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**A Critical Study on Internal Marketing Practices in Respect of  
'Management Education Service Providing Organizations' in Assam**

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**1. Introduction:**

**Success** is the ultimate word that everyone would like to pronounce at the end of any business venture, particularly in service industries and even in one's personal life. Services are offered individually while some are offered as a part of the product, purchased and consumed by the customer. Organizations which are providing services will have to adopt best strategies time to time by taking service environment into consideration for organization success. Organizations have to consider several factors in developing and implementing strategies, beyond reengineering, restructuring and refocusing for organization success. According to **Adrian Payne<sup>1</sup> (1993)**, service is an activity that has an element of intangibility associated with it, involving the service provider's interaction either with the customers or with the property belonging to the customers. Service activities do not involve the transfer of ownership of the output. Thus, services are characterized by intangibility, inseparability, heterogeneity and perishability in nature. Hence, it should be produced and consumed instantly to feel and realize the core value of service. The success of any services industries are in the hands of internal customers involved in service delivery. Hence, this research work mainly focuses on pure services provide by the teachers who are regarded as internal customers and the students who are regarded as external customers. The main focus of this research is to identify new ways through which the present management institutions endowed with quality education.

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<sup>1</sup> Adrian Payne (1993), "The Essence of Services Marketing, Prentice-Hall India Ltd, New Delhi.

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The business schools face several challenges in terms of imparting quality education. The rapid trend of globalization and technological changes have made difficult for organizations to survive in the competitive world. As a result the importance of management education has increased many folds. The Education Institutions need to strive to achieve balance between the education cost and the quality.

After 1990, large numbers of management education institutions were established in the country. The phenomenal expansion of the Services Sector worldwide has led to services being considered as one of the most important sectors contributing highest percentage to world GDP. The policy of globalization, privatization and the expansion of MNCs worldwide led to the demand for Management Education cross the world. Managing talent in services industry is the most critical HR challenge of the service providing organizations and remains as a top executive agenda, for the foreseeable future This is not only found in the corporate sector but also in the management education service providing organizations too. **Mishra**<sup>2</sup> believes that the appeal of worship and say yes to every views of the superior should be avoided at all cost. This yes boss syndrome impinges on risk taking and quality decision making. **Menon**<sup>3</sup> hinted at prevalence of compromise when it comes to quantity vs. quality, and recruiting of people in numbers instead of recruiting the right fit that lead to mediocre production. The conflict between employees, thereby creating politics and groupism in the team became common phenomena of the corporate industry. This is also seen in management education service providing organizations (**Reena et.al**)<sup>4</sup>.

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<sup>2</sup> Mishra, Purva Senior VP-HR, Make My Trip, Times of India, Ascent,21/02/12, The 7 deadly HR sins

<sup>3</sup> Menon Ajit Executive Director – organizational development, DDB Mudra Group, Times of India, Ascent,21/02/12, The 7 deadly HR sins.

<sup>4</sup> Reena and Tejinder Sharma (2015),"Faculty Perspectives of Internal Marketing Practices: An Exploratory Study in B-Schools of Punjab,ISSN: 0971-1023 | NMIMS Management Review, Volume XXVI, Pp 55-63.

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Therefore, it is assumed that some alternative system is required to support the employees to deliver quality services by Management Education Service Providing Organizations. This is possible with the new practices of Marketing. It is assumed that they need to adopt better Internal marketing practices in order to attract external customers (i.e. students). The practices used to attract students are viewed as **external marketing practices**. The quality of services is determined by the quality of employees. Hence, Management Education Service Providing Organization need to adopt best Internal Marketing Practices to recruit and retain the best and skilled employees i.e. teachers. The practices adopted to attract the internal customers, are viewed as **internal marketing practices**. In the same way internal customers also have to understand the future need of the customers and accordingly deliver their best services, which is possible through the adaption of best practices i.e. viewed as **interactive marketing practices**. This research focuses on extension of internal marketing practices in the dimension of Management Education Service Providing Organization.

Internal Marketing (IM) is a new and emerging discipline that is practiced in multiple companies under different terms. Employees constitute internal market of an organization. They are as important as the external customers as they play the pivotal role in satisfying the end customers and running the business. Unless these internal customers are satisfied with the work environment and other benefits offered by their employers, they will not be motivated to offer the best service to the external customers.

According to **Berry<sup>5</sup> (1981)**, internal marketing is the process of “ **viewing employees as internal customers, viewing jobs as internal products that satisfy the**

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<sup>5</sup> Berry,L.L. “The employees as customers.” Journal of Retail Banking. Vol. 3, March 1981.

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**needs and wants of those internal customers while addressing the objectives of the organization.”** The study of Internal Marketing practices seeks new knowledge for the better performance of the internal customer with a view to fulfill the demand of external customers. There has been a search for the implementation of internal marketing component to enhance the performance of internal customers.

Most of the literature review of internal marketing is constrained with attracting, training, developing, and retaining the employees. But less works has been done in the domain of **7Ps**. **Naude et al<sup>6</sup>, (2003)** identifies the determinants of internal marketing orientation that enables the organizations to achieve success in their business. According to **Zeithaml et al<sup>7</sup>, (2006)** marketing mix refers to the set of actions, or tactics, that a company uses to promote its brand or product or services in the market. The four traditional Ps of the marketing mix- Product, Place, Price and Promotion are adequate for marketing a product. Strategist and marketer added three extra elements to the marketing mix for services. Earlier researches realized that People, Process and Physical Evidence play a greater role in the marketing of services than in the marketing of goods. When these 7Ps of marketing mix are considered as Internal Marketing Mix, then it has greater value; and, the value added services can be provided by the internal customers of the organizations for the greater interest of external customers.

### **[a] Product in the form of Service Pack**

It refers to the item actually being sold. The product must deliver a minimum level of performance; otherwise even the best work on the other elements of the marketing mix

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<sup>6</sup> Naude, P., Desai, J., & Murphy, J. (2003), "Identifying the determinants of internal marketing orientation", *European Journal of Marketing*, Vol 37, Issue No 9, Pp 1205-1220.

<sup>7</sup> Zeithaml, V.A, Bithner, M.J & Gremler, D.D (2006), "Service Marketing: Integrating Customer focus across the firm", McGraw-Hills, New York

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won't do any good. But in the services sector, customers seek various benefits when they purchase intangible services. Customers' needs variety of services attached to single services as viewed by **Zeithaml et al<sup>8</sup> (1993)**. The service provided to the external customers should be a package.

### **[b] Pricing of Services**

It refers to the value that is put for a product [**Sanchez et al<sup>9</sup>(2006)**]. It depends on the cost of production, segment targeted, ability of the market to pay, supply - demand and a host of other direct and indirect factors. There can be several types of pricing strategies, each tied in with an overall business plan. Pricing can also be used as a demarcation, to differentiate and enhance the image of a product. **Hale<sup>10</sup> (1998)** states that the best reward system brings the best output in service industries. They emphasize on the best strategy for rewarding services.

### **[c] Promotion of Services**

This refers to all the activities undertaken to make the product or services known to the user and trade **Kotler<sup>11</sup> (1972)**. This can include advertising, word of mouth, press reports, incentives, commissions and awards to the trade.

### **[d] Place of Services**

This refers to the point of sale. In every industry, catching the eye of the consumer and making it easy for them to buy it is the main aim of a good distribution or 'place'

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<sup>8</sup> Zeithaml, V.A, Berry, L.L. and Parasuraman, A., (1993), "The nature and determinants of customer expectations of service", Journal of the Academy of Marketing Science, Vol. 21, Issue No. 1, Pp. 1-12.

<sup>9</sup> Sanchez, J, Callarisa, L.J., Rodriguez, R.M. & Moliner, M.A. (2006). "Perceived value of the purchase of a tourism product", Tourism Management, Vol. 27, Issue No 4, Pp 1-10.

<sup>10</sup> Hale, J. (1998), "Strategic rewards: keeping your best talent from walking at the door", Compensation and Benefits Management, Vol. 14, Issue No. 3, Pp. 50-71.

<sup>11</sup> Kotler, Philip, (1972), "A Generic Concept of Marketing", Journal of Marketing, Vol. 36, Issue No 2, Pp. 46-54.

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strategy [**Berry & Parasuraman**<sup>12</sup> (2004)]. Retailers pay a premium for the right location.

In fact, the mantra of a successful retail business is 'location, location, location'. **Dülgeroğlu & Taşkin**<sup>13</sup> (2015) in their research work emphasis on place of service which includes neat, clean and hygienic working place adequate technological instruments, facilities physical conditions, climate of working space and internal customers' safety.

### **[e] People of Services**

All companies are reliant on the people who manage front line Sales staff to the Managing Director (**Dixon et al**<sup>14</sup> 2010). Having the right people is essential because they are as much a part of business offering as the products/services offered (**Jaw et al**<sup>15</sup> 2010). Thus Management Education Service Providing organizations will have to adapt people involvement as a component in delivery of management education service.

### **[f] Process of Services**

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 desired outputs (**Franco et al**<sup>16</sup> 1997). A service provider is required to have an understanding of the different processes available and their applicability in their

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<sup>12</sup> Berry, L.L., Parasuram, (2004), "Marketing Services: Competing Through Quality, The Free Press, A Division of Macmillan, Inc. New York.

<sup>13</sup> İsmail, Dülgeroğlu, Çağatan Taskin, (2015), "Internal Marketing In Public Service Sector and Its Effect on Job Satisfaction", Electronic Journal of Vocational Colleges-October/Ekim 2015, Pp 1-6.

<sup>14</sup> Dixon, M, Freeman, K & Toman, N (2010), 'STOP trying to delight your customers', Harvard Business Review, Vol.88 Issue No (7/8), Pp. 116–22.

<sup>15</sup> Jaw, C, Lo, J-Y and Lin, Y-H. (2010), "The determinants of new service: Service characteristics, market orientation, and actualizing innovation effort," Technovation, Vol. 30, Issue No 4, Pp.265-277, 2010.

<sup>16</sup> 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.

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business. Many decisions depend on the type of process chosen. Generally, they are two process available to the service providing industries (Anklesaria<sup>17</sup>,2008).

Under the most commonly perceived process involves: [a] Goals/Objectives—[b] Syllabus—[c] Lesson Preparation – [d] Teaching – [e] Testing --- [f] Evaluation – [g] Result – [h] Employment. Here in each stage internal customers are involved. Organizations must adapt this flow as the main component so that flow of service which begins with lesson preparation ends with converting the external customers as employable.

### **[g] Physical Evidence of Services**

Almost all services include some physical elements even if the bulk of what the consumer is paying for is intangible (Bitner<sup>18</sup>, 1990). Griffin<sup>19</sup> (1997), in his research identified the component which evidences for service delivery such as bill etc, in case of management education service providing organizations, the physical facilities, class rooms, materials provided by the teachers becomes physical evidence for service delivery. The physical evidence must have good quality. Thus, physical evidence should be a component of internal marketing.

## **2. Genesis of the Problem**

Indian Education System is the second largest education system in the world. There are 519 universities, 2500 B-Schools and 25,951 colleges in the country<sup>20</sup>. The main vision of these institutions is to provide Quality Education to the external customers. A large

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<sup>17</sup> Anklesaria, J.,( 2008), “Shared value chain cost-reduction through innovative supplier relationships”, paper presented at the Institute of Supply Management’s 93rd Annual International Supply Management Conference, St Louis, MO, USA.

<sup>18</sup> Mary Jo Bitner, (1992), "Services capes: The Impact of Physical Surroundings on Customers and Employees", The Journal of Marketing, Vol. 56, Issue No. 2, Pp. 57-71.

<sup>19</sup> Griffin, A. (1997) “PDMA Research on New Product Development Practices: Updating Trends and Benchmarking Best Practices”, Journal of Product Innovation Management Vol.14 Issue No. 1, Pp 429-458.

<sup>20</sup> TeamLease Services,India Labour Report 2012 [www.teamlease.com/index.php?module=user...file...](http://www.teamlease.com/index.php?module=user...file...)

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majority of the research scholar considers education as a kind of social service to the society. But objections has been raised that the employers of the Management Education Service Providing Organizations converted it as a profit making organization. The main focus is on profit making rather than producing employable citizens. Apart from these, the problem of failure of HR function in respect of the Indian Education system is being raised. This is more valid in the context of Higher Education in general and Management Education [i.e. in respect of Management Education Service Providing Organization] in particular. This becomes a cause of concern given that many Educational organizations of Higher learning are required to follow established standard rules, regulations and norms as per UGC guidelines for different categories of employee's position. Amongst others, the serious charges brought against these Management Education Service Providing Organisations is that there is a huge shortest of qualified, efficient and effective employees in the management institutions **Maheshwari<sup>21</sup>(2007)**. India's top institutions, such as the centrally-funded Indian Institutes of Technology and Indian Institutes of Management have reported a 25% shortage in faculty **Maheshwari<sup>22</sup> (2007)**. In a bid to avert the crisis of shortages of faculties, many business schools, including the IIMs and the Indian School of Business are taking the help of industry experts as a visiting faculty and guest lecturers.

The compensation benefit of the employees of the Management Education Service Providing Organizations differs from one institute to another institute which causes high employees turnover in the management institutions. In fact there is growing demand of faculty in B-Schools or "Management Education Service Providing Organizations" which

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<sup>21</sup> Maheshwari,Shruti Padliya, (2007), "Management Education: Current Scenario in India", IOSR Journal of Business and Management (IOSR-JBM), Pp 66-70.

<sup>22</sup> Maheshwari,Shruti Padliya, (2007), "Management Education: Current Scenario in India", IOSR Journal of Business and Management (IOSR-JBM), Pp 66-70.



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causes the employees to move from one institution to another. The only way to retain them is to exercises internal marketing practices.

As per the literature review employees participation in the management of the organization enhance employees' efficiency and quality service delivered to internal Customers. Questions are raised by inquisitive minds whether all the employees are given equal opportunity to take part in the management for decision making. That in return brings satisfaction to the internal customers who get enthusiasm to provide best services to the external customers. When the employees are given opportunity to take part in the management, do they take decision for the welfare and satisfaction of the external customer? Because, many a time employees i.e. internal customers put down their own demand for their satisfaction rather than need of the external customers. This study would like to bring these serious issues into light for its solution for the betterment of the society.

Today, the quality of many management education services providing organization is highly questionable because it fails to cover the external customers as employable personnel. Questions raised are if the quality of services is being driven by the improvement that has been taken place in the quality of Internal Customers, if there is effects of improvement of the quality of internal customer on the improvement on the quality external customers, and if the Internal Marketing Practices are improving the relationship between the external customers and internal customers, improving the performance of the internal customers' and 'performance of the external customers. Questions are also raised if Internal Marketing Practices are leading to Internal Brand Building as well as External Brand Building. The next question often put forward is the effects of internal marketing practices on the performance of the organizations. There are number of study conducted on

importance of internal marketing practices. Author pertinent research question often raised is that employees i.e internal customers too required to act as a seller of services who is required to adopt marketing practices along with the organizations.

### **3. Rational of the Study**

The present study is confined in respect of the ‘**MANAGEMENT EDUCATION SERVICE PROVIDING ORGANISATIONS**’ in Assam only. In terms of the context this research limited to identify the role internal customers participation in the management in providing quality management education. **Naude**<sup>23</sup> (2003) opines that Internal Marketing orientation is an area within the broader market orientation that remains relatively under-researched. **Gould**<sup>24</sup> (1998) concludes that many businesses should give serious consideration to the idea that HR and Marketing should be combined. According to **Gronroos**<sup>25</sup> (1985), internal marketing are those practices adopted by organization for the welfare of the employees. But in his theory he mentioned about how to attract, develop, retain the employees, but he failed to explain certain issues of internal marketing such as participation of employees in the management, brand building and 7ps of marketing in the context of internal marketing. The current research while acknowledging these components as internal marketing practices and looking at the internal marketing practice in new dimension, further identifies and classifies the best Internal Marketing Practices into **Employees Participation in Management, Developing Quality of Internal Customers, Developing Internal** as well as **External Customers Branding, 7Ps Of Internal Marketing Mix.**

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<sup>23</sup> Pete Naudé, Janine Desai, John Murphy, (2003) "Identifying the determinants of internal marketing orientation", European Journal of Marketing, Vol. 37 Issue No 9, Pp.1205 - 1220

<sup>24</sup> Gould, B, (1998) "Emotional capital and internal marketing", Antidote, The, Vol. 3 Issue No 8, Pp.34 - 37

<sup>25</sup> Grönroos, C., (1985), "Internal marketing: theory and practice", In: Proceedings of the American Marketing Association's Services Marketing Conference, Chicago 41-7.

**4. Scope of the Research Study:**

- a) This study considered 7Ps of Marketing Mix as a parameter for judging the Internal Marketing Practices.
- b) This study investigated the effectiveness of Participation of Employees in Management on Internal and External Customers' Satisfaction.
- c) This study also investigated the effectiveness of Internal Marketing Practices on improving the quality of Internal and External Customers and their performance and building brand name for Internal and External Customers.
- d) The study was carried out only in top 10 management Education Service Providing Organizations of Assam.
- e) The study used the information or data collected through questionnaire from July 2014 till December 2015 and Updated January 2016.
- f) The study is conducted among teachers of MESPOs, students of MESPOs and Members of Management of MESPOs.

**5. Objectives of the Study**

Given the survey of literature and scope, the objectives of the study are:

[1] To ascertain relationship between the 'Internal Customers' 'participation in management decision making' in one hand and 'satisfaction to the Internal Customers', and 'satisfaction of the External Customers' on the other.

[2] To ascertain relationship between 'The improvement of quality of Internal Customers' in one hand and 'improvement on the quality of External Customers, 'Relationship with External Customers' and 'Improvement in the Performance of the External Customers' on the other hand.

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[3] To ascertain the degree and direction of association between ‘the Internal Marketing Practices’ in one hand and ‘the Organization’s Performance’, ‘the Internal Customers’ Performance’ and ‘the External Customers Performance’ on the other hand.

[4] To ascertain relationship between ‘the Internal Marketing Practices’ in one hand and ‘Internal Brand Building’, ‘External Brand Building’ on the other hand

[5] To provide suggestions for improvement based on the findings.

This research has taken the above mentioned objectives to find the present status of Internal marketing practices by Management Education Service Providing Organizations in Assam.

### **6. Hypotheses of the Study:**

Given the Objectives, the following working hypotheses are considered for the study:-

**Broad Hypothesis: [1]** “There is no significant association between the ‘**Internal Customers’ participation in management decision making**’ in one hand and ‘**satisfaction to the Internal Customers**’, and ‘**satisfaction of the External Customers**’ on the other

**Corollary hypotheses** are:

**H1a:** The ‘Internal Customers’ participation in management decision making’ process does not bring any satisfaction to the ‘Internal Customers.

**H1b:** The ‘Internal Customers’ participation in management decision making process does not bring any satisfaction to the external customers.

**Broad Hypothesis: [2]** There is no significant association between ‘**The improvement of quality of Internal Customers**’ in one hand and ‘**improvement on the quality of external customers, relationship with external customers and improvement in the performance of the external customers**’ on the other hand.

**Corollary hypotheses are:**

**H2a:** The improvement of quality of Internal Customers' does not bring any improvement on the quality of external customers.

**H2b:** The improvement in the quality of Internal Customers' and the improvement in the relationship with the external customers' have inverse relationship.

**H2c:** The improvement in the quality of Internal Customers' and 'improvement in the performance of the external customers' are negatively associated.

**Broad Hypothesis: [3]** There is no significant association between 'The internal marketing Practices' in one hand and 'the Organization's Performance, the Internal Customers' Performance and the External Customers Performance' on the other hand.

**Corollary hypotheses are:**

**H3a:** The Level of Internal Marketing Practices does not affect the organizations performance.

**H3b:** The Level of Internal Marketing Practices does not affect the Internal Customers' performance.

**H3c:** The Level of Internal Marketing Practices does not affect the External Customer's performance.

**Broad hypothesis: [4].** There is no significant association between 'The internal marketing Practices' in one hand and 'Internal Brand Building, 'External Brand Building' on the other hand.

**Corollary hypotheses are:**

**H4a:** Internal Marketing Practices do not lead to Internal Brand Building

**H4b:** Internal Marketing Practices do not lead to External Brand Building

## **7. Methodology:**

Research Methodology is the backbone of this research. An appropriate research philosophy and methodology is adopted in this study.

### **[a]. Research Methods**

The present study is based on Exploratory Research method, Descriptive as well as Empirical Research Method. Exploratory research is research conducted for a problem that has not been clearly defined. Researchers use these techniques, clarify the research questions that guide the entire research. The descriptive research refers to the type of research questions, design and data analysis that will be applied to a given topic. Descriptive studies, primarily concerned with finding out what is, what might be applied to investigate **Kothari (2007)<sup>26</sup>**. Empirical research studies the facts or events that can be directly, empirically, and repeatedly observed. It uses observation method by using our senses to recognize and record facts and draw inference derived from facts or other ideas.

### **[b]. Sampling Design:**

The total number of Management Education Service Providing organizations is 19 in Assam as on 9<sup>th</sup> September 2012 as AICTE Report of which top 10 Management Education Service Providing organizations was selected for the study.

**[i] Sampling at Institutional Level or Level 1 :** This study is done on the Internal Customers and External Customers of 10 Management Education Service Providing Organizations of Assam. These top institutes are selected based on the ratings assigned by the rating agencies. The Times Group TNS had conducted a Survey on B-schools for the

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<sup>26</sup> Kothari, C.R.,(2007), “Research Methodology Methods & Techniques”, New Delhi: New Age International (P) Ltd, Publishers.

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year 2013. It was held from November 2012 till February 2013 and collected data from of Top MBA colleges in Assam.

**[ii] Sampling at Respondent Level 2:** The population of the management, teachers and Students. The number of Management Staff in the sampled MESP organization is 45; and out of these, a sample of 20 selected as sample at level 2. The number of Internal Customers in the sampled MESP organization is 125; and out of these a sample of 100 selected as sample at level 2. The number of External Customers in the sampled MESP organization is 1957; and out of these a sample of 510 is selected as sample at level 2

### **[c].Questionnaire Design:**

Primary data has been collected by the researcher by adopting personal interview method using Questionnaire, observation method. Secondary data from literature review. Variables that is considered are ‘Internal Customers’ ‘participation in management decision making’ , ‘satisfaction to the Internal Customers’, ‘satisfaction of the external customers’ , ‘The improvement of quality of Internal Customers’ , ‘improvement on the quality external customers, ‘Improvement in the performance of the external customers’ , The internal marketing Practices’ , ‘the organization’s performance’, the Internal Customers’ performance , the external customers performance’ ‘Internal Brand Building’, ‘External Brand Building’ . 5 point scaling techniques as well as 2 point scaling techniques was applied and appropriate items for developing the scale in respect of the above variables were ascertained from the survey of literature. The questionnaires were pilot tested before it was formally applied for data collection. In all three sets of Questionnaire were designed, the first for interviewing the Management of Management Education Services Providing Organizations. The second for interviewing the Internal Customers i.e. employees of

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Management Education Services Providing Organizations and third for External Customers i.e. students of Management Education Services Providing Organizations. The interview questions vis-à-vis items of the questionnaires were developed after undertaking an in-depth survey of literature relating to various dimension of internal marketing. Each set of questionnaires consists of 20 questions in 2 domains for management, 87 questions in 13 domains for employees i.e. internal customers and 65 questions in 6 domains for students i.e. external customers, respectively were collected from the selected 10 Management Education Services Providing Organizations of Assam.

### **[d]. Questionnaire Administration:**

The questionnaire was personally administered to all the respondents and were collected directly by the researcher on face-to-face method and some of them were collected by sending the same to respondents via email to filling up at their leisure time. Data were collected from July 2014- 2015 December which were once again updated on January 2016. Data collected from sample were currently associated with the management department of the organization and students were pursuing their studies.

### **[e]. Data Analysis and Interpretation Design:**

In the present research work various statistical tools were used on the data that were collected through the questionnaire cum schedule method and was analyzed through statistical tools as referred below. The response of the respondents collected through questionnaire cum schedule was entered in MS Excel sheet, coded as 5 for Strongly Agree, 4 for Agree, 3 for Neither Agree Nor Disagree, 2 for Disagree, and 1 for Strongly Disagree. The coded and transposed data was analyzed using SPSS 20 version. The specific statistical tools that were used in, includes measures of descriptive statistics like mean with bootstrap



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analysis and standard deviation. Further, Cronbach's alpha, one sample Kolmogorov-Test were conducted to study the normality of the sample. Parametric and Non Parametric test such as Karl Pearson Coefficient of Correlation and Spearman's Coefficient of Rank Correlation were used to test the hypotheses to interpret the data.

#### **[f]. Plan of the Research Study:**

The report of the study was written in six different chapters as demarcated in the paragraphs below. Chapter – 1 under the title Introduction includes Theoretical Background, Description of the Problem, Purpose of the study, Statement of the Research Objectives, literature review of the study which identified background of the variables taken for the study, Research design and methodology which includes objectives & hypothesis considered for the study. Chapter – 2 under the title Participation in Management includes analysis of Participation in Management in the context of Internal Marketing in general and relationship between the 'Internal Customers' 'participation in management decision making' in one hand and 'satisfaction to the Internal Customers', and 'satisfaction of the External Customers' on the other i.e objective No. 1 and Hypotheses No. 1 in particular. Chapter – 3 under the title Quality of Services includes analysis of improvement of Quality of Services in the context of Internal Marketing in general and to ascertain relationship between 'The improvement of quality of Internal Customers' in one hand and 'improvement on the quality of External Customers, 'Relationship with External Customers' and 'Improvement in the Performance of the External Customers' on the other hand i.e. objective No. 2 and Hypotheses No. 2 in particular. Chapter –4 under the title Internal Marketing and Performance includes analysis of Internal Marketing and Performance in the context of Internal Marketing Practices of Management Education Service Providing

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Organization in general and to ascertain the degree and direction of association between ‘the Internal Marketing Practices’ in one hand and ‘the Organization’s Performance’, ‘the Internal Customers’ Performance’ and ‘the External Customers Performance’ on the other hand i.e. objective No. 3 and Hypotheses No. 3 in particular. Chapter –5 under the title Internal Marketing and Brand Building dealt with role of Internal Marketing in Brand Building in general and to ascertain relationship between ‘the Internal Marketing Practices’ in one hand and both ‘Internal Brand Building’, ‘External Brand Building’ on the other hand i.e. objective No. 3 and Hypotheses No. 3 in particular. Chapter – 6 under the title Conclusion, includes general Discussion incorporating the implications of the present study and Suggestions for further improvements, identifying the scope for further Research, limitations of the study.

### **Chapter 1: Introduction & Methodology:**

This chapter prorated a bird’s eye view on the Theoretical Background, Description of the Problem, Purpose of the study, Statement of the Research Objectives, literature review of the study which identified background of the variables taken for the study, Research design and methodology which includes objectives & hypothesis considered for the study.

### **Chapter – 2: “Participation in Management” revealed the following:**

The objective of the Chapter was to ascertain relationship between the ‘Internal Customers’ ‘participation in management decision making’ in one hand and ‘satisfaction to the Internal Customers’, and ‘satisfaction of the External Customers’ on the other. It is found that there is significant association between the ‘Internal Customers’ participation in management decision making’ and ‘satisfaction to the Internal Customers’,

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and there is no significant relationship between the 'Internal Customers' participation in management and 'satisfaction of External Customers respect of the Management of Education Service Providing Organization considered for the study.

#### **Chapter 3 – under the title “Quality of Service” revealed the following:**

The objective of the Chapter was to ascertain relationship between 'The improvement of quality of Internal Customers' in one hand and 'improvement on the quality of External Customers, 'Relationship with External Customers' and 'Improvement in the Performance of the External Customers' on the other hand. It is found that there is no significant relationship exists 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.

#### **Chapter 4 – under the title “Internal Marketing Practices and Brand Building” revealed the following:**

The objective of the Chapter was to ascertain the degree and direction of association between 'the Internal Marketing Practices' in one hand and 'the Organization's Performance', 'the Internal Customers' Performance' and 'the External Customers Performance' on the other hand. From the test it was 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]** both in the sample as well as in the population. In the same line 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

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of the employees' performance as perceived by internal customers both in respect of sample as well as in the population. Thus, the Level of internal marketing practices affects the employees' performance.

**Chapter 5 – under the title “Internal Marketing Practices and Brand Building” revealed the following:**

The objective of this chapter was to ascertain relationship between ‘the Internal Marketing Practices’ in one hand and ‘Internal Brand Building’, ‘External Brand Building’ on the other hand. It was found 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 as perceived by internal customers i.e. Teachers do not lead to Internal Brand Building of the Management Education Service Providing Organization as perceived by internal customers i.e. Teachers. In the same line of testing, 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 [as perceived by the internal customers i.e. teachers] do lead to little External Brand Building of the Management Education Service Providing Organizations [ as perceived by the external customers i.e. students].

**Chapter 6 – Under the title Conclusion revealed the following:**

The first part of the chapter was framed to find overall conclusions in respect to Internal Marketing Practices in MESPOs in Assam, and second part of the chapter was

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framed for suggestions, limitations, and scope for further research. The overall conclusion and generalization based on the study are presented below in respect of the main chapters.

In the **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. Similarly, 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.

In the **chapter 3**, it was 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 is a cause of concern and needs correction.

In addition to the above, it was 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

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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 was 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.

It was 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.

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 is cause of concern and needs attention.

In the **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

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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.

Similarly, 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.

#### **8. Suggestions:**

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

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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 customers.

### **9. Limitations of the current Study**

Every research has its limitations and this study is also no exception. The present study has the following limitations:

- a) **Area Coverage:** The study covered only top 10 Management Education Service Providing Organizations of Assam.. The results may be slightly varied if more Management Education Service Providing Organizations are included in the study.



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- b) Past Literature:** Some of the concepts used in this study are relatively new. Therefore, very limited literatures are available on these, especially in the Management Education Service Providing Organizations of Assam.context.
- c) Missing out:** Though effort has been made to include all relevant factors in the model, it is possible that some factors are missed out.
- d) Periodic Review:** The data collection was spread over a period covering several months and it is possible that the internal customers and external customers might have moved during the preliminary study from the institutions. Therefore, periodic review is required for the study.
- e) Limitations of Statistical Tests:** Analysis of the collected date has been done using various statistical tests. These tests itself suffers from certain limitations. Hence, the conclusion arrived at are bound to be influenced by the limitations of the statistical test used for the study.
- f) Accuracy of Data:** Just like other research where the study is based on the data collected through questionnaire some of the respondents would not have provided accurate data.
- g) Problems in Data Collection:** 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

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to answer the questions. But students have show full cooperation in providing the data.

### **10. Scope for Future 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