**THE IMPACT OF INTERNAL MARKETING ON EMPLOYEE PERFORMANCE: THE MODERATING ROLE OF SUPERVISOR SUPPORT**

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***ABSTRACT:*** *This study sought to examine the relationship between internal marketing and employee job performance as well as the moderating effect of supervisor support on this relationship. “A field survey using a structured questionnaire was used to gather data from 106 employees. Participation was voluntary and employees completed the questionnaire anonymously. Moderated multiple regression results indicated that internal marketing was positively related to supervisor’s willingness to help employees among employees. The limitations of this study include reliance on cross-sectional data collected using self-reports from employees of a single organization. Future research should examine other forms of spontaneous workplace behaviors as outcomes of the internal market and identify other mitigating factors that may enhance or inhibit such behaviors of employees. Future research also is needed to address the question of why supervisors predict helping”. Employers can realize the benefits of employee helpfulness stemming from supervisory support only if they can establish a workplace.*

**Keywords:** Internal Marketing, Employee job performance, Supervisor Support

**1. INTRODUCTION**

In 1970s Berry and his associates were the first to present the idea of internal marketing in the US, taking into account the customary showcasing blend of the 4 Ps (Product, Value, Promotion and Place). They placed that representatives can be thought to be internal clients, furthermore, their occupations could be seen as the association's items. In this way, the association tries to treat representatives in ways which implement work fulfillment and rouse them to be more gainful. This methodology chiefly concentrated on fulfilling and propelling representatives. The general thought is that keeping in mind the end goal to have fulfilled clients, an organization needs to have fulfilled representatives at first. So, by addressing representatives' needs, the organization figures out how to make them more equipped for fulfilling the clients, which is vital particularly for associations which give administrations. Berry and Parasuraman notice that due to internal marketing, certain conditions are made in the association, which support furthermore, motivate the representatives in their work. In the 1980s, Gronroos set the premise for the Scandinavian stream of thought on internal advertising. He contended that representatives were a critical piece of the general item or administration conveyed. Thusly, they should be prepared as advertisers with client maintenance abilities that would empower the building of progressing client connections. For over four decades, scholastics and specialists in the field of promoting have been solid supporters of having a business sector introduction as a key favorable position in accomplishing the goals of consumer loyalty and unwaveringness [1,2]. This has been particularly genuine amid the most recent 20 years [3] as an aftereffect of expanding worldwide rivalry and globalization, which requires enhanced administration quality and more prominent responsiveness to shopper requests [4,5]. Truth be told, this introduction is more essential than any other time in recent memory also more than 70% of the gross national items in the United States and Canada are administration related [6]. This has prompted a more noteworthy accentuation on a cautious (i.e., client maintenance) instead of a formerly hostile (i.e., new client) introduction as we move from a fundamental item, situated to a prospering administration arranged economy [7]. Business sector situated firms are remotely focussed, reacting to show, and suspecting future client needs [8]. In solid terms, this implies associations must accentuate the centrality of clients by putting them first [9].

To classify this gap in past researches, now this research study the straight link between internal marketing on employee performance which moderates supervisor support.

The general target of the study is to research the impact of inward promoting on representative occupation execution in the protection industry of Ghana. The particular research targets of the study are; i) to assess the relationship between maintenance and occupation execution, ii) to get to the relationship between preparing what's more, occupation execution, iii) to research the relationship between inspiration and occupation execution, iv) to get to the relationship between strengthening and occupation execution, v) to get to the relationship between correspondence and employment execution.

We test our model in the creating scene, particularly in Pakistan. Although we don't look to present any specific social angle to this examination, Pakistani firms extends the limit conditions that have restricted past exploration. There are expansive contrasts between society and financial states of created and creating nations. Thus, the connection with the study gives an chance to illustrate this wonder in differentiating conditions. Case in point, Pakistan forcefully differentiates from Western nations on independence/community measurement.

We develop the methodology in a third part, using structural equation modeling (SEM) to estimate the model and a phantom model approach to deal with multi-mediation analysis. Finally, we discuss the results and conclude with some implications and future research.

**2. LITERATURE REVIEW**

While IM programs, once in a while alluded to as IM practices, might incorporate different human-asset centered exercises, for example, preparing, rewards, socialization, participatory choice making, inclusion, strengthening and correspondence formalization [10, 11, 12], creators have conceptualized these IM programs under three wide exercises: (1) worker strengthening, (2) cooperation in choice making and (3) correspondence formalization [13]. Workers experience these three parts of IM projects at the same time, and the incorporated corporate IM "project" is intended to prompt enhanced comprehension of hierarchical activities and, along these lines, expanded FLEs' results [14]. Consequently, it has been proposed that when conveyed as an incorporated set of exercises, they impact FLEs' view of their occupation and administration's backing of the representatives [14]. Pitiful observational exploration on inside showcasing has concentrated on results at the worker level. These incorporate work fulfillment [15], work inspiration [16], and authoritative duty [17]. Few studies have expressly inspected client related result of inner showcasing, for example, administration quality. Past research on inward promoting, both applied and experimental, agrees on three vital topics. In the first place, it is essential that representatives are "very much receptive to the mission, objectives, methodologies, and frameworks of the organization". Second, inward promoting expands on the development of a corporate character or aggregate personality. Third, inward advertising must go past fleeting showcasing preparing projects and advance into a administration logic that requires multilevel administration to consistently energize and improve workers' comprehension of their parts and associations.

Promoting for various years has been long on counsel about what to do in a given focused or market circumstance and short on helpful suggestions for how to do it inside of organization, contender and client limitations. encounters with both chiefs and understudies contend emphatically that these gatherings are frequently technique refined and usage bound. Actually, our perspective is that the issue is not just one of perceiving the usage issue as a real zone of enquiry, however all the more on a very basic level that we don't have the applicable dialect and reasonable models in the promoting writing to adapt to this issue. It is very clear that it is no more essentially the case that the usage issue is overlooked by the advertising writing. Various late works have developed particularly around this inquiry [13], and even standard course readings have perceived the requirement for 'usage aptitudes' (Kotler, 1984) and 'procedures of progress' [17]. In fact, the late consideration given by showcasing examiners to the expanding "perfection" writing adds up to an assault on simply this issue [18]. Supervisor support is portrayed as representatives' general sentiments concerning the degree to which chiefs regard their duties and understand their flourishing. PSS is an intense component created from the dedication with the association. It focuses essentially on how workers' devotion is impacted by their feeling of obligation from the association, for example, extraneous like pay what's more, advancement or characteristic like thankfulness prizes. Workers regularly build up a general conviction dependable with the association's devotion to them and show the understanding example by whether the association respect their dedication or treat them in either great or unfavorable ways. An individual, who sense high thankfulness from the association infers that they see high director support. It has of late been recommended that specialists begin to examine the effects of specific work environment idiosyncrasies, including chief backing and consideration, on the experience of positive and negative work environment emotions. Case in point, as a consequence of the different exchanges with bosses, it is gathered that workers are exhibited to a blend of circumstances that can inspire moved passionate responses. In this angle, past investigates have watched that managers who are thoughtful and open to workers' necessities are particularly productive at managing representatives' energetic response. In this way, this study is battled that apparent boss backing is directly identified with representatives' passionate reactions. Studies characterized the apparent boss backing as the degree to which workers structure a structure of general impressions that their managers are disparaging, respect their duties and worry about their workers' prosperity. Sagie and Koslowsky perceive that all through times of authoritative powerlessness, workers have an extended need to see that their drive is reliably considered, require ceaseless and thorough feedback, and must feel that the benefits are available for them if vital. Subsequently, it is instigated that apparent director support has major impact in a worker's assessment in a crisis situation. In spite of the fact that positive director representative coordinated efforts will heighten the perspective of saw administrator support, negative correspondences are depended upon to reduction it. Besides, workers will consider their coordinated effort with managers as a measure while surveying the meaning of hierarchical crises on their individual thriving. Mostly, it is on the grounds that workers use the supervisor employee coordinated efforts as signs to evaluate their association with their bosses and also with their association. As along these lines, it is obvious that bosses greatly affect developing the positive reactions in the middle of bosses and representatives, for example, making great work environment and giving precise input and feedback to workers. Conceptualizing along these lines, the apparent chief backing is appreciated to be a central component in workers' view of their significant environment. The exploration demonstrates that the measures of saw director backing are joined with positive work result, which covers the general occupation fulfillment among representatives and in addition the diminishing of non-participation and the employment takeoff aim. Representatives infer the work as a complimentary relationship of representatives offering their work and inventiveness in return for prizes, for example, pay and advancement and enthusiastic thankfulness, for example, work fulfillment and self-regard. In accordance with this, representatives likewise build up perspectives towards their administrators in regards to which degree that the directors perceive their commitment and exhibits an overriding sensitivity towards their life prosperity. As an result, representatives who have a high view of manager backing are fit for tending to the prerequisites for gratefulness, admiration, and social identity and produce the execution that is past employment execution and expected execution for the association. The sharpening of insider and outside observations among workers is likewise another effect inferring from the viable saw boss backing. It is steady with a hypothesis that basically discusses the quality relationship that creates between an individual subordinate and his or her manager, which can go more distant than business relationship to the understanding exchange of socialization . With the investigation of Kimura , the level of relationship in the middle of subordinates and bosses in the association relies on upon the sentiment being in-gathering or out-gathering because of various medicines got from the administrators: whether subordinates feel that they are a part of the association or they are only a gathering of individuals coming to work for th hierarchical advantage. Since despite the fact that workers hold the same occupation level and have same obligations, they are still ready to experience differential association with the top directors.

**3. THEORETICAL FRAMEWORK AND RESEARCH MODEL**

**HYPOTHESIS:**

H1: There is a positive relationship between internal marketing and employee performance.

H2: There is a positive relationship between internal marketing and supervisor support.

H3: There is a positive relationship between supervisor support and employee performance.

**Model**

E.P

I.M

I.M = internal marketing

S.S

E.P= employee performance

S.S=supervisor support

**3.1 Methodology**

In this segment, incorporates talk about measures, test and information gathering and the measurable tests used to assess the speculations. Methodology plays its important role in conducting any research. It is helpful to find the relationship of dependent variable with independent variables. It can provide a comprehensive understanding of the aspect of internal marketing on employee performance which moderates supervisor support. In this research, we use the combination of quantitative and descriptive method. The questionnaire is developed for the collection of data. We collect the data from the consumers in Pakistan. The sample is composed of male and female. The convenient sampling method is adopted for this research. Convenient sampling is non-probability sampling technique where subject are selected because of their accessibility and proximity to research. We used the regression analysis for the measurement of the direct relationship of internal marketing and employee performance. We also use Amos to check the validity and reliability of our data.

The target population of this study was employees of university of Punjab Lahore. Te convenient sampling is used for this study. The builds in this study were created by utilizing estimation scales embraced from former studies. The develops were measured utilizing five-point Likert scales with grapples firmly deviate (1)and unequivocally agree(5). Questionnaire were utilized as essential information accumulation system. Different things were utilized to evaluate their estimation properties (unwavering quality and legitimacy), with respect to the accessible writing scale chose as needy variable were immediate measures of representative performance concerning inner advertising variables as autonomous variables. Once the information is gathered and entered to PC utilizing SPSS. The accompanying measurements were utilized: elucidating insights with a specific end goal to have a clear picture of study variables.

**3.2 Measurements**

“A total of 106 employees (a response rate of about 61 percent) completed the survey questionnaire. All participating employees had completed at least some high school, 48 percent were men, 52 percent were married, and 65 percent classified themselves as non-management employees. The mean age of this sample was 31.98 years (SD =9.71), the mean organizational tenure was 3.01 years (SD = 3.48), and the mean work experience was 10.10 years (SD = 8.74)”.

The primary measures for the study were internal marketing, perceptions of supervisor support, and helping employees. “Participants responded to a series of statements for each measure using a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Ratings were averaged across the statement items for each measure to form an overall score. Higher scores indicated higher levels of the variable. internal marketing was assessed by having participants indicati their level of agreement with the following statements: “My boss can always be trusted,“I find it difficult to trust my boss (reverse coded),” and “I have a great deal of trust for my boss.” The a reliability of this 3-item scale was 0.80. Perceptions of supervisor support were assessed with [21]12-item perceptions of supervisor support. Past research has shown this scale to have good psychometric properties [19]. A sample item is in my workplace, people build themselves up by tearing others down.” The a reliability for the scale in this study was 0.74. Helping employees was assessed using three items to assess the willingness of employees to extend help to their as conceptualized by Podsakoff and colleagues [20]. The items were “I don’t mind staying back after work to help out who have heavy workloads, I am always ready to help my employees if they run into problems with their work, and I am unwilling to help my employee with their work problems unless it is required as part of my job (reverse coded)”. The reliability of this scale was 0.71.

**3.3 Preliminary Analyses**

“Analyses of the residuals indicated no major violations of the assumptions of normality, heterosce dasticity, and linearity. Because the study relied solely on self-report data collected in the same survey, common method variance may be of concern. To determine whether or not the conclusions of this study have been influenced by the presence of common method variance and to adjust for such contamination, method variance-marker-variable analysis was conducted using the procedures outlined by [22]. For this purpose and following Lindell and Whitney’s suggestion to use a marker variable that must be theoretically unrelated to at least one of the other variables, a 2-item measure of cross-cultural awareness (a = 0.72, e.g. I am satisfied with my present ability to socialize successfully with people from different ethnic groups) was developed for use as a marker variable. As expected, this variable was uncorrelated with any of the predictor variables in this study. The marker-variable analysis indicated that all the predictor-criterion correlations remained statistically significant even after controlling for common method variance. Therefore, common method variance, although not completely discounted, is unlikely to be a significant problem in this study.

**3.4 Hypothesis-Testing Analyses**

“Moderated multiple regression analysis was used to test the hypotheses; the main effects variables were entered first, followed by the interaction variable. Before forming the cross-product term, the main effects variables were mean-centered (i.e. had each of their scores replaced by its deviation from theme an) to reduce multicollinearity of these variables with the interaction term [7]. After the variables were mean-centered, the variance inflation factors(VIFs) associated with each regression coefficient (ranging from 1.12 to 1.84) were all smaller than the suggested threshold of ten indicating that multicollinearity is not a problem” [9].

The significance of the interaction was determined by examining the significance of the increment in criterion variance that is explained by the interaction term. The interaction effect was plotted using values one standard deviation below and above theme an for both the predictor variable and moderator variable [7]. Finally, the coefficient for each of the two simple slopes was computed (and its significance level determined using a t-test with Bonferroni correction for inflated TypeI error rates) following the procedures of [14].

**4. RESULTS AND DISCUSSION**

**4.1 Results**

“The descriptive statistics, a reliabilities, and correlations for the study variables are reported in Table I. All the measures had a reliabilities that exceeded 0.70 (Nunnally,1978). H1 predicted that internal marketing would be positively related to willingness to help employees, and H2 predicted that this relationship would be moderated by perceptions of supervisor support. As shown in Table II, internal marketing and supervisor support together accounted for 10 percent of the variance in helping employees. Only internal marketing, however, was found to be significantly related to helping employees (b = 0.17, p , 0.05, one-tailed)”

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**Table 1**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Variable | M | SD | 1 | 2 | 3 | 4 |
| 1:Internal marketing | 3.63 | 0.71 | (0.80) |  |  |  |
| 2:Supervisoe support | 2.78 | 0.48 | -0.63\* | (0.74) |  |  |
| 3:Employee performance | 3.99 | 0.58 | 0.29\* | -0.27\* | (0.71) |  |
| 4:Cross-curtural awareness (marker variable) | 3.87 | 0.67 | 0.06 | 0.16 | 0.29\* | (0.72) |

Notes: N=106. a reliabilities are shown in parenthesis on the diagonal; \*p<0.01

**Table II**

|  |  |  |
| --- | --- | --- |
| Variable | Model 1B SE | Model 2B SE |
| Step 1- Main effects Internal marketing  | 0.17\* 0.10 | 0.21\* 0.10 |
| Supervisor support | -0.16 0.15 | .0.03 0.15 |
| Step 2-Interaction effect Internal marketing ,Supervisor support  |  | -0.44\* 0.17 |
|  R2  | 0.10 | 0.15 |
| Adjusted R2 | 0.08 | 0.13 |
|  F | 5.45\*\* | 6.10\*\* |
| ^R2 |  | 0.05\* |

Notes: N=106; unstandardized coefficients are reported; \*P<0.05; two-tailed; \*\*P<0.01; +P<0.05, one-tailed

The addition of the interaction term accounted for an additional 5 percent of the variance (DR 2 =0.05, p , 0.05). The negative regression coefficient for the interaction term (b = (0.44, p , 0.05) indicated that there is a stronger positive association between Internal marketing and employee performance under conditions of supervisor support. Thus, the hypotheses were supported.

**5. DISCUSSION OF FINDINGS**

“Although the direct relationship between internal marketing and helping employee performance was significant, the predictive effect was relatively small. This is because the relationship between these two variables is more complex than a simple direct one. The results of this study demonstrated that the relationship between internal marketing and helping employees was dependent on the level of perceptions of supervisor support. Specifically, the findings indicated that the more employees trust their supervisor, the higher their willingness to help employee performance under conditions of low perceived supervisor support. Under conditions of high perceived supervisor support, however, internal marketing has no predictive effect on their willingness to help. Therefore, it appears that trust itself is not enough to motivate employees to put forth the extra effort to help their performance. Trust in one’s supervisor coupled with a favorable environment of is needed to elicit such help. Perhaps, as discussed earlier, because employees in a politically charged workplace cannot be certain that time and effort spent in helping others will be duly rewarded, they may find it btter to invest time and effort in activities that promote their own interests and welfare instead, regardless of their level of internal market for their supervisor. Or perhaps, the cost of helping is higher in a politically charged workplace; in such a context, others may interpret and label helping behavior as a self-serving attempt to gain supervisor support, particularly if the helping is rendered in a visible manner. To avoid being labeled as using helping for self-promotional purposes. Helping, however, may indeed stem from self-serving motives. For example, some scholars have argued that supervisor support (e.g. to impress others, to make employee performance look bad). Given that the above discussion on why perceptions of supervisor support has a moderating influence in the prediction of helping behaviors is employees in nature, future research that investigates this issue is needed to put these speculations to rest. An obvious implication of the study findings is that internal marketing matters in the workplace, particularly with regard to promoting helping employees performance. Therefore, employers who wish to promote such behaviors among their employees need to work at improving the level of subordinate-supervisor support. This will entail identifying the factors that contribute to supervisory. Interactional justice, for example, is likely to influence an appraisal of supervisory Employees who are treated fairly by their supervisor are more likely to believe that the supervisor can, therefore, be trusted. Employers need also to develop performance appraisal and reward systems that emphasize effective supervisor-subordinate relationship development”. “Another implication of the study findings is that although internal marketing is important in predicting helping employee performance, this factor alone is not always enough. Other situational factors need to be considered also. The findings of this study suggest that supervisors support climate also matters in promoting or constraining helping employees performance, albeit indirectly. Therefore, employers can realize the benefits of employee helpfulness stemming from supervisory trust only if they can establish a workplace that is not supervisory charged. Employers must work at putting in place an environment that would not inhibit helping, but would instead bring out the best in employees who trust their supervisor. Therefore, internal marketing must be augmented with organizational interventions and strategies that discourage a high level of politicking. For example, employers should ensure that employees are clear about their work objectives, roles, and responsibilities”. They should also have in place clear and consistent policies and practices, including human resource policies on promotion and compensation and ensure that resources are allocated in a fair manner.

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