institution is the oldest polytechnic in Ghana (established in 1949) and its mandate was to provide manpower or workforce to feed the industries and any organization that would require technical assistance in its daily activities.

Upon review it was found that even though Accra polytechnic (AP) profess to undertake or practice internal marketing, the evidence suggested otherwise. On the issue of the definition of IM being synonymous with HR, the school has a normal recruitment procedure that they use to fill vacancies when the need arises. The school also has orientation for new staff, intermittent training programs, occasional rewards and motivation- not aimed at any specific activity within the school but as a yearly ritual.

However, there is no personality test (eg. during recruitment) undertaken to recruit people with the right attitude to support the objective of the institution. It is only when all employees are customer oriented that they become a value-added component of the service and product offering. With this, commitment from staff will be a huge problem and render the IM exercise fruitless which will make organizational goals difficult to be attained. This could also stem from the fact that the school has not been a marketing oriented organization for quite some time and another reason also stems from their mandate which restricts them to overstep their boundary given to them by the government.

From the above, the definition of IM as being synonymous with HR albeit evident, has many flaws that has led to the paper to agree with Rafiq and Ahmad,(2002) that “The different explanations of the term internal marketing has led to several activities being categorized as internal marketing, making it harder for organization and managers to understand which activity to apply”

On the definition of IM as a “*use of marketing techniques in the internal marketplace*” the evidence was non-existent in this case. Since the school only has a Public relations department which has almost been turned into a public address system that only disseminates information across the campus, marketing techniques like internal selling, relationship building, segmentation, internal pricing, and research (undertaken on an individual basis) etc. is not evident in this regard.

Communication (although only one part of the potential of IM) is the only tool that is used albeit not to its full potential like Davis, (2001) posits that “traditionally, internal marketing has been primarily used as a one-way communication tool to convince and persuade staff”. Internal communication should be at the forefront whereby employees and management interact with one another in order to carry out their respective work.

AP evidently only markets externally and does not use marketing techniques internally as suggested by various authors’ definitions of IM and this goes contrary to the assertion of Reardon and Enis (1990) and are of the view that IM is the employment of the same skills that are employed in external marketing to market in-house, in order to persuade employees that they are vital links in the production-customer satisfaction chain (p. 379).

IM is a “precondition to customer satisfaction”

To satisfy customers means an organization will have to be customer conscious or centric and requires front liners especially to show interest in the problems of customers. Again, this will require a great deal of commitment from staff either front or back office which also emanates from a good IM background. This has been the assertion of some authors Rafiq and Ahmad,(2002), Ballantyne (2000), however, AP acts contrary to this definition from the authors even though they profess to be practicing IM. This is because upon review, commitment of most staff, (both administrators and lecturers) if not all, neither do they have interest in the varied problems of their customers (students). Customer satisfaction poll is always poor and the service provided is usually a take it or leave it situation and choice for customers is very limited.

Competitive is what AP has not been in years, even though competition is rife among tertiary institutions. The make-up of the Polytechnics in Ghana is that there is one in every region, and so they do not compete with other universities as there is automatic demand to fill the school with substandard students that other universities reject as qualified applicants. Due to this fact the polytechnics have only one competitive advantage which is the training of technical manpower for industries and organizations.

## 6. Case Study- Cape Coast Polytechnic

Cape Coast Polytechnic (CCP) was also established to award non tertiary certificates until the polytechnic Act 2007 gave the polytechnics the mandate to run degree programs bringing them in direct completion with both private and public universities.

On the definition of *IM as being synonymous with HRM*, CCP exhibits similar characteristics or policies with AP in terms of recruitment policies. With regards to the marketing internally, CCP goes extra mile albeit not in its entirety. The school utilizes its website by providing information for both teaching and non-teaching staff to encapsulate the team spirit. Also junior lecturers have been sponsored to pursue higher post graduate programs which will go a long way to enhance the reputation of the school in marketing to the outside world.

CCP has taken the definition “*IM is a precondition to customer satisfaction*” and used it to the letter. Due to a host of training programs and reward scheme of the polytechnic there is a higher goal that staff willingly commit to. There is high team spirit among both teaching and non-teaching staff which goes to show that tenants of IM such as internal communication, team building, shared purpose etc. are being used properly. This has gone a long way to build a foundation for the school to be able to satisfy their customers (with student portal where students can access online library, lecture notes, registration tracking of admission etc) which shows in the numbers of their yearly intake, courses which addresses contemporary issues and problems.

Another major factor here is that CCP has become competitive and now has an edge over the other polytechnics. Now due to the increase in the number of senior lecturers (which is as a result of satisfying the demand for degree courses) the school is set to run degree programs in many fields- Accounting, Engineering, Secretaryship and Management etc. and Post Graduate programme in Agriculture. This puts the school above other Polytechnics and at par with other universities running such programs.

With affiliation (Kwame Nkrumah University of Science and Technology-KNUST) and collaborations (Kumasi Polytechnic), CCP is building on its competences to provide quality education for the right human resources for the development of the country. Again, with the influx of two different batches of students waiting to apply for a graduate program at tertiary institution, CCP has an edge over other polytechnics to get more customers as their focus has been on service quality and customer focus which are both constituents of competitive advantage.

## 7. Research Limitations and Further Research

Due to the number of institutions under study, researchers could not confirm the reliability and as also the study could not be generalized. Results remain inconclusive as comparison against definitions were both positive (Polytechnics practiced constituents of IM as described in the definition) and negative (Polytechnics practiced part of the constituents of IM as described in the definition). It is recommended that future research widen the number of schools under review to include all the ten Polytechnics and also whether in addition to these practices there is an impact on the bottom line of these institutions.

## 8. Conclusion

From the above review, the practice of IM in the polytechnics revealed mixed outcomes and this will go a long way to defeat the true purpose of what IM stands for or the actual results to be gained from the practice of IM. Even though all polytechnics under review profess to be practicing IM the reality is that it is a mere mix and match or a cherry picking exercise apart from having a common ground on the recruitment definition, that is whereby these organizations take on anyone to fill a vacancy without the proper attitude to commit to the organizational goal, CCP actually goes through similar process however, they market to their internal staff as they do their external customers.

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