THE ROLE OF INTERNAL MARKETING ON TANZANIA STANDARD (NEWSPAPERS) LIMITED PERFORMANCE

THE ROLE OF INTERNAL MARKETING ON TANZANIA STANDARD (NEWSPAPERS) LIMITED PERFORMANCE: A CASE OF TANZANIA STANDARD (NEWSPAPERS) LIMITED (TSN),

By

Mgheni Chikira

A Dissertation submitted in Partial Fulfillment of the Requirements for the Award of Master Degree of Business Administration in Corporate Management (MBA-CM) of Mzumbe University.

2013

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the

Mzumbe University, a research titled: The Role of Internal Marketing on Tanzania Standard

(Newspapers) Limited performance:. The case of Tanzania Standard (Newspapers) Limited (TSN), in partial fulfillment of the requirements for the Award of masters degree of Business Administration in Corporate Management (MBA-CM) of the Mzumbe University.

……

Major Supervisor

……

Internal Examiner

……

External Examiner

Accepted for the Board of ……..

CHAIRPERSON, FACULTY/DIRECTORATE BOARD

DECLARATION

I, Mgheni Chikira, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for the similar or any other degree award.

Signature

……

Date

……

@

COPYRIGHT

This dissertation is a copyright material protected under the Berne Convention, the Copyright Act 1999 and other international and national enactments, in that behalf, on intellectual property. It may not be reproduced by any other means in full or in part, except for short extracts in fair dealings, for research or private study, critical scholarly review or discourse with an acknowledgement, without the written permission of Mzumbe University, on behalf of the author.

ACKNOWLEDGEMENT

The researcher wishes to acknowledge that this dissertation would not have been complete without the support and assistance of various individuals and scholars. Although he cannot mention them all, he would like to express his sincere gratitude for their support, which enabled the completion of this study.

His first and sincere gratitude goes to the Almighty God for his great support for enabling his efforts during this tireless work of pursuing the whole course and the entire preparation of this study. He full heartedly praises the Lord, Amen.

The researcher is specifically indebted to his major supervisor, Ms. Makawa Newa for her expert guidance and encouragement from the start of this research up to its completion. Though she had a lot regarding other university engagements at Mzumbe University, she devoted her precious time to render insightful and enthusiastic support for his study.

The researcher also extends his sincere thanks to all teaching staff at Mzumbe University (MU) for their endeavour to impart academic knowledge and other skills to all other MU students, including the researcher himself, without forgetting all of his friends at the Mzumbe University, Dar es Salaam College.

He would like also to extend his special thanks to his employer, the Tanzania Standard (Newspapers) Limited (TSN) particularly the acting Managing Editor, Mr. Gabriel Nderumaki, for the permission to carry out the study at the company, also specifically for their cooperation at the data gathering stage, thus making it possible to produce this research.

Lastly, he wishes to acknowledge the encouragement and support from his parents – Mzee Anthony A. Mgheni, and his mom, the lady of all times Namsifu Mgheni for their moral and material support and, who, brought him up and taught him to love books and, who laid a foundation for his life.

Many individuals helped him though those he has mentioned and those he has not mentioned all of them should stand relieved from the shortcomings of this course. The whole responsibility is, however, of the researcher's.

DEDICATION

The researcher wishes to dedicate this research to his beloved brother, Mgheni A. Mgheni, of the Ministry of Lands, Housing and Human Settlements Development, his twin younger brothers – Amani A. Mgheni and Amini A. Mgheni -- to emulate his example. He so dedicates this work to his younger sisters Eunice Mgheni, Celine (Dion) Mgheni, as well as Baraka (Blessing).

LIST OF ABBREVIATIONS

AMA : American Marketing Association

C to P : Computer to Plates

CPA : certified Public Accountant

HR : Human Resource

HRAM : Human Resource and Administration Manager

HRM : Human Resource Management

IM : Internal Marketing

IMF : International Monetary Fund

IMP: Internal Marketing Plan

IPP: Industrial Product Promotion

IT : Information Technology

JNE : Jalur Nugraha Ekakurir

MBA-CM : Masters degree of Business Administration in Corporate Management

ME : Managing Editor

MNH : Muhimbili National Hospital

MU : Mzumbe University

PMU : Procurement management Unit

PTL : Print Pack Tanganyika Limited

SAPs : Structural Adjustment Programmes

TAZARA : Tanzania Zambia Railway Authority

TSN : Tanzania Standard Newspapers

ABSTRACT

This research focused on the role of internal marketing on Tanzania Standard (Newspapers) Ltd performance. Internal marketing was first proposed about 20 years ago as a solution to the problem of delivering of high quality service. However, despite the rapid growing literature, very few organizations actually implement the concept in practice, as there was not a single unified concept of what is meant by internal marketing.

The literature review suggested three major phases in the development of the concept, namely an employee motivation and satisfaction phase, a customer orientation phase, and a strategy implementation/change management phase, proposed a definition and a set of core criteria that are essential features of an internal marketing program. Also explored the inter-relationship between the proposed criteria and suggested a framework for empirical investigation of the IM concept in the context of services marketing.

However, the study was conducted at the Tanzania Standard (Newspapers) limited (TSN), presenting media industry in the world dealing with customers. It has been experienced that poor product performance is the result of poor approach to the market or poor quality of the products. But different models tried to figure out other internal problems, which affect the business performance in the market place. It has revealed that in some cases the promotion tools and products are okay, but when it comes to the internal product there is a problem on the treatment side (how to treat it). The situation finally leads to failure by the organization to meet its expectations.
A sample from the population was studied at TSN. The research complied with both quantitative and qualitative approaches in collecting data. Questionnaire was used to collect primary data through administering of questionnaire and documentary analysis schedule instruments. It was recommended that TSN should place more emphasis on internal marketing practices by training workers in different parts pertaining internal marketing and HR department has to develop a good relationship with other departments.

TABLE OF CONTENTS

CERTIFICATION i
DECLARATION ii
COPYRIGHT ii
ACKNOWLEDGEMENT iii
DEDICATION iv
LIST OF ABBREVIATIONS v
ABSTRACT vi
TABLE OF CONTENTS vii
LIST OF TABLES viii
LIST OF FIGURES iv

CHAPTER ONE 1
BACKGROUND INFORMATION 1
1.0 Introduction to the background information 1
1.1 Context of the study 1.1.1Internal Marketing Background 1
1.2 Statement of the problem 7
1.3 Research Objective 8
1.3.1General Research Objective 8
1.3.2 Specific Research Objectives 8
1.4 Research Question 8
1.4.1General Research Question 8
1.4.2 Specific Research Questions 9
1.5 Hypotheses statement 9
1.6 Significance of the study……...……..……9
1.7. Scope, delimitation and limitation of the study 9
1.8 Limitation of Study 10
1.8.1 Time and budget factor 10
1.8.2 Cooperation from respondents 10

CHAPTER TWO 11
LITERATURE REVIEW 11
2.0 Introduction 11
2.1 Theoretical Literature review 11
2.1.1Conceptual definitions 11
2.1.1.1Marketing 11
2.1.2 Internal Marketing (IM) 14
2.1.3 Dividing internal marketing in different areas 15
2.1.4 Internal Market Segmentation 16
2.1.5The role of internal marketing 17
2.1.6Components of Internal Marketing 17
2.1.7The models of internal marketing 18
2.1.8 Internal marketing and organizational commitment 24
2.1.9 Essential of successful internal marketing programmes 25
2.2 The purpose of practicing internal marketing 25
2.2.1Benefits of internal Marketing 25
2.2.2 Management Approaches to successful internal marketing 26
2.2.3 Problems affecting successful implementation of Internal Marketing 26
2.2.4 Implementing the plan 27
2.3 Empirical Literature review 27
2.4 Conceptual Framework of Study 30

CHAPTER THREE 33
RESEARCH METHODOLOGY 33
3.0 Introduction to research methodology 33
3.1 Area of the Study 33
3.2 Research Design 33
3.3 Research approach 34
3.4 Sampling techniques and Sample size 34
3.4.1 Sampling plan 34
3.4.2Target population 35
3.4.3Sample size 35

3.5 Data collection methods and research instruments 36
3.5.1Questionnaire 36
3.5.2 Documentary Schedule 37
3.6 Data analysis Procedure 37

CHAPTER FOUR 39
PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS 39
4.0 Introduction 39
4.1Internal marketing at TSN 39
4.1.1Analysis of respondents 39
4.1.2Analysis of working experience of respondents 40
4.2 Focus on employee engagement 41
4.2.1Means of official communication at TSN 41
4.2.2Communication between departments 41
4.3 Reasons of workers being at TSN 44
4.4 Understanding internal marketing and relationship team 44
4.4.1Internal marketing 44
4.4.2Internal relationship team 47
4.5 Integration of organization culture 47
4.5.1HR department and employees relationship 47
4.5.2TSN with employee empowerment 48
4.5.3TSN corporate culture 50
4.6 TSN brand performance in the market 52
4.6.1Performance of TSN products in the market 52
4.6.2 Mushrooming of newspapers and drop of financial capability as assumption of dropping sales 53
4.7Management workers participation 54
4.7.1Internal communication policy 54
4.7.2Involvement of workers in preparation of policies 55
4.7.3Involvement of workers in social events 57
4.7.4Contributions of TSN on satisfying internal Customers 59
4.7.5Contributions of staff on satisfying internal customers 60

4.8 Human resources partnership 61
4.8.1 Internal training communication 62
4.8.2 Internal relation training 63
4.8.3T rainings to improve performance 64
4.8.4 TSN efforts to retain internal customers 65
4.8.5 TSN rewarding system 66
4.9 Projected future of TSN 69

CHAPTER FIVE 70
SUMMARY, CONCLUSION AND RECOMMENDATIONS 70
5.0Introduction 70
5.1Summary 70
5.2Conclusion 71
5.3Recommendations 73
REFERENCES 75
APPENDICES 79

LIST OF TABLES

Table2.1: Constituting elements of internal marketing 18
Table 3.1: Sample Distribution 37
Table 4.1: Distribution of Respondents and Non Respondents. 42
Table 4.2: Analysis of working experience of respondents 40
Table 4.3: Opinions of workers on Internal Relationship 42
Table 4.4 HR department and employees relationship 49
Table 4.5 Diversification on contributions of TSN Organization to satisfy internal customers 59
Table 4.6 Diversification on contributions of TSN staff to satisfy internal customers 61
Table 4.7Response on internal communication training 62
Table 4.8 Diversification of Internal relation Training 66
Table 4.9 Diversification of views on TSN trainings to improve performance 67
Table 4.10 Diversification of views on TSN efforts to retain internal customers 68
Table 4.11Diversification of views on TSN rewarding system 71

LIST OF FIGURES

Figure 1.1: Existing Organization Structure of TSN 6
Figure 2.1: Marketing Definitions..... 13
Figure 2.2: Berry's model of internal marketing 19
Figure 2.3 Gronroo's model of internal marketing…….……21
Figure 2.4: Conceptual framework…….……31
Figure 4.1 Distribution opinions of majority on the ways of communication at TSN 43
Figure 4.2: Formal Communication flows supported by majority staffs at TSN.....43
Figure4.3. Response on reasons of workers being at TSN 44
Figure4.4 Showing staff knowledge of the term Internal Marketing..... 48
Figure 4.5 Division of respondents on employee empowerment..... 48
Figure 4.6 Three levels of Employee Empowerment.....….49
Figure: 4.7 Corporate culture out- looked by minority at TSN…….....50
Figure 4.8 Opinions of Respondents who said TSN has corporate culture.....51
Figure 4.9Views of internal influence on performance in Market place……....52
Figure4.10Response on notion of mushrooming of newspapers and drop of financial 53
Figure 4.11 Effectiveness of TSN communication policy..... 59
Figure 4.12Involvement of workers in preparation of policies..... 56
Graph 4.13Respondents responses on involvement of workers in social event 57
Figure 4.15Diversification of Respondents agree on TSN involving workers in all social or official events 58
Figure 4.16Diversification of respondents who do not agree with TSN involving workers in all social or official events 58
Figure 4.17Employee training and development as a model should be traced..... 62
Figure 4.18Diversifications of group accepted training on internal relation 63
Figure 4.19Factor considered on rewarding and motivating TSN Employees 67
Figure4.20 Individual reward and recognition strategies to drive organizational success…….67

CHAPTER ONE

BACKGROUND INFORMATION

1.0 Introduction to the background information

This chapter presents the background, the context of the study, statement of the problem, research problem, research objectives, research questions, the scope and relevance of the study. The research problem is also presented where a research gap is also added and portrayed. Moreover, presented is the objective, which is to explore the role of internal marketing on the organization performance of Tanzania Standard (Newspapers) Limited (TSN). Finally the research objectives, research questions and defining the significance of the study are also dealt with.

1.1Context of the study

1.1.1Internal Marketing Background

In the era of competition, many organizations have to create strategic planning to take the advantage of competition or to win the competition. One key to success in winning a competition is by creating a strategic marketing plan, which will have significant contribution to achieve the organizational visions and goals. Marketing is management process, which has a role to maximize the profit (return) to shareholders and its company or organization then creating competitive advantage in product (Doyle. 2000).

The marketing concept emerged in the mid-1950s while the application of marketing within a company and organization was being activated. This concept should be performed with a holistic marketing approach covering an integrated marketing, performance marketing, relationship marketing and internal marketing. (Kotler and Keller 2009, p. 61). The holistic marketing concept is based on the development, design, and implementation of marketing programs, process, and activities that represent the breadth and interdependences. Holistic marketing recognizes that "everything matters in marketing", so integrated perspectives is often necessary.

In customer service world, customers are categorized more often into two classes, namely external customers and internal customers. An external customer is a customer who is not directly connected to that organization, whereas an internal customer is the one who is directly connected to an organization. Internal customers are usually stakeholders, employees, or shareholders of the company or organization. Juran (1988) adds that the definition also encompasses creditors and external regulators

The concept of internal marketing has been discussed in the literature of marketing and related disciplines for over twenty-five years (Rafiq and Ahmed, 2000). Yet, despite many attempts at the formalization and operationalization of internal marketing activities (Tansuhaj, Randall and McCullough, 1988; Bak et al., 1994; Ballantyne, 1997; Lings and Brooks, 1998; Sargeant and Asif, 1998; Quester and Kelly, 1999; Frost and Kumar, 2000; Straughan and Cooper, 2002), no conceptualization or indeed definition has as yet found undivided acceptance by scholars and practitioners alike (Rafiq and Ahmed, 1993, 2000).

Consequently, there is a high degree of ignorance and reluctance towards the concept of internal marketing, resulting in a lack of application. To a considerable extent, the confusion regarding the subject is a direct result of its three-pronged historical development, leading to three separate sets of analytical and implementation frameworks (Rafiq and Ahmed, 1993).

The marketing discipline, which explains about internal customer, is explained in the last part of holistic marketing, which is internal marketing. Internal marketing is important because it has a role in ensuring that everyone in the organization embraces appropriate marketing principles. During this time, in a service business there is a concept of customer first, but more precisely is the employee first, internal marketing sees employees as internal customers that the company has to build their loyalty to, said Johari Zein the Executive Director of JNE (Marketing Magazine, May 2011).

Regarding those facts, it is known that implementation of internal marketing will be difficult if the internal customers are not satisfied. Internal customers, who are not satisfied to have the same symptoms with external customers who are also not satisfied, it will be difficult to provide good service to them will result in the organization or company's decline in productivity.

Nigeria is a case of internal marketing problem in Africa. The study investigated internal marketing practices and their relationship with job satisfaction in a Nigerian university environment. Results indicated internal marketing as having resultant effects on three major areas or components; understanding of organizational vision and values, quality delivery of external marketing, as well as quality delivery of interactive marketing. It was also established that there was strong and positive relationship between internal marketing and job satisfaction. The research measures showed good psychometric values.

In Tanzanian context, the issue of internal marketing was slowly taught in different academic institutions and is now seen as a new term to be practised in different organizations. Many organizations face challenges on how they treat and organize workers toward organization performance. Leshabari et al (2013) conducted a study at the Muhimbili national Hospital (MNH). The result showed that almost half of both doctors and nurses were not satisfied with their jobs, as was the case for 67% of auxiliary clinical staff and 39% of supporting staff.

This dissatisfaction was multi-factorial in origin. Amongst the contributing factors reported were salary levels, the frequent unavailability of necessary equipment and consumables to ensure proper patient care, inadequate performance evaluation and feedback, poor communication channels in different organizational units and between workers and management, lack of participation in decision-making processes, and a general lack of concern for workers welfare by the hospital management.

Tanzania is one of the countries in sub-Saharan Africa that has recently witnessed a significant increase in a number of newspapers (print media). The Tanzania Standard

(Newspapers) Limited (TSN), one of the oldest media houses in the country evolved and survived challenges brought in by both political and economic transformations. In the 1990s, when the country embarked on economic liberalization, the neo-liberal press also emerged. Experts say that the neo-liberal press did not evolve of its own accord, but it came about as a response to the International Monetary Fund (IMF) inspired by Structural Adjustment Programmes (SAPs) and from pressure within the international donor community (Mfumbusa, 2004).
From having one newspaper - The Tanganyika Standard - that lived in the era of great monopoly in print, the current pattern of ownership of newspapers in Tanzania is a blend of the government and private media. The government owns the Tanzania Standard (Newspapers) Limited, the publishers of the Daily News (1919), the Sunday News and Kiswahili tabloid – Habarileo and the weekly Spotileo.

The major private, daily, English -language newspapers are The Citizen, the Guardian, the African, published in Dar es Salaam by Mwananchi Communication Limited, IPP Limited and the New Habari Corporation, respectively. Overall, there are more than 20 daily newspapers in Tanzania that are published in Kiswahili including habarileo. The shift has led to a significant drop in the circulated copies of the Daily News from over 100,000 copies in the mid 1980s to 15000 copies in the late 1990s to 2010 (TSN Readers' Survey Report, 2011). And the quick answer obtained was the increase in competition caused by other media, without searching-out the role of internal marketing towards TSN performance.

On the other hand, Habarileo has been established amid over 10 similar Kiswahili tabloids with some having strong competitive edge. As a result, there has been negligible growth in its circulated copies. One of the obvious reasons shown by second finger for the trend in circulated copies is the introduction of more newspapers with similar content and partly by the emergence of new media (TSN Readers Survey Report, 2011). Those analysers also have forgotten how internal situation has a position on what is seen.

The history of Tanzania Standard (Newspapers) Limited (TSN) dates back to 1930, when Tanganyika Standard Limited was established under the ownership of the East African Consolidated Holdings. The Company was later sold to London Rhodesia (Lonrho) of London, England.

In 1961, Lonrho reorganised the company into Tanganyika Standard (Newspapers) Limited (TSN) and Printpack Tanganyika Limited (PTL). Both companies were nationalized in 1970.

The turning point for TSN came with the liberalization of the national economy beginning in mid 1980's which placed new demands on all state owned enterprises to operate commercially in order to survive. The enactment of the Public Corporations Act, 1992, (Act No. 2 of 1992) provided the general legal framework for liberalization of the public enterprises including the media industry.

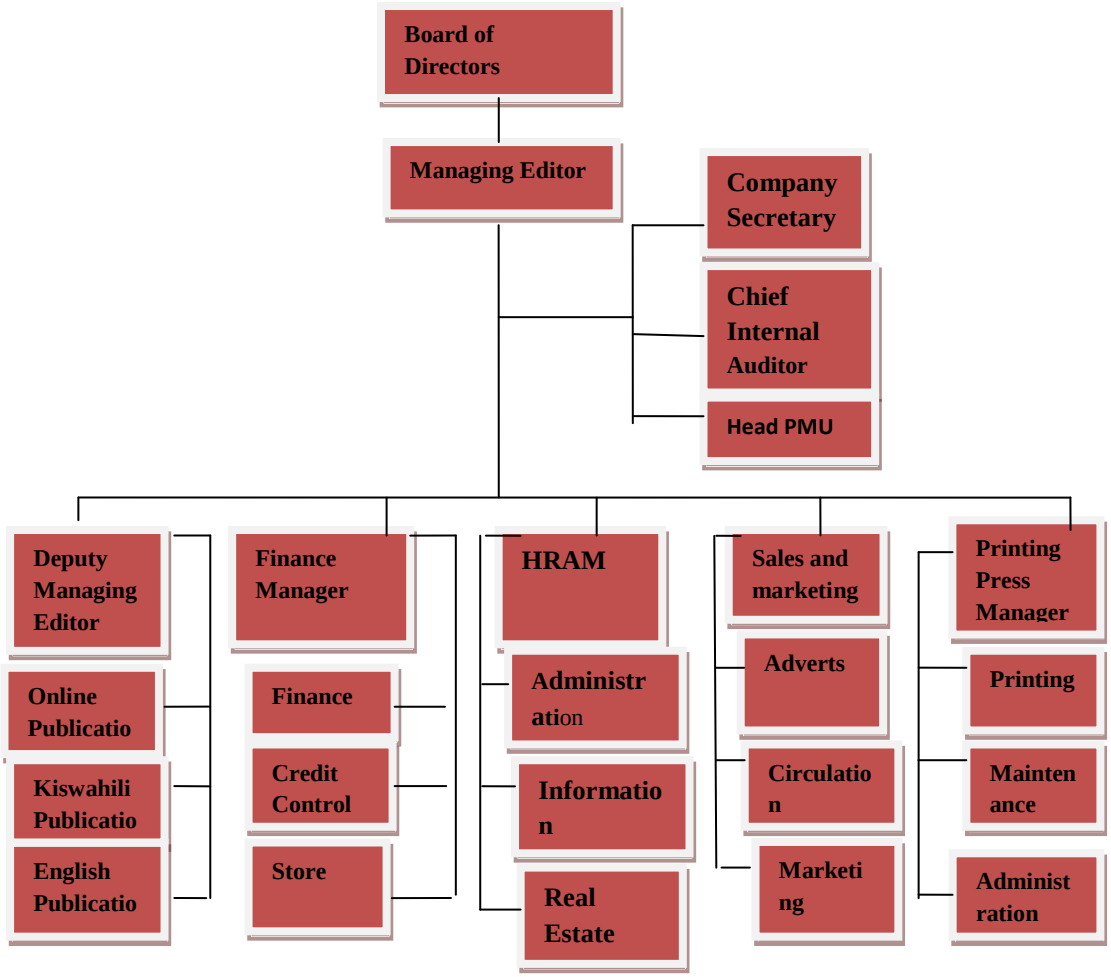
TSN is wholly owned by the Tanzania Government through the Treasury Registrar. The overall management is governed by the Board appointed by the Shareholder. The daily functions of the company are under the Managing Editor, who is appointed by the President and Heads of Department appointed by the Board, (TSN archives).

TSN as government print media has different departments known as Editorial Department, Finance Department, Human Resource and Administration Department, Sales and marketing Department and Printing department.

There are other very specialized Units under Managing Editor Office like Legal Unit, Internal Audit and Procurement Management Unit. All these rank-heads are appointed by Board of Directors (Source; TSN Scheme of service Manual, 2012).

The mentioned departments and Units usually work together in order to accomplish the designed goal. As researcher I have used questionnaires and secondary data in all departments to observe the role of marketing toward TSN performance.

Figure 1.1: Existing Organization Structure of TSN



Source: TSN 2012

TSN always focuses on the print media with three main functions namely; publishing, distributing and selling quality newspapers and magazines. The company's main objectives are:

- To publish and sell quality newspapers of scientific, social, political, economic and cultural interest to the general public
- To be a reliable source of information and news geared to enhance economic progress, unity, peace and solidarity among Tanzanians and between Tanzania and the rest of the world.
- To aggressively solicit adverts from local and international companies /organizations and individuals;
- To diversify news products and services to meet established needs of the

market; and

- To routinely monitor and improve the quality and profitability of its products and services

TSN has changed a lot focusing on marketing; the way we see the company is different from 1970s (TSN Archives, 2012). The competition has increased in such a way that marketing approaches have also changed. This is because before newspapers were selling themselves without big promotion efforts. In 1990s when Tanzania embarked on the economic liberalization and during multi-party system, as I said before, neo-liberal press also emerged. By 2006, there were 537 registered newspapers, including 12 active dailies and more than 50 weeklies (Audience Escape, 2012).

In external marketing, a product is anything that companies can offer to their markets to satisfy a want or need. In the simplest conceptualization, an internal product is the job (Collins & Payne, 1991). Treating jobs as products means going beyond tasks that need to be performed and giving consideration to factors other than financial remuneration. It means also considering training needs, levels of responsibility, involvement in decision-making, career opportunities and the working environment (Ahmed & Rafiq, 2002).One of the Core Values and Goals defines the desired organizational culture of the company are: Integrity and ethical behavior, Professionalism, Editorial independence, Customer-orientation, Modern technology-orientation, Pursuit of excellence, Innovation and creativity, Teamwork, Results focus and Public accountability (TSN Archives, 2012).

1.2 Statement of the problem

Over recent years internal marketing has increasingly been integrated with employers branding, and employer brand management, which strive to build stronger links between the employee brand experience and customer brand experience. The challenge for internal marketing is not only to get the right messages across, but to embed them in such a way that they both change and reinforce employee behavior (Burkitt and Zealley, 2006).

With the reasons explained by TSN as presented on background, a drop in performance of newspapers is caused by external factors. External marketing brings customers, but does little good if employees do not perform to the guests' expectations (P. Kotler etal, 2010). The underlying assumption is that, by viewing employees as the organization's most valuable asset and treating them as internal customers, the organization will gain a competitive advantage and achieve its objectives.

At the TSN the purpose is to check how internal marketing is functioning. In the study the main focus is on the role of marketing towards the performance of the company. The results present the main picture on how different organizations use or not use internal marketing as a strategy towards sustainable performance.

1.3 Research Objective

1.3.1General Research Objective

The main research objective was to explore the role of internal marketing on the organization performance of TSN.

1.3.2 Specific Research Objectives

The study was guided by the following specific research objectives:

- To assess whether there is internal marketing practice at the TSN.
- To find out whether there is good arrangement of proper integration/communication between/among TSN departments
- To determine whether the organization has internal relation policy and whether the policy is effective.
- To determine whether there is any problem in practicing internal marketing at the TSN.

1.4 Research Question

1.4.1General Research Question

The main research question was to explore whether there is any role of internal marketing on the organization performance at TSN.

1.4.2 Specific Research Questions

The study was guided by the following specific research questions:

- Is there any internal marketing practice at the TSN?
- Is there good arrangement of proper integration among TSN departments?
- Does the company have internal relation policy and if it effective?
- Is there a problem in practicing internal marketing at the TSN?

1.5 Hypotheses statement

Internal Marketing practice has a positive role on the organization performance.

1.6 Significance of the study

The study on the role of internal marketing on the organization performance of TSN is expected to be more beneficial in different areas. It is going to show why there is a drop of sales at the TSN. The internal capabilities/opportunities were used to market the company products.

Moreover, this research study has been beneficial for academic purposes specifically as partial fulfillment of the completion of Masters of Business Administration, in corporate management. The research study acted as a springboard for further research in areas of strategic competition for students, researchers and practitioners in media challenges

1.7 Scope, delimitation and limitation of the study

The study on the role internal marketing on the organization performance was conducted at the TSN on samples of its employees. The reason of using TSN internal employees was due to nature of problem question which involve internal matters at TSN.

The purpose of the study is to investigate the role of internal marketing on organization performance. The researcher examined the relationship between the internal marketing and different outcome variables and antecedents which further led to explore the relationship between Internal Marketing and Market orientation.

1.8 Limitation of Study

Despite using a case study to verify the role of internal marketing on the organisation performance of TSN, there were some limitations which the researcher encountered during the research process:

1.8.1 Time and budget factor

The researcher was responsible for other office work at his workplace and at the same time has to do the research. Therefore, the time for data collection, analysis and interpretation was short as per the requirements of the university, and pre-determined budgetary allocations were practically not adequate to carry out an extensive and deep research with all the required details.

1.8.2 Cooperation from respondents

Respondents' awareness about the research and their individual attitude towards researchers needed a lot of sensitization. Some respondents were not willing to participate or cooperate fully during the study and some with busy schedules were not readily available. The researcher had to shuttle several times to and from their offices.

CHAPTER TWO

LITERATURE REVIEW

2.0Introduction

This chapter deals with investigation on contribution of other scholars and researchers writing on similar topic as a research problem. The chapter describes conceptual definitions, theoretical bases of the research, empirical analysis of the past studies and the conceptual framework.

2.1 Theoretical Literature review

2.1.1Conceptual definitions

2.1.1.1Marketing

Kotler (1991) defines marketing as the social process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others.

This is more of an old-school, college-professor definition, which while accurate, is fairly cold. I think the "social process" part diverts attention from the business side, and "individuals" sounds more clinical than "customers" which is the gold standard in many of these definitions.

American Marketing Association (AMA) (2007), defines marketing as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

This definition took the AMA years of debate to create. It is a very comprehensive, yet concise definition, encompassing the product development, marketing communications, pricing, and strategic aspects of marketing.

McKenna's (2000) bold statement exemplifies the school of thought that everything

you do – not just your products, pricing, promotion, and distribution, but even your billing, how you answer the phone, your speed of handling problems –it all affects how your customer perceives your company, so everything is marketing.

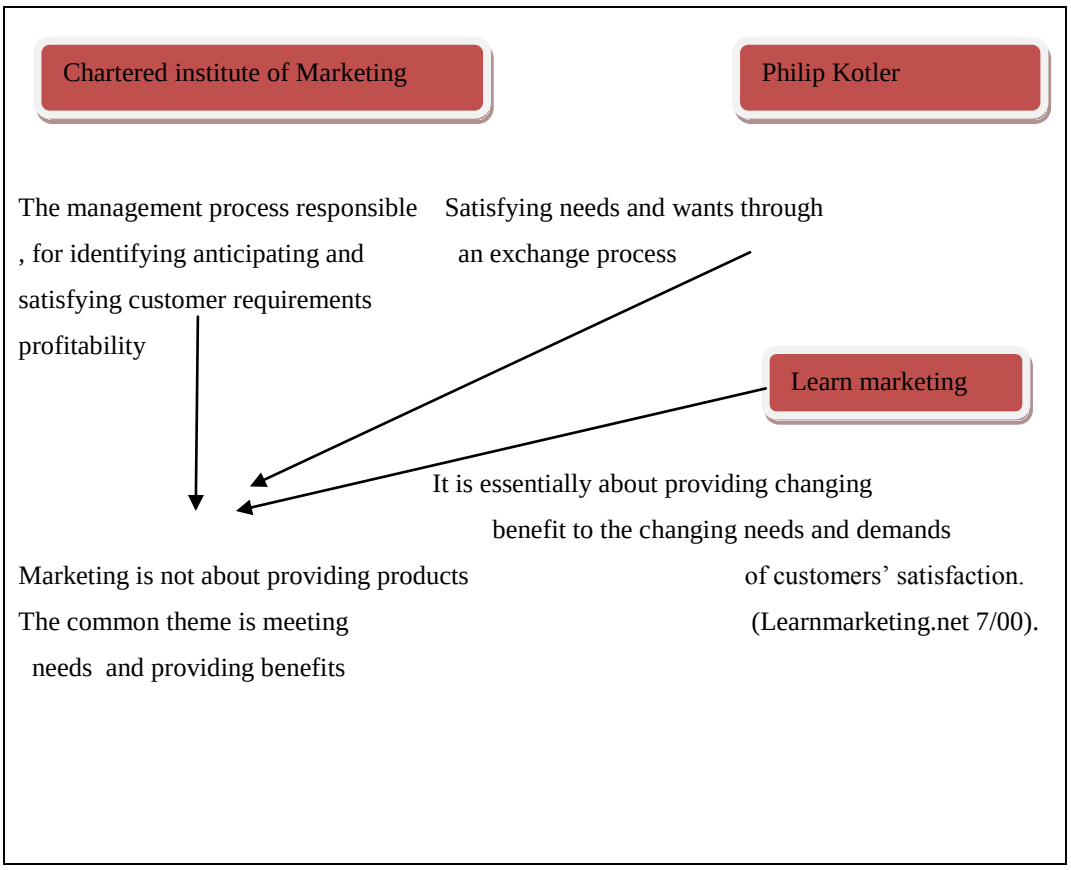
According to Drucker (2008), Marketing is not only much broader than selling; it is not a specialized activity at all. It encompasses the entire business. It is the whole business seen from the point of view of the final result, that is, from the customer's point of view. Concern and responsibility for marketing must therefore permeate all areas of the enterprise. Management guru Drucker also advocates that marketing is everything, plus he provides reasons to back it up.

The underlying thread in many of these definitions that resonates most with me is that marketing job is to understand what the customer needs and then to provide it – and that the job of marketing goes beyond the marketing department.

So if you want to have a greater role in marketing, then focus on how the entire experience your customers have in your trade show exhibits and displays creates more impetus for them to buy from you, rather than just the logistics of shipping your exhibit properties. At that point you've shifted your mindset into the realm of marketing.

From a societal point of view, marketing is the link between a society's material requirements and its economic patterns of response. Marketing satisfies these needs and wants through exchange processes and building long term relationships. This is the process of communicating the value of a product or service through positioning to customers. Marketing can be looked at as an organizational function and a set of processes for creating, delivering and communicating value to customers, and managing customer relationships in ways that benefit the organization and its shareholders. Marketing is the science of choosing target markets through market analysis and market segmentation, as well as understanding consumer buying behavior and providing superior customer value (Drucker, 2008).

Figure 2.1: Marketing Definitions



Source: learnmarketing website, 2013

During the last 25 years marketing as a phenomenon has changed. Following this change new marketing fields such as service marketing, relationship marketing and network-based business-to-business marketing (the IMP approach) have emerged alongside consumer goods-oriented marketing. Traditionally exchange is considered the central concept in marketing (Bagozzi, 1975; Hunt, 1976). In these more recent approaches it has been suggested that exchanges, although still important of course, are facilitated through interactions between suppliers and customers, and hence *interaction* becomes a central marketing concept (Grönroos, 1990; Gummesson, 1987; Håkansson, 1982). For example, interactions make coproduction (Prahalad and Ramaswamy, 2004) and co-creation of value (Normann and Ramirez, 1993) possible. Also the *value-in-use* notion in customers' value creation, which is growing in importance in the marketing literature (Vargo and Lusch, 2004), demands a focus on customers' interactions with, for example, physical goods, services, technology and information.

2.1.2 Internal Marketing (IM)

Internal marketing comes from the basic understanding of marketing. The term internal marketing is defined 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 firm

Internal marketing acts as part of the marketing strategy with the employee's themselves who are termed as internal customers. It is used as a philosophy for managing the firm's human resources based on a marketing perspective to build internal competencies for external success (George, 1990).

Internal Marketing is the process that occurs within a company or organization whereby the functional process align, motivates and empowers employees at all management levels to deliver a satisfying customer experience, (Burkitt and Zealley, 2006). Over recent years internal Marketing has increasingly been integrated with employer branding, and employer brand management, which strives to build stronger links between the employee brand experience and customer brand experience.

International marketing is inward facing marketing. Internal marketing is used by marketers to motivate all functions to satisfy customers. With internal marketing the marketer is really extending and developing the foundations of marketing such as the marketing concept the exchange process and customer satisfaction to internal customers.

Internal customers would be anybody involved in delivering value to the final customer. This will include internal functions within business with which marketing people interact including research and development, production/operations/logistics, human resources, IT and customer services. All in all, according to stipulated definitions by different authors, Iinternal Marketing (IM) involves marketing to the firm's internal customers and its employees.

Internal Marketing is a new and emerging discipline that is practised in multiple companies under different names. Whether called internal marketing, employee engagement or internal communication, the concept is the same: to align, motivate

and empower employees -at all functions and levels- to consistently deliver positive customer experiences that are aligned with the firm's organizational goals.

This definition of internal marketing advances the notion that the discipline is more than communication tactics -such as workplace posters and employee meetings- or a way to build employee satisfaction. Instead, it recognizes that IM can be deployed as a strategic tool to help an organization achieve its business objectives.

In general, we found five key elements by analyzing key concepts in literature and background (Ahmed & Rafiq, 2000)

i. Satisfactions and motivations of employee.
ii. Customer orientation and customer satisfaction.
iii. Inter-functional co-ordination and integration.
iv. Use of marketing-like approach.
v. Implementation of specific corporate or functional strategies.

2.1.3 Dividing internal marketing in different areas

Based on perceptions of some researches different dimensions of internal marketing are divided into two groups. First group is based on human resources approach, factor of success in internal marketing in the organizations is to have satisfied and high- motivated employees (Lings, 2000:697). Second group is based on total quality management approach and it emphasizes on enhancing services' quality and conveys the strategy of developing relationship between staff across internal organizational boundaries.

The purpose of these activities would be increasing the quality of supplied services to external customers (Ballantyne, 2000:43). Detzel and Geller (1991) convey that this chain will finally lead to satisfy the needs of external customers ideally (Lings, 2000:698). Also, Coric and Vokic were researchers which have divided internal marketing into four areas more fully and elaborately (Coric′ and vokic, 2009:89-91). These four areas have been discussed completely as follows:

Internal marketing as human resources management: Gronroos (1990 from Varey, 2001): Internal marketing is a managerial philosophy, which reinforces

attitude and understanding of managers relative to role of employee in the organization and mention the need to a holistic view in their jobs. Tsai (2008) argues that internal marketing is the action of human resources management to keep excellent staffs.

Internal marketing as applying marketing techniques in internal environment at organization: Piercy and Morgan (1991 from Rafigh and Ahmad, 1993): internal marketing is to develop and faster marketing plans for implementing in internal environment at organization, this is done by using similar basic structures used for external marketing.

Ozretic Dosen (2004): Internal marketing consist of marketing researches, segmentation, policies of internal production, internal pricing, internal sales, distribution and internal communications.

Internal marketing as a pre-condition for satisfaction of external customers:

Ballantyne (2000): Internal marketing is a strategic approach to challenge the attitude of thought and behavior of employees towards understand customer- orientation concept appropriately. Varey (2001): Internal marketing is a tool for developing and accelerating marketing orientation within the organization.

Internal marketing as a source for competitive advantages: Ballantyne (2000): Internal marketing is one of the forms of marketing in the organization which concentrate on employee attention about activities that need to be changed, on the other hand it improve and enhance performance of external market context.

Overall, these definitions indicate that internal marketing was necessary as a philosophy for organization management and viewing employee as internal customer cause to increase quality of services. Main purpose of internal marketing approach would be to develop and educate high motivation and with customer oriented thought employee (Grönroos, 1996a).

2.1.4 Internal Market Segmentation

Segments are the functions played by groups of people, (Piercy and Morgan 1991).

Internal groups must be cohesive and formed on the basis of shared commonalities (Rafiq & Ahmed (1995).

Grouping variables can be demographical data, functional areas or advanced psychological variables, such as beliefs, fears and motivators.

2.1.5The role of internal marketing

Management of change: Internal marketing may be used to place, and gain acceptance of new systems such as the introduction technology and new working practices, and other changes.

Building corporate image: Internal marketing's role is to create awareness and appreciation of the company aims and strengths, as all employees are potential company ambassadors.

Strategic internal marketing: It aims at reducing inter-departmental and inter-functional conflict and developing the cooperation and commitment needed to make external marketing strategies work.

2.1.6**Components of Internal Marketing**

1. Information gathering to access
    - Employee knowledge
    - Attitude
    - Behavior
2. Management action
    - Selection
    - Training
    - Motivating
    - Direction

Table2.1: Constituting elements of internal marketing

Researcher	Constituting elements of internal marketing
Ball antyne (2000)	Making the employee engaged in the development of policies, procedure and processes, one-way feedback, training, management support and internal relation, team learning.
Gronroos (2000)	Training, management support and internal relation, mass internal relations information support, and enhancement of internal service.
Pit and Foreman (1999)	Expense of transactions among the internal customers and internal suppliers
Finn *et al.* (1999)	Respect accuracy and speed, useful information, keeping informed and active feedback
Foreman and Money (1995)	Development of employees, reward, perception and internalization of the organization's vision
Tansuh aj *et al* (1991)	Positive attitude toward the employees, having them participate in the employment process, official and one-the-job training, leading them toward attainable individual goals, an open environment for communication, mutual feedback, help to understand the relation between operation and reward.

Source: Seyed Javadein etal 2011.

2.1.7The models of internal marketing

Approaches to internal marketing have involved sporadically since the 1980s. A full literature reviews is a set out in the articles and papers which follows under various literature themes, one of them is internal marketing. As researcher, I have collected different models of internal marketing in order to get the real picture which will help on the construction of theoretical frame work. Therefore, we are going to visit these models and identify their weaknesses. Through that I will get a road map on how I will start my conceptual framework.

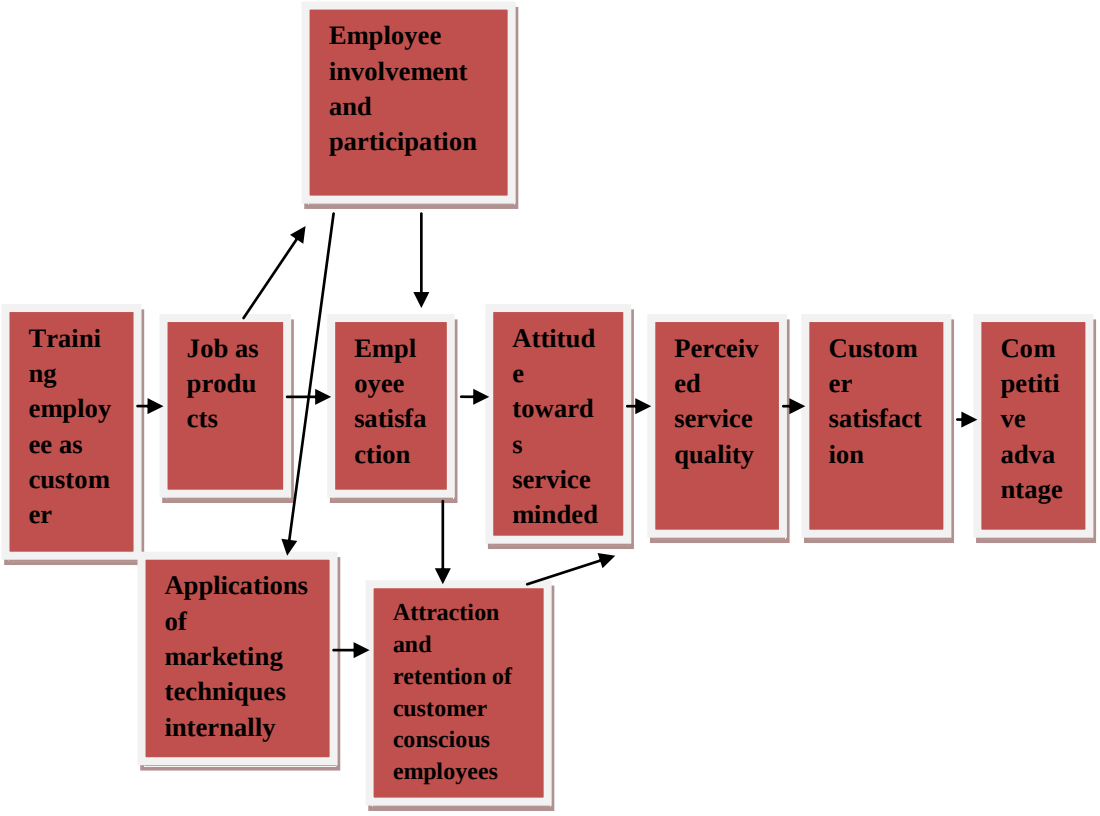
A. Berry's Model of internal marketing The distinguishing features of Leonard Berry's model are:

- The fundamental assertion that treating employees as customers will lead to changes in attitudes of employees; that is, employees becoming service

minded, which leads to better service quality and competitive advantage in the marketplace.

- Treating employees as customers requires that job are treated as any other product of the company; that is, the need and wants of the 'customer' are taken into account and an effort is made to make the product attractive to the 'customers'.
- Treating jobs as products require a new approach from human resource management (HRM) and basically involves the application of marketing techniques internally both to attract and to retain customer-oriented employees. The full mode is in figure 2.1

Figure 2.2: Berry's model of internal marketing



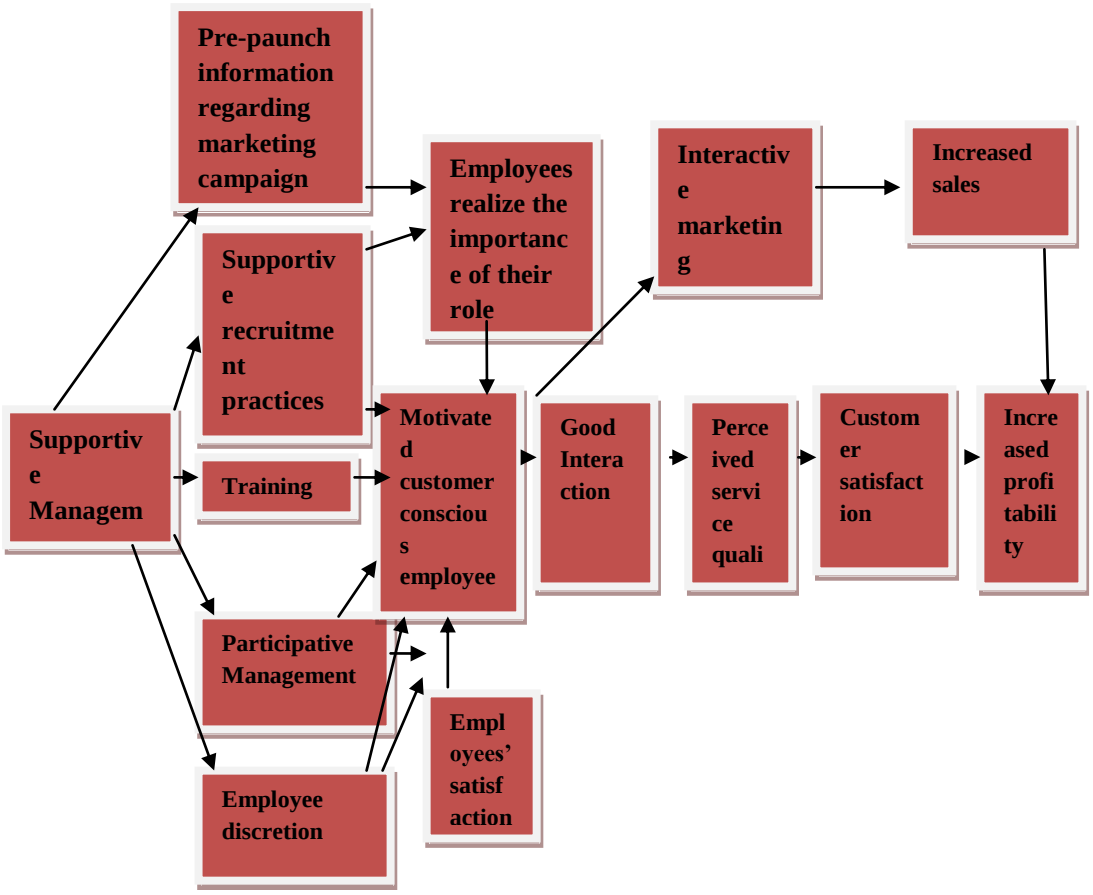
Source: Mohammed Rafiq and Pervaiz Ahmed 2000

In Berry's original formulation (1981), the concept of internal marketing was based around viewing jobs as if they were *'internal products'* offered to employees. The logic was that internal customers, that is, the employees of the firm, had needs to be satisfied and those needs were bound up in their jobs (as 'job product products'). The

idea was that the satisfaction of internal customers, especially employees with front-line jobs, impacts directly marketing task is to improve the job 'product' using marketing thinking to gain new insights and deliver new benefits to employees. This seems a commonsense notion, except that the direct link between internal and external satisfaction does not hold up in practice. The reason turns out to be simple. It is because not all job attributes are equally connected to external customer satisfaction (Ballantyne, 1997, p, 356). Thus management might unwittingly be 'pulling the wrong levers' and ignoring critical employee issues. Furthermore, there is a top, there is top-down *hierarchical* assumption operating here that says top management know what is best. This kind of 'job product' approach does not require employee involvement in their own job (re) design other than responding to the changes.

B. Gronroo's model of internal marketing: Gronroos (1981) believes Internal marketing is concerned with ensuring employees are consistently conscious of delivering service quality. The model highlights how internal marketing should be supported by management with information exchange, recruitment and training and employee decision making (Rafiq and Ahmed, 2002). Employees realize the importance of their position within the organization and develop into satisfied individuals. The model stresses the importance of interactive marketing in conjunction with internal marketing. Interactive marketing is a proposed with how customer contact employees take care of customers during service encounters (Bitner and Evans, 1993). By improving the service encounter through internal marketing customer satisfaction and employee motivation can be increased.

Figure 2.3 Gronroo's model of internal marketing



Source**:** Mohammed Rafiq and Pervaiz Ahmed 2000

However, Gronroos (1981) does not encapsulate all the elements of internal marketing (Rafiq and Ahmed 2000). The elements of internal marketing identified by Rafiq and Ahmed (2000) include:

- Employee motivation and satisfaction
- Customer orientation and customer satisfaction
- Interventional co-ordination and integration
- Marketing like approach to the above
- Implementation of specific corporate and functional strategies

Rafiq and Ahmed developed a comprehensive model of internal marketing based on these elements. According to the model the use of marketing like approach is fundamental in internal marketing, as it incites the employee to become customer orientated through motivation and coordination of functional departments (Rafiq and Ahmed, 2002). Job satisfaction is incorporated due to the belief that if the internal customer is satisfied in the service position this satisfaction will be transferred to the external customer (Rafiq and Ahmed 2000). Empowerment is integrated into the model to highlight the importance of allowing the employee flexibility in terms of decision-making during the service encounter (Rafiq and Ahmed, 2000).
This model focuses on the area of service quality so it is largely applicable in the service industry.

C. Meyer-Allen's model: Most of them believe that commitment have consisted of two separate concepts but related to each other, that is behavioral and attitude components. Attitude component states degree of individual's loyalty to organization. This form of commitment emphasizes on adaptation and cooperation of individuals in organization. In contrast behavioral commitment states individual link with organizational approach. However Meyer and Allen (1995) see affective, continuance and normative commitment as attitude commitment components (Powell & Meyer, (2004).

D.

Meyer and Allen (1997) constructed their three-dimensional based on observing similarities and differences in organizational uni-dimensional concepts. In general their discussion was that commitment link individual with organization and thus, this link decrease the probability of turnover (Meyer & Herscovitch, 2001: 305). They distinguish three kinds of commitment:

1- **Affective commitment:** show individual's affective dependence to organization. Meyer and Allen believe that a person feel effective dependence on organization when the aims and values of organization seem like his/her

aims and values and to be convinced that he/she must help organization achieve its goals (Allen & Meyer, 1990:4).

2- **Continuance commitment:** is related to willing to stay in organization for expenses of its leave and compensation due to stay in organization. Indeed this kind of commitment is created when a person would believe that his/her abilities are not affordable in the market, or that he/she is lack of necessary skills to compete in the areas of interest. Such employees feel a kind of dependency on their existent organization (Allen & Meyer, 1991:77).

Indeed, this kind of commitment included two infrastructures. One is based on degree of person's willingness about leave of organization and other is related to distinguishing between available and substitution positions in the case at organization's leave and expenses from it. (Awwad & Agti, 2011: 311).

3- **Normative commitment**: reflect staying in the organization as a member of it, so that a person feels his/her staying in an organization is a correct option (Allen & Meyer, 1997:14; McKenna, 2005:17). Persons who have high degree of normative commitment feel that they are bound to continue their work (job) in the organization. Indeed normative commitment show employee's belief relative to their responsibility in relation to organization (Stallworth, 2004:946) and it direct employee to stay in the organization (Chang & Lin, 2008).

Main subject of commitment would be willingness to conducting an act by a consistent behavior either explicit or implicit (Meyer & Schoorman, 1992:671). A subject which is created by negotiation between persons and colleagues is called transaction (Brown, 1996: 230-232). Value of transaction between a person and organization is consisting of quantity and value of input and output. This emphasizes on calculative commitment (Hacket, 1994:15). Input means

endeavor and professional competence and accepting job risks and output include realization of expectations and job satisfaction, desirable social communications, job requirements and suitable income (Mottaz, 1988: 486).

2.1.8 Internal marketing and organizational commitment

Primary factor in internal marketing is that employee feels that management consider their needs and have responsibility about them. Successful internal marketing cause to employee would have a positive view relative to their job and this attitude include organizational commitment, job satisfaction and job high motivation. Lack of commitment would be very dangerous for organization it causes to more poor performance and as a result undesirable services and organization's expenses increase. Hogg (1996) states that internal marketing could be an useful resolution for creating commitment in employee and success increase in failed and traditional internal relational plan. Schlesinger & Heskett (1991) emphasize on importance of high – motivation employee and refer it as success cycle. This cycle is result of awareness increase of employee about their role in increase of customer satisfaction.
This was performed by Jawarski and kohli (1993). They divided the market – orientation into three aspects of replying, creating information in the organization and develop information in the organization.

These researchers used only affective commitment to examine organizational commitment. Result of research state a positive impact of market – orientation affective commitment (Caruana & Calleya, 1998:110). In general it could be stated that higher commitment employee have more desirable job performance, better ethical and less willingness to leave their job. Studies show that one at the primary issues and difficulties of organization members would be position of human resource management and internal marketing steps. These issues include recruitment, training, salary and pays system and performance appraisal which have a close relation with interests of employee. Indeed, attitude of organization members relative to human resources management style and internal marketing steps have a deep impact on job performance of staff (Zhang & Liu, 2010:190).

Researchers such as Sauchan & Lings (2001) convey that internal marketing steps could be discussed as a key element to increase motivation of staff, organizational commitment and job satisfaction. In addition Lings (2004) believes that internal marketing steps have a positive impact on internal aspects at organizational performance such as staff satisfaction and staff commitment (Awwad & Agti, 2011:311).

2.1.9 Essential of successful internal marketing programmes

Engineer Sood (2008) in his book of the book of internal marketing, mentioned the four most important areas within the organization's internal environment which are essential for internal marketing programme are:

- Motivation
- Co-ordination
- Information
- Education

2.2The purpose of practicing internal marketing

It helps ensure that employees are effectively carrying out the organization's programs and policies. An informed staff means one that's more engaged and invested in the organization's outcomes.

Internal marketing creates an environment that enables organizations to focus on whatever needs changing internally so they can enhance their external marketplace performance. Happy campers internally mean happy customers externally.

Internal marketing helps organizations deliver better customer service by aligning, coordinating, and motivating employees.

2.2.1Benefits of internal Marketing

According to Hugh Burkitt and Zealley (2006), in the book of Marketing Excellence: Winning companies reveal the secrets of their success, they showed some benefits resulted from internal marketing as follows:

i. Internal Marketing encourages the internal market (Employees) to perform better.
ii. Internal Marketing empowers employees and gives them Accountability and responsibility.
iii. Internal marketing creates common understanding of the business organization.
iv. Internal marketing encourages employees to offer superb service to clients by appreciating their valuable contribution to the success of the business.
v. Internal Marketing improves customers retention and individual employee development.
vi. Internal Marketing integrates business culture, structure, human resources management, vision and strategy with the employees' professional and social needs.
vii. Internal marketing creates good coordination and cooperation among departments of the business.

2.2.2 Management Approaches to successful internal marketing

i. Managers should lead by example, and set high standards of customer relations and job effectiveness by their own good practice, not by simply dictating rules or making unreasonable demands on employees.
ii. Internal marketing moves towards an alternative idea developing human potential and accordingly set individual goals so that organizational goals can be achieved through the satisfaction of individual goals.
iii. Consistency on the part of management. Both in action and word, in all dealings with internal and external customers is the foundation for marketing success.

2.2.3 Problems affecting successful implementation of Internal Marketing

Jeff Pervaiz (2005) expresses some problems affecting effective implementation of internal marketing as follows:

i. Managerial incompetence in interpersonal, technical and conceptual skills is some of the stumbling blocks against successful internal marketing.

ii. Poor understanding of internal marketing concept.
iii. Individual conflict and conflict between departments makes the implementation of internal marketing difficult.
iv. Rigid organizational structure coupled by bureaucratic leadership hinders success of internal Marketing.
v. Ignoring and not listening to subordinate staff.
vi. The tendency of ignoring employees' importance and treating them like any other tools of the business.
vii. Unnecessary protection of information against employees.
viii. Resistance to change.

2.2.4 Implementing the plan

- **Implementing internal marketing programmes:** Implementing internal marketing programmes can be achieved through cooperation between top management within the organization and functional managers. It requires a flexible approach which will lead to an internal environment which is both committed to organizational goals and responsive to changing organizational needs. The changing needs of employees must also be taken into account.
- **Market Audit**
- **Marketing analysis** in terms of its strength, weaknesses, opportunities and threats
- **Objective setting:** review the organization's objectives in the light of internal marketing and development internal objectives.
- **Strategy development**
- **Designing action programmes:** Managers to determine the most appropriate course of action and likely cost and resources required.
- **Assigning responsibility of their execution**
- **Monitoring** schemes.
- **and controlling the plan:** staff performance evaluation and appraisal

2.3Empirical Literature review

Various related studies to this research topic have been conducted.

Medill school (2005) conducted research which aimed to find out extensive best practices study of internal marketing. In their conducted study they developed many of findings. The purpose of the study was to further understanding of the subject by identifying, aggregating and communicating the most effective internal marketing initiatives practiced by US companies. Their study came out with the following values which are embedded in one way or another in each participating company's culture:

People matter: The main driver for most IM initiatives is to create a work environment where people feel excited and rewarded in their day-to-day tasks

IM drives performance: Employee satisfaction is a key element in developing customer satisfaction, as every employee is considered an extension of the brand.

Anyone can make a difference: Successful results are credited to all employees, at all levels and functions, not just at senior management.

Employee loyalty is critical: Employees will remain loyal to the company, even in difficult times, if the company is transparent about the challenges it is facing and about its strategic direction.

Culture can be a competitive advantage: IM preserves and helps evolve a company's culture, particularly in cases where culture is a source of differentiation for the brand.

Gholam Abas Shekary etal (January 2012), as a group they conducted research on The Impact of Internal Marketing on Organizational Commitment in Banking Industry through Structural Equation Modeling. The study came out with some general recommendations**,** on the whole concept of internal marketing practice**.**
Development of internal marketing practices requires providing the proper and necessary conditions. Structure, culture, communication and strategy must all get formed for development and facilitation of the internal marketing practices and get

redesigned if needed. Based on the results of this research and to manage and develop the internal marketing practices properly, it is essential to provide an inter-trustful organizational atmosphere, effective communication and proper interactions among the employees and management by the bank management.

Mehdi Abzari etal (2011) The Effect of Internal Marketing on Organizational Commitment from Market-Orientation Viewpoint in Hotel Industry in Iran. In their study they suggested that, the internal marketing construct requires further theoretical development and elaboration to distinguish it from some of the constructs that are described and normally treated as part of human resource management. In turn this may point to the need for the improvement of the internal marketing instrument and further aspects of validity need to be considered. Internal marketing factors and the manner of influence of them on organizational commitment has been tested in their research. Research results illustrate that all factors related to internal marketing have a full significant effect on market orientation and organizational commitment.

Emerald (29, 2011), the topic was the impact of internal marketing on commercial banks' market orientation. The purpose of the paper was to examine the effect of internal marketing, organizational commitment and organizational citizenship behaviors on commercial banks' market orientation.

Empirical findings confirmed that internal marketing, organizational commitment and organizational citizenship behaviors had a positive direct effect on banks' market orientation. In addition, organizational commitment had a positive direct effect on organizational citizenship behaviors.

Practical implications: Jordanian commercial banks should convert internal marketing as a strategy into their core operations and systems to meet employees' demands and the bank goals. This conversion shall make employees show their sincere organizational commitment so that they can express the attitude of organizational citizenship behaviors that are beneficial for the banks' operations and survival.

The paper introduces a new perspective of the associations and interactions that take place between marketing and organizational behavior concepts which affect

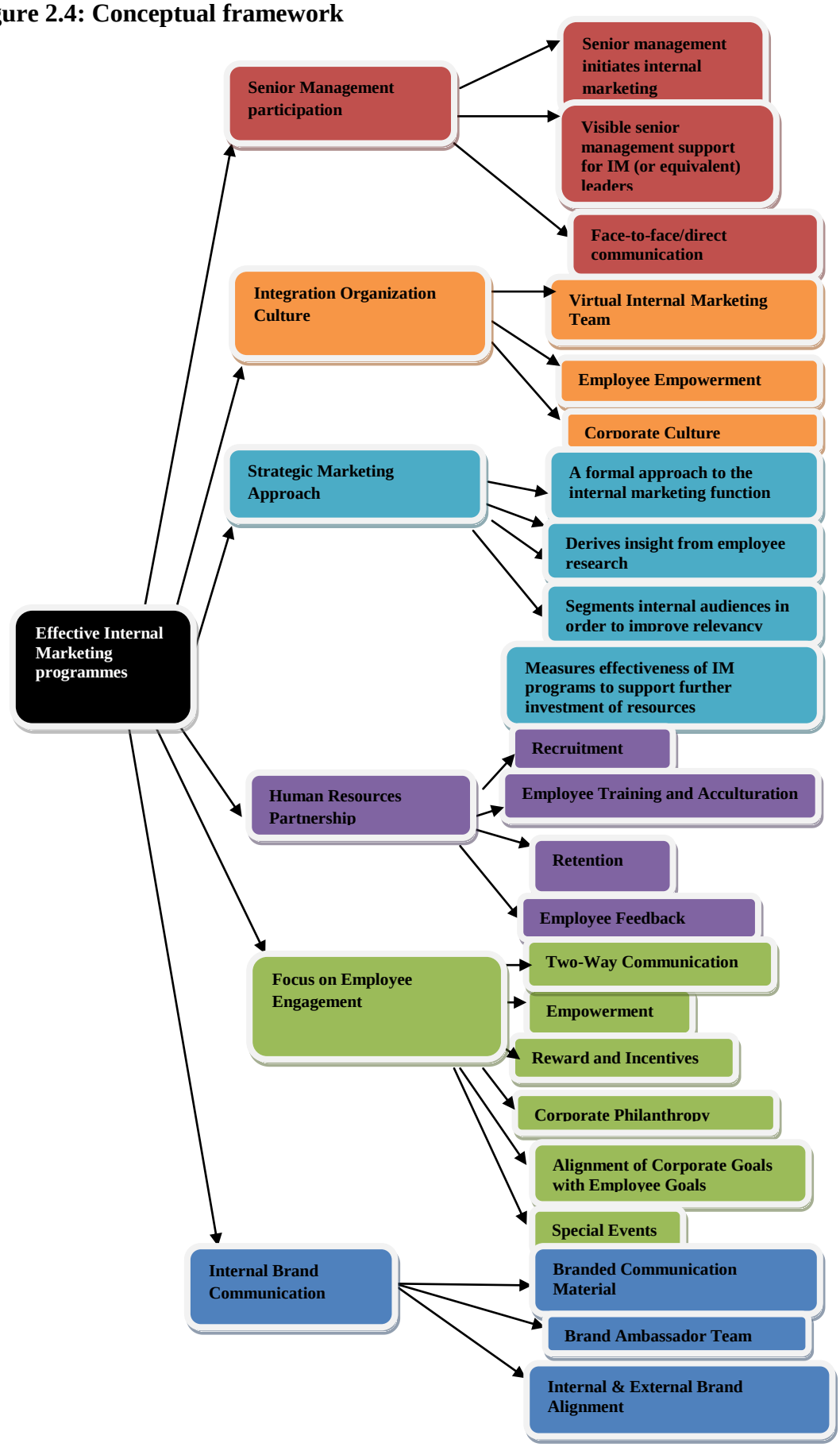
organizations' market orientation endeavors. While such perspective is considerably new and relevant to general marketing literature, the fact that this paper is one of few papers that focus on internal marketing in Jordan adds to its originality.

2.4Conceptual Framework of Study

Researchers normally use concepts to communicate each other or the public on experience gained through research. According to Kalinga (2008) in Nachimias and Nachimias,(1996) A concept is an abstract symbol, represented an objective, a property of an objective or a certainty phenomena. Studies have shown that in order to facilitate research and communication, each scientific discipline developed it owns set of concepts.

In line with the literature review and the aim of study as described at the start of the paper, the conceptual framework of the study was configured as demonstrated in Fig. 2.4. The conceptual framework developed with the support from various sources, including Internal marketing models and known elements of effective internal marketing programmes. I configured the proper elements which will support my research depending on the nature of organization which will reflect others in the same industry or business focus.

Figure 2.4: Conceptual framework



Source: Adopted form Northwestern University (2006) on Internal Marketing Best Practices and modified by Researcher.

While applying metrics used for external marketing (e.g., return on investment) to internal marketing remains a work in progress even for best-practice companies, many are moving in this direction. The researcher anticipate that when visiting TSN will find the organization adopt best practices in attracting and retaining top talent, tapping into the technological revolution in employee communications, linking communications with bottom-line results, and engaging top management with the significance of organization-wide internal marketing efforts.

Also the researcher expects to see internal marketers step up their efforts to create concrete performance measures and assessment techniques that clearly demonstrate how a program or campaign contributes to achieving corporate goals. Hard measures include communication audits, objective evaluation of employee behavior and the impact communication has on company performance. Measurements ascertain whether a change in attitudes and behaviors toward internal marketing will be seen taking place.

A central objective of the study is to develop and disseminate knowledge about communications, motivation and management so that businesses can better design, implement and manage people-based initiatives both inside and outside an organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction to research methodology

This chapter explains the methodology to be used during the course of data collection, the research strategy, types and sources of date, sampling plan, data collection methods and tools, data analysis expected results, research activities schedule and work plan.

3.1Area of the Study

The study was conducted at TSN in Dar es Salaam city. It is a private limited liability company owned by the Government of the United Republic of Tanzania. The company publishes Tanzania's leading newspapers the Daily News, Sunday News, Habarileo, Habarileo Jumapili and online editions of these newspapers accessed on the website www.dailynews.co.tz and www.habarileo.co.tz. It owns a state-of-the-art printing and pre-press facilities on plot No 11/04 Mandela Expressway opposite the Tanzania-Zambia Railway Authority (TAZARA). The current core business of the company is newspaper publishing and printing. The company does not get any subsidies from the government. The researcher has TSN as the area of study because this is among of companies that deal with both internal and external customers.

3.2Research Design

The study on the role of internal marketing on the organization performance on TSN was carried out using as the case study. A case study as argued by Kothari (2004) is an in-depth study rather than breadth that is; it places more emphasis on full analysis of a limited number of events or conditions. Arcon (2001) says it is used to intensively study a few cases in the environment including business settings. A case study design was used because by studying a few cases in the environment, the issue of generalization was highly reduced. Furthermore, case study design enabled researchers to collect valid and reliable information through employment of different research methods such as interviews, documentary analysis and observations.

According to Yin (1996), a case study design is also preferred when the researcher has little control over events and when the relevant behaviors cannot be manipulated. In this case, the researcher had little power to directly access some important documents at the study area, and thus, the design helped him to access them through management's authority. Generally, the use of case study design enables the researcher to use multiple sources of evidence (Yin, 1989, Creswell, 1994, Gill and Johnson, 1997) thus avoiding the bias associated with the use of a single source of evidence. The study is designed to look at specific practices within TSN as capacity utilization of printing press is concerned in commercial printing press.

3.3Research approach

The research complied with both quantitative and qualitative approaches in collecting data. Both quantitative and qualitative methods are increasingly recognized as valuable, because they can capitalize on the respective strengths of each approach. Pairing quantitative and qualitative components of a larger study can achieve various aims, including corroborating findings, generating more complete data, and using results from method to enhance insights attained with the complementary method. Approaches to mixed methods studies differ on the basis of the sequence in which the components occur and the emphasis given to each. The qualitative and quantitative components may be performed concurrently or sequentially, and emphasis may be placed on either component or equal weight given to both (Clancy 1998).

3.4 Sampling techniques and Sample size

3.4.1 Sampling plan

Research studies are distinct events that involve a particular group of participants. However, researcher was intending on answering a general question about a larger population of individuals rather than a small select group. Therefore, the main aim was to be able to make valid generalizations and extend their results beyond those

who participated. For this reason, the selection of participants was a very crucial issue when planning research. Obviously, researcher could not collect data from every single individual from their population of interest. So instead, he used a small group of individuals called a sample. The sample is chosen from the population and was used to represent the population.

3.4.2Target population

Saunders etal; (2007) defines the population as the full set of cases from which a sample is taken. The target population was 242 people at TSN comprising male and female from all departments and that each member had an equal chance to be in a sample.

3.4.3Sample size

According to Saunders et al; (2007), a sample is subgroup or part of large population. Kothari (2008) adds that sample should be a true representative of population characteristics so as to result in valid and reliable conclusions. Put in another way, a sample is a group of respondents drawn from a population under study (Kothari, 2009); Ninety four (94) respondents participated in the study.

Table 3.1: Sample Distribution

CATEGORY OF RESPONDENT	**NUMBER OF RESPONDENTS**	**%**
Director	1	1.06
Manager	6	6.38
Supervisors	6	6.38
Administration department	10	10.64
Customers	5	5.32
Printing press department	20	21.28
Finance department	8	8.51
Sales and Marketing Department	10	10.64
Editorial department	20	21.28
Procurement Unit	3	3.19
Graphic design unit	5	5.32
Total	**94**	**100**

Source: Developed by Researcher, 2013

3.5Data collection methods and research instruments

This study employed questions and discussions in the form of questionnaire, interview and documentary analysis during data collection. Instruments used include research questions and documentary schedule.

3.5.1Questionnaire

Questionnaires were used to collect primary data through administering of questionnaire. Information solicited from questionnaire, included understanding of internal marketing, if TSN has communication policy. Open-ended and closed questions were also included into the questions. Questionnaire method was chosen because the choice of the study method depends on the purpose of the study and the research questions understudy according to Franklin (2000).

Closed-ended questions include a list of predetermined answers from which participants can choose. Open-ended questions allow the participant to answer the question in their own words. Closed-ended questions are easier to analyze. Open-ended questions can be useful if you do not know the possible answers to questions or for gathering insightful or unexpected information. However, open-ended questions are more difficult and time-consuming to analyze because you have to categorize and summarize the answers.

Questionnaires usually include demographic questions such as sex, race, age, education, and where the participant works or lives. The purpose of these questions is to describe subgroups of respondents. Limit the demographic questions to only those that are important for your analysis. For example, if you do not plan to compare the data by age, do not include age on the questionnaire.

Further, more questionnaires place questions in a logical order that flows well. Start with less sensitive questions and end with more sensitive questions. Ask questions in a way that makes sense to the participant, such as by topic area. In addition to that, pilot test the questionnaire conducted that is testing your questionnaire before you administer it, will help you find out if participants will understand the questions, if

the question means the same thing to all participants, provides you with the data you need, and how long it takes to complete. Test your questionnaire with a small group who are similar to your intended participants.

3.5.2Documentary Schedule

Documents provided secondary data for the study. In this case, documentary analysis schedule instrument were used during reviewing various documents related to the research. Documentary review method was used because information from documents helped to get information, which cannot be obtained from employment of other research techniques such as interviews and observations. According to Franklin (2000), data collected from documentary analysis used to validate data collected from using other research methods.

3.6Data analysis Procedure

Collected data were systematically analyzed. This is because data analysis is an important step towards getting solutions of a problem under study. Furthermore, data analysis is a systematic process involving working with the data, organizing and dividing them into small manageable group.

Data analysis results into synthesis of data in order to discover what is important and what has been learned so as to decide what to tell others (Guba and Lincoln, 1994). Therefore two types of data (qualitative and quantity) have been analyzed.

In this case, content analysis method was used to ensure that all variables understudy are covered. For qualitative data (data from interviews), analysis begins with individual responses and responses from different respondents were purposefully sorted out and categorized based on the research objectives. The sorted data were compared in order to get data, which are similar. This process resulted into reduction of large amount of data collected to be reduced into small group, which were easy to manage during analysis.

In this regard, small manageable and analytical group of data were used because analyzing many data was difficult and time consuming. Also Bell (1993:36) advises

that when large amount of data is collected it should be reduced in to small parts before analysis. Furthermore, Miles and Huberman (1996) explain the importance of data reduction, which embodies analysis of elements because it sharpens, focuses, sorts out, discards and organizes them in such a way that final conclusions can easily be drawn.

Thus, based on Miles and Huberman's argument, it was easy for the researcher to synthesize information obtained before drawing conclusions and putting recommendations forward. For quantitative data (from documents), techniques were employed to analyze them.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents and discusses the findings of the study. The study focused on the workers and stakeholders at Tanzania Standard (newspapers) Limited (TSN) in their day-to-day activities. The main objective was to explore if the role of internal marketing on the organization performance was achievable at the company.

4.1Internal marketing at TSN

Researcher tried to pass through all departments and units which some of them have sections within. The aim was to identify how the role of internal marketing plays part on staff as a caliber to have an impact of TSN performance. The methods used to gather information were observation, questionnaires and publications owned by TSN.

4.1.1Analysis of respondents

Table 4.1 below shows the number of expected respondents and actual respondents. Out of 94 respondents, 59 which is 62.77 % responded to questionnaire distributed to them. This was a bit satisfactory, because the study had at least two people from every unit and section. The details are shown on the number table 4.1 below.

Table 4.1: Distribution of Respondents and Non Respondents.

CATEGORY OF RESPONDENT	NUMBER OF EXPECTED RESPONDENTS	NUMBER ACTUAL RESPONDENTS	%
Director	1	0	0
Manager	6	3	3.19
Supervisors	6	5	5.32
Administration department	10	3	3.19
Customers	5	0	0
Printing press department	20	14	14.39
Finance department	8	5	5.32
Sales and Marketing Department	10	8	8.51
Editorial department	20	15	15.96
Procurement Unit	3	2	2.13
Graphic design unit	5	4	4.26
Total	**94**	**59**	**62.77**

Source: study data, 2013.

4.1.2Analysis of working experience of respondents

Table 4.2 below shows the number of respondents. The respondents have been categorized in different work duration experience. When respondents were asked to specify their duration with TSN, it was observed that 23 respondents (38.98%) are with the company between 1-3 years, while 7 respondents (11.86%) are with the company between 4-6 years, 15 respondents (23.73%) between 7-9 years, while 15 respondents (25.42%) are with company more than 10 years.

Table 4.2: Analysis of working experience of respondents

S/N	WORKING YEARS EXPERIENCE	NUMBER OF RESPONDENTS	RESPONDENT CATEGORY (%)
1.	1 to 3 Years	23	38.98
2.	4 to 6 Years	7	11.86
3.	7 to 9 Years	14	23.73
4.	10 Years and above	15	25.42
	TOTAL (%)	**59**	**100.00**

Source: Research study data, 2013.

4.2Focus on employee engagement

The researcher visited TSN to reveal some of important things based on empowerment, two way communication, reward and incentives alignment of corporate goals against employees' goals and social events

4.2.1Means of official communication at TSN

The research study based on primary and secondary data collected from TSN revealed that the management and staffs have several means of communication in office. They use email, verbal communication, letters/memos and notice board. Kiswahili and English are the two languages officially used at the TSN as a means of communication, which means are both used interchangeably.

4.2.2Communication between departments

The researcher wanted to know if there were proper channels made convenient to ease communication between departments. The aim was to examine if the channels of communication hinder the daily activities, which would lead TSN not able to accomplish its goals. The result from research showed that, 15.25% of TSN staff view official communication between departments is done through heads of sections under departments.

The remains of 84.75% hammered that TSN usually use different heads (head of departments and sections) and individual workers when want to communicate within or between the departments. Majority of respondents reveal that TSN's normal communication is facilitated though heads of departments, heads of sections and individual workers.

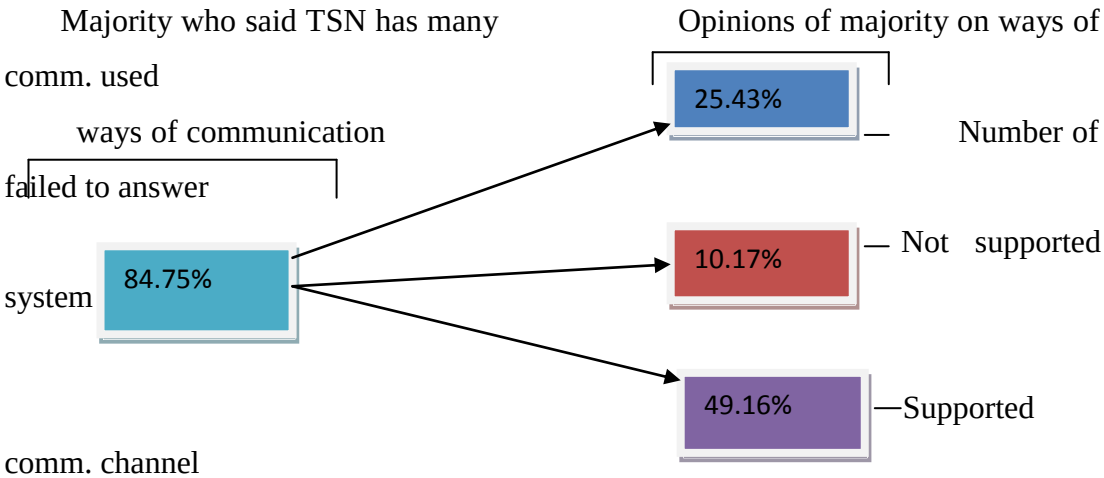
Also the researcher wanted to know if TSN workers are satisfied with internal communication made by the workers through heads and individual workers. The study brought different results as follows.

The opinion study of 15.25% who said communication between departments at TSN is usually done only through head of sections; all agreed that by using the said channel is not affecting daily activities involving deferent departments at TSN.
In the study of the remaining 84.75% of respondents said TSN uses different heads and individual workers to communicate between departments, 25.43% failed to provide answer, whether the means of communications are proper channels or not, 10.17% showed that the means of communication practiced by TSN though heads and individual workers are not proper. Their opinion was emphasizing communication to be done through head of departments and not otherwise. The remaining percentage (49.16) revealed that the means of communication used by TSN workers is most perfect.

Their views showed that, the organizational structure influences communication patterns within an organization. Communications flow in three directions, downward, upward, and horizontally. Downward communication consists of policies, rules, and procedures that flow from top administration to lower levels. Upward communication consists of the flow of performance reports, grievances, and other information from lower to higher levels.

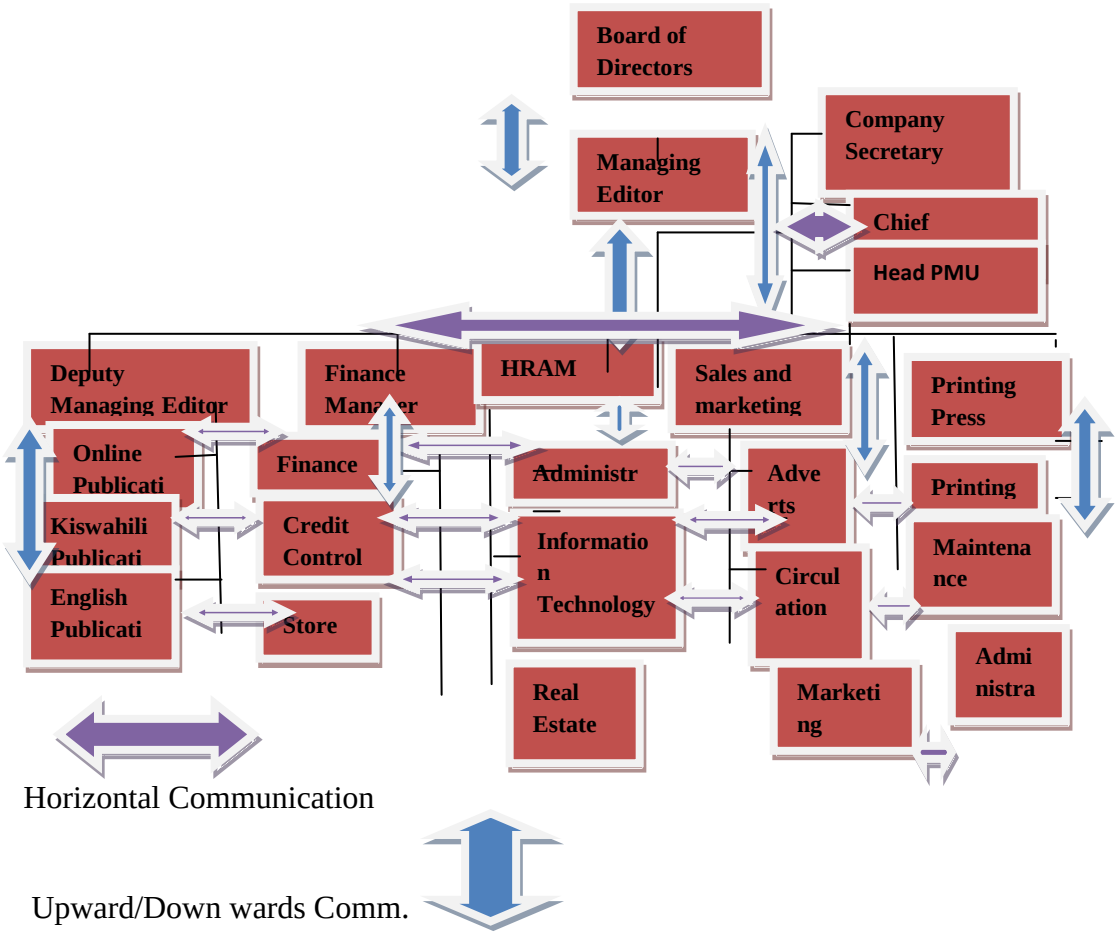
Horizontal communication is essentially coordinative and occurs between departments or divisions on the same level. External communication flows between employees inside the organization and a variety of stakeholders outside the organization.
Below (Figure 4.1) are the distribution opinions of majority who insisted that TSN is using heads of departments, sections and individual workers in communication between departments.

Figure 4.1 Distribution opinions of majority on the ways of communication at TSN



Source: Research study data, 2013.

Figure 4.2: Formal Communication flows supported by majority staffs at TSN

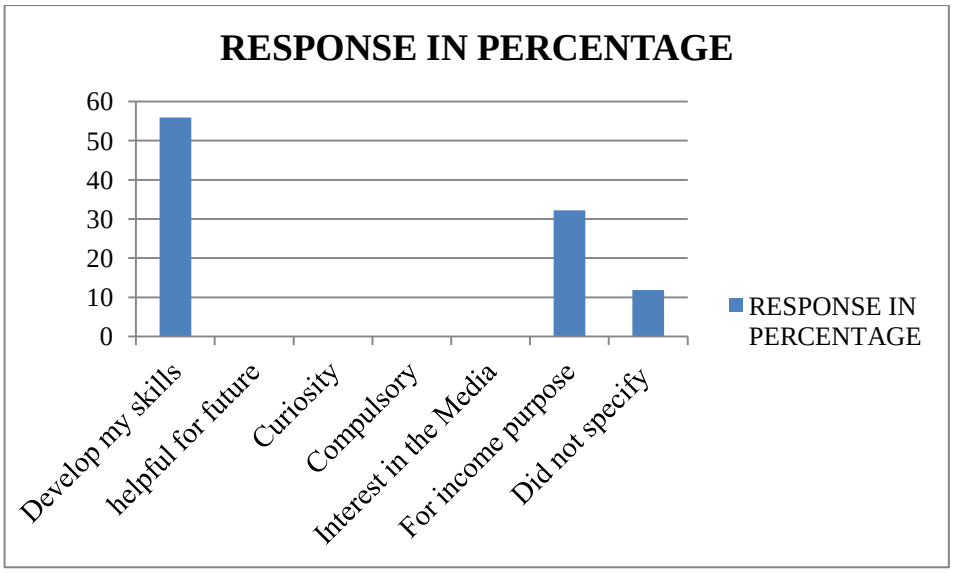


Source: Research study data, 2013

4.3Reasons of workers being at TSN

The reasons why people are working have been always getting a daily bread. For the case of staff at TSN, 55.9% said they are at TSN first of all working but in the strength of that they want to develop their skills, while 32.2% are for other income purposes. Also 11.86% at TSN did not specify. Other details are presented in the following graph:

Figure4.1. Response on reasons of workers being at TSN



Source: Research study data, 2013.

4.4Understanding internal marketing and relationship team

4.4.1Internal marketing

According to research study with number of sample carried out at TSN, some members of the staff were not familiar with the term "internal marketing" and its functions in the organization. Therefore, 59 respondents which is 66% responded to the questionnaire provided according to attributes of internal marketing. They provided the following answers:

- Internal marketing is management philosophy of promoting the firm and its policies to employees.
- Internal marketing is the process that occurs within a company, whereby the functional process aligns, motivates and empowers employees at all levels to deliver a satisfying customer experience.

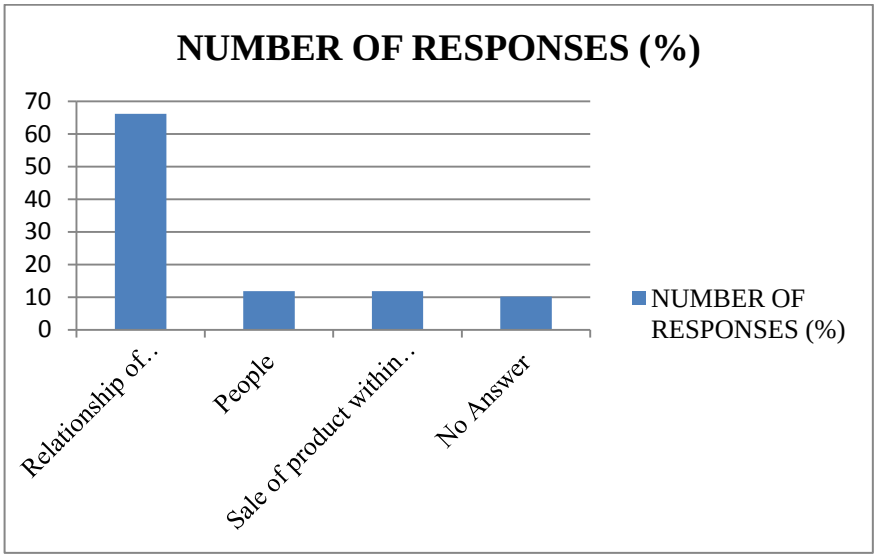
- Internal marketing is the relationship among employees within the company, treating your colleague as a customer
- It is about how employees within the organization serve each other, department to department.

The study also revealed that 11.86% of respondents related internal marketing with only people, without including any relationship of each other or with the management. Their views were; when mentioning internal marketing it means that that staffs are at different departments in an organization. Also the other 11.86% of respondents related internal marketing with business done within the border. Their opinions were as follows;

- Internal Marketing is whereby sales of products done within the producing country or region or whatever place where the product produced the market is done.
- Internal Marketing is the situation where the commodities are sold within the borders and not crossing the borders.
- The second group's response shows clearly that not all people understand properly the term internal marketing. This means their explanations also reflect unfamiliar of the staffs with the attributes of internal marketing in an organization.

About 59 of respondents studied said 10.17% did not know really what the term internal marketing means. According to questionnaires distributed, space provided was left blank. This means the term itself came to their mind for the first time when they were administering questionnaires distributed to them.

Figure4.2: Showing staff knowledge of the term Internal Marketing



Source: Research study data, 2013.

On whether internal marketing should be practiced by all workers, 59 respondents agreed to the exercise. But they insisted that internal marketing should not be practiced by top management except by middle, lower levels and other employees only.

4.4.2Internal relationship team

The research study on internal relationship team resulted in two of not equal parts. Fifty-nine respondents, which is 72.88%, agreed that day-to-day activities of staffs depend on each other in order to be accomplished, 27.12% remained silent on whether they usually work together or not in order to accomplish the established goal. Due to the results above, the situation reflects that TSN work individually and together in order to ensure employee buy-in.

Table 4.1: Opinions of workers on Internal Relationship

S/N	**OPINIONS OF STAFFS**	**NUMBER OF RESPONSES (%)**
1	Staffs need to work together	72.88
2	Not need to work together	0
3	Staffs with no opinion	27.12
	TOTAL	**100.00**

Source: Research study data, 2013.

4.5Integration of organization culture

4.5.1HR department and employees relationship

Any human resource department as it deals with people believes that the department should have a moral obligation to ensure that employees are provided with a stimulating and secure work environment on a daily basis. Also the organization should have long-held belief that employee engagement is linked to customer satisfaction and enhanced profitability goes back to the organization.

The question demanded staff to give opinions whether HR department work together with other departments (internal customers) to make sure that employees are satisfied or not.

About 62.71% agreed that HR department is responsible in dealing with human resources. They work together with other departments (internal customers) to make sure that employees are satisfied.

The second group of 37.29% disagreed that HR department do not have the responsibility of working together with other employees to make sure that they get what they are supposed to have.

Table 4.2: HR department and employees relationship

S/N	OPINIONS ON HR DEPARTMENT RESPONSIBILIY TO EMPLOYEES	NUMBER OF RESPONSES (%)
1	Satisfied with HR responsibility	62.71
2	Not satisfied with HR responsibility	37.29
	TOTAL (%)	**100.00**

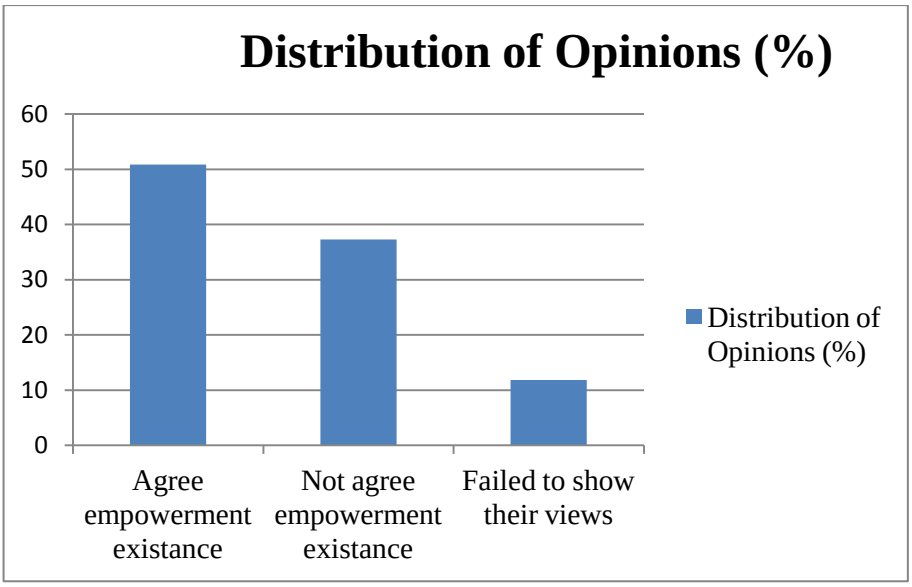
Source: Research study data 2013.

The situation above indicates that not all people are being satisfied with HR department. Though, the department itself plays a big part to work together with other employees in order to share the few allocated resources at TSN.

4.5.2TSN with employee empowerment

The researcher wanted to know if TSN, as an organization, has the system of employee empowerment. About 50.85% they agreed with the statement, which saying that TSN has the system of empowering employees. 37.29% said that the management has no system of empowering employees. The remaining percentage of 11.86 failed to show their views on the empowering of employees at TSN.

Figure 4.3: Division of respondents on employee empowerment



Source: Research study data 2013.

When asked to examine whether TSN has employee empowerment, 27.12%, which is the majority, failed to explain how the empowerment is being practiced there. But the rest 23% that is; minority, provided their views on how they see empowerment being done at TSN.

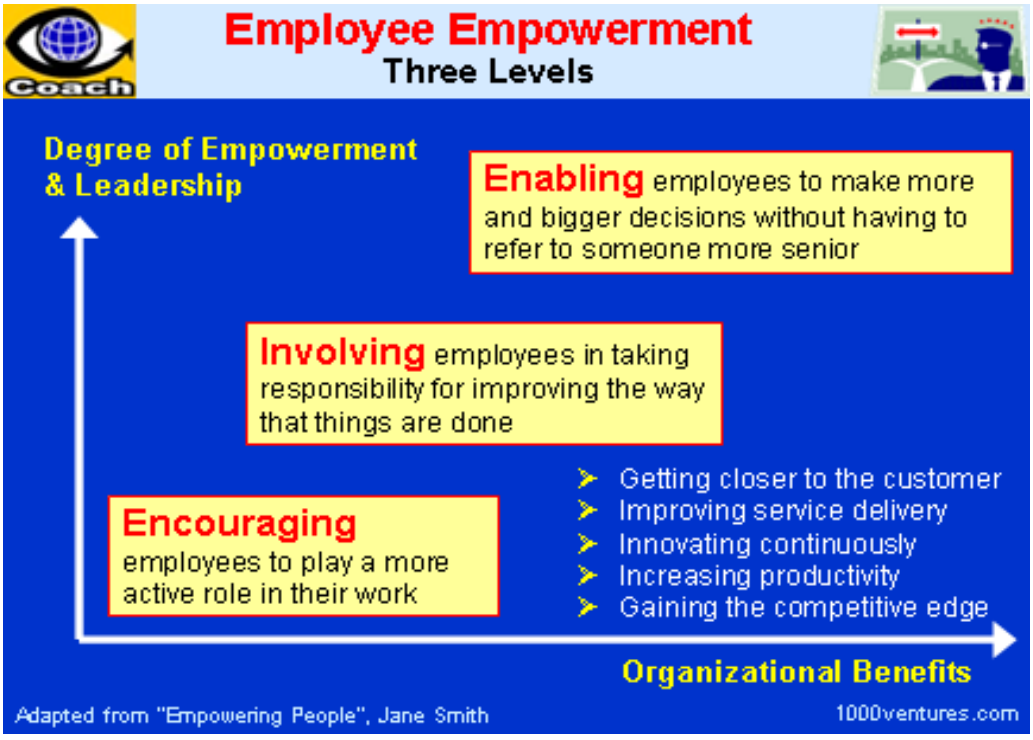
Some of them said that TSN usually conduct meetings, internal/external seminars and trainings and long-term courses. Other respondents added that TSN usually provide education loan and other incentives, which encourage workers to do job.

On the second part of 37.29%, who do not recognize the employee empowerment at TSN provided their view as follows.

- Most of the decisions are done by the management at TSN
- There is no any sign of empowerment, For example, working tools are inadequate, generally internal customer care is not good
- It is not practiced at TSN as employee empowerment can help the organization to increase performance.

According to the above opinions, most of respondents who said TSN is usually empowering workers failed to explain how these employees are empowered. Also the remaining respondents who said employee empowerment mislead the concept of empowering. A few of them who said at TSN there is no employee empowerment where exactly in line with the three levels of employee empowerment. This shows that a few employees at TSN have the capability of understanding employee empowerment.

Figure 4.3: Three levels of Employee Empowerment



Source: Jim Cairo 1998, Motivation and Goal-Setting

4.5.3TSN corporate culture

The research conducted at TSN wanted to know if the organization has its own culture in its operations. 33.90% agreed that TSN has its own corporate culture. 54.28% disagreed with the statement saying at TSN there is corporate culture. The remaining 11.86% failed to understand whether TSN has its own corporate culture or not.

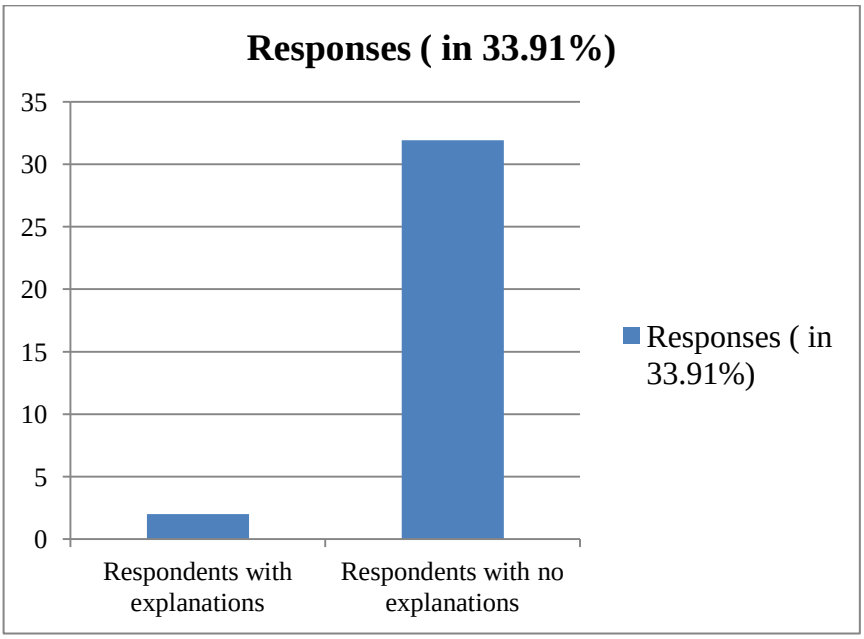
According to respondents divisions, the researcher has also got subdivision of opinions within them. 33.90% of the respondents who said at TSN there is corporate culture, 2% of them viewed that TSN has corporate culture by having workers in common which is connected to workers. Also the statement opinions that, usually the company has the culture of conducting end of year party. The respondents added that, all the decisions pertaining to company must be made by managers or the Managing Editor. A junior employee is not allowed to make decisions on behalf of the organization. Other views suggested are shown by the figure 4.4.

Figure: 4.4: Corporate culture out- looked by minority at TSN

Source: The Sergay Group, Ltd and Research Study data 2013

Respondents (31.91%) failed to show what they believed to see at TSN. This means, they see something at TSN but it is difficult to explain the tangible part of corporate culture.

Figure 4.4: Opinions of Respondents who said TSN has corporate culture



Source: Research study data, 2013

The researcher also had the opinion from the second group of respondents (54.24%) who said that at TSN there is no corporate culture. All respondents tried their level best to express their views. This is according to researcher's request on how TSN operate its activities on whether there is corporate culture or not. The responses came from the following observations:

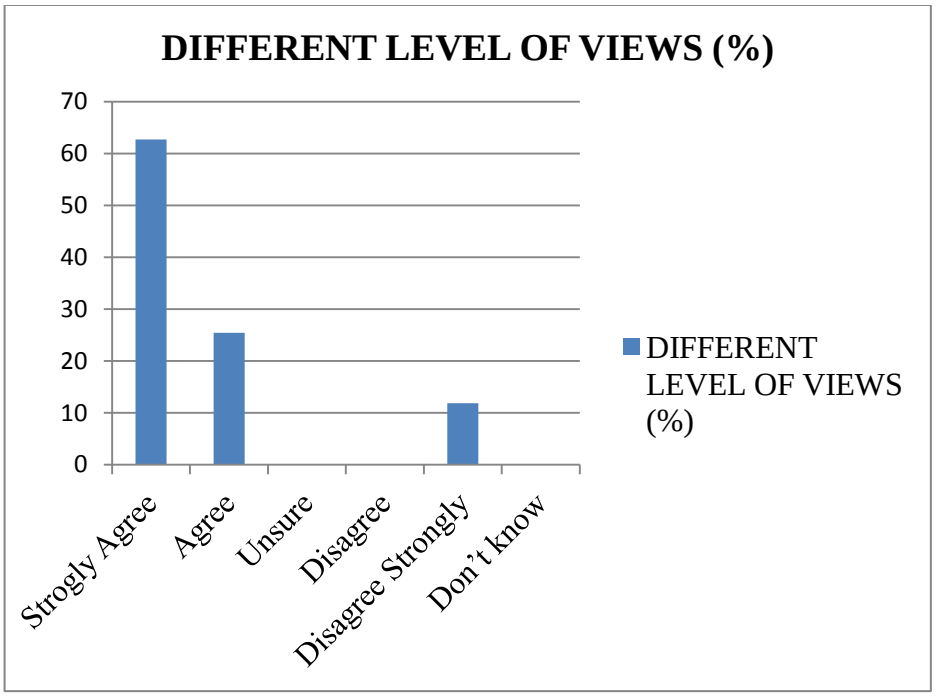
- What is done is to try by any means that core functions should be implemented i.e. preparation of newspapers, printing, distribution, collection of cash.
- Business as usual
- TSN operates activities the way they come.
- Because what is written in staff rules and regulation is not practiced.
- Randomly, there is no proper communication between sections/departments and others; as a result there is a duplication of performance which lead to goals not achieved timely.

4.6TSN brand performance in the market

4.6.1Performance of TSN products in the market

A researcher wanted to identify if the TSN products performance in the market depends so much on the internal relation. Different views were received from the respondents. 62.71% said they strongly agreed with the views that the performance of newspapers depends so much on the internal relation. Also 25.42% said that they agree on the notion that performance of products in the market is influenced by internal relation. 11.86% disagreed strongly the notion raised on the internal relation to influence performance in the market.

Figure 4.5: Views of internal influence on performance in Market place



Source: Research study data, 2013

On the above opinions it reflects that the performance of TSN products always depends so much on how they treat each other within the organization. The result comes as per majority as revealed by researcher.

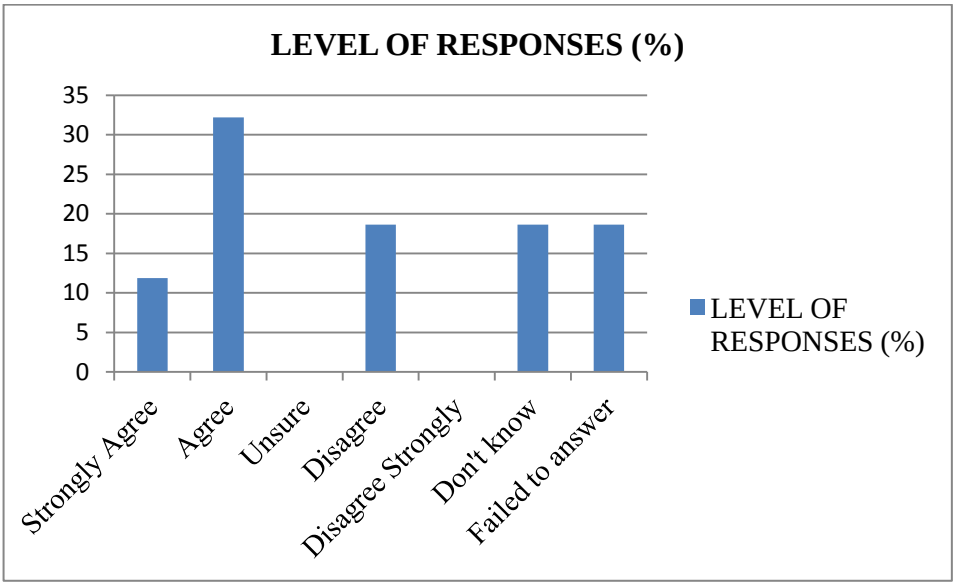
On the above opinions it reflects that the performance of TSN products always depends so much on how they treat each other within the organization. The result comes as per majority as revealed by researcher.

4.6.2 Mushrooming of newspapers and drop of financial capability as assumption of dropping sales

The researcher demanded to know if an increase of newspapers and drop of readers or buyers financial capabilities affect the performance of newspapers, 11.86% strongly agreed that the current TSN performance is much influenced by the strong competition in the market and a drop of people's purchasing power. 32.2% agreed that competition and financial capability affect the performance of TSN products. 18.64% disagreed with the notion of capability of readers and the mushrooming of other newspapers to affect the performance of TSN newspapers in the market. Also 18.64% do not know whether there is any truth on the mentioned reasons to affect the performance of newspapers in the market. 18.64% of respondents failed to respond accordingly. Find the analysis on the graph below.

Figure4.6: Response on notion of mushrooming of newspapers and drop of financial

capability as assumption of dropping sales



Source: Research study data, 2013

Basing on the above analysis, it shows that beside other factors affecting TSN products, to a certain extent a drop in newspaper readership is caused by the mushrooming of other newspapers and a drop in financial capabilities of readers.

4.7Management workers participation

4.7.1Internal communication policy

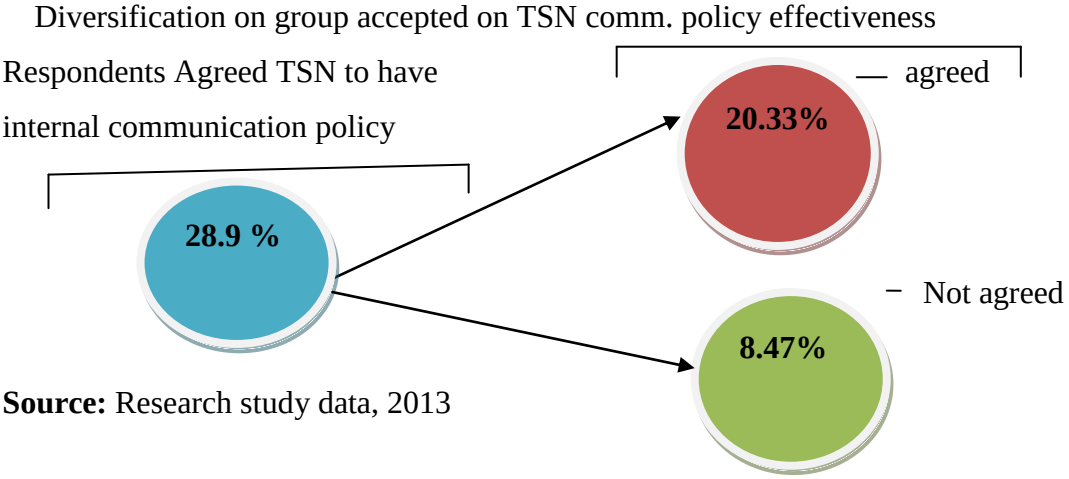
The respondents were asked if TSN has documented and practiced internal communication policy. 28.9% agreed that TSN has communication policy within. 55.9% do not know whether TSN has communication policy or not. Also there is another group of 15.3% remained silent. It seems the respondents were not able to understand the question relating with internal communication.

According to the observation, the situation at TSN had some different elements. The language accepted in the policy was English and Kiswahili only. Also TSN communication policy, which is applicable to all directors, officers and employees mandated that the foregoing individuals shall not disclose internal affairs or developments, which relate in any way, to material, non-public information with any person not affiliated to the company (including, without limitation, family members, relatives and friends) except as required in the performance of such individual's duties and in accordance with this policy statement. TSN usually inter written contracts with employees. All procedures of internal payments excluding salaries must be initiated through writing; the initiator is the one who writes the request to the senior, going level after level. The main decision-maker is the Managing Editor. This policy also includes disclosures in filed documents, statements made in the company's annual and quarterly reports, news and earnings releases, communications between the company and analysts, investors and the news media, senior management speeches and presentations and information contained on the company website and Internet, which include discussion of material, non-public information in public or quasi-public areas where conversations may be overheard. It is not allowed to copy materials from website and paste them on employees' blogs, because blogs are of personal interest.

During the preparation of the newspaper, the completed pages are connected online through software system called C to P (computer to press). All editing and proofreading is done on software to easy product preparation.

The problem is; the policies are not clear to some employees. Many of them arise during dispute. The research was carried out to identify people who showed the effectiveness of the policy. Out of respondents who said that TSN has communication policy, 20.33% said that the policy is effective, while 8.47% said the policy is not effective.

Figure 4.5: Effectiveness of TSN communication policy

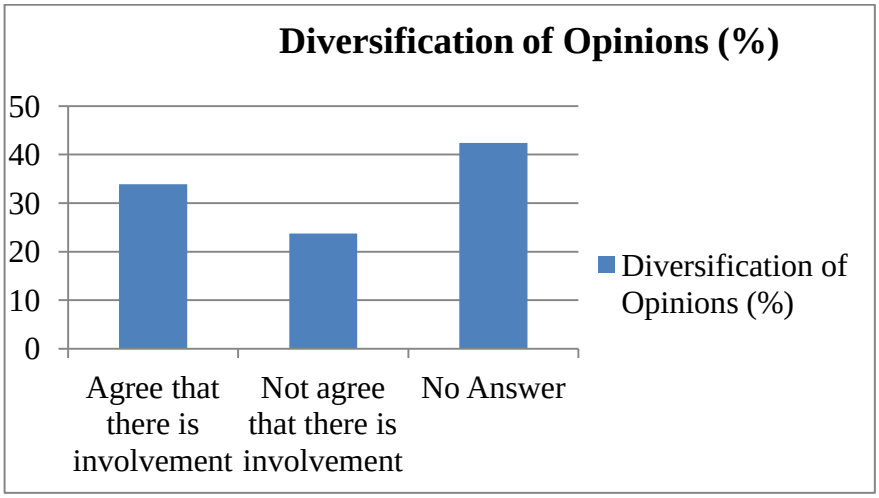


Source: Research study data, 2013

4.7.2Involvement of workers in preparation of policies

Involvement of workers on preparation of TSN policies were grouped into three parts. 33.90% of them agreed that TSN involved workers in the preparation of policies, 23.73% did not agree with the notion that workers were involved in the preparation of policies, while 42.37% decided not to answer that question.

Figure 4.7: Involvement of workers in preparation of policies



Source: Research study data, 2013

The 23.73% which did not agree with the notion that workers were involved in the preparation of policies, were also given a chance to give more comments on what they stand for. All the respondents presented the same views as follows:

- The management should involve staff in the preparation of the policy and this helps during implementation.
- I think all level should be involved.
- There is a need to involve employees in the preparation of those policies because they are the implementers.
- The management should get views from all staffs through representatives when preparing policies, as this would win them on what is expected of them and what they should expect from the employer

.

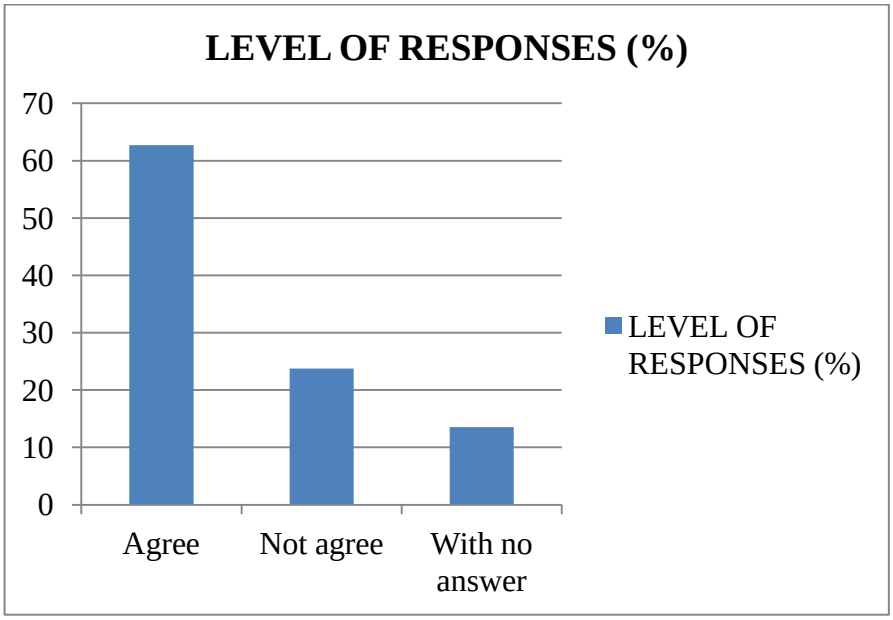
The largest percentage (42.37%) fall under respondents who failed to understand that if the organization has a system of involving worker on policy making or not. From observation the truth is, on making new policy or budget, there is workers council that involve few workers who are elected periodically to represent different groups of departments and sections in TSN. The council notified and makes decision on any new policy established to run the company. If the policy is threat to employees, the representatives have to argue with strong reasons. Though the question is, how

strong the workers council is, if matters are not amended and forced to be implemented by Board of Directors, as last decision makers.

4.7.3Involvement of workers in social events

The research study speculated to reveal if the workers are involved in all events or not. The participants of 62.71% agreed that TSN Company incorporate workers in all social events, while 23.73% not agree with the statement above. Also 13.56 % failed to understand whether a company is involving workers in all events or not. The interpretation is also supported by the analysis shown by graph 4.7 below.

Figure 4.8: Respondents responses on involvement of workers in social event

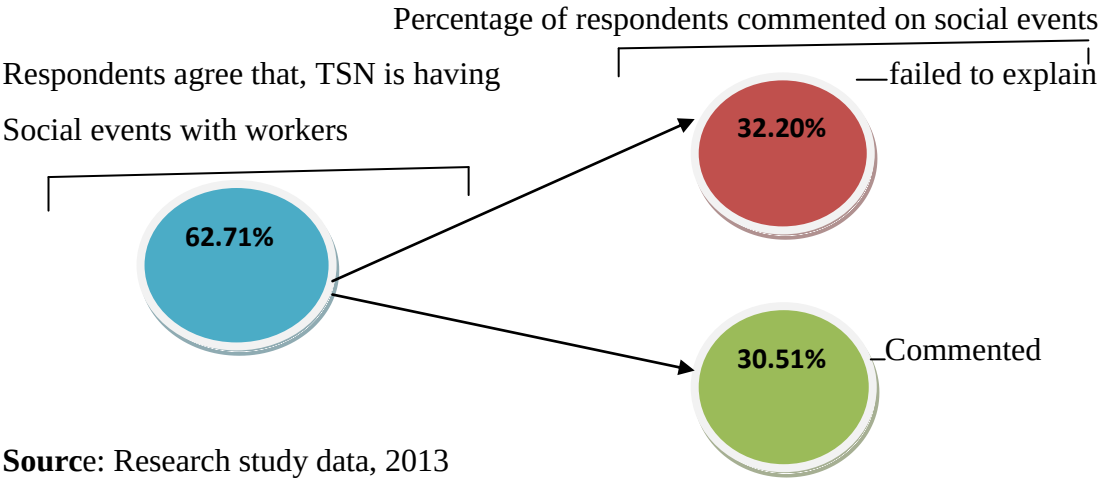


Source: Research study data, 2013

From the above analysis, the researcher decided to give the respondents a chance of having other explanations basing on social events.

62.71% of respondents, agreed TSN involve workers is social events, 32.20% did not have any explanations concerning their choice. The remaining 30.51% also provided some explanations on their choice. They felt that the worker usually participate in social events such as Women's Day, Independence Anniversary, Mei Mosi (International Workers Day), Saba Saba, Nane Nane, company family day, Marketers Night and media house bonanza to mention but a few.

Figure 4.6: Diversification of Respondents agree on TSN involving workers in all social or official events

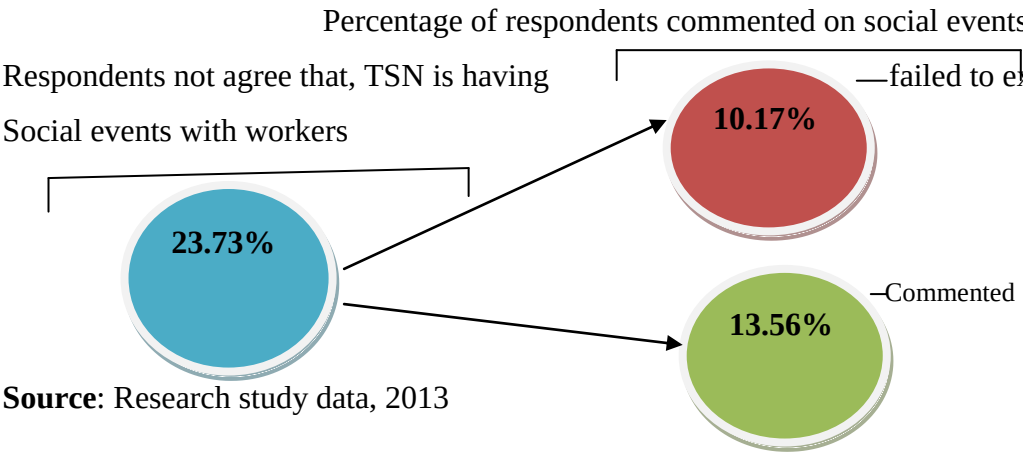


Source: Research study data, 2013

The second group, 23.73%, who did not agree with the statement saying TSN involve workers in social events, were divided into two groups. 10.17% did not provide any information based on what led them not to agree with TSN having some social events.

13.56% said TSN have social events with workers but only if a few staff would be involved and let others carry out their responsibilities as usual.

Figure 4.7: Diversification of respondents who do not agree with TSN involving workers in all social or official events



Source: Research study data, 2013

The researcher agreed with the opinion that it is true TSN have social events with workers, but they are not involved in all social events. Also not all workers are involved in all social events involving TSN workers.

4.7.4Contributions of TSN on satisfying internal Customers

The researcher wanted to get different views from respondents on what they think the organization should do in order to satisfy internal customer, 37.29% remained silent on the issue. This crossed the researcher's mind that the term 'Internal marketing' is not familiar with some employees.

The remains of 62.71% responded on contribution of TSN organization in order to satisfy internal customer. Their debuts on the matter which are similar to each other are as follows:

1. A. Training of all employees on the internal marketing and customer care

   B. Training of employees to know their products and how they fair in the market so as to plan for improvement strategies.

2. All staff should be trained on internal customer and each employee should treat his/her colleague as a customer to be in order to have a smooth running of the organization and to avoid conflicts between individuals in the same section or inter-department conflicts.

3. Conduct annual year part and get together part.

4. A. Improve efficiency in work (product)

   B. To have good and strong vision.

5. To arrange seminar on customer care regardless of employee position.

6. Make sure that it satisfies the needs of the internal customer by giving them what they need and by making research what actually a customer needs mostly.

Table 4.3: Diversification on contributions of TSN Organization to satisfy internal customers

S/N	Groups of respondents	Degree of response (%)
1	Failed to provide views on TSN towards internal Customers	37.29
2	Provided views on what should TSN do to satisfy internal customer	62.71
	TOTAL (%)	**100.00**

Source: Research data, 2013.

4.7.5Contributions of staff on satisfying internal customers

The request directed to TSN stakeholders to provide suggestions on what staff should do which is not done internally in order to satisfy internal customer. The respondents were divided into two groups. 37.29% failed to respond on the request raised. This was due to the term 'internal customer' itself. The term seems not to be familiar again to some staff.

The researcher received views from the second group of respondents, who commented on what should the staff do (which is not done internally) in order to satisfy internal customer. The remaining respondents were 62.71% who provided different views as follows.

1. A. To improve internal customer care
   B. Respect each other's responsibilities.
2. Each employee should see his/her counterpart as a customer and treat each other as all important and add value to organization, regardless of their status.
3. Building a strong working culture.
4. A. Work hard and efficient
   B. Submitting report timely
   C. To improve customer cares
   D. To introduce new strategy so as to differentiate product/ service that will make customers satisfied.
5. A. An individual should know why he/she is there
   B. Each one should know his/her responsibility
   C. Each one should know that the employer is paying him/her
   D. Therefore, value for money should be considered.
6. The workers should be trained to have good customer care and also the staff should make sure that the products are delivered in the market without delay.

Table 4.4: Diversification on contributions of TSN staff to satisfy internal customers

S/N	Groups of respondents	Degree of response (%)
1	Failed to provide views on Staffs towards internal Customers	37.29
2	Provided views on what should Staffs do to satisfy internal customer	62.71
	TOTAL (%)	**100.00**

Source: Research study data, 2013.

4.8Human resources partnership

The researcher wanted to examine whether there is a proper employee training (civil worker, supervisors, as well as organization managers). This includes providing information on training regulations and policies, identifying training and development needs, and building training and development plans to meet those needs within current and projected budgetary restraints.

According to TSN Staff Regulation Manual 2007; the overall aim of training in the company is to deliver cost-effective training to all employees, to provide them with technical knowledge and personal skills to be able to perform their duties effectively and develop their careers.

Figure 4.8: Employee training and development as a model should be traced

Source: U.S. Marine Corps (HQMC) Code ARHM website, 2013

4.8.1Internal training communication

The research wanted to know if TSN employees attend training, or just to know the number of employees who are considered for training. This question was directed to respondents and 47.46% of the employees said they have already attended training on internal communication. 40.69% said that they have never attended any course relating to internal communication. The remains 11.85% failed to respond.

Table 4.5: Response on internal communication training

GROUPS	**DEGREE OF RESPONSE (%)**
Attended Training on internal communication	47.46
Not attended Training internal communication	40.69
Failed to respond	11.85
GRAND TOTAL	**100**

Source: Research study data, 2013

When the researcher wanted to know how internal communication training helped employees, 47.46% of all respondents agreed that when one attends training it would help as it contributed to what they benefited from training. Some of their views are as follows.

1 A. It has helped an employee to communicate internally effectively.

B. Has improved one's internal customer care knowledge.

C. Has helped one to follow proper channels of communication

2. It helped to make decision and solve any question faster.

3. It helped to serve others well and communicate with them in a positive manner.

4. The training helped me to see my customer physical and this helps to know the type of customer you are dealing with.

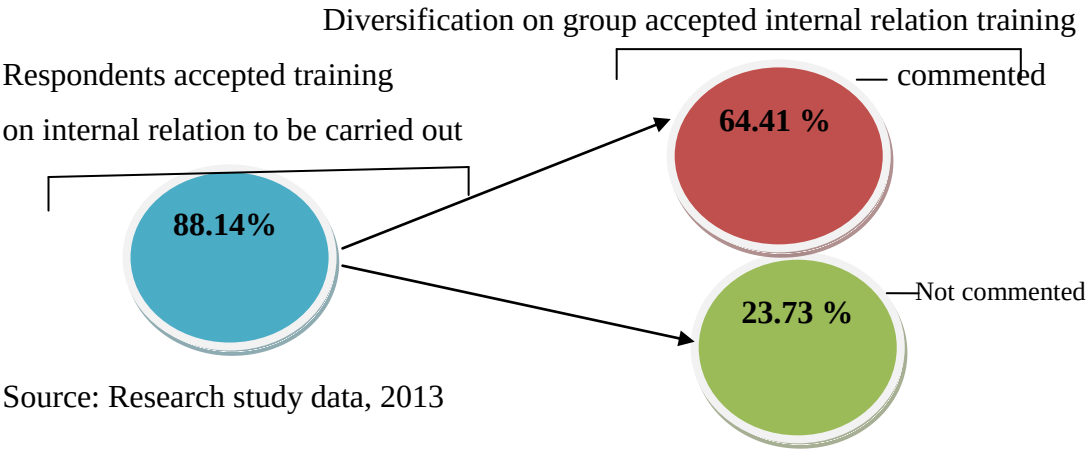
5. It helped much in the day-to-day performance and enable employee to access help from anywhere.

4.8.2Internal relation training

When the respondents, who were divided into two categories, were asked if it was necessary to provide employees with training on internal relation, first category (88.14%) agreed that there is a need for the organization to conduct training on internal relation. But 23.73% did not know whether training on internal relation should be provided or not. The second group (64.41%) of those accepted training provided details on which training should be carried out. Their views are as follows.

- It is necessary to provide more training on internal relation to all staff.
- Many staffs do not know the importance of internal relation, which is a key success to the organization.

Figure 4.9: Diversifications of group accepted training on internal relation



Source: Research study data, 2013

In second category, it was identified that 11.86% of the respondents did not have the opinions whether it was necessary

Table 4.6: Diversification of Internal relation Training

GROUPS	**DEGREE OF RESPONSE (%)**
Accepted training	88.14
Not accepted training	0.00
No opinions	11.86
GRAND TOTAL	**100**

Source: Research study data, 2013

TSN insists on training policy so that employees would be encouraged to go training on self sponsorship, though, however, the company would provide sponsorship whenever necessary, and the company is able financially to support the training (TSN Staff Regulation Manual2007).

4.8.3Trainings to improve performance

When the study directed to the respondents to reveal if the training of staffs on any required field to improve performance should be conducted by TSN management, 16.91% strongly agree that the company management has not ignored training in order to improve performance in any field of organization. Also about 25.42% agree that usually TSN management conduct research on particular filed to improve organization performance.

The large sample population of 47.46% was not sure on the matter. They don't know whether there is training to specified field or not. About 10.17% disagreed on a statement which says TSN usually train its staffs in any required field to improve performance. The diversification of views is identified in table 4.5 below.

Table 4.7: Diversification of views on TSN trainings to improve performance

1	2	3	4	5	6
Strongly Agree	Agree	Unsure	Disagree	Disagree Strongly	Don't know
16.91%	25.42%	47.46%	10.17%	0%	0%

Source: Research study data, 2003

The situation implies that there is large number of people (42.33%) which recognized that TSN conducts training according to the requirement of the department of employees. The following respondents (47.46%) were not of the opinion whether the situation exists or not. This is also a problem in an organization when you have a big number of people who have no opinion on the situation. The population of about 10.17% who do not see any effort of organization is quite small compared to other groups. It seems there are some people who have been forgotten in the training. They are just a small in number but important in the organization. People such as night distribution clerks, return clerks/officers have never attended training on their specific fields.

4.8.4TSN efforts to retain internal customers

Different views were received from respondents according to the demand of the question. The respondents were requested to nullify or not the statement which says, TSN like other organizations direct their efforts to retain employees. 32.0% strongly agreed with the statement. Also the same number of people; 32.0% was not sure whether TSN should retain its employee. Other respondents (35.6%) disagreed with the statement of retaining employees.

Table 4.8: Diversification of views on TSN efforts to retain internal customers

1	2	3	4	5	6
Strongly Agree	Agree	Unsure	Disagree	Disagree Strongly	Don't know
32.0%	0%	32.0%	35.6%	0%	0%

Source: Research study data, 2013

The situation shows that there is a problem of retaining workers at TSN. From direct observation it shows that there is a good number in the category of qualified personnel. That can be witnessed in the Marketing, Accounts and Human Resources departments. For example, in Finance department when an employee trained through his own effort or Company and get CPA, he/she finds another job to different institution.

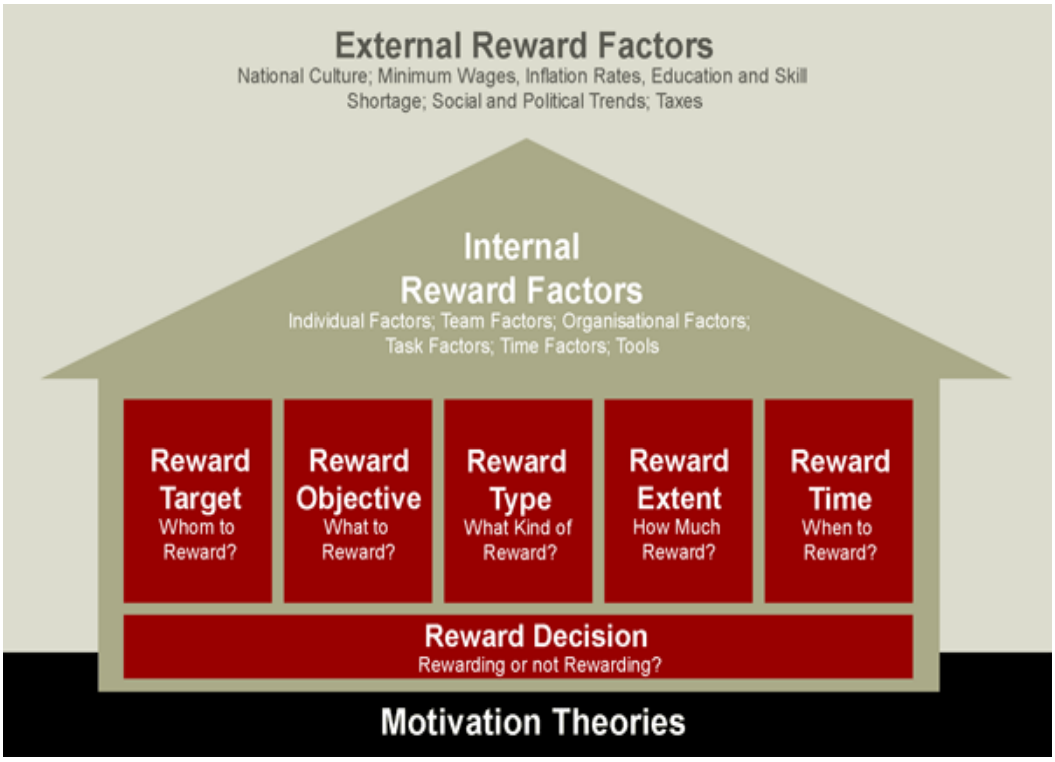
Of course, they have reasons as to why they leave TSN and those reasons are unknown to their employer. Something is lacking. Therefore, in this regard employers need to listen to employees' needs and implement them, as a retention strategy to make employees feel valued and are engaged for keeps. There are seven reasons as to why employees leave the job:

- Employees feel the job or workplace is not what they expected.
- Mismatch between the job and the person.
- There is too little coaching and feedback.
- Little growth and advancement opportunities.
- Employees feel devalued and unrecognized.
- Stress from overwork and a work/life imbalance.
- Loss of trust and confidence from senior leaders.

4.8.5TSN rewarding system

TSN, like any other organization, has a rewarding system, which applies also in different departments. Before TSN established the rewarding system, it considered some factors to be observed when considering rewarding an employee. The factors are reward target, reward objective, types of reward, reward extent and time for the reward. But the mentioned factors can either be good or bad to guarantee the reward. That depends on the situation.

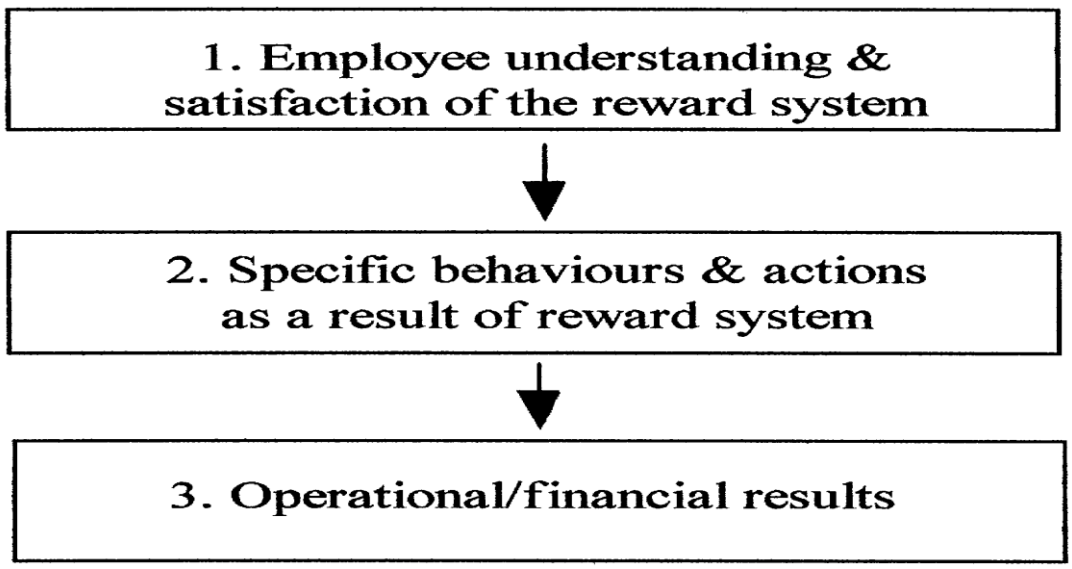
Figure4.10. Factor considered on rewarding and motivating TSN Employees



Source: Research study data, 2013 and Jöran Beel Project Team Rewards, 2007

The researcher aimed to examine what and how the employees understand the rewarding system at TSN. The general view is presented in the figure 4.9 below.

Figure 5.2: Individual reward and recognition strategies to drive organizational success



Source: Ron Cacioppe, "Using team – individual reward and recognition strategies to drive organizational success", Emerald 20, (1999).

TSN prefers the system of giving out cash reward to deserved employees. There are categories of best worker of the month from a certain department who satisfies the requirements, best worker of the year during the international workers' day on 1st May, who is nominated through votes by employees of different sections and departments. There is also best worker of ME's office appointed by heads of departments.

The result from study conducted at TSN, showed that 5.1% strongly agreed that the rewarding system established by TSN to its workers helped to realize its projected goals. 15.25% agreed that the system exists at TSN, 42.37% was not sure whether the system is set for that purpose or not, while 23.72% disagreed with the notion that the system was set to help workers realize the company's projected goal. The other 13.56% were undecided. The analysis is shown in table 4.6 below.

Table 4.9: Diversification of views on TSN rewarding system

1	2	3	4	5	6	7
Strongly Agree	Agree	Unsure	Disagree	Disagree Strongly	Don't know	Un decided
5.1%	15.25%	42.37%	23.72%	0	0	13.56%

Source: Research study data, 2013

The above analysis can be interpreted into two groups. The population of whether strongly agreed or agree was 20.35%, which is quite small compared to 32.72%, who did not agree with statement. The situation revealed that the system is not conducive for that specified purpose rather than making some employees felt demoralized, because some, who in fact do not deserve, could lobby to be nominated by their fellow colleagues.

4.9Projected future of TSN

As per the study, TSN is in process of making extra efforts to overcome different challenges facing the company with its corporate plan nearing its end. Therefore, it is trying hard to involve heads of departments and sections to lay a foundation for basic functions of departments.

The assignments also include the challenges, opportunities and strength of the departments and sections. This will provide a room for the TSN anticipated performance for the next five years. The new corporate plan -- 2014-2018 --.will definitely brings hope to weak areas to be rectified. It should be well considered.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0Introduction

This chapter summarizes the whole research work, concludes research objectives and recommends ways to effectively implement the role of internal marketing on TSN performance; the case of Tanzania Standard (Newspapers) Limited (TSN). The study specifically sought the following objectives:

- To explore the role of internal marketing on the organization performance of TSN
- To assess whether there is internal marketing practice at TSN;
- To find out whether there is good arrangement of proper integration/communication between/among TSN departments; and
- To determine whether the company has internal relation policy and whether the policy is effective.

The objectives of the study were accomplished and attained, because different data were collected and analyzed, which gave the blueprint of the performance in a public organization like TSN.

5.1Summary

To determine whether there is a problem on practicing internal marketing at TSN the role of how marketing can bring impact to the organization performance was discussed. The employees were given enough chance to reveal the situation within to know how the relationship is carried out between the workers themselves and workers with the management, how senior management initiates internal marketing. Not only that, but also to check if there was integration of organization culture within, which means the organization had virtual internal marketing, employee empowerment and corporate culture.

The study went on to see if human resource partnership was revealed, where recruitment, employee training and acculturation, retention and employee feedback

were found, and how the employees were engaged. The aim was to see how the empowerment, communication, reward and incentives and special events were being handled by TSN. On internal brand communication, the aim was to see how branded communication material, brand ambassador team, internal and external brand alignment were all carried out.

Different challenges were revealed during data collection from various employees and their complaints. There were challenges when respondents disclosed the necessary information, while others decided not to administer the questionnaire.

5.2Conclusion

According to the results from the study, the main research objectives were to explore the role of internal marketing on the organization performance of TSN; to assess whether there is internal marketing practice at TSN; to find out whether there is good arrangement of proper integration/communication between/among TSN departments; and to determine whether the company has internal relation policy and whether the policy is effective.

Now it can be critically concluded that efforts should be made by the management to ensure that internal marketing practices and culture becomes the integral part of TSN policies. In the documents there are many policies to be practiced, but the issue is how to integrate them to become solutions to workers problems. It is not just good enough to market the products, vision and core values to the employees, it is equally important to ensure that emphasis is put on those internal marketing practices that will translate into better interactive and external marketing. For example, it was observed from the previous findings of the study that TSN facing a greater challenge in the external marketplace.

The company's role of marketing is seen in some areas, which help other people who usually investigate what is the right to practice in the office. Though there are some areas that need some improvements in order to reduce some complains from workers.

Marketing, brand management, and employee communications have internal marketing roles. They work individually and together in order to ensure employee buy-in. Internal communications, branding, public relations, organizational development, HR, and training teams work together to implement effective internal marketing.

Cross-functional team meetings are held. These meetings, which are used to align the brand priorities in a team environment across the organization, include employees at all levels of the organization.

5.3Recommendations

Basing on the above findings and conclusions, the researcher is now in a position to recommend the following:

The company has to train workers in different parts pertaining internal marketing. The issue of internal marketing seems not familiar with some workers. There are some groups, failed to touch the attributes of internal marketing, also there are others, who also failed even to say anything concerning internal marketing.

The performance of TSN cannot be realized if each worker doing a job individually. When the management leaves the system of documentation and start train people on how to integrate/communicate each other thoroughly, the performance of the organization will be high.

Also internal marketing should be implemented by a broad-based steering committee of department representatives; from human resources, operations, product/brand management, and sales and marketing, among others. There should be a lesson on how the proper official communication is supposed to be practiced at TSN. This is because 25% said that the communication is done through heads of sections only.

Before implementing any new IM program, a participating company should conducts a pre measurement study to provide a baseline of employee attitudes and behaviors. Ongoing measurement throughout the change process helps ensure that shifts in attitudes and behaviors are taking place. Post-measurement studies help management to better understand whether the change was effective and if it has impacted business

performance. In another best practice firm, every department has to identify its own internal clients and their performance metrics. One manager said, "Once you measure the service provided, you can have the goal to improve it. Continuous improvements in processes and outputs directly correlate to customer satisfaction."
HR department have to develop good relationship with other departments. Anything pertaining with new policy should be communicated to all workers; this is to reduce complaints aroused by different TSN employees. In the finding, 27% of grumbles were revealed by researcher basing on unfairness of HR department.

There is issue of employee empowerment. 37.29% of complains for TSN lacking employees empowerment. It seems that other supervisors are so much worried of empowering their subordinates, fearing to take over their positions in future. The supervisors have to delegate tasks clearly and concisely, acknowledge employee achievements, open your door to employees, promote employee education, give up some of power in favor of employee autonomy, and invite feedback from your employees.

TSN has to express the corporate culture clearly. The observation shows that the corporate culture is in TSN, but it is not clear to workers. When you study from respondents (54.28% do not see corporate culture) you reveal that there is a need to announce/put open what is in books. This will draw a map in mind to all workers the direction of organization.
There is a problem of retaining workers at TSN. A big percentage (35.60%) said that there is no effort of retaining workers at TSN. Turnover is costly. According to Right Management, a talent and career management consulting firm, it costs nearly three times of an employee's salary to replace someone, which includes recruitment, severance, lost productivity, and lost opportunities. Recruiting new staff is expensive, stressful and time consuming.

Once you have good staff it pays to make sure they stay. Think of retention as re-recruiting your workforce. Recognize that what attracts a candidate to a particular job is often different from what keeps that person there. While salary certainly is a key

consideration for potential employees, pay alone won't keep them in a job. Advantageous aspects other than strictly compensation attract good employees; something more than a number retains them.

Currently employees are looking for a career package, including a comfortable company culture, career path, diversity of responsibilities, and a work/life balance. In order TSN to avoid big turnover has to do training, mentoring, instill a positive culture, use communication to build credibility, show appreciation via compensation and benefits, encourage referrals and recruit from within. coaching/feedback, Provide growth opportunities, make employees feel valued, lower stress from overworking and create work/life balance, foster trust and confidence in senior leaders.

Treatment of employees at TSN impacts on market performance. According to findings, on the point of performance of products in the marketplace, 65.71% said that the internal relation have the greater impact on the product performance in the market place. How employees are treated internally determines how external customers will be treated. It is difficult to treat well internal customer and then external customers to be treated badly. It is time TSN to treat well internal customers then to enjoy the fruits of sown seeds.

REFERENCES

Ahmed, P. K., & Rafiq, M. (2003). Internal marketing issues and challenges. *European Journal of Marketing*, 37. 9: 1177-1186.

Akroyd, D., Legg, J., Jackowski, M., & Adams, R. (2009). The impact of selected organizational variables and managerial leadership on radiation therapists organizational commitment. *Radiography*, 15, 113-120

Albright, J.J., & Park, H.M. (2009). Confirmatory factor analysis using Amos, LISREL, Mplus, and SAS/STAT CALIS, working paper, The University Information Technology Services (UITS) Center for Statistical and Mathematical Computing, Indiana University, available.

Allen, N.J., & Meyer, J.P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63. 1, 1-18. at:www.indiana.edu/~statmath/stat/all/cfa/index.html

Awwad, M. S., & Agti, D. A. M. (2011). The impact of internal marketing on commercial banks' market orientation. *International Journal of Bank Marketing*. 294: 308-332.

Ballantyne, D. (2000). The strengths and weaknesses of internal marketing, in Varey, R. J. and Lewis, B.R., Internal Marketing: Directions for Management, NY, Routledge. p. 43 – 60.

Ballantyne, D. (2003). A relationship-mediated theory of internal marketing. *European Journal of Marketing*, 37. 9/10. 1242-1260.

Berry, L. (1981). The employee as customer. *Journal of Retail Banking*, 3. 25-28.

Brown, Randall. B. (1996). Organizational Commitment: Clarifying the Concept and Simplifying the Existing Construct Typology. *Journal of Vocational Behavior*, 49. 230-251.

Cahill, D.J. (1995). The managerial implications of the learning organization: A new tool for internal marketing. *J. Services Market*, 9. 43-51

Caruana, A., & Calleya, P. (1998). The effect of internal marketing on organizational commitment among retail bank managers. *International Journal of Bank Marketing*, 31.8. 604-616.

Chang, T., & Lin, H. (2008). A Study on Service Employees' Customer-Oriented Behaviors. *Journal of American Academy of Business*, 13. 92-98.

Coric′, Dubravka. Sincic′. & Vokic′, Nina. Poloski. (2009). The Roles of Internal Communications, Human Resource Management and Marketing Concepts in Determining Holistic Internal Marketing Philosophy. *Zagreb International Review of Economics & Business*, 12.2: 87-105.

Gronroos, C. (1990). Service Management and Marketing Managing the Moments Of Truth in Service Competition. Lexington Books. U.S.A.

Gummesson, E. (2000). Internal marketing in the light of relationship marketing and network organizations, in Varey, R. J. and Lewis, B.R., Internal Marketing: Directions for Management. NY. Routledge. p. 27 – 42.

Hackett, Rick D., Bycio, Peter, & Hausdorf, Peter. A. (1994). Further Assessments of Meyer and Allen's (1991), Three-Component Model of Organizational Commitment. *Journal of Applied Psychology*, 79. 1.15-23.

Helman, D. & Payne, A. (1992). Internal marketing: myth versus reality. Working PaperSWP 5/92. Cranfield School of Management.

Keller, Scott. B. (2002). Internal relationship marketing: a key to enhanced supply chain relationship. *International Journal of Physical Distribution & Logistics Management*, 32. 8. 649-668.

Hugh Burkitt and John Zealley (2006). *Marketing Excellence: Winning companies reveal the secrets of their success*. John Wiley & Sons Ltd. p. 295. ISBN 978-0-470-06027-8.

Jeff Pervaiz (2005). *Internal Marketing*. Butterworth-Heineman, an imprint of Elsevier. ISBN 0-7506-4838-4.

Lings, Ian. N. (2000). The Impact of Internal Market Orientation on External Market Orientation and Business Performance: An Empirical Study of the U.K. Retail Market, ANZMAC Visionary Marketing for the 21st Century: Facing the Challenge.
Mayer, R.C, & Schoorman, D.F. (1998). Differentiating antecedents of organizational commitment: A test of March and Simon's model. *Journal of organizational Behavior*, 19. 1.15-28.

Mc Kenna, S. (2005). Organizational commitment in the small entrepreneurial business in Singapore. *Cross Cultural Management*, 12. 2. 16-37.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1. 61–89
Mohammed Rafiq, Pervaiz K. Ahmed, (2000) "Advances in the internal marketing concept: definition, synthesis and extension", Journal of Services Marketing, Vol. 14 Iss: 6, pp.449 – 462

Mohammad Suleiman Awwad, Djouhara Ali Mohammad Agti, "The impact of internal marketing on commercial banks' market orientation", Emerald 29, (2011)
Pervaiz K. Ahmed, Mohammed Rafiq (2004). *Internal marketing: tools and concepts for customer-focused management*. Elsevier

Pervaiz K. Ahmed, Mohammed Rafiq, (1995) "The role of internal marketing in the implementation of marketing strategies", Journal of Marketing Practice: Applied
Philip Kotler, (1991) *Marketing Management: Analysis, Planning, Implementation, and Control*, 7th ed

http://*www.dailynews.co.tz, www.habarileo.co.tz* retrieved 15-12- 2012

http://www.sergaygroup.com/Smart-Talk/What-is-Corporate-Culture.html

http://www.slideshare.net site, retrieved 15-12- 2012

APPENDICES
RESEARCH QUESTIONNAIRES

This research study is specifically to be done to enable the researcher to fulfill the Masters degree at Mzumbe University. You're therefore requested to co-operate in answering these questionnaires where appropriate so that valid data and information will be collected to enable the researcher to come up with valid conclusion. This questionnaire is designed to collect information regarding the role of internal marketing toward Tanzania standard (news papers) performance. The researcher will not any way disclose the identity of the respondents under any circumstances.

Appendix I

General Information from working

1. What is your experience in the organization?
   (a) 1 – 3 years
   (b) 4-6 years
   (c) 7-9 years
   (d) 10 years and above
2. What is your previous experience?
   (a) Media, Printing and Manufacturing industries
   (b) Finance, marketing and sales
   (c) Economist and Public administration
   (d) None of the above

3. In what level of the organization are you working?
   (i) Top management
   (ii) Middle management
   (iii) Supervisors
   (iv) Operations
4. What is your level of education qualification? Please tick.
   (i) Primary

(ii) Secondary

(iii) Certificate

(iv) Ordinary Diploma

(v) Higher learning

5. How do you communicate in office?

……

……

……

6. What is the reason you being in TSN?

Develop my skills ☐ Helpful for future ☐ Curiosity ☐ Compulsory ☐

Interest in the Media ☐ For income purpose ☐

Others (Explain)

……

……

Appendix II

General Technical questions on internal Marketing

7. How do you know about a word internal marketing?

……

……

……

8. If you understand word Internal Marketing, who do you think should practice internal marketing?

A. Top Management

B. Middle level

C. Lower level

D. Other Employees

E. All should play part

9. Does your daily work depend on other departments in order to be accomplished?

Yes/No

10. How communication between departments is done?

A. Through Head of Departments

B. Through Head of sections

C. Though individual workers

D. All of the above are answers

11. Do you think the answer above is the proper channel of communication? Yes/ No. why?

……

……

……

……

……

12. How do you solve problems in TSN when occurs?

A. Each section

B. Each Department

C. Management only

D. It involve all workers

13. Do you think HR department work together with other departments (internal Customers) to make sure that employees are satisfied? Yes/No

14. Do you think that in an organization there is employee Empowerment? Yes/No. Why?

……

……

……

15. Do you think that TSN has corporate culture? Ye/ No.

If yes, which Culture?

.....

.....

If no, how do you run your things?

……

……...……

……

16. The performance of TSN products in the Market place depends so much on internal relation

1	2	3	4	5	6
Strongly Agree	Agree	Unsure	Disagree	Disagree Strongly	Don't know

17. There are allegations that the current performance of TSN products is caused by Mushrooming of other Newspapers and dropping of financial capabilities of readers

1	2	3	4	5	6
Strongly Agree	Agree	Unsure	Disagree	Disagree Strongly	Don't know

TSN has or participate in special events. Does TSN involve workers in all social or official events? Yes/No

Otherexplanations

……

……

……

18. As stakeholder of TSN what should the organization do (which is not done) internally in order to satisfy internal Customer?

……

……

……

……

19. As a stakeholder of TSN what should the staff do (which is not done) internally in order to satisfy internal Customer?

……

……

……

……

……

Training, development and policies

20. Have you ever attended training on internal communication? Yes/No. If an answer is for Yes, how it help you on daily performance?

……

……

……

21. Do you think that it is necessary to provide more training on internal relation?

……

……

……

22. Is TSN having internal communication policy?

A. Yes

B. No

C. I don't know

23. If the answer above is Yes, Is the policy effective? Yes/No

24. Is there an involvement of all levels in preparation of all TSN policies? Yes/No

25. If the answer above is for No, what are your opinions on that?

……

……

……

……

26. TSN like other organizations play their efforts to retain workers

1	2	3	4	5	6
Strongly Agree	Agree	Unsure	Disagree	Disagree Strongly	Don't know

27. With all effort TSN train their staffs in any required field to improve performance.

1	2	3	4	5	6
Strongly Agree	Agree	Unsure	Disagree	Disagree Strongly	Don't know

28. The rewarding system established by TSN to its workers helps to realize its projected goal.

1	2	3	4	5	6
Strongly Agree	Agree	Unsure	Disagree	Disagree Strongly	Don't know

---

THANK YOU FOR YOUR COOPERATION