

The Effect of Internal Marketing on Organizational Commitment of Male Employees

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ABSTRACT

Employees are also the customers of company and they have ability to change the future of organization. The purpose of this paper is to examine the effect of internal marketing items on organizational commitment of different categories of male employees in private banks of Faisalabad, Pakistan. A model was made to examine the factors affecting organizational commitment and it was tested empirically using a sample of 109. All the respondents were male employees of different private banks working on different ranks. The questionnaire strategy was used for this research. Descriptive statistics and cross tabulation was run to find the results. The paper found that offering service on the basis of education, giving salaries and fringe benefits on the performance basis, clear advancement path, suitable place of bank, work hours of the branches, equipment of banks (suitable tables, chairs, water coolers, air conditioning, parking), using latest educational tools and methods for training, capable and experienced instructor for training, rapid and synchronized flow of information and convergence between culture and job design all these items of internal marketing have great impact on organizational commitment of male employees. This study is confined to male employees. Microfinance banks, public sector banks and development finance institutions are not under the shadow of this research umbrella. The paper outlines effective internal marketing items for making different categories of male employees committed to bank. A marketing manager or policy maker can follow these outlines in order to make policies for them.

KEYWORDS: Internal marketing, Integrated Marketing, Organizational commitment, Organizational behavior, Internal customer.

1. INTRODUCTION

The marketing is a societal process and from this process individuals and group of individuals can easily get their desired demands by offering, generating and exchanging valued services and products freely with others [1]. Marketing's process is not only needed outside but it also exists internally in an organization, so in that case the market not merely consists of final customer outside the company but also comprises of individuals or group of individuals within the organization [2]. If employees are satisfied then we can achieve satisfied customers [3; 4; 1]. The development of gradually growing service sector has influenced the way of communication with customers [5]. The importance of marketing concept internally or within the firm is always stressed by internal marketing; it focuses majorly on the employee and helps in providing a source of competitive advantage [6]. The most important factor behind the every successful service firm is the satisfaction of firm's internal customer [7]. Banking sector is an example of business where relationship marketing has become very important. Apart from their size, there are only some attributes which differentiate banks from each other [8]. To reach the organizational objectives, internal marketing should equally handle both customers and employees with the assistance of proactive policies [9]. It always has been focused by internal marketing's concept that the first market of company is their own personnel. The need of achieving attitudinal change between staff towards customer focus and service-mindedness would make the organization able to compete more effectively in the external market place and this was the main purpose behind the launch of internal marketing within banks [10]. "IM aligns the individual into a collective unit, performing in concert to the orchestra of strategic coherence and alignment" [11].

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Service organizations can get a lot benefit by retaining their employees and making long-standing relationship combined with organizational commitment with them because profitability of these institutions depends upon efficiency of their employees [12]. Moreover it helps the organization to secure a huge market share and to create a leading position in market as compare to competitor. Practices of human resource management in banks are changing because of intense competitive environment [13]. Increasing organizational commitment of employees is the one among the most important results of internal marketing [14] and one of the most important strategic goal of the organization is to retain skilled and talented labour [15] which maintain customers of bank and persuade them for investing in bank as its necessary for survival of bank in competition [46].

2. LITERATURE REVIEW

Internal marketing (IM) has a very short history and because of this it has developed into three distinct and separate paths. [16] proposed the early approaches of internal marketing. [17] developed that idea by working in area of services marketing because for the service delivery people were considered the most common form to be used at that time; their actions most likely had a great affect on retention, migration and acquisition of customer. The building of different forms of promotion to develop and encourage job satisfaction of employee and internal communication, with an idea that satisfaction of employee would cause satisfaction of customer and it would build the more customer loyalty in turn [17]. The Scandinavian approach towards internal marketing (IM) was introduced by [18]. He, [19] and others used a different track. They argued that the marketing firms use to develop overall equation for product and service delivery and employee was an important part of this equation. Therefore, the firm's key success was the customer facing employee. It was proposed by [18] that each customer facing employee should be given training of doing cross-selling and add-ons as like marketers, along with skills of retaining customer which would led the foundation of successful customer relationship building. The organization's balance should be designed efficiently in order to support these customer facing employees by focusing on what they need at "back end". The company should develop a marketing program for internal market which should be similar to that of its external marketing having goal to stimulate customer oriented behavior and service awareness. According to [20], internal marketing (IM) should consists of human resource management principles, theories and technologies. [21] believe that to provide better services the internal marketing (IM) includes efforts of encouraging and training of employees within organization. Rafiq and Ahmed (1993) the two academics in UK developed essentially hybrid approach to internal marketing in 1990s. They develop another form of internal marketing (IM) by picking the best approaches of [17], [18] and adding some conceptual thinking in it. In their approach they proposed that organization have resistance to change and there are many inter-functional conflicts between employees, departments and management so because of these reasons internal marketing (IM) is difficult to implement. Employees make several changes in their behavior and methodology of [22] was to overcome organizational inertia by identifying these specific behavior changes. When these behavioral changes are identified they are related to different groups and departments internally within an organization which would present the foundation of cross-functional integration expansion with the organization. For the practicing manager still internal marketing (IM) is the most difficult task even there are many well researched, well developed and well defined streams of thoughts [23]. Internal marketing was disappeared in era of 1990s as those were the go-go days of internet bubble but it used to be a hot topic in 1980s [24]. It clearly shows the recognition of professionals and also scholars that the growing commoditization of services and products, where differentiators are non-existent, the one and only solution for organization for developing long term sustainable advantage is to build long lasting customer relationships with the brand and organization [25]. Additionally this view was strengthened by continuous failure of technology driven (techno-driven) CRM approaches [26].

According to [2] the concept of internal marketing can be addressed by several activities and many competing definitions. In order to identify that which claim is true, the set of criteria is required which can help in accessing each and every definition. The deep analysis of literature enables [27] to identify the major elements of internal marketing. These elements are:

- 1) Employee motivation and employee satisfaction.
- 2) Customer orientation and customer satisfaction
- 3) Inter-functional coordination and integration.
- 4) Marketing like approach to the above.
- 5) Implementation of specific functional and corporate strategies.

After studying these five elements [27] defined internal marketing as "a planned effort using marketing-like-approach to overcome organizational resistance to change and to align, motivate and inter-functionally coordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through a process of creating motivated and customer orientated employees".

Motivation can be defined as a set of processes that are used to move a person towards a goal [28]. To motivate employees in a marketing oriented organization two things are required, one is performance criteria and the other is demonstration of management behavior that is consistent with internal marketing and marketing orientation [29; 30]. [29] says that 'those who are responsible for the implementation of internal marketing program' should must propose 'an appropriate structure for rewards' and high levels of 'internal customer's orientation' would be demonstrated by being in place before employees. Hierarchy of need divided needs into five different levels and these can be best seen in the form of hierarchy having the most sophisticated need at last and most basic need at first [31]. Organizational behavior is the branch of study which is dedicated to explain, recognize and ultimately develop people's attitudes and behaviors within organization. It is based on applied practice and scientific knowledge [32]. "Today, when we describe organizations as systems, we mean open systems. An organization takes inputs (resources) from the environment and transforms or processes these resources into outputs that are distributed in the environment" [33]. The commitment of employees and/or their loyalty towards firm can be said as organizational commitment if they feel that staying with bank and working there in future as their obligation [34]. [35] made a structure having three dimensional components by focusing on the similarities and differences existing in "organizational uni-dimensional concepts". Their discussion was generally on organizational commitment that it combines together the individual and organization and decreases the turnover [36]. They differentiated commitment in three types: 1) Affective commitment: In a particular organization the organizational commitment includes the potency or ability of individual and recognition involvement. Here it is seen that emotions of employee are attached with organization and he become committed to pursue organizational goals; such type of commitment is known as affective commitment [37]. The organizational commitment has one more dimension which is named as continuance commitment and according to this, employees are less efficient but extra calculative having more focus on cost (Security & pension) [38]. Now a day an individual who wants to study in an organization has eye only on pension [39]. 2) Continuance commitment: Continuance commitment is related to staying in an organization for the sake of expenses of leave or compensation. Such type of commitment is occurred when an employee thinks that he or she is not having ability to compete in market or in area of interest. Employees like this have a feeling that they are dependent on organization. These are two infrastructure of this type of commitment. One infrastructure is based on extent of person's willingness towards leave and other infrastructure differentiates available positions in the organizations leave and expenses [40]. 3) Normative commitment: This type of commitment shows that employees feel their responsibility or objective to stay in an organization and its in their mind that staying there is a correct option [41].

Over the period of 61 years since independence, the banking sector of Pakistan has observed many drastic changes. Initially this sector suffered severe shortage of resources and uncertainty because of prevailing socioeconomic and political conditions. Poor quality of services and products was result of lacking trained human resource and professionals [42].

Pakistani Banking industry is facing many problems and these problems are affecting the loyalty of employees and loyalty of customers. Today the retention of employees and their satisfaction is critical to conduct business in highly competitive market place and banks are also facing this. Thus the commercial banks started to focus more on management strategies which promote job satisfaction and thus retention of employee [43]. The Pakistan's financial system is under the influence of politics so the appointment of managers and lending decisions are made politically [44]. According to [42], the nationalized banks have loosend their performance as employees are protected by government and as a result they provide poor services and inferior products and the study of [45] clearly showed that there is no relationship between employee satisfaction and performance of bank. They found that bank's market value, bank's performance and bank's profitability have no link with the employee's satisfaction as their major concern is with their job.

3. RESEARCH METHODOLOGY

In this research the organizational commitment of employees in banks is dependent variable and items of each dimension of internal marketing are independent variables. The items of job satisfaction are suitable place of bank, work hours of bank, up to date services, lower bureaucracy in operations delivery and equipments of banks. The items of motivation are job security, suitable insurance facilities, receiving salaries and fringe benefits based on employees' performance, friendly environment among employees, view of managers to employees as the main asset of bank, clear advancement path and welfare facilities for employee's family. The items of training include coordination between training and need of employees, usage of latest educational tools and methods, continuous and dynamic training and appropriate time for training. The items of inter-functional coordination and integration are utilization of different tastes and talents in same direction, coordination between different levels and branches, rapid and synchronized flow of information and convergence between culture and job design. Understanding and

differentiation consists of items include suitable design of services based on desires of employees, offering service to employees based on their age, offering service to employees based on their education, adoption between skills and abilities of employee to job, ability of creating and retaining close relationship with employees and distributing employees in team works. The current study is based on descriptive research and probability sampling technique was used in it. The data was gathered through questionnaire and the statistical population of this research comprises only male employees from private banks in district Faisalabad, Pakistan because banks have more male employees.

3.1. Main objective:

The objective of this study is to highlight that how bank managers, marketing managers or policy makers can make policies for different categories of male employees by keeping in mind that which item of internal marketing can increase organizational commitment in them. This research will also show the familiarity of employees with the concept of organizational commitment and internal marketing. Moreover, it would show that to what extent organizational commitment in public sector banks is different from private banks.

3.2. Research Question:

This study is based on following research question:

RQ: How much there is effect of different items of each dimension of internal marketing on the organizational commitment of different categories of male employees working in private banks of Faisalabad, Pakistan?

3.3. Sample Size

The data was gathered from 393 branches of private banks. The number of branches was limited to 393 because there are only 393 branches of different private banks in district Faisalabad. The frequency distribution has been shown separately in table 3.1. In order to deal with limited sample size we used the formula of (Cochran, 2007) which is given below:

$$n = \frac{N \cdot z^2 \cdot p (1 - p)}{N - 1 \cdot D^2 + z^2 \cdot p (1 - p)}$$

D^2 = Approximation in estimation of population which is equal to 0.05^2

p = probability of presence of a characteristic

$(1-p)$ = probability of absence of a characteristic

In above mentioned formula “n” refers to sample size, “Z” refers to standard normal variable value which is equal to 1.96 in 95% certainty level and “N” shows the population size. We calculated that our sample size would be 109 after putting the values in above mentioned formula, so the findings of study were based on 109 questionnaires which were returned by respondents of different branches of 18 private banks.

Table 1: Frequency distribution of branches

Bank's Name	Number of branches in Faisalabad City
Habib Bank Limited	110
Allied Bank Limited	41
Mezan Bank	26
United Bank limited	81
Standard Chartered Bank	5
Soneri Bank	4
JS Bank	5
Faysal Bank	10
Askari Bank	10
Bank Al Falah	20
Summit Bank	5
NIB	1
Samba Bank	1
Al-Baraka Bank	3
KASB Bank	1
Muslim Commercial Bank	48
Bank Al Habib	18
Dubai Islamic Bank	4
Total	393

The table 1 is representing the distribution of 109 relative to the total number of branches of each bank branches in entire statistical population. The number of branches of each bank out of the whole statistical population was considered in the same ratio.

Table 2: Sample size and frequency distribution

Random sample size	Total number of branches in Faisalabad District	Bank's Name
31	110	Habib Bank Limited
11	41	Allied Bank Limited
8	26	Mezan Bank
23	81	United Bank limited
1	5	Standard Charted Bank
1	4	Soneri Bank
1	5	JS Bank
3	10	Faysal Bank
3	10	Askari Bank
6	20	Bank Al Falah
1	5	Summit Bank
0	1	NIB
0	1	Samba Bank
1	3	Al-Baraka Bank
0	1	KASB Bank
13	48	Muslim Commercial Bank
5	18	Bank Al Habib
1	4	Dubai Islamic Bank
109	393	Total

Table 2 shows the frequency distribution of branches and sample size. Total 18 banks were taken under research and table clearly explained that how much respondents were from each bank.

The reliability of data was checked by using Cronbach's coefficient alpha and its value was 0.823 which clearly depicts that our questionnaire is acceptable. In this research many different statistical methods have been used such as percentage and frequency distribution tables. The SPSS software has been used in order to analyze data and by using the software cross tabulation has done, which helped in comparing and examining the data collected from questionnaire.

4. Data Analysis and research findings:

4.1. General information about respondents:

a) Gender:

Table 3: General information about gender of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	100	100	100	100
				100.0
Total	109	100.0	100.0	

Table 3 represents the population on the base of gender. It shows that our whole sample is male.

b) Educational level:

Table 4: General information about education level of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Bachelor	35	32.1	32.1	32.1
Master	74	67.9	67.9	100.0
Total	109	100.0	100.0	

The respondents have been classified on the basis of their educational level including, diploma, technician, Bachelor, Masters and PHD. According to table 4 for a population of 109 male employees, 35 male employees (32.1 %) have Bachelor and 74 male employees (67.9 %) have Master degree.

c) Experience:

Table 5: General information about experience of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	48	44.0	44.0	44.0
	5 to 10 years	41	37.6	37.6	81.7
	11-15 years	18	16.5	16.5	98.2
	16-20 years	2	1.8	1.8	100.0
	Total	109	100.0	100.0	

Respondents were classified into 5 groups on the basis of their employment record, including less than 5 years, 5 to 10 years, 11 to 15 years, 16 to 20 years and more than 20 years. Table 5 represents the resultant data. According to table 4.3 for the population of 109 male employees, 48 male employees (44 %) have less than 5 years, 41 (37.6 %) male employees have 5 to 10 years, 18 (16.5 %) male employees have 11 to 15 years and 2 male employees fall into the category of 16-20 years experience.

d) Extent of familiarity with concept of Organizational commitment:

Table 6: Extent of familiarity with concept of Organizational commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very much	34	31.2	31.2	31.2
	Much	63	57.8	57.8	89.0
	So-so	10	9.2	9.2	98.2
	Low	2	1.8	1.8	100.0
	Total	109	100.0	100.0	

The extent of familiarity of respondents with organizational commitment concept has been classified as very much, much, so-so, low, very low. According to table 6 the extent of familiarity with organizational commitment in the population of 109 employees, 34 employees (31.2 %) is very much, 63 employees (57.8 %) is much, 10 employees (9.2 %) so-so and 2 employees (1.8 %) is low.

e) Extent of familiarity with concept of internal marketing:

Table 7: Extent of familiarity with concept of internal marketing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very much	28	25.7	25.7	25.7
	Much	54	49.5	49.5	75.2
	So-so	24	22.0	22.0	97.2
	Low	3	2.8	2.8	100.0
	Total	109	100.0	100.0	

The extent of familiarity of respondents with internal marketing concept has been classified as very much, much, so-so, low, very low. According to table 7 the extent of familiarity with organizational commitment in the population of 109 employees, 28 employees (25.7 %) is very much, 54 employees (49.5 %) is much, 24 employees (22 %) so-so and 3 employees (2.8 %) is low.

f) Organization commitment of employees among private banks and compared to public sector banks:

Table 8: Difference between organizational commitment of private and public sector banks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very much	45	41.3	41.3	41.3
	Much	48	44.0	44.0	85.3
	So-so	12	11.0	11.0	96.3
	Low	3	2.8	2.8	99.1
	Very low	1	.9	.9	100.0
	Total	109	100.0	100.0	

The respondents were asked to answer this question:

To what extent the organizational commitment of the employees among public sector banks of Faisalabad is different in comparison with competitors (private banks)? According to table 8 for the population of 109 employees, 45 employees (41.3 %) believe very much, 48 employees (44 %) believe much, 12 employees (11 %) believe so-so, 3 employees (2.8 %) believe low and 1 employee (0.9 %) believe very low.

4.2. Managerial Implications:

4.2.1. Male employees:

While making policy for male employees the bank manager should focus on offering service on the basis of education, giving salaries and fringe benefits on the performance basis, clear advancement path, suitable place of bank, work hours of the branches, equipment of banks (suitable tables, chairs, water coolers, air conditioning, parking), using latest educational tools and methods for training, capable and experienced instructor for training, rapid and synchronized flow of information and convergence between culture and job design. These things should be strongly focused by manager as they are effective for male employees.

4.2.2. Male employees with experience of less than 5 years:

Bank manager should focus on offering service to employees on the basis of education, providing suitable insurance facilities, friendly environment among employees, viewing employees as the main asset of bank, suitable place of bank, work hours of the branches, job security, lower bureaucracy in operations delivery, equipments of banks (suitable tables, chairs, water coolers, air conditioning, parking), convergence between culture and job design and rapid and synchronized flow of information, while making internal marketing strategy for male employees having less than 5 years of experience.

4.2.3. Male employees from 5 to 10 years of experience:

While making policy for male employees having experience from 5 to 10 years the bank manager should focus on offering services on the basis of education, offering service to employees on the basis of age, job security, providing salaries and fringe benefits on the basis of performance, clear advancement path, suitable place of bank, work hours of branches, continuous and dynamic training and rapid and synchronized flow of information.

4.2.4. Male employees from 11 to 15 years of experience:

Bank manager should focus on offering service to employees on the basis of education, job security, providing salaries and fringe benefits based on employee's performance, welfare facilities for employee's family, suitable place of bank, work hours of the branches, usage of latest educational tools and methods for training, continuous and dynamic training and convergence between culture and job design, while making internal marketing strategy for male employees having experience from 11 to 15 years.

4.2.5. Male employees having 16 to 20 years of experience:

Male employees having experience of 16 to 20 years can be committed to organization by internal marketing if manager will focus on offering service to employees on the basis of education, job security and coordination between training and need of employees while making policy.

4.2.6. Male employees having bachelor degree:

Male employees having bachelor degree can be committed to organization by internal marketing if manager will focus on offering service to employees based on their education, job security, giving salaries and fringe benefits on the basis of performance, viewing employees as the main asset of bank, clear advancement path and work hours of the branches.

4.2.7. Male employees having Master degree:

Male employees having Master degree can be committed to organization by internal marketing if manager will focus on offering service to employees based on their education, job security, suitable insurance facilities, giving salaries and fringe benefits on the basis of performance, welfare facilities for employee's family, suitable place of bank, work hours of the branches, equipments of banks (suitable tables, chairs, water coolers, air conditioning, parking), usage of latest educational tools and methods for training and rapid and synchronized flow of information.

4.2.8. Bachelor degree holder male employees having less than 5 years of experience:

It's a difficult task to retain employees having less experience. So by focusing on some effective items of internal marketing, the manager can retain these employees and make them committed to organization. These items include friendly environment among employees, job security, viewing employees as the main asset of bank and work hours of the branches.

4.2.9. Master degree holder male employees having less than 5 years of experience:

Employees having master degree and less than 5 years of experience can be committed to organization if manager will deeply focus on internal marketing items as like offering service to employees based on their education, job

security, work hours of the branches, equipments of banks (suitable tables, chairs, water coolers, air conditioning, parking), rapid and synchronized flow of information and convergence between culture and job design.

4.2.10. Bachelor degree holder male employees having 5 to 10 years of experience:

Manager should focus on offering service to employees based on their education, job security, clear advancement path and work hours of the branches while making internal marketing policy for male employees having bachelor degree and experience of 5 to 10 years because these items have very much effect on organization commitment.

4.2.11. Master degree holder male employees having 5 to 10 years of experience:

Male employees having bachelor degree and experience of 5 to 10 years can be committed to organization by internal marketing if manager will focus offering service to employees based on their education, job security, providing salaries and fringe benefits on employee's performance, suitable place of bank, work hours of the branches, continuous and dynamic training and rapid and synchronized flow of information.

4.2.12. Bachelor degree holder male employees having 11 to 15 years of experience:

Job security and work hours of the branches are effective items of internal marketing which can strongly effect the organization commitment of male employees having bachelor degree and 11 to 15 years of experience so the manager should make policy by focusing these two factors.

4.2.13. Master degree holder male employees having 11 to 15 years of experience:

Male employees having master degree and 11 to 15 years of experience can be made committed to bank if manager will focus on internal marketing items as like offering service to employees based on their education, providing salaries and fringe benefits on their performance, welfare facilities for employee's family, suitable place of bank, work hours of the branches, usage of latest educational tools and methods for training, continuous and dynamic training and convergence between culture and job design.

4.2.14. Bachelor degree holder male employees having 16 to 20 years of experience:

While setting policy for bachelor degree holder male employees having 16 to 20 years of experience, the manager should focus on effective items of internal marketing which have great impact on organizational commitment. These items include suitable design of services based on desire of employees, offering service to employees based on education, ability of creating and retaining close relationship with employees, job security, viewing employees as the main asset of bank, clear advancement path, coordination between training and needs of employees and coordination between different levels and branches.

5. CONCLUSION

Table (3) indicates that 100% percent of employees in our sample are male; this means that there is majority of male employees among private banks in Faisalabad, Pakistan. Also table (4) indicates that 67.9 % of male employees in our sample have master's degree. This means that most of male employees have higher education. According to table (5), 44.0 % of male employees have less than 5 years of experience and 37.6 % of male employees have 5 to 10 years experience in other words the experience level of male employees among private banks in Faisalabad is not much high. Moreover, it was found that majority of employees in our sample have much familiarity with concept of organizational commitment process and internal marketing concept and it can be considered as a good sign for the growth of banking sector. Analysis of data in table (8) indicated that 44 % of employees have believe that there is much and 41.3 % believe that there is very much difference between extent of organizational commitment of private banks in comparison with public sector banks. This means that difference is from much to very much. Every category of male employees require different items of internal marketing for being committed to organization and marketing manager or policy maker can make policy accordingly.

6. Future Recommendations:

Our research was based on only male employees of private banks in Faisalabad but further research can be conducted on public sector banks within Faisalabad or any other city of Pakistan. This research can also be conducted in the perspective of other different countries.

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