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## Internal Marketing and Marketing Effectiveness in the Banking Industry in Port Harcourt

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**Abstract:** *The purpose of this study was to empirically investigate the effect of Internal Marketing on Marketing Effectiveness in banking industry in Port Harcourt. The target population of this study is the twenty one banks in Port Harcourt, Six respondents from the twenty one banks constituted the sample size of this study (tellers, customers service relation, cashiers, administrative officer, marketing officers and security officer) giving a total of hundred and twenty six respondents who were administered the copies of the questionnaire upon retrieval ninety copies were retrieved and were subjected to data analysis. Data analyses were aided by the use of SPSS version 22.0 and hypotheses were tested using the Spearman Rank Order Correlation. After the data analysis, it was revealed that Employee Job Satisfaction as a dimension of Internal Marketing relates very strongly and positively with Adequate Marketing Information, strongly and negatively with Customer Philosophy and Strategic Orientation. It was also revealed that Customer Orientation relates strongly with Strategic Orientation, Adequate Marketing Information and Customer Philosophy. It was concluded that internal marketing relates very strongly and positively with marketing effectiveness and it was recommended that Banking Industry in Port Harcourt should ensure that their services are improved; equipment, facilities and communication materials are also improved and also make available carrier opportunities for development.*

**Keywords:** *Internal Marketing, Marketing Effectiveness, Customer Orientation, Strategic Orientation, Job Satisfaction, Banking*

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### 1. INTRODUCTION

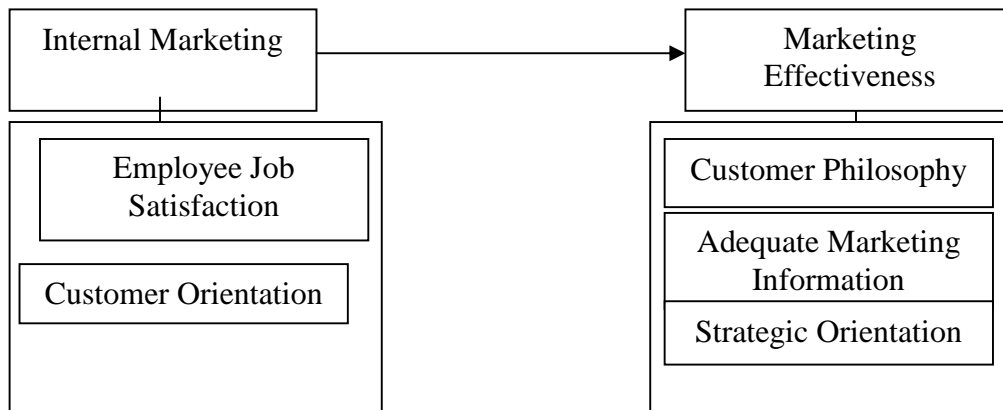
Internal marketing in Port Harcourt banks are tools that banks use within their workforce to communicate with their employees. Many bank owners and authors of internal marketing believe this concept is as important to a bank survival.

A banks job is to provide customers with financial services that help people better manage their lives, services like checking account, savings account debit and credit cards, wealth management and business loans etc. New social values on demand are vital on banks employees because different bank customers display different lifestyle at different time and ways. Therefore bank marketers should center on service areas that creativity is obvious and shown in their individual associates and understanding between staff and customers. The employees of the bank are in charge of carrying out the service process and resolving customer problems. According to Anon (2007), some other barriers are managerial incompetence, poor understanding of the internal marketing concept, rigid organizational structure and top members of staff treating employees like they are unimportant to the business. When the management of a bank is incompetent there is falling profit, inadequate quality control and high turnover levels.

Managerial incompetence is of concern to all stakeholders because execution problems could lead to layoffs, which is bad news for employees and to lower stock prices for public companies which is bad news for investors. When an organizational structure is rigid there is a centralized and control style of leadership prevails, hierarchical organization with many layers of management between top and bottom, small spans of control, functional silos that operate independently and very little movement of talent around the organizational silos.

The purpose of this study is to determine the impact of internal marketing on marketing effectiveness in the banking industry in Port Harcourt. In view of this, the following research questions were addressed.

- To what extent does Employee Job Satisfaction impact on Customer Philosophy?
- To what extent does Employee Job Satisfaction impact on Adequate Marketing Information?
- To what extent does Employee Job Satisfaction impact on Strategic Orientation?
- To what extent does Customer Orientation impact on Customer Philosophy?
- To what extent does Customer Orientation impact on Adequate Marketing Information?
- To what extent does Customer Orientation impact on Strategic Orientation?



**Figure 1** Conceptual Framework on the effect of Internal Marketing on Marketing Effectiveness in Banking Industry in Port Harcourt.

**Source:** Desk Research, 2021

## 2. PREVIOUS RESEARCH

### Concept of Internal Marketing

The idea of internal marketing was first proposed by Berry (1981) as a key to the problem of delivery high quality service. The concept of internal marketing is a tool that companies use within the workforce to communicate with the employees. Many company owners and authors of internal marketing believe this concept is as important to a company’s survival as external marketing. This involves the communication of corporate culture and goals, mission and vision statement as well as personnel policies and procedures.

Ahmed and Rafiq argue that the span of understanding about internal marketing from other authors is huge but vague in its limitation. One of the earlier studies by the author Berry (1974) believed that effective internal marketing which would contribute to effective marketing would require financially rewarding personnel, management commitment to sales training and self-development, revision of personnel transfer policies and a redefinition of management in terms of helping people to achieve through work. Berry and Pasuraman (1991) later added another definition to the concept in the book marketing services: competing through quality by stating internal marketing is attracting, developing, motivating and retaining qualified employees through job products that satisfy their needs. Internal marketing is the philosophy of treating employees as customers and it is the strategy of shaping job products to fit human needs.

The American Marketing Association have given a more simplistic and modern definition for the concept “marketing to employee of an organization to ensure that they are effectively carrying out desired programs and policies. Unlike Berry’s (1995) definition it doesn’t justify how internal marketing can be achieved in the work place and it also doesn’t explain the ways in which employees are to be marketed to ensure the work carried out by them is effective and of a good standard. An important element of internal marketing as said earlier is motivation. According to Berry and Pasurama (1991) internal marketing is the philosophy of treating employees as customers and it is the strategy of shaping job product to fit human needs. Considered by many culture as the grandfather of all definition on internal marketing, Gronroos (1981) suggests internal marketing is the selling of the firm to employees who are seen as the internal customers. Gronroos believed that the higher employee satisfaction in result will make it possible to develop a more customer focused and market oriented firm.

There are other recent definitions of the concept of internal marketing by Ballantyne (2000) which suggest developing relationships between staff across internal organizational boundaries. This is done so that staff autonomy and know-how may combine in opening up knowledge, generating processes that challenge any internal activity that need to be changed. This definition emphasizes on the importance of the relationship between the staff and the organization and how internal marketing is a strategy that will allow this relationship to become stronger. It also highlights the fact that building on the relationship can enhance the service quality and also the relationship with the external markets.

### **Dimensions of Internal Marketing**

Several studies on internal marketing have been carried out like that of Nwokah and Ahiazu (2008) on managerial competence and marketing effectiveness in corporate organization in Nigeria. They used customer orientation and customer satisfaction, employee motivation and satisfaction, interfunctional coordination and integration, marketing like approach and implementation of specific corporate or functional strategies to measure internal marketing. Norburn, Birley and Dunn (1988) studied strategic marketing effectiveness and its relationship with corporate culture and beliefs in UK and USA. They measure internal marketing using internal communication, staff training, job satisfaction, appraisals, feedbacks and customer consciousness. According to Slater and Narver (1994) they stated that the dimensions of internal marketing are employee job satisfaction customer orientation and inter-functional coordination.

### **Employee Job Satisfaction**

Employee job satisfaction is the employees' feelings they have about their job. Gounaris (2008) argued that employees' satisfaction shows how the external customers consequential increased profitability. He saw employee job satisfaction as pleasurable or positive emotional state resulting from one's evaluation of job experiences. The nature of job satisfaction shows that employee is likely to continue with a job that is satisfying and leave a job which is dissatisfying. Hoppock (1935) defined employee job satisfaction as any combination of physiological and environmental circumstance that causes an employee to truthfully say I am satisfied with my job. According to this approach although job satisfaction is under the influence of many external factors it remains something internal that has to do with the way the employees feels. That is employee job satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom (1964) in his definition on employee job satisfaction focused on the role of employee in the workplace. Thus he defines employee job satisfaction as affective orientation on the part of individuals towards work roles which they are presently occupying.

### **Customer Orientation**

Customer orientation is collecting customer information and using this information in business units (Kohli & Jaworski, 1990). Customer orientation is an approach to sales and customer relations in which staff focus on helping customers to meet their long term needs and wants. Here management and employees align their individual and team objectives around satisfying and retaining customers. This contrast with sales orientation which is a strategic approach were the needs and wants of the firm or sales persons are valued over the customer. According to Shapiro (1988) customer orientation is the formulation of strategies and tactics to satisfy market needs interfunctionally and achievement of a sense of companywide commitment to its plan. Narver and Slater (1990) and Hamilton-Ibama and Nwokah (2016) conceptualized customer orientation as the sufficient understanding of organisation's target market to be capable of creating superior value for buyers always.

### **Concept of Marketing Effectiveness**

The marketing effectiveness concept has drawn increased attention among academic researchers and business practitioner over the years. Armstrong, (2006) posited that only a few organizations completely practice refined marketing. Ultimately marketing effectiveness differentiates the amateur from the expert in the global market (Zhou & Gao, 2005).

Marketing effectiveness concept first came into existence in the 1990s by Berry and Parasurama. According to them marketing effectiveness posited that managers should have adequate information and distributes appropriate resources to different market. Marketing effectiveness according to Ambler (2001) is the extent to which marketing actions have helped the company to achieve its business goals. Nwokah and Ahiazu (2008) saw marketing effectiveness as the extent to which an organization acquires market share over competitors, advertising and promotional share of the market. Zhou and Gao (2005) asserted, the original obligation of marketing effectiveness is that managers must identify the primacy of studying the market, distinguish the several opportunities, select the best market to serve and offer superior customer value to satisfy their needs and wants. Furthermore, Nwokah (2006) argued that organizations that have the marketing effectiveness are high and those that close to their consumers have a common set of values and also demonstrate an external market orientation.

Benjamin (2003) agrees that companies with high marketing effectiveness operate better when compared with companies that do not have. The competitive environment of business today demands that for organization to be successful to move forward in its selected market segment, there must be implementation of marketing.

### **Measures of Marketing Effectiveness**

Also many studies have been conducted on marketing effectiveness like that of Nwokah (2006). Nwokah (2006) carried out a study on marketing effectiveness and business performance in Nigeria. They measured marketing effectiveness using corporate competitive, customers and exogenous factors. Boris, Donald and Schnider (2005), measured marketing effectiveness using two components: adoption of the marketing concept and the implementation of the concept. Kotler (1977) stated the following as measures of marketing effectiveness they are customer philosophy, adequate marketing information and strategic orientation.

### **Customer Philosophy**

Customer philosophy according to Zhou and Goa (2005) is the external center of attention of the organization on the consumer needs and wants and how to monitor the satisfaction of consumer by carrying out consumers surveys. Some managers are product oriented (make good product and sell), some managers are technology oriented (get latest technologies and are not interested in the size or customers wants) some are sales oriented (get sufficient sales effort and anything can be sold). An organization is on its way to effective marketing when it begins with the consumer when designing its structure, plans and control. Customer philosophy is an idea in marketing which focuses on not just producing the product and selling it to make profits but deliver value to the customer and keep the customer satisfied. Any company will try to increase profits by cutting costs but in the long run, the customer satisfaction is important for sustained growth. The orientation here is such that the service and value offered to the customer should be higher than the cost incurred by the customer in purchasing the product or using the service. The philosophy is about delivering value to the customer, keeping the promises to the customer and keeping the customer happy while making profit.

### **Adequate Marketing Information**

Studies have shown that businesses that fail have not obtain and acted upon market information in regards to their product or service (Appiah & Singh, 2001). Organization without adequate marketing information will not be able to take adequate business decision (Awokemi, 2005). Thus, executives of the organization need sufficient information to plan and allocate resources correctly to diverse markets (Zhou, 2005). The task of information in decision in marketing cannot be challenge bearing in mind that marketing success of the organization depends on the availability and the accuracy of marketing information. According to Ahmed and Rafiq (2003) marketing encompass all operations (market research, product selection and design, advertising, pricing) from moving goods and services from point of production to the ultimate users.

Adequate marketing information according to Drucker (1986) is to know and understand the customer so well that the product or services rendered will be key to marketing decisions. Adequate marketing information can also be seen as a permanent arrangement for provision of regular availability of relevant reliable, adequate and timely information for making marketing decisions. Information is a life blood of business. Quality of decisions depends on the right type of information. The right information implies the right quality, the right quantity and the right

turning of information. Circulation of needed information is as important as the circulation of blood in human being. Adequate marketing information keeps the organization actively functioning alive and connected with internal and external marketing participates. It is a valuable asset for a firm as it is a base to manage other valuable assets. The firm that fails to manage information will definitely fail to attain goals.

### **Strategic Orientation**

Strategic orientation is a definite way to build up strategies based on the analysis of strength, weaknesses, opportunities and threats. It generates a number of rational alternatives and provides a prioritization. Strategic orientation combines internal analysis of a project (strength and weaknesses) with an external analysis (opportunities and threats) to arrive at strategic options from which a choice can be made (Awokemi, 2005). Therefore, in order to have a sound SWOT analysis of internal and external resources and the functions of the organization, the environment needs to be scanned and the institutional setting needs to be analyzed. Strategic orientation is never isolated from any aspect of the organization. It links the customer, competitor and the product approaches together to define as environment of operation of the company. Strategic orientation states the long-term way that an organization intends to thrive. Strategic orientation can be seen as a multi-dimensional construct that captures an organization, its relative emphasis in understanding and managing the environment forces acting on it (Gatignon & Verebs, 1997).

### **Internal Marketing and Marketing Effectiveness**

Internal marketing is vital in increasing organization that is marketing oriented. In application, internal marketing is concerned above all with communicating, increasing responsiveness, responsibility and of purpose. It intend at developing internal and external customer consciousness. According to Ahmed and Rafiq (2005) internal marketing influences the effectiveness of marketing and external marketing programmes. Marketing effectiveness could be as the power of capacity needed in order to deliver a required result. In other words effectiveness includes the motion of success, as being effective indicates the completion of the outcomes that has been arranged.

### **Employee Job Satisfaction and Marketing Effectiveness**

Rafiq and Ahmed (2000) posited that when employees needs are met it motivates them and make them to remain in the organization and as a result increase their satisfaction and in doing so increase marketing effectiveness and thus increase the possibility of generating external customer satisfaction and loyalty. Satisfaction suggested a more reciprocal relationship with marketing effectiveness (Awokemi, 2005). In general employees that are satisfied are likely to be more customers oriented and thus deliver better customer service (Ahmed & Rafia, 2003).

The relationship between job satisfaction and customer philosophy study has been carried out by several authors (Ahiazu, 2008). The findings showed higher levels of job satisfaction leads to higher degree of customer philosophy. On the other hand, Benjamin (2003) connects job satisfaction to supervision, adequate marketing information and physical work conditions. Also concluded that the quality of leaders member shows exchange mediated positive relationship between a strategic orientation and job performance, he found out that strategic orientation strongly relates with employees job satisfaction and organizational commitment.

**Customer Orientation and Marketing Effectiveness**

In this competitive cycle organization have no choice but to pay attention and commitment to customer satisfaction and profound attention to their demands, and desires and should always see customers as key to marketing effectiveness (Edalatifard, 2010).

Relationship between customer orientation and adequate marketing information is through the automation of collection, filling processing and discussion of consistently correct marketing information, a company is able to make the right decisions and to intensify its effort to be oriented towards customer special features.

Customer orientation is related to strategic orientation as the key determinant of strategic direction and focuses on creating value to the customer (Tutar, 2015). The strategic approach is characterized by two of diagnosis. One is the personal level, which is connected between the employees and the customers centric, business culture, which is necessary to guide increasingly competitive processes to achieve market effectiveness therefore at this level it gives the workers the ability to help the customers and the quality of the relationship between the workers and the customers (Rapp, 2012). Frambach (2016) consider customer orientation as the heart of strategic orientation that reflects the best concept and essence of modern marketing. According to Appiah and Singh (1998) customer orientation is a concept that focuses within the organizational culture by bringing adequate marketing information about the needs of customers that are in line with the set of values and the belief that improve the customers’ position in the organization.

**3. METHODOLOGY**

This study adopted a quasi-experimental design and investigates the relationship between internal marketing and marketing effectiveness in banks in Port Harcourt. The population of this study consists of the twenty one (21) banks in Port Harcourt on a sample element of six (6) respondents which was simple randomly selected from each bank (tellers, customer services relations, cashiers, security officers, administrative officers and marketing officers) which gives us one hundred and twenty six (126) respondents. One hundred and twenty six copies of questionnaire were distributed, 90 copies were accurately filled and retrieved from the various respondents and used for the analysis. The bivariate hypotheses were tested using the Spearman’s rank order correlation coefficient.

**4. ANALYSIS AND RESULT**

**4.1 Test of Hypothesis One**

There is no significant relationship between Employee Job Satisfaction and Customer Philosophy

**Table 1: Extent of association between Employee Job Satisfaction and Customer Philosophy**

		Employee Job Satisfaction	Customer Philosophy
Employee Job Satisfaction	Correlation Coefficient	1.000	0.679
	Sign (2-tailed)	.	000
	N	90	90
Spearman’s rho Customer philosophy	Correlation Coefficient	0.679	1.000
	Sig. (2-tailed)	000	
	N	90	90

Correlation is significant at the 0.05 level (2-tailed)

**Source: Field Survey Data, 2021, SPSS Output 22.0**

From the SPSS output window, the correlation coefficient of variables rank x and rank y is 0.679. This positive large value of  $r_s = (0.679)$  means that there is a strong and positive relationship between employee job satisfaction and customer philosophy.

**4.2 Test of Hypothesis Two**

There is no significant relationship between Employee Job Satisfaction and Adequate Marketing Information

**Table 2: Extent of association between Employee Job Satisfaction and Adequate Marketing Information**

		Employee Job Satisfaction	Adequate Marketing Information
Employee Job Satisfaction	Correlation Coefficient	1.000	0.931
	Sig. (2-tailed)	.	.000
	N	90	90
Spearman's rho	Correlation Coefficient	0.931	1.000
	Sig. (2-tailed)	.000	
	N	90	90

Correlation is significant at the 0.05 level (2-tailed).

**Source: Field Survey Data, 2021, SPSS Output version 22.0**

From the SPSS output window, the correlation coefficient of variables rank x and rank y is 0.931. This positive value of  $r_s = (0.931)$  means that there is a very strong and positive rank correlation between employee job satisfaction and adequate marketing information. As a result of the positive value of  $r_s$ , direction is said to be the same. That is, as employee job satisfaction (x) increases, adequate marketing information (y) also increases.

**4.3 Test of Hypothesis Three**

There is no significant relationship between Employee Job Satisfaction and Strategic Orientation.

**Table 4.3: Extent of association between Employee Job Satisfaction and Strategic Orientation**

		Employee Job Satisfaction	Strategic Orientation.
Employee Job Satisfaction	Correlation Coefficient	1.000	- 0.773
	(2-tailed)	.	.000
	N	90	90
Spearman's rho	Correlation Coefficient	-0.773	1.000
	Sig. (2-tailed)	.000	
	N	90	90



Correlation is significant at the 0.05 level (2-tailed).

**Source: Field Survey Data, 2021, SPSS Output version 22.0**

From the SPSS output window, the correlation coefficient of variables rank x and rank y is -0.773. This negative value of  $r_s = (-0.773)$  means that there is a strong and negative rank correlation between employee job satisfaction (x) and strategic orientation (y). That is, as employee job satisfaction (x) increases, strategic orientation (y) decreases.

**4.4 Test of Hypothesis Four**

There is no significant relationship between Customer Orientation and Customer Philosophy

**Table 4.4: Extent of association between Customer Orientation and Customer Philosophy**

		Customer Orientation	Customer Philosophy
Customer Orientation	Correlation Coefficient	1.000	0.881
	Sig (2-tailed)	.	.000
	N	90	90
Spearman’s rho Customer Philosophy	Correlation Coefficient	0.881	1.000
	Sig. (2-tailed)	.000	
	N	90	90

Correlation is significant at the 0.05 level (2-tailed).

**Source: Field Survey Data, 2021, SPSS Output version 22.0**

From the SPSS output window, the correlation coefficient of variables rank x and rank y is 0.881. This positive value of  $r_s = (0.881)$  means that there is a very strong positive rank correlation between customer orientation (x) and customer philosophy (y). As a result of the positive value of  $r_s$ , direction is said to be the same. That is, as customer orientation (x) increases, customer philosophy (y) also increases.

**4.5 Test of Hypotheses Five**

There is no significant relationship between Customer Orientation and Adequate Marketing Information

**Table 4.5: Extent of association between Customer Orientation and Adequate Marketing Information**

		Customer Orientation	Adequate Marketing Information
Customer Orientation	Correlation Coefficient	1.000	0.890
	Sig (2-tailed)	.	.000
	N	90	90
Spearman’s rho Adequate Marketing Information	Correlation Coefficient	0.890	1.000
	Sig. (2-tailed)	.000	
	N	90	90

Correlation is significant at the 0.05 level (2-tailed).

**Source: Field Survey Data, 2021, SPSS Output version 22.0**

From the SPSS output window, the correlation coefficient of variables rank x and rank y is 0.890, this positive value of  $r_s = (0.890)$  means that there is a strong positive rank correlation between customer orientation and adequate marketing information. As a result of the positive value of r, direction is said to be the same. That is, as customer orientation increases, adequate marketing information also increases.

**4.6 Test of Hypotheses Six**

There is no significant relationship between Customer Orientation and Strategic Orientation

**Table 4.6: Extent of association between Customer Orientation and Strategic Orientation**

		Customer Orientation	Strategic Orientation
Customer Orientation	Correlation Coefficient	1.000	0.871
	Sig (2-tailed)	.	.000
	N	90	90
Spearman's rho Strategic Orientation	Correlation Coefficient	0.871	1.000
	Sig. (2-tailed)	.000	
	N	90	90

Correlation is significant at the 0.05 level (2-tailed).

**Source: Field Survey Data, 2021, SPSS Output version 22.0**

From the SPSS output window, the correlation coefficient of variables rank x and rank y is 0.871. This positive value of  $r_s = (0.871)$  means that there is a very strong positive rank correlation between customer orientation and strategic orientation. As a result of the positive value of r, direction is said to be the same. That is, as customer orientation increases, strategic orientation also increases.

**5. DISCUSSION OF FINDINGS**

**Employee Job Satisfaction and Marketing Effectiveness**

The finding of this study suggested a strong and positive relationship between employee job satisfaction and customer philosophy. This corroborate with previous study like the study of Webster (1995). He carried out a study on the relationship between employee job satisfaction and customer philosophy. Their findings showed that when employee job satisfaction level is high, it encourages them to have higher customer philosophy. Also when internal marketing is practice effectively in the banks it leads to effective marketing and external marketing (Tiny, 2019).

According to Zikmund (2004) when employees needs are fulfilled it motivates and encourage them to remain in the organization and thereby leads to higher marketing effectiveness and also possible external customer satisfaction and loyalty. The result of Pangyaky and Chatsipanagiotou (2004) findings corroborate with this study finding. This study finding suggests a very strong and positive relationship between employee job satisfaction and adequate marketing information. Also, Yukseler (1997) concluded that the leader member quality of exchange relates positively between strategic orientation and leader rated job performance and satisfaction of the job.

Furthermore, Papsolomon (2002) found that strategic orientation strongly relates with employees' job attitudes. This does not support the study finding. The study finding suggests a strong and negative relationship between employee job satisfaction and adequate strategic orientation.

### **Customer Orientation and Marketing Effectiveness**

The result of this study showed that customer orientation is associated with marketing effectiveness in banking industry in Port Harcourt. This discovery is based on the fact that the test result indicated that customer orientation has a strong and positive association with the measures of marketing effectiveness such as customer philosophy, adequate marketing information and strategic orientation, which showed values of  $r$  (0.881, 0.890 and 0.871) respectively. This explains the fact that customers are needed for effective marketing to take place. Customer information of the bank is made known to other departments and all departments are concerned in business plan and strategic preparation for effective marketing. The result from this study showed correlation with the works of some scholars such as Kohli and Jaworski (1990) and Shapiro (1988) in which they agreed to the fact that customer orientation has a strong positive relationship with measures of marketing effectiveness.

## **6. CONCLUSION AND RECOMMENDATIONS**

This study examined the relationship between internal marketing and marketing effectiveness in banking industry in Port Harcourt. Based on the result of the findings the study concludes that there is a strong and positive relationship between employee job satisfaction and adequate marketing information, a moderate and negative relationship with customer philosophy and a strong and negative relationship with adequate strategic orientation. Also, customer orientation relate strongly and positively with customer philosophy, adequate marketing information and strategic orientation. Based on the findings and conclusion, the study recommends that banking industry in Port Harcourt should ensure that their services are improved; equipment, facilities and communication materials are also improved. Banks should ensure employees are evaluated regularly to ensure if they take pleasure in their job and sees their job as satisfying and marketing information of the bank should be made known to other departments and also improve on their customer services to avoid customer complain

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