

Internal marketing in the last decade: a systematic review

El marketing interno en la última década: una revisión sistemática

Abubakar Musa

Umar Suleiman College of Education, Gashua, Nigeria

abumusadanchuwa@gmail.com

ORCID: <http://orcid.org/0000-0002-4255-6897>

Mukaila Adebisi Ijaiya

Federal University of Technology Minna, Nigeria

majaiya@futminna.edu.ng

ORCID: <http://orcid.org/0000-0003-3146-7490>

Umaru Mustapha Zubairu

Federal University of Technology Minna, Nigeria.

uzubairu@gmail.com

ORCID: <http://orcid.org/0000-0001-9498-233X>

Abstract

This research examines internal marketing (IM) over the last decade (2012-2021) using systematic quantitative assessment techniques (SQAT). The review identified 82 IM articles from 39 countries. A significant number of the articles were published in 2015, with a large concentration in Asia. Taiwan had the highest number of published IM articles among the contributing countries. The majority of the articles reviewed were empirical research, while the minority were conceptual articles. Four methods of data collection (i.e. survey, Secondary data, interview, and observation) were identified, with a survey as the most utilized method. The review identified three different IM themes (i.e. IM magnitude, consequences of IM, and IM mechanism) with IM magnitude as the most investigated theme. This review recommends that more IM articles are encouraging in South America and other nations of other countries that currently have no representation. More conceptual research is encouraged in balancing the wide gap between empirical and conceptual articles. Researchers are encouraged to use more qualitative methods of data collection to gain more understanding of the concept. The researchers are also advised to adopt the mixed method of data collection on the consequences of IM and IM mechanisms themes.

Keywords

Internal; marketing; research; review.

1. Introduction

The world of business faces constant changes in terms of its economic, political, and social environment, creating permanent instability of customer's demands in the global markets (Moreira Mero et al., 2020). As such, companies embark on either internal marketing or external marketing to have competitive advantage over its rivals. Advertising has been a strategy for dealing with customers for almost three decades (Jiménez-Marín, et al., 2021). An approach, companies can consider improving their competitiveness is through the use of internal marketing practices to satisfy and enable employees to deliver superior service quality and perceived customer satisfaction (De Bruin et al., (2020). Several studies suggested that one way to improve employee's job satisfaction is through internal marketing (Frye et al., 2020). Internal marketing first appeared to ensure the delivery of steady high-quality service (Berry, 1981). The internal marketing concept comprises three interrelated developmental stages; employee focussed, customer focussed and company focussed (Chen et al., 2020). The idea of internal marketing is to view employees as internal customers, and to use jobs as internal products to satisfy their needs (Berry, 1981), which, in turn, educate, reward, and motivate them to meet the needs of external customers (Chen et al., 2020).

IM publication with nearly 40 years' history (Huang, 2020), focuses on employee satisfaction first for better service performance, and suggested that employees who are given more power and authority are more likely to obtain satisfaction (Chen et al., 2020). IM as a multidimensional approach assists organization in understanding employee demand, recognize the importance of training employees, and encourage good communication which assists teamwork and improve employee's relationships (Huang, 2020). Internal marketing is a method of cultivating high-level employee performance (Qaisar and Muhamad, 2021). In particular, several studies in various contexts have supported the idea that internal marketing positively affects the satisfaction of employees such as the Hospitality sector (Jeong and Lam, 2016), Tourism sector (Huang and Rundle-Thiele, 2014; Kim et al., (2015), Insurance sector (Ferdous and Polonsky, 2014), Sports sector (Chiu et al., 2014), Financial sector (Bailey et al., 2016; Kanyurhi and Akonkwa, 2016), and Healthcare sector (Chen et al., 2015). Nevertheless, there have been thousands of internal marketing articles in the last decade (Google Scholar found 1450 articles published between 2012 and 2021 that mentioned internal marketing in the title of the article). This is evident that there are thousands of scholars who are curious to determine whether this idea can exist in organizations. This research aims to conduct a systematic review of the last decade (2012–2021) of IM journal articles to understand the rate of publication in the last decade. The geographic distribution of these articles, the types of articles being published (conceptual versus empirical), the data collection methods utilized by these articles, and the various themes explored by these articles.

This study is structured as follows: Firstly, a methodology section is presented describing how studies for this paper were developed and analysed. Secondly, the findings of the review are presented, along with suggestions for future research avenues, and thirdly, a concluding section with limitations of the study is presented.

2. Methodology

This study reviews internal marketing (IM) articles in the last decade (2012 to 2021) using the systematic quantitative assessment technique (SQAT) developed by Pickering and Bryne in the year 2014. This technique is used to assess the criterion for inclusion or exclusion of peer-reviewed English journal publications and allows scholars to analyze the existing literature and produce an organized summary of a research area (Pickering and Bryne 2014). The method investigates the time distribution, geographical area, methods of data collection, and types of articles of the research area (Pickering and Bryne, 2014). The SQAT is well organized and comprehensive, as it shows the most critical subjects and variables for future research. SQAT recommends five steps in carrying out an effective systematic review. Table 1 presents each step and how it was applied in this study.

Table 01: Description and application

S/N	Dimensions	Application in the current study
1	Define topic	Internal Marketing (IM) journal articles published between 2012 and 2021.
2	Develop research questions	Five research questions: 1. In which countries were these journals written? 2. In which countries were these journals written? 3. What types of IM articles were published? (Conceptual vs. Empirical) 4. What are the methods used for data collection? 5. What are the specific themes these papers explored, and what were the major findings of those themes?
3	Keywords identified	"Internal Marketing"
4	The databases were identified and searched.	1. Six (6) databases utilized: Elsevier, Springer, Wiley, Taylor and Francis, Emerald, Sage 2. "All in title" search using the phrase "internal marketing" from Google scholar advanced search.
5	Read and assess publications	1. Abstracts of only original peer-reviewed English journal publications found to be dealing with "internal marketing" were read. 2. Literature reviews book chapters and conference proceedings were not included; only peer-reviewed conceptual and empirical papers were assessed.

Source: Author's Review.

The researcher studied 82 IM peer review English journals that met the selection criteria from six (6) high-quality databases. Table 2 depicts the breakdown of IM articles by publishers

Table 02: IM articles reviewed by publishers (2012-2021)

Publisher	Number of IM articles
Emerald	23
Sage	10
Elsevier	14
Springer	5
Wiley	3
Taylor and Francis	27
TOTAL	82

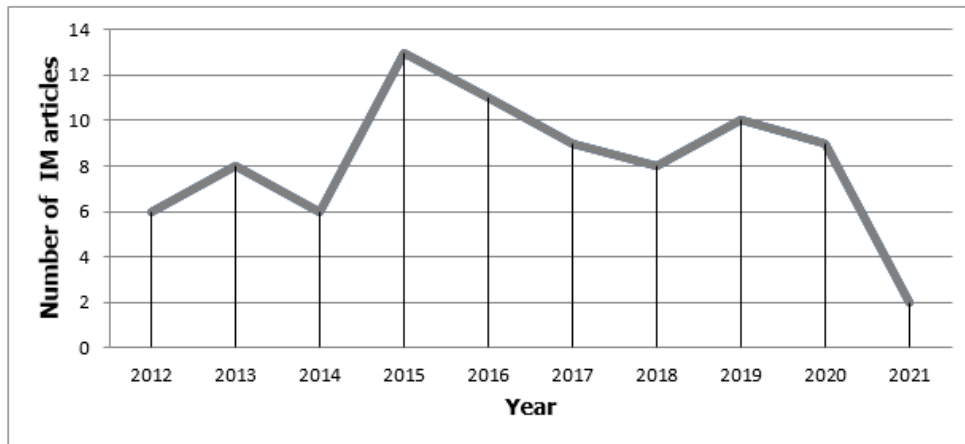
Source: Author's Review

3. Findings and Discussion

3.1. Time Distribution of Articles on Internal Marketing (IM)

Figure 1 shows a time distribution analysis of IM on the 82 peer-reviewed English journal articles downloaded between 2012 and 2021.

Figure 01: Time distribution of IM articles



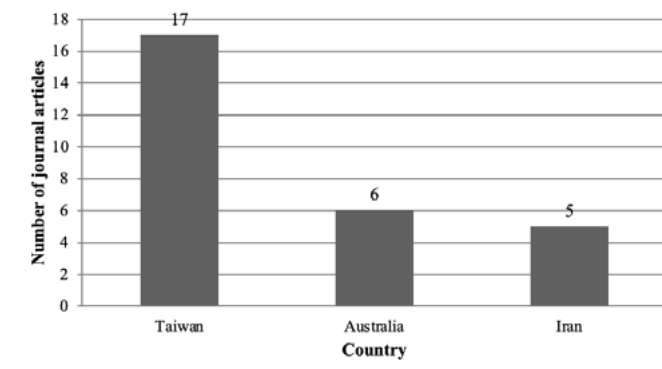
Source: Author’s Review

The systematic review found that IM articles were published in each of the ten years used for this review. A significant number (13 articles) of the articles were published in 2015 (which can be categorized as the most productive year on IM publications), while 2021 has the least (2 articles) number of the articles published. It is important to note that the researcher uses articles downloaded between 1st January 2012 and 7th March 2021.

3.2. Geographical distribution of IM articles

From the country perspective, the review identified 82 IM journal articles from 39 countries. Figure 2, depicts the top three countries in terms of IM articles publications between 2012 and 2021.

Figure 02: Countries with the maximum IM articles



Source: Author’s Review

Taiwan has a whopping sum of 17 articles which makes it the most ranked, followed by Australia with a total of 6 articles, while Iran has only 5 IM articles. The fact that most of IM research used here were produced in Asian countries, it leads to the conclusion that Asian countries are leading the research of internal marketing in the last decade. Based on this review, researchers across the globe are encouraged to conduct more research on IM, as only a few (39) countries out of 196 countries in the world researched it. The remaining 36 countries with their numbers of IM articles are presented in Table 3.

To provide more insight into the geographical distribution of IM articles in the last ten years, Figure 3 presents the geographical distribution of the IM articles on a continental basis. Based on this review, it can be observed that the IM articles are largely concentrated in Asia (50 articles), while South America (2 articles) has been largely ignored. Europe (10 articles) followed Asia in terms of continental ranking, while North America, Africa, and Australasia have 6 articles respectively.

Table 03: The remaining 36 countries with their numbers of IM articles

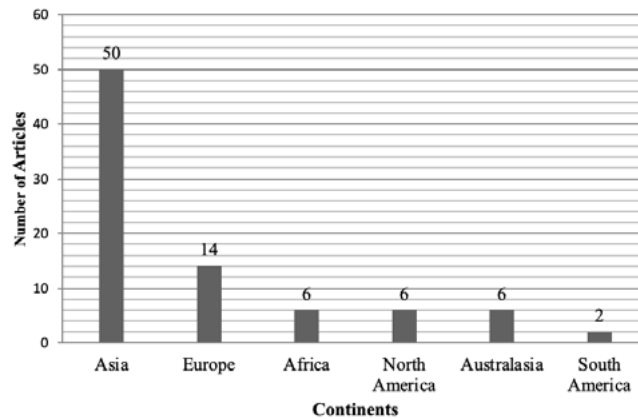
S/N	Country	No. of Articles
1.	United Kingdom	4
2.	USA	4
3.	South Korea	4
4.	India	4
5.	China	4
6.	Ghana	4
7.	Saudi Arabia	3
8.	Turkey	3
9.	Vietnam	3
10.	UAE	2
11.	Jordan	2
12.	Aberdeen	1
13.	Brazil	1
14.	Cyprus	1
15.	DRC Congo	1
16.	Ecuador	1
17.	Finland	1

S/N	Country	No. of Articles
18.	Germany	1
19.	Greece	1
20.	Hong Kong	1
21.	Indonesia	1
22.	Malaysia	1
23.	Michigan`	1
24.	Nigeria	1
25.	Oman	1
26.	Pakistan	1
27.	Portugal	1
28.	Puerto Rico	1
29.	Singapore	1
30.	Spain	1
31.	Croatia	1
32.	Slovenia	1
33.	Bosnia	1
34.	Herzegovina	1
35.	Moldova	1
36.	Romania	1

Source: Author's Review

IM serves as a new strategic tool for companies in today's intense global competitive markets. It is a method that has been explored by researchers and accepted by organizations to improve the quality of the products and services and to accomplish a better performance (ELSamen & Alshurideh, 2012) by considering as internal customers (employees) to enforce job satisfaction and motivate them to be more productive (Berry, 1981). However, on the geographical aspect of this study, it calls for Future research on the IM program to have a special focus on the countries in South America and other nations of other countries that currently have no representation.

Figure 03: IM Articles by continent



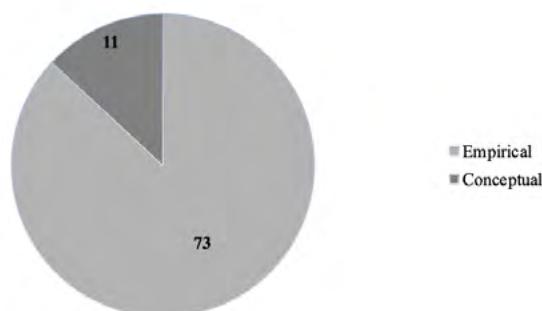
Source: Author's Review

South America had the least number of studies in this area, and this shows a geographical gap in IM research. South America has been described as one of the continents with high poverty levels (Bikefe, et al., 2020). The region needs to grow more and better. Productivity must grow at a steady pace, to serve as the basis for sustained improvements in the well-being of the employees. Inequality must be decreased; this could be achieved by closing the productivity gap between upgraded companies and the many firms whose productivity is low (Tinoco and Bárcena (2012). Therefore, the implementation of IM programs in South American companies is likely to improve the continent's economic and environmental conditions. Hence, future research is encouraged to address this geographical research gap.

3.3. Article Type

Figure 4 classified the 82 peer-reviewed English journals into empirical and conceptual research. A significant number (73) of the articles were empirical, while very few (11) were conceptual articles. In empirical research, data were collected to test an existing theory/model.

Figure 04: IM Articles Type



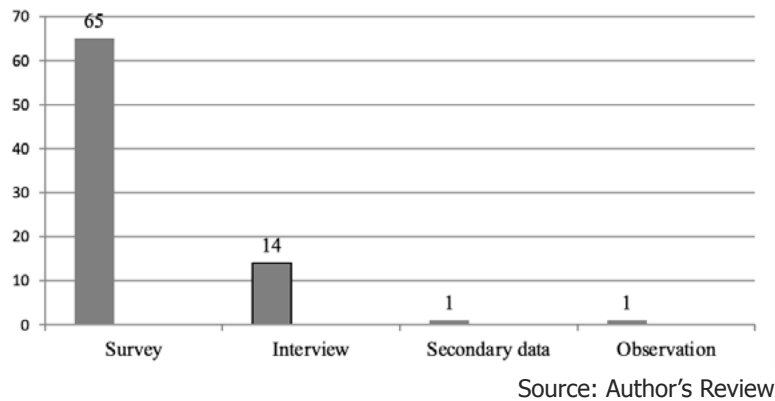
Source: Author's Review

3.4. IM Data collection methods

The four data collection methods used by the 73 empirical IM articles reviewed for this study are presented in figure 5. It can be observed that a significant number of the articles used a survey to collect data (e.g., Fernando, 2012; Huang and Rundle-Thiele, 2014; Pool et al., 2017; Jalilvand et al., 2019; Frye et al., 2020; Pavlidou and Efstathiades, 2021). The interview happens to follow the trend (e.g., Kumar et al., 2012; Boukis et al., 2015), while secondary (e.g. Bermúdez-González et al., 2016) and observations (e.g. Sinha et al., 2020)

were used by one article respectively. Only one study (Bermúdez-González et al., 2016) adopted a trio methods approach, triangulating secondary data, interviews, and surveys. Few studies adopted a mixed-method (e.g Boukis et al., 2015; Sinha et al., 2020) of data collection. On this basis, more researchers are encouraged that adopt either trio or mixed methods of data collection for future internal marketing research.

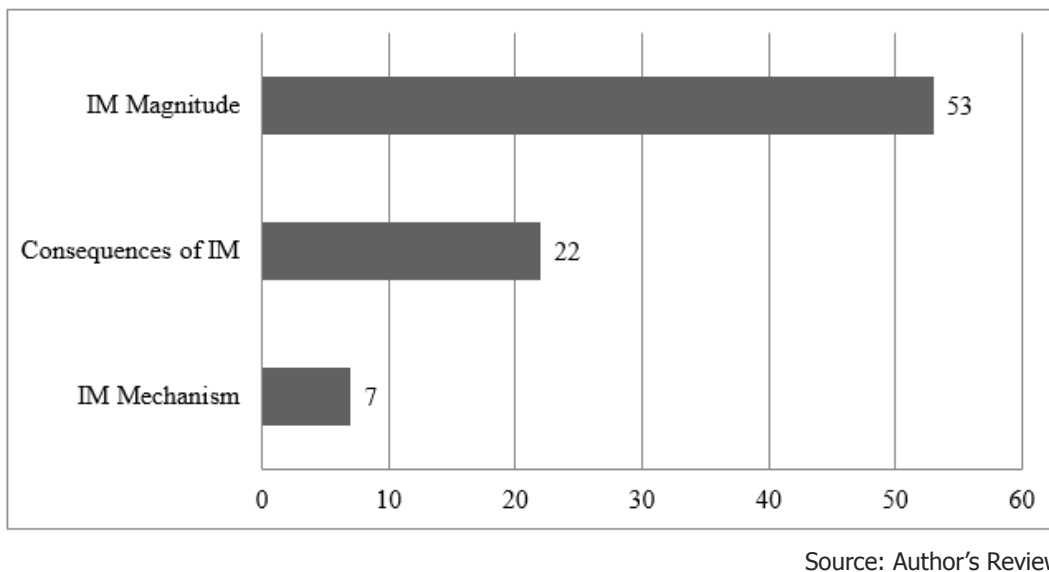
Figure 05: IM Data Collection Methods



3.5. IM Themes

Figure 6 presents the analysis of the 82 IM article's themes used for the systematic review. The result shows that they explored three different themes

Figure 06: IM Themes



It can be observed that a significant number of the IM articles (53 out of 82) used for this review examined the IM magnitude (relationship between IM and other variables as employee satisfaction, organizational commitment, customer orientation, market orientation). The review classified the 53 articles into two (i.e. Service and Manufacturing industry). The service industry is the most (52 articles) researched, while the manufacturing industry is the least (1 article) researched. In the services industry, finance (e.g. Narteh, 2012; Albassami et al., 2015; Bailey et al., 2016; Kanyurhi and Akonkwa, 2016; Park and Tran, 2018; Mainardes et al., 2019; Park and Tran, 2020), hospitality (e.g. Huang and Rundle-Thiele, 2014; Kim et al., 2015; To et al., 2015; Jeong and Lam, 2016; Chiang and Liu, 2017; Grooss and Rottler, 2019), and healthcare (e.g. Huang et

al., 2013; Azedo and Alves, 2014; Chen et al., 2015; Kim and Lee, 2016; Asiamah, et al., 2018; Al-Weshah, 2019) are the most investigated industry with 10 articles respectively. The travel industry has 6 articles (e.g. Fernando, 2012; Fu, 2013; Chow et al., 2015; Huang et al., 2019; Chen, et al., 2020); the education (e.g. Yildiz, 2016; Hernández-Díaz, et al., 2017; Muneeb et al., 2020; Pavlidou and Efstathiades, 2021) and sports (e.g. Huang, and Chen, 2013; Chiu et al., 2014; Chiu et al., 2019) industry has 4 articles respectively. Insurance (e.g. Ali, 2012; Ferdous, 2014) and food (e.g. Joung et al., 2015; Salehzadeh et al., 2017) services have 2 articles each, while ICT (e.g. Pham et al., 2019), Logistics (e.g. Koo et al., 2016), and oil and gas (e.g. Seyedjavadin, et al., 2012) have 1 article each. On the other hand, the manufacturing sector (e.g. Wu et al., 2013) has only the electronics production industry with an article. Another interesting article (Sohail and Jang, 2017) that was classified as general services, discussed the customer-service employees and their managers from various service contexts (i.e. restaurants, pharmacies, cosmetic shops, travel agencies, beauty care services, and shoe, optical services, and other retailing services) in Saudi Arabia. This findings conforms with Qaisar and Muhamad (2021)'s view that service organizations are more aware of IM, and it is more widely used to create a supportive environment, than manufacturing companies which uses higher proportions of unfriendly forms in their work arrangements.

The next most explored theme is the consequences of IM (i.e. the outcome of using IM in an organization), a significant number of the article's themes discussed the service industry (21), while manufacturing is the least (1) investigated outcome (e.g. Kumar et al., 2012). Furthermore, in the service industry, Professional services are the most discussed theme (e.g. Ferdous et al., 2013; Rainey, 2014; Qaisar and Muhamad, 2021), followed by healthcare (e.g. Pantouvakis, 2012; Tsai, 2014; Fertenberry and McGoldrick, 2016), finance (e.g. Ndubisi and Ndubisi, 2013; Boukis et al., 2015) and education (e.g. Vel et al., 2019), Non-profit-organisation (e.g. Álvarez-González et al., 2017), while food services (e.g. Ozuem et al., 2018) and hospitality(e.g. Fertenberry and McGoldrick, 2016) have least research IM themes. On the other hand, the manufacturing industry (e.g. Sinha et al., 2020) has only one Metal and tubes industry.

The last theme used for this review is the IM mechanism. All the articles discussed only the service industry. Education has the maximum research article (e.g. Huang and Rundle-Thiele, 2015; Yildiz and kara, 2017; Sahibzada et al., 2019), followed by finance (e.g. Kaur and Sharma, 2015; Kadic-magljalic et al., 2018), while food services (e.g. Akroush, et al., 2013) and travel (Pool et al., 2017) have minima research articles. The research affirmed Qaisar and Muhamad, (2021) findings that there is dearth of studies on the mechanisms for identifying employee needs to develop internal marketing practices. On this note, more researchers are encouraged to conduct future research on either the consequences of IM or IM mechanisms.

Table 04: Summary of findings of the reviewed 82 IM articles

S/N	Headings	Key Findings	Implications
1.	Time distribution (2012-2021)	<ul style="list-style-type: none"> - IM articles were published every year in the last decade (2012-2021). - A significant number of the articles were published in 2015 	<ul style="list-style-type: none"> - IM research is getting more attention from scholars over the years.
2.	Geographical distribution	<ul style="list-style-type: none"> - This review identified 82 IM articles from 39 countries. - On the geographical distribution, IM articles are largely concentrated in Asia, while South America has been largely ignored. - Taiwan had the highest number of IM articles among the contributing countries. 	<ul style="list-style-type: none"> - There is a need for more IM research in South America and other nations of other countries that currently have no representation.
3.	Article type	<ul style="list-style-type: none"> - Most of the articles reviewed were empirical research, while the minority were conceptual articles. 	<ul style="list-style-type: none"> - More conceptual IM research is encouraged in balancing the wide gap between empirical and conceptual articles.
4.	Data collection methods	<ul style="list-style-type: none"> - This review identified four methods of data collection (i.e. survey, Secondary data, interview, and observation). - The survey was the most utilized method over the last decade. 	<ul style="list-style-type: none"> - Scholars are encouraged to use more qualitative methods of data collection to have more understanding of the concept. - The researchers are also advised to adopt the mixed method of data collection.
5.	IM Themes	<ul style="list-style-type: none"> - Three different IM themes were identified (i.e. IM magnitude, consequences of IM, and IM mechanism). 	<ul style="list-style-type: none"> - IM magnitude is the most investigated theme. - Scholars are encouraged to carry out more research on the consequences of IM and IM mechanisms.

Source: Author's Review

4. Conclusion

If IM programs are implemented correctly, it offers positive outcomes for an organization. Internal marketing requires the combinations of both human resource management (HRM) ideologies and marketing practices. Internal marketing practices such as internal communication, reward, empowerment, and internal market research create positive work environments, characterized by trust, enthusiasm, and happiness are reflected in employee behaviour and enhanced coordination, communication and quality of tasks performed (Qaisar and Muhamad, 2021). Moreover, an IM program satisfies and motivates employees, loyal customers, and improved organizational performance for the company's competitive advantage.

For those reasons, this paper conducted a systematic review of IM English peer-review journal articles over the last decade (2012–2021). Eighty-two (82) IM articles were reviewed using the five headings: time distribution, geographic distribution, article type, data collection methods, and IM themes, with key findings for knowledge and practices, which were discussed for each heading.

This review identified 82 IM articles from 33 countries; a significant number of the articles were published in 2015. Taiwan had the highest number of IM articles among the contributing countries. Asia is the most productive continent, while South America has been largely ignored. The majority of the articles reviewed were empirical research, while the minority were conceptual articles. This review identified four methods of data collection as; survey, interview, observation, and secondary data. Survey happens to be the most utilized method.

However, this review is without limitations, these limitations are gapped future IM researches which can be explored. First, it only relied on journal articles published by six of the six quality publishers: Emerald, Elsevier, Sage, Springer, Taylor, and Francis and Wiley. Although this was done to ensure the quality of articles reviewed, it means that other valuable IM articles not published by these publishers have been excluded. Future researchers can widen the article selection criteria to increase the robustness of the review. A second limitation is a fact that only articles with the phrase "Internal Marketing" in their titles were included for selection; some IM articles might not have included that phrase in their titles and thus are not captured by this review. The third limitation is that this study is time-bound, only articles published in 2012 and later years were used. Future research may include earlier years, as this may provide some useful insight. The fourth limitation is that only English journal articles were included in the review; book chapters and conference proceedings were excluded. This was done by the SQAT methodology to maintain the high quality of articles reviewed. However, there is possibly very useful insight in book chapters and conference proceedings, which future research can include.

5. References

- Akroush, M. N., Abu-ElSamen, A. A., Samawi, G. A., & Odetallah, A. L. (2013). Internal marketing and service quality in restaurants. *Marketing Intelligence & Planning*, 31(4), 304 – 336.
- Albassami, F. A., Al-Meshal, S. A., & Bailey, A. A. (2015). An investigation of internal marketing and its effects on employees in the banking sector in Saudi Arabia. *Journal of Financial Services Marketing*, 20(3), 176-190.
- Ali, N. (2012). An exploratory study into the implementation of internal marketing in small insurance brokers in the United Kingdom. *Journal of Financial Services Marketing*, 17(3), 242-254.
- Álvarez-González, L. I., García-Rodríguez, N., Rey-García, M., & Sanzo-Perez, M. J. (2017). Business-nonprofit partnerships as a driver of internal marketing in nonprofit organizations. Consequences for nonprofit performance and moderators. *BRQ Business Research Quarterly*, 20(2), 112-123.
- Bailey, A. A., Albassami, F., & Al-Meshal, S. (2016). The roles of employee job satisfaction and organizational commitment in the internal marketing-employee bank identification relationship. *International Journal of Bank Marketing*, 34(6), 821–840.
- Bermúdez-González, G., Sasaki, I., & Tous-Zamora, D. (2016). Understanding the impact of internal marketing practices on both employees' and managers' organizational commitment in elderly care homes. *Journal of Service Theory and Practice*, 26(1), 28-49.
- Berry LL, (1981). *The Employee as a customer*. The J Retail Bank.
- Bikefe, G., Zubairu, U., Araga, S., Maitala, F., Ediuku, E., & Anyebe, D. (2020). Corporate Social Responsibility (CSR) by small and medium enterprises (SMEs): a systematic review. *Small business international review*.
- Boukis, A., Kaminakis, K., Siampos, A., & Kostopoulos, I. (2015). Linking internal marketing with customer outcomes. *Marketing Intelligence & Planning*, 33(3), 394-413.
- Chen, Q., Huang, R., Pak, K. Y., & Hou, B. (2020). Internal marketing, employee satisfaction, and cultural congruence of Gulf airlines. *Tourism Review*, <https://doi/10.1108/TR-06-2019-0266>.

- Chen, S. Y., Wu, W. C., Chang, C. S., & Lin, C. T. (2015). Job rotation and internal marketing for increased job satisfaction and organizational commitment in hospital nursing staff. *Journal of nursing management*, 23(3), 297-306.
- Chiang, C. F., & Liu, B. Z. (2017). Examining job stress and burnout of hotel room attendants: internal marketing and organizational commitment as moderators. *Journal of Human Resources in Hospitality & Tourism*, 16(4), 367-383.
- Chiu, W., Cho, N. H., & Won, D. (2014). The effects of internal marketing on job satisfaction and organizational commitment in Taipei sports centers. *Journal of Global Scholars of Marketing Science*, 24(2), 206-222.
- Chiu, W., Won, D., & Bae, J. S. (2019). Internal marketing, organizational commitment, and job performance in sport and leisure services. *Sport, Business and Management: An International Journal*, 10(2), 105-123.
- De Bruin, L., Roberts-Lombard, M., & De Meyer-Heydenrych, C. (2020). Internal marketing, service quality, and perceived customer satisfaction. *Journal of Islamic Marketing*, Advanced online publication. <https://doi/10.1108/JIMA-09-2019-0185>.
- Debruin Kaur, J., & Sharma, S. K. (2015). Internal marketing: Scale development and validation. *Vision*, 19(3), 236-247.
- ELSamen, A.A. and Alshurideh, M. (2012). The impact of internal marketing on internal service quality: A case study in a Jordanian pharmaceutical company. *International Journal of Business and Management*.
- Ferdous, A. S., & Polonsky, M. (2014). The impact of frontline employees' perceptions of internal marketing on employee outcomes. *Journal of strategic marketing*, 22(4), 300-315.
- Ferdous, A. S., Herington, C., & Merrilees, B. (2013). Developing an integrative model of internal and external marketing. *Journal of Strategic Marketing*, 21(7), 637-649.
- Fernando, Y. (2012). Impact of Internal Marketing on Operational Performance: An Empirical Study in Low-Cost Carrier Industry. *Procedia-Social and Behavioral Sciences*, 65, 913-918.
- Fortenberry Jr, J. L., & McGoldrick, P. J. (2016). Internal marketing: A pathway for healthcare facilities to improve the patient experience. *International Journal of Healthcare Management*, 9(1), 28-33.
- Frye, W. D., Kang, S., Huh, C., & Lee, M. J. M. (2020). What factors influence Generation Y's employee retention in the hospitality industry?: An internal marketing approach. *International Journal of Hospitality Management*, 85, 102352.
- Gross, H. P., & Rottler, M. (2019). Nonprofits' internal marketing and its influence on volunteers' experiences and behavior: A multiple mediation analysis. *Nonprofit and Voluntary Sector Quarterly*, 48(2), 388-416.
- Huang, M., & Chen, M. Y. (2013). Internal marketing, customer orientation, and organizational commitment: Moderating effects of work status. *Psychological Reports*, 113(1), 180-198.
- Huang, Y. T., & Rundle-Thiele, S. (2014). The moderating effect of cultural congruence on the internal marketing practice and employee satisfaction relationship: An empirical examination of Australian and Taiwanese born tourism employees. *Tourism Management*, 42, 196-206.
- Yu-Ting Huang (2020): Internal Marketing and Internal Customer: A Review, Reconceptualization, and Extension, *Journal of Relationship Marketing*. DOI: [10.1080/15332667.2019.1664873](https://doi.org/10.1080/15332667.2019.1664873)
- Ieong, C. Y., & Lam, D. (2016). Role of internal marketing on employees' perceived job performance in an Asian integrated resort. *Journal of Hospitality Marketing & Management*, 25(5), 589-612.
- Jalilvand, M. R., Vosta, L. N., Khalilakbar, R., Pool, J. K., & Tabaeian, R. A. (2019). The effects of internal marketing and entrepreneurial orientation on innovation in family businesses. *Journal of the Knowledge Economy*, 10(3), 1064-1079.
- Jiménez-Marín, G., Zambrano, R. E., Galiano-Coronil, A., and Tobar-Pesántez, L., (2021). Brand management from social marketing and happiness management binomial of in the age of industry 4.0, *Journal of Legal, Ethical and Regulatory Issues*, Volume 24 (1).
- Joung, H. W., Goh, B. K., Huffman, L., Yuan, J. J., & Surles, J. (2015). Investigating relationships between internal marketing practices and employee organizational commitment in the foodservice industry. *International Journal of Contemporary Hospitality Management*, 27(7), 1618-1640.
- Kadic-Magljajic, S., Boso, N., & Micevski, M. (2018). How internal marketing drives customer satisfaction in matured and maturing European markets?. *Journal of Business Research*, 86, 291-299.
- Kanyurhi, E. B., & Akonkwa, D. B. M. (2016). Internal marketing, employee job satisfaction, and perceived organizational performance in microfinance institutions. *International Journal of Bank Marketing*, 34(5), 773-796.
- Kim, M., Knutson, B. J., & Han, J. (2015). Understanding employee delight and voice from the internal marketing perspective. *Journal of Hospitality Marketing & Management*, 24(3), 260-286.
- Koo, K. R., Kim, S. J., & Kim, K. H. (2016). The effects of internal marketing capability on export marketing strategy, B2B marketing mix, and export performance. *Journal of Global Scholars of Marketing Science*, 26(1), 51-65.
- Kumar, P., Saxena, A., & Gupta, R. (2012). Internal Marketing: A Strategy for Knowledge Sharing. *FIIB Business Review*, 1(3-4), 42-50.
- Mainardes, E. W., Rodrigues, L. S., & Teixeira, A. (2019). Effects of internal marketing on job satisfaction in the banking sector. *International Journal of Bank Marketing*, 37(5), 1313-1333.
- Moreira Mero, N., Hidalgo Fernández, A., Loo Alcívar, M. I., & González Santa Cruz, F. (2020). Influence of internal marketing dimensions on organizational commitment: an empirical application in ecuadorian co-operativism. *SAGE Open*, 10(3), [2158244020945712](https://doi.org/10.1177/2158244020945712).
- Narteh, B. (2012). Internal marketing and employee commitment: Evidence from the Ghanaian banking industry. *Journal of Financial Services Marketing*, 17(4), 284-300.

- Ndubisi, N. O., & Ndubisi, G. C. (2013). Sustainable internal marketing and internal customer motivation model: An African small-and-medium-sized enterprise perspective. *Journal of Asian and African Studies*, 48(4), 521-538.
- Ozuem, W., Limb, N., & Lancaster, G. (2018). Exploring the locus of internal marketing. *Journal of Strategic Marketing*, 26(4), 356-372.
- Pantouvakis, A. (2012). Internal marketing and the moderating role of employees: An exploratory study. *Total Quality Management & Business Excellence*, 23(2), 177-195.
- Park, J. H., & Tran, T. B. H. (2018). Internal marketing, employee customer-oriented behaviors, and customer behavioral responses. *Psychology & Marketing*, 35(6), 412-426.
- Park, J. H., & Tran, T. B. H. (2020). From internal marketing to customer-perceived relationship quality: evidence of Vietnamese banking firms. *Total Quality Management & Business Excellence*, 31(7-8), 777-799.
- Pham, H. C., Brennan, L., Parker, L., Phan-Le, N. T., Ulhaq, I., Nkhoma, M. Z., & Nhat Nguyen, M. (2019). Enhancing cybersecurity behavior: an internal social marketing approach. *Information & Computer Security*, 28(2), 133-159.
- Pickering, C., & Byrne, J. (2014). The benefits of publishing systematic quantitative literature reviews for Ph.D. candidates and other early-career researchers. *Higher Education Research and Development*, 33(3), 534-548.
- Pool, J. K., Khodadadi, M., & Kalati, E. A. (2017). Linking internal marketing orientation to balanced scorecard outcomes in small businesses: the case of travel agencies. *International Journal of Culture, Tourism and Hospitality Research*, 11(3), 297-308.
- Qaisar, F. S., & Muhamad, N. (2021). Internal marketing: a review and future research agenda. *Asia Pacific Business Review*, 1-34.
- Rainey, M. M. (2014). Internal marketing of the patent information team in the corporate environment. *World Patent Information*, 36, 16-21.
- Sahibzada, U. F., Jianfeng, C., Latif, F., & Shafait, Z. (2019). Development and validation of a multidimensional instrument for measuring internal marketing in Chinese higher education. *Journal of Enterprise Information Management*, 32(3), 413-435.
- Salehzadeh, R., Pool, J. K., Tabaeian, R. A., Amani, M., & Mortazavi, M. (2017). The impact of internal marketing and market orientation on performance: an empirical study in restaurant industry. *Measuring Business Excellence*, 21(4), 273-290.
- SeyedJavadin, S., Rayej, H., Yazdani, H., Estiri, M., & Aghamiri, S. A. (2012). How organizational citizenship behavior mediates between internal marketing and service quality. *International Journal of Quality & Reliability Management*, 29(5), 512-530.
- Sinha, A., Varkkey, B., Saha, S., & Kakkar, S. (2020). Professionalising family firm through internal HR marketing: a case of Ratnamani Metal and Tubes Ltd. *Benchmarking: An International Journal*, Advanced online publication. <https://doi/10.1108/BIJ-03-2020-0102>.
- Sohail, M. S., & Jang, J. (2017). Understanding the relationships among internal marketing practices, job satisfaction, service quality, and customer satisfaction: An empirical investigation of Saudi Arabia's service employees. *International Journal of Tourism Sciences*, 17(2), 67-85.
- Thomaidou Pavlidou, C., & Efstathiades, A. (2021). The effects of internal marketing strategies on the organizational culture of secondary public schools. *Evaluation and Program Planning*, 84(C).
- Tinoco, E., and Bárcena, A., (2012). The employment situation in Latin America and the Caribbean: Labour productivity and distribution issues. Retrieved from: <https://bit.ly/3ihldVI>.
- To, W. M., Martin Jr, E. F., & Billy, T. W. (2015). Effect of management commitment to internal marketing on employee work attitude. *International Journal of Hospitality Management*, 45, 14-21.
- Tsai, Y. (2014). Learning organizations, internal marketing, and organizational commitment in hospitals. *BMC health services research*, 14(1), 1-8.
- Vel, P., Shah, A., Mathur, S., & Pereira, V. (2019). Internal marketing in a higher education context—towards an enriched framework. *International Journal of Educational Management*, 33(1), 5-27.
- Yildiz, S. M., & Kara, A. (2017). A unidimensional instrument for measuring internal marketing concept in the higher education sector. *Quality Assurance in Education*, 25(3), 343-361



4.0

© Editorial Universidad de Sevilla 2021

IROCamm- International Review Of Communication And Marketing Mix | e-ISSN: 2605-0447

IROCamm

VOL. 2, N. 4 - Year 2021

Received: 26/04/2021 | Reviewed: 03/05/2021 | Accepted: 16/05/2021 | Published: 31/07/2021

DOI: <https://dx.doi.org/10.12795/IROCamm.2021.v02.i04.03>

Pp.: 35-45

e-ISSN: 2605-0447