



A Study on the Correlations among Internal Marketing, Organizational Member Interaction, and Organizational Performance of an Organization

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Abstract. Economic prosperity results in increasing national income, and information technology is integrated into global community. When enterprises are entering the low-profit time because of global and regional competition, the active internal marketing in an enterprise provides the employees with satisfactory products, i.e. promoting the work enthusiasm, and has the internal employees perceive being emphasized. In this case, the organizational performance would be promoted when employees perceive favorable organizational relationship and organizational member interaction. The employees of 50 semiconductor enterprises with top revenue in Taiwan are surveyed, and 362 valid copies of questionnaire are collected. The research concludes that 1.internal marketing shows significantly positive correlations with member interaction, 2.member interaction presents remarkably positive correlations with organizational performance, and 3.internal marketing reveals notably positive correlations with organizational performance. Based on the conclusion, suggestions are proposed in this study, expecting to help domestic hi-tech industry execute internal marketing.

1. Introduction

After the lifting of martial law in 1987, the openness to visiting China, and the lifting of the ban on political parties and newspaper publications, the miracle of economic prosperity resulted from the release of political power and the rapid development of societies and economy had Taiwan become one of Four Asian Tigers. The increasing national income caused by economic prosperity and the integration of information technology into global community have enterprises face global and regional competition and enter the low-profit time. Creating higher economic value with Customer Relationship Management becomes a popular tactic among enterprises. The effectiveness of Customer Relationship Management relies on the quality of enterprise-customer relationship. In the service contact process, first-line service staff is the bridge between enterprises and customers. In other words, the service of first-line service staff becomes the key in enterprise-customer relationship. In the internal marketing and labor relation management, organizational commitment and emotional labor feedback might have first-line service staff generate customer-oriented service behaviors. It is the golden time, when it cannot be restarted and is the

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contact between first-line service staff and customers, for the wins of enterprises, customers, and service staff. Strategy planning in an organization is proceeded top-down that unimpeded internal communication channels could help cohere internal consensus of the enterprise. Including education and training, an organization has to design several mechanisms in the working environment to induce employees learning, build the environment for the common growth of employees and the company, and allow employees clearly understand the human resource development policies and the training objectives of the company [1]. By actively practicing internal marketing, an enterprise could provide the employees with satisfactory products, i.e. work, and have internal employees perceive being emphasized. In this case, employees would enhance the organizational performance when perceiving favorable organizational relationship and organizational member interaction. This study therefore intends to discuss the correlations among internal marketing, organizational member interaction, and organizational performance of an organization.

2. Literature and hypothesis

2.1. Internal marketing

Dzever & Gupta [2] mentioned that internal marketing was indeed a kind of multiple plans focusing on employee development and a complete internal marketing program should cover employee recruitment, training, incentive, communication, and retention. Bankins [3] also indicated that staff recruitment, selection, training, guidance, incentive, and evaluation were largely related to the sales of a company, i.e. customer behaviors. To effectively select, train, and induce employees to offer customers with the best service, Hur et al. [4] proposed the key factors in the practice of internal marketing, including (1)Management support, (2)Training, (3)Internal communication, (4)Personal administration, and (5)External activities. Ndjaboue et al. [5] pointed out internal marketing as the application of marketing and human resources, which combined theories, technologies, and rules to induce and well manage employees in different levels in an organization so as to continuously improve the external customers and the mutual services. Based on the viewpoint of internal customers, Shaw & Newton [6] considered that a company should adopt approximate marketing to treat the employees so as to conform to the products, i.e. work, in employees mind. Wang & Hsieh [7] defined internal marketing as regarding employees as internal customers and regarding work as internal products to satisfy the needs and requirements of internal customers with internal products, under the corporate goal. Anari [8] regarded internal marketing as applying marketing philosophy and methods to the employees who served customers in order to apply and maintain the employees and ensure them doing the work well. Voigt & Hirst [9] emphasized that internal marketing was to apply marketing skills to the internal market in a company, which applied the structure similar to external marketing to develop a marketing plan and to induce employees service awareness and customer-oriented behaviors. Azedo & Alves [10] redefined internal marketing as an organization, through active and approximate marketing and overall coordination, allowing the employee-composed internal markets being induced on the development of service awareness and customer orientation. Walker [11] divided internal marketing into understanding of employee needs, data survey, internal market discrimination, internal products, situations, communication channels, promotion, and supervisor actions. Referring to Chang et al. [12], internal marketing is classified into management support, incentive and growth, communication relationship, and education and training in this study.

2.2. Member interaction

Zhang [13] indicated that tasks and goals of an organization could be efficiently achieved by the interaction and contact among employees. Accordingly, interaction between individuals and colleagues is a primary issue. Eckerd et al. [14] considered that, in addition to employees skills and knowledge, employee capability to work with others should be included in human capitals. Such capability not only could enhance the productivity of an organization, but could also deeply affect employees social life in the organization. Avlonitis & Giannopoulos [15] mentioned that the exchange quality between individuals and colleagues, in addition to LMX, would influence individual work experiences. In an organization, each focused person would be affected by the interaction with the role sender to present distinct reaction [16]. The

work relationship in an organization therefore could be divided into supervisor-subordinate and member-peer relationship. Bashir et al. [17] modified LMX proposed by Graen and the colleagues and further expanded it to the interpersonal relationship among peers. The norm of reciprocity in social exchange [18] was included in the interpersonal interaction in an organization to form Team-Member Exchange (TMX). TMX could be used for evaluating members overall view of individual-colleague relationship and describing the quality of mutual cooperation, share and communication, mutual feedback, approval, and mutual respect between individuals and colleagues [19, 20]. When the members perceived high TMX exchange quality with colleagues, they would, based on reciprocal, feedback each other with mutual assistance and identification [21], i.e. high TMX exchange quality resulting in high mutual cooperation among team members. Regarding to the research dimension for TMX, the interaction quality among team members proposed by Huang & Chen [22] is applied to this study, and 10 one-dimensional questions are used for the measurement.

2.3. Organizational performance

Wang et al. [23] indicated that there were existing goals in any organizations; managers and the members in an organization had to efficiently operate the organization through various management controls in order to smoothly achieve the existing goals. Performance is the measurement of the achievement of organizational goals [24]; therefore, performance is a critical index in organizational operation. Ghosh et al. [25] pointed out the characteristics of performance, including that (1) performance was from behavior or operation, (2) performance was the idea of mutual comparison, (3) performance standards were pre-set, (4) performance was directly or indirectly related to behavior or operation, and (5) performance was measurable. Aydin et al. [26] regarded performance as an overall idea to present the final result of organizational operation. Khasawneh et al. [27] covered effectiveness, efficiency, and participant satisfaction in performance. Performance presents the outcome of organizational members executing various operations and should be evaluated before performance management. Performance evaluation is similar to examine an organization that it could evaluate the nature of an organization and the achievement of goals as well as discover problems earlier to adopt coping measures. The performance evaluation results are the favorable reference for an organization engaging in operation and resource distribution, modifying management strategies, and planning future directions [28]. Owolabi [29] measured organizational performance with two approaches. One was the univariate measurement, which required an organization achieving a single standard, such as productivity, net profit, organizational growth, and stability. However, it was not inclusive, as it merely reflected the subjective value of researchers and lacked objectivity and appropriateness. The other was the multivariate measurement. In consideration of the improper performance with univariate, researchers turned to multivariate measurement to discuss the effects on performance as well as the relationship among variants. Such an approach could avoid the shortcoming of univariate to achieve the inclusive and appropriate requirements. Referring to Chen & Kao [30], the performance indices used for self-performance evaluation are applied to this study.

1. Organizational operation, containing organization, employees, operation, finance, and the relationship between an organization and external groups.
2. Substantive contribution, including ideas, goals, and service quality.
3. Interaction relationship, covering activity frequency, number of participants, growth of activity and served subjects, number of employees and volunteers, and external identification to the organization.

2.4. Research hypothesis

1. Relations between internal marketing and member interaction

Huang & Rundle-Thiele [31] mentioned that internal marketing was to manage various exchange (interaction) relations in an organization to create efficient internal management environment and cultivate employees with customer-oriented and service awareness to achieve the organizational goal. Activities involved in various exchange (interaction) relations contain the interaction between organizational members and colleagues. Chen & Cheng [32] mentioned that internal marketing aimed

to acquire employees with work motivation and customer awareness; in order to achieve customer-satisfactory efficient services, the cooperation with other colleagues was necessary; staff in different departments related to customers therefore should be integrated. Bjorklund et al. [33] also proposed that, based on an organization being able to successfully achieve the goal of respecting external customers, the internal exchange between the organization and the employees should be effectively applied, organizational members should be treated each other as customers, and service providers had to treat external customers with customer-oriented awareness. Li [34] explained that, when reinforcing the trust among employees by using internal marketing as the internal communication, the relationship would be established after the trust among colleagues was formed; the employees could be further cultivated the customer orientation and service awareness and gradually form the corporate culture to generate same norms, value, and languages among organizational members. Accordingly, the following hypothesis is proposed in this study.

H1: Internal marketing appears significantly positive correlations with member interaction.

2. Relations between member interaction and organizational performance

Chien & Lin [35] indicated that an individual, in the interaction process among people, would determine the closeness with others, according to the demands for security, friendship, and resources. The work aid among organizational members was often affected by mutual concern, assistance, and appreciation. Lu & Chang [36] stated that the relationship among colleagues basically focused on the interpersonal relationship network formed by the contact with people; once the network was formed, information and technologies which could benefit both parties would be exchanged and favorable exchange relationship among colleagues would promote the performance. Salameh [37] mentioned that members, when gradually presenting same value and norms, would trust each other to form tighter network to help complete the organizational performance goal [38]. Blace et al. [39] considered that organizational members, after trusting each other, would share resources and be willing to cooperatively achieve the organizational goal. In this case, the following hypothesis is proposed in this study.

H2: Member interaction presents notably positive correlations with organizational performance.

3. Relations between internal marketing and organizational performance

Hung [38] regarded internal marketing as the effort of organizational employees after clearly understanding the organizational mission and goals to achieve the expected goal through training, incentive, and evaluation. In this case, an enterprise can enhance the organizational performance by providing complete internal marketing and the employees forming a cooperation team with the centrifugal force to the organization and the willingness to cooperate and make efforts. Chambel [40] proposed that, based on an organization being able to successfully achieve the goal of respecting external customers, the internal exchange between an organization and the employees should be effectively applied; besides, organizational members should treat each other as customers and service providers should treat external customers with customer-oriented awareness to promote the organizational performance. Diaz-Gracia et al. [41] pointed out the direct effect of internal marketing on employees Organizational Citizenship Behavior that the organizational performance would be further affected. For this reason, an organization promoting internal marketing would enhance the organizational performance. The following hypothesis is therefore proposed in this study. H3: Internal marketing shows significantly positive correlations with organizational performance.

3. Research design

Total 500 copies of questionnaire are distributed to the employees in 50 semi-conductor enterprises with top revenue in Taiwan. Having deducted invalid and incomplete ones, 362 valid copies are retrieved, with the retrieval rate 72%. 50 semi-conductor enterprises with top revenue in 2015 in Taiwan, including Taiwan Semiconductor Manufacturing Company Limited, United Microelectronics Corporation, MediaTek Inc., Advanced Semiconductor Engineering Inc., and so on, are selected as the research subjects. Regression Analysis is applied to understand the relations among internal marketing, member interaction, and organizational performance.

4. Analysis and discussion

1. Factor Analysis of internal marketing

With Factor Analysis, the internal marketing scale is extracted four factors of Management support (eigenvalue=2.834, $\alpha=0.82$), Incentive and Growth (eigenvalue=2.536, $\alpha=0.85$), Communication Relationship (eigenvalue=2.113, $\alpha=0.86$), and Education and Training (eigenvalue=1.962, $\alpha=0.81$). The accumulative covariance explained achieves 76.427%. The member interaction scale is proceeded Factor Analysis (eigenvalue=3.438, $\alpha=0.88$), and the accumulative covariance explained reaches 83.615%. With Factor Analysis, the organizational performance scale, is extracted three factors of Organizational Operation (eigenvalue=2.388, $\alpha=0.83$), Substantive Contribution (eigenvalue=1.653, $\alpha=0.87$), and Interaction Relationship (eigenvalue=1.462, $\alpha=0.80$). The accumulative covariance explained achieves 81.372%.

2. Correlation Analysis of internal marketing and member interaction

Applying Regression Analysis to test the hypotheses and the theoretical structure in this study, the first regression result is shown in Table 1. The regression equation reaches the significance ($F=21.537$, $p<0.001$) that internal marketing presents remarkable effects on cognition, where Management Support, Incentive and Growth, Communication Relationship, and Education and Training in internal marketing show notably positive effects on cognition in member interaction, with the significance ($\beta=2.137$, $p<0.01$; $\beta=1.941$, $p<0.05$; $\beta=2.249$, $p<0.01$; $\beta=2.038$, $p<0.01$). H1 is therefore supported.

3. Correlation Analysis of member interaction and organizational performance

Using Regression Analysis for testing the hypotheses and the theoretical structure in this study, the first regression result is shown in Table 2. The regression equation achieves the significance ($F=26.842$, $p<0.001$) that member interaction reveals notable effects on organizational operation ($\beta=2.162$, $p<0.01$). The second regression result is shown in Table 2. The regression equation reaches the significance ($F=31.945$, $p<0.001$) that member interaction presents remarkable effects on substantive contribution, with the significance ($\beta=2.283$, $p<0.01$). The third regression result is shown in Table 2. The regression equation reaches the significance ($F=36.723$, $p<0.001$) that member interaction appears significant effects on interaction relationship, with the significance ($\beta=2.396$, $p<0.01$). Accordingly, H2 is supported.

Table 1: Regression Analysis of internal marketing and member interaction

Dependent variable→ Independent variable↓	Member interaction	
	β	ρ
Internal marketing		
Management support	2.137**	0.000
Incentive and growth	1.941*	0.013
Communication relationship	2.249**	0.000
Education and training	2.038**	0.006
F	21.537	
P	0.000***	
R2	0.255	
Adjusted R2	0.022	

Note: * stands for $p<0.05$, ** for $p<0.01$, *** for $p<0.001$.

Table 2: Regression Analysis of internal marketing and organizational performance

Dependent variable→	Organizational performance					
	Organizational operation		Substantive contribution		Interaction relationship	
	β	ρ	β	ρ	β	ρ
Member interaction	2.162**	0.000	2.283**	0.000	2.396**	0.000
F	26.842		31.945		36.723	
P	0.000***		0.000***		0.000***	
R2	0.283		0.329		0.353	
Adjusted R2	0.025		0.029		0.032	

Note: * stands for $p < 0.05$, ** for $p < 0.01$, *** for $p < 0.001$.

4. Correlation Analysis of internal marketing and member interaction towards organizational performance

Utilizing Regression Analysis for testing the hypotheses and the theoretical structure, the first regression result is shown in Table 3. The regression equation achieves the significance ($F=28.731$, $p < 0.001$) that internal marketing reveals remarkable effects on organizational operation, where Management Support, Incentive and Growth, Communication Relationship, and Education and Training in internal marketing appear notably positive effects on organizational operation, with the significance ($\beta=1.971$, $p < 0.05$; $\beta=1.698$, $p < 0.05$; $\beta=1.573$, $p < 0.05$; $\beta=1.863$, $p < 0.05$). The second regression result is displayed in Table 3. The regression equation reaches the significance ($F=33.625$, $p < 0.001$) that internal marketing appears significant effects on substantive contribution, where Management Support, Incentive and Growth, Communication Relationship, and Education and Training in internal marketing present remarkably positive effects on substantive contribution, with the significance ($\beta=2.134$, $p < 0.01$; $\beta=1.782$, $p < 0.05$; $\beta=1.647$, $p < 0.05$; $\beta=2.033$, $p < 0.01$). The third regression result is shown in Table 3. The regression equation achieves the significance ($F=39.433$, $p < 0.001$) that internal marketing shows notable effects on substantive contribution, where Management Support, Incentive and Growth, Communication Relationship, and Education and Training in internal marketing reveal significantly positive effects on substantive contribution, with the significance ($\beta=2.322$, $p < 0.01$; $\beta=2.153$, $p < 0.01$; $\beta=2.240$, $p < 0.01$; $\beta=2.092$, $p < 0.01$). H3 is therefore supported.

Table 3: Regression Analysis of internal marketing and organizational performance

Dependent variable→	Organizational performance					
	Organizational operation		Substantive contribution		Interaction relationship	
	β	ρ	β	ρ	β	ρ
Internal marketing						
Management support	1.971*	0.012	2.134**	0.000	2.322**	0.000
Incentive and growth	1.698*	0.038	1.782*	0.025	2.153**	0.000
Communication relationship	1.573*	0.043	1.647*	0.040	2.240**	0.000
Education and training	1.863*	0.021	2.033**	0.007	2.092**	0.002
F	28.731		33.625		39.433	
P	0.000***		0.000***		0.000***	
R2	0.257		0.286		0.341	
Adjusted R2	0.022		0.025		0.031	

Note: * stands for $p < 0.05$, ** for $p < 0.01$, *** for $p < 0.001$.

5. Conclusion

From the research results, an enterprise, when practicing internal marketing, would enhance the relationship among internal members so that the interaction quality between members and colleagues becomes

better to form consistent consensus and cognition. It would tighten the interpersonal relationship network among members. An enterprise, when practicing internal marketing, would promote the interaction quality between internal members and colleagues to more easily form the consistent consensus and value and further form favorable corporate culture. It would benefit the knowledge share among members and promote others learning opportunities. The tighter and stronger interpersonal relationship network among members allow them being available social network resources for each other. In other words, when perceiving the difficulties of colleagues, the members, based on the interpersonal relationship, would automatically offer assistance and support, even though the supervisors do not give instructions or the statement of work does not regulate the norms, to enhance internal Organizational Citizenship Behavior of the enterprise and further influence the organizational performance. An enterprise, when promoting internal marketing, would induce subordinates to respect the professional skills of supervisors and enhance the supervisor-subordinate affection. It would have both parties perceive the behaviors of both parties investing the work and further allow both parties forming the mutually supportive affection. Once the supervisor-subordinate relationship is promoted, both parties would share the professional skills and knowledge to enhance the organizational performance.

6. Suggestion

Aiming at the research results on internal marketing, member interaction, and organizational performance, the following suggestions are proposed in this study.

1. An enterprise could enhance the employees professional skills through education and training, seminars and speeches to achieve the same idea and value among internal members. Furthermore, relative internal activities could be held to have the employees perceive the emphasis and support from the company and supervisors, such as activity planning, decision-making participation and employee appraise meetings. It would enhance the interaction among internal members, allow closer supervisor-subordinate relationship, really understand the demands and suggestions of subordinates, and help employees promote the self-achievement to be more willing to complete the work assigned by the company.
2. An enterprise is suggested to reinforce the practice of internal marketing for employees with shorter work seniority and seniority for being supervisors. In the promotion of human resource management, sound performance assessment mechanisms and welfare and salary systems would induce employees contribution to the positive performance and achievement for the company.
3. When an enterprise attracts, induces, and retains excellent employees with internal marketing, the reinforcement of internal/external communication as well as the enhancement of leader-subordinate and member-colleague affection would help members experience the support from the enterprise, perceive the emphasis from the enterprise, and deepen the identification to the enterprise. It would assist employees in the obligation in the formal roles, increase the intention to automatically engage in behaviors beneficial to the organization, and further share personal knowledge and effectively guide other members learning.

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