

Fostering Service Quality Delivery through Internal Marketing in Domestic Airlines in Nigeria.

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Abstract

Conventional approaches to the challenge of providing excellent customer services in businesses have appeared inadequate for not recognizing the pivotal role of the employee. Consequently, it seems that a change in business tactical thinking and methods of service quality delivery is indispensable. The study examines the influence of internal marketing practices on service quality delivery in the Nigerian Domestic Airlines. The survey research process was engaged in this study. The primary data for this research work were obtained from the management staff and employees in fifteen (15) Domestic Airlines in Nigeria, with the aid of a structured questionnaire through a cross-sectional survey research method. The major analytical tools used in carrying out this study were the correlation and multiple regression analysis. The findings revealed a significant relationship between internal marketing and service quality delivery in the Nigeria Airline firms. It is concluded that the component variables of internal marketing influence employee service quality delivery which leads to customer satisfaction. It recommends that Domestic Airlines should embrace the doctrine of internal marketing and be genuinely committed to the standard of internal marketing. It was also recommended that employers should see and treat their employees as internal customers that desire rewards for outstanding performance in order to promote healthy competition and improve service quality delivery.

Keywords: *Internal customers, Inter-functional Coordination, Strategic Reward, Employee Coaching and Internal Marketing.*

Introduction

Rapid globalization and dynamism in the business environment have almost turned the world into a global market place. There is better communication and so much information in the internet that is ever ready at the click of a button. With all of these, many firms are increasingly realizing the need for the adoption of superior strategies in business management if they must survive. The emergence of unusual trends in business executions, markets without borders, with competition growing stronger, increasing costs, changing technologies, contention for sustainability and growing agitations for environmental friendly practices are compelling entities to reconsider their business philosophy and strategic thinking. With the abovementioned, it is imperative for businesses, especially the professional service companies such as airlines, to think of new ways of utilizing their capabilities and core competencies to take advantage of novel trends and strong competition. As Warraich, Awais, Parkash and Ahmad (2013) argued, organizations need to revitalize their capabilities and core competencies to counter emerging trends and market pressures in order to create better value for both customers and employees. Similarly, in any business, satisfying the customer is often seen as the ultimate goal of any marketer. Therefore, excellent passenger satisfaction is one of the greatest assets in today's competitive airline business environment.

Current business environmental dynamics and increasing competition demand that the proactive firms especially in the service industry like airlines develop distinct competitive edge that will help them beat competition and sustain business. This involves developing a robust strategy that will ensure competitiveness and sensitivity toward service quality delivery and customer satisfaction. One of such strategies will help to create ability to deliver service quality which is dependent upon a number of factors. One of such factors that will ensure a consistent and continuous delivery of service quality in a customer oriented way could be the missing link. This missing link could be the strategy called *Internal Marketing*, the concept of which originally, emerged from the service marketing.

Internal Marketing focuses on proper internal relationships between people at all levels in the aviation industry. Internal Marketing acts as a comprehensive management process that integrates various functions in the aviation industry in two ways. First, it will cause all employees at all levels of the aviation industry to experience and understand various business activities and processes in the context of an environment. Secondly, it will cause all to become tuned and enthusiastically predisposed in a customer service oriented way. Internal Marketing is perceived as a type of strategic management philosophy that seek to attract, develop, motivate, and retain prominent employees by creating a high quality work environment through meeting employees' needs.

One of the objectives of internal marketing is to promote the knowledge of internal and external customers so that all will understand and see the organization as rendering service based on organizational effectiveness as a value. Meeting the needs of the employees will put the airline firm in a better position to provide high quality services which will result from brilliant and enthusiastic execution of the service delivery agenda to the external customers. In support of this line of thought, Rajat Pal. (2010) is of the opinion that firms should leverage on their core competency in order to create competitive edge and one of such core competencies could be employees offering superior services that will satisfy and keep the customers coming back. This is where the activities of internal marketing become crucial to the development of a customer focused organization such as the airline sector

The philosophy behind internal marketing is to see the employee as a customer and the job as a product that must be shaped to the employees' needs. The employees that interact with the firm's customers during that process of service delivery represent the image of the organization and activities between them and the customers are critical to the development of efficient customer relationship. It follows, therefore, that, the behaviors, attitudes and skills of the customer facing employees will eventually be responsible for the service quality that the customer gets from the airline operators. Among the important factors that could affect the employee's behavior, attitudes and skills in rendering quality service is *internal marketing*.

The Problem

In Nigeria, the domestic airline industry has over the years been faced with a record of dismal performances despite the huge potentials. These huge potentials for the aviation sector includes holding Africans' largest population of about 170 million people, oil rich, and enjoying economic growth running at around 7% a year. Included is the recent classification of Nigeria as the fastest growing and biggest economy in Africa having a growing middle-class with GDP per capital of USD 2, 600. With all these potentials, Nigeria on paper should be a highly active and potentially profitable aviation center. Sadly, it is not so, as the domestic aviation industry is plagued with airline letdowns. The major bane of the Nigeria aviation industry is the lack of adequate customer satisfaction and this has led to the disruption of steady operations and good service quality delivery system, leading the industry to low customer patronage and retention.

Given the key role of employees in delivery service in a professional service industry like airline and the peculiar uniqueness of the service "product" such as lack of ownership, intangibility, inseparability, perishability and heterogeneity, could the missing link be issues of *employees*? Therefore, this study examined Internal Marketing as a factor of resolving this challenge in the domestic airline industry in Nigeria. It examined how internal marketing can help to create, develop, and sustain various situations and relationships in the domestic airline such that this will translate to delivering value to satisfy the external customers and so retain them.

Theoretical Consideration

The Concept of Internal Marketing

Internal Marketing is that strategy that treats frontline, contact employees as internal customers in an effort to encourage these employees to provide exceptional service for the end customer (Czaplewski, Ferguson and Milliman, 2001). Hales and Megrate-Butcher (1994) talked about two different but interrelated set of activities in Internal Marketing. These they term the customer-focused activities and employee focused activities. Customers focused activity is premised on the basis that the firms' employees are the first marketers. They are the image of the organization that the customers see and interaction between them represents a "Moment of Truth" where consumer's perceptions about quality service are created-Calzon (1987). This means that

customer focused internal marketing seeks to capitalize on every occasion of customer encounter to delight the customer.

On the other hand, the employee focused activity is concerned with promoting the organization to the external market. This is based on the philosophy of seeing the employee as the customer and the job as a product that must be shaped to the employees' needs. In line with this, the original internal marketing concepts involved from purely seeking employee satisfaction through regarding him/her as a customer, to customer orientation and market orientation that uses market like approach to internally motivate staff or employee (Berry, 1981). Thus, according to Berry and Parasuranman (1992), internal marketing can be defined as "attracting, developing, motivating and retaining quality employees through job products that satisfy their needs. Cahill (1995) perceives internal marketing as a type of philosophy of strategic management that ensures the attraction, development, motivation and maintaining prominent employees by creating a high-quality working environment by meeting their needs. One of the most comprehensive definitions of internal marketing was proposed by Rafiq and Ahmed (2003), that is an organized attempt using a marketing-like approach in order to cope with the organizational confrontation to changes and balance, motivate and coordinate the employees in line with efficient execution of strategies with the aim of the customers satisfaction through the process of creating motivated, customer-oriented employees. However, Kotler and Keller (2013) describe internal marketing purely as training and motivating employees to serve customers well.

The concept of Internal Marketing is fast engaging the attention of both HR and Marketing professionals as a way of dealing with employees' productivity. Warraich et al (2013) quoting Ahmed and Rafiq (2003) discovered that "Through Internal marketing, strong reciprocal exchange relationships could be created and sustained within the firm. This happens because of the trust, understanding and commitment among the employees when they are satisfied". Such employees breed happy clientele and outstanding customer service which means frequent business and word of mouth (viral marketing). According to Warraich et al (2013), Internal Marketing has enabled the attainment of strategic fit and coherence among organizational policies and processes. It also helps organizations to achieve their strategic, tactical and operational goals by bridging the gap between horizontal and vertical linkages. By establishing resourceful communication channels, organizations successfully meet discrepancies and business challenges. This empowers organizations to solve problems and functionalize organizational actions.

Furthermore, Ahmed and Rafiq (2003) discovered that Internal Marketing plays a vital role in realizing mission and objectives of the firm through two important parameters; involvement and commitment which are fundamentals for motivated and engaged workforce. They noticed that organizational goals cannot be achieved without a performing employee. In order to enhance employee performance, they continued, it is very pertinent to manage and control relations with consummate communication and coordination as conventional marketing to the external marketplace can't generate results without Internal Marketing practices as both processes complement each other. Internal Marketing also plays a vital role in attracting competent employees and prevents employee turnover. Warraich et al (2013) believe that the environment created through Internal Marketing spawns awareness among employees to celebrate their existence in the organization. Thus internal marketing connects the employee to the firm enabling him/her to produce better work quality.

The Concept of Service Quality Delivery

Service quality is a comparison of expectations about a service with performance. A business with high service quality will meet customer needs whilst remaining economically competitive (Boundless, 2016). It means an assessment of how well a delivered service fits into the client's expectations. It is believed that improved service quality may increase economic competitiveness. Hence Calvin (2014) asserted that service quality has become a major determinant of business expansion in the last few decades. He submitted that as a result research for the strategies to improve customer service in all the businesses has been seeking large shares in the annual business budgets. Customer Service is at the core of any successful business, as it provides an incentive for customers to come back. Bringing in new customers is great, but won't keep a business profitable for long if those customers

don't make repeat purchases. They will only do this if they are happy. If they are happy, they will do your marketing for you, spreading the word and bringing in new customers. It follows that since the essence of a business is to ensure that customers come back, delivering excellent service quality is imperative.

Maintaining a consistently high level of quality service delivery is a challenge for any company. Boundless (2016) agreed with this with the position that in order to continuously exceed customer expectations, service firms must recognize that every aspect of their business has an impact on customer service in some form, not just those aspects of their business which involve face-to-face customer contact. It comes across in a business and its employees' attitude, customer treatment, and approach to customer service. Examples of excellence in service quality include personalized service, good return policies, complaints desks and hotlines, being able to speak to a human being when calling for service, and so on. Customer service should be included as part of an overall approach to systematic improvement, as a customer service experience can change the entire perception a customer has of the organization. Many researchers who have tried to enhance service delivering companies have identified various keys to achieving desirable quality service at work- Calvin (2012) quoting (Headley, 1992). They include;

- Catching the voice of the clients and surveying their desires observing the services offered. The first step in implementing service quality improvement is to identify where customer expectations are not met or opportunities for such improvements. Various customer satisfaction assessment methods should be applied in collecting and analyzing the customer service and their satisfaction. Capturing customer's voice is a customer risk management which needs to focus on various problems, weaknesses and customer losses. Such measures are aimed at improving customer service which may lead to a positive business response.
- Paying attention to emergencies and other awful events which interrupt customers' expectation. The voice of the customer should help the business in identifying the process deliverables in customer terms.
- The customers need to be served with genuineness, passion and kindness. The employee that is obliged to serving the customers must be trained on how to show passion for services they offer without discrimination or prejudice. In instances where attendants have low or compromised ethics, customers tend to shift from their services for other operators.
- From a passenger perspective, customer service quality can be determined by the frequency of airline services and time spent inflight. In contrary, the operator perspectives in airline industry will have to pay more attention to safety, comfort, convenience, hospitality and accuracy in service delivery in order to improve on certain customer service quality.

Motivation and Service Quality

Some of the characteristics of service are perishability, inseparability and heterogeneity. Olannye (2013), described perishability as that services that cannot be saved, stored, resold or return because they are produced and consumed simultaneously. Heterogeneity denotes that the service product has high 'people' content; as such no two services will be precisely alike. Inseparability implies both the fact that production and consumption cannot be divided as well as the service and the service provider. It follows that motivation and service quality are somewhat inseparable. The extent to which an employee is motivated on the job has a great influence on the level of performance rendered which will determine service quality rendered. Since services are closely inseparable from the service provider and because of the heterogeneous characteristics which results in no two services being exactly alike, there is need to motivate the employee to ensure that he/she gives the very best at all times.

Employees should be motivated to ensure they do not just provide services but must add value to the service quality to ensure customer satisfaction and delight. Hence, Olannye (2013) posited that service marketers must invest heavily in their people (employees). The service staff should be adequately motivated and often rewarded. The process of discharging services involves people who carry out the services and if these employees are not adequately motivated, the quality of service rendered will definitely be affected. Olannye

(2013) opined that from the customers' view point, the most vivid impression of service occurs in the service encounter or moment of truth when the customer interacts with the service firm. For him, service encounter are the structure customer based their perception on. A service must be performed right the first time and every time because any damage done on any one occasion might leave a permanent scar. Against this backdrop, it appears that the higher the motivation the greater the service quality rendered which fosters customer retention. Thus we hypothesized that;

H₁: *There is a significant relationship between employee motivation and service quality Delivery.*

Employee Reward System and Service Quality Delivery

Empirical studies carried out by Kinnear and Sutherland (2001) has reported that extrinsic factors such as "competitive salary, good interpersonal relationships, friendly working environment and job security were confirmed by employees as key motivational variables that influenced performance in organizations. It is therefore, advisable that management should use a combination of both intrinsic and extrinsic variables for the motivation of their employees in order to influence performance that will lead to customer satisfaction. Different employees respond to different motivational tools depending on their drives. Employees with esteem and self-actualization drives will resonant with reward and appreciation that may not necessarily be money but such tools that will openly acknowledge their achievements and contributions to the attainment of the corporate goals. Hence some employees may leave their organization for lack of recognition or appreciation.

Since incentives are tools that motivate employees to produce desirable behavior that will lead to customer satisfaction, rewards should be tailored to recognize those who have demonstrated a high level of engagement in the organization as they help to execute the internal marketing standards that enhance service delivery for optimal customer satisfaction. Focusing on the satisfaction of individual needs of the employees with regards to their working conditions, company benefits and the total working environment, management can achieve high internal marketing level that deliver effective motivation which in turn enhances effective customer satisfaction. It is pertinent to engage in continuous research of employee satisfaction levels so as to continuously stimulate their level of motivation. This is the key because according to Steyn et al, (2004), employee's performance and attitude play an important role in business.

Also, it is the opinion of Simms (2007), that it is very important for organizations to communicate their total package to the employee as most employees don't understand this. This is vital because there are views that salary may not be a motivator. Therefore, the ability to hold out to the employee the incentives that do not get absorbed by the monthly salary has a big effect on such employee motivation. Such incentives as flex time, employee of the month, and tailored goal incentives that are non-cash reward have tremendous effect on employee motivation. By communicating the total package, the employer reinforces his commitment to the employee and this inspires the employee to strive to deliver optimally. Invariably, such strategic reward will lead to greater customer satisfaction and retention. Hence, we hypothesized that;

H₂: *There is a significant relationship between Employee Strategic Reward and Service Quality Delivery*

Employee Coaching and Service Quality Delivery

Training is the acquisition of skills in specific area (Olannye, 2013). The author states that the employee needs training before entering the market as well as at different stages of the organization's operation. This is imperative because today's customers expect the employees (especially the frontline or customers facing employees) to have deep product/service knowledge, add ideas to improve operations, and be efficient and reliable. He concluded that it goes without saying that, training increases employees' skills and ensures that service providers have knowledge necessary to do and excel in their jobs. Berry et al (1989) posited that training and education for managers are important for building understanding, setting examples and nurturing

leadership and coaching skills. Therefore, there seems to be a correlation between employee training and the quality of service that employee renders.

This position was corroborated by Rayej et al (2010) when they said that the provision of service quality is very essential to achieving customer satisfaction. Recruiting the right employees and providing them with excellent training is crucial, regardless of whether employees are highly skilled professionals or low-skilled workers (Kotler and Keller, 2013). According to Heskett et al (2008), instilling a strong customer orientation in employees can also increase their job satisfaction and commitment, especially if they have customer contact. Donovan et al (2004) declared that the internal marketing strategy of the business must focus on developing the skills and training of the employees to equip them with the skills needed to give customers needed satisfaction. To the extent that training inculcates in the employee's the appropriate skills and attitudes that enable them to deliver quality services that will lead to customer satisfaction, there exists a relationship between training and customer satisfaction. Quality training leads to quality service provision and so results in customer satisfaction. They stated that employees thrive in customer-contact positions when they have an internal drive to (1) pamper customers, (2) accurately read customer needs, (3) develop a personal relationship with customers, and (4) deliver quality service to solve customers' problems. That internal drive could be bolstered by confidence acquired as a result of competence acquired through proper training and development.

According to Rayej et al (2010), a very important element in strategic planning is leveraging on the core competency of an organization. Well managed, this will create a competitive edge for the firm. One of such competitive advantage is offering superior services to customers which will enhance customer satisfaction and so become intensely loyal. In service industry like the airlines, Internal Marketing is one approach to getting the firm to this position of customer satisfaction and intense loyalty and repeat patronage. The customer facing employee is the face of the organization and activities between that employee and the customers are critical to the development of efficient relationships with the customers. It follows, therefore, that behaviors, attitudes and skills of the customer facing employees will eventually be responsible for the service quality that the customer is expecting from the airline firm. Among the very important factors that could affect the employee's behavior, attitudes and skills in rendering quality service is internal marketing.

Excellent service companies know that positive employee attitudes will promote stronger customer loyalty (Heskett et al, 2008). Training of employee is essential to instilling positive employee attitudes. Exceeding, effective, and efficient service provision (productivity) by airlines employee is dependent on the standard of training they receive. For a customer to be loyal to a particular airline there will be value creation symptoms in place which serve as a driving force as well as differentiate the particular airline services from others. Hence Kotler and Keller (2013) said that creating a strong, tight connection to customers is the dream of any marketer as this is often the key to long-term marketing success. Accordingly, companies that want to form such bonds should heed some specific considerations amongst which are to create superior products, services and experiences for the target markets, make it easy for customers to reach appropriate company staff and express their needs, perceptions, and complaints and run award programs recognizing outstanding employees. All of these areas require training of employees to adequately handle these key issues that impact on customer loyalty. Rajet Pal. (2010), believe that firm need to leverage on their core competency to create a competitive edge for the firm. One of such competitive advantage is offering superior services to customers which competing firms cannot imitate. This will enhance customer satisfaction that will make them become intensely loyal. In service industry like the airlines, internal marketing maybe one approach to getting the firm to this position of customer satisfaction, repeat patronage and intense loyalty. So we hypothesized that;

H₃: *There is a significant relationship between Training and Development and Service Quality Delivery.*

Role Players in Internal Marketing and Management of Relationships in Internal Marketing

Internal marketing involves people and their activities. That means there are role players whose activities must be synergized to reach the goal of the organization in the course of executing internal marketing. Role players in internal marketing include management, human resources management and the employees of the organization.

A holistic approach of management process is required to integrate the activities of these role players. Internal marketing should be used as a means of successfully implementing organizational strategies to overcome inter and cross functional conflicts. An effective internal marketing process will achieve internal communication, concerted and effective union of efforts, reduction of silos strivings and less resistance to change. The goal is to have the organization working together with one mind and in one direction. To achieve this, Czaplewski, Ferguson and Milliman (2001) proffered that the tactics for implementing internal marketing should include offering a vision that provides purpose and meaning to the workplace, competing aggressively for the most talented people and preparing employees with the skills and knowledge they need to perform.

At the same time, they continued that the organization should be emphasizing team play, motivating individuals through measurement and rewards, providing freedom to excel, and ensuring that organizational management understands the internal customer. The clear import of the foregoing is that for internal marketing to succeed, the management must provide a clear vision to the employees a vision that is worth pursuing. People want to know how their work fits into the broader scheme of the business operation and want to understand so that they can believe in the goal they are working towards. Czaplewski et al (2001) averred that the Southwest Airlines exemplifies this robust culture by having a portion of its mission statement that says its customer service will be “delivered with a sense of warmth, friendliness, individual pride, and company spirit”. This is manifested in the organization’s extraordinary focus on showing “heart”, which translates to caring for its customers and employees. In practice, internal marketing thrives well when individual managers are fully committed. Every head of function or department should show commitment by leading in practical terms. Each team member must be ready to bend backward to offer a helping hand to ensure the realization of the shared vision.

Shared vision and commitment require that all concerned have requisite competencies and skills to ensure that all company strategies are formulated and executed in a friendly working environment. Their competencies should include ability to manage knowledge among the employees since a service organization like the airline firm depends on people and their knowledge. A sustainable process of capturing and sharing knowledge between the employees must be put in place. This is knowledge management which is a process in which employees are stimulated to capture knowledge from both internal and external sources, share such knowledge with others and apply them to their routine operations. This process will create a very rich bank of employee competencies that will be used in servicing the customers so as to achieve customer satisfaction and retention.

Internal Marketing and Service Quality Delivery

Robert Schiefer (2005) posited in the article – Ten Key Customer Insights (Mason, OH: Thomson 2005) that creating loyal customers is at the heart of every business. Don and Martha, (2005) put it more succinctly when they said “the only value your company will ever create is value that comes from customers, the ones you have now and the ones you will have in the future”. Business succeeds by getting, keeping, and growing customers. Customers are the only reason why companies engage in their activities and without them there is no business. The customers must be made to believe that he is getting superior value that is the most perceive value from the company he is dealing with.

Total cost for the customers include the buyers’ time, psychological costs expended in product possession, usage, maintenance, ownership, and disposal. The buyers evaluate all these elements collectively with the monetary cost to form a total cost- Kotler and Keller (2013). The buyer will choose which ever source delivers the highest perceived value. These elements of the total cost apart from the monetary value are mainly dependent on the people who provide the service. This is what constitutes internal marketing. The best marketing organizations have invested in dedicated internal marketing academics to create a consistently high performing staff. Internal marketing ensures that all employees are customer oriented and all work together as a team to deliver superior value to the customers. Internal marketing creates an environment that enables an organization to focus on whatever needs changing internally so they can enhance their external market place performance. A happy internal customer, according to Fogel (2012), means happy and satisfied external customers. Internal marketing enhances service quality which immensely builds customer satisfaction. Olannye

(2013) postulated that if performance of a product or services exceeds the customer’s expectations, the buyer will be delighted. Smart companies aim to delight customers by promising only what they can deliver, then delivering more than what they promise. Internal marketing is the veritable tool for delighting the customers so as to give them superior value that will make them stay.

The Theoretical Framework

The Two Factor Theory and Customer Service

In the late 1950’s, Frederick Herzberg introduced his research that has revolutionized the way we look at motivation in the workplace. This theory is known as the “Two Factor Theory” and it introduces two separate scales measuring employee satisfaction. There is one scale that measures satisfaction, and the other scale measures dissatisfaction. The key is to focus on the fact that Herzberg’s theory does not identify them on the same scale. This means satisfaction and dissatisfaction are not co-dependent opposites, but rather separate measurements all together. The two factors that comprise the theory are motivators and hygiene factors. When considered from a human resources perspective it looks like this:

Motivators such as autonomy, recognition, and skill development work to grow employee satisfaction.

Hygiene Factors such as salary, job security, and work conditions work to reduce employee dissatisfaction.

Methodology

The survey design method was employed. The study covered the 15 operating domestic airline which have their operational base at the Murtala Mohammed International Airport, Ikeja, Lagos- Nigeria with current operating certificate issued by the Civil Aviation Authority in Nigeria. The primary data were collected from 120 sample subjects which comprise staff and customers of the airlines employed in this study. The research instrument was a 26 item validated structured questionnaire. All the items were adequately assessed on a five point balanced likert scale.

Measurement Assessment

To estimate the reliability of the questionnaire, the test retest method was employed and the Cronbach Alpha Index method was used to estimate the reliability of the questionnaire. Favorable reliable scores were obtained from all the items since all values were above the coefficient value of 0.7 for each construct, exceeding the common threshold value recommended by Malhotra (2004). Correlation analysis was used as the analytical tool to examine the strength relationship among items of internal marketing and the multiple regression analysis was employed to ascertain the effect of the dimensions of internal marketing on service quality delivery.

Table 1: Factor Analysis Results: Principle Component Extraction

	Motivation(M)	Employee Reward System(ERS)	Employee Coaching(EC)	Service Quality Delivery(SQD)
M1	0.621			
M2	0.798			
M3	0.910			
M4	0.789			
ERS1		0.749		
ERS2		0.879		
ERS3		0.767		
ERS4		0.855		
EC1			0.721	
EC2			0.879	
EC3			0.767	
EC4			0.855	
SQD1				0.811
SQD2				0.743

Suppress absolute values <, 0.05

For the reliability test; the test-retest method was used to estimate the internal consistency. This involved repeated administration of the same types of questionnaire. In this regards, the same questionnaire was administered twice to same respondents at an interval of 5 weeks. The reliability was established by assessing the internal consistency of the items representing each construct, using the cronbach alpha index. Favorable reliable scores were obtained from all items since all co-efficient values were above 0.6. Thus, exceeding the minimum benchmark of cronbach alpha value (0.6) recommended by Malhotra (2004).

Table 2: Correlation Matrix among the dimensions of motivation and service quality Delivery

	1	2	3	4
1. Motivation	1			
2. Employee Reward System	.493**	1		
3. Employee Coaching	.411**	.365**	1	
4. Service Quality Delivery	.234**	.312**	.341**	1

****Correlation is significant at the 0.01 level (2-tailed)**

The correlation analysis shown in table 2 reported that motivation has positive and significant correlation with service quality delivery ($r=.234^{**}$ $P<.01$). Employee reward system exhibited a positive correlation with service quality delivery ($r=.312^{**}$ $P<.01$). Lastly, employee coaching presented a significant correlation with service quality delivery ($r=.341^{**}$ $P<.01$).

Table 3: Multiple Regression analysis of Dimensions of Internal Marketing and Service Quality Delivery Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.344	1.485		4.654	.000
Motivation					
Employee reward	.148	.084	.134	3.656	.000
Employee coaching	.267	.048	.234	1.510	.003
	.187	.083	.183	1.890	.002

a. Dependent variable: *service quality delivery*

Table 4: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.551 ^a	.189	.163	1.7526

a. Dependent variable: service quality delivery

b. Predictors : (constant), motivation, employee reward and employee coaching

Discussion

The study is focused on internal marketing and service quality delivery. The results of the correlation analysis involving all the indicators of internal marketing reported a positive correlation coefficient values among the measures. In table 2, this indicated that they are all appropriate measures of internal marketing. From table 3, the β value ($\beta=.134$) indicated that motivation has positive effect on service quality delivery. The test of hypothesis one (H_1) further confirms that there is a statistical significant relationship between motivation and service quality delivery. This is supported by the findings of Olannye (2013) where he revealed that motivation and service quality are inseparable. The result also follows Kinnear and Sutherland (2001), position that motivation is key to influencing organizational performance (service quality). The implication of this finding is that the extent to which employees are motivated on the job have great influence on the level of performance which is always evident in the quality of service being rendered. From table 3 the β value ($\beta=.234$) for employees reward indicated that employees reward has positive effect on service quality delivery. The test of hypothesis two (H_2) further confirms that there is a statistical significant relationship between employee reward and service quality delivery. This is supported by the findings of Simms (2007), where he opined that financial and non-financial reward system tailored towards the wellbeing of employees is a sure way of getting the best out of them. The implication of this finding is that employees who are satisfied in terms of reward perform better. From table 3, the β value ($\beta=.183$) for employee coaching indicated that employee coaching has positive effect on service quality delivery. The test of hypothesis three (H_3) further confirms that there is a statistical significant relationship between employee coaching and service quality. This is supported by the findings of Berry et al (1989), where they posited that training and education for managers are important for building understanding, setting examples and nurturing leadership and coaching skills. The result also follows Rayej et al (2010) position where they said that the employee coaching is very essential to achieving customer satisfaction. The implication of this finding is that instilling a strong customer orientation in employee increases their job satisfaction and commitment.

Conclusion

In the generality of the above, we can safely conclude that internal marketing has direct and positive influence on Service Quality Delivery. Absence of internal marketing in domestic airlines in Nigeria will result in poor service delivery. This will in turn lead to choice in service delivery. Every airline aiming to provide superior services that will create that “Wow effect” and surpass customers’ expectations must be smart and carry out proper implementation of internal marketing. The domestic airlines should go the extraordinary length to ensure that every aspect of the passenger experience exceeds expectation since the customers and the profit maximization objective are the reason for business existence.

Since Internal marketing activities are embarked upon to create Customer value that affects customer satisfaction, which in turn affects loyalty and enhance customer retention, the management of domestic airlines should engage and effectively manage the variable components of internal marketing in order to realize their corresponding benefits. A robust employee team that is well motivated to achieving employee satisfaction will be well committed to the customers’ satisfaction agenda. Satisfied customers are the ones that will become loyal and eventually be retained. Thus, we concluded that effective internal marketing has positive influence on Service Quality Delivery.

Recommendations:

The following recommendations were made with respect to the review of related literatures as well as the observations made towards the study. In order for organizations to effectively align its marketing values with the aim of satisfying its customers, it is highly recommended that Internal marketing concept should be an integral part of the culture of the domestic airline operations to attain and consistently improve service delivery. Given the pride of place in the airline industry in Nigeria, Internal marketing will ensure high and effective service delivery. High performing employees should be recognize and rewarded to promote healthy competition in the organization.

Domestic airlines employees should be periodically trained, and motivated most especially frontline employees who have direct contact with customers to affirm the suggestion of Olannye, (2013) and Kotler (2006) that employees should be consistently oriented on the importance of customer service and customer retention. It is important to retain employees' interest in order to retain customers. Disloyal and disenchanted employees are not motivated enough to build a base of loyal customers just like disenchanted investors will not be interested in building long-term relationships. The team of customers, employees and investors must hence share a common vision of a long-term relationship.

Finally, and in line with the very strong suggestion by Olannye, (2013), team development where all employees work with shared purposes of generating satisfaction and delight to the customers should be a priority to the domestic airlines in Nigeria. This is more so because, service provision in the airline business is a team task including those involved in marketing, sales, booking, checking in and out, cabin crews and boarding and departure employees. Each of these of employees though may not have direct contact with the passenger has very strong roles to play to delight the customer.

Suggestion for Further Studies:

In this study of internal marketing, using customer retention as the criterion or dependent variable was the focus. The concept of internal marketing could further be studied in other business other than the domestic airlines in Nigeria using other criterion variables. This will make the concept of internal marketing more robust and enhance its general applicability and acceptability using other criterion variables. This will make the concept of internal marketing more robust and enhance its general applicability and acceptability.

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