

Effect of Internal Marketing Mix on Healthcare, Banking and Educational Service Performance

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Abstract—The explorative study on the effect of internal marketing mix on the involvement of internal customer with a giant metaphor mix using projective technique was an innovative research. Internal Marketing influencers such as vision, development, reward, empowerment and internal communication on internal customers' services support, brand partnership and corporate ownership have been studied for its strength of relationships. The components of IM Mix have been matched with the giant metaphor mix such as the balance, journey, transformation, connection, container, resources and control. The study areas have been maintained as healthcare, banking and educational services. The findings of the study have given scope for improving the existing scale for measuring IM Mix for services.

Keywords—Internal Marketing Mix, Involvement Mix, Metaphor Mix, Healthcare, Banking, Education, Service performance

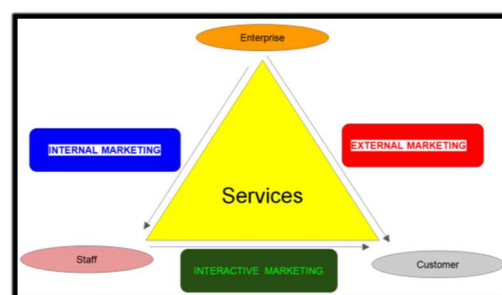
1. Introduction

Internal Marketing [IM] is focusing and revisiting the manageable, productive and support services of employees in the front and back end of business operations. Internal Marketing is a specialized marketing communication approach to add value to employee as an internal customer towards delighting external customers that results overall business performance. Internal Marketing (IM) (Berry, 1976, 1981) campaign fulfils the need of internal customer's satisfaction. In the perspectives of motivating the support services of each employee on one another, internal marketing incentives play an additional spirit in working climate apart from information outlay. Internal marketing drivers like rewards, compensation, information, senior-supervisor intermediary and other intangible benefits of employees [Liao, Jun-Fang, 2009] on the value proposition of customer, brand and corporate have positive impact.

The customer pyramid is a tool [Zeithaml et al., 2001] used for labelling external customers into four different tiers like Platinum, Gold, Iron and Lead depending on their profitability and their sensitivity to pricing as well as other offers from the service provider's point of view. In the customer services, there is differentiation in its efforts to encourage customers depending on their

ratings of either grade as 'The internal customer Tier-I, Tier-II and Tier-III have differentiated value proposition on the shared support services, departmental partnership and organizational ownership [Selvarasu A., 2013].

Figure 1 Service Marketing Networks



This research was aimed to close the gap by proposing a novel conceptual model of assessing internal customers' shared service support, brand (departmental) partnership and corporate (organizational) ownership in a hierarchical level of banking service performance. The study was based on the Metaphor Elicitation Technique by approaching the employee (internal customer) with due respect as 'Personal Scientist' in meeting their responsibilities in the organization. They form theories surrounding their work, then formulate hypothesis and also analyze the results of their experiments for every other day-to-day tasks. The study seeks to appoint interviewee for the purpose of the discussion with 7-9 set of pictures or photographs collected by them. The preliminary measure is on the personal involvement followed by briefing session about the preparation of employees to think over their feelings and thoughts about shared support services, departmental partnership and organizational ownership. In essence, it is all about the employee's feelings and thoughts while offering banking service among account holders. 'Everyone is a Personal Scientist by themselves in solving a problem.' The service marketing network was a triad between enterprise, staff and customers (Figure 1). The human relations oriented marketing process between enterprise and staffs is termed as internal marketing (IM). Similarly, the services marketing process between staff and customer is termed as interactive marketing whereas the marketing process

between enterprise and customers is termed as external marketing or marketing.

The study has given opportunity to understand the meaning of seven giant metaphors initially. The associate metaphors of all the metaphors across banking, education and healthcare have also been explored as a new attempt. In this context, it is essential to bring the meaning of giant metaphors according to Gerald Zaltman (2008). **Balance** and imbalance involves ideas of equilibrium, adjusting, maintaining or offsetting forces, and the idea of things as they should be. Employees express psychological imbalance when talking about being out-of-sorts, down, and feeling off, and psychological balance when they say they feel centered, feel inner peace, or are back on track. **Transformation** involves changing states or status. Physically, employees can go from being "laid low by a cold" to being "up and about." Money can be "matured," or "grown." Emotionally, if internal customers undergo a major life change, they talk about needing "attitude adjustments" or "turning over a new leaf." **Journey** of employee itself talk about many aspects in life. They often frame life itself as one big journey, including, for many, an afterlife. Sometimes, they think of their lives as a brief journey, as in "life is short"; other times they view it as lengthy, as in "he still had so much life to live," when a journey ends prematurely.

Similarly, **Containers** perform two functions such as keeping things in and keeping things out. Employees find themselves in or out of physical shape or condition, in a good or bad mood, stuck in a rut, or born into a social class and family. Memories are one of the most vital containers because they store our individual histories and identities. **Connection** and disconnection encompasses feelings of belonging or exclusion. It is giving the feeling of being kept in or out of the loop, identifying with others, being drawn to celebrities, or breaking up a relationship. Themes of connection and disconnection quite often express themselves through connection to others, connection to self, connection to a moment and connection to something larger, among other themes. **Resources** are needed to survive and employee would die without food and water or a nurturing adult in our infancy. An intelligent person is a "fountain of knowledge"; gaining an education is the "key" to one's future. **Control** of our lives is a feeling needed. Sometimes, we succeed, sometimes we don't. In our lives, we sometimes feel events "spiraling out of control." When life is calm, we cruise on "auto pilot." Social norms arise to control group interactions, and we sanction those who don't adhere to these norms.

2. Literature Review

Internal Marketing is a marketing process derived from the original marketing mix concepts that serves

almost all interdisciplinary functions of an organization by employees both in front office as service performer and in back office as service supporter to external customers [Richard J. Varey, 1995]. Employees act as an internal customer gets a share in the customer service value by partnering with another employee in the service delivery process. The marketing approach has been viewed as competitive strategy & advantage that provides resistance to change and innovation in service performance. The implementation of marketing strategies and participation of employees in the inter-functional co-ordination in achieving organizational competencies is facilitated by internal marketing [Ahmed, Pervaiz K; Rafiq, Mohammed [2003]. The strategic alignments of cross-functional activities relate integration, coherence and focus in marketing or business development. Internal marketing permeates the upside-down pyramid orientation that shifts internal customer tiers from an external customer to a clerk; a clerk to a supervisor; a supervisor to a manager; a manager to senior VP; and a senior VP to the CEO. It is the external customer who commences the business through internal customer and finally it reaches the CEO in the pyramid approach [Jacka J Mike, 1994]. The customer value pyramid approach is a transformation from satisfaction-based to a commitment-based internal marketing [Michael W Lowenstein, 1997]. It is this niche marketing concept that provides customer loyalty by creating customer value. The loyalty pyramid is to reduce risk and not to maximize utility by encouraging repeat purchasing [Bell, Simon J., 1998]. Superior customer value leads to customer loyalty. Loyalty and profits are strongly linked to value created for customers [Reichheld and Sasser, 1994]. The change in 5% more of customer retention or reduction of defect rate leads to 40-50% increase in value profits. The value is categorized for shareholders, customers and stake holder in the form of customer value-in-exchange, customer value-build-up and customer value dynamics model based on internal customer service [Azaddin Salem Khalifa, 2004] resulting in customer value increase with utmost satisfaction and effective behavioural change.

Internal customer service [ICS] encompasses employee engagement, self ratings of employees for each product, employee's contribution, senior management commitment and measuring of performance for improvement of customer service which results in need for establishment of reporting standards of customer service [Seibert, Jerry; Lingle, John, 2007]. It is about people equity factor that is whether people understand are aligned with the strategy and their role in achieving business objectives. Superior business performance is identified with strong relationship of internal service and top leaders' constant emphasis on quality and values. Internal marketing extends as internal relationship

marketing to ensure establishing relationship among employees by way of knowledge renewal [David Ballantyne, 2000]. The four phases such as energizing, code breaking, authorizing and diffusing are depicting internal marketing cycle in the knowledge renewal process through hierarchical, inter-functional and network exchanges Ballantyne, 2000 a,b]. Internal customer service is approached at times of financial service collection using three Cs namely customer, competence, courtesy with orientation in hiring, training, customer relation, quality assurance, supervisory and leadership. The collection process in financial services is made successful while adopting transformational principle of connecting 'truth', 'teach', and 'transmit' and 'talk' [William Darren Hubbell, 2007]. Internal marketing initiative is used to build corporate branding using our constitutes namely internal customers, training and education, quality standards and reward system [Papasolomou, Ioanna and Vrontis, Demetris, 2006]. The initiative on a constant basis exhibit organizational reality through people, service and customer centric based organizational culture. Banking service staffs embody the service brand in the customer's eyes since in many cases the service staffs is the only point of contact for the consumers [Gronroos, 1994]. Corporate identity value is strengthened by expanding the traditional 'four Ps' with additional six Ps such as Philosophy, Personality, People, Performance, Perception and Positioning [Balmer, 1998, Klinkova and Grabinski, 2017].

There are classical approaches established by consulting firms like 'Ivija360'^o (2008) and 'Interagency Advisory Group [IAG] Committee on Performance Management and Recognition (1993)' facilitate employees to evaluate their performances especially on the focus of organizational and employee's contribution to individual group/teamwork. Ivija prescribed the feedback evaluation approach by self, manager, report, colleague, and customer to get an average score on employee's competency comprising of factors such as strategic perspective, leadership, teamwork, decision making, flexibility, creativity and innovation. Similarly, IAG proposed evaluation of individual, employee's contribution to team, group performance and no individual performance. The measure of employee's contribution is related to the study of IM, the IAG approach is presented. It is proposed that organization emphasizes on team's performance but still individual evaluation and recognition system work well. The organizational culture, the environment relates to the evaluation along the focus continuum from individual-focused approach towards a team-focused approach. The criteria include individual contribution to work group, to the group process, to the improvement of group process skills. The construct comprises of rating on the

'involvement in the group activity', 'assisting the group in accomplishment of objectives', 'contribution to improved communications', 'fostering or maintaining positive relationship', 'support of team work or team building', and 'improvement of group process skills'. The study is creating such an evaluation approach to measure the support service in building team but still focused on the individual and measures internal marketing components and strategic perspectives.

2.1 Conceptual Model

IM as internal associate marketing is operationally defined as the process of increasing internal customer service values, brand partnership and corporate ownership among internal customers at different tiers as service performers and service supporters due to influences of internal marketing mix in retailing, wholesale and investment opportunities to external customers. Internal customer mix [input], internal customer-pyramid orientation [process] and internal customer service value, brand value partnership and corporate value ownership act inter dependently in healthcare, banking and educational service performance [output] by enhancing business avenues for external customers. Conceptual model of Internal Marketing [IM] process is proposed keeping in view of the composite service needs among internal customers as a commitment to external customers. The internal customers vary in their roles and responsibility in addition to internal marketing and therefore, they are treated as Tier I, Tier II and Tier III. It is identified with the core service system in healthcare, banking and educational services depending on the position of internal customers, the composition of services and its volume of transactions as high-end customers namely Titanium, Platinum, Gold and Silver in the case of retailing, small-medium-large in the wholesale/corporate and short-mid-long term in business opportunities. The composition is in the structural form of cluster dealt by internal customers and at the same time, the internal marketing mix is also offered with variation in the composition of IM mix. The growth opportunities for internal customers depend on the shared internal customer services and business performances. The intentions of internal customers are made clear in the form of IM mix components as influencers like vision, development, rewards, empowerment and internal communication. The perception of internal marketing mix and the needed support from one another internal customer's involvement towards service performance is assumed to vary positively in the conceptual model.

Figure 2 Model for predicting the effect of IM Mix on Involvement Mix upon GM mix

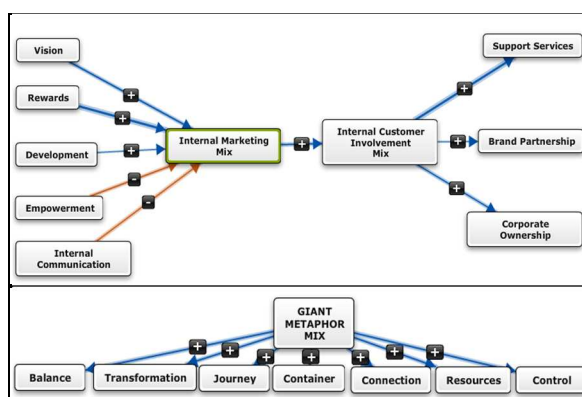
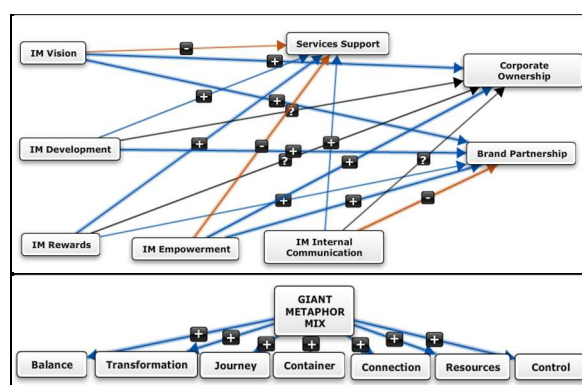


Figure 3 Model for predicting the effect of Components of IM Mix on Involvement Mix upon GM mix



2.2 Objectives of the research on internal marketing

The following are the objective and hypotheses proposed to study the internal marketing mix components of healthcare, education and banking services:

- To explore the giant and its associate metaphors by elicitation of pictures among internal customers of healthcare, education and banking service performance for their involvement
- To compare the component of internal marketing mix with seven giant metaphors for the constructs and the associate metaphors
- To study the effect of internal marketing mix on the involvement of internal customers in service support, brand partnership and corporate ownership of healthcare, education and banking service performance

2.3 Hypotheses

The following were hypotheses proposed to test the proof of conceptual model of IM Mix → Involvement Mix. There were about fifteen hypotheses formulated to find partial relationship between IM mix and Involvement mix with customer pyramid orientation in healthcare, education and banking service performance.

H₀₁: Internal marketing mix has no direct significant effect on the involvement mix of internal customers in the

healthcare, education and banking service performance

H₀₂: The five components viz., vision, development, reward, empowerment and internal communication of internal marketing mix have no direct significant effect on the three viz., service support, brand partnership and corporate ownership of involvement mix of internal customers in the healthcare, education and banking service performance

3. Methodology

The methodologies of research include both qualitative and quantitative approaches in data collection as it involves three levels of employees in banking services. The first level employees who are in contact with external customers are operationally called as Tier III-internal customer and the second level of supporting staff is referred as Tier II-internal customer and the third top level employees are coined as Tier I-internal customer. The study focuses on the interaction effect of the all three tiers of internal customer with a specific orientation to customer-pyramid that depict four tiers of customers. Servicescape, Photo Elicitation Technique [PET] and Zaltman Metaphor Elicitation Technique [ZMET] are used to assess the internal business situation, brand value and customer value in Educational service premises qualitatively. Servicescape is the tool proposed to study totality of the ambience and physical environment in which an Educational service occurs.

PET involves using photographs or film as part of the interview by asking internal customers to discuss the meaning of photographs, films or videos. In this case the images can be taken by the researcher with the idea of using them to elicit information, they can belong to the branch staff group photographs or movies, or they can be gathered from other sources including archives, newspaper and television morgues, or corporate collections. Typically, the interviewee's comments or analysis of the visual material is itself recorded, either on audio tape or video, etc. The Zaltman metaphor elicitation technique (ZMET) is a patented market research tool [1995]. ZMET is a technique that elicits both conscious and especially unconscious thoughts by exploring people's non-literal or metaphoric expressions. It is proposed to as Educational staff to collect a set of pictures that represent their thoughts and feelings about their support each others in varied levels. Survey and interview method is proposed to be employed for second and third tier of bank employees. All variables in the study are assessed quantitatively in both survey and interview method. The sampling size is spread across Educational services are in the proportion of 30 participants in each tier of employees. It is about 270 employees in all the three services.

3.1 Plan of work

First and second month

Stage I: Selection of measuring items for the tools

Stage II: Quantitative assessment of study blocks

Third and Fourth month

Stage III: Conduct of Focus study, Panel Meeting and Workshops

Stage IV: Hosting of study questionnaire and conduct of field work

Five and six month

Stage V: Compilation of data

Stage VI: Report preparation

3.2 Details of collaboration

Private Sector Bank, Public sector Hospital Public and Private Educational Institution have been included in the study with appropriate approval and permission.

3.2 Objectives achieved

The objectives of studying three tiers of employees as internal customers in the customer Pyramids have been met by way of choosing services viz., healthcare, education and banking. The study has been done with triangulation of identifying the scores for internal marketing mix and employee's involvement mix on service support, brand (Department in the organization) partnership and corporate (organizational) ownership on one side and exploration of metaphor engagements on the other side.

The internal marketing mix has been studied with the adoption of a combined scale developed by Waddah Ismail and Nooraini Mohamad Sheriff (2015) using the Money and Foreman (1995), Hartline and Ferrell (1996), Ellinger et al. (2007) and Hon and Grunigs (1999). The scale has been defined with five components viz., vision (2 items), development (8 items), rewards (5 items), empowerment (7 items) and internal communication (6 items). All the items have been rephrased to express the reflection of employee's feelings and thoughts in the respective service of healthcare, education and banking. Therefore, modification both scales of measurements have been done in two languages as one in English and the other in Tamil vernacular language so as to suit to all three tiers of employees.

The 20-items involvement scale has been adopted from Zaichkowsky to reflect three components viz., service support (10 items: important-unimportant; concern-no concern; means a lot-means nothing; useful-useless; valuable-worthless; matters to me-no matters to me; uninterested-interested; significant-insignificant; essential-not essential; needed-not needed) with other employees, partnership attachment (6 items: irrelevant-relevant; beneficial-not beneficial; vital-superfluous; boring-interesting; unexciting-exciting; mundane-fascinating) with their department/section (brand) and

corporate (organizational) ownership (4 items: trivial-fundamental; appealing-unappealing; undesirable-desirable; wanted-unwanted) (corporate ownership).

The metaphor elicitation technique (MET) has been adopted with 10-step interview process. The steps of MET are storytelling with 7-pictures, indicating 3-missing pictures; sorting task of pictures into meaningful piles; construct elicitation; indicating three most representative pictures; describing pictures with opposite of the task; sensory images (taste-touch-smell-sound-colour-emotion) of concepts explored; creating a mental model; creating summary images using digital imaging technique; and creating a consensus map.

The internal customer's engagement of seven giant metaphors such as balance, transformation, journey, container, connection, resources, and control has been attempted as ZMET (Zaltman Metaphor Elicitation Technique) study. The study has given ample scope to include the Branch Managers, Assistant Managers and Associates/Officers in the banking service as Tier-I, Tier-II and Tier-III, respectively. Similarly, Professors, senior academic counselors and administrative staff in the educational service as well as Doctors, Nurses/Pharmacist and administrative staff in healthcare service as three different tiers in descending orders have been inducted in the study.

The associated pictures of the seven giant metaphors have been introduced in the study as Rose-to-balance; butterfly-to-transformation; home-to-journey; theatre-to-container; handshake-to-connection; piggybank-to-resources; Goddess Durga-to-control. The advancements of the study with respect to the associate metaphors of all the seven giant metaphors have been presented in the next section.

The concept of internal marketing has been exposed to three service organizations viz., Neyveli Lignite Corporation India Limited [NLCIL] Healthcare, City Union Bank Limited Banking service, and SRM University Education service. The General Hospital of NLCIL, four CUB branches viz., Chidambaram, Sirkali, Mayiladuthurai & Kumbakonam and International relations department of SRMU have been inducted for the purpose of study. All the proposed four objectives have been met in addition to the testing of the two proposed hypotheses in relation to the internal marketing mix and the involvement mix of service performance in banking, education and healthcare services. The elicitation of pictures about the feelings and thoughts of internal customers who were the employees in the service blueprinting as tier-I (employees who are directly having contact with external customers), tier-II (employees who are acting as interface between frontend and backend operation in services) and tier-III (employees who act as

backend decision makers). Employees in the service performance have been treated on par with customers and referred as internal customers. Similarly, the department or section of workplace has been referred as 'brand' and the involvement of them was termed as 'band partnership' or 'department partnership'. In the same way, the feeling of organizational ownership of employees has been referred as 'corporate ownership'. In essence, researcher has transformed the usage of terms to express the feelings and thoughts of employee equal to internal customers, department/section equal to brand partnership of service and organization equal to corporate ownership.

There were three major achievements reached in the study as (i) exploring associate metaphors; (ii) matching constructs of IM mix vis-à-vis GM mix; (iii) studying the total effect of IM mix on Involvement mix.

I Identification of associate metaphors under Giant Metaphor Mix of three tiers

The achievement of the study has been declared as exploration of about thirty associate metaphors for the seven giant metaphors viz., balance (4 metaphors), transformation (3 metaphors), journey (3 metaphors), container (1 metaphor), connection (7 metaphors), resources (6 metaphors) and control (6 metaphors). The IM Mix scale comprised of five components viz., vision (2-items belief, communicate); development (8 items); reward (5 items), empowerment (7 items) and internal communication (6 items) (Table 2).

The elicitations of giant metaphors have been projected with matching components like the metaphor control (6-items belief, Focus, protection, individuality, convenience and preserving) for IM vision; the metaphor journey (3-items life, sacrifice and travel) and transformation (3-items development, challenge, realization) for IM development; the metaphor resources (6 items energy, freshness, knowledge, money, support and technology) & container (1-item fear) for IM rewards; the metaphor connection (7-items care, family, friendship, resource, love, team and greeting) for IM empowerment; the metaphor balance (4-items counseling, equality, nature and realization) for IM internal communication. The matching components of IM mix→ Giant Metaphor mix were identified as IM Vision→GM Control; IM Development→GM Journey & GM Transformation; IM Reward→GM Resource & GM Container; IM

Empowerment→GM Connection; IM Internal Communication→GM Balance.

Table 1 Giant/Associate Metaphors of services

GIANT METAPHOR & ASSOCIATE METAPHOR	Banking			Education			Healthcare			All Services			
	I	II	III	I	II	III	I	II	III	I	II	III	Total
1 : Balance	2	3	0	1	8	9	16	9	4	19	20	13	52
i : Counselling	0	0	0	0	5	2	4	0	1	4	5	3	12
ii : Equality	1	0	0	0	0	0	3	0	0	4	0	0	4
iii : Nature	1	0	0	0	3	2	1	2	3	2	5	5	12
iv : Relaxation	1	2	0	0	2	1	3	8	2	4	12	3	19
2 : Connection	2	1	1	2	8	6	11	9	4	15	18	11	44
i : Care others	0	0	0	0	2	1	2	2	1	2	4	2	8
ii : Family	0	0	1	0	4	2	1	2	0	1	6	3	10
iii : Friendship	0	0	0	1	2	1	2	2	1	3	4	2	9
iv : Resource	0	0	0	0	3	0	0	0	0	3	0	3	3
v : Love	0	1	0	0	0	0	2	1	1	2	2	1	5
vi : Team	1	0	0	1	4	4	4	2	2	6	6	6	18
vii : Welcome	0	0	0	0	0	0	0	1	0	0	1	0	1
3 : Container	2	3	1	3	8	4	12	15	7	17	26	12	55
i : God	1	0	0	2	0	2	4	8	1	7	8	3	18
4 : Control	3	4	3	1	5	3	3	7	3	7	16	9	32
i : Belief	1	0	2	1	3	1	1	2	2	3	5	5	13
ii : Focus	0	0	0	1	1	1	0	0	0	1	1	1	3
iii : Individuality	1	0	0	2	1	2	1	4	1	4	5	3	12
iv : Convenience	1	0	0	0	0	0	0	2	1	1	2	1	4
v : Preserve	0	0	0	0	1	0	0	1	0	0	2	0	2
vi : Protection	0	0	0	0	1	1	2	2	0	2	3	1	6
5 : Journey	2	2	1	1	10	5	3	8	5	6	20	11	37
i : Life	1	1	0	0	1	1	0	4	1	1	6	2	9
ii : Sacrifice	1	1	0	0	0	0	2	0	0	3	1	0	4
iii : Travel	0	0	0	1	1	0	0	1	1	1	2	1	4
6 : Resources	3	2	0	1	6	5	3	8	8	7	16	13	36
i : Conventional	0	0	0	0	0	1	0	0	0	0	0	1	1
ii : Fresh	0	0	0	0	0	0	1	0	1	1	0	1	2
iii : Knowledge	1	0	0	0	3	0	1	1	0	2	4	0	6
iv : Money	0	1	0	1	1	0	0	6	6	1	8	6	15
v : Support	1	0	0	0	2	4	0	3	1	1	5	5	11
vi : Technology	0	0	0	0	2	0	1	0	1	1	2	1	4
7 : Transformation	1	1	1	2	13	7	6	10	3	9	24	11	44
i : Development	1	0	0	0	0	0	0	0	0	1	0	1	2
ii : Physically Challenged	0	0	0	1	2	2	2	3	0	3	5	2	10
iii : Realization	0	0	0	0	0	0	1	0	0	1	0	0	1
	28	22	10	22	102	68	92	123	61	142	247	139	528

Source: Formulated primarily with QSRNVivo Pro 11 by Selvarasu A.(2017)

The balance metaphor of rose picture has been explored with four associate metaphors like counseling, equality, nature and relaxation. The transformation metaphor of butterfly picture has been explored with development, physically challenged and realization as three associate metaphors. The journey metaphor of home picture has been elicited as life, sacrifice and travel. The container picture of theatre has been associated with worship. The connection metaphor of handshaking has been elicited additionally with care, family, friendship, resource, love, team and greeting as associate metaphors. The resource metaphor of piggybank has been associated with energy, freshness, knowledge, money, support and technology.

II Matching constructs of Internal Marketing Mix vis-à-vis Giant Metaphor Mix

The triangulation of internal marketing mix study has been achieved with the identification of measurable constructs on par with the existing scale of Waddah I. and Nooraini M.S. (2015) (Refer Table 2).

III Effect of IM Mix on the Involvement Mix

The effect of IM mix on the involvement mix has been studied at two levels. The first level was analyzed by keeping the IM mix and Involvement mix as latent variables and all other components as constructs. The

Table 2 IM components and Giant/Associate Metaphors

COMPONENTS CONSTRUCTS	GIANT / ASSOCIATE METAPHOR	V A L U E
1. Vision	1.Control	C O R P O R A T E
IMV1_Believable vision	i. Belief	
IMV2_Communicating vision	ii. Focus	
	iii. Protection	
	iv. Individuality	
	v. Our Convenience	
	vi. Preserve	
2. Development	2.1Journey	B R A N D
IMD1_Prepave_to_perform	i. Life	
IMD2_S&K_Development_investment	ii. Sacrifice	
IMD3_S&K_development_ongoing	iii. Travel	
IMD4_Teaching why you do things	2.2.Transformation	
IMD5_Beyond training_education	i. Development	
IMD6_Properly trained	ii. Physically Challenged	P A R T N E R S H I P
IMD7_Accomodate_employee needs	iii. Realization	
IMD8_Emphasis communication		
3. Rewards	3. 1. Resources	
IMR1_Performance_reward system_encourage_togetherness	i. Conventional Energy	
IMR2_Performance_vision_reward	ii. Fresh	
IMR3_Data gathered_used_strategy	iii. Knowledge	S E R V I C E
IMR4_Communicate_service roles	iv. Money	
IMR5_Excellent service_rewarded	v. Support	
	vi. Technology	
	3.2. Container	
	i. God	
4. Empowerment	4.Connection	S U P P O R T
IME1_Empowerment_policy	i. Care for others	
IME2_Encourage empowerment	ii. Family	
IME3_Laws &Regulation_prevent	iii. Friendship	
IME4_Superiors_empower	iv. Resource	
IME5_Not part of T&D	v. Symbol of Love	
IME6_Integral_Motivation &Promotion	vi. Team	P O R T
IME7_Seek_accept_challenges	vii. Welcome	
5. Internal Communication	5.Balance	
IMIC1_Two way communication	i. Counselling	
IMIC2_Encourages diversity of opinions	ii. Equality	
IMIC3_Responsive to emp_problems	iii. Nature	
IMIC4_Supervisors_encourage_opinion	iv. Relaxation	
IMIC5_Inform policy changes affect job		T
IMIC6_Not afraid to speak in meetings		

Source:Formulated primarily as subjective comparison by Selvarasu A.(2017)

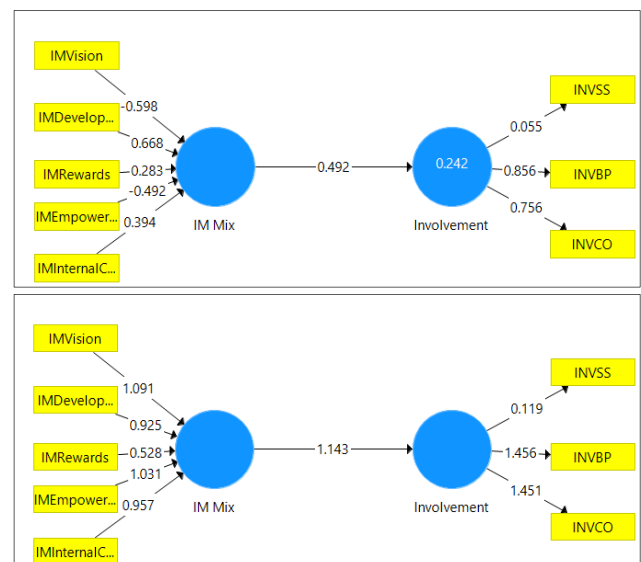
second level was done by keeping the components as latent variables and the items of the components as constructs. The results of the initial pathway analysis and the final pathway analysis have been presented in the subsequent section.

(i) Effect of IM Mix on Involvement Mix of customers in services

The smartPLS based path has been drawn to test the effect of internal marketing mix on the involvement mix of internal customers.

Initially, keeping the IM Mix as the independent latent variable for all the five constructs on one side and Involvement mix as dependent variable with three constructs on the other side, the effect has been identified with path coefficient of 0.492 and the value of 'T statistics' as 1.143<1.96 (Figure 13). It was inferred that there was no significant effect of IM Mix on the involvement of internal customers in the services of banking, education and healthcare altogether.

Figure 13. Algorithm of Pathways of IM Mix on Involvement Mix and its constructs



The loading of the IM internal communication on IM Mix was positive and the loadings of departmental partnership (Brand Partnership) as well as corporate ownership have also shown very positive loadings on the involvement of internal customers.

The construct reliability, validity, discriminant validity and Collinearity statistics VIF have shown fairly favourable indications on the results of the model. The Cronbach's alpha (0.550), the composite reliability (0.621), AVE (0.436) and rho_A (0.253) have indication of fair constructs of the model. The R square value of 0.242 with adjusted R square value has shown weak effect of IM Mix on the involvement of customers.

The model fit summary has indicated the NFI value of 0.812 which is above the standard value of 0.50. Therefore, the establishing the model as effect of IM Mix on the involvement of internal customer is feasible and further the model can be considered for a descriptive study.

(ii) Effect of Vision, Development, Rewards, Empowerment & Internal communication on Service support, departmental partnership and corporate ownership of internal customers in services

Fifteen paths have been drawn to test the effect of Vision (IMV1-IMV2), Development (IMD1-to-IMD8), Rewards (IMR1-to-IMR5), Empowerment (IME1-to-IME7) & Internal communication (IMIC1-to-IMIC6) on Service support (SS1-to-SS10), departmental partnership (BP1-to-BP6) and corporate ownership (CO1-to-CO4) of internal customers in services.

There were five latent variables viz., vision, development, rewards, empowerment and internal communication introduced as exogenous variable on three endogenous latent viz., service support, departmental partnership and corporate ownership.

The effects have been identified with path coefficient as five negative effects and ten positive effects. IMIC→Corporate ownership (0.751); IM development → Department partnership (0.400) and IMR→Department partnership were the three pathways showing strong positive to weak positive in the descending order. IME→Service support (-0.572), IME→Department partnership (-0.223), and IMV→ Department partnership (-0.186) were three negative relationship established from strong negative to weak negative in the descending order. The results of quality criteria R square have been identified in the descending order from corporate ownership (0.612), department partnership (0.481) and service support (0.369).

The factor loadings of BP3 (0.870), CO1(0.721), CO2(0.894), IME7(0.703), IMIC4 (0.810), IMR1(0.954), SS1(0.729), SS2(0.769), SS3(0.881), SS6 (0.853), SS7(0.873), SS8(0.816). The Cronbach's alpha (0.862), the composite reliability (0.885), AVE (0.471) and rho_A (0.907) have indication of strong positive constructs of the model for the service supports and all other constructs have shown fair indications of the model. Collinearity statistics VIF have shown favourable indications on the results of the model except for SS2 (6.844), SS3 (8.554), SS6 (10.940) & SS8 (5.671) which were above VIF of 5. The model fit summary has indicated the NFI value was not available for the model.

However, based on the factor loadings, the confirmation of the constructs has given the results of NFI as 0.508 against the standard value of 0.50. The reliability of the model has improved with the Cronbach's alpha, composite reliability and AVE for corporate ownership as 0.668, 0.856 and 0.748 and for service support as 0.909, 0.928, and 0.682, respectively.

Figure 16 Histogram of Significant Total Effect of Pathways Final Model fit

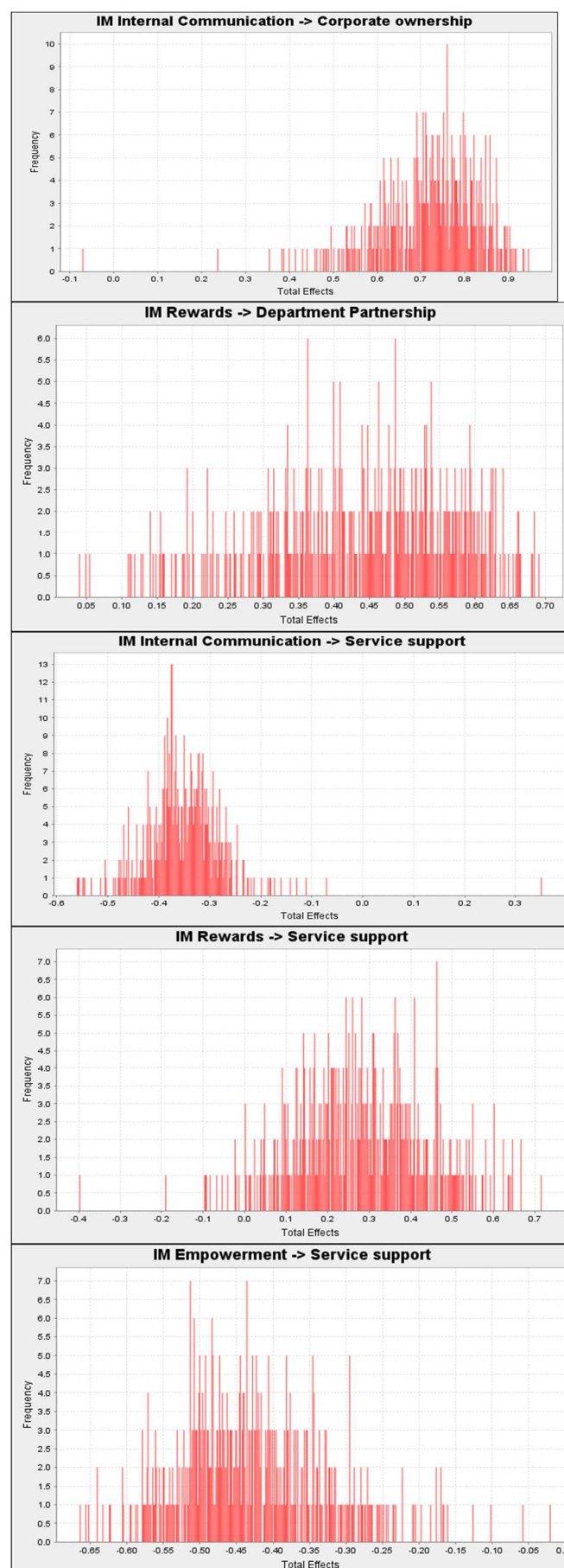
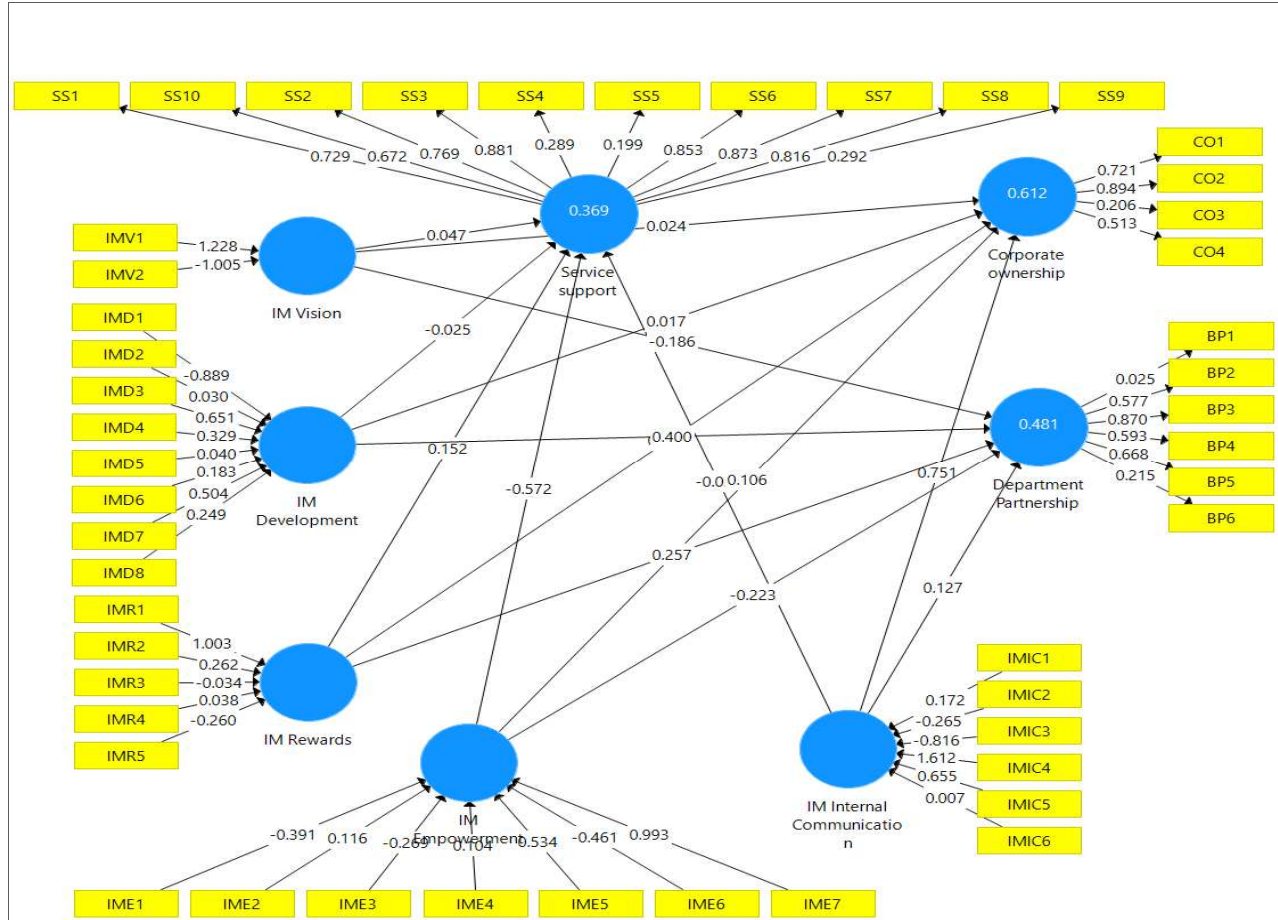
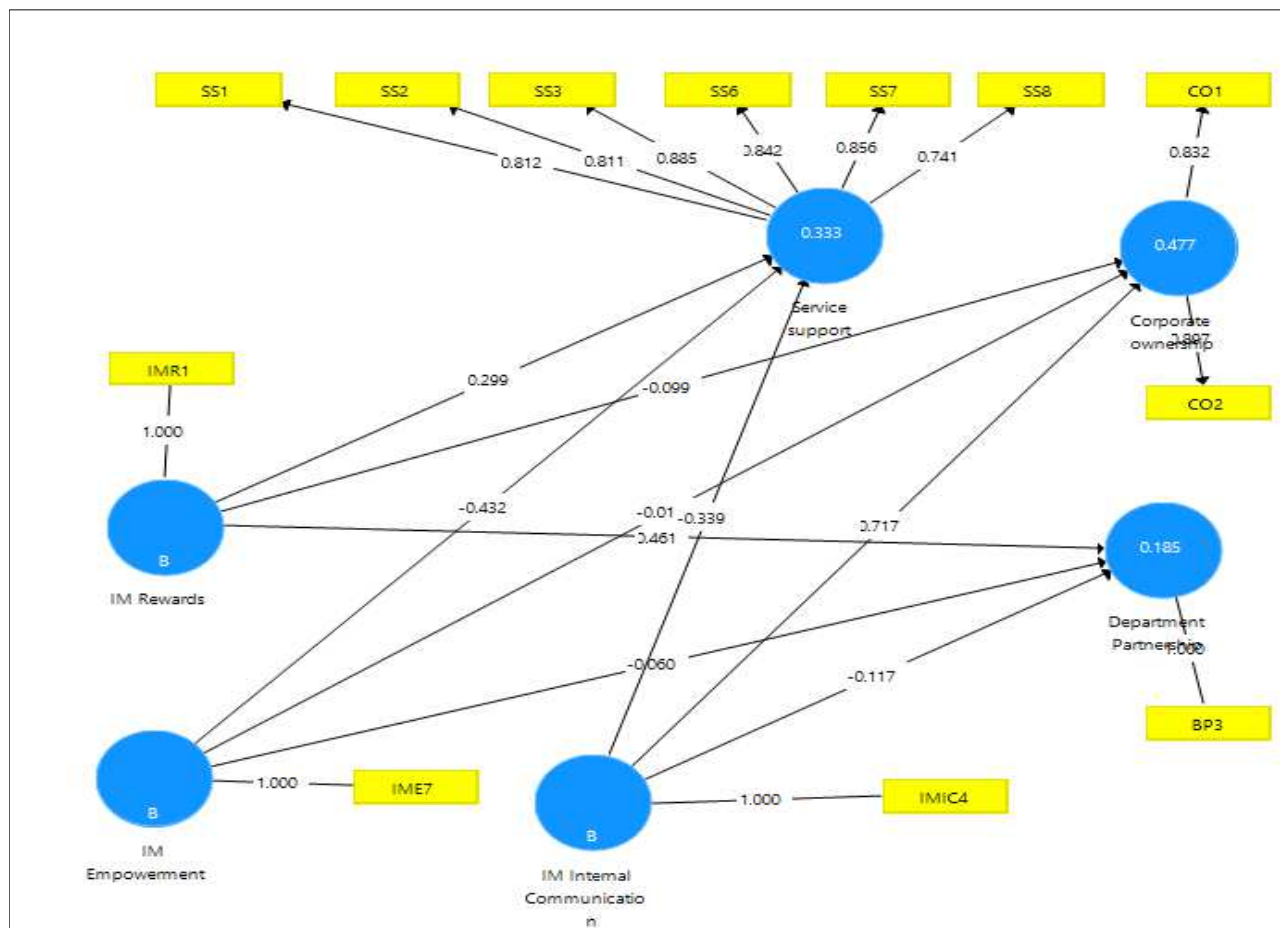


Figure 14 Algorithm of Pathway for components of IM Mix and Involvement Mix**Figure 15 Final Fit Model of confirming the constructs with outer loadings outer weights**

The pathway between internal communication components of internal marketing has significant (P value=0.000) effect on the involvement mix of corporate ownership (Table 7).

The other pathway between reward components of internal marketing mix has significant (P value = 0.001) total effect on the brand partnership component of involvement mix. Further, there was significant total effect of reward (P value=0.055), empowerment (P value=0.000) and internal communication (P value=0.000) on the service support component of involvement mix. The results of the significant pathways have also been verified for the distribution in the histogram maps (Figure 16).

SUMMARY OF FINDINGS

The research focused on the human side of service delivery process for potential services. The findings have been presented as description of components, elicitation of pictures, exploration associate metaphors, matching constructs, comparison of pictures as metaphors, and testing of the model for IM mix and Involvement mix.

(i) Description of the component of IM mix and Involvement mix

The summary of findings was presented as the description of the components of internal marketing mix and involvement mixes. In the case of Educational service, the component of IM vision has been scored with a mean value of 3.73 (S.D.1.74) on the rating scale of 7 points. The other components such as development (Mean=4.67; S.D.=095), empowerment (Mean=4.83; S.D.=3.11) and internal communication (Mean=4.62; S.D.=083) have the rating approximately around 5 point score against 7 points score. The component reward of IM Mix has been rated with a mean value of 6.76 and S.D. of 4.50. The component of involvement mix such as service support (Mean 6.58; S.D.0.57) and departmental partnership (Mean 6.33; S.D.0.46) have been rated with a mean scores approximately 6.5 out of 7 rating points.

The component of corporate ownership of involvement mix has been rated with a mean score of 5.52 and S.D. of 1.32. Therefore, for educational service, the components like reward, empowerment, development, and internal communication were acceptable except the component of vision for internal marketing mix and

all the three components of involvement mix were positive with all the stakeholders in three different tiers of customer pyramid.

Table 5 Descriptive statistics of Component of IM Mix and Involvement Mix

Service	Component	N	Mean	Std. Deviation
Education	Vision	11	3.73	1.74
	Development	11	4.67	0.95
	Reward	11	6.76	4.50
	Empowerment	11	4.83	3.21
	Empowerment	11	4.62	0.83
	Service Support	11	6.58	0.57
	Department Partnership	11	6.33	0.46
	Corporate Ownership	11	5.52	1.32
Banking	Vision	9	6.67	0.83
	Development	9	5.44	1.13
	Reward	9	7.09	1.56
	Empowerment	9	5.07	1.11
	Empowerment	9	5.33	1.78
	Service Support	9	5.70	1.01
	Department Partnership	9	6.37	0.81
	Corporate Ownership	9	6.00	1.55
Healthcare	Vision	13	4.15	1.96
	Development	13	4.99	1.20
	Reward	13	6.05	1.74
	Empowerment	13	4.32	1.24
	Empowerment	13	5.06	1.43
	Service Support	13	4.73	1.52
	Department Partnership	13	6.28	1.006
	Corporate Ownership	13	5.54	1.01

Source: Formulated primarily with SPSS version 23 by Selvarasu A. (2017)

The stakeholders at all the three tiers of internal customers in banking service have shown the ratings for the components of IM Mix rewards with a mean score of 7.00 out of 7.00 and S.D.1.56 whereas the other components vision has been rated with a mean score of 6.67 (S.D.0.83) out of 7.0 points. The mean rating score of development, internal communication and empowerment have shown around 5.5 out of 7.0 points. Similarly, the components of involvement mix, viz., department partnership has been rated with a mean score of 6.37 when compared with corporate ownership (Mean 6.00; S.D.1.55) and service support (Mean 5.70; 1.01).

The reward component of healthcare service category for internal customer has been rated with a mean score of 6.05 (S.D. 1.74) whereas the other component of internal communication has been rated with a mean score of 5.06 (S.D. 1.43). All

three other components viz., vision (Mean 4.15; S.D.1.96), development (Mean 4.99; S.D.1.20), and empowerment (Mean 4.32; S.D. 1.24) of IM Mix have been rated around a mean score of 4.50. The components of involvement mix have gained the mean score of 6.28 (S.D.1.01) for department partnership whereas the corporate ownership (Mean 5.54; S.D.1.01) and service support (Mean 4.73; S.D. 1.52) have shown one point less than the other component.

Table 6 Significant effect of Chi-square tests of tier wise comparison of components IM Mix

Cross tabulation	Banking				Education				Healthcare			
	I	II	III	T	I	II	III	T	I	II	III	T
IMIC Mix → CO	NS	NS	NS	NS	0.017	NS	0.002	NS	NS	0.083	NS	NS
IMIC Mix → BP	NS	NS	NS	NS	0.017	NS	0.002	NS	NS	0.083	NS	NS
IMV → CO	NS	0.092	NS	NS	NS	NS	NS	NS	NS	NS	NS	NS
IMIC → SS	NS	NS	NS	NS	0.017	NS	0.002	NS	NS	0.083	NS	NS

Source: Formulated primarily with SPSS version 23 by Selvarasu A.(2017)

It was found that there was significant effect of internal communication on all the three components of involvement mix like the support service, department partnership and corporate ownership. Further, it was inferred that reward components of IM mix have been rated as extremely important for education, banking and healthcare services. It was essential to either improve the present reward system or maintain the existing reward system to have more involvement of internal customers for all three services such as education, banking and healthcare. The vision component of IM Mix has to be addressed to the tier-II & tier-III category of employees.

(iv) Matching constructs of Internal Marketing Mix vis-à-vis Giant Metaphor Mix

The matching components of IM Mix → Giant Metaphors were identified as IM Vision → GM Control; IM Development → GM Journey & GM Transformation; IM Reward → GM Resource & GM Container; IM Empowerment → GM Connection; IM Internal Communication → GM Balance.

(v) Comparison of pictures in Banking, Education and Healthcare service

The projection of pictures in connection with the feelings and thoughts of employees (internal customers) have been done across the hierarchy of tiers in the organization. There were about ten metaphors have been elicited across tier-I, tier-II and tier-III for all three services. The identification was achieved for every level of internal customers for three services. In the initial stage, seven pictures were elicited with assistance of picture bank and

additional three pictures were elicited by the respondents after exhausting the choice from picture bank. The results were unique for tier-I, tier-II and tier-III for all the three services.

(vi) Effect of IM Mix (Vision, Development, Rewards, Empowerment & Internal communication) on the Involvement Mix (Service support, Brand Partnership & Corporate Ownership)

There was positive total effect of internal marketing mix on the involvement mix of around 25 percent. It was further found that the development (0.668) component has the highest loadings than the internal communication (0.394) and rewards. It was found that the component vision (-0.598) and empowerment (-0.492) have shown negative loadings. In the case of involvement mix, the department partnership (0.856) and corporate ownership (0.756) have very high positive loadings when compared with the service support (0.055) as a component.

The component IM rewards, IM empowerment and IM internal communication have both positive and negative total effect on the service support, department partnership and corporate ownership. The pathways R → CO; R → DP; E → SS; IC → SS; IC → DP; E → DP have been identified with negative co-efficient and only three pathways R → SS; E → CO; IC → CO have positive co-efficient.

Managerial Implications

The implication of the study on internal marketing has been emphasized on the society in the form of everyone's capability as personal scientist to solve their problems in the organization. The human understanding of the transformation from employee to customer has been unique to the study. In the same way, the workplace has been treated as brand and organization has been transformed as corporate. The matching of the components of internal marketing mix on par with the seven metaphors give way for self motivation and self realization to enhance the involvement of internal customers in the workplace as well as in the organization.

The matching components of IM Mix → Giant Metaphors were identified as IM Vision → GM Control; IM Development → GM Journey & GM Transformation; IM Reward → GM Resource & GM Container; IM Empowerment → GM Connection;

IM Internal Communication→GM Balance. It is true to the society that the organizations have to focus on the projection and elicitation of metaphors in tandem with the component of internal marketing mix as well as the involvement mix. Further, the empowerment→connection and internal communication→balance have been matched with the service support and rewards→resource→container along with development→journey→transformation has been matched with department partnership. Finally, vision→control has been matched with the corporate ownership. Hence, there is every scope to make the internal customers as the best service performer by combining all the three mixes of IM, Involvement and Giant Metaphors.

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