

A Study of Employee Motivation as a Tool for Implementation of Internal Marketing

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Do you usually find your employees reiterating past achievements, industry: how it used to work, quiet in meetings, reluctant to take initiatives, showing moderate enthusiasm for new job roles and so on? As an HR, you have conducted those training and development sessions on time management, prioritizing, scheduling tasks to enhance productivity, but these just temporarily yielded results; you are still chasing both job and organizational productivity and the enigma still looms large on your head? 'Internal Marketing' is the solution to all these problems.

This paper seeks to discuss the profound behavioral intentions and interventions of employees with a special reference to the banking industry. How the banks both national and international motivate their staff towards achievement of organizational goals? How can HR best deliver result and much needed change in the required direction?

The survey included employees from reputed private and public sector banks. Results derived out of the study project that in addition to salary and rewards which are undoubtedly high motivating factors to the construct of motivation, other variables such as goals and recognition and appreciation, training and development along with challenging job assignments contribute to the higher motivational levels of banking employees. Further research may explore the relevance of the concept with the larger sample in the similar industry or may test out in the other industries: insurance, manufacturing, hospitality, etc.

Keywords: Internal Marketing, Employee Motivation, Banking, Jobs

INTRODUCTION

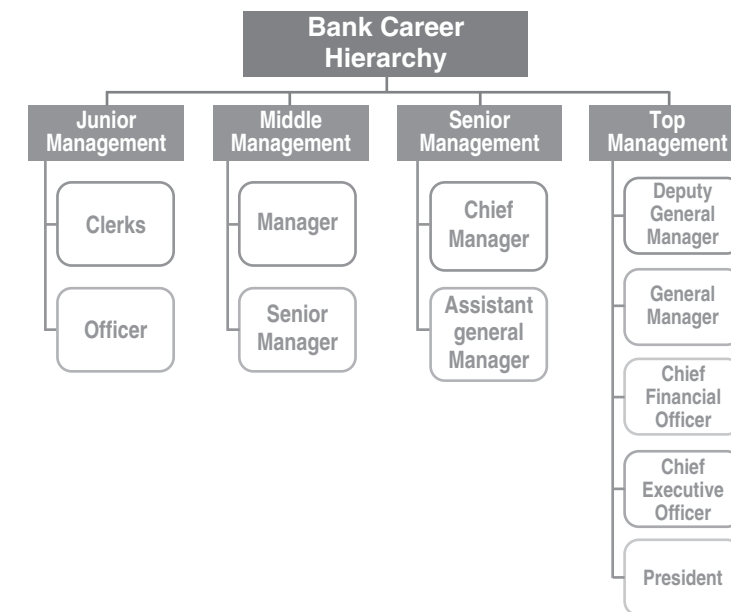
Workplaces today are thronged with employees who are like each other. They become identifiable due to the organizational culture, group norms, working conditions, etc. Similarity often generates monotony while handling heterogeneity is a challenge to many.

Marketing to employees as an umbrella concept covers training and development, rewards and recognition, employee empowerment, inter-functional coordination, job satisfaction, internal communication, rules and regulations, all these effect organization citizenship behavior.

This study examines the influence of internal marketing orientation and employee intrinsic motivation on bank performance. IM is understood to create a psychological environment in the organization to exert better performance.

An entire lifetime is spent on sustaining in an industry and the world has become so dynamic for any of us to calculate and envisage change, but nevertheless, it is a necessity to be prepared to conquer change. Hierarchy in the bank as a concept can be pictorially represented as below:

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Motivation of employees has reported to be most significant problem in the service roles. Though employees at all levels have successfully been 'meeting expectations' and delivery 'care-giving roles', yet usually they amiss the vision excellence as they accede to the 'power of now' neglecting the 'vision of tomorrow'. In order to overcome this problem, the bank provides solution in the form of being customer-conscious (Gronroos, 1991), service-minded to achieve organizational excellence. Additionally, Yes Bank also provides for a Golden Lapel Pin to recognize its employees who achieve 'herculean' tasks and goals. The mascot of Yes bank is 'Cheetah' that embodies agility and strength which is essentially required to ace and excel in this competitive world. While today, both employees and customers, want everything now, better yesterday, the struggle to survive is getting fierce. This era of instant-intensity, creates a lot of pressure on especially the 'customer-contact employees'. Though leadership development, knowledge enhancement and emotional intelligence programmes are being deployed and self-taught by the employees at times due to requirement and other times out of interest but there still remains a grey

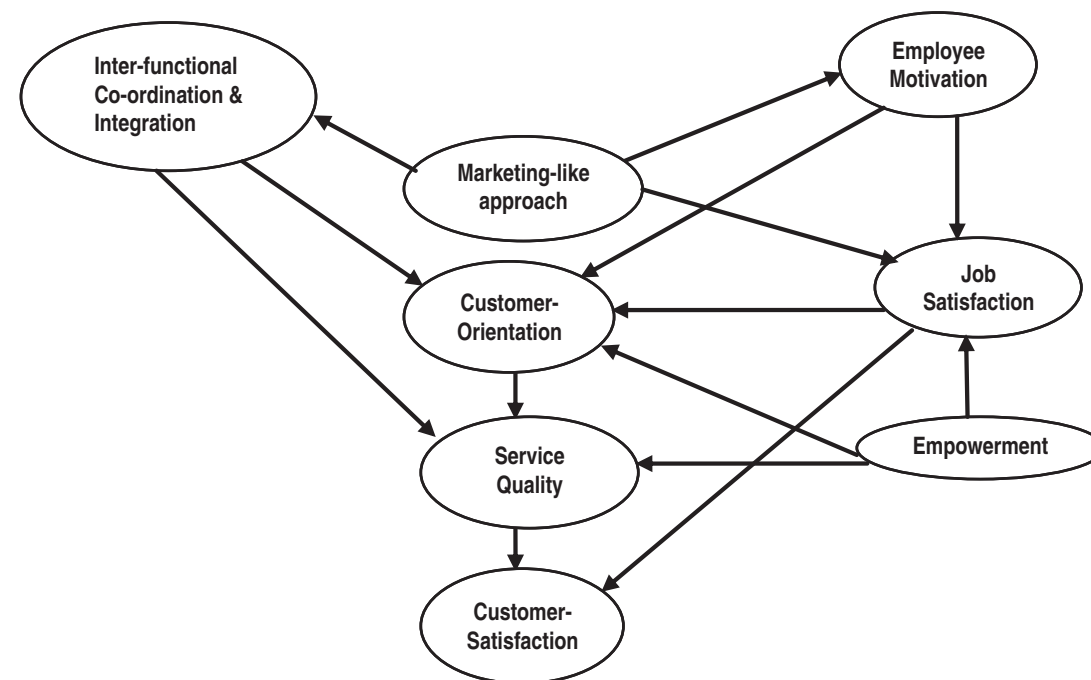
zone of moving ahead in this corporate race beyond all means.

Change is a natural requirement in every sphere of all industries and organizations of all shapes and sizes. In the VUCA world where economies are characterized as Volatile, Uncertain, Complex and Ambiguous, thriving in this environment demands competency to face, feel and grow amidst the fast-paced changing world.

Inter-functional co-ordination and integration are fundamentals to the IM theory. Improving customer-orientation of the organization has been a central concern of the IM concept from its inception. At the centre of this framework, is customer-orientation which is achieved through a marketing-like approach to the motivation of employees and inter-functional coordination. The centrality of customer-orientation reflects its importance in the marketing literature and its central role in achieving customer-satisfaction and hence organizational goals.

In order for interactive marketing to occur, front-line employees need to be empowered, that is, they

Framework of Internal Marketing of Services



require a degree of latitude of over the service tasks performance in order to be responsive to customer needs and be able to perform services. Empowerment in our model impacts on job satisfaction, customer orientation and service quality.

According to Ahmed and Rafiq, (2002, p.1) internal marketing requires:

- The acceptance of marketing techniques and philosophy within an organization
- Customer orientation and a market orientation
- A participative approach to management
- A strategic approach to human resources management
- The coordination of all management activity to achieve customer or market orientation or customer focused management.

RESEARCH GAP AFTER THE LITERATURE REVIEW

Internal marketing to employees is a means to build and uphold culture of service (Tansuhaj et al., 1988). Considering the workforce as clients and designations as goods will certainly result in enhancing employee morale and motivation, overall service quality, and organizational productivity. Both internal and external orientation is crucial to the success of the marketing and branding endeavors.

The existing empirical work focuses profoundly on the impact of internal marketing programs. A discrete effort in the form of verifying the depth of implementation of the concept; various industries have been explored for this purpose namely hospitals, aviation, hotels, manufacturing and others (Sargeant and Asif, 1998). An attempt has

been made to study the impact of IM programmes on service quality in the study of Richardson and Robinson, 1986; Tansuhaj et al., 1991.

After studying and deriving the results from various eclectic sources of information a consistent roadblock that remains is that the same concept of 'Internal Marketing' especially in banking industry has been put to little test and use. It can be used to influence and motivate employees), can be identified from the IM literature, including communication, training, education and information (Gummesson, 1991); motivation work environment that will motivate employees to respond to management's demand. g and developing employees. In addition, Foreman and Money (1995) found that the three components of IM are rewards (rewarding and motivating employees), developing and providing a vision. George and Gronroos (1989) clearly state that IM is basically as philosophy for managing the organization's human resources based on a marketing perspective.

OBJECTIVES OF THE STUDY

The purpose of the present study is to find out relationship between independent and dependent variables of the concept of internal marketing. Independent variables of the construct are: financial rewards, personal characteristics, high salary plan, job design and supervision and dependent variable of the study are employees' motivation.

- To determine the distinction between motivational factors among public and private sector employees
- To explore the factors that motivate employees and whether demographics has any influential role to play
- To understand the factors that motivates employees beyond money

Research Model

The proposed research aims at studying the internal

marketing initiatives and activities being used by players in various banks in the country. It will seek to also explore the antecedents and consequences of such internal marketing programmes. In particular, the research would focus on the impact, if any, that internal marketing activities have on employee motivation. The relationship between internal marketing practices and employee turnover can also be examined. It would also explore the relationship, if any, between internal marketing practices and intervention of employees' motivation in banks and organizational growth and profitability.

Internal marketing orientation is a set of managerial behaviors in relation to employees that is proposed to have both internal and external consequences (Lings & Greenley, 2005). Firms with a level of internal market orientation are believed to be firms that have highly motivated and customer-conscious employees which results in satisfied customers and superior market performance. Studies have shown a positive relationship between internal marketing orientation and firm performance (Lings, 2000; 2002; Lings & Greenley, 2005; Hwang & Chi, 2005).

An examination of the literature shows that essentially there are two models of how IM works: one based on the work of Berry's concept of 'employees as customers' and the other based on Gronroos idea of 'customer mindedness' and 'interactive marketing'.

Both Berry and Gronroos do not spell out the exact components of their models and how they are connected with each other. The outcome that both these models underpin is service quality. However, they differ in their methods for achieving it. Both the authors have developed models which have unsystematic elements engendering scope for future research.

The independent variables are internal marketing factors which are represented by training and development, organizational support, incentives and motivation, and retention policy. The dependent variable is represented by employee

motivation. A close examination of literature in the service industry especially banking, has led to the formulation of framework model for research as below:

Motivation is defined as “Willing behaviour and contributions of staff to achieve a given task” (Koçel, 2003) and basic instruments studied are economic rewards, psychosocial and organizational and management incentives (Eren 2004, pp. 512-520; Batmaz 2002, pp.46-48; Çeltek 2003; Gibbons 1998, pp.115-132; Sapançalı 1993, pp. 59-65).

Banking is one such industry that has witnessed frequent changes on the factors of macro-environment and brain-drain. In 1990s, about 2/3 of the staff resented change and opted for golden handshake. This led to derailing of the human assets.

RESEARCH METHODOLOGY

The data had been sourced from 175 employees of banking industry through a structured questionnaire as attached towards the end of the paper in the form of appendix

4a. Type of Study

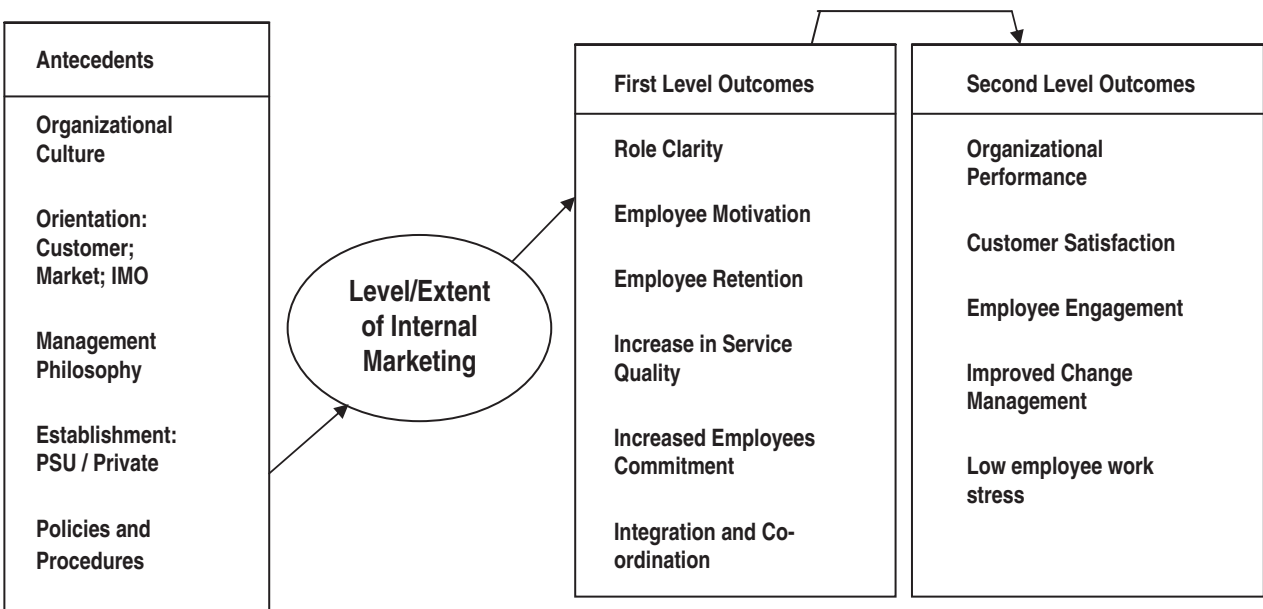
An empirical study was undertaken to explore the applicability and relevance of the concept. The theoretical implications of the concept of employee motivation and internal marketing had been well shoveled from literature review.

4b. Sample: After considering the cluster of employees who can potentially contribute to determine the validity of the concept, random sampling study was used as a technique to gauge the results.

4c. Variables Used: Rewards and recognition, salary, job characteristics, training and development, leadership, working conditions, job security, job features, goal-setting and achievement, performance appraisal and feedback.

4d. Statistical Tools Used

SPSS software tool was used to analyze the data and interpret the findings. KMO and Bartlett's test was applied to sieve the most significant variables in the implementation of the construct of motivation.



THEORETICAL FRAMEWORK

The extensive literature review aids in the conclusion of the following model where an organization is a support and infrastructure - provider to both customers and employees. Employees are the primary customer segments to the organization as they are the revenue-generators and brand-builders. HR need to explain the employees just like their customers, their job roles, job descriptions and clarify role ambiguities, if any. The loyalty of employees is equally significant like the loyalty of customers for the organizational operations, economies of scale and overall productivity of employees as well as organizations. It is the compound effort of both employees and customers who contribute in the achievement of organization's both long-term and short-term goals.

IMPLICATIONS OF IM

1. Customer delight parameters are unveiled and strategies are crafted to attain highest standards of excellence.
2. Internal customers deliver quality: It is employees who carve and convey reputation but the question of paramount significance is do they take that responsibility voluntarily? If they do, why do the meetings in office baffling? Why is job stress becoming so much popular?
3. In service industry, inter-personnel frictions are likely and in abundance; IM is the key to solve this intertwined problems.
4. IM prepares its agents to plan and participate in its 'change management' scenarios; the resistance to change is often succeeded by stress and repulsion: the denial to square to reality. It enhances both creativity and sensitivity for its staff wherein phrases like 'I care to meet you in person' is practiced than just merely stated.
5. It enhances connectivity both inside and outside the organization. For instance, legal section due

to its rigidity of formal structure might not be over the board in building and managing customer relations.

6. A comprehensive audit with respect to skills, responsiveness and efficiency must be thoroughly carried out as a policy of extension of brand sustainability.
7. For the success of any enterprise it is quintessential that every employee both: internal and external and; existing and potential must know the range of services provided to maximize the organizational goals of: market share and customer satisfaction.

FINDINGS OF THE STUDY

Thirteen variables were studied to sieve out four most important variables. 26 statements were deployed on a five-point likert scale to analyze the significance of the results and relevance of the concept. A profound exploration of the literature brought to the fore many variables as listed in the table in the appendix 1.

A pilot study on a sample of 175 was conducted out of which 141 questionnaires were found fit for the purpose of analysis. Appendix 2 attached towards the end includes the questionnaire used for the present study. SPSS software was used to draw the results which are mentioned as follows:

Firstly, KMO test was applied which revealed the value as .576. The sampling adequacy should be greater than .05, so the value derived validates the study. Secondly, Bartlett's test was applied that projected the value as 0.438 which again qualifies the study as the sampling adequacy should be less than .05.

Communalities show how much the variance in the variables has been accounted for by the extracted factors and the extraction is mentioned in the percentage. The results of the communalities are enclosed in Appendix 3. The results drawn out of the study as summarized in Appendix 1 are as follows:

In our quest to find the most significant and crucial factor that motivates an employee is advancement and growth opportunities. The innate desire of all humans is to explore and enhance their potential. Thus, of all the thirteen variables, this is the most important. Secondary to this was that, 'I find my job challenging and interesting'. The demographic analysis of the respondents projected majority to be millennial who are polychromic in their competencies and task execution. Third significant variable was that 'Employees' achievements are publicized in throughout the bank': HR managers of the private sector banks practice the theory of 'praise in public' that validates the construct of 'reward and recognition' which undoubtedly appeases this energetic generation. As this industry runs the risk of insolvency to the least, thus this also aggravates employees to higher levels of chasing excellence for the banks. The employees who have less than five years of work experience showed high tendency to take more job assignments than the experienced employees (>5 years). The banking industry due to its global confluence experience multidimensional changes of FOREX, funds, securities, etc. Hence, training and development and receiving feedback from the managers seems a corollary to the fact of achieving and progressing on their career paths through the facile and swifter mode.

Appendix 4 includes the Scree Plot which contains the eigen values when the curve starts getting flat. Interpreting the diagrammatic representation of this graph, the interpretation is that rewards, growth opportunities, job features, goals and last but nevertheless salary as the factors that make the utmost contribution and enhancement of the motivational levels of employees.

CONCLUSIONS

Today, intangible assets play a major role in the competitiveness of a business; as such assets are more sustainable and less capable of being imitated. Human capital can be considered as one of the most important intangible assets that includes

knowledge, skill and attitudes of employees. As a result, management of the capital is needed to attain competitiveness. A major approach to this is internal marketing, which treats the employees of a typical organization as customers whose needed should be supplied. Managers must understand that their employees' satisfaction is as much-sometimes more-important as satisfaction of external customers. Internal marketing is of an interdisciplinary nature. The philosophy of internal marketing is that employees of an organization constitute its internal market, which has customers and suppliers and as a result, a chain of value if formed inside the organization which must be intended to supply the needs of both the internal and external customers. When the internal customers of an organization are satisfied they will perform better and maintain better interaction with the customers. As a result, the customers will get more satisfied, which will bring about their faithfulness in the long run and ultimately a competitive advantage will be obtained from the internal customers. Internal marketing influences the customers' understanding of the quality of services and, on the other hand, can influence both the quality of services and the customers' satisfaction. An irate consumer tends to bristle with righteous rage and is not known to mince words or sugar coat a putdown. Thus, it is important to balance both the external and internal orientation (Lings, 1999).

High levels of motivation are crucial in the implementation of the concept of internal marketing and the most significant variables that have been extracted from this study are rewards, growth opportunities, job characteristics, internal communication and goal-setting as five most significant variables to understand the concept of employee motivation in the banking industry.

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Appendix 1

Researcher	Constituting elements of internal marketing
Ballantyne (2000)	Making the employee engaged in the development of policies, procedure and processes, one-way feedback, training, distribution of information, mutual relation, team learning
Gronroos (2000)	Training, management support and internal relation, mass internal relations and information support, human resources management, mass foreign relations, development of systems and technological support and enhancement of internal service
Pitt and Foreman (1999)	Expense of transactions among the internal customers and internal suppliers
Finn et al. (1999)	Respect, accuracy and speed, useful information, keeping informed and active feedback
Foreman and Money (1995)	Development of employees, rewards, perception and internationalization of organization's vision
Tansuhaj et al. (1991)	Positive attitude towards the employees, having them participate in the employment process, official and on-the-job training, leading them toward attainable individual goals, an open environment for communication, mutual feedback, help to understand the relation between operations and reward
Table 1: Elements of internal marketing	

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Appendix 2

	STATEMENT				
	Rewards	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE
1	My bank is aware of the rewards its employees value as important				
2	The bank's incentive schemes motivate me to perform better				
	Goal-Setting	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE
3	The goals I am supposed to achieve are realistic and attainable				
4	I assist my manager/supervisor in setting my goals				
	Job characteristics	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE
5	I find my job both interesting and challenging				
6	Employees are rotated in the bank in order to learn new tasks and I consider this as important				
	Salary	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE
7	My salary is at par with industry standards				
8	I feel that my current salary motivates me to perform				
	Opportunity for advancement & growth	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE
9	There are good promotion opportunities for employees within my organisation?				
10	The advancement and growth opportunity within the organisation motivates you to perform better?				
	Working Conditions	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE
11	I have a pleasant working environment				
12	I am provided with the necessary equipments to adequately perform my duties				
	Recognition and	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE
13	I receive recognition for my achievements from my Manager / supervisor				
14	Employee achievements are publicized throughout the organisation				
	Training and development	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE
15	I receive ongoing training to improve my ability and skills				
16	I am cross-trained in order to perform duties in other departments				
	Responsibility & Decision-making	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE
17	I would like to take more job assignments				
18	My manager/supervisor allows me to make my own decisions on how to perform my tasks in order to achieve my goals				
	Job security	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE
19	I have no fear about the financial stability of the bank / heist				
20	I feel secure about my future within the bank				

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	STATEMENT				
	Performance Appraisals				
21	You feel that the current performance appraisal system used, adequately measures my true performance?				
22	My current performance appraisal system motivates me to achieve my goals and improve my performance				
	Leadership	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE
23	I receive adequate guidance & support from my manager/supervisor				
24	My supervisor/manager is trustworthy				
	Feedback	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE
25	I receive adequate feedback from my manager / supervisor				
26	Feedback from my manager/supervisor is clear and directed at improving my performance				

Adapted from Wyk Van Charl, (2011), 'Evaluating motivational levels of employees in a Contemporary South African organization'

Appendix 3

Communalities

	Initial	Extrachon
My bank Is aware of the rewards its employee value as important	1.000	.959
The banks incentive schemes motivate me to perform better	1.000	.851
The goals which I am supposed to achieve are realistic and attainable	1.000	.998
I assist my manager/supervisor in setting my goals	1.000	.886
I find my job both interesting and challenging	1.000	1.000
My salary is at par with the industry standards	1.000	.995
Employees are rotated in the bank in order to learn new tasks and I consider this as important	1.000	.942
There are good promotion opportunities for employees within my organization	1.000	.994
The advancement and growth opportunity within the organization motivates me to perform better	1.000	1.000
I have a pleasant working environment	1.000	.873
I feel that my current salary motivates me to perform	1.000	.999
I am provided with the necessary equipments to adeqautely perform my duties	1.000	.940
I receive recognition for my achievements from my Manager/supervisor	1.000	.991
Employee achievements are publicized throughout the organization	1.000	1.000
I am cross-trained in order to perform my duties in other departments	1.000	.969
I would like to take more job assignments	1.000	.992
My manger/supervisor allows me to make my own decisions on how to perform my tasks in order to achieve my goals	1.000	.978
I have no fear about the financial stability of the bank / heist	1.000	1.000

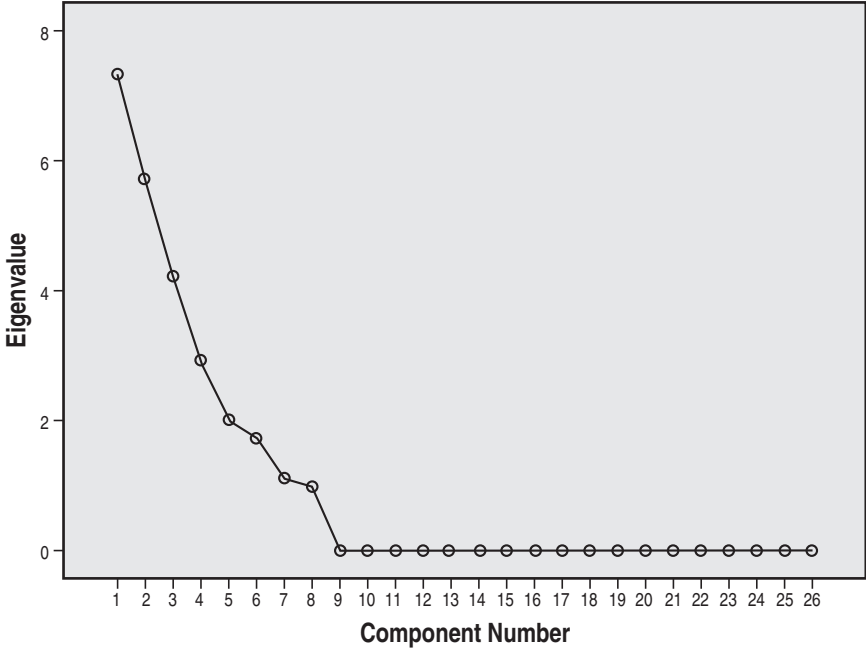
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	Initial	Extrachon
I feel secure about my future within the bank	1.000	.985
My current performance appraisal system motivates me to achieve my goals and improve my performance	1.000	.948
You feel that the current performance appraisal system used, adeqautely measures my true performance	1.000	.996
I receive ongoing training to improve my ability and skills	1.000	.901
I receive adequate feedback from my manager / supervisor	1000	.925
I receive adequate guidance and support from my supervisor/manager	1.000	.976
My supervisor/manager is trustworthy	1 000	.946
Feedback from my manager/supervisor is clear and directed at improving my performance	1.000	.984

Extraction Method: Principal Component Analysis.

Appendix 4

Scree Plot



BRIEF PROFILE OF THE AUTHOR

Jyoti Kukreja is a personality analyst and a communication coach par excellence. She had been associated as an Assistant Professor with Jagannath International Management School (JIMS). Self-motivated with optimism and persistence to develop mentees is also engaged as a Research Scholar at USMS, GGSIPU, Delhi.

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