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The Effect of Internal Marketing Factors on Services Quality of Organization; A Case Study of Private Sector Universities in Jalalabad Afghanistan

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hayatkhan477@gmail.com**ABSTRACT**

The aim of this study to examine the effect of internal marketing on services quality of organization. This study mainly focused on the internal marketing factors that are the independent variables (employee empowerment, reward, customer orientation, internal communication and organizational commitment) and the dependent variable is services quality of organization. In this study the internal marketing factors apply on the services quality of organization that show the positive effect on the services quality of organization. All the hypotheses show the positive effect on the internal marketing effect. For this research the data were collected from the three private universities of Jalalabad Afghanistan. The population was 100 and the sample size for this study were 77 so the data analysis was conducted on 77 questionnaires. Five hypotheses were designed and all the hypotheses have the positive relationship with each other and the internal marketing factors have the positive effect on the services quality of organization.

Keywords; Internal Marketing Factors, Services Quality, Organization, Afghanistan, Employee Empowerment, Reward, Customer Orientation, Internal Communication.

Introduction**1.1 Introduction to the Study**

Today organizations operate in a dynamic, uncertain and challenging environment. Continuous changes and transformations in the socio-cultural conditions, as well as political upheavals, economic cycles, technological advances and changes in international relations all contribute to make the task of operating any organization successfully very daunting. Environmental dynamics and increasing Competition lead organizations to become more competitive and to be sensitive to their customers Satisfaction. (Parker et al., 2009; Schneider et al., 2007; Sara Vanan & Rao, 2007). All of organizational efforts should be continued to improve and today's customer is seeking to explain that customer-oriented organizations are moving most of others towards this ideal (Rayej et al, 2008). Many companies try to review their managerial patterns and to find basic solution so that they can access to competitive advantage (Gilaniniaet al, 2011; Omidvari et al, 2012). In a Service organization the services quality is one of the most important factors to retain and gain new customers. In fact, in such organizations Competitive advantage, quality of service and staffing offering that service are the resources. One of the most important factors which can employ the employees' skills, attitudes and behavior in better providing the services quality is internal marketing (Bairstow & Skinner, 2007). Organizational citizenship behavior contains Constructive and cooperative behaviors which are not only ordered by job description but also are

not rewarded directly or contractual through the official system of the organization (Awwad & Agti, 2011). Internal Marketing can be defined as the planned effort to increase the factors which may lessen employees' resistance to change, to motivate and to align them with the functional and corporate strategies, (Rafiq & Ahmed, 2004). There seems to be a lot of confusion regarding a clear cut definition of internal marketing but one theme which is predominant in the literature is employee motivation and employee satisfaction and need for the employees to have customer orientation. But very less empirical evidence seems to exist to boil down on the issue that employee satisfaction affects customer satisfaction. With this we launch into the second stage of evolution of internal marketing. Internal marketing must laid external marketing because satisfied employees can ensure excellent service to the external customers. Internal Marketing focuses on two aspects. It is designed to complement external strategic marketing efforts through the facilitation of personal interaction between staff and internal client for customer's attraction and internal client's satisfaction. Secondly, it serves to develop and maintain motivated and satisfied work force that contributes to organization's external and strategic marketing objectives, maintenance of quality, productivity and efficiency. The duty of IM is to develop employee awareness of their roles and help them to commit to active participation in the marketing or exchange process, furthermore, internal marketing (IM) plays a role in reduce conflict between functional groups through improved sharing of information and alignment of objectives around external customer satisfaction and marketing principles and internal communication methods to sell the staff on their role within the organization. There is a need to bring out the difference between the IM and HRM in order to avoid the ambiguity of two different concepts. Berry and Parasuraman (2010) has defined internal marketing as attracting, developing, motivating, and retaining qualified employees through job designs that satisfy their needs. He further points out some elements of internal marketing, which are competing for talent, empowerment (offering a vision), Senior leadership (preparing people to perform), friendly environment (organizational culture) factor, and strategic rewarding people and customer orientation. Each element requires distinct communication aspects. As far as HRM is concerned, according to Armstrong (2006) Human Resource Management deals with the [management](#) of an organization's employees, it manages the recruitment, selection training, development, motivation and retention of employees. HRM also assists the integration of employees into the firm. HRM ensures that the employees can adapt to the culture and environment within the organization, accordingly the employees must also be educated about the mission, vision and goals of the organization.

1.2 Problem Statement

Despite the growing importance of service quality in higher education, private sector universities in Jalalabad, Afghanistan, continue to face significant challenges in delivering consistently high-quality services to their students and stakeholders. While internal marketing—defined as the organization's efforts to motivate, train, and engage employees to deliver superior service—has been recognized as a critical driver of service excellence in many industries, its role and impact within Afghan private universities remain largely unexplored. This gap in understanding limits the ability of university administrators to implement effective internal marketing practices that could enhance staff commitment, improve service delivery, and strengthen institutional reputation. Therefore, there is a need to systematically examine how internal marketing practices influence the perceived quality of services offered by these universities. Without such evidence,

management decisions regarding employee engagement and service improvement may remain ineffective, ultimately affecting student satisfaction and competitive positioning.

1.3 Research Questions

The researchers will generate a list of questions to ensure that the study's objectives are accomplished.

- 1: what is the relationship between employee empowerment and services quality?
- 2: what is the relationship between reward and services quality?
- 3: what is the relationship between customer orientation and services quality?
- 4: what is the relationship between internal communication and services quality?
- 5: what is the relationship between organizational commitment and services quality?

1.4 Objectives of Study

This study is aimed to explore the impact of internal marketing on employee service quality of faculty members employed in private sector universities in Jalalabad Afghanistan. The specific objectives of the study are as follows. The following are some of the objectives that the author of this study wants to accomplish through their research.

- 1: To find out the relationship between employee empowerment and services quality.
- 2: To find out the relationship between reward and services quality.
- 3: To find out the relationship between customer orientation and services quality.
- 4: To find out the relationship between internal communication and services quality.
- 5: To find out the relationship between organizational commitment and services quality.

1.5 Significance of Study

The term internal marketing was originally coined from the conception of the internal market of employees, and the need for the marketer to first make sure that employees understand and accept external marketing programs and efforts and offerings before these are launched on to the external market of existing customers and potential customers. The significance of the study is as follows. The top management in the universities has to understand the role of internal marketing otherwise the money invested in internal marketing efforts and processes will go in vain and the desired results as per the expectations of top management will not be achieved. Internal marketing is a management strategy. It is a strategic issue, in spite of the development of information technology and the growth of high-tech services. The other aspect of this picture is that up to what extent the faculty members are involved and eager to be involved in internal marketing. Employee involvement, employee motivation and satisfaction and employee participation are basically HRM practices and this creates the confusion regarding the conception of internal marketing and HRM. This study is pioneering effort to explore the role on internal marketing in Jalalabad Afghanistan is an emerging economy and has different socio cultural fabric. Its economic conditions are unique and private sector is rapidly expanding and especially in higher education sector a remarkable development has been done. Most of the empirical work on IM has been done in developed European countries or far eastern countries, so this study will provide an insight about South Asian experience. Importance of internal marketing is not limited to the service organization but to all other organizations because providing quality services is not a choice but a compulsion for all types of organizations, in present era.

Literature Review

2.1 Internal Marketing

Philosophy of human resources management has proposed a new subject in service section which is called internal marketing. Internal marketing concept originates from studies about quality of service section and mechanisms of service offering by employees in the 1990's. Coper and Cronin (2000) consider internal marketing as the organization's attempts for education, reward and generally management of human resources for better service offering. They believe that employees constitute primary tools of the organization. Parasuraman (2000) also believes that jobs are internal products especially in service section which satisfy employees' needs and demands and result in recognizing of the organization's purposes and employees are considered as primary customers of the organization. Ahmed and Rafiq have introduced internal marketing as the introduction of executing of the organization's strategies and have used the combined word of internal marketing. Price or payments, promotion or progress (education, empowering, and communications), working place or environment and processes (job products) are applied as indexes of internal marketing in this study. Galpin (2011) has performed a study in the field of internal marketing in Malaysia and has applied indexes of organizational plans in the form of, strategic rewards, internal communications, education and development, employment, reward systems, empowerment and processes in order to measure and evaluate internal marketing. Ling (2004) has performed a study about the relation between internal marketing and job satisfaction in Greece. He has used organizational dynamic structure, participatory decision making, empowering, and being aware of the circumstances of the working market, internal relations among managers and employees, existing of job descriptions in the organization, education and organizational rewards indexes in order to evaluate internal marketing.

The notion of the Internal Marketing appeared in 1970's; it has been founded to solve the problems that occur due to the lack of delivering services in a high quality (Panigyrakis, 2009). So the companies should work hardtop improve a method which improves the delivery of services, Drake (2005) concluded that the company should make its employees love its brand which will convince the customer to love it as well. Furthermore, Vasconcelos (2007) argued that the external marketing strategies will be improved firstly by improving the internal marketing strategy such as developing the internal relationships between the internal customers (the employees), also by satisfying the need for the internal customers and services providers to make them satisfied and motivated. Roberts Lombard pointed that "The successful application of the principles of internal marketing on the internal market of the business is a pre-requisite for effective external marketing" (Herington et al. 2006 cited Lombard, 2010).

2.2 Service Quality

The definition of service quality may vary and may depend on theoretical; assumptions. For instance, service quality has been defined by various academic scholars under their own theoretical assumptions. For instance, Parasurman and Berry who developed the SERVQUAL instrument which has been most widely adapted as a service quality measurement tool defined perceived service quality as a global judgment, or attitude relating to the superiority of a service quality is reflection of the degree and direction of discrepancy between customers' perceptions and expectations. Allerd (2001) pointed out that service quality means to conform with or adapt with requirements, this means that service establishments should create specific requirements and specifications for services it provides. Consequently, the goal of making various jobs of

organization of quality is the whole conformity of such jobs with specifications and requirements defined by the organization. Generally, it is known that customers take into consideration numerous dimensions when evaluating quality. Besides there are many opinions concerning the explanation of service quality dimension. Various definitions of service quality have been mentioned.

Asubonteng defines it as the difference between customers' expectations of guided service performance and their realization of actual service. (Da'boul and Ayyoub, 2003) refer to service quality as the conformity with specifications. In other words, organization should put forward standards for specifications when they put quality goals. After defining these goals, service should conform to these specifications. (Zeithaml and Bitner, 2006) saw service quality as the concentrated evaluation that reflects the customer realization of specified dimension for service, such as: Reliability, responsiveness, confirmation, good dealing and material evidence.

Four Points of View in Defining Quality Are as Follows:

Point of view concerning with user himself: It means that the quality lies in the customer's opinion. Consequently, those customers have their own wishes and needs, it is noticeable that this definition equalize between quality and achieving farthest satisfaction of customers.

Point of view based on product: It considers quality as a sensitive variable that can be measured; difference inequality reflects amount of difference in variable contents or characteristics of the product.

Intellectual point of view: means conformity of quality with standards and effective performance, in it, individual realize quality through experience of them that they acquired by repeated exposure.

Point of view concerning value: It considers quality from price and value, through comparison between performance obtained by customer and price he/she pays for the service obtained.

Jain and Gupta (2010) mentioned that "Quality has come to be recognized as a strategic tool for attaining operational efficiency and improved business performance". According to Opoku et al (2009), internal marketing is strongly related to the perceptions of internal service quality. Furthermore, their results suggested that "employees who use and are satisfied with the services offered have higher perceptions of the interaction quality". In the reviewed literature about the internal service marketing, researchers argued that providing a better service to the internal customers (Internal Service Quality) will lead to a higher quality service provided to external customers (External Service Quality) (Bouranta et al., 2011). Several instruments have been developed to measure the service quality such as SERVQUAL, and SERVPERF. The SERVQUAL instrument has been the predominant method used to measure customer's perception of service quality. Looyetal (2003) defines service quality as a form of attitude representing long run, over all evaluation of the service received. Arising from the perspective that the service quality perceived by the customer may be different from the quality of service actually delivered by the service provider as studies have shown is always the case. Suresh chander and Chandrasekhar an (2002) describes service quality as the degree of discrepancy between the customers' normative expectations of the service and their perceptions of the service performance. Grönroos (2001) argues that because of the complexity of the characteristics of most services. (Seyed Javadein et al., 2008; Leal & Pereira, 2003; Douglas & connor, 2003). All organizations, particularly the service organizations must try to improve their Service quality rapidly, because quality as the most

fundamental factor brings excellent and stable competitive advantage to an organization (Bahia & Nantel, 2000).

2.3 Internal Marketing and Service Quality

Interest in internal marketing increased as one reason that support great role of service organizations in achieving employees' and customers' satisfaction. (Kolter and Armstrong, 2006) has developed service marketing's triangle, which explains relation between organization and its employees and customers. In this triangle, they propose three forms of marketing each of which is considered a main factor in success of the organization.

First Type: External marketing that represents organization's relation with customers, and cares for traditional activities (product, price, distribution, and promotion).

Second Type: Interactive marketing that represents interactive relationship between service provider and customers. Interactive marketing means that determining service quality depends firstly and largely on interaction of quality standard from the point of view of service provider and beneficiary, (Gronross, 1994).

Third Type: Internal marketing that is interested in relationship between organization and its workers. It means that service organizations will train workers and motivate them especially these working in direct contact with customers. Reaching customers and winning their satisfaction is achieved through reaching level of quality required in all marketing relations between organization and customers. Lan Lings (2000) explains that worker's satisfaction is a basic condition and first step to achieve and customers satisfaction. Besides, service goodness is connected basically with quality of individuals who produce and provide these services. Therefore, reaching quality of services required and achieving customer's satisfaction depends on using internal marketing program that satisfies needs and conforms to aspirations of working individuals (Lings, 2000). Customers' feeling of quality of service provided to them by individuals working in banks with who they become in contract is affected by level of that worker's performance. Success of external marketing basically depends on individuals with whom the customers intercommunicate, since qualified and well motivating individuals basically depends on individuals with whom the customers intercommunicate since qualified and well motivating individuals basically participate in creating and magnifying organization's outputs. According to Berry (2010) the human Resource practices such as selection, recruitment, and other practices are very important factors that play a key role in the quality of service, this is how companies compete in this respect to improve the internal quality of service, by training, developing, selecting and recruiting the human capabilities in the organization. Relating the candidate capabilities with the required job skills will help the organization to improve the business performance and internal interaction between the employees.

2.4 Internal Marketing Factors

2.4.1 Employee Empowerment

Widmier (2002) and Silvestro (2002) highlighted two basic approaches to managing people. First the staff can be supervised closely and corrective actions taken where they fail to perform to standard. Secondly, staff can be made responsible for controlling their own actions. The latter is what is referred to as employee empowerment.

The term empowerment has been defined in relationship to leadership and independence of the employee regarding service encounter and is compared to the opposite approach referred to as the production line method which is the traditional method of delegating authority to

subordinates by their superiors (Deal, 2005). According to Looy, Gemmel and Van Dierdonck (2003) "empowerment means providing service employees with enough autonomy to allow them to handle unforeseen problems situations such as complaints". It also refers to employees being more proactive and self-sufficient in assisting an organization to achieve its goal (Herrenkohl, Judson & Heffner, 2012).

Empowerment enables the managers to perform and help others working under them to achieve through successful work systems. Ripley and Ripley (2009) and Spatz (2000) stated that empowerment can enhance the responsibilities as well as motivation of employees in their routine work, improve satisfaction level, quality of services, employees' loyalty and productivity. It also gives them a feeling of self-respect that is worth a lot and ultimately increases the productivity and quality of products and reduces employee turnover. Gronroos lists the benefits of employee empowerment in service organizations as:

- a) Quicker and more direct response to customer needs
- b) Quicker and more direct response to dis-satisfied customers in service recovery
- c) Employees are more satisfied with their jobs and feel better about themselves
- d) Employee will treat customers more enthusiastically
- e) Empowered employees can be a valuable source of new ideas.

Dobbs (2009) stated that empowerment enhances the performance of workers and improves the work environment of workers. Caring, respectful behavior and encouraging the employees improve the quality and interest of the workers in the job. Many managers have been found unsuccessful in creating empowerment by creating direct reporting channels, while if the employees were empowered with a common vision, it would ensure the success of all concerned. Promoting corporate values within the organization and ensuring their enforcement would be an effective and practical mode for enhancing corporate performance. Employee empowerment results in better performance of employees and enhances quality of service produced.

Chebat and Kollias (2000) stated that empowerment is an extremely effective management control tactic, which significantly influences the behavior and attitudinal temperaments of customer-contact employees. They find specifically that role ambiguity surfaces as the most efficacious factor in the employee-role interface, and worker flexibility is a very influential variable in the delivery of successful role-prescribed and extra-role achievement.

2.4.2 Customer Orientation

Gronroos (2010) alluded to the fact that customer orientation is the driving force for internal marketing. This is especially important for services organizations where the most crucial part of the business occurs during employee-customer contact. Hence, internal marketing's aim is to get motivated and customer-oriented employees. Customer Orientation at the organizational level is considered as a form of organizational culture. It has referred to understand the dynamics of customer's value lifecycle. (Hitt Et al. 2007) Customer orientation is focusing on customers' needs and makes profitability by create satisfaction in the customer. Based on definition Rockert customer orientation has refers to the extent that unit of business achieved customer information and uses from it until be developing and implement strategies for meet customers' needs (Karatepe Et al. 2005).

The question of how customer orientation influences perceived organizational performance from the customers 'perspective is still very much under researched (Brady & Cronin, 2011; Hennig-Thurau, 2012). Customer orientation is most often viewed as a desire by an employee to help

customers meet their needs during the performance of organizational tasks (Brown et al., 2013; Saxe & Weitz, 1982; Susskind, Kacmar & Borchgrevink, 2010). Our hypothesis concerning the influence of customer orientation is threefold. Firstly, due to the philosophical nature of customer orientation (Saxe and Weitz, 1982) expected it to drive the behavioral aspects of employees' service orientation behaviors. Secondly, customer orientation has previously been linked to positive ratings of employee performance (Boles et al., 2012; Brady & Cronin, 2001; Brown et al., 2002). We assert that employee performance ratings are similar to customers' perceptions of employee performance during 12 service encounters, and as a result we expect customer orientation to relate to service encounter quality (c.f., Brown et al., 2002; Saxe & Weitz, 1982; Susskind, Kacmar & Borchgrevink, 2003). Finally, according to the limited amount of research into the area, there is a positive relationship between customer orientation and customer satisfaction (Hennig-Thurau, 2004; Stock & Hoyer, 2005; Susskind, Kacmar & Borchgrevink, 2003) and customer orientation and service quality (Brady & Cronin, 2001; Dean, 2007; Rafaeli, Ziklik & Doucet, 2008). According to extended models of service evaluation (Brady & Cronin, 2001; Cronin, Brady & Hult, 2000; JFAL, 2007), the relationship between customer orientation and customer satisfaction should be mediated by, amongst other constructs, service quality perceptions. However, Hennig-Thurau (2004), Stock and Hoyer (2005), and Susskind, Kacmar and Borchgrevink (2003) did not include service quality perceptions in their models. Only Brady and Cronin (2001) have tested the relationship between customer orientation, service quality and satisfaction and they found it to hold. However, their model does not include measures of service encounter quality or service orientation.

2.4.3 Organizational Commitment

In terms of School definition of everyone from organizational commitment is related to their approach to organizational commitment (Zahed Paylan Et al. 2008). Meyer and Stanley define commitment as people tend to their energy expenditure and loyalty for a social system (Farid Et al. 2009). Organizational commitment is employee's willingness for stay in organization and strive for accepting goals and values of the organization (Altinoz Et al. 2012). Sheldon defines organizational commitment as a kind of attitude or orientation that does related or dependent identity of the person to organization (Auh Et al. 2007). Organizational commitment is a psychical link between employee and organization which decreases the probability of voluntarily leaves of individual from organization (Shekary, 2012).

2.4.3.1 Affective commitment

Refers to employee state of emotional attachment to the organization and is especially sensitive to work experiences such as organizational support (Griffin & Hepburn, 2005; Erdheim et al., 2006). This emotional response has also been described as a linking of individual identity with the identity of organization and as an attachment to the organization for its' own sake, apart from its purely instrumental worth; it results in a situation where the employee wants to continue his or her association with the organization (Dawley et al., 2005).

2.4.3.2 Normative commitment

Refers to an employees' belief that he or she ought to stay with the organization and develop, because of socialization experiences that emphasize the appropriateness of remaining loyal to one's employer (Griffin & Hepburn, 2005).

2.4.3.3 Continuance commitment

Might consist of two sub-construct- one based on the degree of personal sacrifice associated with leaving the organization (Dawley et al., 2005), and the other based on individuals' recognition of the availability of alternatives if they were to leave the organization, often referred to as sunk costs (Namasivayam & Zhao, 2007).

2.4.4 Internal Communication

Man is a social animal. He cannot overcome the worldly activities alone. He needs help from other people to do his usual deeds. We spend a lot of time in writing, reading, talking and listening, in fact most of our time is spent while communicating. For the implementation of our routine activities we always need someone's help. Then process of communication starts. No one can communicate alone. There's always a sender and one or more receivers. Communication is a source of delivering messages from one to another. Communication is a ribbon, which binds the management and its official together, and is very obligatory for the success and excellent performance of any organization. To the extent the less effective communication of any organization is the less effective its performance will be. E.g. the new employee orientation program is the first and most essential step for any organization towards efficient communication. New employees feel a great sense of confidence with orientation program. And this thing leaves a positive impact on their performance. In this respect the job of a manager cannot be ignored, because problems occur when directions are not clear. Every manager should be a good communicator. Because he is one who communicates the message to one or a group. (Ivancevich & Matteson, 2002). Effective communication increases the efficiency and productivity of any business. And also make the employees more satisfied. Researches illustrate that effectual and well-organized communication positively relates to the job satisfaction, performance and positive attitudes of employees which ultimate result to become the increase the internal quality of services. In fact exchange and clear provision of information, commands and directions between management and employees. And it makes the organization to work properly and employees to be well aware about their responsibilities and duties (University of East London, 2009).

According to Balondi, companies that are very good at communication are effective listeners to their employees, and also they plan effectively. He explains that effective internal communication keeps the employees on track and it increase the financial performance of the companies. The results of the study confirm that companies with effective communication, their market value increases by 20 percent. (Balondi, 2006). Communication is possibly the most imperative thing for the continued existence of any business.

2.4.5 Employee Reward

The classification *reward systems* are used for articles that highlight internal marketing tactics and schemes, which (usually because of performance) provide recognition or give an individual or group of employees monetary, material, or intangible benefits beyond their regular compensation. Homburg, Workman, Jr., and Jensen (2000) call for more profitability-based reward systems and suggest that more team-based incentives are needed. Czaplewski, et al (2001) clearly identifies "motivating individuals through measurement and rewards" as a central internal marketing strategy. Arnett, et al (2002) add that "to be effective, any reward system will support organizational goals, encourage cooperation, be fair, have a positive influence on performance, and focus on serving the customer.

They maintain "the extent to which employees believe that the reward system is appropriate and fair will have a positive effect on employees' job satisfaction. Babakus, et al (2003) establish

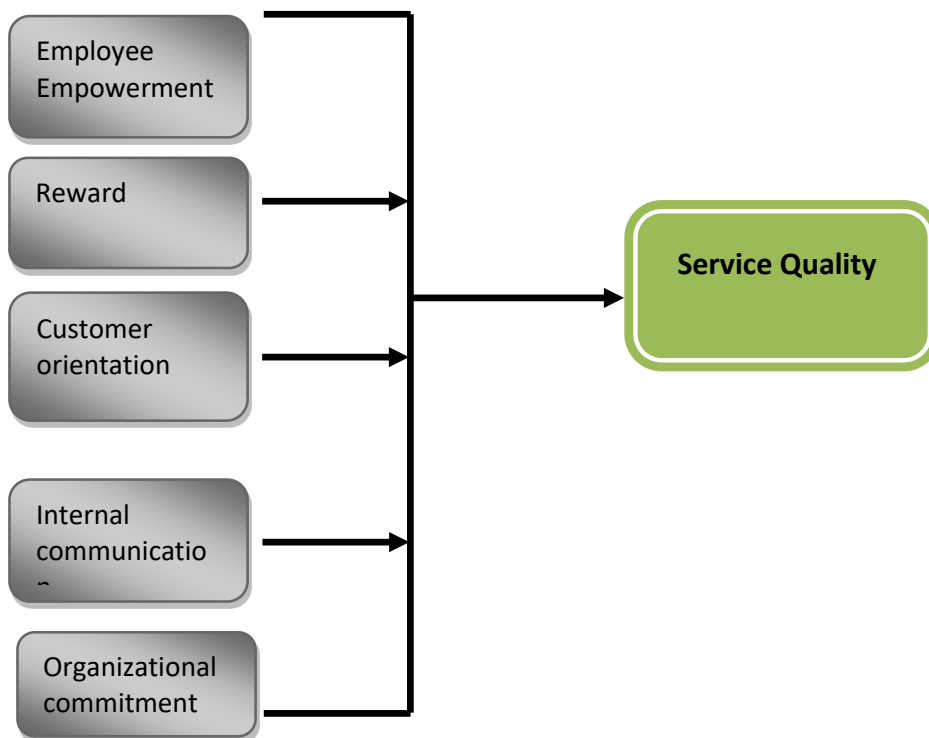
rewards as one of three constructs frontline service employees use to gauge management commitment to service quality. They believe that “training, empowerment, and rewards jointly affect [service recovery performance] through the mediating roles of employees’ [job satisfaction] and affective organizational commitment”. Companies that seek competitive advantage through employees must be able to manage the behavior and results of all employees. One of the most difficult challenges is how to get managers to distinguish between good, average, and poor performers (Noe, Hollenbeck, Gerhart, & Wright, 2006). Tansey and McGrath, (2004) addressed the manner in which management can use internal marketing to motivate employee to provide the best possible service to customers.

2.5 Conceptual Framework

Below diagram indicate that service quality depends upon internal marketing which factors are employee empowerment, employee reward, customer orientation, internal communication, organizational commitment.

Figure: 1

Internal Marketing Factors:



2.6 Research Hypotheses

The following hypotheses were tested in this research study:

H1: There are s positive significant relationship between employee empowerment and services quality.

H2: There is a positive significant relationship between reward and services quality.

H3: there is a positive significant relationship between customer orientation and services quality.

H4: There is a positive significant relationship between internal communication and services quality

H5: There is a positive significant relationship between organizational commitment and services quality.

Research Methodology

3.1 Population

The population of this study includes the faculty of private sector universities operating in Jalalabad city Afghanistan. Private sector universities of Jalalabad were targeted as the population of the research study.

3.2 Sampling

The sample size of this study is composed of (80) (n=80) faculty of private sector universities in Jalalabad city Afghanistan. The data is collected from different private universities, such as (Al Taqwa University, Al Falah University and Tabish University) sample was taken from each & every university total faculty population and simple random sampling technique is used for this data collection. The data was collected by self-administered method. Total 80 questionnaires were distributed for data collection and 77 questionnaires were returned so data analysis were consisting on 77 questionnaires.

3.3 Instrument / Measures

For the purpose of data collection and measurement of the variables of this study' questionnaire technique was used. Responses were obtained by using a 5-point Likert scale, ranging from (1) Strongly Disagree to (5) strongly Agree. The Researcher adopted scale for Internal Marketing (IM) effects on service quality from Amjad Abu ELSamen & Muhammad Alshurideh Faculty of Business, Marketing Department, The University of Jordan, Amman, Jordan Correspondence (2012). Researcher used 25 items scale, falling in 5 categories. Service quality (5 items), internal communication (5 items), organizational commitment (5 items), employee empowerment (6 items), customer orientation (4 items) and Rewards system (5 items). Response were obtain using a 5-point Likert scale, ranging from (1) strongly disagree to (5) strongly Agree. Demographic Section consists of 5 questions. 1) Gender 2) Age, 3) Qualification, 4) experience and 5) organization.

3.4 Statistical Tools

The statistical tool is used in order to analyze the collected data and meaningful results are descriptive statistics, reliability test and multiple regression. SPSS 20 software is used for data entry and analysis.

Analysis and Finding

Chapter 4 is quantitative in nature. In chapter 4, Researcher tested the hypotheses and used the SPSS tools (statistical package for social science), and also there is analysis of descriptive tables and its interpretation after that checking the analysis. But first of all, there are descriptive tables and interpretation.

4.1 Descriptive Analysis

4.1.1 Table

Statistics						
		Gender	Age	Qualificatio n	Experienc e	universities
N	Valid	77	77	77	77	77
	Missing	0	0	0	0	0

The above Statistics table shows that there are 77 respondents with no missing value that we have collected the data from. In which Researcher asked about their gender, age Qualification, experience and universities.

4.1.2 Table

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	77	100	100	100
	female	0	0	0	0
	Total	77	100.0	100.0	

The above tables show the frequencies of the demographic factor. In gender table it has shown that there are total 77 respondents. In which 77 is male respondent with 100% of total and 0 female respondent with 0% of total percentage.

4.1.3 Table

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26.00	1	1.3	1.3	1.3
	27.00	4	5.2	5.2	6.5
	28.00	4	5.2	5.2	11.7
	29.00	6	7.8	7.8	19.5
	30.00	9	11.7	11.7	31.2
	31.00	5	6.5	6.5	37.7
	32.00	12	15.6	15.6	53.2
	33.00	5	6.5	6.5	59.7
	34.00	5	6.5	6.5	66.2
	35.00	5	6.5	6.5	72.7
	36.00	4	5.2	5.2	77.9
	37.00	5	6.5	6.5	84.4
	38.00	1	1.3	1.3	85.7
	39.00	3	3.9	3.9	89.6
	40.00	2	2.6	2.6	92.2
	41.00	1	1.3	1.3	93.5
	42.00	4	5.2	5.2	98.7
	45.00	1	1.3	1.3	100.0
	Total	77	100.0	100.0	

The above table shows the frequencies of demographic factor. Demographic factor is age. This table shows the hundred percent response rates. In the age table we have 15 categories of age that we have collected data from. The range of age is 26 up to 45. In which we collected data of 77 respondents among them. There is 1 respondent from age 26 with 1.3% of total. There are 4 respondents from age 27 with 5.2% of total. 4 respondents from age 28 with 5.2% of total.6

respondents from age 29 with 7.8% of total. 9 respondents from age 30 with 11.7% of total. 5 respondents from age 31 with 6.5% of total. There is 12 respondent from age 32 with 15.6% of total. 5 respondents from age 33 with 6.5%. 5 respondents from age 34 with 6.5% and 5 respondents from age 35 with 6.5% of total percentage as well. 4 respondents from age 36 with 5.2%. 5 respondents from age 37 with 6.5% of total percentage. There is only one respondent from age 38 with 1.3% and 3 respondents from age 39 with 3.9% of total. There is 2 respondents from age 40 with 2.6% and only one respondent from age 41 of 1.3% of total also we have 4 respondent from age 42 with 5.2% and only one respondent from age 45 with 1.3% of total percentage.

4.1.4 Table

Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	bachelor	20	26.0	26.0	26.0
	master	41	53.2	53.2	79.2
	others	16	20.8	20.8	100.0
	Total	77	100.0	100.0	

In the above qualification table there are 77 total respondents which belong to 3 different levels. Which are Bachelor, Master and Others. There were 20 respondents from Bachelor level with 26.0% of the total percentage. There are 41 respondents from Master level with 53.2% and 16 respondents from other with 20.8% of total 100 percentages.

4.1.5 Table

Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	1	1.3	1.3	1.3
	1.00	4	5.2	5.2	6.5
	2.00	14	18.2	18.2	24.7
	3.00	12	15.6	15.6	40.3
	4.00	9	11.7	11.7	51.9
	5.00	8	10.4	10.4	62.3
	6.00	8	10.4	10.4	72.7
	7.00	2	2.6	2.6	75.3
	8.00	6	7.8	7.8	83.1
	9.00	3	3.9	3.9	87.0
	10.00	3	3.9	3.9	90.9
	11.00	2	2.6	2.6	93.5
	12.00	1	1.3	1.3	94.8
	13.00	3	3.9	3.9	98.7
	16.00	1	1.3	1.3	100.0
	Total	77	100.0	100.0	

In the above Experience table there are 77 total respondents. In which 15 categories of experience has shown. There is one respondent from 0-year experience with 1.3%. 4 respondents from 1-year experience with 5.2%. 14 respondents from 2 years' experience with 18.2%. 12 respondents from 3-year experience with 15.6%. 9 respondents from 4 years' experience with 11.4%. 8 respondent

from 5 year experience and 8 respondents from 6 years' experience with 10.4%.2 respondents from 7 years' experience with 2.6%.6 respondents from 8 years' experience with 7.8%.3 respondents from 9 years' experience and 3 also from 10 years' experience with 3.9%.2 respondents from 11 years' experience with 2.6%.Only one respondent from 12 years' experience with 1.3%.3 respondents from 13 years' experience with 3.9% and only one respondent from 16 years teaching experience with 1.3% of total percentage.

4.1.6 Table

Universities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Al Taqwa university	25	32.7	32.7	22.1
	Al Falah university	30	38.96	38.9	41.6
	Tabish university	22	28.57	28.6	55.8
	Total	77	100.0	100.0	

In the above universities table there are 77 total respondents from 3 universities with 100%. In which 25 respondents from Al Taqwa university with 32.7%. There are 30 respondents from Al Falah university with 38.9%.22 respondents from Tabish university with 28.57%.

4.2 Reliability Analysis

4.2.1 Table

Service Quality

Reliability Statistics	
Cronbach's Alpha	N of Items
.759	5

Reliability of variable is concluded on basis of Cronbach's alpha and suggested value of Cronbach's alpha is 0.7, and here in table, calculated value of Cronbach's alpha is .759 so it means item of a service quality are reliable. There were 5 items for using the variable service quality.

4.2.2 Table

Internal Communication

Reliability Statistics	
Cronbach's Alpha	N of Items
.873	5

Reliability of variables is concluded on basis of Cronbach's alpha and under given value of Cronbach's alpha is 0.7, and here in table, calculated value of Cronbach's alpha is .873, so it means, item of the internal communication value is reliable. On the other side of table there are 5 numbers of items of internal communication.

4.2.3 Table

Organizational Commitment

Reliability Statistics	
Cronbach's Alpha	N of Items
.845	5

Reliability of variables is concluded on basis of Cronbach's alpha and existing value of Cronbach's alpha is 0.7 and here in table, calculated value of Cronbach's alpha is .845, so it means, item of the

organizational commitment is highly reliable. 5 number of items of organizational commitment has used.

4.2.4 Table

Employee Empowerment:

Reliability Statistics	
Cronbach's Alpha	N of Items
.899	6

Reliability of variables is concluded on basis of Cronbach's alpha and constant value of Cronbach's alpha is 0.7 and here in table, out putted value of Cronbach's alpha is .899, so it means, item of the Employee Empowerment is reliable enough. There are 6 items for the variable employee empowerment.

4.2.5 Table

Customer Orientation

Reliability Statistics	
Cronbach's Alpha	N of Items
.850	4

Reliability of variables is concluded on basis of Cronbach's alpha and suggested value of Cronbach's alpha is 0.7, and here in table, calculated value of Cronbach alpha is .850 so it means item of customer orientation is reliable. there are 4 items for the variable customer orientation.

4.2.6 Table

Employee Reward

Reliability Statistics	
Cronbach's Alpha	N of Items
.925	5

Reliability of variables is concluded on basis of Cronbach's alpha and suggested value of Cronbach's alpha is 0.7, and here in table, calculated value of Cronbach's alpha is .925 so it means item of the Reward is reliable. On the right hand side of table there are 5 numbers of items is used for variable Reward system.

4.3 Regression Analysis

4.3.1 Table

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.555 ^a	.309	.260	.60220
a. Predictors: (Constant), Reward system, Internal Communication, Employee Empowerment, Organizational Commitment, Customer Orientation				

Interpretation

In the above Model summary table R shows the Correlation between the dependent & independent variable. The value of R is .555, which shows that there is 55.5% of relationship between the Service Quality and customer orientation, employee empowerment, reward system, organizational commitment, internal communication. This is moderate relationship according to standard value of R.

R square shows the level of effects of Regressed (independent) variable on Regressor (dependent) variable. Which value is .309, which shows that there 30.9% of effects of independent variable on dependent variable which is weak effects according to the R square value standard and there is 69.1% of effects of other variable apart from these tested variable.

In the above table the adjusted R square shows that how much variation in dependent variable is caused due to variation in the independent variable. The value of adjusted R square .260 shows that 26% variation in service quality is caused due to variation in internal communication, customer orientation, organizational commitment, employee empowerment and employee reward system.

4.3.2 Table						
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.488	5	2.298	6.336	.000 ^b
	Residual	25.748	71	.363		
	Total	37.235	76			
a. Dependent Variable: Service_Quality						
b. Predictors: (Constant), Reward system, Internal Communication, Employee Empowerment, Organizational Commitment, Customer Orientation						

In the above ANOVA table, the value of F=6.336 with P value=.000. Which shows the model is statistically significant.

4.3.3 Table

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.172	.493		4.408	.000
	Internal Communication	.230	.078	.307	2.934	.005
	Organizational Commitment	.001	.080	.002	.017	.986
	Employee Empowerment	-.161	.080	-.212	-2.023	.047
	Customer Orientation	-.003	.089	-.004	-.034	.973
	Reward system	.359	.080	.475	4.469	.000
a. Dependent Variable: Service Quality						

The table shows the coefficient analysis of the Service quality and independent variable which is internal communication, organizational commitment, employee empowerment, customer orientation and Reward system. The β value represents the percentage change caused in the dependent variable by increase in one unit in the independent variable.

When all independent variable is zero then our constant (service quality) will be 2.172 with P value = .000 which show that it is statistically significant.

If there is increase in internal communication by 1 unit. Service quality will be increased by .230 units. The t value of internal communication is 2.934 with P value .005 means that Internal communication is statistically significant. So the Internal communication has significant effect on service quality.

1-unit increase in organizational commitment cause .001-unit increase in Service quality with t value = .017 with P value = .986 means that organizational commitment is statistically insignificant. So that there is no such effect of organizational commitment on service quality.

If the employee empowerment is increased by 1 unit, our constant (service quality) will be decrease by .161 with the t value = -2.023 with P value = .047 it means that employee empowerment is statistically significant. So the employee empowerment has significant effect on service quality.

1-unit increase in customer orientation cause .003 unit decreases in Service quality with t value = .034 with P value = .973. So it means that customer orientation is statistically insignificant. Customer orientation has no such effect on improving service quality.

1-unit increase in Reward system, cause .359 increase in service quality with t value = 4.469 with p value = .000 which show that it is highly statistically significant by 1%. So the reward system has significant effects on improving service quality.

Conclusion & Recommendations

5.1 Conclusion

Today internal marketing has been considered as a strategy for improving service quality. The key objective of this research work was to discover the task of internal marketing factor towards the organization service quality and to identify the attributes of internal marketing that have significant influence on organization service quality. Related studies in this ground reveal that internal marketing activities improve competitiveness of the organization through influence and creating of motivation and enhance competence. Totally we can say that implementation of internal marketing in service organizations will equip these organizations with capabilities and improves competencies that will result in improving service quality while indirectly enjoying the environmental opportunities and improves organizational performance. Internal marketing factors and the manner of influence of them on the service quality has been tested in this research. On the basis of finding and result the researcher has drawn a conclusion. Research results illustrate that all factors except organizational commitment and customer orientation related to internal marketing have a full significant effect on Private College's service quality. On the basis of results researcher has found that reward system, employee empowerment and internal communication has significant influence on improving service quality in faculty of private colleges. The research finding clearly shows that firm must have to underline specially these factors, reward system and internal communication if they want to improve their service quality indirectly if they want to satisfy their customer (student) and increase their revenue and survive as a best organization in the market and also to create good relationship with their customer which is student.

5.2 Recommendations

So those universities who want improve their service quality in sense of teaching to their students and indirectly want to survive as a best organization in the market. They should have focused on internal marketing factors specially reward system and internal communication which is declared

best by the research result and finding. As a result, Top management is encouraged to motivate their employees by implementing a reward system such as a bonuses and incentives, in addition to high quality training courses and continued education scholarships and furthermore, researcher recommended (internal communication) regular meeting more frequently to explore the employees' needs and problems. There are some other important managerial implications from this study which suggest that top management should be engaged more in implementing the concept of internal marketing and to focus their attention to apply it sufficiently in different departments to make it more familiar among their employees'. Moreover, internal service quality should be established as a long-term goal for the company.

Finally, further research is suggested to investigate the factors of Internal Marketing that lead to establish high perceived Service quality of successful relationships with internal customer (organization employee) in order to have improved external service quality are suggested to investigate.

5.3 Limitation of Research

The limitations of this research are as follow.

- The research data was only collected from the three universities in Jalalabad.
- The research sample size is only restricted to seventy-seven questionnaires.
- The research is restricted to only the university faculty.
- Financial constraint was in conducting data.

5.4 Recommendations for Future Research

Following are some recommendations for further research.

- The further research will be conducted on production organization.
- The further research will be conducted on qualitative method.
- The research data will be expanding through another range.
- Further research will be conducted on other geographic area.
- The will be collected from other respondents in further research rather than faculty members.

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