

## **Internal Marketing Practices and Job Satisfaction: Evidence from a Nigerian University Setting**

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### **Abstract**

This study investigated internal marketing practices and its relationship with job satisfaction in a Nigerian university environment. Results indicated internal marketing as having resultant effects on three major areas or components; understanding of organizational vision and values, quality delivery of external marketing as well as quality delivery of interactive marketing. It was also established that there was strong and positive relationship between internal marketing and job satisfaction. The research measures showed good psychometric values. These findings were discussed and situated within the Nigerian university environment. It was recommended that the university should place more emphasis on internal marketing practices thereby enhancing the quality delivery of both interactive and external marketing of the university. The university was advised to promote extrinsic job satisfaction among its staff. Areas of further studies were also suggested.

**Keywords:** Internal Marketing (IM), Job Satisfaction, Interactive Marketing, External Marketing, Factor Analysis, Nigeria.

### **1. Introduction**

Stating People as the fifth P in the marketing mix is consistent with the concept of internal marketing. Internal marketing is associated with relationship marketing that involves inter-function coordination and communication as well as the development of organizational competence for effective implementation of marketing strategies.

The idea of internal marketing was first introduced by Berry (1981) who observed that for any organization to be successful there would be need for such organizations to fulfill the needs of its employees. The implication is that an employee is satisfied by his organization will most likely deliver quality service to the external customers. Most especially in this era that most of the service organizations are striving to exceed the expectation of its customers in order to promote satisfaction and loyalty among the stakeholders. (Ballantyne et al., 1995). It has been noted in the literature that internal marketing program has tremendous potential to enhance service quality delivery of service organizations (Ballantyne et al., 1995). This position was precipitated upon the fact that most of the organizational problems are internal. It is believed that the implementation of an internal marketing program has capacity to eliminate departmental walls, integrate members organization wide (Ahmed & Rafiq, 2003; Lings, 1999; Hogg, Carter, & Dunne, 1998), and this will eventually lead to improved quality delivery (Lings & Brooks, 1998; Prasad & Steffes, 2002).

Literature search revealed that there were two lines of research with respect to internal marketing. While some scholars were looking at it from the perspective of marketing, some other scholars were considering the issue from human resources perspective. The human resources scholars claimed that while marketers were trying to make organizations to be market-driven, they placed too much emphasis on employee as against the external customers that were actually the real customers. Whereas the marketers pointed out that there was need to place emphasis on the internal customers in order to enhance the service quality delivery to the external customers. ((Mudie, 2003; Ahmed et al., 2002; Lings and Brooks, 1998; Cahill, 1995; Wasmer & Bruner II, 1991)

The human resource perspective examines the relationship between companies and employees (Lings, 2004). This line of internal marketing fails to meet the definition developed by Parasuraman et al., (1991) and a review of past literature demonstrates strong interest in this line of inquiry. This method stresses the motivation and satisfaction of employees in order for organizational success to occur (Lings, 2004). Ideas consist of training, strategic rewards, job designs, and operational changes are discussed which exist outside of marketing (Ahmed et al., 2002; Ballantyne et al., 1995; Hogg et al., 1998; Lings, 1999; Parasuraman et al., 199; Varey & Lewis, 1999). Many studies in this area were conducted from human resource perspective. In a study, Novatorov et al. (1998) examined how wages, work conditions, benefits, raises and rewards affected the external marketing programs that existed.

Gronroos (1982) in the development of internal marketing stressed the fact that only the engagement of marketing type techniques to satisfy needs, otherwise it would not be qualified to be referred to as internal marketing. The internal customer orientation is a process that attempts to fulfill this goal where every member is treated both as a customer and supplier to the firm (Lings, 2004). This could only be accomplished through the execution of external marketing techniques, where the focus is on satisfying the product needs of employees (Foreman & Money, 1995). It is important for internal marketing to embrace marketing, management, quality control, communications, and human resource departments for effective implementation. (Varey & Lewis, 1999). One of the important benefits of proper implementation of internal marketing is its assistance in the creation of a competitive advantage over the competition. Ballantyne (2003) described this concept as needed by the “new organization” and many believe that it will create this advantage (Varey & Lewis, 1999; Lings, 2004). Gronroos (1994, p. 14) stressed the fact that there is need for active and continuous internal marketing efforts in order not to allow the interactive marketing impact on customers to deteriorate. Many of the organizations practising internal marketing techniques often abandon the ideas through the inability to recognize immediate results (Crosby & Johnson, 2003). However, communication has been observed to be a very vital factor that is significant to successful implementation of internal marketing.

## **2. Literature review**

The significance of internal marketing to service firms rests in the increased emphasis on service quality in customer oriented corporations. Customers no longer simply purchase products; they co-produce in service organizations (Prahalad & Ramaswamy, 2000). It was Berry (1981) that pioneered the term internal marketing and originally defined it as “viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization” (p. 25). Internal marketing literature revolves around its effects on employees, organizations, external customer satisfaction, and cross functional units.

### ***Effects of Internal Marketing***

***Employees.*** Employee definitions discuss the need to recruit, train, attract, motivate, communicate and retain all employees through awareness in order to meet their wants and needs. One author even stated the need to “woo” employees (Cahill, 1995). If these are not met then the

satisfaction of external customers is difficult, if they are met then employees become committed, co-operative, and enthusiastic about the organization. This is accomplished by treating employees as internal customers. This process involves the use of marketing techniques to sell the product internally and employees become customers of the organization when they purchase products or services. This allows them to experience the service firsthand, develop a perception of service quality, and provide immediate feedback (Ahmed et al., 2002; Ballantyne, 2003; Berry, 1981; Cahill, 1995; Lings & Brooks, 1998; Mudie, 2003; Prasad & Steffes, 2002; Rafiq & Ahmed, 2000; Varey & Lewis, 1999).

**Organization.** The organizational approach described the utilization of TQM techniques and the need to improve satisfaction through organizational actions. Internal marketing allows the organization to create an identity that stresses customer focus in order to develop goodwill for the company. The ultimate goal for the organization is to increase external marketplace performance in the long-run (Ahmed et al., 2002; Ballantyne et al., 1995; Lings, 1999; Mudie, 2003; Varey & Lewis, 1999).

**External customer satisfaction.** Although the relationship between internal and external satisfaction has not been sufficiently tested, many researchers hypothesized that external customer satisfaction is a function of internal customer satisfaction. The ability to increase performance was described as an outcome of internal marketing. (Ahmed & Rafiq, 2003; Prasad & Steffes, 2002; Rafiq & Ahmed, 2000) The researchers further believed that if internal marketing is effectively implemented, the employee becomes satisfied, and this positive behavior is transferred to the consumer during interaction and this will result in external customer satisfaction.

**Cross-functional units.** One of the basic features of internal marketing program is cross-functional relationship among various departments within the organization. The program allows for better communication because it has ability to remove departmental barriers and allow for better communication. The increase of communication allows for the creation of a collective unit through individuals that provide a foundation for knowledge renewal and transfer among organizational members. One of the benefits of cross-functional relationship is that it shifts the focus of the employee from a self-centered perspective to a mind set that strives for the achievement of company goals (Ahmed & Rafiq, 2003; Ballantyne, 2003; Rafiq & Ahmed, 2000).

Ballantyne (2003) further expands the frontier of knowledge when he identifies three patterns that are necessary for proper implementation of internal marketing program as follows: (1) hierarchical exchanges, (2) inter-functional exchanges, and (3) network exchanges. In the hierarchical method the main exchange of knowledge occurs from the top of the organization to the bottom. The transfer of knowledge in the opposite direction, from the bottom of the organization to the top, is only acceptable under explicitly developed organizational rules. The inter-functional exchange transfers knowledge between internal suppliers and internal customers, which results in fulfillment of self-serving needs and little understanding of the customer. The network exchange involves the meeting of common interests through internal communities. These patterns are not successful on their own, but in marketing where relationships are vital, the use of each exchange process impacts internal marketing (Ballantyne, 2003). The use of hierarchical exchanges are recognized when upper management provides support for internal marketing, and when the marketing employees provide explanations for the opportunities and threats recognized by various members (Ballantyne, 2003). When successful, the marketers may use inter-functional exchanges throughout various departments when trust is earned. This allows for the creation of alliances and a true understanding of job design, the environmental setting, and complete knowledge of employee skills which all significantly impact quality. When deficiencies are discovered necessary changes may be implemented to improve performance. However, it has been observed that these problems may be solved through the use of any of the three exchange processes. Meanwhile, the use of employees throughout the organization allows for a network exchange and the development of diverse ideas that have capacity to enhance the organizational performance. (Ballantyne, 2003). The

implementation of these ideas then requires the use of all three exchanges again and a continuous cycle is developed with a goal of continually improving quality.

**Link with External Marketing.** In order to be able to benefit optimally from internal marketing, there is need for it to be properly linked with external marketing. If employees do not agree with the external campaign the success of the product is impossible. Mixed messages will create internal problems that will extend to the external market. It is important to create an external campaign that internal members agree with and embrace, then allow management to share success stories in order to reinforce the benefits of the new campaign (Mitchell, 2002). This creates stronger internal beliefs and values. The research by Lings and Brooks (1998) and Lings (1999) stressed the importance of balancing the effort applied to both internal and external marketing in order to achieve maximum effectiveness. One method is to improve the interaction between internal suppliers and employees due to the ability of these groups to identify areas for improvement but warns of the differences between the needs of internal members and external customers. Prasad and Steffes (2002) continued one step further and stated internal marketing must precede external marketing, if not the organization may offer a service it is unable to provide.

The external customer focuses on the process of the service experience and therefore, it is important to understand the behind the scenes process for proper implementation at the moment of truth, when the transaction occurs. The reason is due to increases in service industries where front line employees constitute the majority of the contact with consumers, especially in industries where the customer is not a passive receiver (Lings, 2004).

Ahmed et al. (2002) stated the best method to relate internal customers with external customers is to conduct similar market research. In order to understand the internal customers it is important to segment the employees, develop a marketing mix, and control for market activity. This information may be compared and contrasted with data received from external customers to determine differences and similarities and allow for proper product and service development.

The research creates contradictory ideas of whether it is important to start with internal or external marketing in order to obtain success (Lings, 1999). The best method must include the use of internal market research simultaneously (Ahmed et al., 2002) with external research in order to compare and contrast results and then implement the ideas internally first. This will allow employees to feel involvement, create an attachment to the product, and sell it to external customers, but no matter how it is developed the employees are the key ingredient to this concept (Mitchell, 2002).

It is pertinent to note that the rationale behind internal marketing is the belief that by satisfying the needs of internal customers, an organization will strengthen its human capital and in turn will be in a better position to deliver quality service to satisfy external customers. Implicit in this reasoning is the assumption that fulfilling internal employees' needs enhances employees' aspiration, motivation and retention and results in higher degree of job satisfaction and performance (Gundlach 1995).

This study is therefore set up to address the following objectives;

- (1) To explore the extent to which internal marketing is practised in the university
- (2) To identify the degree of job satisfaction by the university staff.
- (3) To assess the relationship between internal marketing and job satisfaction

### **3. Research method**

The major source of data for this research was a set of questionnaires distributed to employees (both academic and non-academic staff) in a Nigerian university. The first section of the questionnaire dealt with the extent of practice of internal marketing issues, while the second section of the questionnaire dealt with the job satisfaction of the staff in the sampled university. The third section of the questionnaire required background information of the respondents.

Each question in sections A, B, and C was designed so that respondents could react to the degree of agreement to the issue being discussed as follows:

Strongly Agree= 7 Somewhat Agree= 6; Agree = 5; Undecided= 4; Somewhat Disagree = 3; Disagree= 2; Strongly Disagree=1.

The population for the study consisted of all the staff in the university. However, the research horizon was limited to a particular college and a particular section of the non-academic staff in the university due to economic and time constraints. 250 copies of the research instrument (questionnaire) were hand-delivered to a convenience sample of staff. Only 230 copies of the completed questionnaire were found useable for the present study. Answers to the various questions in the questionnaire were provided by respondents on spaces indicated in the questionnaire. Some questionnaires were returned directly by the respondents or were retrieved personally by the researcher after reasonable time period had elapsed. In all cases, the researcher allowed reasonable time for questionnaire completion.

The key variables used in this research included internal marketing and measures of job satisfaction. These key research variables were developed from extant literature and supported by empirical and anecdotal evidence. All the data analysis procedure was done using the SPSS computer package. Data analysis was executed at 95% confidence level or better. The statistics, measurement scale, data analysis, reliability and validity tests used in this research followed the research suggestions in extant literature (Cronbach, 1951; Nunnally, 1978; Churchill, 1991; Rust and Cooil, 1994; Malhotra, 1996; Ryan and Mohsin, 2001; Svensson, 2002, among others).

Generally, the quality of any research depends on the attention given to the issues of reliability and validity (Alam and Perry, 2002). In terms of measures of validity and reliability, the Kaiser-Meyer-Olkin (KMO) statistic of sampling adequacy values for the two major research constructs (internal marketing practices, influence and job satisfaction measures) were satisfactory (Ryan and Mohsin, 2001). In order to determine the data normality, a rule of thumb proposed by Kline (1998) was used. This rule submits that any univariate skew values greater than 3.0 and kurtosis greater than 10.0 may suggest problem of normality of data (Hardigan et al., 2001), and it has been suggested that the use of factor analysis should be avoided when variables are extremely skewed (Stewart, 1981). None of the results from the present research approached these abnormality values.

#### **4. Results and discussion**

This study centred around three major issues:

1. Internal Marketing practices in a Nigerian University.
2. Job satisfaction as expressed by the internal customers, and
3. Influences of internal Marketing Practices on job satisfaction.

Results and their associated discussions along these three main issues will now be presented.

Table 1 shows the descriptive statistics of the internal marketing practices of the university. From table 1, it can be seen that the most emphasized internal marketing practice was “emphasis on service quality” (A18, mean = 5.70), while the respondents strongly disagree with the fact that “the university addresses failures and contacts the customer to rectify the situation.” (A12, mean = 3.70). Generally, it can be seen from table 1.0 that the extent of practice of internal marketing in the university was above average with mean values of 4.95.

Table1. Descriptive Statistics of Internal Marketing Practice Measure

Variable	Mean	Standard Deviation	Skewness	Kurtosis
A1	4.5000	1.75318	-.912	-.673
A2	4.5000	1.70658	-1.077	.294
A3	4.5000	4.5000	-1.970	3.156
A4	4.5000	1.50245	.739	-.853
A5	4.5000	2.30890	.273	-1.455
A6	4.5000	1.33178	-.114	-1.330
A7	4.5000	1.63418	-.844	-.397
A8	5.5000	1.20882	.000	-1.557
A9	5.2000	1.47538	-.734	-.147
A10	4.9000	1.70658	-1.077	.294
A11	4.2000	1.94657	-.120	-1.043
A12	3.7000	1.62180	.354	-.224
A13	5.4000	1.36171	-.759	-.614
A14	5.4000	1.36171	-.490	-.689
A15	5.4000	1.36171	-.522	-.366
A16	5.4000	1.40542	.075	-.961
A17	5.0000	1.25383	-.607	-.784
A18	5.7000	1.00387	-.683	-.741
A19	5.6000	1.20464	-.590	-.174
A20	5.6000	1.11786	-.914	.571
A21	5.3000	1.35057	-1.311	1.086
A22	5.1000	1.38009	-.883	.157

Table 2 shows the descriptive statistics of job satisfaction.

Table 2. Descriptive Statistics of Job Satisfaction Measure

Variable	Mean	Standard Deviation	Skewness	Kurtosis
B1	5.8000	.87515	-.513	.212
B2	5.6000	.92006	.095	.212
B3	5.4000	1.36171	-1.245	.212
B4	5.4000	1.20464	-.112	.212
B5	5.5000	1.36541	-.482	.212

Generally, it can be seen from table 2 that all the items had meant that were above 5.0. It can be seen from table 2 that most of the staff found their job very exciting (intrinsic job satisfaction that is B1, mean = 5.80) while the mean value of the extrinsic aspect of the job satisfaction was found to be 5.40.

Table 3 shows the correlation result of the relationship between internal marketing and job satisfaction. The table revealed that there was a strong, positive and significant relationship between internal marketing and job satisfaction ( $r = .625$ ,  $n = 230$ ).

Table 3. Result Showing Relationship between Internal Marketing and Job Satisfaction.

Correlations		INTMKTG	JOBSAT
INTMKT	Pearson Correlation	1	.625(**)
G	Sig. (2-tailed)		.000
	N	230	130

JOBSAT	Pearson Correlation	.625(**)	1
	Sig. (2-tailed)	.000	
	N	230	130

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 4 shows the reliability coefficients of the research measures of internal marketing practices and job satisfaction. All the reliability coefficients met the minimum recommended values in extant literature.

*Table 4. Reliability Coefficients of Research Measures:*

Reliability Statistics

Internal Marketing Practices Measures	0.816
Job Satisfaction Measures	0.812

Table 5 shows the KMO and Bartlett's test (factor analysis) of the internal marketing practice measure. The values in table 5 confirm the suitability of the data from this measure for factor analysis (Stewart, 1981).

*Table 5. Factor Analysis (KMO & Bartlett's Test) of Internal Marketing Practice Measure.*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.679
Bartlett's Test of Sphericity	Approx. Chi-Square	442.563
	df	20
	Sig.	.000

Table 6 shows the total variance explained (via factor analysis) of the internal marketing practice measure. Three factors explained 71.285 % of the total variance in this measure.

*Table 6: Factor Analysis (Total Variance Explained) of Internal Marketing Practice Measure*

Total Variance Explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	9.646	43.844	<b>43.844</b>
2	3.806	17.301	<b>61.145</b>
3	2.231	10.140	<b>71.285</b>
4	1.897	8.622	79.907
5	1.649	7.497	87.404
6	1.329	6.040	93.444
7	.639	2.905	96.349
8	.452	2.056	98.405
9	.351	1.595	100.000
10	3.17E-015	1.44E-014	100.000
11	1.68E-015	7.65E-015	100.000
12	9.04E-016	4.11E-015	100.000
13	7.81E-016	3.55E-015	100.000

14	5.13E-016	2.33E-015	100.000
15	3.52E-016	1.60E-015	100.000
16	2.40E-016	1.09E-015	100.000
17	-1.01E-017	-4.57E-017	100.000
18	-4.73E-017	-2.15E-016	100.000
19	-4.04E-016	-1.84E-015	100.000
20	-5.77E-016	-2.62E-015	100.000
21	-7.54E-016	-3.43E-015	100.000
22	-9.05E-016	-4.11E-015	100.000

Extraction Method: Principal Component Analysis.

Table 7 shows the structure matrix (factor analysis) of the internal marketing practice measure. Three substantive and conceptually-meaningful factors (components) could be isolated from table 7. This study corroborated the work of Foreman and Money (1995) that identified three major components of internal marketing. These factors/components are:

1. Vision.
2. Development.
3. Reward.

It can, therefore, be concluded from table 7 that the major internal marketing practices of the university were in the areas of vision (giving employees something to believe), development (that is developing employees) and reward (i.e. rewarding employees). Internal marketing is about applying traditional marketing inwards; focusing on the internal customers and suppliers of the internal market place, with the aim of improving internal market relationships, quality and customer service and ultimately corporate effectiveness.

Another perspective from which the three components can be conceptually labeled is;

1. Internal Marketing and its link with vision and values of the organisation
2. IM and its link with external marketing
3. IM and its link with interactive marketing

A triangle is often used in services marketing (e.g. Gronroos 1996) to illustrate that customer perceptions of services are directly affected by traditional external marketing (firm-customer relationship) and the interactive marketing between customers and employees in the service encounter

In order to achieve job satisfaction effectively, internal marketing should be undertaken by management to motivate the employees to adopt customer consciousness and marketing-consciousness by using marketing tools and techniques internally.

Table 7. Factor Analysis (Structure Matrix) of Internal Marketing Practices<sup>8</sup>

	Component		
	1	2	3
A19	.934		
A10	.924		
A9	.922		
A21	.907		
A18	.873		
A22	.836		
A3	.835		
A14	.823		
A20	.791		



A13	.769		
A6	.617		
A15	.556		
A17	.548		
A11		.836	
A16		.822	
A12		.781	
A4		.726	
A2		-.576	
A1		-.494	
A8			.910
A5			.694
A7			.629

Table 8 shows the KMO and Barlett’s test (factor analysis) of job satisfaction measure. The values in table 8 seem to confirm the suitability of the data from this measure for factor analysis in line with the research recommendations of Stewart (1981).

Table 8. Factor Analysis (KMO & Barlett’s Test) of Influences on Strategic Management Practices.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.782
Bartlett's Test of Sphericity	Approx. Chi-Square	565.642
	df	18
	Sig.	.000

Table 9 shows the total variance explained (factor analysis) of job satisfaction, with two (2) factors explaining 77.44 % of the total variance.

Table 9. Total Variance Explained of Job Satisfaction

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	2.872	57.433	<b>57.433</b>
2	1.000	20.010	<b>77.443</b>
3	.833	16.653	94.097
4	.243	4.864	98.960
5	.052	1.040	100.000

Extraction Method: Principal Component Analysis.

Relatedly, table 10 shows the structure matrix (factor analysis) of job satisfaction in the university. Two major factors can be seen in table 10, and these factors can be labeled as:

1. Intrinsic job satisfaction.
2. Extrinsic job satisfaction.

Job satisfaction includes various aspects of one’s job and is therefore some kind of total sum

of various components. This means that a person can be reasonably satisfied with one part of his job but dissatisfied with another part.

According to Robbins (2003), there are four primary factors that determine job satisfaction. The first determinant is equitable rewards, which refers to the pay and promotion systems that employees perceive as fair and in line with their expectations (related to the equity theory). When employees perceive their promotion and pay systems to be fair and to be based upon pay standards and individual skill levels, they are most likely to experience a feeling of satisfaction. The second determinant is supportive working conditions. Employees do not prefer to work in work environments that are dangerous but in work environments that are comfortable and safe.

Moreover, many employees prefer to work as close to home as possible and with adequate tools to successfully complete their tasks. Next determinant is to have mentally challenging work. Jobs that are boring, dull, and have little challenge often create boredom with employees. Contrasting, jobs that are too challenging and demanding often create feelings of failure and frustration. Employees like jobs that can give them opportunities where they can use their capabilities, knowledge, and skills and jobs that offer a variety of tasks, freedom, and feedback.

The last determinant is supportive colleagues. For many employees, social interactions at work are a critical factor in job satisfaction. Therefore, supportive and friendly colleagues often lead to higher job satisfaction.

*Table 10. Factor Analysis (Rotated Component Matrix) of job Satisfaction*

	Component	
	1	2
B5	.963	
B4	.877	.307
B3	.655	.563
B2		.958
B1		.591

Extraction Method: Principal Component Analysis.

All else being held constant, Lepper and Henderlong (in Lepper et al., 1999; in Sansone and Harackiewicz, 2000) depict that there are basically three propositions regarding the discussion in the literature on the relationship of extrinsic rewards and intrinsic motivation. The first is that non contingent rewards will be less likely to cause negative effects on intrinsic motivation and more likely to cause positive effects than otherwise the same rewards that are contingent of task completion or engagement (and under special conditions on task performance). Second, unexpected extrinsic rewards are more likely to cause positive effects than negative effects on intrinsic motivation than rewards that are expected by the individual.

And last, extrinsic rewards that are intangible (like social, verbal, implicit and such) are more likely to produce positive effects than negative effects on intrinsic motivation compared to rewards that are more tangible. There are two more propositions in the literature that are supported by most (Lepper and Henderlong, in Sansone and Harackiewicz, 2000). The first proposition holds that rewards that focus on an individual's abilities, skills, and competences will more likely have a

positive effect on intrinsic motivation than rewards that do not give such information. The second is that expected tangible rewards can improve intrinsic motivation with tasks where the individual has a no or little initial intrinsic interests and decrease intrinsic motivation with tasks where the individual has high initial intrinsic task interests.

## 5. Conclusion

The findings from this research present some policy and research challenges. On the policy side, it is recommended that sustained efforts be made by management of the university to ensure that internal marketing practices and culture become the integral part of the university policies. It is not just good enough to market the products, vision and core values to the employees, it is equally important to ensure that emphasis is placed on those internal marketing practices that will translate into better interactive and external marketing. For example, it was observed from the findings of the study that the university needed to be prompt in recognizing service errors and rectify the situation appropriately.

However, while the university should be commended for high job satisfaction of its staff, it is necessary for staff to ensure that their satisfaction as an internal customer affects the satisfaction of external customers (i.e. students and parents)

There is need for the management, both at departmental and at university level, to make frantic efforts on improving the extrinsic job satisfaction of the staff because the findings revealed that it was lower compared to the intrinsic job satisfaction.

On the research challenges associated with this research, it is suggested that future research efforts be directed towards covering the entire staff of the university and compare results on the basis of academic and non academic staff of the universities. Such a study will reveal the differences that exist between the two categories of staff in terms of internal marketing practices and job satisfaction. In addition, research efforts may have a broader scope thereby capturing all the universities in Nigeria.

This study is not without limitations. Although it is logical to suspect that some of the findings from this research might also hold for other universities both in Nigeria and outside the country, there is no way to ascertain this logical extension and relevance of the findings (Honig and Karlsson, 2004)..It is suggested that replication of this study in other universities in Nigeria be undertaken to enhance generalizability.

This study is more exploratory than empirical, it is therefore suggested that future relevant research work on internal marketing practices may have to incorporate more testable hypotheses and employ other statistical techniques for a better critical analysis.

## Appendix 1. Key to research variables

A1. = My personal needs are met through the classes/programs offered by the university.

A2. = My satisfaction as an internal customer improves my attitude as an employee.

A3 =The university markets its products (vision/core values/programs) to employees.

A4.= The university promotes the creation of customer relationships.

A5 =.The university recognizes the employee as a customer of the organization.

A6. = My attitude as an internal customer and employee of the university affects the satisfaction of external customers.

A7=. My satisfaction as an internal customer affects the satisfaction of other customers

A8=. My personal experience in the university directly impacts the satisfaction of customers

A9. =The university satisfies the needs of its customers (parents and students)

A10= The university operates attractive and functional facilities.

A11=The university recognizes service failures

A12= The university addresses failures and contacts the customer to rectify the situation

A13 =The University creates relationships with its past and present students.

A14= Information is passed on from the top of the university down through to the external customers

A15= Information is exchanged across program areas in order to address customer needs  
A16= Information is naturally exchanged throughout the entire university due to common social and economic interests.  
A17= The university believes it is important for employees to utilize the services/programs offered  
A18= The university emphasizes service quality.  
A19= I truly believe in the vision of the university.  
A20= I am proud to work for this university  
A21= I feel good about working for this department because I believe in its programs and services.  
A22= The department makes employees aware of the quality of their products and services.

B1 = I have generally found the kind of work I do here exciting  
B2 = It is worthwhile investing my time delivering services in this university  
B3 = I would advise prospective students to come to the university  
B4 = I would recommend this university as a place to work.  
B5 = Overall, I feel am satisfied with my job

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