

Fostering Intrapreneurship Through Internal Marketing - Evidence From Higher Education Sector In Kerala**Parvathi.P.C* & Murali.E*******Research scholar, Sri C Achutamenon Government college, Thrissur******Associate Professor, Sri C Achutamenon Government College, Thrissur****ABSTRACT**

In this competitive era, effective internal marketing practices are needed to achieve successful employee performance and elevation of employees' intrapreneurial behaviour in service organizations, including educational services. Internal marketing, a popular concept in service marketing is concerned with hiring, training and motivating employees to provide services in a successful manner by treating them as internal customers of the organisations. In educational institutions, teachers are the prominent frontline service providers and therefore their quality will highly impact on the overall quality of such organisations. The present study explores the internal marketing practices of colleges in central Kerala and analyses its relationship with intrapreneurial behaviour of college teachers. The study based on the primary data collected from teachers of government, private aided, unaided and autonomous colleges revealed that there are divergences in practices of internal marketing among these different set of higher education institutions. Further the linear regression analysis reveals that there is a significant relationship between internal marketing and proactiveness dimension of intrapreneurial behaviour of teachers in higher education level. Thus study recognizes the internal marketing as an innovative practice to foster intrapreneurship of employees within educational service organisations.

Keywords: Internal Marketing, Intrapreneurial behaviour, Proactiveness, Anova, Linear Regression.

1.INTRODUCTION

Service sector also known as the tertiary sector of the economy is expanding at a faster pace. In the service sector, education service plays a prominent role. Globalization and liberalization have brought in far reaching impact on global educational system in India. Privatization led by intense competition necessitated institutions to remain highly efficient in the market. The concept of internal marketing rooted from the holistic marketing concept recognizes the need of integration of marketing activities and works on the principle that everything matters when it comes to marketing. For any organisation to be successful it requires both internal and external marketing. While external marketing focuses on people outside the organization, internal marketing treats employees as its first customers and concerned with hiring, training and motivating employees to serve its customers in a fruitful manner. Caruana and Calleya (1998) conducted a study among managers of a retail bank in Malta, in which they analysed the internal processes associated with delivering customer satisfaction, focusing particularly on the relationship between the nature and extent of internal marketing and its outcome in terms of the level of organisational commitment on the part of employees. The findings confirm a significant relationship between internal marketing and organisational commitment. Lings and Greenley (2009) conducted a study among UK retail managers and analysed the impact of internal marketing operations as a set of market oriented behaviours and consequently organizational performance. The study found a significant relationship between internal marketing orientation, employee motivation and external marketing success. Khanza Saman, Neelum Javaid, Asma Arshad, Samina Bibi (2010) investigated the impact of internal marketing on organization

commitment, market orientation, and business performance of commercial banks in Pakistan. The findings of the study suggested that internal marketing programs had a significant impact on employees' commitment, their market orientation and overall profitability of the firm. Anwad and Agti (2011) studied the impact of internal marketing along with organisational commitment and organisational citizenship behaviours, upon market orientation among Jordanian commercial banks and found that, internal marketing, organisational commitment and organisational citizenship behaviours have a positive and direct influence on the banks' market orientation. Hayat Muhammed Awan, Aneela Jabbar and Siddique (2015) made a study on telecommunication organizations of Pakistan and established that internal marketing has a positive significant effect on job satisfaction, affective commitment and organizational citizenship behaviour. Studies on internal marketing in other fields such as public sector (Ewing and Caruana 1999), life assurance (Ahmed and Rafiq 1995), international airlines (Frost and Kumar 2001) and manufacturer (Lee and Chen 2005; Piercy 1995) have also been attempted.

Altarifi (2014) conducted a study on internal marketing in educational sector by selecting samples from employees of higher education institutions in Jordan. The study analysed the effect of internal marketing on job satisfaction, organizational commitment and student satisfaction. The findings highlighted that although internal marketing has a significant impact on job satisfaction and organizational commitment. Sabrina Sihombing, Maredo and Gustam (2013) in their study investigated the impact of internal marketing on job satisfaction and organizational commitment among faculty members of private university in West Java and found that internal marketing is positively related to organizational commitment. Siddiqi and Sahaf (2010) revealed in their study conducted in Kashmir that training and development, organizational communication and employee motivation are some key factors that needed to be focused for improving organizational performance as an internal marketing strategy.

Ivancevich and Gilbert (2000) stated that internal marketing contributes towards the identification of internal entrepreneurs (or champions) who are capable of leading innovation and organizational change. Zampetakis, & Moustakis, (2007) found in their study that there are possibilities of successful application of corporate entrepreneurship in the government organisations, through the practice of internal marketing. As there is dearth of studies on internal marketing in the context of educational services in Indian context, especially by exploring its relationship with intrapreneurial behavior, the present study is attempted. As the present study considered only the 'proactiveness' dimension of intrapreneurship, more extensive further studies are required to generalize the results of the study.

2.FRAMEWORK OF THE STUDY

The study tries to establish a linkage between two concepts in service marketing literature internal marketing and intrapreneurship. In this study the concept of internal marketing is measured on a multi-dimensional basis while the intrapreneurship is measured on its proactiveness dimension only. The dimensions of internal marketing covered in the study are:

(a) Vision

The vision about service excellence will influence the manner in which an organisation responds to its external markets. Vision carries the organisation to develop market-oriented responses to satisfy the needs and to meet the requirements of its external markets.

(b). Academic staff development

Employee development refers to the extent to which organisations view the development of knowledge and skills in employees as an investment, rather than a cost, and happens as an ongoing process (Foreman and Money, 1995). In internal marketing employees are viewed as an

internal market within a firm. Hence, when an organization treats this market as the most valuable asset and/or as internal customers and seeks to improve job design and compensation, it is expected that the employees will become more satisfied. It is also reasonable to expect that effective marketing directed towards this market will increase the organisation's ability to attract and retain the best qualified employees for the work.

(C) Reward

Organizational rewards in terms of working conditions, salary, fringe benefits, and promotion opportunities are those extrinsic rewards provided by the organisation for motivating employee performance and eliciting commitment. Good working conditions are generally considered as a pre-requisite for good service quality as employees perform better when organisations create a climate of concern and caring.

(D) Internal communication

This factor refers to the strategies those employees at different hierarchy levels use to communicate with each other regarding different organizational issues. The importance of internal communication stem from its ability, through using marketing-like techniques, to create effective links between the efforts of senior management and staff and to facilitate employees' understanding of how individual objectives align with organizational goals, both of which are necessary conditions for achieving organizational success in its external markets.

(E) Internal marketing research

Internal market research refers to the extent to which organisations consider understanding the needs of the employees as a key priority. According to Lings and Greenley (2009) internal marketing research is concerned with awareness of managements regarding employee needs, regular evaluation of employee satisfaction with their work situation, awareness about key competitors and willingness to listen to employees problems.

Proactiveness in intrapreneurship

As mentioned earlier, the present study attempted to establish a linkage between internal marketing and intrapreneurial behavior of employees (teachers) in higher education. The intrapreneurial behavior refers to an employee conduct in existing organisation that focus on initiatives to engage in new activities outside his or her schedule of duties. Intrapreneurship refers to the individual level of the organisation (Antoncic and Hisrich 2003). Though the intrapreneurial behaviour of an employee is multidimensional namely innovativeness, proactiveness and risk taking (Matsuno, Mentzer and O'Zsomer 2002), the present study considers only the proactiveness dimension of intrapreneurial behavior of frontline employees of higher education services. Proactiveness is the ability of an employee to take initiative to lead than follow (Lumpkin & Dess 1996). It is anticipation of future needs, changes, or challenges that may lead to new opportunities (Lumpkin and Dess, 1996). Proactive employees would attempt to create changes in their working environment and also seek opportunities for controlling their environment rather than passively observe situations (Crant 2000). The proactiveness dimension is related to pioneering and initiative in pursuing new opportunities (Covin and Slevin, 1991). Proactiveness is also foreseeing the problems and taking a step directed to struggle these problems with a future oriented behavior (Freedman, 1994)

3 OBJECTIVES OF THE STUDY

On the backdrop of the above literature, the present study has been attempted by setting the objectives : (a) to analyse the perception of teachers on internal marketing practices in higher education institutions in Kerala and (b) to study the extent of relationship of internal marketing on proactive behaviour of college teachers.

In order to study the objectives, the following hypotheses have been framed

H₁ = There is no significant differences among the four categories of colleges in practicing internal marketing.

H₂= There is no significant difference among the teachers of four categories of colleges in respect of their proactive behaviour

H₃ = There is no relationship between internal marketing and proactiveness of teachers

4. DATA AND METHODOLOGY

Present study is based on primary data collected from the survey of teachers of arts and science colleges in central Kerala. The researchers selected 150 sample respondents on a convenient basis from two colleges each from government, private aided and unaided sectors and one from autonomous sector. Of the 150 respondents included in the survey, only 116 could return the duly filled questionnaires. In preparing the scale items of the survey instrument in respect of internal marketing the previously validated constructs used in the studies of Money and Foreman (1995), Gounaris (2008), Lings (2005), Meyer and Allen (1990), Oliver (1999) have been based. For measuring the intrapreneurial behavior only one dimension i.e. proactiveness is considered and the same is measured by using five scale items framed on the basis of existing literature. The responses have been measured on a five point likert type scale with 1 strongly disagree and 5 strongly agree on the extremes. The data in respect of the constructs of internal marketing and proactiveness were put for a reliability test. The computed value of Cronbach’s alpha exceeded the standard value of 0.7 which establish a high reliability for survey instrument. The collected data have been analysed by using descriptive tool mean and inferential tool ANOVA. The relationship between internal marketing and entrepreneurial behavior has been studied by computing linear regression.

5. RESULTS AND DISCUSSIONS:

(i) Demographic Profile:

Among the sample respondents, the male constitute 37.9 % and female 62.1%. More than two third of the respondents resides in rural and semi urban areas followed by a 28.4% in urban areas. Among the respondents 34.5 % are from unaided college followed by 31.9% belonging to government colleges and 23.3% from private aided colleges. Of the total 116 respondents selected for the study majority (54.3%) are employed in the urban colleges. Regarding the experience level of employees most of the employees are having an experience of less than 5 years (59.5%) (Table 1).

Table 1. Demographic Profile of Sample Respondents

S.L	Particulars	Number	Percentage
1	Gender :		
	Male	44	37.9
	Female	72	62.1
	Total	116	100
2	Area of Residence:		
	Rural	44	37.9
	Semi Urban	39	33.6
	Urban	33	28.4
	Total	116	100
3	Type of Institution		
	Government	37	31.9
	Aided	27	23.3
	Unaided	40	34.5
	Autonomous	12	10.3

	Total	116	100
4	Location of Institution		
	Rural	26	22.4
	Urban	63	54.3
	Semi urban	27	23.3
	Total	116	100
	Work Experience		
	Less than 5 years	69	59.5
	5 to 10 years	33	28.4
	More than 10 years	14	12.1
	Total	116	100

Source: Survey Data

ii) Internal Marketing & Proactive Intrapreneurial Behaviour- Descriptive Statistics

Table 2: DESCRIPTIVE STATISTICS OF DIMENSIONS OF INTERNAL MARKETING & PROACTIVE INTRAPRENEURIAL BEHAVIOUR

Dimension	GOVERNMENT		AIDED		UNAIDED		AUTONOMOUS	
	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SD
Vision	3.60	.809	4.01	.903	3.20	.597	4.12	.819
Academic Staff Development	3.63	.902	3.96	.736	2.92	1.163	3.41	.784
Reward	3.56	.960	3.56	.894	3.00	.786	3.20	.909
Internal Communication	3.54	.786	3.73	.819	3.37	.650	3.45	.758
Internal Marketing Research	3.78	.918	3.49	.875	3.30	.721	2.70	.902
Proactiveness	3.83	.601	4.14	.602	3.61	.895	3.66	.651

Source: Survey Data

The mean perceptual scores of respondents representing all types of colleges in respect of almost all of the dimensions of internal marketing practices are found to be above moderate level. It is also notable that the mean perception scores in respect of unaided colleges are found to be comparatively lower. In the case of proactive intrapreneurial behaviour also the same trend is visible (**Table 2**).

iii) Inferential Analysis of Internal Marketing Practices and Intrapreneurial Behaviour

The study also made an attempt to make an inferential analysis of internal marketing practices and intrapreneurial behaviour of teachers by using ANOVA. The results of the test validate a statistically significant difference among the four categories of institutions selected for the study at 5 per cent level for the four of the five dimensions of internal marketing namely Vision, Academic Staff Development, Reward, Internal Market Research. However difference is not found statistically significant at 5 per cent in respect of Internal Communication. In the case of proactiveness of employees also the divergence across the categories is found significant (**Table 3**).

The post hoc test reveals that the differences at 5 per cent level are statistically significant, between government and unaided, and between private aided and unaided colleges in respect of various dimensions of internal marketing namely vision, academic staff development, and reward. The difference between Government and autonomous colleges in respect of internal marketing research and between unaided and autonomous colleges in respect of vision are also found significant. In the case of proactiveness the difference between Private Aided & Unaided is also found to be significant (Table 4).

Table 3: INTERNAL MARKETING PRACTICES & PROACTIVE BEHAVIOUR : ANOVA OF ORGANISATIONS

Dimension	df	F	p value
Vision			
Between Groups	3	8.569	.000*
Within Groups	112		
Total	115		
Academic staff Development			
Between Groups	3	7.198	.000*
Within Groups	112		
Total	115		
Reward			
Between Groups	3	3.479	.018*
Within Groups	112		
Total	115		
Internal Communication			
Between Groups	3	1.320	.272
Within Groups	112		
Total	115		
Internal Marketing Research			
Between Groups	3	5.343	.002*
WITHIN GROUPS	112		
TOTAL	115		
Proactiveness			
BETWEEN GROUPS	3	3.148	.028*
WITHIN GROUPS	112		
TOTAL	115		

Source: data Compiled: Note * significant at 5% level

Table 4: RESULT OF POST – HOC TEST

DIMENSION	Differences Between	Sig
VISION	Govt& Unaided	.035
	Private Aided & Unaided	.000
	Autonomous & Unaided	.002
Academic Staff Development	Govt& Un Aided	.009
	Private Aided & Unaided	.000
Reward	Govt& Unaided	.028
	Private Aided & Unaided	.045
Internal Marketing Research	Govt& Un Aided	.073

	Private Aided & Autonomous	.044
	Govt& Autonomous	.001
Proactiveness	Private Aided & Unaided	.018

Source : Data Compiled

(iv) Relationship between Internal Marketing and Intrapreneurial Behaviour

As said earlier the study considers only one dimension ie proactiveness for measuring intrapreneurial behavior of teachers. Therefore the study made an attempt to find the nature of relationship between internal marketing and proactiveness of teachers. A simple linear regression was carried out to ascertain the extent to which internal marketing assessment scores can predict proactive behaviour of teachers. The analysis indicate amoderately high positive correlation between internal marketing and proactiveness ($r = 0.594$) and the regression model predicted 35% of the variance. The model was a good fit for the data ($F = 62.2, p < .0005$).

Table .5: REGRESSION MODEL SUMMARY

Model	R	R square	Adjusted R square	Std Err of the estimate
1	.594 ^a	.353	.347	.59652

Source : Data Compiled: Note.a. Predictors: (Constant), Internal Marketing

Table .6: ANOVA

Model		Sum of squares	df	Mean square	F	Sig
1	Regression	22.133	1	22.133	62.200	.000 ^b
	Residual	40.565	114	.356		
	Total	62.698	115			

Source : Data Compiled: Note :a. Dependent Variable: Proactiveness; (b) Predictors: (Constant), Internal marketing

Table .7: COEFFICIENTS

Model	Unstandardised coefficients		Standardised coefficients	T	Sig
	B	Std error	Beta		
Constant	1.287	.326		3.948	.000
Internal Marketing	.730	.093	.594	7.887	.000

Source : Data Compiled

5. CONCLUSION

The present study on internal marketing practices at higher education sector exposes the divergence in practice of this marketing philosophy under educational organisations under different management categories. Study also authenticates the influence of Internal marketing on proactive employee behaviour. Since the extent of practice of almost all dimensions of internal marketing is perceived to be at moderate level only, the concerned authorities of higher education sector should take more initiatives to focus on developing and motivating the human resources with a proper vision. Continuous assessment of needs and evaluation of satisfaction of employees through effective communication are also vital. Such HR practices will help to improve the

proactive behaviour of employees in the higher education sector and thereby to build entrepreneurial competencies among employees in education sector.

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