

## Internal marketing and manufacturing industries

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### Abstract

In the implementation of internal marketing, organizations attempt to adopt a marketing approach in the internal environment to achieve employee's satisfaction and then to achieve the other expected outcomes at the individual and organizational levels. A review of past studies shows, although there has been a lot of research on internal marketing globally, but its activities and researches have focused mainly on front-line service's employees, and not be extended to other organizational sectors, and other industries such as manufacturing. Given the above, the questions that arise are: Is internal marketing only for front-line employees? Can internal marketing be used in other organizational areas such as support and production in value chain? Is internal marketing also used in the manufacturing industries? Now, considering the importance of familiarizing enthusiasts and researchers with internal marketing activities and studies in various production and service organizations, and considering the need to be aware of internal marketing impacts on human resources, especially in other value-added organizational activities beyond of frontline services, this research is on, to take a critical approach and evaluate the content of internal marketing literatures, and to review and analyze approaches and requirements to apply the concept of internal marketing and to the possibility of using it in support and production sections, as well as services front-line, and using it in manufacturing organizations. In this study, 131 articles, which included the study of the concept of internal marketing and the steps of implementing internal marketing, was reviewed. The present study, by carefully reviewing the internal marketing literature, in addition will be useful for researchers interested in studying in this field, especially for those who are developing internal marketing processes in other sections beyond front-line service staff and developing it in other industries such as manufacturing.

**Keywords:** Internal Marketing, Manufacturing Industries.

### 1. INTRODUCTION

Today's, organizations depending on their industries, resources and environmental conditions, choose a variety of methods to response their customer expectations. In most productions and services industries, we see that managers try to ensure of the quality, by applying quality management methods and by developing accurate production standards and controlling the operations. In order to create

value for customers, in addition to standardizing activities, organizations can rely on human resources abilities as the most important intangible assets, to gain customer consciousness and strive to responsibility. Organizations can achieve success exchanges and more sales by creating and updating employee's awareness about customers, depending on employee's customer orientation. As George (1990) states, internal marketing focuses on achieving effective internal

exchanges between the organization and its employee groups as a prerequisite for successful exchanges with external markets (George, 1990) [p. 63]. Joseph (1996) states what can be more self-evident than the logic that, when treated right, employees will treat your customers right (Joseph, 1996) [p. 54]. Gronroos (1981), as one of the pioneers of internal marketing conceptualization, states that in internal marketing, employees are treated as “internal customers” with the hope that higher employee satisfaction will make it easier to develop a more customer-conscious, market-oriented, and sales-minded work force (Tansuhaj et al., 1991) [p. 194]. Nasr Esfahani et al. (2016), believes that internal marketing activities through influence and motivation of employees, improves the competitiveness of the organization and enhances competences, and finally by providing better services and quality, success in business (Nasr Esfahani et al., 2016) [p. 224]. Social exchange theory can be useful to explain this intra-organizational trade. As Rahimi Aghdam (2020), when organizations invest in their employees, employees are more likely to respond positively to these organizational investments (Rahimi Aghdam, 2020) [p. 149]. In line with Social Exchange Theory, Renjini (2020), states, employees reward organizations with appropriate behaviors in exchange of their need gratification through positive exchanges with the organizations. Internal marketing results in positive exchanges for employees by enhancing employee training, internal communication and other employee-targeted activities and thus, help elicit desired responses from employees (Renjini, 2020) [p. 2303]. Also as Caruana and Calleya (1998) believe, the major thrust of the internal marketing concept is to ensure that employees feel that management cares about them and their needs are met (Caruana and Calleya, 1998) [p.110]. According to Gronroos (1990), internal marketing can make people in the organization more sensitive, more capable, and more willing to understand and satisfy customer needs (Sunardi and Veronica, 2020) [p. 3213]. The overlap of the achievements claimed by Gronroos (1990) with the parameters of the theory of job efficiency claimed by Li and Ko (2021) is obvious, in

which three characteristics must be present in the employees in order to do a job successfully, from Including capacity, willingness, and opportunity. This means that employees, having the opportunity to hold a job, must be able and willing to do it properly and well in order to achieve superior performance (Li and Ko, 2021) [p. 2]. As Piercy and Morgan (1990) argue, marketing is not confined solely to the external world of customers but must be employed internally also within the organization (Piercy and Morgan, 1990) [p. 4]. As a result, organizations implement the concept of internal marketing, by adopting a quasi-marketing approach in the internal environment and by considering employees as internal customers and also by addressing their needs, in order to satisfy employees.

Schneider and Bowen, (1993) argue that, the type of organization, its people, design and culture, is becoming the “new” competitive advantage in the modern marketplace (Boshoff and Tait, 1996) [p. 26]. The role and importance of human resources in the implementation of internal marketing is obvious, which can be found in several pieces of evidence. Thomson (1991), states that, looking at the employee as a valued customer is the focus of the new discipline of internal marketing (Varey and Lewis, 1999) [p. 928]. Fayz and Hemmati (2015), state that internal marketing is one of the strategic tools within the organization that focuses on employees as the first customers (Fayz and Hemmati, 2015) [p.15]. And the importance of the internal marketing’s role is to develop the effective human resources management (Fayz and Hemmati, 2015) [p. 18]. Seyed Javadin et al. (2010), about importance of human resources in the internal marketing activities, argues that, the organization's manpower bears the burden of gaining a sustainable competitive advantage. If the needs and expectations of this workforce are not met and it is seen as a cost asset and not as the main asset of the organization, it will not be possible to provide appropriate and valuable products and services (Seyed Javadin et al., 2010) [p. 71]. Collins and Payne (1991) believe that Concepts and techniques from marketing can provide means by which human resources

managers can be more effective (Collins and Payne, 1991) [p. 261]. Caruana and Calleya (1998) found that the resultant positive effect of internal marketing will mean that employees will input maximum rather than minimum effort thereby better satisfying the needs and wants of external customers (Caruana and Calleya, 1998) [p.110]. Following Berry (1980) we can state that the objectives of internal marketing are to employ and keep the best people, and to make them do the best possible job by applying the philosophy and practices of marketing internally to the internal market of employees (Mitchell, 1992) [p. 5]. According to Rafiq and Ahmed (1993), the concept is also of considerable value as it directs management attention to employees and emphasizes the key role of employees in the implementation process of strategies both at the strategic and tactical level (Rafiq and Ahmed, 1993) [p.230]. According to Hogg et al. (1998), internal marketing affects both how the individual perceives their role within the organization and how these roles relate to the wider operation of the organization with its environment (Hogg et al., 1998) [p.893]. According to Taştan and Davoudi (2020), the philosophy of IM specifies that employees are the most important organisational asset and the organisations should initially allocate its resources to provide a work environment which helps to increase quality of work life, satisfies, and retains the employees and reduce turnover rates (Taştan and Davoudi, 2020) [p. 497]. Gronroos (1990) also believes that employees are the objects of internal marketing. They are the best assets of a company, and it is crucial to retain them through adopting effective human resource policies (Chen et al., 2021) [pp. 1217, 1218]. Initially, the concept of internal marketing was introduced to improve the quality of services. As Helman and Payne (1992) state, internal marketing was originally proposed as an approach to service management (Varey, 1995) [p. 40]. According to Abbasi and Salehi (2011), the idea of internal marketing was primarily proposed as a solution to motivate employees to provide quality services continuously (Abbasi and Salehi, 2011) [p. 150]. Kotler (1991) has also defined internal marketing as a way to serve the customer well (Caruana and

Calleya, 1998) [p. 109]. Fayz and Hemmati (2015) state that the concept of internal marketing is rooted in the importance of quality in the service sector in the 1980s, that conduct through the employee's control as the service delivery mechanism (Fayz and Hemmati, 1394) [p. 17]. Gummesson (1987) also believes that internal marketing has emerged out of services marketing (Gummesson, 1987) [pp. 23 and 24]. According to Rahimi Aghdam (2020), this branch of marketing science is largely influenced by quality management and service marketing, which emphasizes the importance and necessity of creating quality in the entire service delivery process (Rahimi Aghdam, 2020) [p. 153].

Up to now, a lot of research has been done on the concept of internal marketing worldwide. Although existing conceptualizations and research records have enriched the internal marketing literature in the field of services, on the other hand, less attention has been paid to other employees in the production and support sectors. There are also few articles on the study of internal marketing in manufacturing organizations compared to service organizations. Considering the lack of development of the concept and scope of internal marketing in these areas, there are several unknown aspects of internal marketing activities. Due to the importance of familiarity of interested parties and researchers with activities and internal marketing studies in various manufacturing and service organizations and the need to be aware of its effects on human resources, especially in value-added processes, this study has evaluated the content of articles with a critical approach. In this research, 131 articles were reviewed, which included the concepts of internal marketing and its implementation stages. It was found that in 85% of the available internal marketing articles, service organizations or front-line service processes were studied. Less than 15% of the available internal marketing articles are about other parts of the organization and about manufacturing organizations.

## 2. Materials and Methods

As Brooks et al. (1999) have argued, there is a wide range of definitions of internal marketing, from viewing internal marketing as either a concept, a philosophy or a management practice, as either relating to human resources management, , services marketing or change management, (Brooks et al., 1999) [p. 50]. According to George (1990), internal marketing focuses on achieving effective internal exchanges between the organization and its employee groups as a prerequisite for successful exchanges with external markets (George, 1990) [p. 63]. Joseph (1996) states what can be more self-evident than the logic that, when treated right, employees will treat your customers right (Joseph, 1996) [p. 54]. According to Nasr Esfahani et al. (2016), internal marketing, which is considered as a scientific application of marketing philosophy; It is known as a strategy for implementing the organization's programs and refers to the existence of employees as the most valuable asset of an organization (Nasr Esfahani et al., 2016) [p. 224]. According to Fayz and Hemmati (2015), internal marketing in its broadest sense is related to theories of human resource management and organizational performance in recent decades (Fayz and Hemmati, 1394) [p.18]. As Taştan and Davoudi (2020) have argued, the philosophy of internal marketing specifies that employees are the most important organisational asset and the organisations should initially allocate its resources to provide a work environment which helps to increase quality of work life, satisfies, and retains the employees and reduce turnover rates (Taştan and Davoudi, 2020) [p. 497]. And internal marketing enables employees to gain more power and autonomy in decision-making, to contribute to organisational processes, to feel they are fairly treated and as a result, they would feel that they are considered to be important assets of the organisation (Taştan and Davoudi, 2020) [p. 508]. According to Rafiq and Ahmed (1993), the concept of internal marketing is also of considerable value as it directs management attention to employees and emphasizes the key role of employees in the implementation process of strategies both at the

strategic and tactical level (Rafiq and Ahmed, 1993) [p.230]. Seyed Javadin et al. (2010) state that, the employees can help organization to achieve sustainable competitive advantages. If the needs and expectations of employees are not met and if they are seen as a cost asset instead of the core capital of the organization, then it will not be possible to provide appropriate and valuable products and services to the customer (Seyed Javadin et al., 2010) [p.71]. According to Collins and Payne (1991), concepts and techniques from marketing can provide means by which human resources managers can be more effective (Collins and Payne, 1991) [p. 261]. Piercy and Morgan (1990) argue that in the same way that the external market is segmented into key groups, the internal marketplace should be segmented into different groups with different needs and characteristics, and the internal marketing programme developed around this framework (Piercy and Morgan, 1990) [p. 6].

Regarding the history of the formation of the concept of internal marketing, as stated by Helman and Payne (1992), internal marketing was originally proposed as an approach to service management which entailed the application of the traditional marketing concept and the associated marketing mix inwards within an internal market, in which employees are treated as customers of the organization in order to improve corporate effectiveness by improving internal market relationships (Varey, 1995) [p. 40]. According to Rafiq and Ahmed (2000), the term internal marketing appears to have been first used by Berry et al. (1976) and later by George (1977) and Thompson et al. (1978) and Murray (1979). Even though the term internal marketing was not directly used by them, the idea of internal marketing was also present in Sasser and Arbeit's (1976) article. However, it was not until the publication of Berry's (1981) article in which he defined internal marketing as "viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization" that the term entered popular discourse (Rafiq and Ahmed, 2000) [p. 450]. Sargeant and Asif

(1998) state that although the term internal marketing emerged from the service marketing literature (see, for example, Berry, 1981; Sasser and Arbeit, 1976; Thomson et al., 1978), Ishikawa (1985) reports that as long ago as the 1950s, one of the founding fathers of TQM was coining the phrase “the next process is your customer” (Sargeant and Asif, 1998) [p. 66]. Berry (1981) views employees' jobs as internal products with the workforce as internal customers, an adaptation of the Japanese quality management techniques (Hogg et al, 1998) [p. 880]. As Bonyadi et al. (2014), in emphasizing the diversity of existing definitions for internal marketing and the lack of a comprehensive definition, have pointed out that there is no unified concept of what internal marketing is (Bonyadi et al., 2014) [p. 86]. But by reviewing the internal marketing literature, we can reach significant definitions that are more comprehensive than the rest; the most important definitions of internal marketing are listed in Table 1.

Table 1. *Definitions of internal marketing*

Authors	Definitions of internal marketing
Berry (1980)	...employees are viewed as internal customers and jobs are viewed as internal products and the organisation endeavours to design the products better to meet the needs of these customers (Richardson and Robinson, 1986) [p. 12].
Reardon and Enis (1990)	Internal marketing is a process of encouraging employees to accept changes in company philosophy or policy (Reardon and Enis, 1990) [p. 376].
Berry and Parasuraman (1991)	Internal marketing is attracting, developing, motivating, and retaining qualified employees through job-products that satisfy their needs. Internal marketing is the philosophy of treating employees as customers – indeed, “wooing” employees... – and is the strategy of shaping job-products to fit human needs (Cahill, 1995) [p. 43].
Piercy and Morgan (1991)	". . . Development of a marketing programme aimed at the internal marketplace in the company . . . by using the same basic structures used for external marketing"

	(Rafiq and Ahmed, 1993) [p. 221].
Kotler and Armstrong (1991)	... Building of customer orientation among employees by training and motivating both customer-contact and support staff to work as a team (Joseph, 1996) [p. 54].
Green et al. (1994)	Internal marketing means applying the philosophy and practices of marketing to the people who serve the external customer so that the best possible people can be employed and retained and they will do the best possible work. Therefore, the phrase internal marketing refers and concerns marketing to employees (Greene et al., 1994) [p. 8]. More specifically, internal marketing is viewing employees as internal customers, viewing jobs as internal products, and (just as with external marketing) endeavoring to design these products to meet the needs of these customers better (Greene et al., 1994) [p 8].
Varey (1995)	Internal marketing has been proposed as a management approach which enables and motivates all members of the organization to examine their own role and to adopt a customer consciousness and service orientation, whether “front-line” service performers or “back-office” service support workers (Cowell, 1984), to meet the needs of external customers (Varey, 1995) [p. 40].
Joseph (1996)	Internal marketing is the application of marketing, human resources management, and allied theories, techniques, and principles to motivate, mobilize, co-opt, and manage employees at all levels of the organization to continuously improve the way they serve external customers and each other. Effective internal marketing responds to employee needs as it advances the organization's mission and goals (Joseph, 1996) [P. 55].

Ballantyne (1997)	First, internal marketing is an activity directed towards improving internal communications and customer consciousness, and secondly, finding the internal motives to achieve this means emphasising the satisfaction of the internal customer (Ballantyne, 1997) [P. 346].
Hogg et al. (1998)	... It can be broadly described as those activities that improve internal communications and customer consciousness among employees, and the link between these activities and external market place performance (Hogg et al, 1998) [p. 880].
Rafiq and Ahmed (2000)	Internal marketing is a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and interfunctionally co-ordinate 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 (Rafiq and Ahmed, 2000) [p.454].
Ahmed and Rafiq (2003)	Internal marketing is a cultural framework and an instrument to achieve strategic alignment between employees' actions and marketing's brand positioning in the target consumer's minds (Huang & Rundle-Thiele, 2015) [p. 1]. Internal marketing is an unusually slippery concept, easy to visualise and yet exasperatingly difficult to operationalise. Internal marketing is a concept that is socially constructed and context-specific in nature. It cannot be understood without relating the concept to the company, organisation or person who gives meaning to it. Furthermore, Internal marketing is holistic. This is, in fact, an argument for Internal marketing adoption since it plays a role in all functions and operations in an organisation. It is a "total" managerial approach for co-ordination and integration. Managers practising Internal marketing will play an important

	role in combining and integrating different perspectives (Ahmed and Rafiq, 2003) [p. 1186].
Snell and White (2009)	Internal marketing is educating and motivating employees of an organization so that employees exhibit customer-oriented behaviours (Snell and White, 2009) (Renjini, 2020) [p. 2302].
Nyongesa (2014)	Internal marketing is critical and fundamental activity to create a customer-focused organisational culture with an aim to establish internal and external awareness of customers' needs, by removing barriers which are obstacles of organisational effectiveness (Taştan and Davoudi, 2020) [pp. 496 and 497].

### 3. Results & Discussion

Regarding the scope of application of internal marketing in various organizations and their internal departments, a diverse range of opinions can be seen in various articles, so that at one end of the range of articles, the emphasis is on limiting internal marketing to frontline service staff. It is also recommended to use internal marketing for the whole organization as well as for various production and service organizations. Foreman and Money (1995) classify internal marketing according to who the internal marketer is, and who the target of the marketing effort is (Lings and Brooks, 1998) [p. 327]. In their research (Foreman and Money, 1995), a matrix is developed to show the different types of internal marketing that are practised between different groups of employees in organizations. The matrix is based on two key questions: Who is the focus of internal marketing? And Who applies internal marketing? As a result, in terms of the executor of the program and the target group, there will be four different situations as follows: 1- The executor of the program is a specific part of the organization, the target group is a specific part of the staff; 2- The executor of the program is the whole organization, the target group is a special part of the employees; 3- The executor of the program is a special part of the organization, its target group is all employees; 4- The program

is implemented by all parts of the organization, and its target group is the whole organization (Foreman and Money, 1995) [p. 756]. According to Foreman and Money (1995), in most cases the entire company is not involved in the implementation of internal marketing, but is carried out by certain departments, groups or operations within the organization. Similarly, not all employees are necessarily the target of internal marketing efforts - may focus only on one department, group, or activity (Foreman and Money, 1995) [p. 760]. Rafiq and Ahmed (1993) state that the participants in the internal marketing program refer both to people involved in producing and delivering the product and those receiving the product who may influence the customer's perceptions (Rafiq and Ahmed, 1993) [p. 226]. According to Ballantyne (1997), in internal marketing programs, may come into conflict if collaboration with other departments is ignored (Ballantyne, 1997) [p. 346].

### 3-1- The approach of internal suppliers and internal customers

An essential approach to conceptualize internal marketing in internal processes and across the value chain of the organization is the approach of dividing the organization's internal processes into a set of suppliers and customers. In this approach, the internal environment of the organization is divided into a set of internal customers and internal suppliers, and the idea of establishing internal marketing is followed by considering the marketing requirements between these internal departments. Bekkers and Van Haastrecht (1993) are examples of this approach. As Bakers and Van Hastrecht (1993) have identified and introduced the internal supplier approach (Lings and Brooks, 1998) [p. 327]. The arguments presented by Bekkers and Van Haastrecht (1993), are based upon the view that the internal market consists of groups communicating to other groups within the organisation and internal marketing is considered to be the process of creating market conditions within the organisation to ensure that internal customers wants and needs are met (Lings and Brooks, 1998) [p. 327]. Many researchers have referred to the approach of internal suppliers and internal customers in the

implementation of internal marketing, some of which are: Safari and Radi (2014); Rafiq and Ahmed (1993); Reynoso and Moores (1996); Lings and Brooks (1998); Lings (1999).

### 3-2- Internal marketing in various service and manufacturing organizations

As mentioned before, the formation of the concept of internal marketing was initially to improve service quality. As Helman and Payne (1992) state, internal marketing was initially proposed as an approach to service management (Varey, 1995) [p. 40]. According to Abbasi and Salehi (2011), the idea of internal marketing was primarily proposed as a solution to motivate employees to provide quality services continuously (Abbasi and Salehi, 2011) [p. 150]. Kotler (1991) has also defined internal marketing as providing good customer service (Caruana and Calleya, 1998) [p. 109]. Fayz and Hemmati (2015) state that the concept of internal marketing is rooted in the importance of quality in the service sector in the 1980s, that conduct through the employee's control as the service delivery mechanism (Fayz and Hemmati, 1394) [p. 17]. Gummesson (1987) also believes that internal marketing has emerged out of services marketing (Gummesson, 1987) [pp. 23 and 24]. According to Rahimi Aghdam (2020), this branch of marketing science is largely influenced by quality management and service marketing, which emphasizes the importance and necessity of creating quality in the entire service delivery process (Rahimi Aghdam, 2020) [p. 153].

Foreman and Money (1995) argue that the relationship between employees and the organization is more in line with the nature of service companies than manufacturing organizations (Foreman and Money, 1995) [p. 764], but almost from the beginning of the concept of internal marketing, experts have raised the question of whether internal marketing can be used in different types of organizations, especially in manufacturing companies? As Pitt and Foreman (1999) based on previous studies, they argue that participation by employees is a form of transaction with the "management sphere"

regarding aspects of decision-making and responsibility assumption. However, managers are faced with the dilemma of just how far to allow participation by employees and indeed, customers at all levels (Pitt and Foreman, 1999) [p. 26]. Also, Foreman and Money (1995), while expressing various opinions about the scope of application of internal marketing, have considered it similar to the discussions that existed among experts in the late 1960s about the scope of application of the concept of marketing. (Foreman and Money, 1995) [p. 757]. They state that for the concept to be truly useful to marketers, it should find application beyond the borders of service firms and into manufacturing as well—there is evidence that this has occurred (Foreman and Money, 1995) [p. 759].

In confirmation of this, we can refer to Gummesson (1987), as one of the pioneers of the concept of internal marketing, who posed research question as to whether can approaches and knowhow developed in services marketing be of help to an industrial firm producing and marketing to business customers (Gummesson, 1987) [p.23]? He goes on to argue that the interface between a firm's employees and its customers can be extensive even if the firm is not traditionally thought of as a service firm. This is particularly true of firms that market complex equipment or systems, be it to consumers or to businesses. Even where the interface is limited, however, companies look for better ways of preparing their employees for organizational changes, the introduction of new products and services, new technologies, new routines, and the like (Gummesson, 1987) [p. 24]. He believes that the effect of internal marketing is strongly reinforced by the concept of the internal customer. The concept brings communication down to face-to-face interaction where the actual implementation takes place: on the shopfloor, in the office of designers, planners, clerks, and others (Gummesson, 1987) [p. 27]. Finally, he concludes that internal marketing is a potent concept not only for service firms but for industrial firms as well (Gummesson, 1987) [pp. 27 and 28]. Similarly, Green et al. (1994) realize that internal marketing is important to

all industries (Greene et al., 1994) [p. 5]. And Cahill (1995 in his critique of common definitions of internal marketing, states that existing definitions focus too exclusively on service firms...Nevertheless, an expanded definition of internal marketing will encompass the same tasks at both types of firm: many of these tasks are as necessary in service firms as they are in manufacturing firms (Cahill, 1995) [p. 44]. About why firms practice internal marketing, he points to goods as well as services, and he saying that internal marketing is about to make our external customers happy with us so that they will continue to buy our goods and services (Cahill, 1995) [p.45]. Shostack (1982), states that further elaboration and clearer boundary setting for the internal marketing construct could provide an opportunity for more research that could look at extending internal marketing beyond service firms to organisations that market physical products. An important characteristic of services is intangibility. However intangibility is not an absolute but can be thought of as a continuum and any product offering is to some degree physical and service (Caruana and Calleya, 1998) [p. 113]. Ewing and Caruana (1999) reiterate the claim further elaboration of the internal marketing construct might provide an opportunity for more research that could look at extending internal marketing beyond service firms and public sector organisations to organisations that market physical products (Ewing and Caruana, 1999) [p. 23]. Theodore Levitt refused to accept that service industries exist. For him every business has a service component (Varey, 1995) [p. 42]. Referring to Theodore Levitt, Varey (1995) believes that internal marketing cannot be exclusively related to a specific group of companies, called service companies (Varey, 1995) [p. 42]. Emphasizing the need to develop the concept of internal marketing to manufacturing companies, he states that the service element of what manufacturing organizations do for their customers has yet to be fully addressed (Varey, 1995) [p. 40].

According to Brooks et al. (1999), who studied internal marketing from the perspective of internal suppliers and customers, this view of



different internal suppliers and customers, some which deal directly within the service delivery process and some which provide support services to the service delivery process, appears to be closely related to the concept of the value chain (Porter, 1985). Porter's value chain differentiates between internal groups which are involved directly in the satisfaction of external customers' quality requirements as they pass along the value chain, value adding functions, and those which are not directly involved in this process but which support those groups which are, support functions (Brooks et al., 1999) [p.52]. Based on this view, Brooks et al. (1999) have introduced two types of internal market Exchanges considering the role of each sector in the organization's value chain: one is the direct internal market including Exchanges between value-creating sectors of the value chain. The other one is indirect internal market involves interactions between a support sector with a value-creating sector or with another support sectors (Brooks et al., 1999) [p.54]. Cowell (1984) also states that Internal marketing has been proposed as a management approach which enables and motivates all members of the organization to examine their own role and to adopt a customer consciousness and service orientation, whether "front-line" service performers or "back-office" service support workers to meet the needs of external customers (Varey, 1995) [p.40]. Albrecht and Zemke (1985) state that "If you're not serving the customer, you'd better be serving someone who is" (Joseph, 1996) [P 55]. Lings and Brooks (1998) argue that the need for internal marketing lie in the fact that it provides a clear, diagrammatic representation of how each individual and group can make an effective contribution to the quality of service experienced by a customer with whom they may never have direct contact (Lings and Brooks, 1998) [pp. 345 and 346]. There is ample evidence of the application of the concept of internal marketing beyond Front-line service staff, and its extension to the all departments both in manufacturing companies and in service companies. Bonyadi et al. (2014) state that internal marketing programs should be widely used in any type of organization in addition to service organizations. In this regard,

they refer to Harrell and Fors (1992) who used this concept in industrial companies, and to Ahmed and Rafiq (1995) who proposed this concept in a wide range as a tool for change management (Bonyadi et al., 2014) [p.88]. They believe that internal marketing can also be used to motivate employees unrelated to the customer in a way that improves end-customer service (Bonyadi et al., 2014) [p.88]. Parasuraman (2011), in his definition of internal marketing states that this area of marketing science discusses the relationship between internal customers and internal suppliers in creating value for end customers that can be used in the value chain of the organization as a tool for develop the quality of internal and external products and services (Yazdian et al., 1398) [p.172]. Caruana and Calleya (1998), citing past research and emphasizing involve all employees in internal marketing programs, state that The main objective of the internal marketing function is to obtain motivated and customer conscious personnel at every level (Caruana and Calleya, 1998) [6 p.108]. Shafiee and Mirabi (2018) also consider internal marketing as a prerequisite for providing appropriate goods and services and a source of customer satisfaction. They believe that internal marketing creates higher productivity and better interactions with customers, and improves the performance of products and services. (Shafiee and Mirabi, 2018) [p. 255]. Flipo (1986) try to show that traditional marketing must increasingly take into account its internal aspect in order to succeed externally, particularly (but not exclusively) in service firms (Flipo, 1986) [p. 5]. Enis and Reardon (1989) also state that employees must believe that their actions are part of a communication chain to the customer. It is not enough to have a customer relations department handle customer concerns while the rest of the company, including those who develop products, are oblivious to the people who buy those products (Reardon and Enis, 1990) [p. 377]. According to Reardon and Enis (1990), in essence, internal marketing of a customer orientation is the application of persuasion strategies, both novel ones and those common to external marketing, to convince people in-house that they are connected to the

customer (Reardon and Enis, 1990) [p. 377]. Barnes (1989), has pointed out that managers and service support people are also internal customers as well as employees who deliver service to external customers (Varey, 1995) [p. 42].

According to Ewing and Caruana (1999), Irrespective of whether a firm markets physical or service products, it seems important that they practice both external marketing and internal marketing in collaboration with other functional areas, in particular, human resources management, if they are to be successful in building long-term and profitable relationships with their customers (Ewing and Caruana, 1999) [p. 23]. Ewing and Caruana (1999), emphasize that the results underline the need for an organisation-wide market orientation in the sense that internal marketing should not be restricted to the marketing department (Ewing and Caruana, 1999) [p.23]. Thus, although the concept of internal marketing was seen as being appropriate to service firms, it may have applications beyond this and may also be valid for firms in the consumer and industrial sectors (Ewing and Caruana, 1999) [p. 23]. Kotler and Armstrong (1991) view internal marketing as the building of customer orientation among employees by training and motivating both customer-contact and support staff to work as a team (Joseph, 1996) [p. 54]. Lee and Billington (1992), in developing the concept of internal marketing across the value chain, state that, Internal marketing identifies internal customers and suppliers along the value-adding chain of the company, and has been proposed as a means of managing the quality of these internal interactions so that quality is built into every step of the service delivery process (Lings, 1999) [p. 453]. According to past research, Lings (1999), states that internal marketing, therefore, aims to ensure that the internal customer is satisfied and that quality is progressively built into the product or service as it passes through the company so that the external customer is also satisfied (Lings, 1999) [p. 454]. He also believes that, this area of research identifies internal customers and suppliers along the value-adding chain of the company and has been proposed as a means of

managing the quality of the interactions between these (Lings, 1999) [p.454]. Bhote (1991) also states that internal marketing ensures that every department and every person within the organization acts as both a supplier and a customer, and that the staff work together in a manner supporting the company strategy and goals (Lings, 1999) [p. 454]. In confirmation of the possibility of using the approach of internal suppliers and internal customers in the implementation of internal marketing programs, we can refer to Fisk, Brown, and Bitner (1993), who state two basic ideas underlie the internal marketing concept: namely that everyone in the organization has a customer, and that internal customers must be sold on the service and happy in their jobs, before they can effectively serve the final customer (Pitt and Foreman, 1999) [p. 25]. Rafiq and Ahmed (2000) also support the idea of extending the concept of internal marketing beyond frontline service employees and argue that the scope of internal marketing activity is much wider than motivation of employees towards customer consciousness. For instance, it can also be used to motivate non-contact employees towards behaving in a manner that enhances the service for end-customers (Rafiq and Ahmed, 2000) [p. 453]. And state that the internal marketing is holistic. This is, in fact, an argument for internal marketing adoption since it plays a role in all functions and operations in an organization (Ahmed and Rafiq, 2003) [p. 1186]. Vel et al. (2019) also believe that internal marketing has implications across the various functions of an organisation and not with the marketing function alone (Vel et al., 2019) [p. 14].

Joseph (1996) states about the need for the participation of all employees that, internal marketing is the application of marketing, human resources management, and allied theories, techniques, and principles to motivate, mobilize, co-opt, and manage employees at all levels of the organization to continuously improve the way they serve external customers and each other (Joseph, 1996) [p. 55]. In his opinion, this definition also alerts us that the term "customer orientation" should be broadened to include external as well as

internal customers, the latter being any department or unit that is served by another unit within the same organization (Joseph, 1996) [P. 55]. Joseph (1996) clearly states that internal marketing, is not just for front-line employees, important as they may be to the delivery of quality service to ultimate consumers (Joseph, 1996) [p. 55]. Brooks et al. (1999), who conducted a study on the transfer of customer expectations along the value chain in service organizations and examined the impact of internal marketing on quality improvement, point to the need for further research to provide a model in the manufacturing industry. (Brooks et al., 1999) [p. 65]. Varey (1995), citing evidence from past research, supports the expansion of internal marketing beyond service front-line staff and argues that Internal marketing, in this view, develops the customer paradigm and ensures that quality management is not left to a separate management function and the differing perspectives on quality are rationalized by reducing departmental isolation and inter-functional conflicts by communication (i.e. information sharing and debate) and joint responsibilities to one another. This urges an explicit market focus in non-marketing functions such as manufacturing, engineering, design and finance, and the sharing of customer satisfaction goals. This is a form of “de-departmentalization” of functions and may be seen operationally in cross-functional problem-solving and briefing teams. Thus internal marketing is a means of integrating the business functions (Varey, 1995) [p. 47].

Harrell and Fors (1992) in confirming the possibility of using marketing activities in transactions between internal units of various organizations state that, the staff professionals can effectively market their services internally by addressing management expectations in the decision process and adjusting their approaches to meet or exceed those expectations (Harrell and Fors, 1992) [p. 306]. And believe that the organizations devote extensive resources to situations where managers market their capabilities to other units within the same firm (Harrell and Fors, 1992) [p. 299]. Harrell and Fors (1992) state that, Staff unit managers in a

range of disciplines who want to better serve internal publics can effectively market their services internally by understanding and responding to internal decision processes and expectations (Harrell and Fors, 1992) [p. 299]. In describing a complete marketing cycle, Winter (1985), also points to the expansion of internal marketing activities into product development processes, as he states, the full cycle nature of a well-orchestrated marketing effort beginning with quality research and planning which will focus and direct the institution, it can then move on to the process of "Internal Marketing" and aligning, educating and motivating staff towards institutional objectives. The next stage is product development and promotion and finally to the point of sale or service delivery where internal marketing and development will serve to aid in the successful close of the sales (exchange) transaction (Winter, 1985) [pp. 70, 71]. Reardon and Enis (1990) state that each employee has the potential to be either an ambassador for his or her company's products or merely a cog in the wheel of an effort that is so remote from daily tasks that he or she cares little whether anyone likes or dislikes the result. The former of these two options requires a determined effort to include each employee in the chain to the customer. It requires persuading each person, from upper management to the people who actually put the widget together, that they are part of a worthwhile enterprise judged by the extent to which that enterprise satisfies customers. This challenge is accomplished by internal marketing (Reardon and Enis, 1990) [p. 379]. Rafiq and Ahmed (1993) emphasize that the scope of internal marketing application is not limited to customer contact employees, stating the scope of internal marketing is wider than the motivation of employees towards customer consciousness. It can also be used to motivate non-contact employees towards behaving in a manner which contributes towards serving the end customer better (as in the case of the TQM approach). In fact, we suggest that internal marketing involves a planned effort to overcome organizational resistance to change and to align, motivate and integrate employees towards the effective implementation of

corporate and functional strategies (Rafiq and Ahmed, 1993) [p. 222]. They argue that This broader definition takes into account the fact that any change in strategy is likely to require an Internal Marketing effort to overcome organizational inertia and to motivate employees towards inner requisite behavior. Furthermore, as some (including marketing) strategies are likely to span several functional areas, this is likely to require cross-functional integration. Again the broadened definition of internal marketing takes this into account (Rafiq and Ahmed, 1993) [p. 222]. As Rafiq and Ahmed (1993) have stated the participants refer both to people involved in producing and delivering the product and those receiving the product who may influence the customer's perceptions (Rafiq and Ahmed, 1993) [p. 226]. Piercy and Morgan (1990), in explaining the concept of internal marketing, point to the need for the participation of all employees in order for marketing programs to be successful, and believe that, marketing success is often dependent on employees who are far removed from the excitement of creating marketing strategies - service engineers, customer services departments, production and finance personnel dealing with customers, field sales personnel, and so on (Piercy and Morgan, 1990) [p. 4]. Piercy and Morgan (1990) in stating the goals of an internal marketing plan, after emphasizing the importance of gaining the support of key decision makers for plans, and all that the plans may imply in terms of the need to acquire personnel and financial resources. emphasize the need to change the attitudes and behavior of employees and managers who are working at the key interfaces with customers and distributors, and continue to point to, building commitment to making the marketing plan work and ownership of the key problem-solving tasks from those units and individuals in the firm, whose working support is needed (Piercy and Morgan, 1990) [p. 5]. Reardon and Enis (1990), on the problems caused by the non-participation of all employees in internal marketing programs, stated that, the typical employee is not clear as to his or her position in the chain to the customer. Few employers take the time to communicate to employees their "fit" in the company-customer link. In this

case, the end of any task is its completion rather than its contribution to the strength of the chain and ultimately to the satisfaction of the customer (Reardon and Enis, 1990) [p. 379]. Reardon and Enis (1990) proposing that companies expend some of the same efforts and use some of the same skills that they employ in external marketing to market in-house, in essence, to persuade employees that they are vital links in the production-customer satisfaction chain, Thus the term "internal marketing" (Reardon and Enis, 1990) [p. 379]. As Collins and Payne (1991) have stated, internal marketing relates to all functions within the organization, but it is vitally concerned with the management of human resources. However, the traditional personnel department and the more advanced human resources department have frequently been oriented towards control and administrative activities rather than the alignment of human resources towards achieving strategic organizational purposes and goals (Collins and Payne, 1991) [p. 261]. Harrell and Fors (1992), state that, organizations devote extensive resources to situations where managers market their capabilities to other units within the same firm. ...Staff unit managers in a range of disciplines who want to better serve internal publics can effectively market their services internally by understanding and responding to internal decision processes and expectations. Moreover, internal customers will receive higher quality services of these staff functions focus their capabilities on meeting or exceeding management expectations (Harrell and Fors, 1992) [p. 299]. Sargeant and Asif (1998) agree that internal marketing is not limited to front-line employees, and they state that Marketing should be embraced as a business philosophy that guides, not only the relationships with external customers but also with those internal to the organization (Sargeant And Asif, 1998) [p. 78]. Brooks et al. (1999) state that in implementing an internal marketing plan, attempting to improve service quality by concentrating on customer facing staff only, is inappropriate, If this were the case then internal suppliers would not have been motivated to increase their internal service quality as they have (Brooks et al., 1999) [p. 64]. According to

Ewing and Caruana (1999), further elaboration of the internal marketing construct might provide an opportunity for more research that could look at extending internal marketing beyond service firms and public sector organisations to organisations that market physical products (Ewing and Caruana, 1999) [p. 23]. Regarding the requirements for using internal marketing throughout the organization, Reardon and Enis (1990) state the steps of applying persuasive theories that increase the likelihood of success of internal marketing with a customer-oriented approach: First, the need for clear communication on how to involve all employees in the customer relationship chain; Second, the fact that employees can contribute to the definition of customer service instructions with their creative suggestions; And third; Provide clear evidence that employees will be rewarded in a variety of ways in exchange for their participation (Reardon and Enis, 1990) [pp. 379 and 380]. According to Reardon and Enis (1990), as employees become involved in defining their roles in customer satisfaction, many will also find themselves having to define the "customer." For many employees there are several customers. There is the next link in the chain, perhaps, a group of employees taking what has been created in one unit and adding to it or checking for errors, and there is the ultimate customer who buys the product. Both internal and external customers should be considered in the definition of the employee's role (Reardon and Enis, 1990) [p. 380]. In addition, having identified his or her customer(s), each employee must also know the benefits of products provided by the company (Reardon and Enis, 1990) [p. 380]. In other cases, employees must be aware of the product's image in the consumer's mind. The point is that all employees must have an understanding of the customer benefits delivered by specific products and of his or her role in that delivery process (Reardon and Enis, 1990) [p. 381]. Every employee's role definition should include "product ambassador." Every employee in the organization, including senior managers, should have some sales training. Employees should see themselves as sources of

information for those people unfamiliar with the company's products (Reardon and Enis, 1990) [p. 381]. Employees should also know how their efforts fit into the distribution channel so that they might be more sensitive to how their actions affect customer satisfaction. For example, operating employees who visit the customer's assembly line and see how their product is incorporated into operations will return with a clearer sense of their work's purpose. In short, employees should have the "big picture" of production and distribution rather than a myopic view of their own isolated tasks (Reardon and Enis, 1990) [p. 381]. Rafiq and Ahmed (1993) believe that, in the internal marketing context, customer consciousness may be inculcated into employees by training (or retraining) staff. With structural changes such as the introduction of quality circles, new reporting methods may also be necessary (Rafiq and Ahmed, 1993) [p. 226]. For effective service delivery it is not sufficient to have customer conscious employees, it is also necessary to have effective co-ordination between contact staff and background support staff (Rafiq and Ahmed, 1993) [p. 220]. It is important to recognize the pivotal role of the various specific types of employees (contact staff, backroom staff, etc.) and how they can be best motivated to facilitate implementation of various strategy implementation programmes (Rafiq and Ahmed, 1993) [p. 230]. Foreman and Woodruffe, (1991), on the requirements of implementing internal marketing throughout the organization state that, a flexible and responsive internal environment should be created and common values and behaviors should be promoted that reflect the organizational goals and cause Synergy with the market (Varey, 1995) [p. 41].

Reardon and Enis (1990), state that, customer orientation cannot be effectively achieved by a few people in a company. Effective customer orientation requires that every employee have his or her "eye on the market." Employees must believe that their actions are part of a communication chain to the customer. It is not enough to have a customer relations department handle customer concerns while the rest of the company, including those who develop

products, are oblivious to the people who buy those products (Reardon and Enis, 1990) [p. 377]. Brooks et al. (1999), in their study of internal marketing, on the role of the value chain in conveying customer expectations throughout the organization's activities, stated that the main driver for internal service quality appears to be the external customer, who makes demands on the customer contact personnel. These internal customers then make demands of other departments in the value chain and support functions, evidenced by increased service expectations. Service quality then follows increased expectation. The internal customers who are not in contact with the external customer show low levels of service quality and no increase in expectation. This implies that an internal service quality wavefront, driven by the external customer, moves through the organisation backward along the value chain and out towards the support functions (Brooks et al., 1999) [p. 64]. In other words, the external customers communicate their service quality requirements most effectively to the internal suppliers which are closest to them (Brooks et al., 1999) [p. 63]. Service expectations of departments closer to the external customer will increase more than the service expectations of departments further from the external customer during the period of the internal marketing campaign (Brooks et al., 1999) [p.54]. Heskett et al. (1984), referring to the extension of the concept of internal marketing to internal exchanges, describes the first principle of implementing the concept of internal marketing, in which each process receives inputs from the internal supplier (previous operations), working on it, adds value and turns it into an output for the internal customer (next operation) (Lings, 1999) [p. 454]. Lings (1999) also emphasizes the importance of identifying internal exchanges in the implementation of internal marketing programs, and recommends that the value chain be represented in the interactions of internal suppliers and internal customers as a map (Lings, 1999) [p. 454]. Renjini (2020), while emphasizing the development of the concept of internal marketing throughout the organization, states that the training and development should orient toward inculcating customer orientation

among employees at all levels. Training has added significance in employees who do not have customer-facing roles. In such job positions, impact of one's organizational activities on customer satisfaction is not easily evident and direct (Renjini, 2020) [p. 2304]. Haghighi et al. (2014), regarding the results of developing the concept of internal marketing throughout the organization, believe that, with the involvement of all employees in internal marketing activities, as a result, employees participate in the planning and implementation of internal changes in policies and procedures. In this case, the company's marketing activities will be clearly oriented and will focus on the actions that increase the value provided to external customers (Haghighi et al., 2014) [p. 145]. Also, according to Nasr Esfahani et al. (2013), the scope of internal marketing influence is beyond the front line staff and also deals with product development. In this regard, they say, internal marketing, by creating unique abilities in employees, empowers them to apply their skills and abilities, and thus leads to innovation in various dimensions of the organization, such as product, process and other issues (Nasr Esfahani et al., 2013) [p. 43]. Mills (1986) describes the implementation of internal marketing programs by marketers. he states that marketers use the marketing process to communicate customer needs and requirements and associated implications throughout the organization to ensure consistent decision making and action, and to motivate corrective action and method improvements when design, production and delivery responsibilities for fulfilling these needs are not met (Varey, 1995) [p. 41].

According to Caruana and Calleya (1998), Irrespective of whether a firm markets physical or service products, it seems important that they practise external marketing and internal marketing that results in effective interactive marketing that enables the successful building of long-term and profitable relationships with customers (Caruana and Calleya, 1998) [p. 114]. Lings (1999) identifies the results of developing a schematic map to identify in-house exchanges aimed at implementing internal marketing programs throughout the

organization and states that by representing internal suppliers and internal customers in this way, it is possible for managers to easily identify their internal customers. Internal market research can then be targeted at these internal customers to identify their exact needs and how well they are currently being met (Lings, 1999) [p. 454]. By examining the internal marketing schematic, employees develop a holistic view of the firm as they identify where they fit into the firm's activities in relation to their co-workers. They can see how they affect the external customer, either directly or indirectly (Lings, 1999) [p. 457]. The internal marketing schematic can expedite the translation of customer wants and needs into targets for all personnel within the firm (Lings, 1999) [p. 463]. Lings (1999) states that exploratory internal marketing studies previously conducted in the field of services can be part of a wider study aimed at improving the quality of services which are provided by organizations, either as a service offering or, as in these cases, as part of a product offering. It will examine the effect of the management of people and systems which are not in direct association with the external customer on the quality of service delivered to the external customer (Lings, 1999) [p. 463].

The following is a summary of articles that, in addition to the activities of frontline service personnel, examine internal marketing in the organization's processes, including support and production departments, as well as in manufacturing companies.

Foreman and Money (1995) conduct a research to address these fundamental questions: What are the basic principles of internal marketing? Does internal marketing belong to all organizations? They classify internal marketing according to who the internal marketer is, and who the target of the marketing effort is (Lings and Brooks, 1998) [p. 327]. In their research a matrix is developed to show the different types of internal marketing that are practised between different groups of employees in organizations. The matrix is based on two key questions: Who is the focus of internal marketing? And Who applies internal marketing? As a result, in terms of the executor of the program and the target

group, there will be four different situations as follows: 1- The executor of the program is a specific part of the organization, the target group is a specific part of the staff; 2- The executor of the program is the whole organization, the target group is a special part of the employees; 3- The executor of the program is a special part of the organization, its target group is all employees; 4- The program is implemented by all parts of the organization, and its target group is the whole organization. According to their study, in most cases the entire company is not involved in the implementation of internal marketing, but is carried out by certain departments, groups or operations within the organization. Similarly, not all employees are necessarily the target of internal marketing efforts - may focus only on one department, group, or activity. Finally, they identified the components of internal marketing, including development (employee empowerment development), reward (employee reward), and vision (employee empowerment).

Gummeson (1987) in a paper on the use of internal marketing to develop a new culture, reports a culture change program that focuses on improving the effectiveness of exchanges between internal suppliers and internal customers and raises two main questions. One is whether internal marketing can be used to change the culture of companies? The other is whether the approaches and knowledge developed in service marketing can be useful for an industrial company? He examines the effect of implementing internal marketing on changing the culture of employees and on two issues, one is the actual implementation of the ideas presented in the internal marketing plan and the other is the extension of the concept of internal marketing to the internal customers. He understands that internal marketing is a strong concept not only for service companies but also for industrial companies and should not be limited to a superficial communication program, but should focus on performance and profitability. He also states that the concept of internal customers plays a significant role in making the internal marketing program more efficient.

Piercy and Morgan (1990) in an article on internal marketing, emphasize the role and importance of internal marketing and the need for participation of other departments in addition to marketing, in the proper implementation of strategic marketing plans.

Cahill (1995) in an article entitled "Learning organization is a new tool for internal marketing" seeks to link the two concepts of internal marketing and learning organization to provide a way to better organize customer service. While reviewing the common definitions of internal marketing and emphasizing the centrality of the marketing approach and the need for comprehensive definitions and the inclusion of manufacturing companies in addition to service companies, he shows that the concept of learning organization aims to better serve customers, a new perspective. Offers more attention to the outside, rather than focusing entirely on the inside of the organization.

Harrell & Fors (1992) in a case study addressed the requirements of implementing internal marketing in manufacturing organizations. They have identified five prominent expectations affecting management investment decisions in internal services of employees, including: 1- The need for internal employee involvement in determining the impact of their activities on The final performance of the organization; 2- The need to spread the message of management support about the importance of employee performance; 3- The need to establish a specialized section for job awareness and provide a picture of the organization's specialists based on their job requirements; 4- The need to create formal and informal teams to provide advice to the organization in appropriate situations; 5- The need for systematic methods to approve the budget for key activities. They state that organizations consume a lot of resources to serve employees to internal sections, in which case internal marketing concepts should be emphasized so that managers and employees can use it to strengthen their internal involvement in achieving the company's goals. Managers of sections that serve the internal activities of the organization, in a wide range of

disciplines can effectively market their services within the organization by understanding the internal decision-making processes and meeting internal expectations. In addition, in-house customers receive better service from the performance of employees who focus their ability on meeting or exceeding management expectations.

Brooks et al. (1999) took the approach of internal customers and internal suppliers along the value chain and emphasized the diversity of demands of different parts of the organization to fit their position in the value chain. He examines the market interactions within the organization and the dimensions of internal service quality, with the aim of identifying the difference between the dimensions of service quality in two types of internal market under the heading of direct internal market, including interactions between value-creating sections in the value chain; And indirect internal markets, including interactions between a support sector with a value-creating sector or with another support sectors.

Caruana and Calleya (1998) in an article with a special focus on the relationship between internal marketing including the dimensions of vision, development and reward, with the level of organizational commitment of employees in industry, and state that, regardless of whether the organization provides physical products or services, both internal and external marketing are important because lead to effective interactive marketing that successfully builds long-term, profitable relationships with customers.

Eveing and Caruana (1999) respond to the claims of internal marketing critics that equated it with proper human resource management. They report the results of a survey of executives of public sector organizations and examine and identify the concepts of internal marketing and human resource effectiveness, at both strategic and tactical levels. By presenting empirical evidence, they draw a valid and distinct line between internal marketing and the effectiveness of human resources and emphasize the need for market orientation at the organizational level. This means that



internal marketing should not be limited to marketing.

Lings (1999) introduced a new model called internal marketing schema. It adopts an approach of internal customers and internal suppliers, which combines the service delivery process with internal marketing activities by encouraging all employees to participate and focus on the impact of their activities on the external customer. This way has provided a tool to better understand the process of providing quality services. He suggests that his study could be part of a broader study aimed at improving the quality of services, both as a service provider organization and as part of product delivery activities, in which it can influence the management of individuals and Examine systems that are not even in direct contact with external customers.

Ahmed and Rafiq (2003) state that internal marketing is an unusual concept that is easily visualized and at the same time very difficult to implement. Internal marketing is a concept that is socially constructed and its nature depends on the context. It cannot be understood without relating the concept to the company, organization, or person it gives meaning to. In addition, internal marketing is holistic. This is an argument for accepting the role of internal marketing in all the operations of an organization.

Barnes and Morris (2000) by taking the approach of internal suppliers and internal customers and surveying employees in various industries including: manufacturing, construction mining, retail, service, wholesale, restaurant and road transport, with emphasis on the role of culture, to examine the impact of internal marketing on service quality and customer satisfaction in medium-sized organizations.

Lean (2005) seeks to identify the relationship between internal marketing and market orientation in the manufacturing industry by introducing job satisfaction and organizational commitment as intermediates. The results showed that internal marketing leads to job satisfaction and organizational commitment.

Found that both job satisfaction and organizational commitment to some extent mediate the relationship between internal marketing and market orientation.

Wu et al. (2012) in a study examined the relationship between internal marketing, job satisfaction, customer orientation, relationship marketing and organizational performance in a manufacturing industry. Based on the analytical results, the first result is that internal marketing has a positive effect on job satisfaction. According to conventional correlation analysis, internal marketing has a significant effect on customer orientation. The job satisfaction has positive effects on customer orientation, relationship marketing and organizational performance. According to the results, job satisfaction has significant paths towards customer orientation and marketing.

Saad et al. (2015) in a study examines the relationship between internal marketing and the effectiveness of external marketing through customer-oriented mediation in large manufacturing organizations in Malaysia. Overall, the results of this study show that internal marketing is significantly associated with customer orientation and external marketing effectiveness. Customer orientation is also significantly related to the effectiveness of external marketing. Finally, customer orientation has been found to mediate the relationship between internal marketing and external marketing effectiveness. The results explain that internal marketing is a good strategy for large manufacturing companies and the implementation of internal marketing methods will increase customer orientation and thus the effectiveness of product-related activities, pricing, promotional activities and distribution activities.

In a qualitative study, Minar et al. (2008) try to use internal interviewing and observation to examine internal marketing as well as its role in creating functional coordination between individual, process and work environment aspects in the equipment manufacturing industry. They conclude that applying the concept of internal marketing can make significant progress in developing the

organization's cross-functional coordination to overcome the problems of interoperability and cross-functional perception.

In a qualitative study, Owusu-Frimpong and Martins (2010) examine the concept of internal marketing as an internal support system that provides the infrastructure for starting a strategic business. And examines how internal marketing, as a concept, is understood and implemented in small and medium-sized enterprises, both manufacturing and service, by adopting the approach of internal customers and internal suppliers. They emphasize that the management of small and medium-sized companies in the implementation of internal marketing must ensure that customer orientation is internalized by employees, especially customer contact agents. To do this, a common set of beliefs about the concept of customer orientation is needed. This requires promoting a specific interpretation of the marketing concept and the systems and tools for achieving the goal of the activity, which is to provide value to customers while being profitable.

Ali et al. (2014) in a quantitative study state that internal marketing is very important in manufacturing industries. They examine the impact of internal marketing on staff retention in manufacturing industries. His study showed that internal marketing including: motivation, empowerment and internal communication have a great impact on employee retention.

Prasad and Nandi (2017) in a combined (quantitative-qualitative) study examined internal marketing in non-service organizations such as a manufacturing company, showing that the use of internal marketing is appropriate for customer satisfaction in manufacturing organizations.

#### **4. Conclusions**

In internal marketing studies related to manufacturing organizations, the approach of internal suppliers and internal customers is abundantly observed, during which the organization is divided into a set of internal

processes and departments, And each ones can play the role of internal suppliers or internal customers. This approach is similar to the concept of Japanese Total Quality Management (TQM), that some researchers have introduced it as primary origin of the internal marketing. Foreman and Money (1995) while expanding the concept of internal marketing to different sectors of the organizations, showed a diverse range of internal marketing based on the implementing sectors and the target sectors. According to Gummesson (1987), internal marketing is a strong concept, not only for service companies but also for industrial companies. Piercy and Morgan (1990) emphasize the need for the involvement of other sectors in addition to marketing, in the proper implementation of a strategic marketing plan. Cahill (1995) emphasizes the inclusion of manufacturing companies in addition to service companies in internal marketing programs. Harrell and Fors (1992) address the requirements of implementing internal marketing in manufacturing organizations and believe that staff units managers in a range of disciplines who want to better serve internal publics can effectively market their services internally by understanding and responding to internal decision processes and expectations. Brooks et al. (1999), emphasizing the diversity of expectations of different sectors of the organization depending on their position in the value chain, have adopted the approach of internal customers and internal suppliers to examine the interactions of internal markets and the dimensions of internal service quality. Their purpose is to identify differences between the dimensions of service quality in two types of intra-organizational markets under the headings of direct internal market (including interactions between value-added sectors), and the indirect internal market (involves interactions between a support sections with a value-added sector or with another support sector). Caruana and Calleya (1998) state that both internal and external marketing are important, regardless of whether the organization provides physical products or services. Ewing and Caruana (1999) conclude that internal marketing should not be limited to marketing employees. Lings (1999) suggests

the use of internal marketing to improve the quality of services, both in service organizations and in the provision of services that are added to products. He states that studies should also include individuals and systems that are not in direct contact with external customers. According to Ahmed and Rafiq (2003), internal marketing is holistic. This is an argument for accepting the role of internal marketing in all organizational operations. Barnes and Morris (2000), while emphasizing the application of internal marketing in various organizations, take the approach of internal suppliers and internal customers to study internal marketing in medium-sized organizations, such as manufacturing companies. Lean (2005) showed that internal marketing in the manufacturing industry leads to job satisfaction and organizational commitment. Wu et al. (2012) conclude that internal marketing in services added to the products in the manufacturing industry has a positive effect on job satisfaction, customer orientation and organizational performance. Saad et al. (2015) showed that internal marketing in manufacturing organizations is significantly related to customer orientation and external marketing effectiveness. Minar et al. (2008) conclude that the application of the internal marketing in the equipments manufacturing industries can make significant progress in the development of inter-functional coordination of the organization, to overcome the problems of integration and inter-functional understanding. Owusu-Frimpong and Martins (2010) conclude how internal marketing, as a concept, is understood and implemented in small and medium-sized enterprises, both manufacturing and service, by adopting the approach of internal customers and internal suppliers. Ali et al. (2014) show that internal marketing is very important in manpower-dependent manufacturing industries. Prasad and Nandi (2017) conclude that the use of internal marketing in non-service organizations such as manufacturing companies is appropriate to achieve customer satisfaction.

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### Author Contributions

Seyed Mansour Khoshkalam Soleymandarabi: Proposed the plan, studied the previous experiments, prepared tables, authored or revised drafts of the paper.

Mohammad Ali Nasimi and Rahmatali Saberi Haghayegh: Studied the previous experiments, contributed reagents, materials, analysis tools, prepared tables, and approved the final draft.

### Ethics Statement

The study was conducted by Rasht Branch Islamic Azad University.

### Supplemental Information

Any questions and request for more information should be addressed on correspondence author.

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