Research Paper

Internal Marketing Practices, Organizational Size And Performance of Non-Governmental Organizations

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ABSTRACT: *This research paper is part of an-ongoing PhD thesis. The aim of this study was to investigate the influence of internal marketing, moderated by size of the organization on performance of NGOs. Data was collected through semi- structure questionnaire from 122 NGOs operating in Nairobi Kenya. The findings show that there is a statistically significant relationship between internal marketing practices and performance of NGOs. The finding further show that relationship between internal marketing practices and performance of NGOs is not moderated by size of the organization. The study recommends managers of NGOs to embrace internal marketing practices as this would address most of performance challenges faced by their NGOs. The study suggest more work to be done on determining factors that moderate relationship between internal marketing and performance of NGOs.*
Keywords: *Internal marketing, Non-governmental organization, performance, size, financial viability*

I.   INTRODUCTION

Internal marketing is one of the new trends in marketing today that is strongly informing the way managers and employees relate in the work place. Since its inception in early 80s by [1] when he highlighted the importance of treating retail-banking employees as internal customers, the concept has developed in practice and theory and is now taking shape in all organizations. [2] define Internal Marketing as: marketing to employees of an organization to ensure that they are effectively carrying out desired programs and policies. On their part [3] internal marketing is the process of attracting, developing, motivating, and retaining qualified employees through job-products that satisfy their needs. [4] Viewed Internal marketing as a management approach that enables and motivates all members of the corporation to examine their own role and communication competence and to adopt a customer consciousness and service orientation to meet the needs of external customers through a commitment to the corporation's goals. [5] Emphasized that internal marketing ensures that everyone in the organization embraces appropriate marketing principles, especially senior management. It requires vertical alignment with senior management and horizontal alignment with other department, so that everyone understands, appreciates and supports the marketing effort.

[6] Has identified four major components of internal marketing: Hiring, training and motivating employees, as well as coordination of all marketing functions from the customer's point of view. From these definitions we realize that internal marketing is in some instances referred to as internal communication or human resource management practices and that its primary objective is internal communication and developing responsiveness, responsibility and unity of purpose in an organization. This study defines internal marketing as use of well deigned internal processes to create awareness to employees on the organization mandate so as to enhance brand image and improve performance. In this study this concept was operationalized through varying dimensions such as hiring practices, availability of training and refresher programs, well defined job description availability of systems of employee recognition and appreciation as well as career development and job security. The concept was further operationalized on communications systems, relationship between management and staff, level of coordination as well as remuneration practices within the organization.

[7] Defined organizational size as the number of employees at any given geographical location. [8] Organization's size is determined by number of its employees, the largeness of its operation, and its market reach and share. In his paper organization size is assessed on organization budget, number of programs offered, number of clients served and number of employees in the organization.

II.   LITERTURE REVIEW

Internal Marketing (IM) encompasses the efforts of an organization to recruit, train, motivate and reward its members toward more satisfying marketing behavior [8]. [9] Whether called internal marketing, employee engagement or internal communication, the concept is the same. It means 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 [10]. The concept has brought many controversies with human resource managers who believe that it simply implies better human resource management practices. [11] expounded on the fact that the needs of the customer should come second to those of employees, as customer needs will only be successfully met after those of employees have been satisfied. [12] Argued out that the idea of satisfied employees for the benefit of satisfied customers is accepted and developed by both academicians and practitioners, through the concepts of internal marketing, internal communications and human resource management. He concluded that new internal relationship marketing philosophy should be grounded in a relationship marketing theory that imposes inter-functional dependency. [12] Study was a concept paper not founded on any hard data. He failed to distinguish between relationship marketing and internal marketing though he contributed a lot in showing the relationship that exist between internal communication, human resource management and internal marketing.

[13] Examined the responsibility for internal marketing activities in the Kenyan banking sector. The findings of this study led to the conclusion that the Human resource function is responsible to a large extent for internal marketing practices in the Kenyan banking sector. The promotion of good organizational culture and internal support systems and management methods were to a large extent a joint responsibility between the HR, Marketing and PR functions. The study recommended that the HR functions within the banking sector in Kenya be sensitized of their role in spearheading internal marketing initiatives, for a more proactive approach and for effective implementation of internal marketing. This study pointed to several weaknesses, first there were no clear designation as to who should do internal marketing, second the study relied exclusively on self-administered questionnaire which could be biased and finally it relied on descriptive statistics only and therefore we may not infer the findings to other areas. On his part [14] found out that commercial multinational banks had adopted internal marketing strategies to a very large extent. The most popular internal marketing strategies were motivation, training and job satisfaction. This study however, relied heavily on self-reported feelings by the respondents, which often leads to biasness, or even attitudes that often changes from time to time. There is need for a study that is all inclusive to both services based and manufacturing to establish if internal marketing strategies are used.

[15] Carried out an analysis on the process of human resource practices from recruitment to retirement. He concluded that the whole process is what constitutes the internal marketing and must be given the due weight. His analysis was not based on hard data. [16] together with students of North Western University had earlier carried out a study on Internal Marketing best practice and had identified five principles of successful internal marketing. These were people matter, internal marketing drives performance, anyone can make a difference, employee loyalty is critical and that culture can be a competitive advantage. The study was quite comprehensive as it covered several industries. This study was cross-sectional and only limited to United States. The choice of participants was not documented and therefore the study findings may not be generalized. [17] Carried out a comprehensive study on internal marketing in UK. The study identified short-term sales goals, lack of a formal & 'holistic' implementation approach, creation of 'personnel discrimination' and negative internal competition as key barriers to adoption of internal marketing. This study was qualitative and its findings therefore may not be generalized. The study was carried out in one geographical region and therefore its findings need to be verified in other regions. The study also treated internal marketing synonymous to internal marketing communication. This is a very narrow definition as the component means more than this. [18] Identified components of internal marketing as hiring, training, motivating employees, coordination of all marketing activities from the customer's point of view, vertical alignment with senior management and horizontal alignment with other departments. The study also identified barriers of implementing internal marketing as protection of traditional departmental boundaries, interdepartmental competition for owning internal marketing activities, and misconception of the internal marketing concept. This study was quite comprehensive but not supported by any hard data.

III.   RESERCH PROBELEM

From review of literature a number of issues arise that guided this study. First there is a view by some writers such as [19] and [20] that marketing principle cannot work for nonprofit organizational as this would make them compromise their mission. On the other hand writers such as [21] and [22] were of the view that majority of problems faced by NGOs are of marketing nature and could be resolved through marketing. The fact that there are contradictory opinions on this matter, calls for more rigorous study of application of marketing in nonprofit organizations.   Secondly, further review of literature showed that internal marketing is not widely

embrace by organizations including profit making organizations. For instance [23] revealed that "The average marketing budget is only about $.43 per employee, per year and that only 15% of respondents had a formal marketing plan. 62% of training departments allocate no budget to marketing. 41% of respondents only market to make employees aware of their training courses, without actively seeking to increase the Size of their classes." The survey showed that internal marketing is not treated as a major component in organization strategy and it lacks necessary support to make it succeed. Third majority of studies reviewed on internal marketing such [12, 13, and14,] were done in commercial sector and therefore need for studies in non-profit sector. It is also evident that majority of reviewed studies were not based on primary data and therefore need for research based on that kind of data. Finally no study was found in Kenyan context on effect of internal marketing on NGOs Performance. This study was guided by the research question: What is the influence of internal marketing practices, moderated by organizational size on performance of NGOs?

IV.   RESEARCH METHODOLOGY

The study adopted descriptive cross-sectional survey as the appropriate research design. Data was collected from 122 NGOs operating Nairobi City County in Kenya. The study aimed at examining the effect of internal marketing on performance of NGOs. A questionnaire was developed for data collection. The questionnaire was tested for reliability through Cronbach's Alpha test and confirmatory factor analysis test.

Correlations analysis were used to test convergent validity. The study used correlations to assess whether there was any association between the study variables. The study further used regression analysis to test the strength of the relationship between the independent variable and the dependent variable.

V.   FINDINGS

Reliability

Reliability is the measure of the extent to which a scale produces consistent results on repeated measurement of a characteristic and indicates the accuracy or precision of the measuring instrument [24]. Cronbach's Alpha test and confirmatory factor analysis are the most common measure of internal consistency that indicates the extent to which a set of items can be treated as measuring a single latent variable. Table 1 indicates the cronbach alpha test and Table 2 confirmatory factor analysis results.

Table 1: Reliability Cronbach Alpha test

Variable	Cronbach's Alpha	No. of Items
Internal Marketing	0.913	13
Size	0.822	4
Performance	0.963	38

From table 1 the three variables met the recommended threshold of 0.7 and therefore data could be subjected to further analysis. The results indicate that the research instrument was reliable.

Factor analysis

To identify critical factors underlying the three study variables (Internal Marketing, organizational size and performance of NGOs) factors analysis was carried out. The study used principal components analysis and varimax rotation where the independent variable, internal marketing was found to have three components namely: employee's recruitment & development, employee relationships and employee's remuneration & welfare, accounting for 68.8835% variance.

The moderating variable which is organizational size had one component size accounting for 64.442% variance. Performance as the dependent variable had seven components namely: efficiency, effectiveness, and financial sustainability, access to funds, operational standards, relevance and growth accounting for 67.498% variance.

Table 2: Confirmatory factor analysis

Variables	Factors	Cumulative Variance explained
Internal Marketing	1. Employees recruitment & development	68.8835%
	2. Employee relationships	
	3. Remuneration & welfare	
	2. Technology adoptability	
Organizational size	Size	64.442%
Performance	1. Financial sustainability	67.498%
	2. Access to funds	
	3. Growth	
	4. Efficiency	
	5. Effectiveness	
	6. Standards	
	7. Relevance	

Correlation analysis

The data was further correlated using Pearson correlation to assess the degree and strength of association. The results in Table 3 indicate there was strong positive linear correlation between internal marketing and performance at r=0.674. There was also a strong positive linear correlation between organizational size and performance at r = 0.622. This implies that internal marketing and organizational size variables can be used to predict performance of NGOs with some degree of accuracy. This also allows one to subject data to further analysis since there an association between the variables.

Table 3: Correlation analysis

Correlations		Internal Marketing	Organizational Size	Performance
Internal Marketing	Pearson Correlation	1		
	Sig. (2-tailed)			
Organizational Size	Pearson Correlation	.541**	1	
	Sig. (2-tailed)	.000		
Performance	Pearson Correlation	.674**	.622**	1
	Sig. (2-tailed)	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed). N = 122				

Test of hypothesis

The study conducted parametric test to assess the suitability of regression analysis in testing of hypothesis. The main test conducted were test of normality, linearity, homogeneity of variance, multicollinearity and independence of error terms. The results are indicated in tables 4, 5, 6, 7 and 8.

Test of normality was conducted using One-Sample Kolmogorov-Smirnov Test and the results are indicated in Table 4. The One-Sample Kolmogorov-Smirnov Test is based on null hypothesis that assumes data is normally distributed. The test results on the analysis of the three variable show a p-value greater than 0.05 so that we fail to reject the null hypothesis and conclude that the data is normally distributed.

Table 4: Test of Normality

One-Sample Kolmogorov-Smirnov Test		Internal Marketing	Organizational Size	Performance
N		122	122	122
Normal Parameters[a,b]	Mean	3.619866	3.673497	3.821986
	Std. Deviation	.7172983	.8308911	.6216112
Most Extreme Differences	Absolute	.121	.119	.111
	Positive	.064	.060	.057
	Negative	-.121	-.119	-.111
Kolmogorov-Smirnov Z		1.332	1.311	1.229
Asymp. Sig. (2-tailed)		.057	.064	.097
a. Test distribution is Normal.				
b. Calculated from data.				

Test of linearity is a test on the assumption that a degree of linear relationship exist between independent and dependent variables. The results in Table 5 indicate that a statistically significant linear relationship exist between internal marketing and performance with p value of 0.000. Similarly a strong statistically linear relationship was found between organizational size and performance with a p value of 0.000 as indicated in Table 6.

Table 5: Linearity test for internal marketing against Performance

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
Performance * Internal Marketing	Between Groups	(Combined)	29.295	42	.697	3.156	.000
		Linearity	21.209	1	21.209	95.963	.000
		Deviation from Linearity	8.086	41	.197	.892	.650
	Within Groups		17.460	79	.221		
	Total		46.754	121			

Table 6: Linearity test for organizational size against performance

			Sum of Squares	df	Mean Square	F	Sig.
Performance * Organizational Size	Between Groups	(Combined)	21.294	18	1.183	4.786	.000
		Linearity	18.095	1	18.095	73.203	.000
		Deviation from Linearity	3.199	17	.188	.761	.732
	Within Groups		25.461	103	.247		
	Total		46.754	121			

Test of homogeneity of variance (Homoscedasticity) which refers to the assumption that the dependent variable exhibits similar amounts of variance across the range of values for an independent variable was carried out using, Levene test (1960 computed using one-way ANOVA procedure. The results in table 7 indicate that, Levenes probability statistics was more than the significance level of 0.01. This implies that the variances are equal leading to rejection of null hypothesis that variances were not equal.

Durbin –Watson test were used to assess Independence of error terms under the regression procedure and the results are presented together with regression analysis results in tables 8-11. The results ranged betwee1.854– 1.905 meaning they were within the acceptable range. Multicollinearity refers to the linear correlation among variables. Multicollinearity was tested using Variance Inflation factor and the results are presented together with regression analysis. Variance Inflation Factor ranged between 1.328 to 1.413. The VIF for all independent and dependent variables were found to be less than 3 (VIF≤3) indicating that there is no problem of multicollinearity.

Table 7: Test of homogeneity of variance

Test of Homogeneity of Variances

Performance

Levene Statistic	df1	df2	Sig.
1.814	30	79	.019

The study tested three main hypothesis

H1: There is a significant relationship between internal marketing practices and performance of NGOs.
To test this hypothesis, simple regression was carried out and the results are indicated in table 7 and 8.

Table 8: Model summary for Internal marketing practices predicting performance of NGOs

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.674[a]	.454	.449	.4613910	.454	99.626	1	120	.000	1.905

a. Predictors: (Constant), Internal Marketing

b. Dependent Variable: Performance

Table 9: Beta Coefficients for internal marketing practices predicting performance of NGOs

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.709	.216		7.922	.000					
	Internal Marketing	.584	.058	.674	9.981	.000	.674	.674	.674	1.000	1.000

a. Dependent Variable: Performance

From table 8 the regression model developed was significant F (1,120) =99.626 and accounted for 44.9% variance. The study therefore fail to reject H1 and conclude that there is a significant relationship between internal marketing practices and performance of NGOs. The beta coefficient for internal marketing was also significant as indicated in Table 9. The regression equation for this model:

Y= 1.709 + 0.674X   (i)

Where:

Y= Performance

X= Internal marketing practices

The study further sought to assess the effect of internal marketing on various dimensions of performance. The simple regression results are presented in Table 10. The results from table 10 indicate that both the model summary and beta coefficient for internal marketing against various dimensions of performance were statistically significant. Adjusted R Square was highest for relevance 0.409, followed by efficiency at 0.351, followed closely by financial viability at 0.343 while growth and effectiveness were lowest at 0.258 and 0.255 respectively. This implies that internal marketing explains approximately 40%, 35%, 34%, 25% and 25% variance on relevance, efficiency, financial viability, growth and effectiveness respectively. The standardized beta coefficients indicate that for every unit change in internal marketing there would be 0.590, 0.513, 0.593, 0.511, and 0.643 change on financial viability, growth, efficiency, effectiveness and relevance respectively.

Table 10. Simple regression analysis on internal marketing predicting various dimensions of performance

	Financial viability	Growth	Efficiency	Effectiveness	Relevance
R Square	.348	.264	.351	.261	.414
Adjusted R Square	.343	.258	.346	.255	.409
F Change	64.040	42.969	65.006	42.431	84.638
Sig. F Change	.000	.000	.000	.000	.000
(Constant)	.906	1.507	2.188	2.478	1.614
Unstandardized Coefficients (B)	.663	.650	.507	.479	.634
Standardized Coefficients (Beta)	.590	.513	.593	.511	.643
t	8.003	6.555	8.063	6.514	9.200
sig	.000	.000	.000	.000	.000

H2: Relationship between internal marketing and performance of NGOs is moderated by organizational size.

To test this hypothesis an interaction term (a product of centered means of internal marketing and organizational size was created and regressed together with, internal marketing means and organizational characteristics against performance and results are presented in tables 11 and 12. From table 11 the regression model was statistically significant and accounted for 53.6% variance. From table 12 the beta coefficient for internal marketing and that of organizational size with p-value = 0.000 were statistically significant. However, the beta coefficient for the interaction term was insignificant p-value = 0.801. From this analysis we reject hypothesis H2 and conclude that organizational size does not have statistically significant moderating effect on relationship between internal marketing and performance of NGOs.

Table 11: Model Summary for moderating effect of organization size on relationship between internal marketing and performance

	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.740ᵃ	.548	.536	.4232551	.548	47.662	3	118	.000	1.855
a. Predictors: (Constant), Interaction term, Organizational Size, Internal Marketing										
b. Dependent Variable: Performance										

Table 12: Coefficients for moderating effect of organization size on relationship between internal marketing and performance

Model		Unstandardized Coefficients		Std. Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.361	.253		5.373	.000					
	Internal Marketing	.407	.068	.470	5.993	.000	.674	.483	.371	.624	1.602
	Organizational Size	.270	.056	.361	4.838	.000	.622	.407	.299	.687	1.455
	Interaction term	-.014	.057	-.018	-.253	.801	-.379	-.023	-.016	.753	1.328
a. Dependent Variable: Performance											

H3: Combined effect of internal marketing and organizational size has statistically significant effect on performance of NGOs.

To test this hypothesis means of internal marketing and organizational size were regressed against performance using stepwise regression. The results indicated in table 13 shows that the model was statistically significant and was developed in two steps. In step one internal marketing accounted for 44.9% variance. In step two organizational size was added with increase in variance to 54%. The beta coefficients in the final model for internal marketing 0.476 and 0.364 for organizational size were also statistically significant. This relationship is presented in equation (ii). From these analysis the study fails to reject H3 and conclude that there is a statistically significant relationship between combined effect of internal marketing and organizational size on performance of NGOs.

Table 13: Model Summary for combined effect of internal marketing and organizational size predicting performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.674[a]	.454	.449	.4613910	.454	99.626	1	120	.000	
2	.740[b]	.548	.540	.4215870	.094	24.729	1	119	.000	1.854
a. Predictors: (Constant), Internal Marketing										
b. Predictors: (Constant), Internal Marketing, Organizational Size										
c. Dependent Variable: Performance										

The regression equation indicates that for every unit change in internal marketing, there will be 0. 476 on performance of NGOs. Similarly a unit change in organizational size variable would results in 0.364 change in performance of NGOs.

$$Y = 1.326 + 0.476X_1 + 0.364X_2 \qquad (ii)$$

Where

Y= performance,

X_1= Internal Marketing

X_2 = organizational size

Table: 14 Coefficients for combined effect of internal marketing and organizational size predicting performance

Model		Unstandardized Coefficients		Std. Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.709	.216		7.922	.000					
	Internal Marketing	.584	.058	.674	9.981	.000	.674	.674	.674	1.000	1.000
2	(Constant)	1.326	.212		6.263	.000					
	Internal Marketing	.413	.064	.476	6.500	.000	.674	.512	.401	.708	1.413
	Organizational Size	.273	.055	.364	4.973	.000	.622	.415	.307	.708	1.413
a. Dependent Variable: Performance											

VI. DISCUSION AND CONCLUSIONS

The aim of this study was to determine the influence of internal marketing practices on performance of NGOs. The study found out that critical factors such as employee recruitment and development, their relationships among themselves and with supervisors, their remuneration and general welfare as well as technology adaptability as key dimensions constituting internal marketing with effect on performance. This implies that these activities must be carried out with that understanding that they would have bearing on NGOs performance.

The study failed to reject hypothesis: There is a significant relationship between internal marketing practices and performance of NGOs and that combined effect of internal marketing and organizational size has statistically significant effect on performance of NGO*s*. This indicates that performance of NGOs is influenced by the degree of internal marketing within the organization. These findings therefore support the works of [21] and [22] that indeed challenges in NGOs can be adreesed through embracing of marketing philosophies. The study however disputes the views of [19] and [20] that applying marketing would compromise the mission of NGOs. The study findings show that NGOs that integrated internal marketing are likely to improve their performance significantly. The findings further imply that recruitment of workers and training of employees in

NGOs must be done with marketing mindset in order to improve quality of service delivery. These employees must be remunerated well or better still, the working environment be improved for better performance. The fact that NGOs, are established to do well in society and offer services to needy does not negate the fact that professionalism within those organizations would go a long way in enhancing service quality. Employees of NGOs must be treated with fairness and their general welfare taken into account for better performance. The NGOs must not just impose its policies on employees but must engage them for better results. Managers of NGOs must encourage employees to build relationship among themselves and with supervisors as this was found to be a critical factor affecting performance.

The findings further indicate that internal marketing practices affects different aspect of NGOs differently. Internal marketing has the highest impact on relevance of NGOs. The NGOs manager who is seeking goodwill from both the employees and stakeholder must pay a lot of attention to internal marketing as its impact is great on this aspect of performance. Similarly the manager who is seeking to make NGO more financially viable and increase efficiency will have to turn to internal marketing to improve on these dimensions.

The size of NGO measured on dimensions such as budget, number of programs offered, number of clients served and number of employees in the organization was found to contribute significantly to NGOs performance. Managers must endeavor to grow these NGOs by adopting marketing philosophies as this would tremendously increase their chance of improving performance. Growth also implies more professionalism brought into work place and increase in number of programs offered. Size of NGO does not moderate relationship between internal marketing and performance. This implies that size should be treated as independent variable and that NGOs performance will not be affected either positively or negatively by size of NGOs.

From the findings of this study, it is reasonable to conclude that internal marketing and organizational size strongly affect performance of NGOs. Managers of NGOs must therefore integrate aspects of internal marketing in their strategy formulation and implementation for better performance. The study suggest more studies to be done on factors that moderate relationship between internal marketing and performance of NGOs. More studies should also be done on other dimensions of marketing that influence NGOs performance as internal marketing was found to account for 54% variance.

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