

Topic: An Overview on Various Models of Internal Marketing Strategies

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ABSTRACT

Internal marketing is considered as an academic, scientific, and commercial knowledge of improving the level of customer satisfaction. This branch of marketing science is largely influenced by quality management and service marketing, which emphasizes the importance and necessity of creating quality throughout the service delivery process. This field of marketing science discusses the relationship between the customers and internal suppliers of the organization (employees) in creating value for foreign customers, this can be appeared as a chain of value and a tool for developing the quality of products and services and inter-organizational and outsourced interactions within the organization (Ling, 2000). Today, domestic marketing is known as a strategy to improve the performance of the organization. Related studies in this realm show that internal marketing activities will improve the organization's competitiveness and enhance competency through empowering and motivating employees. Despite the expansion of this concept in the marketing literature, practically little use has been made of it. The internal marketing argument is that the first customers of each organization are its employees. By examining the factors affecting internal marketing, it is clear that there are many factors that affect domestic marketing. Over the past 20 years, many models have evolved from domestic marketing. In this article 12 models of them will be covered in detail. Then, in the end, they will be criticized, and these models will be examined.

Keywords: internal marketing, staff, model

INTRODUCTION

Organization and being organized is the feature of era we live in. Throughout our lives, we deal with a variety of organizations, when we're going to die, we will be deposited by another organization. Each organization is composed of organs, the existence of which is essential for the organization. These pillars include structure, technology, goals, capital, and human resources. Although the existence of any of these factors is important in shaping the organization, undoubtedly, its human resources are the most important part of our organization. Most scholars regard human management as a pivot of the organization, so the organization must pay particular attention to this pillar. The staff of the organization are the internal customers of the organization and the organization's attention to domestic customers, under the heading of domestic marketing is today in the literature of marketing. The more one organization pays for its employees,

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the positive and beneficial results emerge in the organization's performance. Organizations that pay more attention to their employees usually have more customer-oriented employees, with higher job satisfaction and organizational commitment.

Internal marketing is one of the marketing topics that has been raised by Barry (1981) about 30 years ago as a way to solve problems related to organization staff and providing quality services to them.

One of the basic concepts of this view is that all personnel of the corporation will accept the behavior and attitude of marketing orientation in dealing with customers. The target group in the internal marketing is personnel of the company (Gamson, 1987). As Pearce and Morgan (1991) consider domestic employees like domestic customers and their businesses as domestic products, domestic marketing is nothing but the use of external marketing activities within the organization. According to Grown Ross (2000), internal marketing involves internal customer concepts, the proper working relationships between employees and employees with management.

Internal marketing can be defined as the company's effort to meet the needs of effective client staff (Barry et al., 1976), or the more effective management of the value-service chain and communication between colleagues (Gamson, 1987). The goal of internal marketing is to make definite Grunrose definition that when the activities and programs are accepted within the organization, the program can be well implemented and be successful for foreign customers. Perhaps the ambiguity is that internal marketing is the same as human resource management. Human resource management and internal marketing are not the same, although they share a lot. Human resource management provides tools such as training, employment and planning a career path that is used in internal marketing, but internal marketing provides guidance on how to use these tools (Grunrose, 2000).

Internal marketing begins with the notion that employees are the internal market of the organization, despite the expansion of this concept in the marketing literature; practically little use has been made in this regard. Today, internal marketing is known as a strategy for implementing the programs of enterprise. Related studies in this area suggest that internal marketing activities improve the competitiveness of the organization through empowerment and motivation in the workforce and promote competencies. In employee service organizations, they have a key role in attracting and retaining customers. Regarding the importance of the raised issues, the aim of the present study is to examine a series of comprehensive internal marketing models developed by both domestic and foreign researchers, and finally answer the question of what kind of variations are in this model and how will it be resolved?

The Process of Internal Marketing Formation

The first time (Sasser and Orbeit, 1976) they referred to domestic marketing, and for the first time Berry also introduced the word marketing to the marketing literature. The literature on internal marketing (IM) is expanding significantly (Brinz, 1994).

Rafigh and Ahmed have presented one of the most comprehensive definitions of internal marketing; internal marketing is a planned effort using an approach like marketing to overcome organizational resilience to change and balancing, motivating and coordinating the task and integrating employees into effective implementation of corporation tasks and strategies to create customer satisfaction through the process of creating employee-driven and customer-driven employees "(Ahmad & Rafigh, 2003)

Vima (1999) proposed a framework for the concept of internal marketing that put forward the views expressed in domestic marketing. He introduced a framework for conceptualization, in which two main dimensions including the dimension of interaction (exchange or relational), and then the goals and focus of the organization (short and long term on the goals and focus of the inner or outer). This framework includes four integrated marketing mixes, strategic internal marketing, collective internal marketing, and internal relational management.

(Cooper & Cronin, 2000) sees internal marketing as an effort of organization to educate and reward, and generally to manage human resources to provide better services.

Carter defined internal marketing as an integral part of market orientation, which requires the use of marketing techniques within an organization to create and communicate the values of the company. Gomson considers internal marketing as a vital part to marketers (Carter 2000).

Today, internal marketing is known as a strategy for market orientation. (Lem et al., 2010) believe that market orientation is a concept of foreign marketing, which means identifying and satisfying customer needs more effectively than competitors.

Ahmed and Rafiqh (2003) by examining service organizations in the United Kingdom, internal communication and information sharing, human resource training, empowerment, team formation and group activities, dynamic organizational structure, and participation in determining the organization's vision used them as the internal marketing indicators.

(Cooper & Cronin 2000) sees internal marketing as an effort by the organization to train and reward and generally manage human resources to provide better services. Studies (Cohert and Levine 1992) illustrate the fact that the satisfaction of employees or domestic customers has a significant impact on the quality of the products and, as a result, the satisfaction of foreign customers. Today, internal marketing is known as a strategy for market orientation. For internal marketing purposes, looking at employees as customers and businesses as internal products, leads to satisfying the needs and desires of internal customers in reaching organizational goals.

However, so far little systematic studies have been conducted on internal marketing and its mechanism of action. Existing empirical studies on domestic marketing have focused on the levels of implementation and acceptance in organizations or the impact of internal marketing programs on the quality of services (Tansuhaj 1987).

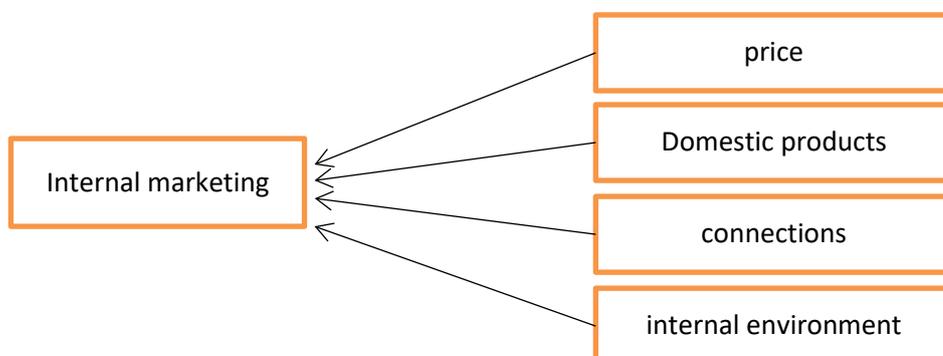
Some researchers consider queue workers (Berry, 1981) as the center of focus and attention (IM) (Tensuoj, 1987) and others consider all employees of the organization as the focus of IM (Ahmadurfik, 1993), (Comrade Wassad, 2003).

Internal marketing is an important activity in the development of a customer-focused organization. In general, the implementation of internal marketing within the service sectors, will equippe these organizations to merits and capabilities that can boost their performance while taking advantage of environmental factors (Rudgirs, 2010)

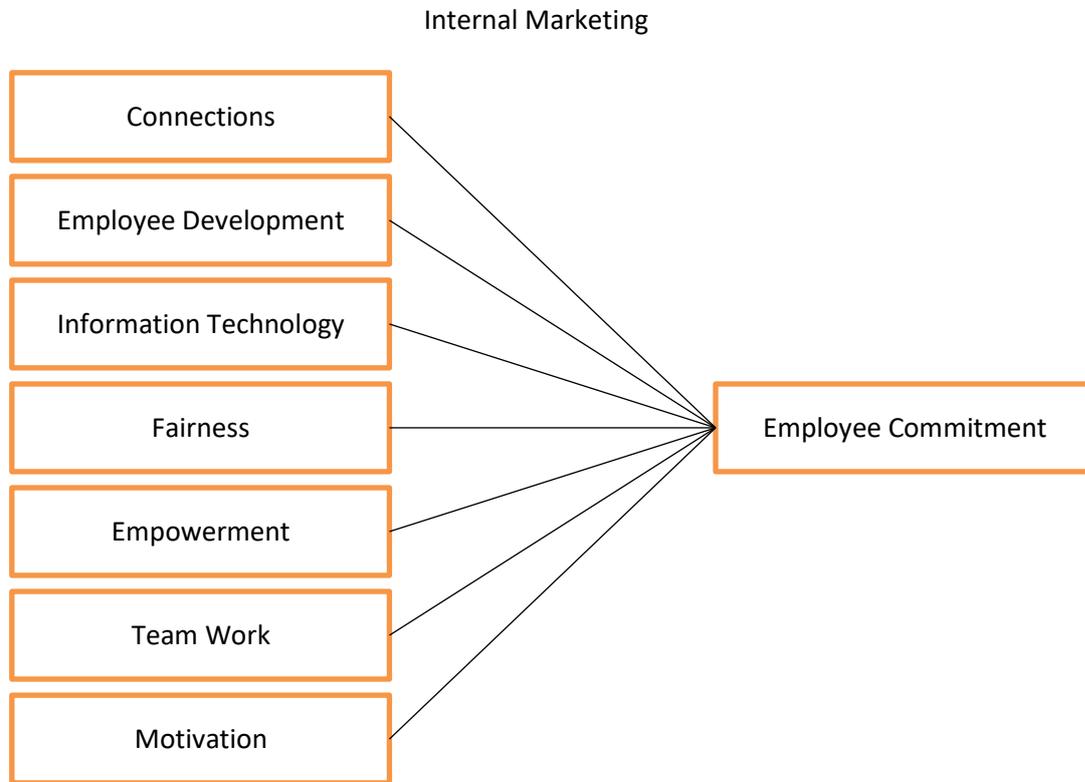
Today, with the advent of the idea and concept of internal marketing, the importance of determining the internal customers of organizations (employees) has become increasingly clear in the success of external programs (Papasulomo, 2006).

Examining Several Internal Marketing Models

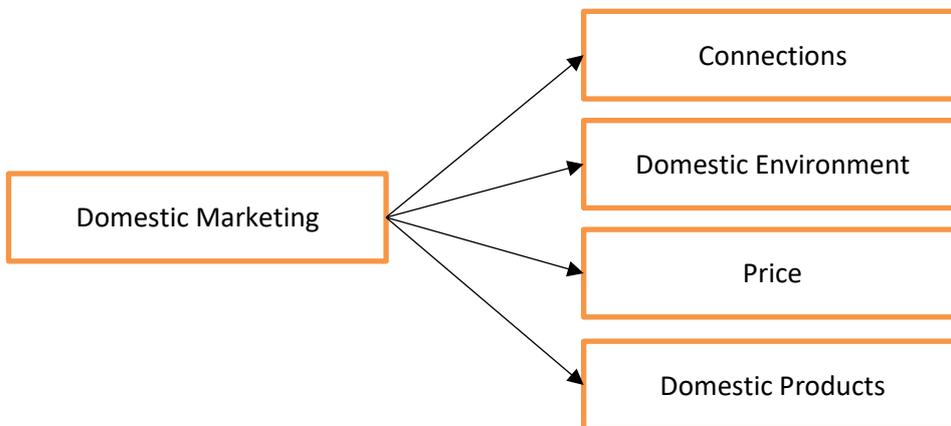
Based on the basics models of internal marketing presented by Ahmad and Rafiqh and has been used in many studies, a study has been conducted on the relationship between domestic marketing and market orientation and its impact on organizational performance in a sample of Malaysian service organizations. In this study, the indirect effect of internal marketing on organizational performance has been confirmed and market orientation has been identified as an intermediary variable (2003). In another study by the two researchers, internal marketing has been introduced as an introduction to the implementation of the organization's strategies and the term "internal marketing mix" has been used. Prices or payments, promotion or advancement (training, empowerment, and communication), place or (work environment and products) are used as internal marketing indicators in this study.



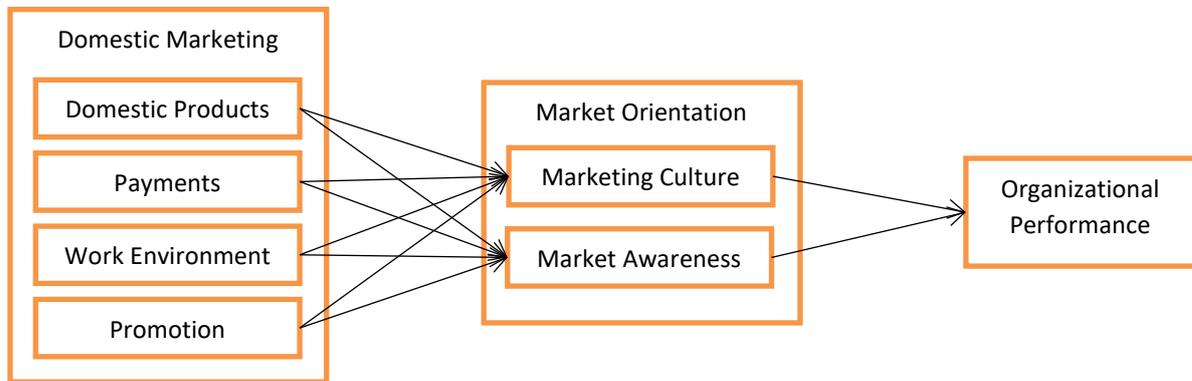
Burmea (2016) conducted a research about the impact of internal marketing on employees' commitment in the hospital, including seven pillars for internal marketing (communication, staff development, information and communication technology, fairness, empowerment, custody, and motivation), and it ultimately determines the full range of committed employees.



Khodabakhsh Ghorgani (2010) using the model of Rafiqh and Ahmad in which the terms of inter-task coordination and quasi-marketing methods in the context of the relationship between the elements of internal marketing and the quality of services and ultimately its impact on customer satisfaction were considered tried to examine and test this model in a government insurance company (Iran Insurance). The results of the research confirming the model showed that employee satisfaction and their inter-task coordination through quality of service increased customer satisfaction, and customer-orientation as a mediator variable in the relationship between job satisfaction and service quality was significant.



Abrazy and colleagues (2009) examine the effect of domestic marketing on market orientation and organizational performance. In this research by the use of prepared questionnaires a sample of 100 managers and supervisors of hotels in the city of Isfahan were examined. In this regard, based on research literature, a model was developed to illustrate the effect of internal marketing on organizational performance and was tested using Laserl software. Based on the results of analyzed data of the questionnaire, it was determined that internal marketing through market orientation affects organizational performance. In the model, the fitting indices (GFI 0.98 and AGFI = 0.97) indicate the suitability of the model.

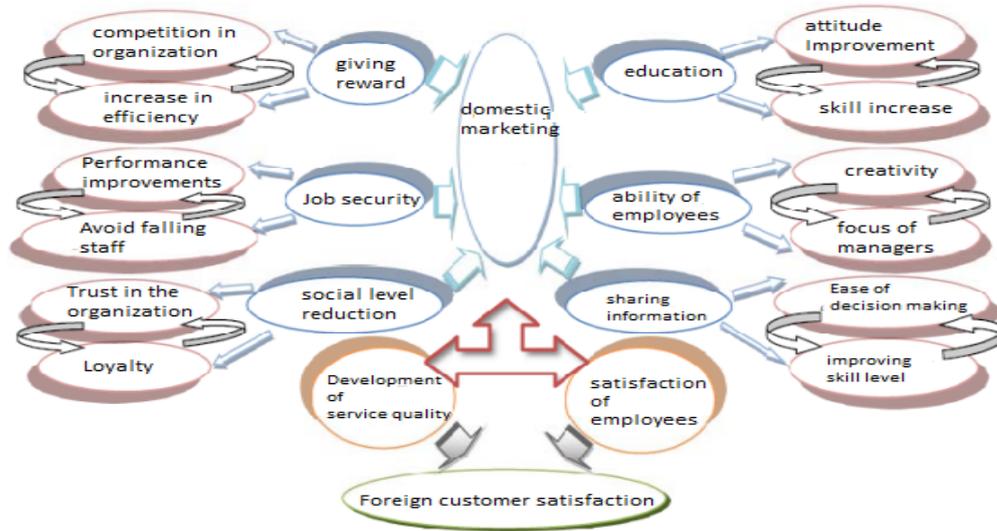


Mehrani and Saeednia (2011), in another study, worked on the impact of internal marketing factors and the quality of providing services in Tehran’s hospitals with a sample of 161 people. Overall, the results showed that all internal marketing factors have a positive effect on the quality of customer service delivery in ASIA branches throughout the whole sample. The basis of the results is the priority of factors such as empowerment of staff, reduction of class spacing, rewards, training, and information sharing and job security. Based on the analytical model of this study, domestic marketing factors have a positive effect on the quality of customer service delivery and the increase of domestic marketing leads to an increase in the quality of customer service to customers, thus the results of this research confirm the findings and previous opinions.

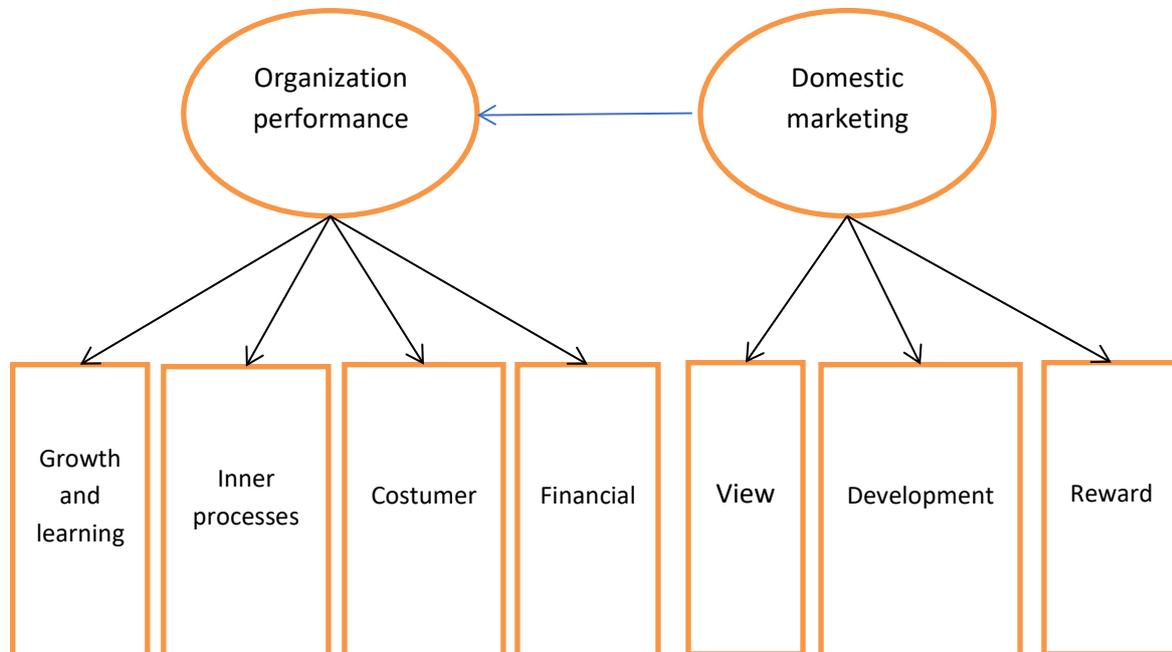


Younesifar and others (2011), in their research, have examined the governance internal marketing components and their impact on the quality of services in the Afshar hospital of Yazd. The results of this research also showed that there is a direct relationship between internal marketing and employee satisfaction and commitment. One of the steps that can be taken is internal marketing, awareness of changes in value for

employees, understanding labor market conditions, recognizing internal employee specific divisions based on personalities and desires, and designing strategies for customers.



Hosseini and Rahmani (2012) investigated the effects of internal evaluation on organizational performance in travel services companies in Tehran using the modeling of the structural equations of the Tehran Airways, which was carried out on 72 individuals. The findings of the research indicate that the surveyed organization in the field of internal marketing is relatively good and effective. Also, by investigating research hypotheses and performance model test, the effect of internal marketing on organizational performance, which was the same hypothesis, was also studied. This means that as the agencies of the aviation industry pay more attention to internal marketing, their performance has improved.



and et al (2012) explores the impact of domestic marketing on customer orientation as a competitive advantage. Findings of the research show that there is a positive relationship between internal marketing and

customer orientation, also the studied variables such as service quality, employee-customer relationship, customer satisfaction, and work experience have a positive effect on customer orientation.

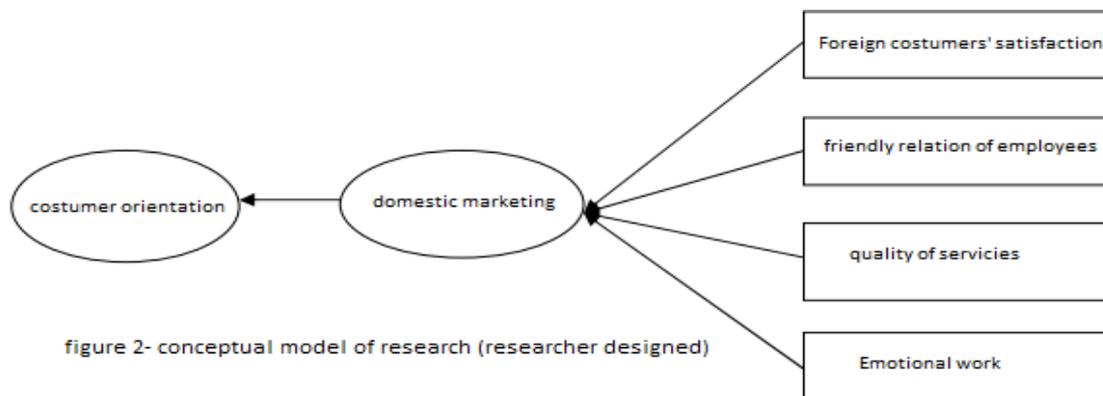
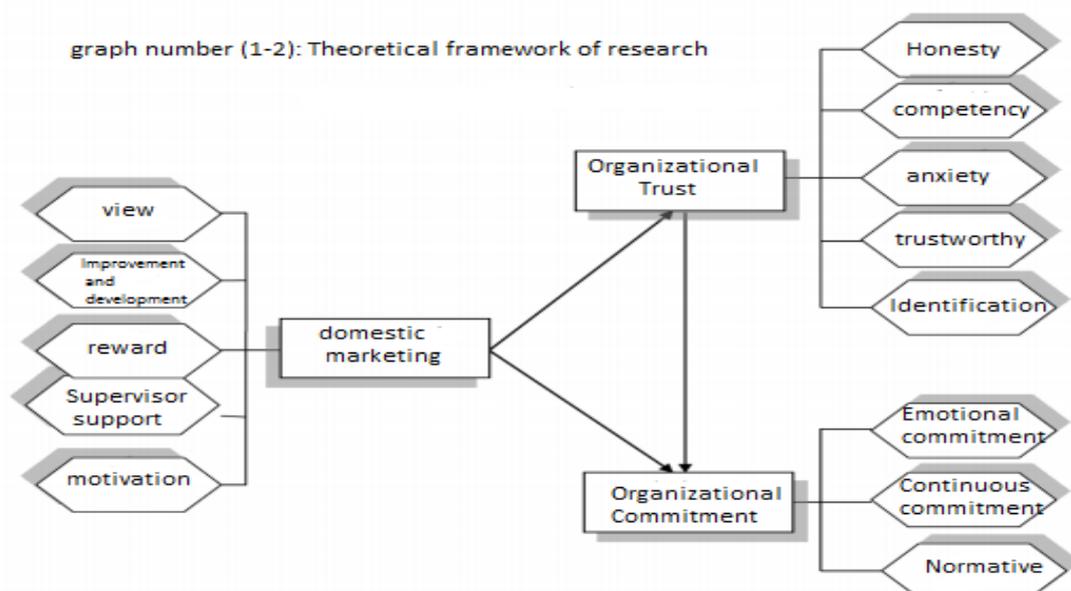
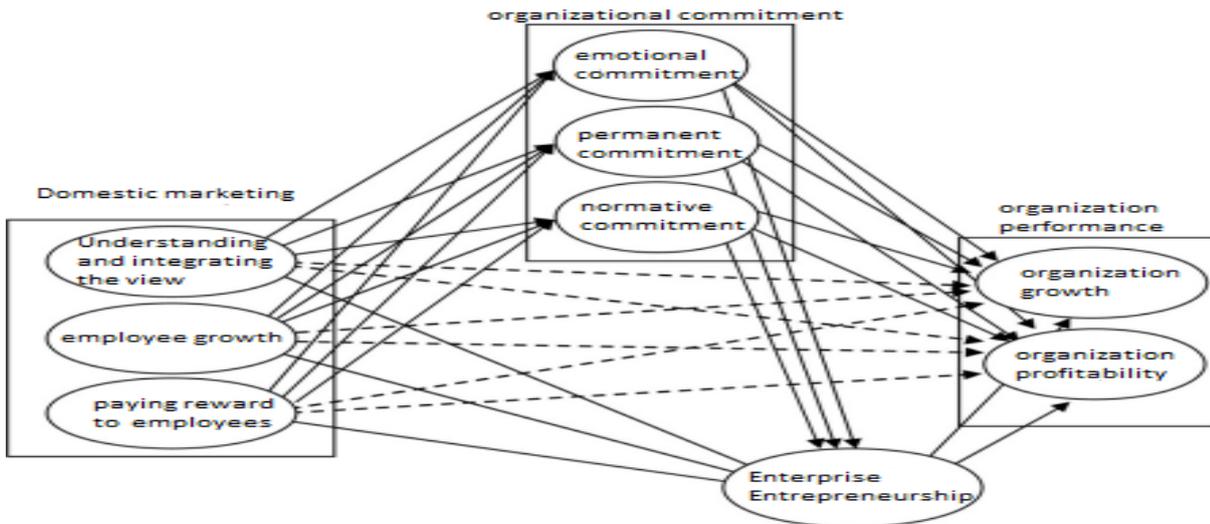


figure 2- conceptual model of research (researcher designed)

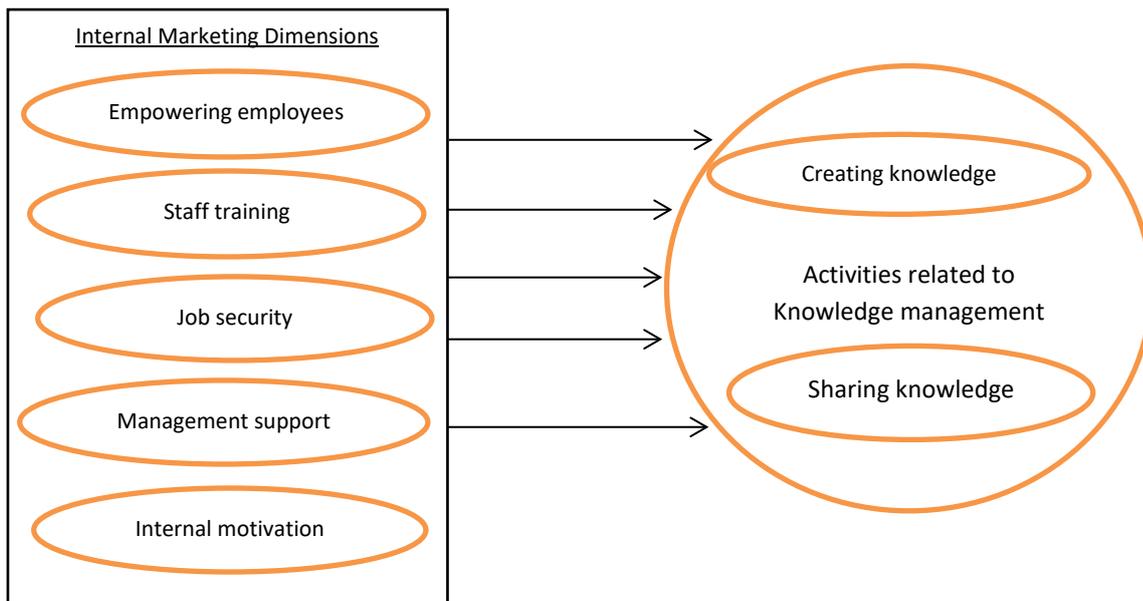
Salimi and others (2013) examined the effect of internal marketing on trust and organizational commitment among the staff of hospitals in Ardabil city. The results of this study indicate that internal marketing has a positive and significant effect on trust. Also, the effect of trust on organizational commitment is positive and significant, but the effect of internal marketing on organizational commitment is through organizational trust.



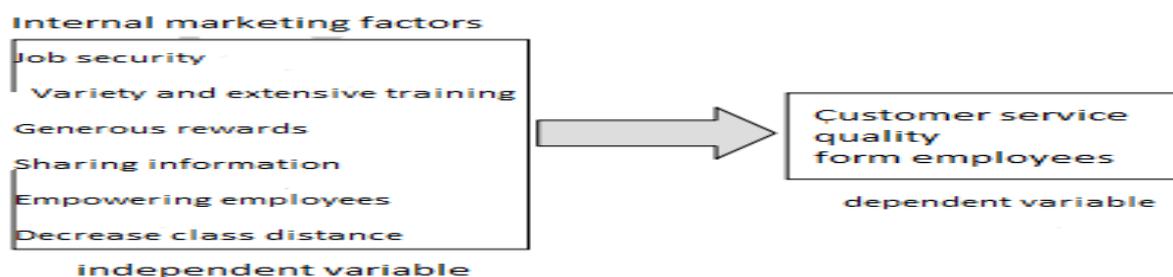
Atefeh Doost and others (1393) examine the role and mechanism of the effect of internal marketing variable on organizational performance through the intermediary variables of organizational commitment and organizational entrepreneurship. The results of the research indicate positive and direct effects, as well as the positive and indirect effects of internal marketing on the performance of the organization. The indirect effect of internal marketing on organizational performance through the intermediary variables of organizational commitment and organizational entrepreneurship is far more than its direct effect. In indirect effect, the share of organizational entrepreneurship on organizational performance is more than the share of organizational commitment.



Sarlak and others (1393) explore the role of internal marketing in facilitating knowledge management efforts. Finally, the results suggest that internal marketing and its effect have a significant impact on the effectiveness of our knowledge management efforts.



From Bensell’s view (2001), the goal of internal marketing is to ensure the satisfaction of the organization’s employees and the development of the quality of products and services in order to achieve the satisfaction of the external customers of the organization, which runs as a process from domestic customers to foreign customers. The studies carried out in this field indicate a positive relationship between the internal customer satisfaction of the organization (employees) and the satisfaction of its foreign customers. Employee satisfaction (domestic customers) has a significant impact on the quality of the products and, as a result, satisfies foreign customers.



Bansal et al. Journal of Quality Management 6 (2001)

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Internal Marketing Elements

Internal marketing elements are shown in Table 1.

Table 1. The elements that make up the internal marketing are shown from the viewpoints of other researchers.

Ingredients Containing Inner Marketing	Researchers
Involvement of employees in development policy, procedures and processes, one-way feedback, training, information distribution, two-way communication, team learning	Ballantyne (2000)
Training, management support and internal communication, massive internal communication and information support, human resources management, mass communication, systems development and technology support, and internal service improvement.	Gronros (2000)
Relationship with employees, Cultural Change	Gomson 1987
Interaction of employees	Lings (1999)
The cost of exchanges between internal customers and domestic suppliers	Pete & Foerman (1999)
Respect, accuracy and speed, useful information, keeping informed, active feedback	Finn et al. (1996)
Development of Employees, rewards, perception and internalization of the organization's vision	Foreman and Money (1995)
Positive attitude towards employees, participation in the recruitment process, formal and in-service training, guidance to achievable individual goals, open environment for communication, mutual feedback, helping to understand the relationship between performance and rewards	Tansuhaj, Randall, and McCullough (1991)
Strategies, tactics and third-party staff	Sa'ad,Ahmed, Rafigh, 2002
Job security, diverse and extended training, generous rewards, information sharing, employee empowerment, reduced staffing gap	Rafigh &Ahmad 2003
Market, communication, response researches of inner	Lings 2004
Job security, widespread education, generous rewards based on performance, information sharing, empowerment of employees, and reduction in discrimination	Chen 2006
Job satisfaction, communication, reward, coherence, job position, employee empowerment, motivation	Koban 2008
Professional capability, support policy, focusing on work and career	Chang 2009
Internal communication, education, motivation, growth	Neiva Ahmad 2012
Communication, employee development, information and communication technology, fairness, empowerment, team work and motivation	Brima 2016
Occupational products, payments, work environment and promotion	Abzari 1388
Organizational culture, education and performance evaluation	Amirkabiri 1390
Payments - Work environment - Employee participation - Management styles	Daley 1391

DISCUSSION AND CONCLUSION

Due to the wide variations in various business areas, the need for organizations to increase the quality of their products and services has increased. Therefore, in this regard, organizations need to develop organizational capabilities for providing high quality products and services. Employees as internal customers of the organization play a key role. Therefore, attracting the development, motivation and promotion of quantitative and qualitative abilities of value creation, continuous improvement of the provision of services to

them, and increasing the quality of work as a product and their participation in the implementation of processes with the help of management, the organization to provide a high level of quality of products and services. Lead organization toward an increase in the level of satisfaction among the external customers. In order to achieve organizational goals through the internal marketing mechanism, organizations need to raise the level of staff quality through increased occupational enrichment, training, rewards, job security, and increased communication and management capabilities of employees.

Considering the above issues, the importance of internal marketing role in profitability of the companies and organizations can be realized. Therefore, it is recommended that organizations change their thinking about employees and instead of attracting new employees seek to build loyal employees who have a strong potential for survival. It should be noted that the other age of "form their suspicion" to be just friend of domestic customers, and they listened to the sound of their secrets inside them. The need for such an approach is to approach them and build continuous and long-term relationships that can put the organization in line with the needs and expectations of the customer and help plan and plan marketing strategies. Therefore, recognizing the dimensions of internal marketing and designing strategies to strengthen its dimensions, It is one of the important requirements that all managers and experts should pay attention to.

In this regard, as presented in the literature section, we have reviewed 12 internal marketing models that ultimately lead to a comprehensive internal marketing model that delivers the appropriate variables to this wider and more streamlined format as a road map. However, in the end, all of them are somewhat different in a series of alternatives that are considered by Bauhaus and their carefulness, that many of the variables that the researchers have given them, which have a lot of similarities, and that their statistical community has changed. Therefore, in this study, it was concluded that by understanding and evaluating these backgrounds, the hypothesis of the model in these models can be considered to be appropriately minimized. By providing a more comprehensive model, which in some way does not only cover the cases described, according to current organizations and their needs, in spite of the fact that there are overlaps in managerial papers and conferences, that in the near future not so many organizations will remain organizations that are learners. And the delegations are condemned to reduce this gap to some extent this model can consider internal marketing as a process in which organizations must fully implement this process and use all their efforts to protect and protect it. Each of the steps in this process should be complementary and, in some way, a foreground for the next stage, from the recruitment and entry of employees to the organization to the provision of organization and organizational strategy, organizational culture and organizational climate, ultimately education and empowerment, and staff until retirement and retirement They have the incentive to implement and develop it.

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