

Impact of Internal Marketing Mix on Affective Commitment in Telecommunication Sector

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Abstract

Employees are always major element for organization. Without quality employees, it is difficult for organization to survive. Now days, there is wide importance of employees and their worthy value is always concerned by organizations. In service sectors, frontline employees are backbone of organizations as they are directly engaging themselves with outside customers. With this sense, frontline employees are undertaken as internal customers. Internal marketing mix is involved which have basic seven elements which are internal product, internal price, internal promotion, internal distribution, internal people, internal processes and internal physical evidence. Internal marketing is communication of information to employees. It is the key to success of external marketing and success with profitability of service organizations. Now companies are focusing on motivation of employees to decrease the turnover rate by increasing the commitment of employees. Internal marketing is always depending on the idea of exchanging few words with internal markets and delighting as well as make pleasing employees like their own customers. Service employees regularly symbolize their organization in the eyes of customers.

Keywords: Internal Marketing Mix, Affective Commitment, External Marketing, Internal marketing.

Introduction

The Successes of any business has been connected with the industrial effort which is necessary for pleasure and maintenance of the worthy employees. While discussing and talking about service industry specifically, concentration of worthy and important employees is gained by more and more costs attached with them. Initiatives practices in internal marketing and job pleasure can get better not only by performance but also the promise of employees regarding delivering best services. IM which stands for internal marketing is an equivalent management of staff or workers as well as outside clients in sense of practical rules to gain industrial aims (Woodruffe, 1995). Fisk et al. (1993) advised that there are two problems in internal market among which first is plan by worker while inner client. 2nd, business require for pleasing inner client of he is most excellent ready for dishing up outside clients. While outside market leaves as mainly significant trade progress duty, as necessary for putting up for sale secretly to corporation members of staff. While workers know to give worth and significant proposal to business, outside advertising plus promotion be fall into additional successful, as member of staff turn out to be result supporters. As human communication which has been necessary to bring services, it is essential to have excellence of employees in position for action (Angelova & Zekiri, 2011). King & Grace, (2013) advises each and every worker who is working for organization is essential while generating with supporting quality as its service cause to be indivisible from the excellence of the service source. Irrespective of where knowledge plays a vital role, quality approach from community. Now days, major issue in present businesses environments and surroundings especially in cases of open world economy, there is competition everywhere which is reason for difficulties in customer linked products of the internet

(Doole & Lowe, 2008). Organizations have dedicating significant quantity regarding time, effect as well as resources to staffing procedure into guarantee which take on peak excellence graduates into their organizations. For this cause, organizations are noticing that enlargement and maintenance of young talent is vital to survive, expansion have become major issue up till to the date, pleasing and keeping these young employees. Organizations have to keep in mind that it is a major dare for them to keep necessary that these employees should get return on their investments within the organization (Kalman et al. 2013).

Literature Review

Yang (2012) Describes that employee's employment go together with essential prepared ability of guidance program as internal product. Victorious services provided organization has to put up for sale job to workers before selling its services to clients. As description of internal price, they are expenses of employee invitation to job for designation of organization. These expenses involve chance, emotional, labour expenditure take to job in organization (Strydom, 2004). Internal promotion suggested utilization of publicity, individual promotion (head to head presentation), promotions and managing sales more over media related fields for approaching employees in organization in addition to work which they are doing during job (Gummesson et al. 2010; Baldauf et al. 2009). As of an internal marketing combine viewpoint, endorsement in a straight line contract with the internal message hard work of the organization. To obtain internal product to internal customer i.e. employees, internal distribution is directly referred to channels and places used (Kasper et al. 2006). This phenomenon also includes arrangement as well as traditions within organization and such positions in which ideas got engaged in recreation in major happiness of workers. Internal people directly means people who are engaged in providing internal product and such people who are getting product which please customer of internal organization who also motivate observation and sensitivity of internal customer (Peters & Mazdarani, 2008; Ahmed & Rafiq, 2002). Such organizations having orientation regarding internal marketing process are creating more and more worth in hearts of internal customers i.e. employees during process of effectual organizational relations in between all employees, administrators, upper managers and organization itself (Gounaris). Internal process is also a basic feature of internal marketing mix which suggested about obtaining internal product by employees which is also comprises of internal customer processes. Employee must be familiar with two major activities which are `what is going to be execute `as well as `how to execute`, directly endorses capability along with better internal customer satisfaction (Uzzi, 2010; Ahmed & Rafiq, 2002). This can also be classified into two categories which are as follow: Essential evidence and Peripheral evidence (Ahmed, Rafiq, & Saad, 2003). Surroundings in which internal product got conveyed is essential evidence which is more frequent in labour surroundings (Ahmed & Rafiq, 2002). The outline of work place freedom and look of the internal surroundings, worker happiness and his presentation are directly affected (Pitt & Bennett, 2008). Affective commitment is category in which there is always positive communication among the individual with his/her organization ever since employee/organization together have similar and identical standards or values (Shore & Tetrick, 1991). Individuals continuing in such organizations having well-built promises and obligations maintain position do not as simply as a requirement of job, also for the reason that they desire for it (Meyer et a. 1993).

Relationship between variables

Relationship between internal product and affective commitment

Zampetakis & Moustakis (2007) suggested that offering a suitable job products which please their employee via inspiration and growth of their best available employees regarding internal

marketing. If employee is satisfied from organization, it will affect more responsiveness towards both customer's i.e. internal customer as well as external customer. As a obtained result from this phenomenon, organizations have to give attention in providing best internal products. Kehinde (2011) suggested that such job is always selected by employee which permits to execute abilities as well as skills, freedom of applying self-made decisions, also feedback of what they had performed previously. There is always positive communication among the individual with his/her organization ever since employee/organization together have similar and identical standards or values (Shore & Tetric, 1991). From above relationship, following hypothesis is constructed that there is significant positive relationship between internal product and affective commitment.

H₁: There is significant positive relationship between internal product and affective commitment.

Relationship between internal price and affective commitment

Mansoor et al. (2011) suggested that skills and abilities with time are in always learning process by employees, but if employee want to obtain new and updated knowledge as well as skills to work, sometimes sacrifice have be to done which may lead employee to stress and cost of organization enhances. So it may results fatal and employee decides to exit his job. So it becomes very significant for organizations to recognize cost employee salary to do job for organization and should find special techniques to reduce cost. If organization appreciates satisfaction and happiness, employee will feel supported and more concerned. Karatepe (2011) supported same phenomenon that whenever a period arrived that employees sense concerned and supported, automatically stress level will be reduced. From above relationship, following hypothesis is constructed that there is significant positive relationship between internal price and affective commitment.

H₂: There is significant positive relationship between internal price and affective commitment.

Relationship between internal promotion and affective commitment

Hoffman, et al. (2005) suggested that major aim of promotion is to guide, influence and recall customers about services provided by organizations or products they are offering and also positioning of services or products in marketplace. From internal viewpoint, internal promotion helps in notifying, influencing and reminding each and every employee about information of internal products as well as internal services and how they all can be managed in internal surrounding. Wilches-Alzate (2009) suggested that reward activities always confirm employees of organization that they are worthy for them and these activities also enhances positive job performance and actions. Believing thought that employees do not depart an organization for fright by losing up their investments or profits, captivating cutting in their pay, and un-capable of locating one more work. From above relationship, following hypothesis is constructed that there is significant positive relationship between internal promotion and affective commitment.

H₃: There is significant positive relationship between internal promotion and affective commitment.

Relationship between internal distribution and affective commitment

Regarding internal viewpoint, Kasper et al. (2006) suggested that internal distribution is done with operational actions in creating availability of internal products to employees. To obtain better results, internal relationships should be strong and positive. In addition to this, internal relations have to put attention on teamwork synchronization (Conduit & Quigg, 2013). Due to this cause, tradition is very significant now days because it shows how internal environment works. From above relationship, following hypothesis is constructed that there is significant positive relationship between internal distribution and affective commitment.

H₄: There is significant positive relationship between internal distribution and affective commitment.

Relationship between internal people and affective commitment

(Gummesson, 2007) Suggested that customer awareness is described by employees regarding quality of service and this is the reason that it is significant for employees to arrange proper meeting with customers. Consequently, employees are vital in such organizations providing services. Employees are important in service organization accomplishment and achievement, as employees are taken as service utilized by themselves and have an important element as part time marketers. Employees committed to organization always maintain their jobs within organization and never quit as they consider it best and ethical thing to do (Weiner, 1982). From above relationship, following hypothesis is constructed that there is significant positive relationship between internal people and affective commitment.

H₅: There is significant positive relationship between internal people and affective commitment.

Relationship between internal process and affective commitment

Regarding internal viewpoint, reliable processes always give confidence to employees for understanding what exactly organization have expectation from them and also permitting them to do their jobs well. Peppers & Group (2010) suggested that processes must be tested for better prospects with time, exit strategies should be pre-planned for any negative situation, and both customers i.e. internal customer as well as external customer loops must be shut which leads issues of customers to make sure about their satisfactions i.e. internal customer satisfaction as well as external customer satisfaction. Commitment also regards organization's worker faith about his liability towards organization. From above relationship, following hypothesis is constructed that there is significant positive relationship between internal processes and affective commitment.

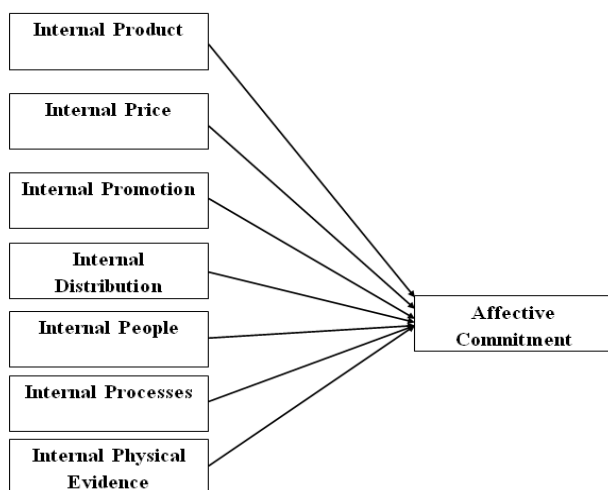
H₆: There is significant positive relationship between internal processes and affective commitment.

Relationship between internal physical evidence and affective commitment

Holder & Berndt, 2011; Newsham et al. 2009) suggested that organizations managing awareness and observation of service quality for employees have to depend on internal physical evidence. Happiness of employee directly affects, as it enhances employee satisfaction towards organization. Individuals continuing in such organizations having well-built promises and obligations maintain position do not as simply as a requirement of job, also for the reason that they

desire for it (Meyer, Allen, & Smith, 1993). From above relationship, following hypothesis is constructed that there is significant positive relationship between internal physical evidence and affective commitment.

H₇: There is significant positive relationship between internal physical evidence and affective commitment.



From the previous literature, previous theoretical framework is developed

Research Methodology

Research Objectives

- The primary objective of study is to examine the impact of internal marketing mix on affective commitment in telecommunication sector.
- To examine impact of internal marketing mix on affective commitment in telecommunication sector is primary objective of this study.

Secondary Objectives

Investigate theory narrating 7 elements of internal marketing elements as well as affective commitment.

- To investigate impact of internal product on affective commitment.
- To investigate impact of internal price on affective commitment.
- To investigate impact of internal promotion on affective commitment.
- To investigate impact of internal distribution on affective commitment.
- To investigate impact of internal people on affective commitment.
- To investigate impact of internal processes on affective commitment.
- To investigate impact of internal physical evidence on affective commitment.

Significance of study

Many departments majorly human resource management is helpful through this study in managing and generating their tactics, strategies and approaches for better future of the organization. This study can add many significances to many departments. In this chapter, there is detail and aspect insight of how this research is done, how questionnaire is created, how data is taken and which tests and tools are selected for data to analyze. Methodology of this research is basically highlighted and finalizing an accurate examination procedure for the *conducted research*.

Sample Size Justification

Suitable sampling method is utilized in this research. 130 respondents are there in total. For assembling data or information, 130 respondents are picked by individual appointment as well as email (internet). And information was picked from single telecom company i.e. Mobilink (Pakistan), From 130 respondents, 106 respondents were able to pile up questionnaire properly and seriously, consequently for quantitative analysis it was now size of sample.

Research Methods

Plan uses as an element of this current study is Quantitative. Author always tries to represent and point out theory to begin with research and Quantitative method comprises of convinced mathematical data and building. In quantitative study, author has collected necessary information by response of people with support of review. To complete research objects, aims and goals, information was created by convinced and positive measurable test and graphical study. For this specific study, capturing significant information, studier has exploited non-likelihood sampling process (convenient).

Questionnaire

It is picked to perform current research. It is based on two most important elements which are Part-I as well as Part II. Demographic questions are included in part- I for respondents. Eight variables are present and their concerned questions are included in part II.

Sample Size Justification

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Data Collection Techniques and strategy of data analysis

Primary data is gained or collected by the help of questionnaire in this present study. One or more information gathering routines are consumed inside of every research methodology. Necessary and supplementary information or data gathering systems can be consumed for research learning's. Proportion of research tools or gadgets which can adjoin for collected works of vital or important information are personal get-together meeting, core questionnaires, assembling examinations or questionnaires and many more. Analysis of data has been prearranged in the subsequent way.

- Graphical analysis in SPSS 16 to evaluate the demographic profile of the respondent
- Mean, standard deviation and percentage calculation was employed to understand the degree of impact of each of the construct and variables.
- Structural equation modelling in AMOS is employed to estimate the impact internal marketing mix on affective commitment

Results and Findings:

Descriptive statistics

Table 1

	(Frequency)	(Percent)	(Valid Percent)	(Cumulative Percent)
Male	78	73.6	73.6	73.6
Female	28	26.4	26.4	100.0
Total	106	100.0	100.0	

Table no.1 shows that there are 106 respondents from which 78 respondents (73.6 %) lies in the gender group of male while 28 respondents (26.4%) lies in the gender group of females.

Table 2

		(Frequency)	(Percent)	(Valid Percent)	(Cumulative Percent)
(Valid)	20-25	20	18.9	18.9	18.9
	26-30	38	35.8	35.8	54.7
	31-35	42	39.6	39.6	94.3
	36-40	6	5.7	5.7	100.0
	Total	106	100.0	100.0	

The above table shows that there are 106 respondents from which 20 respondents (18.9%) lies in age group of 20-25. 38 respondents are fall in the age group of 26-30 which includes the 35.8% of the total population. The age group 31-35 shows the highest frequency of 42 respondents (39.6%) which reflects the major age group of current study. only 6 respondents are lies in the age group of 36-40 which reflects only 5.7% of the total sample.

Table 3

		(Frequency)	(Percent)	(Valid Percent)	(Cumulative Percent)
(Valid)	Lesser Than 1 Year	2	1.9	1.9	1.9
	1 to 2 Years	18	17.0	17.0	18.9
	2 to 3 Years	22	20.8	20.8	39.6
	More Than 3 Years	64	60.4	60.4	100.0
	Total	106	100.0	100.0	

Given table 3 demonstrate that there are 106 respondents from which 2 respondents (1.9%) lies in the group of job experience less than 1 year. 18 respondents (17.0%) lies in the group of job experience of 1-2 years. 22 respondents (20.8%) lies in the group of job experience of 2-3 years. 64 respondents (60.4%) lies in the group of job experience more than 3 years.

Structural Equation Model (SEM)

Regression Weights: (Group number 1 - Default model)

Table 4

			Estimate	S.E.	C.R.	P	Label
commit	<---	pro	.134	.058	2.299	.022	par_37
commit	<---	Pri	.206	.079	2.596	.009	par_38
commit	<---	Prom	.167	.063	2.659	.008	par_39
commit	<---	Dist	2.016	7.986	.252	.801	par_40
Commit	<---	peo	1.021	.300	3.407	***	par_41
commit	<---	Proc	.469	.098	4.805	***	par_42
commit	<---	Phys	.601	.162	3.701	***	par_43

			Estimate	S.E.	C.R.	P	Label
P1	<---	pro	1.415	8.366	.169	.866	par_44
P2	<---	pro	.256	.055	4.687	***	par_45
Pri1	<---	Pri	.411	.061	6.746	***	par_46
Pri2	<---	Pri	.471	.078	6.074	***	par_47
Pro1	<---	Prom	.424	.102	4.143	***	par_48
Pro2	<---	Prom	.450	.066	6.777	***	par_49
D1	<---	Dist	.209	.060	3.504	***	par_50
D2	<---	Dist	-1.660	7.993	-.208	.835	par_51
Peo1	<---	peo	.173	.253	.686	.492	par_52
Peo2	<---	peo	.431	.061	7.092	***	par_53
Pr1	<---	Proc	.453	.066	6.837	***	par_54
Pr2	<---	Proc	.394	.116	3.396	***	par_55
PE1	<---	Phys	.568	.082	6.929	***	par_56
PE2	<---	Phys	.230	.033	7.055	***	par_57
AC1	<---	commit	.157	.055	2.867	.004	par_58
AC2	<---	commit	.265	.080	3.326	***	par_59

It is proved by table 4 that there is positive relationship predictive in between internal product and affective commitment and result shows that they have significant and positive (0.134) relationship among internal product and affective commitment, thus H1 is accepted as P value is 0.022 which is less than 0.05.

It is proved that there is positive relationship predictive in between internal price and affective commitment and result shows that there is a significant and positive (0.206) relationship between internal price and affective commitment, thus H2 is accepted as P value is 0.009 which is less than 0.05.

It is proved that there is positive relationship predictive in between internal promotion and affective commitment and result shows that there is a significant and positive (0.167) relationship between internal promotion and affective commitment, thus H3 is accepted as P value is 0.008 which is less than 0.05.

It is proved that there is positive relationship predictive in between internal distribution and affective commitment and result shows that there is a positive (2.016) relationship between internal distribution and affective commitment at P value is 0.801 which is greater than 0.05. Thus H4 is rejected

It is proved that there is positive relationship predictive in between internal people and affective commitment and result shows that there is a highly significant and positive (1.021) relationship between internal people and affective commitment, thus H5 is accepted as P value is 0.000 which is less than 0.05.

It is proved that there is positive relationship predictive in between internal processes and affective commitment and result shows that there is a highly significant and positive (0.469) relationship between internal processes and affective commitment, thus H6 is accepted as P value is 0.000 which is less than 0.05.

It is proved that there is positive relationship predictive in between internal physical evidence and affective commitment and result shows that there is a highly significant and positive

(0.601) relationship between internal physical evidence and affective commitment, thus H7 is accepted as P value is 0.000 which is less than 0.05.

Conclusion

This study concluded that there is an impact of internal marketing mix on affective commitment especially in sector of telecom industry. Internal Marketing mix have further 7 parts which are product, price, promotion, distribution, people, internal processes as well as physical evidence. Affective commitment is also related with them. There is huge difference in marketing mix era from old times to present times. In past, employees are always treated as slaves or employees work in unsuitable environment as they do not have other options. They lack awareness of expanding their jobs and have less options for better future. Market flow is very low. Employees are high in amount and organizations never cared for them. Organizations have many options of different types of employees but with time, now trends are changed. Now, in this modern era, organizations lack talented employees. It took time for understanding for organizations that employees are actually backbone of their business. Turnover of talented employees may result fatal for them. So, taking a good care of employee is compulsory for any organization. In case of front line employees who are internal customer of an organization, if such employees are not satisfied with their job, it will effect outside customer and directly mismanage organization goals and aims. So desires and wants of employees of every type is very significant. Utilizing marketing mix elements, organizations are now able to improve internal relations of employees with them.

Recommendations

Telecom companies should develop formal internal marketing programs and communicate the internal marketing mix elements in arrange to enhance consciousness and realization levels in employees within the organization. In this direction, elements of internal market mix will be discussed separately during a official advancement, employees will be responsive. Telecom originations have to make availability of complete job plans for the employees. It must comprise a obvious job pathway of ranks they must be capable to shift from a promotional viewpoint, and ranks they must be capable to shift from a lateral move perspective. Joined with job plan is a requirement for a individual growth arrangement in conditions of teaching and expansion with exact abilities which is very essential to progress into additional superior rank given in the career plan.

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