



ISSN 2278 – 0211 (Online)

Impact of Internal Marketing on Organisational Performance

Mapira Nyasha

Lecturer, Department of Human Resources Management, Great Zimbabwe University, Zimbabwe

Tasiyana Vision

Labour Officer, Ministry of Public Service, Labour and Social Welfare, Zimbabwe

Muzvidziwa Rutendo Faith

Lecturer, Department of Human Resources Management, Great Zimbabwe University, Zimbabwe

Abstract:

The research sought to assess the impact of internal marketing on organizational performance at Redcliff Hotel. The research was carried in the form of a case study, in which a sample of 202 employees from a population of 368 employees was used. Stratified random sampling procedure was employed in selecting elements from 10 managers and 192 general employees. Questionnaires and interviews were used in triangulation to collect data on the sample. After analyzing the collected data, the study unearthed that internal marketing plays a significant role in building competitive edge which subsequently totals to organisational performance. The study recommended that organizations must treat employees as internal customers and make sure that internal marketing initiatives are properly and aligned to business goals and objectives.

Keywords: Internal marketing, competitive advantage, organizational performance and dollarization

1. Introduction

Zimbabwe's hotel industry has been affected by a decade long economic and political crises which ended in 2009. This period of economic meltdown had the hospitality industry as one of its biggest casualty (Rusike; 2012). Hotels in particular suffered from functional kwashiorkor associated with symptoms such as losses in revenue, high labour turnover, low room occupancy rate and low market share. The year 2009 marked a period of hope for the industry as it brought the much needed political and economic stability due to swearing in of the Unity Government (G.N.U) and adoption of the multi-currency regime (Ncube; 2011).

The new optimistic atmosphere of 2009 created a competitive hospitality industry where the law of natural selection and survivor of the fittest philosophy emerged. Big Giants such as African sun, Rainbow Tourism, Cresta Hospitality, Meikles embarked on aggressive marketing efforts, battle for talented and skilled employees and also the rebranding of their hotels. This led to improved profit margins, increased in market share, higher percentage of revenue, occupancy rate and staff retention (Denhere; 2011). In contrast, the situation has been different for locally owned family hotels whose performance has continued to dwindle, with high labour turnover, employee dissatisfaction and closure despite the new stable economy. Given such a background, this research seeks assess the impact of internal marketing on organizational performance among indigenous hotels in Zimbabwe. The research is premised on the notion that in order for an organisation to perform effectively, it must satisfy and motivate its employees who constitute the internal customers.

2. Background of study

Internal marketing as an organisational strategy is a sleeping giant that has begun to receive much attention from Zimbabwean academics especially in the period after 2009. Notably, studies have included how internal marketing can be used to motivate and retain employees (Mupemhi, 2011). Zimbabwean scholars in particular came to realisation that the period of 2009-2011 marked the first steps towards political and economic recovery which called for organisations to go back to the drawing board to re-strategize in line with the new environmental demands of the country. As a result scholars have given much attention to how organisations can employ internal marketing to build an employee value proposition as the first steps towards organisational effectiveness and improved performance. Ncube et al (2009) note that during 2000 to 2009 period Zimbabwe economy was under siege experiencing the most acute state of economic collapse, unemployment rate in excess of 80% while hyperinflation reached a staggering 300 million percent and the growth rate was negative 12.5% in 2007. Kabote (2013) further notes that on the International arena the country was imposed sanctions which was worsened by its suspension from the International Monetary Fund (IMF) which

effectively closed its credit lines. This period of social, economic and political crisis brought industry to its knees with its biggest casualty being the hospitality, mining and manufacturing industry.

Apparently, these macro environmental factors cascaded into the hotel Industry triggering a significant fall in tourist traffic into the country. According to Rusike (2012) despite the natural attractions the country was blessed with, 2008 had limited tourist development which largely affected the hospitality industry. This was exacerbated by the international community which declared the country a flight risk. Rusike (2012) postulates that the death nail on the sector was put when the major source of markets such as USA, UK, Japan and Germany issued travel warnings against travelling to Zimbabwe. In addition scarcity of essentials such as electricity, food and ridiculous pricing influenced by galloping inflation rates did not help the situation as tourists shunned Zimbabwe’s hospitality product offering.

Ncube et al (2011) notes that this new and positive economic dispensation of 2009 brought with it a massive rivalry in the industry where winners take all and losers face closure. Indigenous hotels in particular continued to face high labour turnover as employees with the much needed skill, talent and experience were hunted down by huge industry players who have adequate financial resources to attract, motivate and retain employees. In light of the challenge of fierce rivalry in the hospitality industry created by the new dollarized economy some local hotels took it upon them to re-strategize. The key was to counter the battle for talented and skilled personnel, motivate, retain employees and enhance service quality. Internal marketing emerged as the key strategy to address the challenges. It is against this background that a research must be conducted to assess the impact of internal marketing on organisational performance.

3. Related Literature

Internal marketing is a strategy employed by service firms to train and motivate its customer-contact employees and all the support service people to work as a team to provide customer satisfaction (Kotler; 2000). In addition Seymour (1985) defines internal marketing as a process of creating a support customer-oriented culture and producing a sense of service in the organisational internal environment. Jiang (2013) also defines internal marketing as a concept of treating employees as internal customers and viewing their jobs as internal products that satisfy the needs and wants of them while addressing the objectives of the organization. The above definitions are worth noting. The definitions acknowledge that the key to satisfying the customer is through satisfying the employee.

This research is guided by Gronroo’s (1990) perceived service quality model and Tosuhaj’s (1988) model of services marketing.

3.1. Gronroo’s (1990) Perceived Service Quality Model.

Gronroo’s perceived service quality model (1990) is premised on the notion that competitive advantage and superior performance in the service industry is a result of how the customer perceives quality. Gronroo’s model (1990) asserts that a unique superior service quality can only be achieved through the use of organisations’ most valued asset that is the employee. Internal marketing therefore ensures that employees are consistently conscious of delivering quality service. Internal marketing, according to the model needs the critical support of management, which includes communication, recruitment, training and development, participation and the involvement of employees. He further opined that management must ensure the internal product consists of a job and work environment which motivates them to respond favourably to management’s demand for customer orientation. From an analytical standpoint, the model is premised on the notion that employees must have a conscious realisation that they are intangible value adding assets who contribute to customer satisfaction through service delivery. Thus the employees through internal marketing initiatives such as recruitment, training, rewards, performance management and motivation develop customer contact skills which are vital during service encounters with clients. Internal marketing thus, improve service encounters with customers leading to client satisfaction and organizational performance.

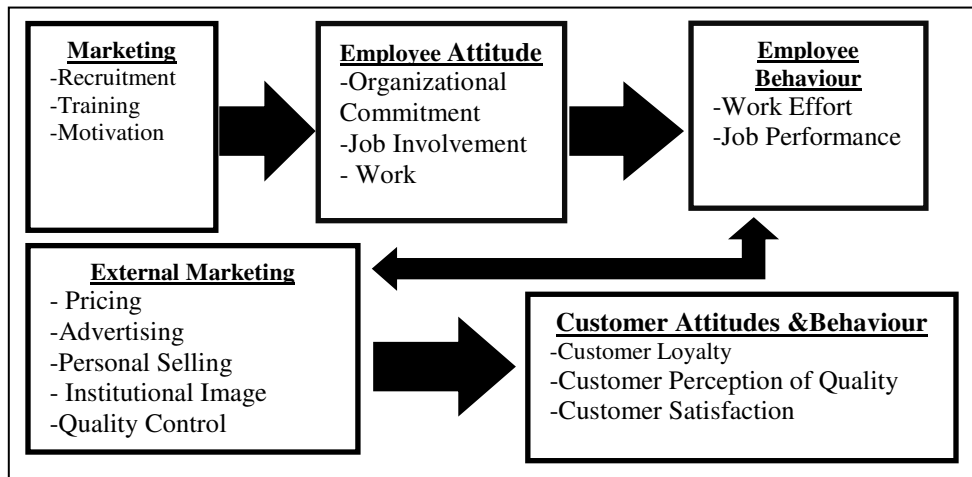


Figure 1: Tosuhaj (1988) services marketing model
Source: Tosuhaj (1988)

Tosuhaj's model of services marketing (1988) revealed that an employee plays the most central role of attracting, building and maintaining of relationships with customers. Customer's attitude, behaviour and perception are established depending on how the front-desk employee has conducted his or her service. The model bases its philosophy on the fact that internal marketing affects employee attitudes, skill and behaviour which in turn affect customer loyalty, satisfaction and perception of quality. Employee's attitude towards the customer is the make or break point of the relationship between the organisation and the prospective customer. It is therefore imperative to develop a customer winning culture which enhances organisational performance, profitability and survival. The rule of thumb of the model therefore states that in order to satisfy the external customer, first satisfy the internal customer.

3.2. Key Concepts of Internal Marketing

3.2.1. Internal Marketing as Concept of Client Oriented

Flipo (1986) advocates that just like external customers, internal customers (employees) desire to have their needs satisfied. Flipo (1986) further postulates that the logic of this concept is that by satisfying the needs of internal customers an organisation should be in a better position to deliver the quality desired to satisfy external customer. Implicit in this idea is the assumption that fulfilling employee needs enhances employee motivation, retention and as a consequence employee and organizational performance. Similarly, George (1990) argues that relational exchanges between employees within an organisation should be considered a prerequisite for successful exchanges with external markets. Additionally, Wilson (1992) states that the satisfaction of the internal customer is of critical importance as this satisfaction will ultimately affect the satisfaction of the external market which then enhances organizational performance.

3.2.2. Internal marketing as a strategy

Tregoe and Zimmerman (1980) propound that the strategy field of internal marketing put much emphasis on doing the right things rather than doing things right and placed on the center stage the issue of formulating correct strategy. In addition Slater (1990) states that a good strategy incorrectly implemented leads to no real advantages in the marketplace. The internal marketing approach provides strategic guidance on how to leverage business performance and profitability in an increasingly competitive environment (Slater, 1990).

3.2.3. Internal marketing and organizational performance

Bernahadt et al (2000) argue that there is a positive and substantively significant correlation between customer satisfaction and employee satisfaction. They further state that employee satisfaction derived from internal marketing is significantly related to service quality and customer satisfaction, while the latter in turn influences firm profitability and satisfaction-quality-profit cycle. Sharing the same sentiments is a research by Murphy (2008) based on 7,939 business units in 36 companies in USA which revealed that there is a positive correlation between internal marketing and employee performance. Murphy (2008) further surfaced that on average, business units in the top quartile on the employee engagement measure produced a 1-4 percentage points higher in profitability. Similar results were found for productivity (revenue or sales per month). Business units in the top quartile on employee engagement had on average, from \$80,000 to \$120,000 higher monthly revenue or sales than those with low employee engagement. Also, direct links between employee satisfaction and customer satisfaction and between customer satisfaction and improved financial performance were observed.

In support of the research by Murphy (2008), a study by Mupemhi and Mupemhi (2011) on internal marketing strategies used by Universities in Zimbabwe with special reference to Midlands State University revealed that regardless of the political, economic and technological constraints of 2005 -2009 period characterised by hyper inflation rate of 300 million %, economic sanctions, political crises, unemployment rate of 80% and massive brain drain, statistics at Midlands State University showed a totally different phenomena. Labour turnover remained low and academic staff soared up beyond set projections. Findings of the research attributed high performance figures, high recruitment and retention rate of employees, motivation, satisfaction and commitment of staff to a unique internal marketing offer employed by MSU. These included an organisational culture of commitment to employees, employing total rewards policy and career development. The above studies stand as supporting evidence that Internal marketing is critical factor in ensuring enhanced employee and organizational performance. Murphy (2008) further postulates that satisfied employees are more productive, innovative and loyal, which in turn leads to customer retention, profitability and organizational effectiveness. Sharing the same sentiments is a research by Tansey, McHugh and McGrand (2004) on the role of internal marketing in motivation. The research revealed that internal marketing leads to a lower turnover rates, improved performance, increased customer satisfaction and increased communication levels within the organization. Their study showed that internal marketing has a positive impact on corporate performance. They found that by improving internal marketing strategies a firm's performance is enhanced.

3.3. Tools to Enhance Internal Marketing.

The researchers find it imperative to analyse the tools that enhance internal marketing.

3.3.1. Employee Satisfaction

Kameswari (2001) postulates that satisfied employees are the biggest asset to an organization whereas the biggest liability is dissatisfied employees. Employee satisfaction according to Robbins (2002) is an Individual's general attitude toward his or her job or the difference between the amount of reward workers receive and the amount they should receive. Vijaya Kameswari (2001) notes that in today's knowledge economy it has become imperative to invest in intangible assets as it cannot be duplicated by competitors and thus can become a source of competitive advantage which enhances company performance. In addition, Zeithaml and Bitner (2003) demonstrate that internal marketing brings about a positive relationship between training and productivity, profit, revenue and client satisfaction, a relation that is more significant when the training is accompanied by incentives for the employees. Firms that consider employee satisfaction as a priority tend to perform better in terms of productivity, revenues, profitability, viability and prospects (Zeithaml and Bitner, 2003). The above arguments concur with a study by the U.S West North (2013) on cooperatives using internal marketing. They found that internal marketing which emphasizes more on employee satisfaction results in positive attitude, increased organizational commitment, job involvement, work motivation and job satisfaction.

Armstrong (2010) reveals that dissatisfied employee can be a lethal weapon to organisational survival. A clear balance of behaviour of dissatisfied employees is exhibited in overt behaviour highlighted by Armstrong (2010) which include high absenteeism rates, rise in disciplinary hearings, low morale and rise in customer complaints. In addition, Konrad (2006) suggests that disengaged employees often force or hurry through interactions with the customers, provide inadequate or incomplete service, complain in front of the customers, and fail to put forth anything but the minimal effort. Thus this clearly highlights that as critical as satisfied employees are to quality customer service delivery the opposite is true for a dissatisfied employees, who can cost the organisation millions.

3.3.2. Employee Empowerment

Rydberg (2013) defines employees' degree of freedom to make various decisions is a critical factor in satisfying employees. Rydberg (2013) further postulates that most organisations practice rule of the book management, manuals and thick policy and procedure manuals to facilitate control. The Zimbabwean hospitality industry is characterised by this horse and rider relationship, management being the rider employees being the horses. Management feel as they have the upper hand considering unemployment levels revealed by Business Bulawayo 24 News of 23 April 2013 which is higher than 70%. Given such a background, management feel that they can dispose of any employee. However, as highlighted above it is critical to empower your employees. Rydberg (2013) notes that good internal marketing involve giving service workers the opportunity to create value for their customers and achieve recognition for themselves. Boxal and Purcell (2007) in addition argues that employee voice must be considered through involvement, participation, joint consultation and attitude surveys. It is therefore clear that in order to satisfy the employee, he/she must be given jurisdiction to make some judgements, put input on decision concerning the service he/she is giving and simply consulting the employee especially in decisions which concern his work.

3.3.3. Total Rewards

Total rewards policy grounds its premise on the Maslow's (1954) hierarchy of needs. Maslow's theory is premised on motivation which follows five levels which include physiological needs, safety, love, esteem and self-actualization which are arranged in ascending order. Thus total rewards satisfies tangible and intangible, intrinsic and extrinsic rewards as given by Maslow's hierarchy. Manas and Graham (2001) define total rewards as including all types of rewards – indirect as well as direct and intrinsic as well as extrinsic. It covers each aspect of reward namely base pay, contingent, employee benefits and non-financial rewards which include intrinsic rewards arising from the work itself. Total Rewards Association of U.S (2001) views total rewards as tools available to the employer that may be used to attract, motivate and retain employees.

Armstrong (2006) propounds that in order to satisfy, motivate, engage and commit the employee using internal customer concept, the organisation must take a total rewards approach which combines together intrinsic rewards which are related to the job such as work environment, recognition, training, development, autonomy to mention a few and extrinsic rewards that include base pay, bonuses, cars, benefits and other perks. In support, Bih-Shiaw's (2000) postulates that internal marketing is a human resource department initiative employed using marketing concepts, such as communication, training, development, motivation, total rewards and improving welfare to keep the excellent employees.

4. Research Methodology

The research adopted a case study research design in which both qualitative and quantitative techniques were used. The case study was chosen because the researchers had insufficient funds to carry a census of all hotels in Kwekwe. Results of the findings will be used to infer to the population of hotels in Zimbabwe.

4.1. Study Site

The study was carried out in Kwekwe, 220 kilometres from Harare. Redcliff hotel was chosen because it is located at a place which is highly convenient to the researchers.

4.2. Sampling Method

The study used a sample of 202 employees from a population of 368 employees. Two hundred and two employees comprises of 10 managers and 192 non managerial. The sample size comprised of 16 employees from human resources, 32 operations, 103 production,

31 marketing and 20 employees from finance and administration. The researchers used a stratified random sampling technique, researchers divided the employees into two segments, that is management and for non-managerial workers. The researchers used 55 per cent of the population, which is way above the recommended 10 percent by Best and Khan (2003).

4.3. Data Collection Instruments

The research instruments used in this research were formal questionnaires and key informant interviews. Questionnaires were used as appropriate research tools to reveal sensitive issues which respondents would otherwise feel uncomfortable to talk about in an interview. A pre-test survey was conducted in order to evaluate the validity and reliability of the questionnaire. Questions that proved to be unclear to the respondents were modified, rephrased or discarded. Edwards (2003) posits that pre-testing of instruments in the field can serve as a reality check indicating to the researcher how well conceptualization of the problem matches the actual experience of the practitioner. Key informant interviews were used to obtain in-depth data from the selected few

4.4. Data Entry and Analysis

The data was coded into the computer using SPSS, to allow analysis to be carried out. The analysis carried out was largely descriptive and comparisons were made between the results. All data was presented in tables and figures.

5. Results

The table below shows responses by respondents to suggested statements on the impact of internal marketing on organizational performance.

	SA	A	NS	D	SD	Total Frequency
SS1	44	20	1	31	4	100
SS2	7	6	7	30	50	100
SS3	25	23	4	20	28	100
SS4	30	22	3	20	25	100
SS5	33	34	3	15	15	100
SS6	7	6	7	40	30	100

Table 1: Responses to suggested statements (SS) on the impact of internal marketing on organizational performance

Source of data: Raw Data

- Key: SS on impact of internal marketing on organizational performance.
 - SS1: Internal marketing is a concept of treating employees as internal customer.
 - SS2: There is a negative correlation between internal marketing and organizational performance.
 - SS3: Employee empowerment is the major tool to enhance internal market.
 - SS4: Performance of hotels in Zimbabwe was greatly affected by 2008 economic downturn.
 - SS5: High labour turnover is a result of poor internal marketing strategies.
 - SS6: The advent of dollarization in 2008 mitigated problems faced by hotels in Zimbabwe.
- Key: Responses to SS
 - SA: Strongly Agree; A: Agree; NS: Not Sure; D: Disagree; SD: Strongly Disagree

5.1. Suggested Impact of Internal Marketing on Organizational Performance.

The following impacts of internal marketing on organizational performance were highlighted by the respondents: absenteeism increased labour turnover, demotivation and compromised quality.

5.2. Analysis of Table 1

The majority 64% of the respondents agreed and strongly agreed that internal marketing involves treating employees as internal customers while 35% of the respondents thought otherwise. On the statement that there is negative correlation between internal marketing and organizational performance, an overwhelmingly 80% oppose the statement with as big as 50% of the respondents strongly disagreeing. However, 6% of the respondents agree with the suggested statement. On SS3, there was a balance of thought, 48% of the respondents support the statement that employee empowerment is the major tool in internal marketing and on the other hand 48% of the respondents oppose the statement. On SS4, 52% of the respondents were supporting the statement while only 45% were opposing the statement. On SS5 (64%) and SS6 (70%), the majority, in each case, support and oppose the suggested statement respectively on the impact of internal marketing on organizational performance.

The table below, which is derived from the responses table above, explores the extents to which each statement was supported by respondents through the means of ranking the scores obtained by each suggested statement.

	SA(SA*2)	A(A*1)	NS(NS*0)	D(D*-1)	SD(SD*-2)	SCORE	RANK
SS1	88	20	0	-31	-8	69	1
SS2	14	6	0	-30	-100	-110	6
SS3	50	23	0	-20	-56	-3	4
SS4	60	22	0	-20	-50	12	3
SS5	66	34	0	-15	-30	55	2
SS6	14	6	0	-40	-60	-80	5

Table 2: Scores of Responses and Rankings of SS.

SS1 and SS5 are the suggested statement to which the respondents significantly agreed to with a score of 69 and 55 respectively. The order cascaded down through SS4 (score 12); SS3 (score -3); SS6 (score -80) until the least agreed SS2 with a score of -110.

6. Discussion

The findings on the statement that internal marketing is a concept of treating employees as internal customers consistent with Jiang (2013) defines internal marketing as a concept of treating employees as internal customer and viewing their jobs as internal products that satisfy the needs and wants of them while addressing the objectives of the organization. In support, Flipo (1986) advocates that just like external customers, internal customers (employees) desire to have their needs satisfied. Flipo (1986) further postulates that the logic of this concept is that by satisfying the needs of internal customers an organisation should be in a better position to deliver the quality desired to satisfy external customer. Additionally, Wilson (1992) states that the satisfaction of the internal customer is of critical importance as this satisfaction will ultimately affect the satisfaction of the external market. However, in contrast Tregoe and Zimmerman (1980) propound that internal marketing is a strategy of doing the right things rather than doing things right. Additionally Slater (1990) argues that internal marketing approach provides strategic guidance on how to leverage business performance and profitability in an increasingly competitive environment.

The results on the relationship between internal marketing and organizational performance are in line with a research by Murphy (2008) based on 7,939 business units in 36 companies in USA who found that there is a positive correlation between internal marketing and employee and organizational performance. Murphy (2008) further found out that on average, business units in the top quartile on the employee engagement measure produced a 1-4 percentage points higher in profitability. Similar results were found for productivity (revenue or sales per month). Business units in the top quartile on employee engagement had on average, from \$80,000 to \$120,000 higher monthly revenue or sales than those with low employee engagement. In support, a study by, Mupemhi and Mupemhi (2011) on internal marketing strategies used by Universities in Zimbabwe with special reference to Midlands State University revealed that regardless of the political, economic and technological constraints of 2005 -2009 period characterised by hyper inflation rate of 300 million %, economic sanctions, political crises, unemployment rate of 80% and massive brain drain, statistics at Midlands State University showed a totally different phenomena. Labour turnover remained low and academic staff soured up beyond set projections. Findings of the research attributed high performance figures, high recruitment and retention rate of employees, motivation, satisfaction and commitment of staff to a unique internal marketing offer employed by MSU.

Sharing the same sentiments is a research by Tansey, McHugh and McGrand (2004) on the role of internal marketing in motivation. The research revealed that internal marketing leads to a lower turnover rates, improved performance, increased customer satisfaction and increased communication levels within the organization. Their study showed that internal marketing has a positive impact on corporate performance. They found that by improving internal marketing strategies a firm's performance is enhanced.

There was a balance of thoughts with regards to the major tools to enhance internal marketing. Some respondents revealed that employee empowerment is the major tool to enhance internal marketing. Their thoughts are supported by Rydberg (2013) who postulates that good internal marketing involve giving service workers the opportunity to create value for their customers and achieve recognition for themselves. Similarly, Boxal and Purcell (2007) argue that employee empowerment and employee voice must be considered through involvement, participation, joint consultation and attitude surveys. They further state that, in order to satisfy the employee, he/she must be given jurisdiction to make some judgements, put input on decision concerning the service he/she is giving and simply consulting the employee especially in decisions which concern his work.

Contrary, some respondents were of the view that employee satisfaction and total rewards system are the major tools to enhance internal marketing. Their thoughts are in line with Kameswari (2001) who postulates that satisfied employees are the biggest asset to an organization whereas the biggest liability is dissatisfied employees. In addition, Zeithaml and Bitner (2003) demonstrate that employee satisfaction is a tool in internal marketing as it increases revenue of the organisation. The above arguments concur with a study by the U.S West North (2013) on cooperatives using internal marketing. They found that internal marketing results in positive attitude, increased organizational commitment, job involvement, work motivation and job satisfaction. Armstrong (2006) further propounds that in order to satisfy, motivate, engage and commit the employee using internal customer concept, the organisation must take a total rewards approach which combines together intrinsic rewards which are related to the job such as work environment, recognition, training, development, autonomy to mention a few and extrinsic rewards that include base pay, bonuses, cars, benefits and other perks. Sharing the same sentiments, Bih-Shiaw's (2000) postulates internal marketing is a human resource department initiative employed using marketing concepts, such as communication, training, development, motivation, total rewards and improving welfare to keep the excellent employees.

Findings on the causes of poor performance of hotels concurs with the findings of Rusike (2012) who states that Zimbabwe's hotel industry has been affected by a decade long economic and political crises which ended in 2009. He further state that,hotels in particular suffered from functional kwashiorkor associated with symptoms such as losses in revenue, high labour turnover, low room occupancy rate, low market share to mention a few caused by sanctions which resulted in tourist bans, low working capital, poor domestic services, deteriorating infrastructure ,food shortages and price hikes due to the hyperinflationary spell. Sharing the same sentiments is IMARA researches in African securities (2011) which found out that the hospitality industry was adversely affected during the 2005-2008 period characterised by poor performance indicated by low occupancy rates (in worst cases 10%), low average daily rates (ADR) and revenue per available room(Revpar) and a serious skills flight problems leading to poor service delivery and customer satisfaction.

Findings on dollarization as a way to mitigate problems faced by hotels concurs with Ncube et al (2011) who notes that dollarization brought a massive rivalry in the industry where winners take all and losers face closure. They further argue that new players mushroomed into the industry hence creating competition for both products and market. This industry rivalry has resulted it not only a battle for market share, brand image, customers, but also for quality employees with sufficient skills to deliver high standard of quality service. Indigenous hotels in particular continued to face high labour turnover as employees with the much needed skill, talent and experience were hunted down by these huge industry players who have adequate financial resources to attract, motivate and retain employees. Ulrich and

In contrast, according to Rusike (2013), the advent of 2009 dollazation, tourist arrivals into Zimbabwe had surged to 2.4 million in 2011, from 2.2 million in 2010 ,which was a surge from 2009 arrival figures of 1.9 million. The sector also grew by 8% in 2012's first quarter .The Mid –year fiscal review(2012) revealed that the national occupancy rate rose from 30% in 2011 to 31% in 2012 and average hotel room occupancy level increased from 46% in 2009 to 52% with Beitbridge, Vctoria falls and Hwange hotels taking the major piece of the chunk. The national average room occupancy level also experienced 2% increase from 32% in 2010 to 34 % in 2011. In addition, major events such as the World of 2010 held by South Africa had a positive impact on Zimbabwean hospitality industry, the Sanganai /Hlanganani world travel and the United Nations World Tourism Organisation(UNWTO) General Assembly in 2013 have put the hospitality industry on the map, spurring further prospects for growth.

7. Conclusion

The research findings show that internal marketing impacted positively on organizational performance. The weight of each statement has been shown on the Scores of Responses and Rankings of SS table in which SS1 topped the rank while SS2 ranked last.

8. Acknowledgements

The researchers would like to acknowledge the patience and dedication of the Redcliff hotel employees who participated in this research. Special thanks also go to the shop floor, middle and top level managers at Redcliff hotel without whom our work would have been a mammoth task to perform

9. References

- i. Armstrong, M (2006) A Handbook of Human Resources Management Practice, 10th Edition. New Delhi: Kogan Page.
- ii. Armstrong, M (2010) A Handbook of Human Resources Management Practice, 10th Edition. New Delhi: Kogan Page.
- iii. Barney, J., (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management* 17, 19-120
- iv. Bernhardt, K., Donthub, N. and Kennette, P., (2000). A longitudinal analysis of satisfaction and profitability. *Journal of Business Research*, 47 (2), pp. 161-171.
- v. Bih-Shiaw, J., (2000) .Human Resource Control and Performance of Foreign Labors in Taiwan.NTU Management Review, 10 (2), pp. 31-69.
- vi. Burkitt and Zealley., 2006. Marketing Excellence: Winning companies reveal the secrets of their success. John Willey & sons Ltd. P 295.
- vii. Dubé, L. & Renaghan, L. (1999). 'Sustaining competitive advantage', *Cornell Hotel and Restaurant Administration Quarterly*, 40(6): 27–33.
- viii. Flippo, J., (1986). "Service firms: interdependence of external and internal marketing strategies".*Journal of European Marketing*, Volume 20(8): 5-14.
- ix. George, W.R., 1990. "Internal marketing and organizational behaviour: a partnership in developing customer-conscious employees at every level": *Journal of Business Research*, Volume 20(1) 63-70.
- x. Gronroos, C., (1990). *Service Management and Marketing Managing the Moments Of Truth in Service Competition*. New York:Lexington Books.
- xi. Helman D., and Payne., 1992. 'internal marketing myths versus reality', Canfield School of Management, working paper.
- xii. Jiang, T.,(2013). Internal Marketing and Organizational Effectiveness: The Examples of Taoyuan County, Hsin-zhu County, Hsin-zhu City and Miaoli County's Fire Department . *Journal of Business and Information* vol (3) issue 32 pg 7-9.
- xiii. Kabote, F., (2013) Employee Perceptions of Dollarization and Hospitality Industry Performance. *Australian Journal of Business and Management Research* vol 20No.10, pg 31-37.
- xiv. Konrad, C. (2006.) Engaging employees through high Involvement Work Practices. *Ivey Business Journal*,26, pg11-14.
- xv. Kotler P., (2004). *Marketing Management*, (11th edition). India: Prentice Hall.

- xvi. Kotler, P. and Armstrong, G., (2000). Principles of marketing (9th edition). Prentice Hall: Saddle River.
- xvii. Kotler, P. and Armstrong, G., (2006). Principles of Marketing (12th edition). New Delhi: Prentice Hall.
- xviii. Manas, T. & Graham, M. (2002). Creating a total rewards strategy: a toolkit for designing business-based plans. New York: Amacon American Management Association.
- xix. Maslow A., (1970). Motivation and Personality. New York: Harper and Row.
- xx. Mupemhi, S. and Mupemhi R.(2011). Internal Marketing Strategies in State Universities in Zimbabwe: A case of Midlands State University.IJMBS Vol. 1, Issue 4 pg 31-48
- xxi. Murphy, W., (2009).A wake –call: Achieving customer satisfaction through your employee. The quality management forum Journal, vol 35, issue 2, pg 390-398.
- xxii. Ncube, F. and Jeri, S., (2012).Leveraging Employee Engagement for competitive advantage in the Hospitality Industry. A Comparative study of Hotels A and B in Zimbabwe. Journal of Emerging Trends in Economics and Management Science 3(4), pg380-388.
- xxiii. Ncube, F., Sibanda P. and Maunganidze L., (2013) The Competitive Advantages of Organisations in Zimbabwe’s Hospitality Industry: A Case of Two Organisations Journal of Emerging Trends in Economics and Management Science 4(3), pg328-336.
- xxiv. Rafiq, M., and Ahmed, P.K., 1993. “The scope of internal marketing: defining the boundary between marketing and human resources management,” Journal of Marketing Management, Vol. 9(4): 219-32.
- xxv. Robbins, S., & Coulter, M. (2002) Management (10th ed.). New Jersey: Prentice Hall.
- xxvi. Rudolph, P.A., and Kleimer, B.H., 1989. The art of motivating employees. Journal of Managerial Psychology, Volume 4(5): 1 – 4.
- xxvii. Rusike, V. and Chitambara P.,(2012) Organising in the Zimbabwe hospitality sector. Labour and economic development research institute of Zimbabwe (Ledriz): Harare.
- xxviii. Rydberg, I., (2005) .Internal Marketing in Hotel chains: A case study of Elite Stadshotel Lulea. France: Lulea University publishing.
- xxix. Slater, S.F., 1990. “The effect of a market orientation on business profitability,” Journal marketing Volume 54(4): 20.
- xxx. Tansey, L., Mchugh., and McGrath., 2004. The role of internal marketing in the motivation of high contact service employee, A journal of Marketing. Volume 51(4): 44-57.
- xxxi. Tansuhaj, P., (1988).A Services Marketing Management Model: Internal and External Marketing Function. The Journal of Service Marketing, 2(1), pg 31-38.
- xxxii. The 2012 Mid-Year Fiscal Policy Review, July 2012 in Rusike, V. and Chitambara P., (2012) Organising in the Zimbabwe hospitality sector. Labour and economic development research institute of Zimbabwe (Ledriz): Harare.
- xxxiii. The Cresta calling Incentive Debate issue 01 of 2011.The Financial Gazette of Thursday 31st of March 2011 Current trends in Zimbabwe’s in Ncube, F. and Jeri, S., (2012).Leveraging Employee Engagement for competitive advantage in the Hospitality Industry. A Comparative study of Hotels A and B in Zimbabwe. Journal of Emerging Trends in Economics and Management Science 3(4), pg380-388.
- xxxiv. Tregoe, B.B., and Zimmerman, J.W., 1980. Top Management Strategy, John Martin Publishing: New York.
- xxxv. Vijaya Kameswari, A., (2013). Role of Internal Marketing in Job Satisfaction of Employees in State Bank of India. Ninth aims international conference on management 1 (11), pg1-4
- xxxvi. Wilson, R.M.S., 1992. A strategic marketing management and control, Butterworth Heinemann: London.
- xxxvii. Yin, R.(1994). Case study research: Design and Methods .Thousand Oaks Publications: New york.
- xxxviii. Zeithaml, V.A., and Bitner, M.J., 2003. Services Marketing Integrating Customer Focus Across The Firm. (3rd edn.). McGraw-Hill: New York.
- xxxix. Zimuto, J., (2013).Perception of managers on internal marketing in non-governmental organizations in Zimbabwe .Global Journal of commerce and management perspective Vol. 2(4) pg 94-97.
- xl. Zunga, N. (2009). Zimbabwe Hospitality sector –Undeniable long term value given the country prime tourism assets. Harare: IMARA investing.