

## Assessment of Internal Marketing Strategies & Employee Job Satisfaction in Select Financial Institutions in South-East Nigeria: A Comparative Study

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### Abstract

*this paper aims at a comparative study of internal marketing strategies and customer job satisfaction with financial institutions in South-East Nigeria. Dimensions such as training and development; reward and recognition; internal communication and empowerment were used so also measures like employee and customer orientation which is organizational structure towards integrating the unit of measures of employed variables. Primary data were sourced with structured questionnaire from 5 deposit money banks and 5 insurance firms in the zone. Spearman's Rank Order correlation coefficient was used to analyse the data using the statistical package for social sciences (SPSS) version 22. The study discovered that training and development shows a positive and significant relationship with employee and customer orientation as a measure for performance in banks and insurance firms in the South-east, reward and recognition displays a positive and significant relationship with employee and customer orientation of organizations in South-East Nigeria, internal communication and empowerment shows a positive and significant relationship with employee customer orientation of financial institutions in South-East Nigeria, training and development reveals a more positive and significant relationship with employee performance in the banks than insurance firms, so also reward and recognition. Internal communication and empowerment shows a positive and greater significant relationship with bank's employee performance than insurance. Organizational structure on the hand does not moderate the relationship between internal market adoptions and firm effect in the financial organizations. It can be concluded that, adoption of good internal marketing strategies boost the job satisfaction of internal customers who in effect render satisfactory services to external customers. It is therefore recommended that management of both deposit money banks, and insurance should, as much as possible, provide attractive work environment for employees to boast their decisions to stay with, and give their best to the institutions*

**Keywords:** Internal marketing, Employee job satisfaction, Psychological capital theory and Dynamic capability theory.

## INTRODUCTION

### Background to the Study

The financial sector of any economy comprise of the institutions, markets and regulators that deal in financial instruments under the large framework within which the activities of the various participants are regulated. The Nigerian financial system apart from the Central Bank of Nigeria (CBN) comprises of the banks, financial intermediaries, non-bank financial intermediaries and the financial market, (Mojekwu, Agwuegbo & Olowokudejo, 2011).The non-bank financial intermediaries are insurance companies, pension and providence fund, (Onowa, 2013). The basic difference between this group is that banking financial institution like commercial bank borrow and lend, non-banking financial intermediaries like insurance companies borrow and invest , while the financial market operate as conduits for mobilization of funds from surplus economic unit to deficit economic unit (Obamuyi, 2002 cited in Monogbe 2015).

Scholars opine that the financial sector mostly populated by the banking institutions and insurance firms plays a crucial role in an economy and were designed to promote the viability, soundness, and stability of the system to enable it adequately meet the aspiration of the economy and proactively put an economy on

the path of global competitiveness and to enable it effectively respond to the challenges of globalization and also guarantee that the economy do not remain fringe players in the context of the globalizing world (Soludo, 2008).

Recently, a major trend in modern organizations is the delivery of superior value to customers, especially in the banking industry where competition becomes stiffer on daily basis, and has always been a serious concern for a large number of managers in different spheres of life (Yusufi & Andeyang, 2015; & Al-Alak & Tarabieh, 2011). Nowadays, the question of delivering high quality products or services that meet the expectations of customers is deemed insufficient but rather it has been extended to embrace or encompass how charmingly these products and services are delivered to the customers which could be linked to the relatively novel concept of internal marketing (IM), (Pantouvakis 2013). The early definition of internal marketing through the customer orientation stance was based on a total quality management concept which focused on the firms service delivery process (Perry, 1998). In other words, organizations were more interested in producing quality goods for its target markets; rather than concentrating on the personnel who man this process as explained by Amangala & Wali, (2013).

Internal marketing loosely (IM) entails an ongoing process that occurs strictly within a company, firm or organization whereby the functional process aligns, motivates and empowers employees at all management levels to consistently deliver a satisfying customer experience (Ogunnaike, Oyeniyi & Adeniji 2012). Generally, IM is considered a mechanism that can be adopted by organizations especially bank management team in their core operations and values for the purpose of achieving their set objectives (Bellaouaied & Gam, 2012).

The internal marketing concept holds that the organization's personnel are the first market, the internal customers of a company (Rainey 2014). The key motive behind the launch of internal marketing within banks and insurance is the need to achieve attitudinal change among staff towards service-mindedness and customer focus that will enable the organization to compete more successfully in the external market place (Preacher and Hayes, 2004). Internal marketing is not limited to mere incentives rather it promotes coordination of goals within a department and among the departments. Internal marketing propagates that every department will run to achieve a coordinated goal- "customer satisfaction" (Narver & Slater, 1990).

Most extant studies have addressed IM practices as a new marketing phenomenon integrated into a human resource management activity (Yusufi & Andeyang 2015). It is the act of considering employees as the internal customers to whom a job is sold with the purpose of achieving certain specified IM objectives which includes employee motivation; employee job satisfaction(JS); employee retention; employee customer-centric behaviour; and of course, employee job commitment or involvement. Zaman et al. (2012) maintained that though IM programmes might have significant impact on employees' commitment, market orientation as well as overall profitability of an organization, the mediating relationship of organization commitment with IM and market orientation might not be supported.

Pantouvakis (2013) opined that even though the essence has been to meet the latent needs of the customers constantly and as well to keep them satisfied, ultimately, the customer satisfying orientation of the employees who deal directly with the external customers are questionable especially when there are job satisfaction (JS) problems. Meanwhile, Zaman et al (2012) posited that this inhibit the effort of an organization toward delivering customer value. Consequence upon this, however, there have been growing contentions about the customer orientation (CO) of Nigerian banks and insurance employees in spite of the internal marketing (IM) efforts. Many management of banking and insurance institutions in Nigerian have dissipated to make their job more appealingly welcomed by the employees (Zablah et al 2012). This informed the focus and objectives of this paper. It therefore becomes imperative to evaluate the influence of Internal Marketing Adoption on employee firm effect with a peculiar scope on the activities of the financial sector in Nigeria.

### **Statement of the Problem**

Economic challenges and political issues may occupy the centre stage, but internal organizational strife among staff union demands for improved welfares and the myriads of corporate social responsibilities also impact greatly on the organization (Thoumrunroje & Racela 2013). An example is Keystone Bank where record of mass retrenchment of staff, undue pressure on labour for deposit mobilization, and threat of job insecurity was seen on the rise as emphasized by Onowa, (2013). These issues have unintentionally drawn labour against management in Keystone Bank. Furthermore, the outcomes were largely unproductive such as low morale, low productivity, distrust, high employee turnover, high job dissatisfaction, and low loyalty to the organization in the bank all of which have affected the bank negatively.

Papasolomous & Kitchen (2004) also revealed that employees (internal customers) do not put up their best performances at workplaces when they are un-happy with management. Bad employee-employer relationship results in strike actions and lockouts. All these actions taken by employees to display their grievances only do the organization harm than good as productivity reduce significantly (Sageer, Agarwal & Rafat 2012). It becomes clear that successful marketing can only be implemented if the firm is involved not only in external but also in internal marketing (Ruizalba et al 2014).

There have been several studies in the area of Internal Marketing like the studies of Alajoutsijärvi & Mainela, 2012; Al-alak & Tarabieh, 2011; Awwad & Agti, 2011; carried out a study on Internal Marketing and Mediating role of organizational competencies where the study utilized secondary data, while others like Owino & Kibera (2015) (Kohli et al, 1993) & Zaman et al (2012) carried out their study in other industrialized economies to which this study intends to bridge by evaluating the efficacy of internal marketing adoption in South-East Nigeria as a developing economic system.

### **Objectives of the Study**

The main objective of this study is the identification of the influence of internal marketing adoption on customer satisfaction in banking and insurance firms in the South-East Nigeria. The specific objectives are to:

- i. Examine the relationship between training and development and employee and customer orientation of banks and insurance firms in the South-East Nigeria.
- ii. Determine the relationship between reward and recognition and employee and customer orientation of banks and insurance firms in the South-East Nigeria.
- iii. Access the relationship between internal communication and empowerment and employee and customer orientation of banks and insurance firms in the South-East Nigeria.
- iv. Investigate the relationship between training and development, and employee performance of banks and insurance firms in the South-East Nigeria.
- v. Ascertain the relationship between reward and recognition, and employee performance of banks and insurance firms in the South-East Nigeria.
- vi. Access the relationship between internal communication and empowerment, and employee performance of banks and insurance firms in the South-East Nigeria.
- vii. Investigate the moderating role of organizational structure in the association between internal marketing adoption and customer satisfaction of banks and insurance firms in the South-East Nigeria.

### **Research Questions**

The following questions were asked in line with the research objectives as follows:

- i. What relationship exists between training and development, and employee and customer orientation of banks and insurance firms in the South-East Nigeria?

- ii. To what extent do reward and recognition relate to employee and customer orientation of banks and insurance firms in the South-East region?
- iii. What is the extent of relationship between internal communication and empowerment and employee, and customer orientation of banks and insurance firms in the South-East region?
- iv. How do training and development relate to employee performance of banks and insurance firms in the South-East region?
- v. What level of relationship exists between reward and recognition, and employee performance of banks and insurance firms in the South-East region?
- vi. What is the extent of relationship between internal communication and empowerment and employee performance of banks and insurance firms in the South-East region?
- vii. What is the extent of relationship between training and development and employee and customer orientation of banks and insurance firms in the South-East region?

### **Research Hypotheses**

This study was guided by the following hypotheses stated in their null form:

- H<sub>01</sub>:** There exists no significant relationship between training and development, and employee and customer orientation of banks and insurance firms in the South-East Nigeria.
- H<sub>02</sub>:** There is no significant relationship between reward and recognition, and employee and customer orientation of banks and insurance firms in the South-East Nigeria.
- H<sub>03</sub>:** There is no significant relationship between internal communication and empowerment and employee and customer orientation of banks and insurance firms in the South-East region.
- H<sub>04</sub>:** There is no significant relationship between training and development and employee performance of banks and insurance firms in the South-East region.
- H<sub>05</sub>:** There is no significant relationship between reward and recognition and employee performance of banks and insurance firms in the South-East region.
- H<sub>06</sub>:** There is no significant relationship between internal communication and empowerment and employee performance of banks and insurance firms in the South-East region.
- H<sub>07</sub>:** There is no significant influence of organizational structure on the association between internal market adoption and firm effect in South-East Nigeria.

### **Significance of the Study**

This paper would not only add to the few works that have been done in this area, but also provoke further research into workplace internal marketing and firm effect in South-Eastern organizations. This would be beneficial to scholars who would intend to write similar papers and add to the existing knowledge lacuna.

This study would help the financial firms to appreciate the vital role and effect of internal marketing and styles in teaching employees, decision making and providing better incentives towards employee motivation. Internal customers (employees) performance improvement will be ensured by implementing the recommendations of this study. It would showcase how they could keep themselves better equipped in dealing with the inevitability of Firm effect of employees.

Internal customers (employees) themselves would benefit from the study. First, the internal customers would enjoy better working conditions if the recommendations flowing from findings of this study are duly implemented. Secondly, the internal customers were awakened by this study on their organizations' supposed indebtedness and commitment to them.

### **Scope of the Study**

By content, this study on internal marketing adoption and customer satisfaction in deposit money banks and insurance companies in South-East Nigeria utilizing relevant measures and dimensions towards this effect namely, employee and customer commitment, and performance. Subsequent sections reviewed related literatures, followed by the methodology in section three, while section four evaluates and interprets data findings as section 5 recommends and concludes.

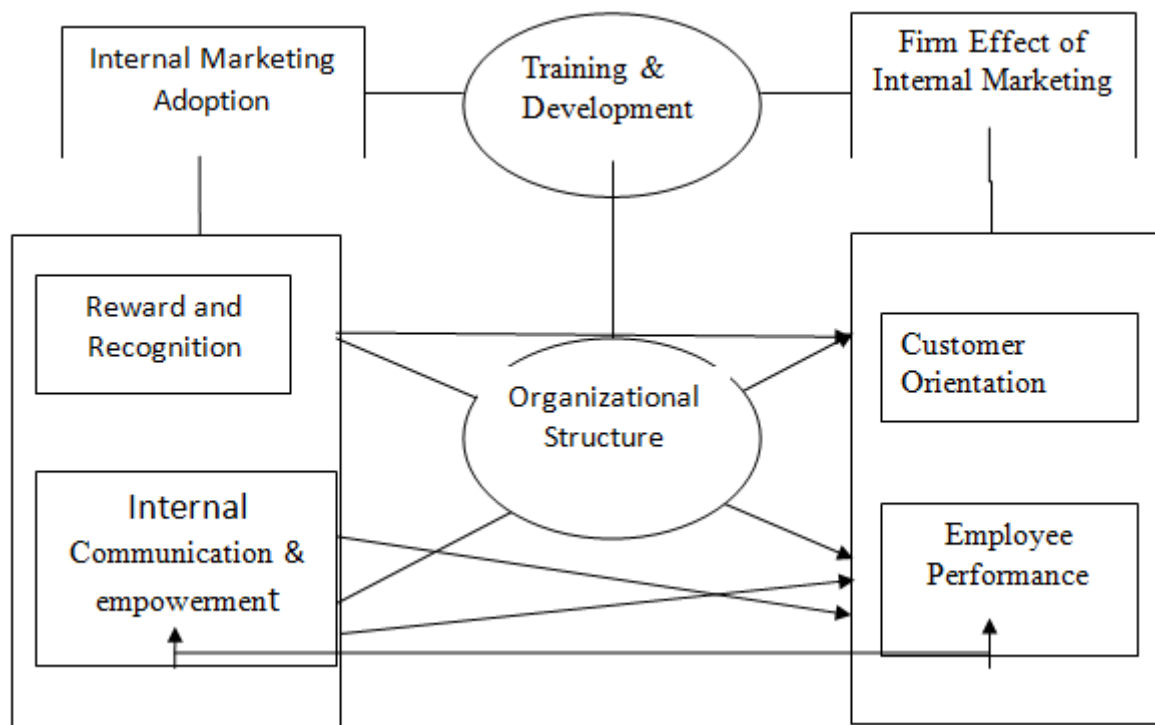
### Limitations of the Study

Not all applicable dimensions of internal marketing adoption were captured in this study to ensure ease of evaluation and clarity. The hostile nature of accessible financial institutions created difficulty in research instrument distribution and retrieval.

## REVIEW OF RELATED LITERATURE

### Conceptual Framework

To implement this study on internal marketing strategies and customer job satisfaction in financial sector in South-East Nigeria, the following dimensions (dependent) and measures (independent variables) are shown in a conceptual form comprising 3 key variables which are the predictor variable - internal marketing concept, and the criterion variable – customer satisfaction (firm effect) and the moderating variable - organizational structure as shown below.



**Figure 1: Framework for the study on Internal Marketing Adoption and Firm effect**

Source: Conceptualized by the Researchers (2017)

### Internal Marketing

Internal Marketing (IM) has been described as a process of attracting, developing, motivating and retaining qualified employees through job-products that satisfy their needs (Zamman, Javaid, Arshad & Bibi 2012). Basically, it refers to the philosophy of treating employees as customers and the strategy of shaping jobs to fit human needs (Ruizalba et al, 2014). Meanwhile, Alajoutsijärvi et al (2012) described IM as a fruitful means of integrating various business functions as production, personnel and technological development, so that marketing really can become an integrative function in the service company. Ruizalba et al. (2014) pointed out that, researchers have been studying the concept of IM for the past several decades. Therefore, it

has attracted the attention of many stakeholders and become more broadened on the realization that services in organizations are the principal differentiating factor that ensures competitive advantage.

IM has also become one of the best marketing practices known to improve service orientations and organizational management (Sheth et al., 2009). Ogunnaike et al. (2012) held that the overall implication of IM is that when an organization satisfies her employees (internal customers), they are likely to deliver quality services to the external customers. While Chen and Kao (2012) posited that IM serves as a feasible solution to provide quality products to external customers, Rainey (2014) opined that it makes customer-conscious employees in order to achieve service excellence and serve customers in better ways.

### **Dimensions of Internal Marketing**

Ha, Bakar & Jaffar (2007) identified 12 components of IM as inter-functional coordination and integration, customer orientation (CO), marketing-like approach, job satisfaction (JS), empowerment, and employee motivation, quality of service, employee development, and vision of the organization, strategic reward, internal communication and senior leadership. Martel (2012) advocated that components of IM include:- Training and development; Reward and recognition; Internal communication and empowerment.

Martal (2012) investigated the IM components in the light of their impacts on the JS in the Ghanaian retail banking industry. The outcome of the empirically based study showed that empowerment; training and development; and rewards and recognition have positive and significant relationship with JS. On the contrary, internal communication was found to have no relationship with JS. Impliedly training and development; reward and recognition as well as empowerment are important elements and tools that boost the JS of the employees to the goals and objectives of an organization. Even though, based on the finding, internal communication may not directly be a factor that contributes to JS of employees, its role in JS may not be overruled. The reason for this is simple, internal communication may bring about effective communication among employees in whatever hierarchical bureaucracy within an organization.

**Firm effect:** Firm effect can be viewed as employees' firm effect in the present employment relationship with their current employer on long term basis. This is an inverse concept of employee orientation or organizational human and resource development activities. Vandenberg and Nelson (1999) defined employees' organizational human and resource development activities as an individual's estimated probability that they are permanently leaving their organization at some point in the near future. Undesirable, unwanted, and voluntary attrition that companies experience when highly valued employees quit to take another job elsewhere is a much bigger problem than the frequency of corporate layoffs reported (Mobley, 1982). This aspect is increasing in importance as the competition for talent is high and continuously growing.

### **Employee Job Satisfaction**

Job satisfaction is tremendously germane in the life of every organisation (small, medium size or corporate organisations) (Riaz, Ahmad, Riaz, Murtaza, Khan and Ferdous, 2016). Job satisfaction has to do with the contentment that a worker feels when he performs his responsibility at work places whether he likes the job or not (Parvin and Kabir, 2011). It is a "pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values" (Locke 1969). It is an individual's cognitive, affective and evaluative disposition to his job (Janicijavic, Kovacevic and Petrovic, 2015). It is the joy, happiness and excitement that an individual feels as he passes through the job experience or when he is assessed by his employer. Abriaz, Tabassum, Raja and Jawad (2012) defined it as individual's psychological disposition as his performance is appraised in the job he is doing. A worker feels satisfied when he likes his job, does his job well and lives in harmony with his boss and co-workers.

Ultimately, a worker experiences job satisfaction when he is adequately motivated (duly paid his wages or salary, duly promoted, and exposed to better working conditions) in the course of delivering his daily responsibilities at work place (Abdullah, Bilau, Enegbuma, Ajagbe and Ali, 2011; Parvin and Kabir, 2011). It is an important aspect of employee motivation and improved performance at work places (Raziq and

Maulabakhsh, 2015). Javed, Jaffari and Rahim (2014) agreed with this view and submit that wages, accomplishment, communication, independence, acknowledgement, co-workers, job security, working condition and team environment are some of the factors that influence job satisfaction. "Job satisfaction is an important factor for improving effectiveness and also person's satisfaction in a company" (Dizgah, Chegini and Bosokhan, 2012).

High job satisfaction experience by a worker guarantees more commitment and dedication to the job (Adeoye and Fields, 2014). Workers find it difficult to leave their jobs when they experience high degree of job satisfaction (Awan and Asghar, 2014). One's performance in his work is a function of his level of job satisfaction. If he is highly satisfied, his performance will be improved but if on the contrary, his performance will be low. More salary and higher job security lead to more job satisfaction. Naturally, people develop positive attitude to work if the job they are doing solve their needs (Amoopour, Hemmatpour and Mirtaslimi, 2014).

A satisfied worker is more creative, obedient, responsive, dignified, and works better with a team to reach organisational goal. It's only a worker that has job satisfaction that will go out of his way to providing "out of the box" services for a company's customers or clients. He perceives the job as his own believing that existence of the company depends wholly on his and his co-worker's hands. A satisfied worker has a sense of belonging in the work he is doing. "Job satisfaction is complex, since it is the result of evaluation of different job aspects that an employee rates on a daily basis: the job itself, managers, pay, promotion opportunities, and co-workers" (Janicijavic et al., 2015).

Furthermore, research revealed that a significant relationship exists between job satisfaction and transactional leadership style (Javed et al., 2014). The performance and future of the organisation depends on the employee job satisfaction (Latif, Ahmad, Qasim, Mushtag, Ferdoos and Naeem, 2013). Study revealed that working environment has a significant relationship with job satisfaction (Raziq and Maulabakhsh, 2015). This view was supported by Rahman, Akhter and Khan (2017) when they remarked that when an organisation channels its resources to the working environment of its workers, their productivity and job satisfaction will be boosted.

### **Theoretical Framework**

#### **Dynamic Capability Theory**

This paper is anchored on Dynamic Capability Theory (DCT) propounded by Hamel (1989). In organizational theory, dynamic capability is the capability of an organization to purposefully adapt an organization's resource base. The concept was defined by Teece, Pisano and Shuen (1997) as the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments. The term is often used in the plural form - dynamic capabilities, emphasizing the ability to react adequately and timely to external changes requiring a combination of multiple capabilities greatly related to Internal Marketing (IM).

The term "dynamic capabilities" was first strategy research, which led to his article "Core Competences of the Corporation" (Prahalad, 1990). This work was cited in Ikujiro, Nonaka & Hirotaka Takeuchi's innovation strategy book, *The Knowledge-Creating Company*. The idea of dynamic capabilities is similar to the previously existing concept of operational capabilities; the latter pertains to the current operations of an organization, whereas the former, by contrast, refers to an organization's capacity to efficiently introduce in a working paper in 1989. It is an outgrowth of Gary Hamel's multinational and responsively change these operations and develop its resources (Helfat et al., 2007).

Dynamic capabilities theory concerns the development of strategies for senior managers of successful companies to adapt to radical discontinuous change, while maintaining minimum capability standards to ensure competitive survival. For example, industries which have traditionally relied on a specific manufacturing process can't always change this process on short notice when a new technology arrives; when this happens, managers need to adapt their own routines to make the most of their existing resources

while simultaneously planning for future process changes as the resources depreciate. Dynamic capability is “the firm’s ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments” (Teece, Pisano, & Shuen, 1997).

### **Psychological Capital Theory**

This as propounded by Sweetman and Luthans (2010) This theory paints internal marketing as a fundamental tool through which the human and material capital of an organization could be fully optimized towards the satisfaction of customers and consumers (Tremblay & Messervey, 2011). To this day, much of the research on internal marketing activities have emphasized work related characteristics, and in some cases the balance between internal marketing and employee orientation. Sweetman & Luthans (2010) introduced the concept of “psychological capital”. That includes personal resources such as self-efficacy, optimism, hope and resilience, which may act as a buffer between contextual demands and employee orientation. (Bellaouaied & Gam, 2012). Lok (2011) found Employee Performance in a mediating role between the psychological capital and employee orientation. However Avey, Luthans & Youssef, (2009) in their study found that psychological capital has a direct negative relation with organizational human and material resources development activities. By including personal resources in the present study the aim is to expand the understanding of employee orientation, and see how personal resources operate in this cognitive behavior process.

### **Theoretical Exposition**

Dynamic capability theory concerns the firm’s ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments. The satisfaction of internal customers alongside the external customers challenge the organizational capability. Work related characteristics balances internal marketing and employee orientation. Psychological capital denotes personal resources such as self-efficacy, optimism, hope and resilience, which may act as a buffer between contextual demands and employee orientation employee performance influenced by employee training and development, internal communication and empowerment, and reward and recognition. Psychological capital is the foundation of this study.

### **Empirical Literature**

Yusufi et al., (2015) evaluated the influence of internal marketing on customer orientation (CO) of Nigerian banks’ and insurance employees. The study adopted a survey method and this was conducted among the existing 21 Nigerian banks that operate in Lagos State, South-Western part of Nigeria. The population of this paper comprised 687 management staff and 2,326 frontline employees drawn from the four branches so selected. Using simple random sampling technique, the paper selected 253 management staff and 341 frontline employees as sample size. The relevant data were collected from primary source, using structured questionnaire. Findings showed that IM has a significant relationship with CO while personality trait factors and JS constructs were found to mediate significantly the influence of IM practices on CO behavior of banking employees in Nigeria.

Amangala & Wali, (2013) evaluated the influence of internal marketing strategy on employee performance. The study adopted the quantitative research approach with the use of questionnaire instrument to elicit data from the target population. 150 employees were systematically selected from 10 service firms in the aviation sector of Nigeria; 126 units of the questionnaire were retrieved as used; the data generated were also analyzed using the Pearson Product moment Correlation Coefficient and Simple Regression with the support of SPSS version 18 to analyze the core data. Finding showed that internal marketing promotion has significant and positive impact on employee performance.

Bellaouaied and Gam (2012) revealed that IM has a significant impact on the mediating variable, employees’ customer orientation (CO). The finding of the study also showed that employees’ CO has a significant mediating effect on the relationship between IM and service quality perception. This explains why most businesses would adopt IM for building customer-oriented employees principally because of



increasing competitiveness, changing business environments, as well as constantly delivering customer value.

Dalvi and Vahidi (2013) held that IM had a significant effect on customer-oriented pro-social behavior of employees working in hotels in Isfahan city. We can thus infer that a job-satisfied employee would carry out a role-prescribed customer service and other extra-role customer services. Oakley and Carolina (2012) supported the foregoing position when he posited that employee motivation that was adjudged superior over satisfaction could be a significant antecedent to market orientation and a tool for generating customer response.

Al-Alak & Tarabieh (2011) in their studies placed more emphasis on the strategic importance of being customer-oriented. The findings of their study showed that CO contributes positively to organizational performance by providing innovation differentiation and market differentiation. The authors therefore placed more emphasis on determining the relationship between CO, innovation differentiation, market differentiation and organizational performance in the banking industry in Jordan. This suggests that a competitive advantage can be achieved by a bank that is customer-oriented or demonstrating good market orientation practices over others especially in Jordan banking industry where competition is stiffer. Being more particular about CO,

Zaman et al., (2012) in their study found that IM has a significant impact not only on employees' commitment but also market orientation and banks' overall profitability. The study further discovered four components of IM namely training and development; reward and communication; internal communication; and employee empowerment. They maintained that all those components had effects on consumer orientation. Thus, IM had significant impact on CO. Apart from studies on commercial banks,

Mohammadi et al. (2012) focused on foods and drugs distribution companies in Kermanshah province while Gilaninia et al. (2013) studied social security organizations in Gilan. Both studies were based on the effect of IM on CO, and their findings supported the extant literature as they confirmed significant effect between the two constructs.

Aykan & Sunmez (2014), the outcome seemed otherwise as procedural and interactional justice was found to have a mediating role between IM practices and task performance. Equally, the study found that procedural justice had a mediating role between IM practices and contextual performance.

Zaman et al. (2012) posited that this may inhibit the effort of an organization toward delivering customer value. As a consequence upon this, however, there have been growing contentions about the customer orientation (CO) of Nigerian banks' employees in spite of the internal marketing (IM) efforts many management of banking industry in Nigerian have dissipated to make their job more appealingly welcomed by the employees. Thus, this informed the focus and objectives of this paper

Zaman et al. (2012) maintained that though IM programmes might have a significant impact on employees' commitment, market orientation as well as overall profitability of an organization, the mediating relationship of organization commitment with IM and market orientation might not be supported.

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Papasolomous & Kitchen (2004) also revealed that employees do not put up their best performances at workplaces when they are un-happy with management. Bad employee-employer relationship results in strike actions and lockouts. All these actions taken by employees to display their grievances only do the organization harm than good as productivity will be reduced significantly. It becomes clear that successful marketing can only be implemented if the firm is involved not only in external but also in internal marketing.

Monogbe (2015) empirically contribute to the literature by investigating the role of the financial sector through internal market on economic development in Nigeria. The study employed time series data from some selected insurance company and deposit money banks in Nigeria. Series of econometrics technique was employed which includes unit root test, ordinary least square of the multiple regression. Findings reveals that the internal marketing strategy of the financial sector in Nigeria as lead to rise in revenue generation of the financial sector as such, rise in the generated revenue of the financial sector has positively influence economic growth in Nigeria.

Odhiambo (2011) in a study “dynamic causal relationship between financial development, economic growth and poverty reduction in South Africa for the period of 1960 to 2006” using a trivariate causality model and error correction model (ECM) in data analysis. The study revealed that the hypothesis of finance-led growth do not hold in South Africa. The result shows that finance has nothing to do with the growth of South African economy. That whether finance or not, the economy continue to grow.

Mojekwu, Olowokudejo & Agwuegbo (2011) used a dynamic factor model to estimate the impact of insurance contributions on the growth of Nigerian economy within the period of 1981 to 2008. The result indicates that the functional relationship between the volume of insurance contribution and economic growth in Nigeria is a first order autoregressive model. This model observed that economic growth is positively correlated with insurance contributions. This implies that if insurance contribution increases, economic growth will as well increase. Findings supported that of Boon (2005) who also find in his study that total insurance funds affect both capital formation and GDP growth in the short run and long run. The plausibility of the aforementioned may be ascribed to the fact that insurance activities rely a lot on investment. They recommended that government policy should be toward growing the insurance sector of the economy, and through such means enhance investment as well as production in order to boost economic growth.

Omotayo (2016) empirically examine the marketing strategy of financial sectors in Nigeria and how this has helped the customer services in Nigeria. The rationale behind the study is that the financial sector in only concern about the generated income without giving credence to their customer. This idea follows the complains of some bank customers and some pensioners whose pension is been delay and deny due to lassitude on the side of the financial sector. The study employed quasi experimental research design where 105 questionnaires were distributes. 92 of those questionnaires were collected while 8 could not be retrieved due to inability to locate the correspondent. From the cumulative response, report shows that the banking sectors seem to be concern about their customers request while the insurance companies seem to less concern. The study thus recommends that the Nigeria deposit insurance commission should look into the financial practices to ensure adequacy and avoid Sharpe practices that is going on in the sector.

**Table 1: Webometric Analysis of Reviewed Related Literature**

S/No.	Author/Place	Topic	Methodology	Findings	Recommendations
1.	Yusufi et al., (2015) Lagos, Nigeria	Influence of internal marketing on customer orientation of Nigerian banks' and insurance employees.	survey method	Findings showed that Internal marketing has a significant relationship with customer orientation of banks in Nigeria.	The study thus suggest that accommodating attractive strategy should be enhance in the banking sector as this will help in boasting banks returns.
2.	Amangala and Wali, (2013), Nigeria	Influence of internal marketing strategy on employee performance.	The study adopted the quantitative research approach	Finding showed that internal marketing promotion has significant and positive impact on employee performance.	The study recommended that effort should be made to promote internal marketing as it seems to promote employee performance in Nigeria.
3.	Bellaouaied and Gam (2012), USA	Internal marketing and customer orientation	The study adopted quasi experimental research design	The finding of the study also showed that employees' customer	The study advice that for more impressive bank performance, internal marketing

				orientation has a significant mediating effect on the relationship between IM and service quality perception.	strategy should be rebranded toward customers satisfaction.
4.	Dalvi and Vahidi (2013), Isfahan City	Internal marketing and customer orientation	Descriptive statistic	Internal marketing had a significant effect on customer-oriented pro-social behavior	The study suggest that internal marketing can only promote customer orientation if customer oriented policy is implemented
5.	Zaman et al., (2012), Nigeria	Internal marketing and employees' commitment	Quasi experimental Research design	Study found that IM has a significant impact not only on employees' commitment but also market orientation and banks' overall profitability.	The paper recommended that marketing is essential for bank performances.
6.	Aykan and Sunmez (2014), Jordan	Internal marketing practices and task performance.	Expost Facto Research Design	Procedural and interactional justice was found to have a mediating role between IM practices and task performance.	The study suggest that for internal marketing to more effective, the customers desire has to be in the heart
7.	Monogbe (2015), PH, Nigeria	The role of the financial sector through internal market on economic development in Nigeria.	Descriptive Research Design	Findings reveals that the internal marketing strategy of the financial sector in Nigeria as lead to rise in revenue generation of the financial sector	The study recommend that emphasis should be on internal and customers orientation to stimulate more performance if the deposit money banks in Nigeria

## The Gap in Literature

Based on the empirical literature reviewed, we can presume that only few studies have been done on determining effects of Internal Marketing adoption in financial sector, most especially in developing economies such as Nigeria, and a lot still need to be done. Besides, in the course of our review, we found that no study has hitherto taken Nigerian banks, and insurance companies into cognizance except perhaps that of Yusuf et al. (2015) which even lacked some empirical evidences. Consequently, the methodology Yusuf et al (2015) adopted was subjective, it was not verifiable and so its conclusions cannot be relied on for any useful decision making and generalization. Therefore, the need for a study that would be empirically based so as to aid explanation pertaining to internal marketing adoption and customer satisfaction in Nigerian financial sector becomes unavoidable.

## RESEARCH METHODOLOGY

### Research Design

Cross-sectional survey design was adopted. As an aspect of quasi-experimental research design, it seeks to evaluate multiple variables at a single time period coupled with a comparative design. This is considered appropriate as the study compared internal marketing strategies within the banks and insurance firms in the South-east zone.

### Area of the Study

This study was domiciled on the financial sector in Nigeria and decoupled into the banking and insurance institutions. This was carried out in the South-East, Nigeria due to domicile of the researchers.

## Nature and Sources of Data

This study utilized primary data generated from the target respondents via a carefully structured questionnaire. The target respondents were the staff that are the internal customers of the selected commercial banks and insurance institutions in the South-East Nigeria.

## Population for the Study

The population of this study consists of the management and staff (internal customers) of the banking and insurance firms operating in the Nigerian financial sector.

## Determination of Sample Size

This study utilized the non-probability sampling technique carried out through a process that does not give all the individuals in the population equal study based on the convenience of the researchers. The sample was drawn from the management and staff of financial institutions - banks and insurance companies in South-East Nigeria. Specifically, 5 each of the top 10 on the list of viable commercial banks and insurance firms were conveniently selected. They are: - Access Bank Plc, First Bank Plc, Diamond Bank Plc, Zenith Bank Plc, UBA Plc; and AIICO Ins, Custodian Ins, Consolidated Hallmark Ins, Lead Way Ins and IGI Ins based on proximity to the researchers. The sample size was determined using the Taro Yamene's formula at a 0.05 level of significance I.e. 95% confidence level, given as:

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = the sample size to be determined

N = the population of the study

e = Limit of the error acceptable for the study = 5%

1 = constant

n = ?

N = 7423

1 = Constant unit

e = 0.05

$$n = \frac{7423}{1 + 7423(0.05)^2}$$

$$n = \frac{7423}{1 + 7423(0.0025)}$$

$$n = \frac{7423}{19}$$

$$n = 390.7368 \approx 391$$

$$n = 391$$

**Table 2: Questionnaire for banks and their internal Customers**

S/No.	Financial Institutions	No. of Internal Customers	Number of Questionnaire Distributed
1	Access Bank Nig Plc	75	39
2	First Bank Nig Plc	109	39
3	Zenith Bank Nig Plc	70	39
4	Diamond Bank Nig Plc	81	39
5	UBA Plc	68	39
6	AIICO Ins Plc	48	39

7	Custodian Ins Plc	54	39
8	Consolidated Hallmark Ins	60	39
9	Lead Way Ins Plc	59	39
10	IGI Ins Plc	67	40
	<b>Total</b>	<b>7423</b>	<b>391</b>

Source: Bank Registry (2017) and Insurance Registry (2017)

**Operational Measures of Variables:** In this study, our predictor variable is the organizations' internal marketing strategies, measured using: training and development, reward and recognition, and internal communication and empowerment. The criterion variable, customer job satisfaction (firm effect) is measured using employee and customer orientation, and employee performance. Both variables were ranked to enable the researcher determine the existence of correlation.

The responses modes were based on the 5 point Likert scale ranging from 5= Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree. Specifically, the dimensions entail 15 question items adopted from the 32 item Internal Market Adoption Questionnaire (HQS) of Martins and Doris (2003) 7-point scale, refined to a 5-point scale to bring it to unison with the constructs which entails 6 questions (3 each) adapted from the Satisfaction With Life Scale (SWLS) by Diener, (1994).

### Sample Size and Sampling Technique

The sample was drawn from the management and staff of financial institutions - banks and insurance companies in South-East Nigeria. Specifically, 5 each of the top 10 on the list of viable commercial banks and insurance firms were conveniently selected. They are: - Access Bank, First Bank, Diamond Bank, Zenith Bank, UBA Plc; and AIICO Ins, Custodian Ins, Consolidated Hallmark Ins, Lead Way Ins and IGI Ins based on proximity to the researchers. The sample size determined using Taro Yamane's formula at a 0.05 level of significance 95% confidence level.

### Method of Data Collection

This study utilized primary data sourced with structured questionnaire. Secondary data were obtained from the respective registry for the estimated number of staff of the selected banking and insurance institutions.

### Validation Test of Instruments

The validity of the study is in two phases: content and construct validity. **Content Validity:** The employed questionnaire for the research was subjected to facial validity to ensure that the utilized instrument was capable of doing what it is expected to do in this study, as it was given to two researcher superiors for validation. The researcher's supervisor and HOD critically validated the research instrument. **Construct Validity:** This validity came via the pilot testing which was carried out on 10 staff of the banks and insurance firms, and it involved a miniature statistical analysis towards testing the sufficiency of the dimensions and measures as it pertains to the underlying topic, Their response led to the modification of some items prior to the administration to the respondents.

### Reliability Test of Instruments

Test re-test was carried out using ten (10) copies of the questionnaire prepared and administered on the same respondents (bank and insurance staff) for the second time within an interval of 2 weeks. The first and second sets of scores were correlated using Spearman's Rank order Correlation Coefficient as the statistical tool. The result gave a coefficient reliability index of 0.98 indicating a high degree of questionnaire item consistency. Spearman's Rank Correlation Coefficient is given as:

$$r = 1 - \frac{6\sum d^2}{n(n^2 - 1)}$$

**Table 3: Reliability Table**

Items	First average X	Second average Y	Xr	Yr	D	d <sup>2</sup>
1	2	2	1	1	0	0

2	2	2	1	1	0	0
3	2	1	1	1	0	0
4	1	2	1	2	1	1
5	1	2	2	2	0	0
6	2	2	2	2	0	0
7	1	1	2	2	0	0
8	1	1	2	2	0	0
$\sum d^2 = 1$						

Source: Field Survey, 2017

$$\begin{aligned}
 P &= 1 - \frac{6\sum d^2}{n(n^2-1)} \\
 &= 1 - \frac{6(1)}{8(8^2-1)} \\
 &= 1 - \frac{6(1)}{8(64-1)} \\
 &= 1 - \frac{6}{8(63)} \\
 &= 1 - \frac{6}{504} \\
 &= 1 - 0.0119 \\
 P &= 0.9881
 \end{aligned}$$

### Method of Data Analysis

The Spearman's rank order correlation coefficient was used to analyse the data obtained from the questionnaire which enabled the researchers examine the relationship between internal marketing adoption (strategies) and customer job satisfaction (firm effect). All Statistical analysis was carried out using the Statistical Package for Social Sciences (SPSS) version 22.

**Decision Rule:** for Spearman's rank order correlation coefficient is:

Reject null hypothesis if Spearman's rho coefficient is bigger than critical value (CV)

Fail to reject null hypothesis if Spearman's rho coefficient is smaller or equals to critical value

Criteria	Decision
$r_s > CV$	Reject the null hypothesis
$r_s \leq CV$	Do to reject the null hypothesis

### Model Specification

The model follows the classical linear regression model assumption (CLRM) in line with the models of (Rainey, 2014), hence we first stated it in functional form thus;

$$ECOBI_t = f(TAD_t, RAR_t, ICAE_t) \text{ ----- (3.1}_a\text{)}$$

$$EPBI_t = f(TAD_t, RAR_t, ICAE_t) \text{ ----- (3.1}_b\text{)}$$

We convert the above model into econometrics form by introducing constant term ( $\alpha_0$ ) and error term ( $\mu$ )

$$ECOBI_t = \alpha_0 + \alpha_1 TAD_t + \alpha_2 RAR_t + \alpha_3 ICAE_t + \mu_t \text{-----} (3.2a)$$

$$EPBI_t = b_0 + b_1 TAD_t + \alpha b_2 RAR_t + b_3 ICAE_t + \mu_t \text{-----} (3.2b)$$

Where;

ECOBI = Employee and Customer Orientation of Banks and Insurance Firms

EPBI = Employee Performance of Banks and Insurance Firms

TAD = Training and Development

RAR = Reward and Recognition

ICAE = Internal Communication and Empowerment

$\alpha_0$  = Constant Term

$\alpha_1 - \alpha_3$  = Coefficients of Predictors

$\mu_t$  = Error Term

## PRESENTATION AND ANALYSIS OF DATA

### Presentation of Demographic Data

This section evaluates the profile of respondents and moves to the testing of hypothesis:

#### Profile of Respondents

A total of 391 questionnaires were shared but only 83.64 percent making a total of 327 questionnaires were correctly filled. The sample distribution of respondents indicates that a total of 57 (17.21%) respondents were from Access Bank, 59 (18.03% of the respondents) were from First Bank, 62 (18.85%) respondents were from the Zenith Bank, UBA Plc, and Diamond bank plc. For the insurance firms, AIICO Ins Plc - 57 respondents, Custodian Ins Plc - 51 respondents, Consolidated Hallmark Ins - 43 respondents, LeadWay Ins - and IGI Ins -. The research sample is made up of 299 males and 28 females, 56% of the male emanates from banking firms while 44 percent of the female are from the banking sector and the rest are attributed to the insurance firms. This indicates a bigger percentage of male (89.0%) to female (11.0%) within the sample, showing a high level of Gender gap when it comes to management of the selected banks and insurance firms. 3 were identified as single with a corresponding percentage of 3.3% being Divorced and Widowed implying that majority of the respondents were married.

#### Table 4: Cross Tabulation

To carry out a side by side comparison between study variables, the following cross tabulation is presented as follows.

Variables/Categories	Banking Institutions		Insurance Institutions		Consensus
	Male	Female	Male	Female	
Training and Development	72	64	84	71	.801**
	28	36	16	29	91
	57	92	77	59	0
Reward and Recognition	43	8	23	41	91
	60.5	82	93	94	0
Internal Communication and Empowerments	39.5	18	7	6	91

Source: SPSS 22 output

72 percent of male respondents affirm that training and development influence employee and customer orientation and employee performance in selected banking institution, while 64 percent of female confirm this in the banking industry. While similar result can be seen in the insurance firm as 84 percent of men and 71 percent of women agree to the influence of training and development on employee and customer satisfaction.

57 percent of male respondents affirm that Reward and recognition influence employee and customer orientation and employee performance in selected banking institution, while 92 percent of female confirm this in the banking industry. While similar result can be seen in the insurance firm as 77 percent of men and 59 percent of women agree to the influence of reward and recognition on employee and customer satisfaction.

60.5 percent of male respondents affirm that internal communication and empowerments influence employee and customer orientation and employee performance in selected banking institution, while 82 percent of female confirm this in the banking industry. While similar result can be seen in the insurance firm as 93 percent of men and 94 percent of women agree to the influence of internal communication and empowerment on employee and customer satisfaction.

### Questionnaire Statistics

**Table 5: Questionnaire Statistics Summary**

Questionnaire Items	Average Likert Grade	Comment
<b>Internal Marketing Adoption</b>		
<b>Reward and Recognition (Y)</b>		
The Company values my work	3.6	Agree
The Company offers rewards based on performance	3.1	Uncertain
I think the benefits offered by the Company meet my needs	2.9	uncertain
Employees are recognized for good work performance	3.2	Uncertain
Performance incentives are clearly linked to standards and goals	3.1	Uncertain
<b>Grand Mean</b>	<b>3.18</b>	<b>Uncertain</b>
<b>Internal Communication and Empowerment (Y2)</b>		
The Company supports honest two-way communication between Managers and Employees	2.1	Disagree
Employees at the Company regularly share and exchange ideas	1.9	Disagree
Employees are valued as an asset to the Company	2.8	Uncertain
Employees are free to express their concerns and complaints	1.5	Disagree
Employees are generally friendly and willing to help you if needed	3.9	Agree
<b>Grand Mean</b>	<b>2.44</b>	<b>Disagree/Uncertain</b>
<b>Firms Effect of Internal Marketing</b>		
<b>Customer Orientation (X1)</b>		
Customers are well informed of the company's products and services.	3.4	Agree
Specific measures are kept in place to assists customers in the use and consumption of company products and services	3.8	Agree
We strive for customers to obtain a positive and memorable	4.2	Agree



experience		
Training is offered to improve customer relations.	3.5	Agree
The training I receive reinforces customer focus	3.9	Agree
<b>Grand Mean</b>	3.76	Agree
<b>Employee Performance (X2)</b>		
The Company encourages employees to work to the best of their abilities.	4.1	Agree
The Company is able to maximize employee potential	3.7	Agree
My job enables me to make use of my skills and abilities	2.1	Disagree
Non-performing employees are held accountable	4.9	Strongly Agree
Performance measures are evaluated on an annual basis	4.8	Strongly Agree
<b>Grand Mean</b>	3.92	

*Source: SPSS 22 Summary (2017).*

In summary of the questionnaire statistics above, it can be inferred that amongst the respondents, there is an uncertain degree of internal marketing adoption based on the grand mean of 3.18 which shows that respondents neither agree nor disagree to the prevalence of internal marketing adoption, subsequent to this, it can be seen that majority of respondents as inferred by the grand mean of 2.44 disagree and are uncertain as to the level of internal communication and empowerment amongst employed variables. This shows that the internal communication and empowerment proceedings are either ambiguous or not put into full practice in the sampled study area. Following this, for the predictor variables, the prevalence of customer orientation is seen to be substantive as predicated on the grand mean of 3.76 which shows a great level of agreement between respondents as to the level of customer orientation practices as deployed by the firm. Lastly employee performance is seen to be improved based on respondents grand mean (3.92) affirmation of this organizational phenomenon. This goes a long way to show that despite complacent internal marketing adoption, its firm effect has nonetheless been positive. (although this might be attributed to other factors not captured within the study).

**TEST OF HYPOTHESES****Table 6: Spearman Correlation Matrix.**

## Correlations

			Training and Development	Reward and Recognition	Internal Communication and Empowerments	Employee and Customer Orientation	Employee Performance
Spearman's rho	Training and Development	Correlation Coefficient	1.000	.889**	.617**	.898**	.801**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	122	122	122	122	122
	Reward and Recognition	Correlation Coefficient	.889**	1.000	.849**	.957**	.936**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	122	122	122	122	122
	Internal Communication and Empowerments	Correlation Coefficient	.617**	.849**	1.000	.814**	.841**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	122	122	122	122	122
	Employee and Customer Orientation	Correlation Coefficient	.898**	.957**	.814**	1.000	.913**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	122	122	122	122	122
	Employee Performance	Correlation Coefficient	.801**	.936**	.841**	.913**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	122	122	122	122	122

\*\* . Correlation is significant at the 0.05 level (2-tailed).

Source: Research data, 2017 (SPSS-22 output)

**Hypothesis One**

**H<sub>01</sub>:** There exists no significant relationship between training and development and employee and customer orientation of banks and insurance firms in the South-east region. The association between training and development and employee and customer orientation in selected banks and insurance firms in the South-east region was established.  $\rho = .898$  and  $p = 0.000$ . The findings shows a very positive and significant association between both variables (where \*\* implies significance at 0.01 and  $p < 0.05$ ); therefore based on the criterion for null hypothetical statement rejection of  $p < 0.05$ , we reject the null and restate that there is a significant relationship between training and development and employee and customer orientation of banks and insurance firms in Nigeria.

**Hypothesis Two**

**H<sub>02</sub>:** There is no significant relationship between reward and recognition and employee and customer orientation of banks and insurance firms in the South-East region. The analysis for the association between reward and recognition and employee and customer orientation in selected banks and insurance firms in the South-East region was done.  $\rho = .957$  and  $p = 0.000$ . The findings shows a very positive and significant association between both variables (where \*\* implies significance at 0.01 and  $p < 0.05$ ); therefore based on the criterion for null hypothetical statement rejection of  $p < 0.05$ , we reject the null and restate that there is a significant relationship between reward and recognition and employee and customer orientation of banks and insurance firms in Nigeria.

**Hypothesis Three**

**H<sub>03</sub>:** There is no significant relationship between internal communication and empowerment and employee and customer orientation of banks and insurance firms in the South-east region. The analysis for the association between internal communication and empowerment and employee and customer orientation in selected banks and insurance firms in the South-East region was established.  $\rho = .814$  and  $p = 0.000$ . The findings shows a very positive and significant association between both variables (where \*\* implies

significance at 0.01 and  $p < 0.05$ ); therefore based on the criterion for null hypothetical statement rejection of  $p < 0.05$ , we reject the null and restate that there is a significant relationship between internal communication and empowerment and employee and customer orientation of banks and insurance firms in Nigeria.

#### Hypothesis Four

**H<sub>04</sub>:** There is no significant relationship between training and development and employee Performance of banks and insurance firms in the South-east region. The analysis for the association between training and development and employee performance in selected banks and insurance firms in the South-East region was done.  $\rho = .801$  and  $p = 0.000$ . Findings shows a very positive and significant association between both variables (where \*\* implies significance at 0.01 and  $p < 0.05$ ); therefore based on the criterion for null hypothetical statement rejection of  $p < 0.05$ , we reject the null and restate that there is a significant relationship between training and development and employee performance of banks and insurance firms in Nigeria.

#### Hypothesis Five

**H<sub>05</sub>:** There is no significant relationship between reward and recognition and employee performance of banks and insurance firms in the South-East region. The analysis shows an association between reward and recognition, and employee performance in selected banks and insurance firms in the South-East region. Where  $\rho = .936$  and  $p = 0.000$ . The findings shows a very positive and significant association between both variables (where \*\* implies significance at 0.01 and  $p < 0.05$ ); therefore based on the criterion for null hypothetical statement rejection of  $p < 0.05$ , we reject the null and restate that there is a significant relationship between Reward and Recognition and Employee Performance of banks and insurance firms in Nigeria.

#### Hypothesis Six

**H<sub>06</sub>:** There is no significant relationship between internal communication and empowerment and employee performance of banks and insurance firms in the South-East region. The analysis shows the association between internal communication and empowerment and employee performance in selected banks and insurance firms in the South-East region. Where  $\rho = .841$  and  $p = 0.000$ . The findings shows a very positive and significant association between both variables (where \*\* implies significance at 0.01 and  $p < 0.05$ ); therefore based on the criterion for null hypothetical statement rejection of  $p < 0.05$ , we reject the null and restate that there is a significant relationship between Internal communication and empowerment and employee performance of banks and insurance firms in Nigeria.

#### Hypothesis Seven

**H<sub>07</sub>:** There is no significant influence of organizational structure on the association between internal market adoption and firm effect of banks and insurance firms in the South-East region.

**Table 7: Partial Correlation (Moderating Role of Organizational Structure).**

#### Correlations

Control Variables			Internal Marketing	Internal Market Adoptions
Organizational Structure	Internal Marketing	Correlation	1.000	-.074
		Significance (2-tailed)	.	.488
	Internal Market Adoptions	Df	0	88
		Correlation	-.074	1.000
	Market	Significance (2-tailed)	.488	.
		Df	88	0

Source: Research data, 2017.

Judging by the output in table 4.22 above, it could be derived that organizational structure exhibits no moderating influence on the relationship between internal market adoptions and internal marketing in the employed institution based on the correlation coefficient of  $-0.074$  at a probability level of  $0.488$  which is greater than the significance level of  $0.05(5\%)$ , therefore we do not reject the null hypothesis and conclude that, There is no significant influence of organizational structure on the association between internal market adoption and customer orientation and employee performance in Nigerian financial sector, particularly the banks and insurance firms.

Overall, the two evaluated financial sector manifested similar trends with different magnitude as training and development, reward and recognition and internal market activities were more prominent in the insurance sector.

## **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMEDATION**

### **Summary of Findings:**

This study has added to the wealth of evidence in the connection between internal market adoptions and firm effect, taking a comparative review of banks and insurance firms in South Eastern Nigeria. Nigeria, utilizing dimensions such as training and development; reward and recognition; internal communication and empowerment and measures such as employee and customer orientation and employee performance coupled with the moderating variable which is organizational structure towards integrating the unit of measures of employed variables. Overall, the two evaluated financial sector manifested similar trends with different magnitude as Training and development, reward and recognition and internal market activities was more prominent in the insurance sector.

Theoretically, this study has provided some empirical evidence on the relationship between internal market adoption and employee firm effect in banks and insurance firms operating in South-Eastern Nigeria. The result of this study has also added to the literature on internal marketing practices and employee firm effect of banks and insurance firms. In terms of practical contribution, the research results validated the notion that compensation and internal communication and empowerment are of utmost importance in enhancing firm effect among internal customers (employees). In assessing the strategic role of all internal marketing functions, the aforesaid factor deserves a higher level of scrutiny in organizations. Importantly, the role of human resource as a strategic partner should also be given serious attention as this is important to ensure firm effect is inculcated with employees.

### **Conclusion:**

The research results provided support for the key propositions and the study succeeded in answering all of the research objectives aimed at analyzing the empirical link between internal marketing and firm effect in Nigeria financial sector. This study used only the cross-section study data as the empirical study basis and did not probe into the interactions of different variables in time; hence, the causal inferences are limited. Future studies can use the longitudinal data for analysis.

### **Recommendations**

The researchers therefore recommend that:

- i. The management of banks and insurance firms should embrace practicable and consistent internal marketing practices so as to lower the tendency of adverse effect on employee customer orientation and performance.
- ii. Management of deposit money banks and insurance firms should as much as possible provide attractive work environment for employees who are the internal customers to boast their decisions to

stay with the organization. Moreover, it was identified that career development opportunities indicated a strong signal for retention. Consequently, it is recommended that management of the organization provide development opportunities to increase employees' career growth and to make them satisfied to remain in the organization.

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