

Towards the development of an excellence paradigm of intraorganizational marketing culture and quality management.

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Abstract

The main purpose of this paper is to develop a theoretical framework concerning the use of internal marketing (IM) as a vehicle for the successful implementation of quality management (QM). The ultimate goal in this context is to present IM as a technique for gaining the acceptance of the employees or departments that are critical to the successful implementation of QM programs (Lewis, 1996). The argument presented in this article is based upon the view that the internal market consists of groups of workers and managers communicating and interacting with other groups of workers and managers within the organization, and that the establishment and maintenance of effective and efficient relationships between these groups is the focus of internal marketing efforts.

The first part of the paper discusses the development and conceptual definition of IM. It considers the objectives and different approaches of IM in the views of different writers. The second part of the article describes the broad classes of variables which are central to this review, namely corporate cultural change and internal organisational communication, and their relationship to internal marketing which it was argued, are critical for the implementation of any QM program.

The Notion of “Internal Marketing”

The concept of IM is a relatively recent departure from more traditional notions of marketing. IM has been addressed by a number of authors including Berry, (1985); Gronroos, (1985); and George (1990). In fact, the study of IM dates back only some 30 years. Conceptually, “internal marketing” had its origins in a desire to extend and refine the more traditional external orientation of marketing theory to the organization itself (Berry 1985; Helman and Payne 1992).

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Quite early in this development, internal marketing theory was proposed as an approach to service management that entailed the application of traditional or classical notions of marketing (Palmer, 2000; Helman and Payne 1992). This application embraced the marketing concept and the associated marketing mix as being relevant to the exchanges, which necessarily occur within an organization, between employees and between functional divisions. It was suggested that these individuals and groups could collectively be regarded in much the same way as external “customers” of the organization. The logic was appealing, in that IM was therefore to be regarded as a means for improving corporate effectiveness and efficiency in service delivery by improving ‘internal market’ relationships and processes. For instance, Lewis, (1996) argued that IM is an appropriate vehicle or approach for promoting the firm and its products or services to the firm’s employees.

Sasser and Arbeit (1976) were among the first to use the term “internal marketing” to refer to their assertion that employees are the first market of the firm. Employees are essential and central to delivering the services that are provided, thus they must be knowledgeable and motivated. In addition, they must be trained by the organization to be aware of the firm’s policies and strategies. Corral and Brewerton (1999) argued employees of the firm are the cheapest and most effective way of marketing an organization. Gronroos (1985), has long described this important dimension of services marketing.

Bowen and Schneider (1988) have identified what they believe are the responsibilities of the employee in spanning the gap between what they variously called the “internal environment” of the organization and the “external environment”. They too stressed the importance of training and motivating employees, in order that they can effectively carry out their duties to the firm in dealing with customer needs. Indicative of the level of interest in internal marketing, at least within the academic realm, was the fact that a significant portion of the American Marketing Association’s and Services Marketing Annual Conference program has long been devoted to internal marketing. Similar levels of interest have also been in evidence in the practical domain. Having introduced the nature and described some of the impacts of internal marketing, we turn our attention to a more rigorous conceptual definition of internal marketing.

CONCEPTUAL DEFINITION OF INTERNAL MARKETING

As has been shown, considerable attention in the literature has been and continues to be paid to the potential benefits of IM programs. The IM concept is a complement to the traditional marketing concept and holds that an organization’s internal market of employees can be influenced most effectively and hence motivated to customer-consciousness, market-orientation and sales mindedness flowing from a marketing-like internal approach and by applying marketing-like activities internally (Gronroos 1985).

McGuire (1999) described the concept of internal marketing as a philosophy, strategy, and process. IM as a *philosophy* describes a customer-orientated culture in which everyone understands the strategic intent or purpose, and is motivated to participate in implementing the strategy. Integrating “front- and backstage” (McGuire 1999) activities requires a shared and common understanding of objectives and desired outcomes, as well as clarity of the roles of these activities in the service delivery process. Further, Ewing and Caruana (1999) suggests at the strategic level IM should create an environment that foster customer consciousness amongst employees. Thus the concepts is concerned with challenging the attitudes and behaviour of employees to them more customer conscious.

Gronroos (1996) defined the IM concept as a *statement of strategy* for the internal marketing process that identifies a 'product', 'target customers', and 'capabilities'. The *products* are jobs and the work environment that influence employees' motivations. The *target customers* are top management; supervisors; contact personnel; and support personnel. Further, Gronroos (1996) argued that IM requires two *capabilities* - *communication* and *attitude management*. The first relates to customer - orientation and what Gronroos describes as "service-mindedness". *Communication management* is the more traditional realm of marketing and the second capability, *attitude management*, is arguably more the traditional realm of personnel or human resources management (pp. 7-18). IM as a *process* is a set of functions or activities. The list of IM activities is usually defined very broadly to include 'almost any function or activity that has an impact on the service-mindedness and customer consciousness of employees' (McGuire, 1999).

Despite the attention that the subject of IM has received, a review of the literature shows that there is still no single compelling, or clear conceptual definition of IM. This remains an area of considerable confusion despite the fact that numerous alternative definitions of IM have been proposed over the past decade. There is still debate over the nature and application of the subject. Some authors view IM as either a concept, a philosophy or a management practice, (Gronroos 1988; George 1990; and Wilson 1991), as either relating to human resource management, service marketing, or change management (Berry and Parasuraman 1991; Van Maanen 1995; and George 1990). Rafiq and Ahmad (2000) suggested there are three phases of the evolution of IM: (1) employee satisfaction; (2) customer orientation; and (3) strategy implementation and change management.

On the one hand (George 1990) has proposed that IM is simply a "philosophy for managing the organization's human resources based on a marketing perspective" (p.63). IM is an holistic management process aimed at integrating the multiple functions of organisations. George described the IM concept as follows:

"Internal marketing starts from the notion that employees are a first, internal market for the organization. If goods, services and external communication campaigns cannot be marketed to this internal target group, marketing to the ultimate, external customers cannot be expected to be successful either" (p.63).

Further George (1990) asserts that IM creates an inspiring climate characterized by a framework of targeted communication aimed at everyone in the organization, and in which as a consequence, motivation and morale thrive. According to this view, IM ensures that both the internal "people relationships" and the resources of the business are working in harmony to achieve the organization's strategic and tactical goals (pp. 63-70).

On the other hand, Hales (1994) debates whether IM offers a new perspective on the management of human resources or whether it is a "metaphor too far". Hales is skeptical of the "utility and relevance" of the use of marketing principles and the components of exchange and transaction inside organisations. However, there are some commonalities and overlaps, which have been considered in the literature. Hales (1994) suggests that the normative aspects of "people management", which relate to the management of employees as a resource, should be aligned with the strategic direction of the firm. Hales (1994) stresses that the key physical, human and organisational internal resources of the firm together influence the development and maintenance of competitive advantage in the external market place. As far as human capital is concerned, Hales highlights the critical nature of "training, experience, judgment, intelligence, relationships and insight of individual managers and workers in the firm".

The term “internal marketing” has been used to describe a variety of internal management activities, which, although not new in themselves, have “offered a new approach to developing a service orientation and an interest in customers and marketing among all personnel” (Gronroos, 1990). As mentioned earlier there is no single unified notion of what is meant by internal marketing however it is a concept, which offers a “philosophy for managing the organization’s human resources based on a marketing perspective” (George and Gronroos, 1990; Foreman and Woodruffe, 1991; Rafiq and Ahmad, 1993).

For the purpose of this paper, internal marketing is defined as the management process whereby exchanges and transactions within the organization are managed in order to implement quality management programs. Further, it is considered the process of managing and improving internal organisational communication and corporate culture change to ensure everyone in the organization understands the organisational goals. Therefore, IM requires the commitment of strategic management in order to ensure it receives sufficient importance within the organization (Preston and Steel 2002). The idea of IM originates at the top management and be communicated down to the very bottom of the firm (Greene, et al. 1994).

Such exchanges and transactions as above are decidedly two-way exchanges, as the managers in the human resource management department could benefit from a more market-oriented approach inside the organization. Christopher, Payne and Ballantyne (1991), in broadening the boundaries for internal marketing, applied the term to any form of marketing within an organization which focuses attention on the internal activities that need to be changed in order that marketing plans may be implemented. Adding to the clarity of the concept, Ballantyne, Christopher, and Payne (1995) have since refocused these earlier views of the domain of inquiry with the following definition:

“internal marketing is any form of marketing within an organization which focuses staff attention on the internal activities that need to be changed in order to enhance external market place performance”(pp. 19-44).

QUALITY MANAGEMENT APPROACH

Lings (1997) described this approach to IM as being based on the existence of internal customers and suppliers within the organization. An internal supplier is any person or group who passes a product to, or performs a service for, another person or group within the firm, thereby effecting exchanges with these internal customers. While failing to critically evaluate the applicability of the notion of exchange in this setting, this approach proposes that internal suppliers should strive to provide quality outputs for their internal customers. Pitt et al. (1999) and Kotler (2000), described an organization cannot promise to provide an excellent services before the employees committed to such service delivery.

The rationale of this approach is that quality management is built into the system resulting in service quality to the external customer. This approach is based on the concept of internal customers and suppliers and the internal supply chain, which has been found considerable support in the literature. Lee and Billington (1992) focused on the notion of internal suppliers within the organization and the quality problem associated with this notion. In addition, Barret (1994) discussed the need for internal customer programs, and Denton (1990) suggested that the supplier-consumer relationship should become the focus within the organization. Bhote (1991) proposes an improvement cycle within the organization based on the concept that in viewing the

“production process as a chain, the next operation is a customer of the one which precedes it” (pp. 11-12). This concept of internal suppliers and internal customers, also known as the internal customer model, is not without its critics. Guaspari (1993) has elaborated several criticisms of the internal customer model, namely:

1. The internal customer model addresses only continuous improvement and not breakthrough improvement. Evocatively, he asserts that this approach can lead to the world’s best and most efficient bucket brigade when a fire hose may be far more useful.
2. It sets up a series of dominance-subservience relationships within an organization which are antagonistic to the delivery of sustained service quality
3. It reinforces insular thinking, particularly with people who do not come into contact with external customers.

The above approach of internal marketing presented by different authors. They suggest the role of IM is either that provided by the service marketing approach, employees jobs and employees are the customers of these jobs; quality management approach focused, internal suppliers must serve their internal customers; and IM focused, selling a strategy to the groups within the organisations. The review of the literature relating to IM suggests that the employment of such a strategy may help overcome resistance to change and departmental conflict within the organization (Preston and Steel, 2002 and Morgan 2001).

LINKAGE BETWEEN QUALITY MANAGEMENT AND INTERNAL MARKETING

The purpose of IM in this study is to serve as an instrument to generate enthusiasm through internal organisational communication and cultural change in employees for the implementation of a QM program. The IM concept and the procedures to implement the concept are ongoing processes with feedback mechanisms to incorporate dynamic elements such as environmental trends and changing customer needs (Kane and Kelley 1992). According to Kane and Kelley (1992):

“this dynamic aspect of the marketing concept recognised as the marketing concept cycle, through its nature, embraces the notion of quality deliverance to enhance customers utility and value” (p.26).

The QM movement has progressed by focusing on two areas, namely, better ways of producing need-satisfying products/services and improvement of internal operations (Kane and Kelley 1992). Thus, there is a strong similarity in the dynamic focus of the marketing concept and the QM movement, which may provide for interfaces to yield fresh insights.

The common theme of QM and IM can be exploited when IM is offered as a mechanism for achieving the necessary customer-orientation and quality culture (Atkinson, 1990). All employees in the quality culture must be formulated with the notion of their own customer-supplier relationships (Morgan and Piercy, 1991). According to Varey (1995), QM and the IM concept have a strong affinity. However, the common themes of QM and IM are largely ignored by marketing and quality management writers. Phillips et al. (1983) provided a persuasive assessment, which showed that the role of the marketing department in implementing quality management has been widely neglected.

The literature shows the emphasis of QM programs has generally been on the improvement of internal business processes, through techniques such as Flow Charts, Pareto Charts, Cause and effect tables, Control Charts, Scatter Diagram, and Histograms, rather than on focusing on creating internal awareness and motivation to QM programs within the organization. The

initiative of QM programs in creating employee awareness and motivation has been accorded little attention in the literature.

This study contends that the links of IM with other factors (e.g., internal organisational communication and corporate cultural change) are important factors for the implementation of QM programs within the firm. Oakland (1994), suggests that quality management “starts” with marketing, and the link is formalized in IM. However, if a better link between marketing and quality is established, methods of market research could be used internally (e.g. internal customer surveys; focus group techniques; in-depth interviews; and brainstorming) to develop QM programs within the organization.

The notion of IM in this study is considered as a management philosophy that provides a systematic framework for managing employees toward the implementation of QM programs. For an organization to develop a culture in which the implementation of QM is the primary doctrine, it requires the support of employees at all levels. These employees must recognize the importance of the implementation of QM programs and be willing to adopt the appropriate behaviours and function in a cohesive manner. Little research has been undertaken linking the concepts of internal marketing and the implementation of QM programs.

Corporate Cultural Change

Corporate culture change has received substantial attention from practitioners and researchers alike, including Deal and Kennedy (1982), Kilmann and Saxton (1983; Saeed, 2005, as well as the periodic collections of articles published, which appears in the special issues of the Administrative Science Quarterly and Organisational Dynamics. Several different conceptualizations of corporate culture change exist in the organisational theory literature and some common threads run through the various conceptualizations, which have been summarized as follows:

... “Corporate culture change refers to the unwritten, often unconscious message that fills in the gaps between what is formally decreed and what actually takes place; it involves shared philosophies, ideologies, values, beliefs, expectations, and norms” (Kilmann and Saxton 1983, p 239).

There is substantial agreement among researchers about the importance of corporate culture change as the pattern of shared values and beliefs that help members of an organization to understand why things happen and thereby to teach them the behavioural norms in the organization.

As Schein (1985) notes:

... “because culture serves the function of stabilising the external and internal environment of an organization, it must be taught to new members. It would not serve its function if every generation of new members can introduce new perceptions, language, thinking patterns, and rules of interaction. For culture to serve its function, it must be perceived as correct and valid, and if it is perceived that way, it automatically follows that it must be taught to newcomers” (p.10).

There have been numerous approaches to the definition of corporate culture, and these have often employed different terminology. Allaire and Firsirotu (1984) point out that adopting a particular definition of culture is a commitment to specific conceptual assumptions and ways of studying culture. Further, Allaire and Firsirotu (1989) argued that the various definitions adopted

by different researchers in the study of corporate culture change could be categorized into three types: social interpretation; behavioural control; and organisational adaptation definitions. *Social interpretation* definitions focus on the interpretation schemata, meanings, or frames of references of individuals as indicators and components of culture. *Behavioural control* definitions focus on patterns of interaction or activities that define shared organization's behaviour. *Organisational adaptation* definitions emphasize habituated solutions to common encountered organisational problems such as integration and adaptation.

This view is expressed by Wilkins and Patterson (1985) who indicate that: "culture consists of the conclusions a group of people draws from its experience. An organization's culture consists largely of what people believe about what works and what does not. A group's beliefs range from conventional practices (for example, particular ways of making decisions or of recognizing and managing low performers), to values (judgments about what is good and bad; for example, "you should always be thorough in preparing to make a recommendation"), to assumptions ("maps" in people's heads about what the world is like and how to get things done in it; for example, "if you take risks and fail, you will be fired," or "all problems are basically marketing problems") (p. 267).

Accordingly, corporate culture change is defined in this study as the "the pattern of beliefs, values, rituals, myths, and sentiments shared by members of an organization" (Harrison and Stokes 1992). It is "made up of those aspects of the organization that give it a particular climate or feel. Culture is to an organization what personality is to an individual. It is that distinctive constellation of beliefs, values, work styles, and relationships that distinguish one organization from another" (p.13).

CORPORATE CULTURE CHANGE AND QUALITY MANAGEMENT

In 1986, Australian Society Quality Council (ASQC) surveyed 600 managers across the country asking the importance of several contributing factors in developing quality management programs within the organization. Ten percent responded that corporate culture change was the most important ingredient contributing to quality management programs. In 1988, they performed a similar study of 600 different managers. This time, 40 percent replied that corporate culture change was the most important component producing quality (Covey and Gullede 1992).

In a quality culture, the organization must have a common vision that is shared by all members of the organization (Carr and Littman 1993; and Johnson 1993; Sae, 2005). Sirota, Usilaner, and Weber 1994), view defects and problems as opportunities for improvement (Carr and Littman 1993; and Robson 1988); reward and recognize employees when results are achieved (Johnson 1993), use quality information for improvement rather than judging or controlling people (Sirota, et al. 1994); and must base its decisions on objective data (Carr and Littman, 1993). The quality culture must replace the "test and fix", and "if its not broke do not fix it" values with a detect and prevent culture (Robson 1988). The "way we do things around here" and "cover yourself" values are incompatible with the quality culture and must be replaced with a quality culture that views continuous improvement as essential to the success of the organization and problems as opportunities for improvements.

According to the corporate culture change perspective, QM initiatives fail when an organization fails to create a quality management culture that is compatible with the elements of QM program. The literature indicates, prior to the implementation of QM program, an effort to change the existing culture must be undertaken, otherwise, failure is inevitable. To avoid the culture trap,

organisations must assess their existing corporate culture, determine the extent to which it is compatible with the elements of QM and create a quality culture that focuses on values and the elements of quality management, otherwise organisations would only be adding to the existing culture which will not prevail. People will revert to the old ways of doing things and quality management will fail. Failure to seriously take the cultural factor into consideration when implementing quality management has resulted in disasters (Crosby 1992; Alloways 1994; Atkinson 1990; and Townsend and Townsend 1988). Atkinson (1990) attributes the failure of many quality management initiatives to failing to establish a quality culture.

The above review of the literature implies that corporate culture change is a potentially powerful explanatory variable in the implementation of a quality management program. Corporate culture change in this study can be conceptually defined as the patterns of shared values, beliefs and organizationally relevant policies, plans and structures which shape how people should behave at work and which determine what tasks and goals are important. In this respect, communication and internal marketing play pivotal roles as the processes by which organizational members interpret and understand the various symbols and patterns of behaviour in their environment.

CORPORATE CULTURE CHANGE AND INTERNAL MARKETING

Broadly speaking, internal marketing is a strategy of applying marketing philosophy and principles within the organization and a process of encouraging employees to accept changes in company philosophy. Recently, IM has been defined as a multifaceted construct that encompasses the importance placed on service quality, interpersonal relationships, the selling task, organization, internal communications, and innovativeness (Westbrook, 1993). For example, a type of IM culture is one that stresses professionalism among employees from top management to operational positions.

Westbrook states, employees, as well as customers, should be able to detect or “feel” such a culture both directly and indirectly (e.g. by observing the apparent importance placed on punctuality, professional dress and conduct, organization). Further, he says, another type of marketing culture is one that concentrates on implementing the most recent innovations relevant to that particular industry. Yet, another might focus on the continuous monitoring and improving of the quality of established practices. In other words, an IM culture can stem from any combination of differential weights placed on these various dimensions (Westbrook 1995).

This paper contends that corporate culture change process cannot be accomplished by concentrating only on culture. It suggests IM is based on the philosophy, more than listening to the employees and staff of a company and telling them what is happening and what your company is going to do. All organisations have a culture, which is either a positive or negative force in achieving effective performance. This study argues that: “*an organisations that have supportive internal corporate culture change of their strategies are more likely to be successful in the implementation of quality management programs*”. For instance, Smircich point out that executives ought to consider the “cultural risk” when adopting new strategies. They suggest that the organization change implied by new business strategies should be compared to the cultural orientations of the organization in order to determine the degree of potential resistance. In general, the research agenda arising from the view that culture is an organisational variable is how to mould and shape internal culture in particular ways and how to change culture, consistent with managerial purposes (Smircich, 1983).

Internal Organisational Communication

The concept of internal organisational communication has been around since the 1930's. Serious attempts to define and study the concept began with the laboratory experiments of Bavelas and Barrett (1951). At various times internal organisational communication has been treated as synonymous with listening, honesty, frankness, trust, supportiveness, and a variety of similar concepts. Redding (1972) attempted to clarify and systematically describe the dimensions of internal organisational communication. He argued that internal organisational communication included both message sending and message receiving behaviours, with the observation that superiors' message receiving behaviours, were especially important. Redding's model (1972) of the dimensions of internal organisational communication appears in a table.

Table 1. **DIMENSION OF INTERNAL ORGANISATIONAL COMMUNICATION**

	Message Sending	Message Receiving
Superiors' Behaviour	From Superior To Subordinate (downward)	To Superior From Subordinate (upward)
Subordinates' Behaviour	From Subordinate To Superior (upward)	To Subordinate From Superior (downward)
Peers' Behaviour	From Peer To Peer (horizontal)	To Peer From Peer (horizontal)

The Dimensions of internal organisational communication (Redding 1972, p. 405)

Focusing on task-related activities, Baird (1973) and Stull (1974) supported the notion that communication within the organization involves both message sending and message receiving behaviours. Baird (1973) also noted that similar behaviours described internal organisational communication in both superior-subordinate and peer-peer dyads. While Baird found internal organisational communication behaviours more related to task than to non-task communication activities. Earlier studies by Argyris (1990) identified non-task activities such as personal opinions, suggestions, and new ideas as a characteristic of internal organisational communication.

Thus, while there is no commonly accepted definition of internal organisational communication, the concept seems to incorporate the message sending and message receiving behaviours from the superiors, subordinates, and peers with regard to task, personal, and innovative topics. In the organisational, communication literature, internal corporate communication has been defined face-to-face, meaning-centered interaction conducted as part of the managing role by managers in their organisations (Ticehurst, et al.(1991).

Mastenbroek (1991) argues that communication within the organization aims “to establish mutual understanding and trust between employees and functional departments. Cooperation is a critical success factor in building the necessary organisational culture and capability” (p.27). Further, he says it develops a clear conceptual framework, which combines thinking on integrated internal and external communications and relationships among organisational members. Ticehurst, et al. (1991), defined:

“internal corporate communication as being broadly concerned with managing and administering communication resources and processes to facilitate communication within the organisations and between organisations and their communities (p.81).

In the light of the literature review, internal organisational communication in this study can be defined as an individual will attempt to share accurately his or her views, feelings and intentions with another, on matters pertinent to organisational objectives. Internal organisational communication is a vehicle for achieving and maintaining a level of cooperation among organisational members by providing them with knowledge and skills which create and maintain a corporate culture change in which all members are enthusiastic for and committed to the implementation of new ideas. This is especially pertinent for present purposes since QM can be regarded as a new idea in contemporary organisations.

Internal organisational communication, like corporate cultural change, is a contested term that has been subject to a multiplicity of definitional formulations (Dance and Larson, 1976). Here internal organisational communication consists of two types of actions: (1) those that create messages or displays; and (2) those that interpret messages or displays. A display consists of information not necessarily intended as a message but from which one can derive meaning. Internal organisational communication, like other forms of communication, involves making and interpreting message-displays. According to Fisher (1983), it forms a part of an:

“ongoing process that includes patterns of interaction between an organization’s members that both emerge from and shape the nature and actions of the organization and the events within it” (p.4).

In summary, to understand the cultural and communicative phenomena in the abstract is relatively easy: tracing the specific inter-relationships for any given organization in any plausible and convincing manner is, however, a considerable interpretive task, as we will demonstrate in this research article.

Internal Organisational Communication and Internal Marketing

The importance of internal organisational communications as a motivational device within the internal marketing campaign has been identified by several authors (Piercy and Morgan, 1990, 1991; and Piercy, 1995). The internal organisational communication is a vital link between success and failure of any good idea in which the human factor plays a critical role (Lovell and Wright, 2002). Both verbal and nonverbal communications are to be used by management to clearly, consistently, and continually communicate the goals and objectives of the organization to employees.

Leonard (1983) argued, “internal organisational communication and their relationships to all employee groups are critical to the success of the implementation of any new programs. Failure to consider these types of relationships result in a “quick fix mentality” and has contributed to a high rate of failure among any new ideas”(p. 98). Ingle (1982) espouses the necessity to bring together the employees for planned communication regarding the assessment and evaluation of each component of the new programs/ideas (Payne, 1992).

An exhaustive review of the literature suggests internal marketing provides all employees with the means to improve internal communication processes through the development of individual work functions. The premise of internal marketing is that the internal exchange between the organization and its employees groups must be co-operating effectively before the firm can be successful in achieving its goals and objectives (Gronroos 1990). Payne (1992) argues internal marketing involves a communication program throughout the organization, thus involving everyone in the organization in internal marketing. Further, he says, IM is concerned primarily

with internal communications, with developing responsiveness, responsibility and unity of purpose.

Summary

Many researchers have dealt with the implementation of QM programs but no previously published research has presented evidence of the effectiveness of internal marketing in enhancing the internal organisational communication and cultural change within the organization. While there is some consideration in the literature about the linkage of internal marketing and QM programs. Little research has done in the area of QM implementation and the effectiveness of internal marketing programs. This study provides a theoretical ground which is based on a synthesis of the work of various authors in the field of marketing, internal organisational communication and culture.

Management's role is to create a supportive environment that respects freedom of action and nurtures the creative energies of organisational staff, and to manage the relationship of the unit as a whole with its environment (Geranmayeh and Pourdehnad, 1993). Geranmayeh and Bartol (1993), argues that every organisational unit is a business in its own right, having its own customer, suppliers, competitors, and responsibility for the profitability of its operations. Success or failure of the unit will depend on how well it serves its customers' needs.

Success in QM implementation requires knowledge of whether organisations understand the QM concepts previously discussed and whether they are utilizing this knowledge to formulate QM strategies. Evidence from the field regarding the implementation of QM program will help the researcher in studying how quality management is implemented. The review of the literature shows, there is no clear approach, which considers IM as a management tool for the generation of corporate cultural change and internally communicate the new ideas within the organization. This study conceptually argues the concept of IM as a process by which service organisations, and their personnel understand and recognize not only the values of the marketing program, but their place in it. It also contends that the adoption of IM will facilitate improved internal organisational communication and bring about desirable corporate cultural change, which collectively enhance the successful implementation of quality management programs. The relationship between these factors may be causal, and the direction of causation is a matter for further theoretical and empirical investigation.

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