CHAPTER – VI
CONCLUSION

6.1. Introduction

Given the methodology including chapters presented earlier, the natural and logical issues are summarization i.e. the Conclusion.

6.2. Objective

The objective of this chapter is to revisit the summarization and generation of the major findings, to ascertain the implication of the present study, to provide suggestion for future improvement, portraying the limitations of the study and scope for future research in this area.

6.3. Overall Conclusion

The overall conclusion and generalization based on the present study are below in respect of the main chapters.

Given the objective, hypothesis and methodology, in **chapter 2,** it is found that there is significant association between the 'Internal Customers' participation in management decision making' and 'satisfaction to the Internal Customers' both in the sample as well as in the population. This is a positive sign.

On the other hand, there is no significant relationship between the 'Internal Customers' participation in Management decision making' and 'satisfaction to the External Customers' both in the sample as well as in the population , in other words, evaluation of teachers' performance beyond the class-room activities by the students is not good practice.

Given the objectives, hypothesis and methodology, in **chapter 3,** it is found that there exists moderate and negative relationship between Degree of Quality of Internal Customers (i.e. Teachers) as perceived by Teachers and Degree of Quality of External Customers as

perceived by the students. This is true in the sample but not in the population, as revealed by statistical tests. This reveals that quality of the Internal Customers have not been percolated to the level of the External Customers. This is a cause of concern and needs correction.

In addition to the above, it is found that there exists significant relationship between the Degree of Quality of Internal Customers (Teachers) as perceived by Teachers and the Degree of Relationship with External Customers as perceived Students of Management Education Service Providing Organisations both in the sample as well as in the population. In other words, good quality teachers i.e. Internal Customers maintains good relationship with students i.e. External Customers.

Similarly, it was observed that there exists no significant relationship between the Degree of Quality of Internal Customers (Teachers) as perceived by Teachers and the Degree of Performance of the External Customers as perceived by the students of management education service providing organisations in respect of both in sample as well as in population. This reveals that quality of the Internal Customers have not been disseminated to the level of the External Customers' performance level. This is a cause of concern and needs correction.

In the **chapter 4,** it is observed that there exists low to moderate level of relationship between the Level of **internal marketing practices [as perceived by internal customers]** and **the organization's performance [as perceived by management].** This is valid both in the sample as well as in the population**.** In other words**, t**he Level of **internal marketing practices** does not affect **the organization's performance.** Stating otherwise, there is scope for improvement in the organization's performance by practicing higher order of Internal Marketing.

In the **chapter 4,** it is also observed that there exists a moderate to high degree of relationship between [a] Level of internal marketing practices followed by management as perceived by the internal customers and [b] the level of the employees' performance as perceived by internal customers. This is true for both in respect of sample as well as in the population. Thus, the Level of internal marketing practices does affect the employees' performance. Considering the above two observations, it may be deciphered that Internal customers' performance has not added to the degree of organizations' performance.

Similarly, it has been observed that there exists a very low level of negative relationship between [a] the Level of internal marketing practices [as perceived by the internal customers] and [b] the external customers performance as perceived by the internal customers both in respect of the samples as well as in the population. Thus, the Level of internal marketing practices does not affect the external customers' performance. This ia cause of concern and needs attention.

Given the objective, hypothesis and methodology, in **chapter 5** it was observed that there exists very low level of negative relationship between [a] Internal Marketing Practices and [2] Internal Brand Building both in the sample as well as in the population. In other words, Internal Marketing Practices followed in Management Education Service Providing Organization do not lead to Internal Brand Building of the Management Education Service Providing Organization. This is indicative of dissatisfied Internal Customer or existence of Internal Customers who is likely to move out of the organization in the event of opportunities provided to them.

Given the objective, hypothesis and methodology, there exists a moderate level of positive association between [a] the level of Internal Marketing Practices and [b] the level of External Brand Building both in respect of sample considered as well as in the population. In

other words, Internal Marketing Practices followed in Management Education Service Providing Organizations do lead to little External Brand Building of the Management Education Service Providing Organizations. This is good but costly management practice if considered above two findings together.

The reasons for the degree and direction of relationship between the Latent variables as observed above can be traced into the item wise analysis of the different latent variables considered for the study.

Table No: 6.1
Item wise analysis on Participation in Management as perceived Internal Customers

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Employees are consulted in formation of strategic decisions for implementations	Percent	5.0	18.0	28.0	33.0	16.0
Employees are consulted while constructing tactical decisions.	Percent	5.0	16.0	31.0	33.0	15.0
Employees are consulted in implementing tactical decisions.	Percent	3.0	8.0	30.0	48.0	11.0
Employees involvement in day to-day activities implementation are consulted .	Percent	3.0	6.0	19.0	55.0	17.0
Employees 'collective demands to management are properly addressed.	Percent	5.0	16.0	28.0	42.0	9.0
Employees participation in Organization's Management are	Percent	2.0	15.0	21.0	46.0	16.0

encouraged						
Employees' participation in the Board of Studies is encouraged.	Percent	3.0	9.0	23.0	43.0	22.0
Employees participation in Departmental Meetings are encouraged	Percent		5.0	5.0	53.0	37.0
Decisions are clearly and timely communicated between employees and management.	Percent	6.0	6.0	22.0	45.0	21.0
Decisions are clearly and timely communicated between departments.	Percent		9.0	22.0	53.0	16.0
Decisions are clearly and timely communicated between employees.	Percent	1.0	8.0	23.0	54.0	14.0

Source: compiled from survey data

From the above it is discernable that, in terms of frequency, the majority of the internal customers are in agreement with respect to the following issues of PARTICIPATION IN MANAGEMENT

1. Employees are consulted in formation of strategic decisions for implementations
2. Employees are consulted while constructing tactical decisions.
3. Employees are consulted in implementing tactical decisions.
4. Employees' involvement in day to-day activities implementation are consulted.
5. Employees 'collective demands to management are properly addressed.
6. Employees participation in Organization's Management are encouraged
7. Employees' participation in the Board of Studies are encouraged.
8. Employees participation in Departmental Meetings are encouraged

9. Decisions are clearly and timely communicated between employees and management.

10. Decisions are clearly and timely communicated between departments.

11. Decisions are clearly and timely communicated between employees.

Table no. 6.2
Item wise analysis on satisfaction in participation in management as perceived by Internal Customers

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Employees' are happy to contribute towards formation of strategic decisions for implementations	Percent		7.0	18.0	51.0	24.0
Employees' are happy to contribute in making tactical decisions.	Percent		5.0	23.0	46.0	26.0
Employees' are happy to contribute in implementing tactical decisions.	Percent		5.0	26.0	42.0	27.0
Employees' involvement in implementation of day to-day activities are satisfactory.	Percent		4.0	20.0	56.0	20.0
Employees' participation in Organization's Management are satisfactory.	Percent		10.0	28.0	48.0	14.0
Employees' participation in the Board of Studies are satisfactory.	Percent	2.0	11.0	27.0	43.0	17.0
Employees' participation in Departmental Meetings are satisfactory	Percent		4.0	16.0	59.0	21.0

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Employees are happy in taking part as a member in the Board of Governors.	Percent	6.0	10.0	36.0	35.0	13.0
Employees' hard work is recognized by the management	Percent	6.0	9.0	27.0	45.0	13.0
Employees are provided growth opportunities by the management.	Percent	4.0	9.0	23.0	49.0	15.0
Employees are happy with the job security.	Percent	10.0	10.0	27.0	37.0	16.0
Employees are happy with the training provided to them.	Percent	7.0	17.0	35.0	32.0	9.0
Employees are happy with the salary structure.	Percent	8.0	11.0	34.0	35.0	12.0
Employees are happy with the fringe benefit provided by the management.	Percent	9.0	21.0	33.0	25.0	12.0
Employees' relationship with the management is satisfactory.	Percent		8.0	27.0	55.0	10.0
Employees' relationship with in the employees is satisfactory.	Percent	2.0	5.0	21.0	55.0	17.0

Source: compiled from survey data

From the above table we find that the issues on which the internal customers are relatively less satisfied in terms of frequency are:

    1. Employees' participation in Organization's Management are satisfactory.

2. Employees taking part as a member in the Board of Governors.

3. Employees' hard work is not recognized by the management

4. Employees are less provided growth opportunities by the management.

5. Employees are less happy with the job security.

6. Employees are less happy with the training provided to them.

7. Employees are less happy with the salary structure.

8. Employees are less happy with the fringe benefit provided by the management.

9. Employees' relationship with the management is less satisfactory.

The issues on which the internal customers are relatively more satisfied in terms of frequency are:

1. Employees' relationship with the employees is relatively more satisfactory.

2. Employees' participation in the Board of Studies are relatively more satisfactory.

3. Employees' participation in Departmental Meetings are relatively more satisfactory

4. Employees' involvements in implementation of day to-day activities are relatively more satisfactory.

5. Employees' are relatively more happy to contribute towards formation of strategic decisions for implementations

6. Employees' are relatively happier to contribute in making tactical decisions.

7. Employees' are relatively happier to contribute in implementing tactical decisions.

Table No.6.3
Item wise analysis on Quality of Internal Customers as perceived Internal Customers

Items		No	Yes
I have presented more research papers in the national seminars/conference.	Percent	40	60
I have presented more research papers in the International seminars/conference	Percent	63	37
I have published research papers in the ISBN	Percent	44	56

national journals			
I have published research papers in the ISSN international journals	Percent	57	43
I have published research papers in the ISBN international journals with impact factor	Percent	68	32
I have published research papers in the ISSN international journals with impact factor	Percent	62	38
I have guided more master scholars.	Percent	58	41
I have guided more M.Phil scholars.	Percent	54	46
I have guided more Ph.D scholars.	Percent	84	16
I have received award of apperception from the institute.	Percent	100	0
I have obtained Ph.D.	Percent	72	28
I have received sufficient training to teach.	Percent	65	35
I have attended FDP/Refresher courses/Workshop.	Percent	45	55

Source: compiled from survey data

Favorable Issues in respect of **QUALITY OF INTERNAL CUSTOMERS includes:**

1. Presentation of research papers in the national seminars/conference.

2. Publishing of research papers in the ISBN national journals

3. Participation in FDP/Refresher courses/Workshop.

Issues which are of cause of grave concern in respect of **QUALITY OF INTERNAL CUSTOMERS, includes**

1. No presentation of research papers in the International seminars/conference

2. No publication of research papers in the ISSN international journals

3. No publication of research papers in the ISBN international journals with impact factor

4. No publication of research papers in the ISSN international journals with impact factor

5. No guidance for master scholars.

6. No guidance for M.Phil scholars.

7. No guidance for Ph.D scholars.

8. No award of apperception from the institute.

9. No Ph.D.

10. No sufficient training to teach.

Table No. 6.4
Item wise analysis on Internal Branding as perceived Internal Customers

Items		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Institution is known for its salary.	Percent	6	19	34	30	11
Institution is known for its fringe benefits.	Percent	6	21	38	27	8
Institution is known for providing opportunities for employees growth.	Percent	3	13	29	42	13
Institution is known for its employees career planning.	Percent	4	13	37	29	17
Institution is known for its reputation in education industry.	Percent	0	6	10	44	40
Institution is known for its target based service.	Percent	3	8	32	39	18
Institution is known for its experienced service in the industry.	Percent	0	2	27	37	29
Institution is known for its additional benefits for additional services.	Percent	2	10	45	33	10
Institution is known for recognizing individual branding.	Percent	4	6	38	36	16

Source: compiled from survey data

Analysis reveals following issues which are on the border line to cause a serious threat

1. Institution is lesser known for its salary offered.

2. Institution is lesser known for its fringe benefits offered.

3. Institution is lesser known for its employees career planning offered.

Analysis also reveals the following issues which are on the favorable side to cause a serious threat

1. Institution is known for providing opportunities for employees' growth.

2. Institution is known for its reputation in education industry.

3. Institution is known for its target based service.

4. Institution is known for its experienced service in the industry.

5. Institution is known for its additional benefits for additional services.

6. Institution is known for recognizing individual branding.

Table no. 6.5.1 Item wise analysis of Internal Marketing Mix related Practices Product in the form of Service Pack						
Items		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Organization considers employees as supplier of services.	Percent	2	8	25	58	7
Organization consider employees as supplier of individual branding.	Percent	2	15	31	50	2
Organization consider employees as supplier of having different type of services capabilities.	Percent	0	6	31	57	6
Organization consider employees individual as suppliers of having different depth of services.	Percent	2	8	34	49	7

Source: compiled from survey data

From the above it is observed that the internal customers are largely in agreement with the following Internal marketing practices

1. Organizations consider employees as supplier of services.

2. Organizations consider employees as supplier of individual branding.

3. Organizations consider employees as supplier of having different type of services capabilities.

4. Organizations consider employees individual as suppliers of having different depth of services.

Table no. 6.5.2 Item wise analysis of Internal Marketing Mix related Practices Pricing of Services						
Items		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Organizations consider employees as supplier of services who are paid based on full cost pricing.	Percent	2	10	50	36	2
Organizations consider employees as supplier of services who are paid based on variable cost pricing.	Percent	2	17	50	28	3
Organizations consider employees as supplier of services who are paid based on individual brand pricing.	Percent	3	14	42	37	4
Organizations consider employees as supplier of services who are paid based on risk reward structure.	Percent	4	21	48		26

Source: compiled from survey data

From the above analysis it is discerned that the majority of the internal customers in terms of frequency are not sure about the following Internal Marketing related practices

1. Organizations consider employees as supplier of services who are paid based on full cost pricing.

2. Organizations consider employees as supplier of services who are paid based on variable cost pricing.

3. Organizations consider employees as supplier of services who are paid based on individual brand pricing.

4. Organizations consider employees as supplier of services who are paid based on risk reward structure.

Table no. 6.5.3 Item wise analysis of Internal Marketing Mix related Practices Promotion of Services						
Items		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Organizations consider	Percent	3	15	41	36	5

employees as a channel partner.						
Employees supply of service is visible.	Percent	2	8	28	54	8
Organizations consider employees as a promoter of the supply chain management.	Percent	2	9	45	39	5
Organizations consider employees as participant in promoting the supplier of services.	Percent	2	8	36	50	4
Employees Promotes Services through attending seminars, workshops and conferences.	Percent	0	5	28	54	13
Employees Promotes Services by educating the students in best way.	Percent	1	2	23	41	33

Source: compiled from survey data

From the above analysis it is clearly reflecting that internal customers are not sure whether the following internal marketing practices are observed in their organizations or not:

1. Organization considering employees as a channel partner.

2. Organization considering employees as a promoter of the supply chain management.

These need a serious re-look.

But, internal customers are sure that the following internal marketing practices are observed in their organizations:

1. Organization considering employees as participant in promoting the supplier of services.

2. Employees Promoting Services through attending seminars, workshops and conferences.

3. Employees Promoting Services by educating the students in best way.

4. Visibility of Employees supply of service.

Table no. 6.5.4 Item wise analysis of Internal Marketing Mix related Practices Place of Services						
Items		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Organization recognizes suppliers of services in the work place.	Percent	0	6	32	57	5
Organization recognizes suppliers of services off the work place.	Percent	1	16	41	40	2
Organization recognizes suppliers of services from a distance without face to face contact.	Percent	3	18	43	34	2
Organization recognizes suppliers of services at the place of organization's customer.	Percent	0	13	42	44	1

Source: compiled from survey data

From the above it is observed that Internal customers are not sure whether the

1. Organization recognizes suppliers of services from a distance without face to face contact.

On the other hand they are of the view that to a large extent following internal marketing related practices are followed:

1. Organization recognizes suppliers of services in the work place.

2. Organization recognizes suppliers of services off the work place.

3. Organization recognizes suppliers of services at the place of organization's customer.

Table no. 6.5.5 Item wise analysis of Internal Marketing Mix related Practices People of Services						
Items		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Organizations consider employees supply services connected with ultimate consumers.	Percent	1	4	30	57	8
Organizations consider employees supply services coordinated with ultimate consumers.	Percent	0	5	32	56	7
Organizations consider employees as a relationship management practitioner.	Percent	0	9	28	58	5
Organizations reciprocate service provider using appropriate service culture.	Percent	1	16	34	43	6

Source: compiled from survey data

From the above it is discernable that following Internal marketing Practices are performed by the organizations to fairly large extent:

1. Organization considers employees as suppliers of services connected with ultimate consumers.

2. Organizations consider employees as suppliers of services coordinated with ultimate consumers.

3. Organizations consider employees as a relationship management practitioner.

4. Organizations reciprocate service provider using appropriate service culture.

Table no. 6.5.6 Item wise analysis of Internal Marketing Mix related Practices Process of Services						
Items		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Organization consider employees services as supplier of 'value addition services' to the external customers	Percent	2	5	30	48	15
Organization consider employees as supplier who fulfill the requirement of external customers.	Percent	2	5	32	51	10
Organization consider employees' approach as flexible process.	Percent	2	13	32	45	8
Organization consider employees as supplier of interactive marketing effort to the external customers	Percent	2	6	36	49	7

Source: compiled from survey data

From the above it is observed that internal customers are fairly in agreement that following Internal marketing Practices are followed in their respective organizations:

1. Organization consider employees services as supplier of 'value addition services' to the external customers

2. Organizations consider employees as supplier who fulfill the requirement of external customers.

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3. Organizations consider employees' approach as flexible process.

4. Organization consider employees as supplier of interactive marketing effort to the external customers

Table no. 6.5.7						
Item wise analysis of Internal Marketing Mix related Practices **Physical Evidence of Services**						
Items		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Organization provides appropriate physical infrastructure to the employees who supplies the service to external customers	Percent	2	6	25	50	17
Organization provides service flow infrastructure to the employees who supplies the service to external customers	Percent	2	5	33	53	7
Organization provides organization structure to the employees who supplies the service to external customers.	Percent	2	5	36	57	7

Source: compiled from survey data

Similarly the internal customers are fairly in agreement that the following Internal Marketing Practices are followed in their respective organizations:

1. Organization provides appropriate physical infrastructure to the employees who supplies the service to external customers

2. Organization provides service flow infrastructure to the employees who supplies the service to external customers

3. Organization provides organization structure to the employees who supply the service to external customers.

Items		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Table no. 6.5.8 **Item wise analysis of Internal Marketing Mix related Practices** **Participation of Services**						
Organization consider employees as internal customer in the procurement of services targeting the external customer	Percent	0	8	30	54	8
Organization consider employees as internal customer for evolving and developing services targeting the external customer	Percent	0	5	30	55	10
Organization consider employees as internal customer for logistics development targeting the external customer	Percent	1	8	44	42	5
Organization consider employees as internal customer for key strategic activities targeting the external customer	Percent	3	9	35	50	3
Organization consider employees as internal customer for service life cycle management targeting the external customer	Percent	3	8	38	48	3

Source: compiled from survey data

From the above item wise analysis it appears that the internal customers are not sure about the following Internal marketing related practice

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1. Organization consider employees as internal customer for logistics development targeting the external customer

But they are more or less in agreement that following internal marketing practices are followed in their organizations

1. Organization consider employees as internal customer in the procurement of services targeting the external customer

2. Organization consider employees as internal customer for evolving and developing services targeting the external customer

3. Organization consider employees as internal customer for key strategic activities targeting the external customer

4. Organization consider employees as internal customer for service life cycle management targeting the external customer

Table No.6.6
Item-Wise Response Analysis of Degree of Participation in Management by Internal Customers as perceived by External Customers

Items		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Employees' involvement in taking strategic decisions and implementations for the benefit of the students is satisfactory.	Percent	1	3.3	13..7.	60.2	21.8
Employees' involvement in taking tactical decisions for the benefit of the students is satisfactory.	Percent	0.4	4.9	21.2	59.4	14.1
Employees' involvement in implementing tactical decisions for the benefit of the students is	Percent	0.4	5.5	24.1	54.9	15.1

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satisfactory.						
Employees involvement in day to-day activities for the benefit of the students is satisfactory..	Percent	0.6	4.5	20.8	48	25.1
Employee's involvement in day to-day activities implementation for the benefit of the students is satisfactory.	Percent	0.6	4.9	23.7	50.8	20
Employees represent student's demands to management which are properly addressed for the benefit of the students is satisfactory.	Percent	0.4	10.2	26.1	44.5	18.8
Employees participate in Organization's Management for the benefit of the students is satisfactory..	Percent	0.4	4.9	18	57.3	19.4
Employees participate in the Board of Studies for the benefit of the students is satisfactory.	Percent	1	7.3	28	48.2	15.5
Employees participate in Departmental Meetings for the benefit of the students is satisfactory.	Percent	1	3.9	21.4	54.1	19.6
Decisions which are clearly and timely commutated between employees and management for the benefit of the students is satisfactory..	Percent	1.8	3.9	23.9	48.4	22

Source: compiled from survey data

From the above table it is discernible that students are in agreement with the following

internal marketing practices:

1. Employees' involvement in taking strategic decisions and implementations for the benefit of the students is satisfactory.

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2. Employees' involvement in taking tactical decisions for the benefit of the students is satisfactory.

3. Employees' involvement in implementing tactical decisions for the benefit of the students is satisfactory.

4. Employees involvement in day to-day activities for the benefit of the students is satisfactory..

5. Employee's involvement in day to-day activities implementation for the benefit of the students is satisfactory.

6. Employees represent student's demands to management which are properly addressed for the benefit of the students is satisfactory.

7. Employees participate in Organization's Management for the benefit of the students is satisfactory..

8. Employees participate in the Board of Studies for the benefit of the students is satisfactory.

9. Employees participate in Departmental Meetings for the benefit of the students is satisfactory.

10. Decisions which are clearly and timely commutated between employees and management for the benefit of the students is satisfactory.

Table no. 6.7
Item-Wise Response Analysis of Quality of External Customers as perceived by External Customers

Items		No	Yes
I have developed the skill of acquiring more knowledge in my area of studies from my teachers.	Percent	4.7	94.3
I have become more hardworking.	Percent	16.3	83.7

My academic performance has improved.	Percent	15.7	84.3
My subject presentation skills has improved.	Percent	15.7	84.3
I have achieved many set goals.	Percent	32.4	67.6
I have acquired better skills to express my views and opinions.	Percent	21.6	78.4
I have updated information from my teachers.	Percent	12.5	87.5
I find participation in group discussion comfortable.	Percent	13.9	86.1
My participation in class activities has improved.	Percent	13.1	86.9
I participate in seminars.	Percent	21.6	78.4
I participate in workshops.	Percent	25.7	74.3
I have acquired employment skills by participating management training programs	Percent	33.3	66.7

Source: compiled from survey data

Similarly, from the above table it can be discerned that the following practices relating to Internal marketing is more or less followed in all the organizations as per the perception of the students:

1. Students have developed the skill of acquiring more knowledge in my area of studies from my teachers.

2. Students have become more hardworking.

3. Students' academic performance has improved.

4. Students' subject presentation skills have improved.

5. Students have achieved many set goals.

6. Students have acquired better skills to express my views and opinions.

7. Students have updated information from my teachers.

8. Students find participation in group discussion comfortable.

9. Students' participation in class activities has improved.

10. Students participate in seminars.

11. Students participate in workshops.

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12. Students have acquired employment skills by participating management training programs.

Table no. 6.8
Item-Wise Response Analysis of Relationship with External Customers as perceived by External Customers

Items		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Teachers assist me in my studies.	Percent	34.3	0.2	6.1	38.0	21.4
Teachers provide me all the necessary materials.	Percent	32.4	2.4	12.4	33.9	19
Teachers help me to take part in the seminars	Percent	1.4	3.7	19	53.5	22.4
Teachers help me to take part in the workshop.	Percent	1.2	7.5	23.5	47.3	20.6
Teachers help me to do my management thesis systematically	Percent	1.8	3.9	25.7	48.6	20
Teachers help me to do my summer project systematically	Percent	1	3.9	28	44.1	22.9
Teachers help me to complete my assignment.	Percent	1.4	8.6	26.3	45.9	17.8
Teachers help me to get reference books.	Percent	1.4	3.9	16.7	52.8	25.1
Teachers help me to take part in competition.	Percent	1.8	6.3	25.3	48	18.6
Teachers help me to take part in the co-curricular activities.	Percent	1	6.7	22	50.4	20
Teachers help me to develop my resume.	Percent	2	8.4	21.2	47.3	21.2
Teachers train me for campus recruitment.	Percent	2.4	9	19.4	49	20.2
Teachers speak on behalf of students to the management.	Percent	3.1	6.7	27.1	45.9	17.3
Teachers care the students.	Percent	1.8	4.1	19	52.2	22.9

Teachers have coordinal relationship with every student.	Percent	3.1	6.9	23.5	45.3	21.2

Source: compiled from survey data

From the above table, it can be identified that the following internal marketing practices in the context of teachers-students relationship are more or less practiced at least as perceived by the students:

1. Teachers assist students in their studies.

2. Teachers provide students all the necessary materials.

3. Teachers help students to take part in the seminars

4. Teachers help students to take part in the workshop.

5. Teachers help students to do students management thesis systematically

6. Teachers help students to do students summer project systematically

7. Teachers help students to complete students' assignment.

8. Teachers help students to get reference books.

9. Teachers help students to take part in competition.

10. Teachers help students to take part in the co-curricular activities.

11. Teachers help students to develop students resume.

12. Teachers train students for campus recruitment.

13. Teachers speak on behalf of students to the management.

14. Teachers care the students.

15. Teachers have coordinal relationship with every student.

Table no. 6.9
Item-Wise Response Analysis of Performance of the External Customers as perceived by External Customers

Items		Strongly Disagree	Disagree	Neither Agree	Agree	Strongly Agree

				Nor Disagree		
I am fluent in computer skill'	Percent	0.6	1.8	20	60	17.6
My academic performance has improved because of teachers.	Percent	2	3.1	20.8	53.3	20.8
I have scored better grade in group discussion	Percent	3.1	7.5	33.7	43.3	12.4
I have scored better grade in Summer Project.	Percent	4.5	13.9	35.3	38	8.2
I have scored better grade in management thesis.	Percent	2.5	6.5	37.1	43.1	10.8
I could win prizes in inter college competition	Percent	2.9	6.9	38.8	40.2	11.2
I have won prizes in the co-curricular activities.	Percent	4.1	13.1	40	34.9	7.8
I developed the skill of inquisitiveness.	Percent	4.7	13.7	35.3	38	8.2
I have obtained the ability to express my views and opinions.	Percent	2.5	9.8	32.2	46.3	9.2
I update information from my teachers.	Percent	1.4	8.6	19.6	52.5	17.8
I can communicate the information clearly.	Percent	1.2	2.5	20.6	58	17.6
I have developed better writing skill.	Percent	1	2.5	18.2	60.2	18
I use library more often.	Percent	0.8	5.1	25.7	52.7	15.7
I can adjust with my stress.	Percent	1.6	6.1	32.9	46.1	13.3
I have better learning environment.	Percent	1.4	6.3	25.1	51	16.3
I feel assured that my objectives shall be fulfilled.	Percent	1.8	6.9	18.4	54.7	18.2

Source: compiled from survey data

Internal Marketing Practices has led to the development of the students in the following areas at least as agreed by large majority of the students:

1. Students are fluent in computer skill'

2. Students' academic performance has improved because of teachers.

3. Students have scored better grade in group discussion

4. Students have scored better grade in Summer Project.

5. Students have scored better grade in management thesis.

6. Students could win prizes in inter college competition

7. Students have won prizes in the co-curricular activities.

8. Students developed the skill of inquisitiveness.

9. Students have obtained the ability to express my views and opinions.

10. Students update information from students" teachers.

11. Students can communicate the information clearly.

12. Students have developed better writing skill.

13. Students use library more often.

14. Students can adjust with their stress.

15. Students have better learning environment.

16. Students feel assured that their objectives shall be fulfilled.

Table no. 6.10
Item-Wise Response Analysis of of External Branding as perceived by External Customers

		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Institution is known for its systematic admission procedure.	Percent	1.2	5.5	22.4	51.8	19.2
Institution is known for its guidance and counselling.	Percent	2	5.1	18.8	50.4	23.7
Institution is known for its good syllabus.	Percent	1	5.3	19.6	52.2	22
Institution is known for its imparting education through seminar and workshops/ guest lectures.	Percent	1.8	5.1	19.6	49.6	23.9

Institution is known for its innovative method of imparting lessons.	Percent	2.5	8	21.4	46.5	21.6
Institution is known for its placement for students.	Percent	1	2.7	18.8	53.7	23.7
Institution is known for its reasonable fees structure.	Percent	0.8	3.3	21.8	50.8	23.3
Institution is known for its quality of teachers.	Percent	2	3.7	22.5	48.2	23.5
Institution is known for its target based service.	Percent	2.5	8	21.4	46.5	21.6
Institution is known outside for its excellence.	Percent	1.4	4.1	18.6	49.4	26.5
Institution is known for its quality service.	Percent	2.2	2.9	24.9	46.3	23.7
Alumni are well placed.	Percent	1.6	3.9	20	48.4	26.1

Source: compiled from survey data

Other things remaining constant, at least as perceived by students, internal marketing practices have directed the following external-branding related issues

1. Institution is known for its systematic admission procedure.

2. Institution is known for its guidance and counselling.

3. Institution is known for its good syllabus.

4. Institution is known for its imparting education through seminar and workshops/ guest lectures.

5. Institution is known for its innovative method of imparting lessons.

6. Institution is known for its placement for students.

7. Institution is known for its reasonable fees structure.

8. Institution is known for its quality of teachers.

9. Institution is known for its target based service.

10. Institution is known outside for its excellence.

11. Institution is known for its quality service.

12. Alumni are well placed.

TABLE NO. 6.11
Item-Wise Response Analysis of Management Relating Organizations' Performance as Perceived By Management

		No	Yes
Curriculum Designed and Developed as per the requirement of the students and society.	Percent	15	85
Organization adopts academic flexibility.	Percent		100
Organization entertains feedback on curriculum from teachers and experts.	Percent	5	95
Curriculums are timely updated.	Percent	25	75
Organization adopts systematic admission procedure.	Percent	10	90
Organization provides better catering facilities.	Percent		100
Organization adopted best teaching –learning process.	Percent		100
Organization adopted best evaluation process.	Percent		100
Organization promotes research.	Percent	20	80
Organization encouragin teachers to involve research and publication works.	Percent	10	90
Organization collaborates with other institute to promote education.	Percent	15	85
Organization work for students' progress.	Percent		100
Organization support to carry students' activities.	Percent		100
Organization provides necessary physical facilities.	Percent	10	90
Organization maintains good physical infrastructure	Percent		100
Organization has best library facilities.	Percent	10	90
Organization has IQAC	Percent	40	60
Organization has adopted best management practices	Percent	10	90

Source: compiled from survey data

From the above table we find that issues where management have differences of opinion are:

1. Curriculum Designed and Developed as per the requirement of the students and society.

2. Organization entertains feedback on curriculum from teachers and experts.

3. Curriculums are timely updated.

4. Organization adopts systematic admission procedure.

5. Organization promotes research.

6. Organizations encourage teachers to involve research and publication works.

7. Organization provides consultancy service.

8. Organization collaborates with other institute to promote education.

9. Organization provides necessary physical facilities.

10. Organization has best library facilities.

11. Organization has IQAC

12. Organization has adopted best management practices

Issues where management has same opinion are:

1. Organization adopts academic flexibility.

2. Organization provides better catering facilities.

3. Organization adopted best teaching –learning process.

4. Organization adopted best evaluation process.

5. Organization work for students' progress.

6. Organization support to carry students' activities.

7. Organization maintains good physical infrastructure

Thus, organization will have to give serious thought to the adaptation and implementation of internal marketing practices so that they are able build brand name inside as well as outside the organizations. This will help the external customers get an opportunity to exhibit their talent to the outside world and become employable.

Study also brought into light that [1] '**Internal Customers' participation in management decision making**', [2] '**satisfaction to the Internal Customers**', [3] '**satisfaction of the External Customers**', [4] '**The improvement of quality of Internal Customers**', [5] '**improvement on the quality of external customers, [6] relationship with external**

customers, [7] improvement in the performance of the external customers', [8] '**The internal marketing Practices**', [9] '**the Organization's Performance**, [10] the **Internal Customers' Performance**, [11] **External Customers Performance'**, [12] '**Internal Brand Building**, and [13] '**External Brand Building**' are the major decision variables for planning, implementing as well as evaluating Internal marketing practices in respect of management education Service providing organizations.

6.4 Generalizations and Implications of the Present Study

Al.Hawary et al[259]. (2013) defines "Internal Marketing as planned efforts using marketing – like approach to overcome organizational resistance, to change and to align, motivate and inter functionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customers satisfaction through the process of creating motivated and customer-oriented employees". THE PRESENT research findings reveal that though MESPOs practicing internal marketing and delivering satisfactorily to the external customers, but resistances to change in respect of the internal customers are yet too achieved.

Berry and **Parasuraman[260] (1991)** defines "Internal marketing as the process of "attracting, developing, motivating and detaining qualified employees through job-products that satisfy their needs." From this perspective, MESPO need to review the reasons of dissatisfaction of the internal customers for higher order achievement of the organization objectives.

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[259] Al-Hawary et al.(2013),"The Impact of Internal Marketing On Employee's Job Satisfaction Of Commercial Banks In Jordan", Interdisciplinary Journal Of Contemporary Research In Business, Vol 4, No. 9,pp811-826
[260] Berry, L. L., & Parasuraman A. (1991) Marketing Services: Competing Through Quality. New York: The Free Press.

According to **Rafiq and Ahmed**[261] (**1995**), "Internal marketing is a planned efforts using a marketing-like approach to overcome organizational resistance to change and to align, motivate and inter-functionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfactions through a process of creating motivat**ed and customers-oriented employees.**" Similarly, According to **Chaudhary**[262]**, (2011)** Management Education is suffering with lack of quality and quality faculty. Imparting necessary training and adopting best practices are necessary to improve the quality of management education. Hence, adopting internal marketing practices boost the management education service providing organization in the country. Present study reveals that these observations are still valid in the context of MESPO.

Hale[263] **(1998)** states that the best reward system brings the best output in service industries. They emphasize on the best strategy for rewarding services. According to **Kulkarni and Dixit**[264] (**2012**) pay package is a major contemporary issue in retention of faculty in technical institutions. Thus the price that is paid to internal customers should take into account the cost of production of services, living cost and also give the best fringe benefits so that the internal customers is able give out their best. This is expected to ensure quality of service rendered. Thus the organization should adapt the best pricing policy, which not only enables the internal customers to generate quality service but is also able retain them. The present findings also reiterate these issues in the context of MESPO.

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[261] Rafiq, M. and P.K. Ahmed, (1995) "The Role of Internal Marketing in the Implementation of Marketing Strategies",. Journal of Marketing Practice: Applied Marketing Science, Vol:1, Issue No 4,Pp 32-51.

[262] Chaudhary, Sarita et al., (2011) "Emerging Issues in Management Education in India", VSRD International Journal of Business & Management Research, Vol.1, Issue 3. Pp.1-10.

[263] Hale,J.(1998), "Strategic rewards: keeping your best talent from walking at the door", Compensation and Benefits Management, Vol.14 Issue.3, Pp. 50-71.

[264] Ramesh R. Kulkarnivand Dayavanti Dixit,(2012),"Pay Package is a Major Contemporary Issue in Retention of Faculty in Technical Institutions - an Empirical Study of North Karnataka" International Conference on Management and Education Innovation, Vol.37, Issue 12, Pp290-294

Internal marketing practices can include advertising, word of mouth, press reports, incentives, commissions and awards to the trade. It also includes: [1] Personal Selling to internal customers as well as external customers, [2] Publicity to internal customers as well as external customers, [3] Public Relationship to internal customers and as well as external customers, and [4] Direct Marketing to internal customers as well as external customers. The present study, in the context of MESPO, observed that these are practiced in relation to the internal customers.

Many external customers in management education providing organization buy services because of internal customer. These internal customers by having special interaction they can promote services. Here, organizations will have to make promotion of service through internal customer. Finding of the present study also reveal that these MESPO are fairly on right track in the context of External branding, but not in the context of Internal branding.

It has been observed in earlier study that a process should involve logical steps that can be broken down to increase efficiency. It should have elements of flexibility which would help in achieving different results to produce the desire out puts (**Franco et al**[265] **1997**). The present study also reveals that MESPOs provide flexibility as revealed by the internal customers themselves.

Internal marketing is the philosophy of managing the human resources of the organization based on marketing perspectives **George and Grönroos**[266] **(1989). George**[267]

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[265] Lynne Miller Franco,Jeanne Newman,Gaël Murphy,Elizabeth Mariani, (1997), "Achieving Quality Through Problem Solving and Process Improvement", Quality Assurance Project, 7200 Wisconsin Avenue, Suite 600 Bethesda, MD 20814 USA.

[266] George, W.R. and Grönroos, C., (1989), " Developing customer-conscious employees at every level-internal marketing", In: Congram, C.A., and Frieman, M.L. eds. Handbook of Services Marketing. New York: Amacom.

[267] George, W.R.,(1990),"Internal marketing and organizational behavior: a partnership in developing customer-conscious employees at every level", Journal of Business Research, Vol. 20, Pp. 63-70.

(1990) believed that that if management wants its employees to do a great job for its customers, then the organization must do a great job with its employees. This means that the internal understanding between the organization and its employees should be cardinal before the organization satisfies its customers **George**[268] **(1990).** Findings of the present study reveal that MESPOs are practicing these at least as revealed by the internal customers.

Shortage of qualified faculty in Indian Management Education Service Providing Organizations is major concern (**Kumar**[269] **(2011). This** findings is still valid in the context of present research.

This is after all, why firms practice internal marketing-to make external customers happy with the firms so that they will continue to buy our goods and services **Gronoroos**[270] **(1985). This** is also revealed in the present study.

The student of Northwestern University in the Department of Integrated Marketing Communications conducted a study on Internal Marketing Practices[271] in the **year 2006.** They identified six key characteristics that drive successful internal marketing practices. The study shed light on strategies and tactics that align motivate and empower internal customers, at all functions and levels, too consistently deliver a company's "brand promise," This has been found to be valid in the context of the present study also in the form that Internal marketing Practice by MESPOs are adding to External branding but not that much in internal branding.

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[268] [268] George, W.R.,(1990),"Internal marketing and organizational behavior: a partnership in developing customer-conscious employees at every level", Journal of Business Research, Vol. 20, Pp. 63-70.

[269] Shwetaand Manoj Kumar,.(2011), "Management Education in India: Issues & Challenges", Vol. 3, No. 1, July-December 2011, pp. 5-14

[270] Grönroos, C., (1985)," Internal marketing: theory and practice", In: Proceedings of the American Marketing Association's Services Marketing Conference, Chicago 41-7.

[271] Internal Marketing Best Practice Study, Forum for People Performance Management and Measurement, Northwestern University. http://www.enterpriseengagement.org/articles/content/8288825/internal-marketing-best-practices/

Woodraffe [272] **(1992)**, identified internal marketing practices are motivation, coordination, information and education. Accordingly, he classifies the main components of internal marketing practice into: i). Recruitment and selection, ii). Motivation, iii). Education and Training iv). Coordination, v).Empowerment, vi). Rewards, vii). Communication and viii). Knowledge sharing. The present study in the Internal marketing Practice by MESPOs observed that Rewards aspect needs still more attention.

Herington et al [273] **(2006)** found that competitive advantage can be attained through development of a relationship-building culture which includes building relationships inside the organization as well as customer relationships. In fact, successful customer relationships rely on successful internal relationships in other words practicing internal marketing. In this regard, MESPO appears to have scored relatively better.

Morgan [274] **(2004)** in their study Business Agility and Internal Marketing, have found that, fundamentally, the same principles which are used to market solutions to the organization's external customers can be employed to better segment, target and position the Information Service solutions to the internal customer base. Present study using the 7Ps marketing mix concept examined the problem and arrived at the same conclusion that Internal marketing Mix too has 7Ps like product, [2] Price, [3] Promotion, [4] Place, [5] People [6] Process and [7] Physical Evidence,

Gronoroos [275] **(1981)** first allude to the fact that customer orientation is the driving force for internal marketing. This is especially important for services organizations where the most crucial part of the business occurs during employee-customer contact. MESPOs

[272] Woodruffe, Helen, "Service Marketing", UK: Longman Group, 1992.

[273] Carmel Herington, Lester W. Johnson, Don Scott, (2006) "Internal relationships: Linking practitioner literature and relationship marketing theory", European Business Review, Vol. 18 Issue: 5, Pp.364 - 381

[274] Morgan, Robert E. (2004) "Business agility and internal marketing", European Business Review, Vol. 16 Issue 5, Pp.464 – 472

[275] Gronoroos C. (2000) "Marketing Theory: Adopting service logic for marketing", London, Sage publications.

considered for the study appears to follow customer centric approach at least as revealed by the external customers.

6.5 Suggestion for Future Improvement

Based on the findings of the present study, steps have to be initiated by management for future improvement in the context of internal marketing practices by MESPOs in respect the following areas:

1. Employees' participation in Organization Management.

2. Employees taking part as a member in the Board of Governors.

3. Recognising Employees' hard work by the management

4. Providing growth opportunities to Employees' by the management.

5. Job security and the better training.

6. Better the salary structure and fringe benefit provided by the management.

7. Improved relationship with the management.

8. A word of apperception from the institute.

9. Revamping employees career planning offered.

10. Organization considering employees as a channel partner.

11. Organization considering employees as a promoter of the supply chain management

12. Management should look into the areas where Internal customers need to improve [which are mentioned below] and provide guidance, assistance and motivation even though it may appear costly in the short run but in the long run this will be beneficial for all the stake holders of MESPOs.

Similarly, in respect the following areas steps have to be initiated by internal customers themselves for future improvement in the context of internal marketing practices by MESPOs:

1. presentation of research papers in the International seminars/conference

2. publication of research papers in the ISSN international journals

3. publication of research papers in the ISBN international journals with impact factor

4. publication of research papers in the ISSN international journals with impact factor

5. Guidance for master scholars, M.Phil scholars and Ph.D scholars.

6. Teachers must be apprised that Organization consider employees as internal customer for logistics development targeting the external customer

6.6. Research Limitation

During period of data collection some organizations did not permit for the collection of the data instantly. They asked to submit the questionnaire and to come another day to collect. Some organizations send circulars to the faculty and students not to share any confidential information. Some employees commented on the research work that it is applicable only to the private institutions and not to the Government institutions. Some of the employees refused to answer the questions. But students have show full cooperation in providing the data.

6.7. Scope of Further Research

In the future the study can be extended to the following areas:-

1. Further research in interactive marketing is expected to brings new finds that may assist the management education service providing organization into new dimension that ensure quality education.

2. A comparative study between the Private MESPOs and Public MESPOs

3. A comparative study between the MESPOs having higher order Ranks and the MESPOs having higher order Ranks

4. Variation in the degree of Internal Marketing practices between the States.

5. Variation in the degree of Internal marketing Practices between Institutes providing technical education and institutions providing non-technical educations