Human Resource Management and Internal Marketing

Teena Mishra



Contents

	List of Figures	X
	List of Tables	xi
	List of Boxes	xii
	Acknowledgments	xiii
	Acronym	xiv
	Preface	XV
1	Introduction	1
	Introduction 1	
	Internal Marketing 3	
	Definition of Internal Marketing 3	
	Evolution of Internal Marketing 5	
	Concept of Internal Marketing 7	
	Aim of Internal Marketing 8	
	Objectives of Internal Marketing 9	
	Internal Customers 10	
	Internal Customer Service 11	
	Categorization of Internal Customers 11	
	Internal Marketing and Human Resource Management 13	
	Process of Human Resource Stages 14	
	Conclusion 17	
2	Thoughts on Internal Marketing	21
	Introduction 21	
	Thoughts of Internal Marketing 21	
	Principles of Internal Marketing 26	
	Conclusion 30	
3	Internal Marketing Dimensions	33
	Introduction 33	
	Studies on Internal Marketing Dimensions 35	

V1	Content	15

	Internal Marketing Dimensions 36	
	Dimension of Internal Marketing Related to Human Resources 38	
	Studies on Internal Marketing Dimensions 38	
	Conclusion 41	
4	Significance of Internal Marketing in the 21st Century	47
	Introduction 47	
	Significance of Internal Marketing 48	
	Case Studies on Internal Marketing 49	
	Internal Service Quality Study (Case Study of Hotel Soaltee	
	Crowne Plaza (SCP), one of the 5-Star Deluxe Hotels	
	in Nepal) 52	
	Case Study on Employee Empowerment in HDFC Bank 53	
	Inside-Out Approach 56	
	Implementing Brand Voice 57	
	Meaning of Brand Voice 57 Conclusion 60	
	Conclusion 60	
5	Implementation Strategy	63
	Introduction 63	
	Meaning of Internal Marketing Process 64	
	Internal Marketing Implementation 64	
	Phases of Internal Marketing Implementation 65	
	Process of Internal Marketing by Dr. K.S. Jaiswal et al. 67	
	Case Studies on Internal Marketing Implementation 74	
	Building and Sustaining Strong Corporate Brand Through	
	Internal Marketing: Case Study of UNISON, Britain's	
	Biggest Trade Union 76	
	Conclusion 78	
6	Models of Internal Marketing	81
	Introduction 81	
	Internal Marketing Models 83	
	Internal Marketing Approach 83	
	Empirical Studies on Internal Marketing Models 83	
	The Model Proposed for Internal Marketing 93	
	Adaptation to Work 94	
	External Communication 94	
	Market Research 95	
	Conclusion 95	

7	Internal Marketing, Human Resource Management, and Technology Introduction 98 Evolution of Human Resource Management 99 Modern Human Resource Management 102 Human Resource Management and Internal Marketing 102 Technology Reformed Internal Marketing and Human Resource Management 103	98
	Wearables 108	
	Self-Charging Phones and Wireless Electricity 108 Conclusion 109	
8	Service Journey of Internal Marketing	111
	Introduction 111	
	Internal Marketing and Service Organizations 112	
	Internal Marketing as Organizational Coaching 114 Internal Marketing Works as a Strategy 114	
	Internal Marketing Is to Create Awareness and	
	Development 115	
	Internal Marketing Is an Innovative Phenomenon 115	
	Three Groups of Internal Marketing Components 115	
	Positive Internal Relationships Make an Impact	
	on Employees' Work Experience 116	
	Work–Life Balance 116	
	Modern Mix of Marketing Components 116	
	Internal Performance Management 116	
	Corporate Social Responsibility Initiatives 117	
	Relationship Marketing Theory and Social Exchange	
	Theory 117	
	Job Design 118	
	Career and Development Plans 118	
	Internal Market-Oriented Culture 118 Team Performance 118	
	Quality Management Systems 120	
	Conclusion 121	
9	Mechanism of Internal Marketing	126
	Introduction 126	
	Role of Internal Marketing on Organizational Performance 130	
	Employee Retention Is a Big Concern in Today's Businesses 131	
	Role of Internal Marketing in Branding 132	

	Role of Internal Marketing in Service Delivery 132 Internal Marketing and Market Orientation 135 Conclusion 137	
10	Reorientation of Total Quality Management Introduction 142 Selection 143 Similarities Between Internal Marketing and Total Quality Management 145 Differentiation Between Internal Marketing and Total Quality Management 146 Conclusion 148	142
11	Internal Marketing and Market Orientation Introduction 150 Internal Market and Market Orientation 150 Future Trends of Market Orientation 151 Market Orientation 152 Internal Customer Orientation 154 Dimensions of Internal Market Orientation 154 Dimensions of Internal Customer Orientation 154 Recent Studies on Internal Market Orientation 157 Proactive Competitor Orientation 160 Technology Orientation 161 Responsive Competitor Orientation 161 Learning Orientation 161 Conclusion 162	150
12	Internal Marketing and Service Quality Introduction 167 Internal Marketing and Service Quality 167 Internal Marketing and Service Quality 169 Internal Service Quality 170 Approaches with Internal Service Quality 170 Dimensions of Internal Service Quality 171 Measurement of Internal Service Quality 171 INTSERVQUAL Scale 174 Market Orientation and Service Quality 176 Conclusion 179	167

13	Internal Marketing and Commitment	183
	Introduction 183	
	Organizational Commitment 184	
	Types of Commitment 185	
	Internal Marketing Practices and Commitment 187	
	Relationship Between Internal Marketing and Commitment 190	
	Internal Marketing and Job Satisfaction 191	
	How Are Internal Marketing and Commitment Related? 192	
	Conclusion 193	
14	Thoughts on Internal Marketing	197
	Introduction 197	
	Trends of Internal Marketing 198	
	Best Internal Marketing Practices 199	
	Case Studies on Internal Marketing Practices	
	in Various Sectors 207	
	Future of Internal Marketing Practice 210	
	Pfizer 211	
	Asia Pacific Brewery 212	
	Conclusion 214	
	Author's Short Biography	217
	Index	218