

## **A Systematic Review: Internal Marketing Strategy in Employee Development to Organizational Performance**

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### **Abstract**

*Studies on internal marketing have been widely researched, and the results have contributed to management to be used as an alternative that can be used in employee development. Judging from the development, this study still has exciting opportunities for researchers to continue to explore study materials by bringing up new dimensions, expanding new variables in study materials that can later be used in bridging the achievement of the development and implementation of internal marketing programs to improve employee performance and organizational performance.*

**Keywords:** *Internal Marketing, Organizational Performance, Competitive Advantage, Employee Development.*

### **INTRODUCTION**

Internal marketing, first presented by Sasser & Arbeit (1976), which explains about the first market of service companies is employees, labor is the most important productive resource. In the service access system, human resources are vital personnel, their behavior will affect the success of the company (Gronroos, 1978). This concept was later refined by Leonard L. Berry (1981) in "The employee as customer", He argued that employees should be seen as internal customers and internal marketing was necessary to utilize his skills and abilities to serve customers (Johnston, 1989). Internal marketing is an attractive strategy in retaining employees and becoming a tool for marketing activities (Kaurav, 2015). The subsequent development of environmental changes, technological developments, unlimited human mobilization also contribute to changes in internal marketing concepts, and currently there are 13 definitions that have been submitted (Rundle-Thiele 2015). Comprehensively, internal marketing can be understood as an organization's effort to develop employees in order to achieve better service quality performance to consumers.

Human resources are very complex assets. In its management, it cannot be done using one model statically. It takes a creative and innovative method that is right in responding to every change that occurs quickly. Treatment using strategic issues must be given in order to obtain quality employee performance. The development of human resource competencies, in parallel with the strategic development of the company, becomes very important (Potemkin & Rasskazova, 2020). Internal marketing is an alternative construct that can be used in increasing innovation both at the individual and organizational level that can lead to creative ideas of employees. Internal marketing pays greater attention to

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employees to satisfy, empower, motivate, train, and develop employees (Imani et al., 2020).

The study of internal marketing (IM) has undergone many developments. Until now there has not been a study that produces a patent formula in the development of programs carried out. Work is demanded by changing environments so that IM programs develop dynamically and lead to results that are still very diverse. The initial construct of internal marketing was first proposed in the form of; vision, appreciation and development (Foreman & Money, 1995), which then developed the internal marketing dimension into; training, management support, internal communication, personnel management and involvement in external communication (Conduit & Mavondo, 2001). The analysis describes 11 important dimensions of internal marketing, namely senior leadership and vision, coordination between functions, internal communication, organizational structure and change, staffing, training and development, incentive systems, physical environment, rewards and strategic empowerment (Kaur & Sharma, 2015). This study continues to evolve by modifying existing dimensions and constructs to develop new dimensions according to the demands of the work due to environmental changes. This study analyzes internal marketing strategies for developing employees for better employee performance in the organization/company. The analysis results are focused on A thorough review of IM literature through 2023, analyzing how IM strategy has a role in employee development to drive employee performance and reviewing the development of IM theory in future studies.

## **METHOD**

The literature search in this study was carried out using the help of software in the literature search "Publish or Perish 8" with the search for articles published in Scopus Q4 to Q1. The literature is collected to understand internal marketing research in general. Article search is carried out in several stages because once searched, and this software can only contain 200 articles. In the year of publication, 1981-2011 found 196 papers and in 2012-2019 found 183 papers and in 2020-August 2023 found 94 papers, the total articles from 1981-August 2023 were 472. These papers are all papers on Scopus in the form of articles, conferences, and book chapters.

The following search was carried out again according to the focus of the study using the keywords "internal marketing" AND "organizational performance" written in the title words using 6 articles. The expansion of search continued with the use of the keywords "internal marketing" AND "competitive advantage." This was done because competitive advantage also showed the results of achieving organizational performance and the results of 7 articles. Then continued again by using the keywords "internal marketing" AND "business performance" and found 5 articles. The results are combined in MS Excel and then selected based on the criteria: 1). Internal marketing in organizational performance, business performance, and competitive advantage 2). In the form of research studies 3). It is an article published in Scopus. The number that met the criteria amounted to 17 articles. To add literature, researchers tried to add a search on Google Scholar and were selected according to the criteria and set as many as 4 articles. These 21 articles in the analysis are related to implementing internal marketing strategies to achieve organizational performance, where organizational performance is seen in business and organizational performance.

## RESULTS

### Internal Marketing Study Overview

Since it was first published in 1976 – 2021, this research has undergone approximately 45 years. From Scopus data, there are approximately 472 papers published, this data is shown in graph 1.

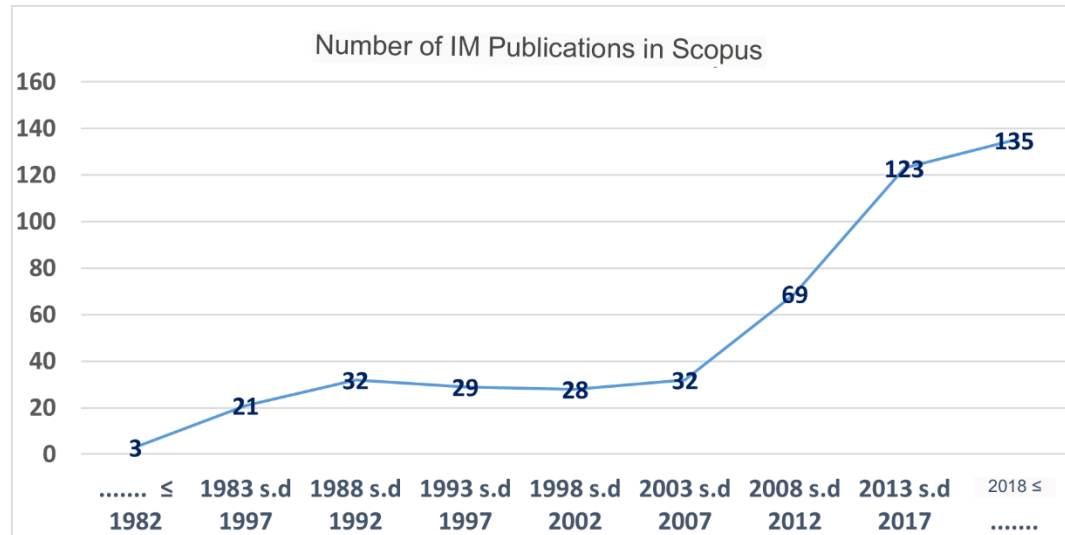


Figure 1. Internal Marketing Research 1980 – August 2023

Source: Data processed

Judging from the graph, this science is still in its growth so it still opens up opportunities for exploration in future researches. While the scope of research includes Marketing, Human Resources, Organizational Strategy, and Finance.

### Field of Internal Marketing Studies

Internal marketing deals with all functions in the organization both in services within the organization, human resources and marketing that can provide a basis for new perspectives in dealing with opportunities and challenges faced (Collins & Payne, 1991). Table 1 shows the areas of study in Internal Marketing research.

Table 1. Material for the impact of implementing Internal Marketing

Marketing	Organizational	Manusis Resources
1	2	3
Competitiveness	Organizational Learning	Commitment
Customer relationships	Organizational Inovation	Satisfaction
Quality Service	Organizational Commitment	Organizational behavior citizenship
Brand	Performance	Performance
Innovation	Behavior	Behavior
Customer Satisfaction	Service	Service
Entrepreneurial	Organizational Support	Knowledge Sharing
Business Performance	Organizational Culture	Engagment
Customer Behavior	Corporate Image	Culture

1	2	3
Customer Orientation Marketing Development	Organizational Outcome Corporate Reputation Stretgic Management	Recruitment Employee Attitude Loyalty Turn Over Intention Motivation Effectiveness
Internal Branding Loyalty Customer Motivation Distribution Service		

Source: Data processed

In the early days until around 2000, the discussion of internal marketing still focused on developing concepts. After that year the study is developed on research by developing internal marketing constructs on testing in the fields of marketing, organizational strategy and human resources.

#### Internal Marketing in Employee Development

Employee development is an ongoing process carried out by the company continuously to improve the ability of its employees to deal with environmental changes. Continuous employee development provides an initial map of the factors and processes involved (Garofano & Salas, 2005). This process must be carried out if the company to target the company's life cycle can grow in the long term. A good company is a company that is able to survive to grow in the long term. Many cases occur around us of fast-growing companies but suddenly disappear without a trace.

The business environment changes very dynamically both due to consumers, competitors, people's behavior, technology and others. Environmental changes have an impact on the organization and therefore the organization must be able to adapt to every form of change that occurs, maintain or increase its effectiveness (Damanpour & Gopalakrishnan, 1998). Driven by developments in information technology, borderless markets, changing economic and political structures, and higher customer expectations, companies must be able to redefine the basic logic of business and its processes (Baldwin et al., 1998). In carrying out change management, not being able to make updates frontally will actually take a long time in adjustment and high costs. Employees must be recruited, selected, oriented and trained to occupy one vacant position and the estimated organizational costs incurred for it are about 11/2 times the salary of each hire (Merchant, 1992). This is what management must consider in developing its employees so that they are expected to be able to face every form of change that occurs in the business environment. Organizations play a role in determining employee motivation to engage in developmental behaviors in employees (Garofano & Salas, 2005).

Employee development is important and complex for management. The success of proper employee development will have a direct impact on employees which will ultimately improve organizational performance. There is much support for the belief that employee development programs contribute positively to organizational performance (Jacobs & Washington, 2003). Management's dynamic ability in employee development will have a positive impact on company performance (H. Chen et al., 2019). Organizations can better manage human resources by leveraging the various ways in which employees proactively develop themselves as a strategic supplement to formal training and development practices (A. Dachner et al., 2019).

Studies have been conducted in the formulation of employee development constructs that can affect employee performance including; coaching, training and development, empowerment, participation, delegation (Hameed, Abdul, 2011). Developing the

framework of Noe et al. (1997) employee development methods fall into four categories: formal courses or programs, assessment, professional relationships, and workplace experience it is used to describe how contemporary development methods embody proactive, updated work contexts, and new thinking about human resource assessment (A. M. Dachner et al., 2021).

Organizations through management play an important role in the development of employees who are able to keep pace with environmental changes that occur. Designing employee development in organizations is a considerable challenge for managers and HR specialists. Although several types and methods of development are available, choosing one that may prove successful in a particular case is not an easy thing (Sitko-Lutek & Jakubiak, 2020). The success of management in developing development programs is decisive on the achievement of employee performance which will ultimately have an impact on organizational performance.

#### Internal Marketing Dimensions in Employee Development

The scope of marketing has traditionally been limited to exchanges between organizations and their customers. Today this scope has been expanded to the extent that marketing principles can be applied to a number of other key markets, including internal markets within companies (Collins & Payne, 1991). Just like in external marketing, internal marketing also involves marketers and consumers. Internal marketers are organizations or departments within it whereas customers are all employees; or specific groups, functions, or departments within the organization.

Employee capacity building through empowerment is an important aspect of employee development, employees must be trained to understand the practices required in carrying out their duties well in achieving organizational goals (Mansour, 2020). Employee development will have an impact on their abilities, skills and abilities are needed in them to provide the right service (Saeedinejad, 2016). In retaining employees there needs to be greater emphasis on employee involvement in strategic development plans (Črnjar et al., 2020). Internal marketing in employee development, since it first appeared until now has experienced many changes and developments in dimensions and constructs. Various internal marketing tests, can be seen as follows:

1. IM uses the 4P marketing mix in external marketing (Jones, 1986):

External Marketing	Internal Marketing
Product	
Product-mix	Types of job
Product-line	Staffing levels
Product-attributes	Personnell/job specifications
Branding	In-housetraining
Packaging	Appearance/dress of staff
Place	
Channel	Layout and work flow
Point-of-sale	Social skills training
Promotion	
Advertising	In-house magazines/videos
Sales promotion	In-house competitions
Publicity	Notice boards
Personal selling	Role modelling/culture

#### Price

Competitor reaction	Other employers' ratesof pay
Discount policy	Bonus/overtime policy

2. The dimensions of IM originally consisted of; vision, appreciation and development (Foreman & Money, 1995)

3. Develop in five dimensions of IM; training, management support, internal communication, personnel management and involvement in external communication (Conduit & Mavondo, 2001).
4. In manufacturing and service companies, IM structures are identified into four dimensions; strategic rewards, internal communication, training and development and senior leadership (Ahmed & Rafiq, 2003).
5. In the retail industry, identifying IM uses structure; informal information generation, formal face-to-face information generation, formal written information generation, information dissemination and responsiveness (Lings & Greenley, 2005).
6. The analysis revealed 11 important dimensions of internal marketing, namely senior leadership and vision, inter-functional coordination, internal communication, organizational structure and change, staffing, training and development, incentive systems, physical environment, rewards and strategic empowerment (Kaur & Sharma, 2015).

#### Internal Marketing in Achieving Organizational Performance

Employee development is an important program to be a concern for management. In carrying out their work, employees always need refreshment to avoid boredom and work stress. Employees need motivation to develop themselves to the maximum. Employees need recognition in carrying out their work. Employees need strength and resilience in facing every change that occurs. From here occurs an exchange or transaction of what the employees of the organization want to have the ability to realize what is desired. The organization as a marketer offers what employees want and to get what employees want to use the services they have to realize what is the organization's goal. Strategic human resource management and internal marketing have a positive impact on company performance (Yiliang et al., 2021). Management must be able to offer its best programs to employees as its internal market so that organizational goals can be achieved.

Management programs in developing employees so that employees bring out their best results in realizing what is the goal of the organization, one of the studies is internal marketing in achieving organizational performance. Internal customers represent an organization's superior performance against external customers (Kanibir & Nart, 2012). Organizational performance studies in this study are related to; Organizational Performance, business performance, organizational effectiveness and competitive advantage, and table 2 describes internal marketing studies on organizational performance.

Tabel 2. Internal Marketing terhadap Organizational Performance

No	Author	Title	Journal
1	W.A. Gwinji 2020	An application of internal marketing for sustainable competitive advantage in johannesburg construction firms	African Journal of Business and Economic Research (Q4)
2	M. Yeum 2020	The effect of internal marketing on competitive advantage as organizational coaching – the mediating effect of service innovation	Journal of System and Management Sciences (Q3)
3	A. Safari 2017	Studying the impact of internal marketing on achieving competitive advantage: The role of employee happiness and perceived service quality	International Journal of Business Excellence (Q3)

4	Mohsin Ullah. Dr. Hafiz Mushtaq Ahmad	The Impact of Internal Marketing on the Organizational Performance through Organizational culture Mediation	Abasyn Journal of Social Sciences (google Sholar)
	2017		
5	Z.S. Wang	A study on the correlations among internal marketing, organizational member interaction, and organizational performance of an organization	Filomat (Q2)
	2016		
6	E.B. Kanyurh	Internal marketing, employee job satisfaction, and perceived organizational performance in microfinance institutions : empirical study from South Kivu (DRC)	International Journal of Bank Marketing (Q1)
	2016		
7	Chen, J.-H., & Wu, S.-I	The impact of customer relationship management and internal marketing on business performance: a comparison of lodging industries	Total Quality Management & Business Excellence (Q1)
	2016		
8	J. Yang	Effect of internal marketing on knowledge sharing and organisational effectiveness in the hotel industry	Total Quality Management and Business Excellence (Q1)
	2015		
9	W. Wu	The relationships among internal marketing, job satisfaction, relationship marketing, customer orientation, and organizational performance: An empirical study of TFT-LCD companies in Taiwan	Human Factors and Ergonomics In Manufacturing (Q2)
	2013		
10	Theodoridis, P. K., & Panigyrakis, G. G	Internal Marketing, Market Orientation and Organisational Performance: The Mythological Triangle in a Retail Context	European Retail Research (google Sholar)
	2011		
11	Y.M. Shiu	Internal marketing, organisational culture, job satisfaction, and organisational performance in non-life insurance	Service Industries Journal (Q1)
	2010		
12	George G. Panigyrakis	Internal marketing impact on business performance	International Journal of Retail & Distribution Management (Q1)
	2009		

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The internal marketing constructs used in efforts to improve organizational performance from the studies conducted, seen in table 3, are:

Table 3. Internal Marketing Construct on Organizational Performance

Internal Marketing to Performance organization and Business performance	Internal Marketing to Organizational Performance
Internal communication	Communication
Employee Training	Employee empowerment
Employee Empowerment	Employee training and Development
Employee Reward	Country
Recruitment Process	Comunication
Vision	Empowerment
Education and training	Inter-functional coordination
Employee Development	Internal communication
External activities	Internal Product
Feedback	Organisational commitment
Formal Interaction	Reward
Internal Customer Orientation	Workplace
Internal procedures and policie	
Support Management	
Personal Administration	
Personnel management	
Reward Systems	
Talent Preference	
Training	
Trust	

Researchers used a diversity of different constructs and dimesions in all studies so that from the 12 studies emerged many variations in constructs and dimensions of internal marketing. The program developed shows that internal marketing affects organizational performance and also affects the organization's ability to compete with each other. One study shows unsupported results between internal marketing and organization performance (Kim, 2021). Meanwhile, internal marketing on suistainability competitive advantage research is not supported lies in employee empowerment and employee training and development (Gwinji et al., 2020)

#### Mediating Variables

Research that has been conducted also shows variables that are positioned as mediating between internal marketing to organizational performance and competitive advantage.

Table 4. Mediation Variables

Internal Marketing terhadap Performance organization dan Bussines performance	Internal Marketing terhadap Organizational Performance
Employee Satisfaction	Service Invation
Organizational Member Interaction	Happiness
Job satisfaction	Perceived Service Quality



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Customer Orientation  
Relationship Marketing  
Market Orientation  
Job Satisfaction  
Organizational Culture  
Relationship Management effectiveness

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The results of testing conducted by these variables can mediate between internal marketing on organizational performance and competitive advantage.

Framework or Model developed

Based on the results of the review of the constructs and mediating variables above, the overall model framework of the results seen in figure 2 and figure 3 can be described as follows:

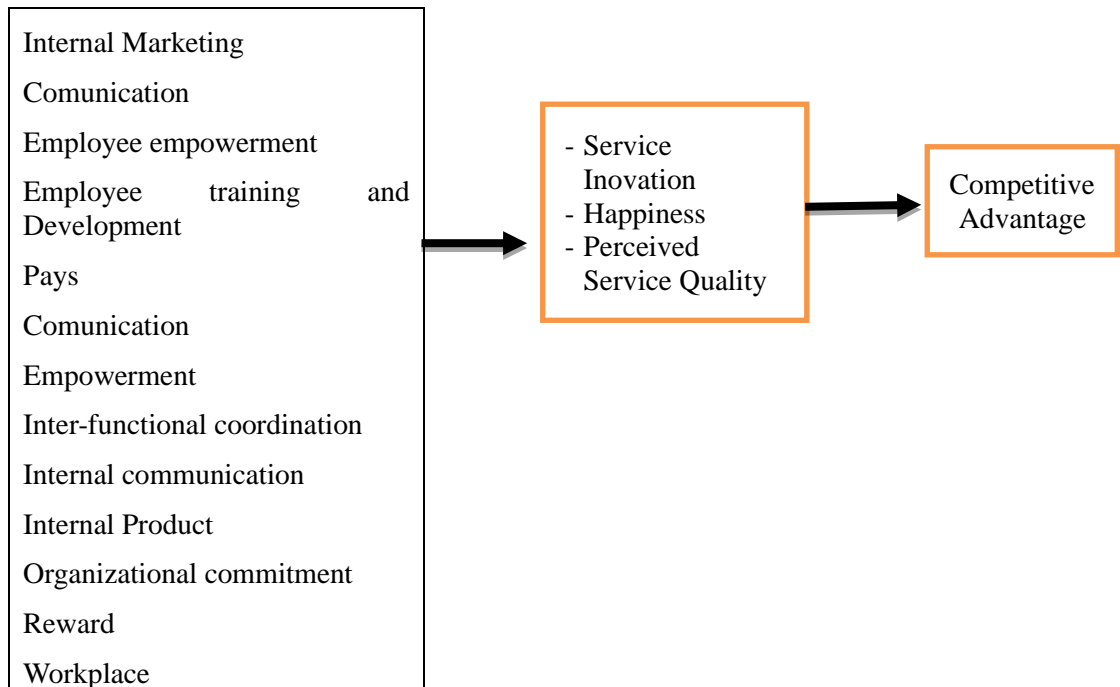


Figure 2. Internal Marketing to Competitive Advantage

Source: Gwinji et al. (2020), Yeum (2020), Safari (2017)

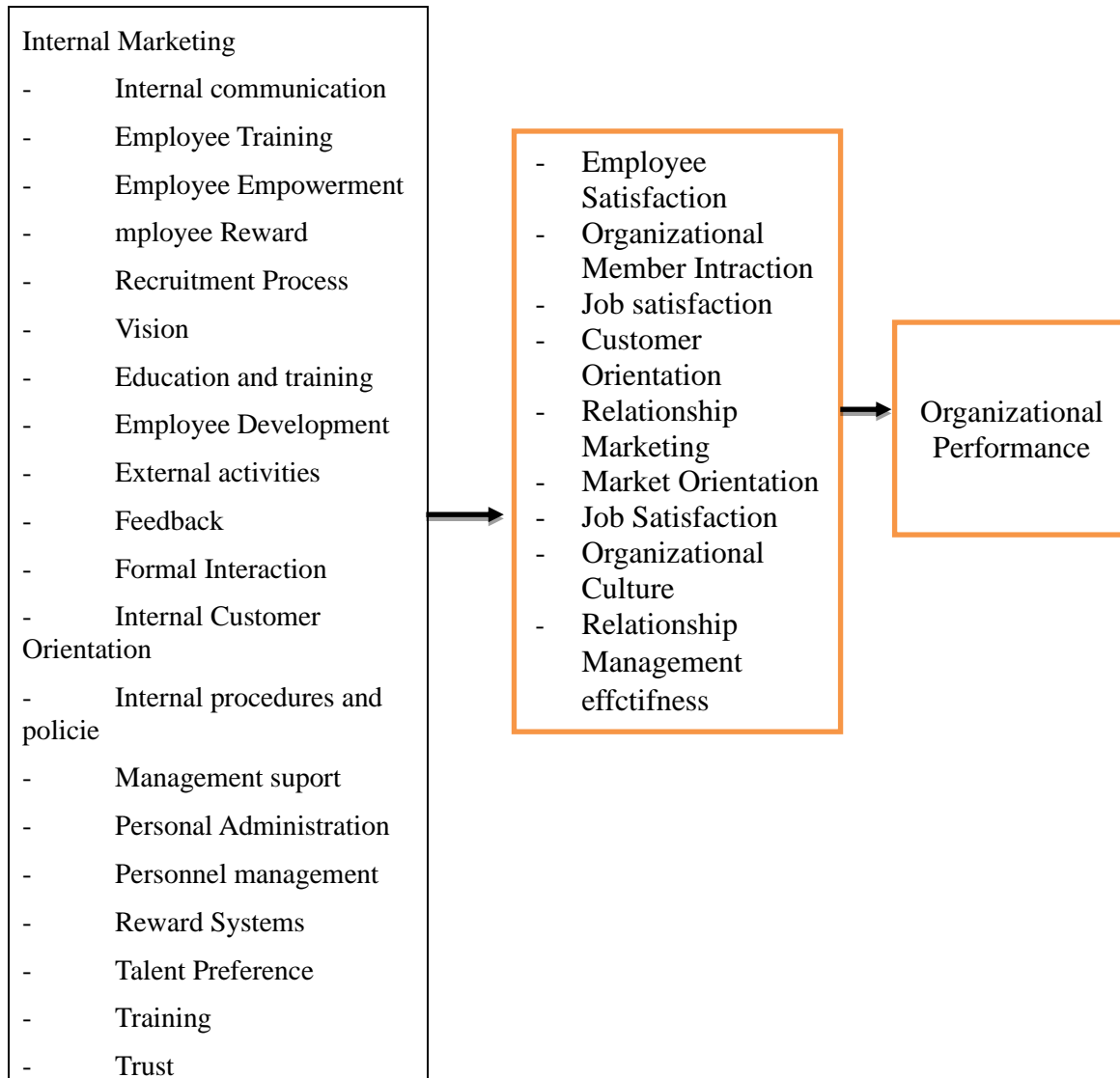


Figure 3. Internal Marketing Model of Organizational Performance

Source: Mohsin Ullah (2017), Akonkwa (2016), Wang (2016), J. Chen (2016), Yang (2015), Wu, Tsai, & Fu (2013), Theodoridis & Panigyrakis (2011), Shiu & Yu, (2010), Panigyrakis & Theodoridis (2009)

## CONCLUSION

This paper reviews the internal marketing field literature that can provide a research framework on how internal marketing programs can contribute to employee development to achieve organizational performance. There were 12 internal marketing research articles when this theory emerged, obtained internal marketing programs in employee development whose results showed a significant impact on improving organizational performance. No less important thing to note is the role of mediation variables where these variables can be used to improve internal marketing programs on organizational performance. The results of the study showed a noticeable and significant effect.

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