

**The Underestimated Value of Internal Marketing:  
Impact on Employee Satisfaction and Customer  
Satisfaction through Organisational Restructure**

By

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## **Abstract**

Internal Marketing, a long-debated concept amongst academics and practitioners, is suggested to be a competitive advantage to organisations that utilise its practices. Often dismissed as merely selling the marketing of a product or service to employees within an organisation, Internal Marketing encompasses a combination of the key elements of communication, training, and feedback in order to create motivated, customer-orientated employees. Through employees and managers working together towards a well communicated organisational cause of Internal Marketing, internal procedures can evolve to better service and satisfy customers.

Organisational restructures are an ongoing concern as technological advances, value-adding business process, and globalisation change the way that businesses run and operate. In order to save on costs of operations, employment, and office rental space, downsizing an organisation may initially present itself as a cost-saving practice. Often unconsidered are the front-line customer-facing employees and customers of an organisation. Employees may feel distraught and concerned about losing their job, or having to find a new job, which may affect customer service, and subsequently customers may face the brunt of the domino effect, either intentionally or unintentionally, due to employees' emotional disconnection from the organisation.

This research is an exploratory study into Internal Marketing, specifically around an organisational restructure, to better understand its impact on employees and customers through different stages of a restructure. Through the use of online surveys, participants were asked to recall an organisational restructure they were involved in within the last five years. They were asked to report their perceptions of Internal Marketing, their own

satisfaction with their job at the time, and their perceptions of Customer Satisfaction throughout different stages of the organisational restructure.

The analysis found that Internal Marketing does have a significant positive relationship with Employee Satisfaction both during and after an organisational restructure. Although no significant relationship was found between Employee Satisfaction and Customer Satisfaction at any stage of the restructure, there is a trend within the data suggesting that the relationship may be stronger before and after an organisational restructure.

Benefits and contribution of this research for academics include development of a conceptual model, as well as the benefits and effects of Internal Marketing, and extending the existing literature. For practitioners, benefits include insights into better understanding of the role of Internal Marketing. Specifically, the differences in perception of the practice between employees and managers, and why it is important to understand and address Employee Satisfaction and Customer Satisfaction during an organisational restructure.

**Keywords:** Internal Marketing; Employee Satisfaction; Customer Satisfaction; Organisational Restructure; Marketing: Management

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## **Chapter 1. Introduction**

The number of planned layoffs for the year 2015 was expected to affect approximately 500,000 employees within the United States of America, a 2% increase from 2014 (Zillman, 2015). Restructure activity is forecasted to increase within the US and globally in 2017; the top three sectors in the US expected to experience restructure activity include retail, oil and gas, and healthcare/medical/pharmacy which is predicted due to an increase in high-profile US businesses filing for bankruptcy in 2016. Globally, the top three sectors include oil and gas, maritime/shipping, and retail (AlixPartners, 2017). Due to improvements in technology, value-adding business processes, changes in products offered, loss of markets or suppliers, and/or contracting or selling a part or the entirety of a business, restructures occur in order for these changes to take place (Ministry of Business, n.d.). There are optimistic views concerning the results of a completed organisational restructure in firms, for example, being able to be more flexible and responsive to the demands of their customers (Hammer & Champy, 1993). Although restructures are often implemented as a cost-cutting exercise, there are other hidden, non-financial costs as well. Green (2006) argues that restructures often result in an increase in employee anxiety and unmanageable workloads.

Although organisational restructure can be a difficult time for both businesses and employees, the potential for Internal Marketing to increase Employee Satisfaction before, during, and after an organisational restructure has been under-researched. There is limited research available on the use and impact of Internal Marketing, and the benefits of utilizing Internal Marketing communications to aid organisational restructure. This research investigates the role of Internal Marketing before, during, and after a restructure,

with the intention to understand its impact on Customer Satisfaction. The aim of this research is to examine the impact that Internal Marketing has on managers and employees during a restructure. This study will be beneficial to managers as they can implement, or improve, Internal Marketing practices within their organisation so as to maintain, or increase, Customer Satisfaction.

In the context of a practical perspective, the purpose of this research is to provide managers (General Management, Marketing, and Human Resources) with an understanding of the importance of Internal Marketing to the organisation and business through understanding how the shift in organisational culture can not only benefit their employees, but their customers as well, during organisational restructures.

The theoretical contribution of this research builds upon the four-phase Internal Marketing cycle put forward by Ballantyne (2003):

1. *Energizing* refers to employees capturing new knowledge and working together towards organisational goals
2. *Code breaking* focuses on breaking down barriers to knowledge and changing internal procedures
3. *Authorizing* requires the transfer of knowledge and evaluating various levels of authority in order to gain trust in management
4. *Diffusing* integrates, circulates and shares knowledge among others within the organisation.

This model can be utilised by organisations to achieve a change in culture and shift to a customer centric orientation (Ballantyne, 2003). These four aspects of Internal Marketing can be successfully implemented by sharing knowledge through targeted and

improved communication. This research will draw upon the relationship development model and provide an additional context in which the cycle can be applied. In comparing the work of Ballantyne (2003) to the work of Huang & Rundle-Thiele (2015) in Table 1.1, all aspects of the Internal Marketing Cycle are reliant on Communication, whereas energizing and *code breaking* encompass characteristics of Training, as *authorising* and *diffusing* encompass features of Feedback.

**Table 1.1 Internal Marketing Construct Comparison**

Phases of Internal Marketing cycle (Ballantyne, 2003)	Huang & Rundle-Thiele's (2015)		
	Communication	Training	Feedback
Energizing	×	×	
Code breaking	×	×	
Authorizing	×		×
Diffusing	×		×

## **Chapter 2. Literature Review**

The purpose of this literature review is to examine past literature and contributions of thought regarding the topic areas of Internal Marketing, Employee Satisfaction, and Customer Satisfaction in order to synthesise information for further research to be conducted. A critical evaluation of previous work will lead to research questions and hypothesis.

### **2.1. Restructure Within an Organisation**

A definition of restructure is “to change the basic organisation or structure of (something)” (Restructure, n.d.). For the purpose of this research, the “something” is an organisation, a business or company (Organization, n.d.). Organisational restructures can be concentrated on various issues, but most commonly the issues regard financial, organisational, and portfolio motives (Bowman & Singh, 1993). Besides the potential of job loss, the change of reporting relationships and divisional structures may influence their social interactions, therefore impacting employee satisfaction within an organisation (Trist & Bamforth, 1951).

Through managers having an open dialogue and increasing their communication with employees about an organisational restructure, the potential for employee satisfaction being regarded amongst employees as diminishing or unfavourable is reduced (Howard & Frink, 1996).

#### **2.1.1. The Relationship between Restructures and Internal Marketing**

Organisations that are capable of adapting to change often are found to be able to sustain or increase competitive advantage during a time of uncertainty (Collins & Payne,

1991). Internal Marketing is a tool which HR and Marketing can utilise during organisational restructures to help employees understand the significance of their roles within an organisation (Gronroos, 1990). This has the potential to lead to increased employee satisfaction (Piercy & Morgan, 1991), and ultimately, increased Customer Satisfaction (Jung & Yoon, 2013; Koys, 2001; Nagel & Cilliers, 1990; Schneider & Bowen, 1985; Wangenhiem, Evanschitzky, & Wunderlich, 2007).

## **2.2. Internal Marketing**

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**Table 2.1 Internal Marketing Issues in Chronological Order**

Specific Issue	Author	Category
Employees are part-time marketers	Gronroos, 1981	Development over time
Internal Marketing is a tool to help employees understand the significance of their role	Gronroos, 1990	Development over time
Internal Marketing cannot meet the requirements of internal and external customers at the same time	Rafiq and Ahmed, 1993	Questioned legitimacy
IM is about treating both employees and customers with equal importance through proactive programs in order to achieve organisational objectives	Woodruff, 1995	Development over time
Marketing techniques and concepts, designed for implementation of external marketing programs, are not appropriately configured for internal markets	Gilmore and Carson, 1995	Questioned legitimacy
Overemphasis on the importance of frontline employees, which can create conflict and discontent among other levels of staff members	Rust et al 1996	Questioned legitimacy
A planned effort using a marketing-like approach to overcome organisational resistance to change and to align, motivate, and instructionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through a process of creating motivated and customer orientated employees	Rafiq & Ahmed, 2000	Development over time
Internal Marketing begins with top executives and filters through the hierarchy chain to employees	Ballantyne, 2000	Development over time

Although the final item in Table 2.1 is from 2000, this is not to suggest that the discussion of Internal Marketing has come to a halt however, key literature of Internal Marketing was chosen to be represented in the above table. For the purpose of this research, the definition of Internal Marketing chosen to reflect the evolution over time is defined as:

“a planned effort using a marketing-like approach to overcome organisational resistance to change and to align, motivate, and instructionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies in

order to deliver Customer Satisfaction through a process of creating motivated and customer orientated employees” (Rafiq & Ahmed, 2000, p. 454).

A ‘marketing-like approach’ is described as using marketing activities, which are traditionally utilised towards consumers, internally within an organisation (George & Gronroos, 1989).

### ***Goals of Internal Marketing***

The implementation of Internal Marketing is beneficial to services as “by satisfying the needs and wants of internal customers a [service] upgrades its capability for satisfying the needs and wants of external customers” (Berry, 1981). A key problem in the implementation of Internal Marketing is ultimately being able to modify the culture of an organisation away from ‘the way we have always been doing things’ to ‘the way we need to be doing things in order to be successful,’ (Piercy & Morgan, 1991). To understand the practice of Internal Marketing within an organisation, it is important that both managers and employees are studied (Huang & Rundle-Thiel, 2014), especially as previous studies of Internal Marketing have not included employee view-points (Barnes, Fox, and Morris 2004; Foreman and Money 1995). Internal Marketing is a tool which can influence and shape perceptions about internal customers’ jobs and the company through involving, educating, and motivating the employees (Berry, 1981).

The four-phase Internal Marketing cycle put forward by Ballantyne (2003) relies on employees and managers using personal knowledge to increase the quality of the relationships with their customers. Phase one, energizing, refers to employees working together towards organisational goals whereas phase two, code breaking focuses on changing internal procedures. With employees and managers working together towards a

well-communicated, organisational cause, internal procedures evolve so as to best service and satisfy customers. Phase three, authorizing, requires evaluating various levels of authority in order to gain trust in management and phase four, diffusing, integrates, circulates and shares knowledge among others within the organisation in order to best assist customers. Increasing trust among employees and managers can provide employees with more confidence in their roles, which may increase the customer service provided to customers as well as enhancing the market performance of the organisation (Ballantyne, 2003).

With the assistance of HR, Internal Marketing can help to provide a sense of belonging and motivate employees through a well-organised internal communication programme (Collins & Payne, 1991), which may lead to increased employee satisfaction (Piercy & Morgan, 1991) and ultimately increased Customer Satisfaction (Jung & Yoon, 2013; Koys, 2001; Nagel & Cilliers, 1990; Schneider & Bowen, 1985; Wangenheim, Evanschitzky, & Wunderlich, 2007) during an organisational restructure.

Due to Internal Marketing being a controversial concept with limited resources available on the topic, there are many views on Internal Marketing. Although there are 20 different, one-dimensional, scales available to measure Internal Marketing, there is no clearly accepted measurement for understanding the degree of Internal Marketing within an organisation. Huang and Rundle-Thiele (2015), have created their own scale for measurement where they suggest that there are three factors of Internal Marketing: communication, training, and employee feedback. Their research suggests that Internal Marketing is a three-dimensional concept, which more accurately captures a broader



understanding of Internal Marketing than the previously available, one-dimensional, scales (Huang & Rundle-Thiele, 2015).

### ***The Importance of the Employee***

Although management may consider employees as vital resources within an organisation (Christopher, Payne, & Ballantyne, 1991), most literature regarding Internal Marketing is focused on the external markets and customers of an organisation and how to satisfy their needs; there is less research on the internal customer, or employees, of an organisation in relation to Internal Marketing (Barnes, Fox, & Morris, 2004). Similarly, the focus of Internal Marketing is also reliant on management, more often senior management than middle and lower-level, and employee's perceptions of Internal Marketing have been under researched (Huang & Rundle-Thiel, 2014).

Gremler, Bitner, and Evans (1994) identified the importance of the internal customer as a pivotal element within services marketing research, as employee satisfaction is significantly influenced by service encounters within their organisation. Similarly, external Customer Satisfaction was found to be influenced by the interactions they have with service providers.

## **2.3. Employee Satisfaction**

Employee satisfaction has been defined as “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values” (Locke, 1969). As role perceptions and ambiguity have been found to negatively impact employee satisfaction (Schuler, 1977) this may have an impact on the

relationship between Internal Marketing and Employee Satisfaction as organisational change may lead to role modification (Howard & Frink, 1996).

### **2.3.1. The Relationship between Employee Satisfaction and Customer Satisfaction**

Employee satisfaction has been found to have a significant impact on Customer Satisfaction, suggesting that if an employee is satisfied at work then the customer will have a positive experience with that employee (Jung & Yoon, 2013; Koys, 2001; Nagel & Cilliers, 1990; Schneider & Bowen, 1985; Wangenhiem, Evanschitzky, & Wunderlich, 2007). As there is the potential for a disruption in the relationships between an organisation and its customers and clients, the effective utilisation of Internal Marketing during an organisational restructure has the potential to increase employee satisfaction (Piercy & Morgan, 1991), and ultimately, increase Customer Satisfaction (Jung & Yoon, 2013; Koys, 2001; Nagel & Cilliers, 1990; Schneider & Bowen, 1985; Wangenhiem, Evanschitzky, & Wunderlich, 2007), which can help position the organisation to best avoid the disruption of those relationships.

## **2.4. Customer Satisfaction**

Customer satisfaction has been defined as “an outcome of purchase and use, resulting from a buyer’s comparison of the rewards and costs of the purchase in relation to the anticipated consequences”, and satisfaction will be experienced by the customer if they experience the anticipated expectations (Nagel & Cilliers, 1990). Market research previously focused on the image of the organisation or the volume of sales, although it has been suggested that it is more valuable to focus on whether or not external customers

are satisfied, as measuring Customer Satisfaction has been proven to be a sustainable measurement in understanding if external marketing practices are effective (Asher, 1989).

As employee satisfaction has been found to have a significant relationship with Customer Satisfaction (Jung & Yoon, 2013; Koys, 2001; Nagel & Cilliers, 1990; Schneider & Bowen, 1985; Wangenhien, Evanschitzky, & Wunderlich, 2007), the potential for Internal Marketing to increase employee satisfaction (Piercy & Morgan, 1991) may prove valuable to managers looking to increase Customer Satisfaction during an organisational restructure.

## **2.5. Research Gap**

Through preliminary research, the research gap identified is whether Internal Marketing, during a restructure, has the potential to positively impact employee satisfaction, thereby positively impacting Customer Satisfaction. Specifically, employee satisfaction in the context of organisational disruption has been under-researched (Howard & Frink, 1996), with a lack of research in the role of Internal Marketing in various phases of an organisational restructure, providing an area in which further research can contribute towards the topic area.

## **Chapter 3. Methodology**

This chapter describes the methodology used in this research and, introduces the conceptual model in addition to the research model. The significant research gap is addressed and hypothesis are formed to be tested.

### **3.1. Process of Research**

There are four main elements, argued to underpin the selection of research paradigm, that may influence and inform the process of investigation: epistemology, theoretical perspective, methodology, and method (Crotty, 1998).

Epistemology focuses on cause and effect, motives, and reasoning; ultimately, how one knows what they know. The three epistemological positions suggested by Crotty (1990) are subjectivism, constructivism, and objectivism. Subjectivism, dependent on ones' subjective awareness of the nature and existence of objects with no underlying reality, and constructivism, where human practices result in a construct shaped by social processes and there is no one reality, are qualitative in nature. Objectivism is a measurable reality, where the truth exists wholly independent of the mind, and is therefore quantitative. Theoretical perspective is the underlying, philosophical stance that informs the methodology, which includes interpretivism, positivism, and feminism. Methodology is the plan of action, the strategy that will be used in order to further attempt to understand an inquiry in social research and the method involves which specific techniques or processes that a researcher will utilise in order to answer their research questions.

An Ontological consideration of Positivism, such as the ability to measure reality through precise and accurate measurements, allows the researcher to explain and predict the nature of reality. Data gathering, through the use of surveys, provides a measurable portrayal of opinions, trends, or attitudes of a population by studying a selection of a specific population (Creswell, 2013).

Criticisms of positivism include the natural bias of individuals, which may result in individuals having difficulty in being purely objective, and the evolution of events, how different factors can contribute to proving previous results as no longer valid.

### **3.2. Research Objectives**

There is reason to believe that there will be an increase in Internal Marketing during an organisational restructure as communications during restructures are touted as advantageous to management and organisations (Greenhalgh, 1983, Howard & Frink, 1996). Furthermore, increased employee satisfaction can be attributed to the implementation of Internal Marketing (Munir, Othman, Skukur, Ithnin, & Rusdi, 2015), allowing for the opportunity of HR and Marketing Managers to work together to communicate a seamless marketing plan for the internal and external customers (Collins & Payne, 1991). As employee satisfaction has been found to positively influence Customer Satisfaction (Jung & Yoon, 2013; Koys, 2001; Nagel & Cilliers, 1990; Schneider & Bowen, 1985; Wangenheim, Evanschitzky, & Wunderlich, 2007) the execution of this research may further exemplify the importance of the internal customer within an organisation.

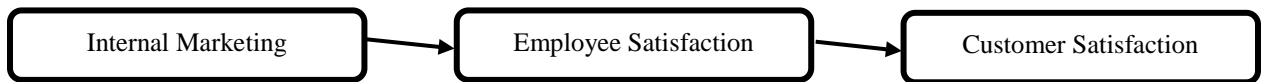
The purpose of this research is to better understand the impact that Internal Marketing has on perceived Customer Satisfaction during a restructure. Specifically, the research will attempt to understand:

- whether Internal Marketing is occurring within organisations when restructure is being considered, planned, and implemented
- whether Internal Marketing increases during an organisational restructure
- the similarities and/or differences between Non-Managers and Managers in their perceptions of Internal Marketing

### 3.2.1. Conceptual Development

Through the literature review, a conceptual model has been formulated to reflect the synthetization of the literature, the research gap, and research objectives.

Figure 1 - Conceptual Model



#### ***Hypothesis 1:***

During a restructure, Internal Marketing increases within an organisation

Communications during restructures have been highlighted as being advantageous to organisations and management, although previously only studied in context of general communication of the restructure (Greenhalgh, 1983, Howard & Frink, 1996). Internal Marketing may lead to greater employee trust in management (Ballantyne, 2003) which may prove useful during an organisational restructure. As the Human Resources and Marketing areas within an organisation have the opportunity to work together in order to reassure employees through communication that aligns with the external marketing plan

(Collins & Payne, 1991), there is reason to believe that Internal Marketing will increase during a restructure.

**Hypothesis 1a:**

During a restructure, Communication increases within an organisation

**Hypothesis 1b:**

During a restructure, Training increases within an organisation

**Hypothesis 1c:**

During a restructure, Feedback increases within an organisation

The Internal Marketing effect is hypothesised to be different between managers and employees. The role is considered to be a moderator in this model.

**Hypothesis 1d:**

During a restructure, there will be a significant difference between employee and manager perceptions regarding communication within an organisation

**Hypothesis 1e:**

During a restructure, there will be a significant difference between employee and manager perceptions regarding training within an organisation

**Hypothesis 1f:**

During a restructure, there will be a significant difference between employee and manager perceptions regarding feedback within an organisation

### ***Hypothesis 2:***

Internal Marketing, during a restructure, will have a positive relationship with Employee Satisfaction

A well-organized internal communication programme has the ability to increase motivation and a sense of belonging within employees (Collins & Payne, 1991). Internal Marketing has the ability to increase employee satisfaction (Munir, Othman, Skukur, Ithnin, & Rusdi, 2015) and a well-organized internal communication programme (Collins & Payne, 1991) is suggested to lead to increased employee satisfaction. Therefore, in testing for Hypothesis 2, a positive relationship between Internal Marketing and employee satisfaction, during an organisational restructure, is expected.

### ***Hypothesis 3:***

Employee Satisfaction, during a restructure, will have a positive relationship with Customer Satisfaction

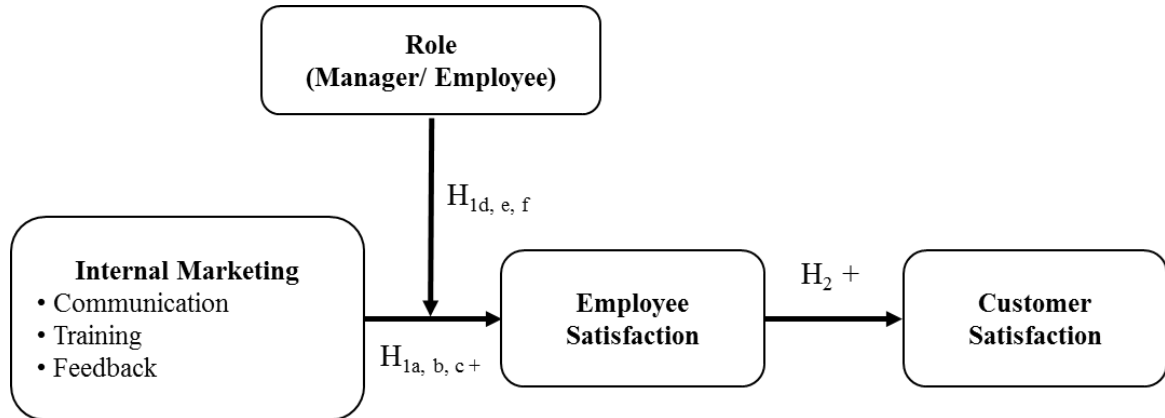
As Internal Marketing may increase the quality of the relationships between employees and customers (Ballantyne, 2003) and employee satisfaction has been continuously found to positively influence Customer Satisfaction (Jung & Yoon, 2013; Koys, 2001; Nagel & Cilliers, 1990; Schneider & Bowen, 1985; Wangenhiem, Evanschitzky, & Wunderlich, 2007) there is an expectation that this positive relationship will be reconfirmed in this particular study when testing for Hypothesis 3.

Although measuring Customer Satisfaction directly via the customer is valuable, measuring external Customer Satisfaction via internal customers (employees) can provide a valuable insight to managers (Piercy N. F., 1995). Due to resource and time limitations,



Customer Satisfaction will be measured through the views of the internal customers (employees).

Figure 2 - Research Model



### 3.3. Method of Data Collection

A quantitative approach was taken for this research and data collection was facilitated through the online survey hosting site Qualtrics. Convenience, global reach, and required completion of answers are just some of the many strengths of using online surveys for data collection (Evans & Mathur, 2005). Participants had the ability to complete the survey at a time that suited them best, rather than being irritated about an untimely phone survey (Hogg, 2003). As of May 2015, the number of people using the internet reached 3.2 billion, a significant increase from an estimated 738 million users in 2000. The increase in internet users has been attributed to the growth of internet use on mobiles, with a leading reason being that mobile internet is less expensive than fixed-broadband (ITU, 2015). As online surveys have the option of eliciting forced responses from participants, this reduces the amount of surveys that need to be discarded due to

non-responsiveness of participants on one, a few, or many questions within the survey (Evans & Mathur, 2005).

Potential weaknesses of using online surveys for data collection include concerns about privacy, potential low rate of response, and participants lacking online expertise. Respondents are often concerned about how the data they provide will be used, for example, whether or not their confidentiality will be honoured. Respondents may even be concerned if the link to the survey is a potential virus that may affect their computer or mobile device (Evans & Mathur, 2005). Within the literature, there is yet to be enough evidence to suggest that surveys hosted online achieve higher response rates in comparison to other types of surveys, for example, a pen and paper survey (Fricker & Schonlau, 2002). Although the increase in the number of internet users is noted as a benefit of hosting a survey online, some respondents may be unfamiliar with how to use the internet and struggle with tasks, such as an online survey, which may be beyond basic internet use, such as searching for a website on Google (Greenspan, 2003). Regarding the benefit of using forced response in online surveys, although forced responses will prohibit participants from continuing the survey if no answer is given, participants still had the choice to exit the survey at any time, which could result in incomplete data sets due to incomplete surveys (Evans & Mathur, 2005).

For this research, the benefits of hosting a survey online outweigh the weaknesses as convenience and global reach potential of a survey hosted online are ideal factors for data collection due to monetary, time, and resource limitations. This is especially true and useful for sending the survey to workplaces as the ease of contact via email or online form is easily accessible. Due to an increase in internet users, which may be attributed to

the increase in mobile internet availability and use (ITU, 2015), the survey will also be available in a mobile format. The survey was tested for optimal mobile compatibility to ensure the survey-taking experience is as straightforward as possible in order to avoid the potential of participants from exiting the survey before answering all of the questions due to poor mobile compatibility of the survey (Cook, 2014). All survey questions required a forced reply, meaning that participants could not skip questions throughout the survey. This was done to reduce the amount of incomplete data sets which may occur due to participants skipping questions (Evans & Mathur, 2005), either on purpose as they did not want to answer the question or did not understand it, or by accident if they were to click the 'continue' button more than once.

In conclusion, a main benefit of using online surveys is convenience, as respondents can take the survey at a time that suits them best while proceeding through it at their own pace, rather than being inconvenienced with pressure to complete once initiated if the time is inconvenient upon starting the survey (Hogg, 2003). A downside to the use of online surveys is the technological blocking of survey websites at workplaces. Survey fatigue and privacy concerns are reasons why a company might prevent their employees from participating in online surveys while at work. If it became apparent that an individual expressed difficulty in accessing the survey due to this reason, they were encouraged to take the survey on their home computer/device; they were also asked to update their colleagues within the same organisation if they shared the survey so that others would be aware of the survey block and to take the survey outside of work. To counter reluctance in taking the survey due to privacy concerns, ethics approval for this research was clearly visible upon opening the survey (Tourangeau, Rips, & Rasinski,

2000). The introduction to the survey upon clicking the URL can be found in Appendix B.

### **3.4. Sample**

#### **3.4.1. Target Sample**

The ideal participants taking part in this research were managers and employees, aged at least 24 years old, employed within organisations which have gone through, or are currently going through, a restructure. A minimum age of 24 is selected on the assumption that someone of that age will have been a part of the work force for at least one year, regardless of part-time or full-time employment status (BLS, 2015).

#### **3.4.2. Techniques and Frame of Sampling**

Due to monetary, time, and resource limitations, snowball sampling was best suited for this research as it can be seeded into multiple organisations through contacts within academia, as well as through personal networks. Although there was the potential for some of the data to result in sample bias (Baltar & Brunet, 2012), it was taken into consideration during the analysis of the data. The link to the surveys were distributed via emails to employees (seeding) at various organisations and via social media such as Facebook and LinkedIn. The surveys were voluntary to complete, anonymous, and no personal information was requested of the participants that would link their identities to the results. Snowball sampling was utilised for this research as it was particularly useful in initiating contact in what may be hard to reach areas. Further benefits of snowball sampling included the potential to acquire a geographic assortment of participants in an easily accessible, and cost-effective manner (Baltar & Brunet, 2012).

A main deficiency of snowballing was that the data collected via this method may be biased due to connectedness of the sample, as snowballing relies on participants to send the survey to friends, colleagues, and acquaintances in order to increase the number of participants for the study (Johnston & Sabin, 2010; Van Meter, 1990). Individuals who are more cooperative in participating in online surveys and those who are part of large network, personally or in business, can also result in sample bias (Baltar & Brunet, 2012), which will be taken into consideration during the analysis of the data. Furthermore, as it was difficult to have a survey approved by an organisation to be disseminated amongst their employees, through using initial seeds, such as individuals within the organisation, those participants were asked to forward the survey to their colleagues and friends, initiating snowballing (Magnani, Sabin, Saidel, & Heckathorn, 2005).

The survey results were untraceable to any specific organisation as at no point had participants been asked to disclose the name of the organisation they worked for. The demographic questions relating to the organisation pertained to their workplace industry and job role in order to aid in analysis and generalisation of the data.

### **3.5. Questionnaire Design**

#### **3.5.1. Pre-Testing and Question Sequence**

A pre-test survey (simplified version in Appendix C) was distributed in order to inform the research and gain feedback on sequence of questions. Originally, the survey was organised by construct, where participants were asked to submit answers to the survey in the order of Internal Marketing before, Internal Marketing during, and Internal Marketing after an organisational restructure. Due to feedback received from the participants who took the pre-test survey, the survey was then split into three sections of

before, during, and after, addressing a set of questions for each duration of time: Internal Marketing before, Employee Satisfaction, before, Customer Satisfaction before. This made for a more logical flow of the survey, where participants could focus on one point in time for a section of the survey covering all constructs, rather than participants having to recall different periods of time for each construct.

Feedback regarding a lack of potential monetary reward was also raised among pre-testers. Although they were aware there was no reward for pre-testing, concerns were brought up about the benefit for participants taking the survey. Although incentivised surveys may result in increased survey participation (Yu & Cooper, 1983) there is opposing research suggesting that incentives do not increase the response rate of surveys (Berk, Mathiowetz, Ward, & White, 1987). Therefore, the decision to not include a monetary incentive was upheld.

### **3.5.2. Design and Layout**

As the questionnaire was attempting to understand the participants' experiences and perceptions at the job where they have most recently experienced an organisational restructure in, and those participants may no longer be within that organisation, reminders were highlighted and placed at the top of each page. This was done to minimise confusion between their current job and the job where they experienced an organisational restructure, especially as the organisational restructure they experienced may have been 5 years prior. An example of the text that participants saw on each page of the survey can be found below:

Please keep in mind the job where you are experiencing or have experienced a restructure. This survey is seeking to understand your experiences and perceptions throughout the most recent restructure you have experienced.

Furthermore, each set of questions also included a reminder about what stage of the restructure (before, during, or after) the specific set of questions were related to. In order to draw attention to the main topic of each set of questions in the survey, bold formatting was used to direct participants to key words such as before, during, after, communication, training and feedback. Definitions were provided for the terms Internal Marketing, external stakeholders, and internal stakeholders to aid in participant comprehension of the survey questions. Please refer to Appendix D to see the survey questions that were hosted on Qualtrics.

### **3.6. Data Collection**

A list of organisations that have experienced a restructure, in New Zealand and the United States, within the last five years, was compiled with contact information. Additionally, the Register of Unions in New Zealand (Companies Office: Societies and Trusts Online, 2017) was used to source union names that were then searched online for contact information. Invitations to complete the surveys were sent via an available contact method, either by email or online query form. Furthermore, invitations to participate in the survey were sent to seeds (personal contacts) within organisations, as well as shared on social media such as Facebook and LinkedIn.

### **3.6.1. Initial Contact**

As the survey was available via a URL, email was the most appropriate form of contact for potential participants. In instances where no email address was available on union websites or elsewhere online, contact was attempted via an online query form where available. The survey was seeded into various organisations via the willingness of colleagues emailing their co-workers and asking if those colleagues would be willing to participate in, as well as share, the survey. The URL to the survey was also shared on Facebook and LinkedIn, with an encouragement to friends and colleagues to kindly share the survey on their social media or amongst their friends and colleagues. Personal requests to MBA lecturers within Victoria University, encouraging the sharing of the survey on the school network of their courses on Blackboard and with colleagues within their fields, were made.

### **3.6.2. Follow-up Procedure**

In instances where the first email received no response, a follow up email stating the importance of the research along with an offer to supply a summary of results to the organisations was sent. This did result in more companies offering to share the survey with employees although not all companies responded. Where a reference code was supplied, indicating contact was lodged with the organisation, with no further response, emails were sent to these companies for follow up and when still unsuccessful, a phone call was made to see if the reference code could be followed up and addressed.



## **Chapter 4. Data Analysis**

The following chapter describes the method used to collect and analyse the data collected. An analysis of the data was conducted and will be further discussed in Chapter 5.

### **4.1. Response Rate and Data Screening**

A total of 315 surveys were started, and 34 data sets were deemed usable for analysis. Of the 315 surveys taken, 34 sets of responses were used for this quantitative data analysis. Reasons for this include:

- Participants were disallowed from continuing the survey if they have not experienced a restructure within the last 5 years
- Participants were disallowed from continuing the survey if they stated they were not working and never had a job
- Some participants did not answer the questions specifically related to the independent variable and/or dependent variables

### **4.2. Descriptive Statistics**

Of the 34 respondents, 12 were male, 13 were female, and 9 respondents did not answer this demographic question. When asked to select which category best describes their jobs, of the 34 respondents, 16 worked in non-managerial roles and 18 worked in managerial roles. When asked which industry the participants worked in during an organisation restructure, the responses are as follows: 5 in engineering, 4 in medical, 4 in finance, 3 in information technology, 3 in government, 2 in infrastructure, 1 in

hospitality, and 12 respondents did not answer this demographic question. Of the 34 respondents, 12 were working in the United States of America, 14 were working in New Zealand, and 8 respondents did not answer this demographic question.

### **4.3. Validity and Reliability of Scales**

The final useable data set met the minimum requirements for analysis; KMOs greater than 0.50, Bartlett's Test value is  $p < .001$ . All communalities were above the .50 criteria for acceptance (Kaiser, 1958). All factor loadings exceeded the criteria guidelines ( $> .70$ ) for CFA (Hair, Black, Babin, Anderson, & Tatham, 1998). For specific figures pertaining to the above minimum requirements, please refer to Appendix D. A full list of items and their labels before data reduction is available in Appendix E and a full list of items and their labels after data reduction is available in Appendix F.

## 4.4. Internal Marketing

### 4.4.1. Internal Marketing before an Organisational Restructure

Results of the factor analysis for Internal Marketing before a restructure in which the 9-item scale was used are reported in Table 4.1. From the Total Variance Explained output, 83.16% of the variance can be explained by two factors (components). Items that did not meet the minimum criteria requirements for further data analysis and therefore were removed from further research include IM.comm\_B.1, IM.train\_B.1, IM.feed\_B.1, IM.feed\_B.2, IM.feed\_B.3, IM.feed\_B.4, IM.feed\_B.5, and IM.feed\_B.6.

**Table 4.1 Factor Analysis: Internal Marketing - Before**

Internal Marketing	9 Items	% of Variance	Cronbach's Alpha	AVE #		
IM.comm_B.2	B: Comms. Programme	42.326	.917	83.163		
IM.comm_B.3	B: Consistent comms variety of activities					
IM.comm_B.4	B: Direction and key priorities					
IM.comm_B.5	B: Appropriate communications					
IM.comm_B.6	B: Aligned messages					
IM.train_B.3	B: Train enables emp to do job well	40.837				
IM.train_B.4	B: Org teaches why					
IM.train_B.5	B: Skill and knowledge development					
IM.train_B.6	B: Development support from org					

#### 4.4.2. Internal Marketing during an Organisational Restructure

Results of the factor analysis for Internal Marketing during a restructure in which the 9-item scale was used are reported in Table 4.2. From the Total Variance Explained output, 84.11% of the variance can be explained by three factors (components). Items that did not meet the minimum criteria requirements for further data analysis and therefore were removed from further research include IM.comm\_D.1, IM.train\_D.1, IM.feed\_D.1, IM.feed\_D.2, IM.feed\_D.3, IM.feed\_D.4, IM.feed\_D.5, and IM.feed\_D.6.

**Table 4.2 Factor Analysis: Internal Marketing - During**

Internal Marketing	9 Items	% of Variance	Cronbach's Alpha	AVE#		
IM.comm_D.2	D: Comms. Programme	46.304	.931	84.109		
IM.comm_D.3	D: Consistent comms variety of activities					
IM.comm_D.4	D: Direction and key priorities					
IM.comm_D.5	D: Appropriate communications					
IM.comm_D.6	D: Aligned messages					
IM.train_D.3	D: Train enables emp to do job well	37.805				
IM.train_D.4	D: Org teaches why					
IM.train_D.5	D: Skill and knowledge development					
IM.train_D.6	D: Development support from org					

#### 4.4.3. Internal Marketing after an Organisational Restructure

Results of the factor analysis for Internal Marketing after a restructure in which the 9-item scale was used are reported in Table 4.3. From the Total Variance Explained output, 84.18% of the variance can be explained by two factors (components). Items that did not meet the minimum criteria requirements for further data analysis and therefore were removed from further research include IM.comm\_A.1, IM.train\_A.1, IM.feed\_A.1, IM.feed\_A.2, IM.feed\_A.3, IM.feed\_A.4, IM.feed\_A.5, and IM.feed\_A.6.

**Table 4.3 Factor Analysis: Internal Marketing - After**

Internal Marketing	9 Items	% of Variance	Cronbach's Alpha	AVE#
IM.comm_A.2	A: Comms. Programme	45.266	.931	84.178
IM.comm_A.3	A: Consistent comms variety of activities			
IM.comm_A.4	A: Direction and key priorities			
IM.comm_A.5	A: Appropriate communications			
IM.comm_A.6	A: Aligned messages			
IM.train_A.3	A: Train enables emp to do job well	38.912		
IM.train_A.4	A: Org teaches why			
IM.train_A.5	A: Skill and knowledge development			
IM.train_A.6	A: Development support from org			

## 4.5. Employee Satisfaction

### 4.5.1. Employee Satisfaction before an Organisational Restructure

Results of the factor analysis for Employee Satisfaction before a restructure in which the 3-item scale was used are reported in Table 4.4. From the Total Variance Explained output, 81.47% of the variance can be explained by one factor (component).

**Table 4.4 Factor Analysis: Employee Satisfaction - Before**

Employee Satisfaction	3 Items	Cronbach's Alpha	AVE #
EMP.SAT_B.1	B: Sat. with opportunities		
EMP.SAT_B.2	B: Sat. with variety of activities	.878	81.465
EMP.SAT_B.3	B: Did not enjoy job		

### 4.5.2. Employee Satisfaction during an Organisational Restructure

Results of the factor analysis for Employee Satisfaction during a restructure in which the 3-item scale was used are reported in Table 4.5. From the Total Variance Explained output, 85.06% of the variance can be explained by one factor (component).

**Table 4.5 Factor Analysis: Employee Satisfaction - During**

Employee Satisfaction	3 Items	Cronbach's Alpha	AVE #
EMP.SAT_D.1	D: Sat. with opportunities		
EMP.SAT_D.2	D: Sat. with variety of activities	.908	85.058
EMP.SAT_D.3	D: Did not enjoy job		

#### 4.5.3. Employee Satisfaction after an Organisational Restructure

Results of the factor analysis for Employee Satisfaction after a restructure in which the 3-item scale was used are reported in Table 4.6. From the Total Variance Explained output, 84.48% of the variance can be explained by one factor (component).

**Table 4.6 Factor Analysis: Employee Satisfaction - After**

Employee Satisfaction	3 Items	Cronbach's Alpha	AVE #
EMP.SAT_A.1	A: Sat. with opportunities	.906	84.477
EMP.SAT_A.2	A: Sat. with variety of activities		
EMP.SAT_A.3	A: Did not enjoy job		

## 4.6. Customer Satisfaction

### 4.6.1. Customer Satisfaction before an Organisational Restructure

Results of the factor analysis for Customer Satisfaction before a restructure in which the 9-item scale was used are reported in Table 4.7. From the Total Variance Explained output, 76.13% of the variance can be explained by two factors (components). An item that did not meet the minimum criteria requirements for further data analysis and therefore was removed from further research include was CS.int\_B.5.

**Table 4.7 Factor Analysis: Customer Satisfaction - Before**

<b>Customer Satisfaction</b>	<b>9 Items</b>	<b>% of Variance</b>	<b>Cronbach's Alpha</b>	<b>AVE #</b>
CS.int_B.1	B: IS sat w/ serv.			
CS.int_B.2	B: IS delighted w/ serv.	30.104		
CS.int_B.3	B: IS happy w/ serv.			
CS.int_B.4	B: Gave IS personal attn.			
CS.int_B.6	B: Go out of way for IS		.908	76.133
CS.int_B.7	B: Treated IS well			
CS.int_B.8	B: Understood IS needs	46.029		
CS.int_B.9	B: Gave IS individual attn.			
CS.int_B.10	B: Had IS best interests at heart			



#### 4.6.2. Customer Satisfaction during an Organisational Restructure

Results of the factor analysis for Customer Satisfaction during a restructure in which the 9-item scale was used are reported in Table 4.8. From the Total Variance Explained output, 83.33% of the variance can be explained by two factors (components). An item that did not meet the minimum criteria requirements for further data analysis and therefore was removed from further research include was CS.int\_D.5.

**Table 4.8 Factor Analysis: Customer Satisfaction - During**

<b>Customer Satisfaction</b>	<b>9 Items</b>	<b>% of Variance</b>	<b>Cronbach's Alpha</b>	<b>AVE #</b>
CS.int_D.1	D: IS sat w/ serv.			
CS.int_D.2	D: IS delighted w/ serv.	32.622		
CS.int_D.3	D: IS happy w/ serv.			
CS.int_D.4	D: Gave IS personal attn.			
CS.int_D.6	D: Go out of way for IS		.940	83.335
CS.int_D.7	D: Treated IS well			
CS.int_D.8	D: Understood IS needs	50.713		
CS.int_D.9	D: Gave IS individual attn.			
CS.int_D.10	D: Had IS best interests at heart			

#### 4.6.3. Customer Satisfaction after an Organisational Restructure

Results of the factor analysis for Customer Satisfaction after a restructure in which the 9-item scale was used are reported in Table 4.9. From the Total Variance Explained output, 81.81% of the variance can be explained by one factor (component). An item that did not meet the minimum criteria requirements for further data analysis and therefore was removed from further research include was CS.int\_A.5.

**Table 4.9 Factor Analysis: Customer Satisfaction - After**

<b>Customer Satisfaction</b>	<b>9 Items</b>	<b>% of Variance</b>	<b>Cronbach's Alpha</b>	<b>AVE #</b>
CS.int_A.1	A: IS sat w/ serv.			
CS.int_A.2	A: IS delighted w/ serv.			
CS.int_A.3	A: IS happy w/ serv.			
CS.int_A.4	A: Gave IS personal attn.			
CS.int_A.6	A: Go out of way for IS	81.808	.971	81.808
CS.int_A.7	A: Treated IS well			
CS.int_A.8	A: Understood IS needs			
CS.int_A.9	A: Gave IS individual attn.			
CS.int_A.10	A: Had IS best interests at heart			

## 4.7. Paired-Samples T-Tests

Paired-samples t-tests were conducted to compare and determine whether Internal Marketing had an impact before, during, and/or after an organisational restructure.

### 4.7.1. Internal Marketing: Before versus After

A paired samples t-test (Table 4.10) with an  $\alpha$  of .05 was used to compare Internal Marketing (IM) before a restructure ( $M = 3.86$ ,  $SD = .24$ ) and Internal Marketing after a restructure ( $M = 3.65$ ,  $SD = .26$ ). The difference was not statistically significant,  $t(33) = 1.28$ ,  $p = .209$ .

**Table 4.10 Internal Marketing: Before and After**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.all.B	3.857	1.406	1.282	33	.209
IM.all.A	3.645	1.481			

#### Employees

A paired samples t-test (Table 4.11) with an  $\alpha$  of .05 was used to compare employees' perceptions of Internal Marketing (IM) before a restructure ( $M=3.63$ ,  $SD=1.39$ ) and Internal Marketing after a restructure ( $M=3.138$ ,  $SD=1.319$ ). The difference was not statistically significant,  $t(15) = 1.66$ ,  $p = .117$ .

**Table 4.11 Internal Marketing: Before and After: Employees**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.all.B	3.629	1.391	1.662	15	.117
IM.all.A	3.138	1.319			

## Managers

A paired samples t-test (Table 4.12) with an  $\alpha$  of .05 was used to compare managers' perceptions of Internal Marketing before a restructure ( $M = 4.05$ ,  $SD = 1.43$ ) and Internal Marketing after a restructure ( $M = 4.10$ ,  $SD=1.51$ ). The difference was not statistically significant,  $t(17) = -.24$ ,  $p = .813$ .

**Table 4.12 Internal Marketing: Before and After: Managers**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.all.B	4.05	1.428	-.241	17	.813
IM.all.A	4.10	1.506			

## *Components of Internal Marketing*

### Communication

A paired samples t-test (Table 4.13) with an  $\alpha$  of .05 was used to compare the Internal Marketing component of Communication before a restructure ( $M = 4.059$ ,  $SD = 1.716$ ) and the Internal Marketing component of Communication after a restructure ( $M = 4.177$ ,  $SD = 1.754$ ). The difference was not statistically significant,  $t(33) = .92$ ,  $p = .363$ .

**Table 4.13 Internal Marketing (Communication): Before and After**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.comm.EM.B	4.059	1.716	.923	33	.363
IM.comm.EM.A	4.177	1.754			

### Employees

A paired samples t-test (Table 4.14) with an  $\alpha$  of .50 was used to compare employees' perceptions of the Internal Marketing component of Communication before a restructure ( $M = 3.91$ ,  $SD = 1.74$ ) and the Internal Marketing component of Training after a restructure ( $M = 3.51$ ,  $SD = 1.51$ ). The difference was not statistically significant  $t(15) = 1.21$ ,  $p = .245$ .

**Table 4.14 Internal Marketing (Communication): Before and After: Employees**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.comm.EM.B	3.913	1.739	1.210	15	.245
IM.comm.EM.A	3.513	1.505			

### Managers

A paired samples t-test (Table 4.15) with an  $\alpha$  of .50 was used to compare managers' perceptions of the Internal Marketing component of Communication before a restructure ( $M=4.77$ ,  $SD=1.64$ ) and the Internal Marketing component of Training after a restructure ( $M=4.77$ ,  $SD=1.79$ ). The difference was not statistically significant  $t(.000) = 33$ ,  $p = 1.000$ .

**Table 4.15 Internal Marketing (Communication): Before and After: Managers**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.comm.EM.B	4.767	1.638	.000	17	1.000
IM.comm.EM.A	4.767	1.785			

## Training

A paired samples t-test (Table 4.16) with an  $\alpha$  of .50 was used to compare both employees' and managers' perceptions of the Internal Marketing component of Training before a restructure (M=4.06, SD=1.55) and the Internal Marketing component of Training after a restructure (M=3.77, SD=1.64). The difference was not statistically significant  $t(33) = -1.72, p = 0.250$ .

**Table 4.16 Internal Marketing (Training): Before and After**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.train.EM.B	4.059	1.550	1.172	33	.250
IM.train.EM.A	3.765	1.644			

## Employees

A paired samples t-test (Table 4.17) with an  $\alpha$  of .50 was used to compare employees' perceptions of the Internal Marketing component of Training before a restructure (M=3.95, SD=1.88) and the Internal Marketing component of Training after a restructure (M=3.14, SD=1.54). The difference was not statistically significant  $t(15) = 1.88, p = .110$ .

**Table 4.17 Internal Marketing (Training): Before and After: Employees**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.train.EM.B	3.953	1.597	1.879	15	.110
IM.train.EM.A	3.141	1.536			

## Managers

A paired samples t-test (Table 4.18) with an  $\alpha$  of .50 was used to compare managers' perceptions of the Internal Marketing component of Training before a restructure (M=4.15, SD=1.55) and the Internal Marketing component of Training after a restructure (M=4.32, SD=1.57). The difference was not statistically significant  $t(17) = -1.06, p = .306$ .

**Table 4.18 Internal Marketing (Training): Before and After: Managers**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.train.EM.B	4.152	1.546	-1.056	17	.306
IM.train.EM.A	4.319	1.574			

## 4.7.2. Internal Marketing: Before versus During

A paired samples t-test (Table 4.19) with an  $\alpha$  of .50 was used to compare both employees' and managers' perceptions of Internal Marketing before a restructure (M=3.86, SD=1.41) and Internal Marketing during a restructure (M=3.50, SD=1.43). The difference was statistically significant  $t(33) = 2.58, p = .015$ .

**Table.19 Internal Marketing: Before and During**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.all.B	3.857	1.406	2.578	33	.015*
IM.all.D	3.498	1.433			

\*  $p < .05$ , \*\* $p < .01$

### Employees

A paired samples t-test (Table 4.20) with an  $\alpha$  of .50 was used to compare employees' perceptions of Internal Marketing before a restructure (M=3.63, SD=1.39) and Internal Marketing during a restructure (M=2.99, SD=1.22). The difference was statistically significant  $t(15) = 2.37, p = .032$ .

**Table 4.20 Internal Marketing: Before and During: Employees**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
<b>IM.all.B</b>	3.629	1.391	2.369	15	.032*
<b>IM.all.D</b>	2.992	1.218			

\*  $p < .05$ , \*\* $p < .01$

### Managers

A paired samples t-test (Table 4.21) with an  $\alpha$  of .50 was used to compare managers' perceptions of Internal Marketing before a restructure (M=4.06, SD=1.43) and Internal Marketing during a restructure (M=3.95, SD=1.49). The difference was not statistically significant  $t(17) = 1.37, p = .188$ .

**Table 4.21 Internal Marketing: Before and During: Managers**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
<b>IM.all.B</b>	4.059	1.428	1.371	17	.188
<b>IM.all.D</b>	3.948	1.489			



## ***Components of Internal Marketing***

### **Communication**

A paired samples t-test (Table 4.22) with an  $\alpha$  of .50 was used to compare both employees' and managers' perceptions of the Internal Marketing component of Communication before a restructure (M=4.365, SD=1.716) and Communication during a restructure (M=3.812, SD=1.799). The difference was statistically significant  $t(33) = 3.25, p = .003$ .

**Table 4.22 Internal Marketing (Communication): Before and During**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.comm.EM.B	4.365	1.716	3.246	33	.003**
IM.comm.EM.D	3.812	1.799			

\*  $p < .05$ , \*\* $p < .01$

### **Employees**

A paired samples t-test (Table 4.23) with an  $\alpha$  of .50 was used to compare employees' perceptions of the Internal Marketing component of Communication before a restructure (M=3.91, SD=1.74) and the Internal Marketing component of Communication during a restructure (M=3.51, SD=1.51). The difference was statistically significant  $t(15) = 2.93, p = .010$ .

**Table 4.23 Internal Marketing (Communication): Before and During: Employees**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.comm.EM.B	3.913	1.739	2.930	15	.010*
IM.comm.EM.D	3.513	1.505			

\*  $p < .05$ , \*\* $p < .01$

### Managers

A paired samples t-test (Table 4.24) with an  $\alpha$  of .50 was used to compare managers' perceptions of the Internal Marketing component of Communication before a restructure (M=4.77, SD=1.64) and the Internal Marketing component of Communication during a restructure (M=4.53, SD=1.73). The difference was not statistically significant  $t(17) = 1.76, p = .096$ .

**Table 4.24 Internal Marketing (Communication): Before and During: Managers**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.comm.EM.B	4.767	1.638	1.760	17	.096
IM.comm.EM.D	4.533	1.727			

### Training

A paired samples t-test (Table 4.25) with an  $\alpha$  of .50 was used to compare both employees' and managers' perceptions of the Internal Marketing component of Training before a restructure (M=4.059, SD=1.550) and Training during a restructure (M=3.63, SD=1.64). The difference was not statistically significant,  $t(33) = 1.96, p=.059$ .

**Table 4.25 Internal Marketing (Training): Before and During**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.train.EM.B	4.059	1.550	1.959	33	.059
IM.train.EM.D	3.632	1.644			

### Employees

A paired samples t-test (Table 4.26) with an  $\alpha$  of .50 was used to compare employees' perceptions of the Internal Marketing component of Training before a restructure (M=3.95, SD=1.60) and the Internal Marketing component of Training during a restructure (M=3.16, SD=1.310). The difference was not statistically significant  $t(15) = 1.88, p = .080$ .

**Table 4.26 Internal Marketing (Training): Before and During: Employees**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.train.EM.B	3.953	1.597	1.879	15	.080
IM.train.EM.D	3.156	1.310			

### Managers

A paired samples t-test (Table 4.27) with an  $\alpha$  of .50 was used to compare managers' perceptions of the Internal Marketing component of Training before a restructure (M=4.15, SD=1.55) and the Internal Marketing component of Training during a restructure (M=4.06, SD=1.56). The difference was not statistically significant  $t(17) = .70, p = .493$ .

**Table 4.27 Internal Marketing (Training): Before and During: Managers**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.train.EM.B	4.153	1.546	.701	17	.493
IM.train.EM.D	4.056	1.559			

### 4.7.3. Internal Marketing: During versus After

A paired samples t-test (Table 4.28) with an  $\alpha$  of .50 was used to compare both employees' and managers' perceptions of Internal Marketing during a restructure (M=3.50, SD 1.43) and Internal Marketing after a restructure (M=3.65, SD=1.48). The difference was not statistically significant  $t(33) = -1.15$ ,  $p = .258$ .

**Table 4.28 Internal Marketing: During versus After**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.all.D	3.87	1.433	1.15	33	.258
IM.all.A	3.50	1.481			

#### Employees

A paired samples t-test (Table 4.29) with an  $\alpha$  of .50 was used to compare employees' perceptions of Internal Marketing during a restructure (M=2.99, SD=1.22) and Internal Marketing after a restructure (M=3.14, SD=1.32). The difference was not statistically significant  $t(15) = 1.88$ ,  $p = .395$ .

**Table 4.29 Internal Marketing: During and After: Employees**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.all.D	2.992	1.218	-.876	15	.395
IM.all.A	3.138	1.319			

## Managers

A paired samples t-test (Table 4.30) with an  $\alpha$  of .50 was used to compare managers' perceptions of Internal Marketing during a restructure (M=3.95, SD=1.49) and Internal Marketing after a restructure (M=4.10, SD=1.51). The difference was not statistically significant  $t(17) = -.76$ ,  $p = .459$ .

**Table 4.30 Internal Marketing: During and After: Managers**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.all.D	3.948	1.489	-.758	17	.459
IM.all.A	4.096	1.506			

## Components of Internal Marketing

### Communication

A paired samples t-test (Table 4.31) with an  $\alpha$  of .50 was used to compare both employees' and managers' perceptions of the Internal Marketing component of Communication during a restructure (M=3.812, SD=1.80) and the Internal Marketing component of Communication after a restructure (M=4.177, SD=1.754). The difference was statistically significant,  $t(33) = -2.03$ ,  $p = .050$ .

**Table 4.31 Internal Marketing (Communication): During and After**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.comm.EM.D	3.812	1.799	2.033	33	.050*
IM.comm.EM.A	4.177	1.754			

\*  $p = .05$ , \*\* $p < .01$

### Employees

A paired samples t-test (Table 4.32) with an  $\alpha$  of .50 was used to compare employees' perceptions of the Internal Marketing component of Communication during a restructure (M=3.00, SD=1.55) and the Internal Marketing component of Communication after a restructure (M=3.51, SD=1.51). The difference was not statistically significant  $t(15) = -2.11, p = .052$ .

**Table 4.32 Internal Marketing (Communication): During and After: Employees**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.comm.EM.D	3.000	1.553	-2.110	15	.052
IM.comm.EM.A	3.513	1.505			

### Managers

A paired samples t-test (Table 4.33) with an  $\alpha$  of .50 was used to compare managers' perceptions of the Internal Marketing component of Communication during a restructure (M=4.53, SD=1.73) and the Internal Marketing component of Communication after a restructure (M=4.77, SD=1.79). The difference was not statistically significant  $t(17) = -.88, p = .389$ .

**Table 4.33 Internal Marketing (Communication): During and After: Managers**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.comm.EM.D	4.533	1.727	-.884	17	.389
IM.comm.EM.A	4.767	1.785			

## Training

A paired samples t-test (Table 4.34) with an  $\alpha$  of .50 was used to compare both employees' and managers' perceptions of the Internal Marketing component of Training during a restructure (M=3.63, SD=1.50) and the Internal Marketing component of Training after a restructure (M=3.765, SD=1.64). The difference was not statistically significant  $t(33) = -.802$ ,  $p = .428$ .

**Table 4.34 Internal Marketing (Training): During and After**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.train.EM.D	3.632	1.497	-.802	33	.428
IM.train.EM.A	3.765	1.644			

## Employees

A paired samples t-test (Table 4.35) with an  $\alpha$  of .50 was used to compare employees' perceptions of the Internal Marketing component of Training during a restructure (M=3.16, SD=1.60) and the Internal Marketing component of Training after a restructure (M=3.14, SD=1.54). The difference was not statistically significant  $t(15) = 1.70$ ,  $p = .110$ .

**Table 4.35 Internal Marketing (Training): During and After: Employees**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.train.EM.D	3.156	1.597	1.698	15	.110
IM.train.EM.A	3.141	1.536			

## Managers

A paired samples t-test (Table 4.36) with an  $\alpha$  of .50 was used to compare managers' perceptions of the Internal Marketing component of Training during a restructure (M=4.15, SD=1.55) and the Internal Marketing component of Training after a restructure (M=4.32, SD=1.57). The difference was not statistically significant  $t(17) = -1.06$ ,  $p = .306$ .

**Table 4.36 Internal Marketing (Training): During and After: Managers**

	Mean	Std. Deviation	t	df	Sig. (2-tailed)
IM.train.EM.D	4.153	1.546	-1.056	17	.306
IM.train.EM.A	4.319	1.574			

## 4.8. Is There a Relationship Between Internal Marketing and Employee Satisfaction?

To test the hypothesis that Internal Marketing can account for a significant proportion of the variance in Employee Satisfaction, a number of linear regressions were performed. A linear regression analysis has been used to estimate whether or not there is a relationship between the independent variable of Internal Marketing and the dependent variable of Employee Satisfaction before, during, and after an organisational restructure. Results are available in Appendix D.

### 4.8.1. Internal Marketing and Employee Satisfaction before a Restructure

Internal Marketing does not significantly influence Employee Satisfaction ( $\beta = .220$ ,  $p = .211$ ) during a restructure.



#### **4.8.2. Internal Marketing and Employee Satisfaction during a Restructure**

Internal Marketing does significantly influence Employee Satisfaction ( $\beta = .214$ ,  $p = .050$ ) during a restructure. Since the T-Value is a positive number (2.036), the relationship between Internal Marketing and Employee Satisfaction during a restructure is positive. R2 value advises that 11.5% of the variance in Employee Satisfaction during an organisational restructure is due to the independent variable of Internal Marketing.

#### **4.8.3. Internal Marketing and Employee Satisfaction after a Restructure**

Internal Marketing does significantly influence Employee Satisfaction ( $\beta = .574$ ,  $p < .000$ ) after a restructure. The relationship between Internal Marketing and Employee Satisfaction during a restructure is positive ( $\beta = .574$ ). R2 value indicates that 32.9% of the variance in Employee Satisfaction after an organisational restructure is due to the independent variable of Internal Marketing.

### **4.9. Is There a Relationship Between Employee Satisfaction and Customer Satisfaction?**

To test the hypothesis that Employee Satisfaction can account for a significant proportion of the variance in Customer Satisfaction, a number of linear regressions were performed. A linear regression analysis has been used to estimate whether or not there was a relationship between the dependent variable of Employee Satisfaction and the dependent variable of Customer Satisfaction before, during, and after an organizational restructure.

#### **4.9.1. Employee Satisfaction and Customer Satisfaction before a Restructure**

Employee Satisfaction did not significantly influence Customer Satisfaction ( $\beta = .273, p = .119$ ) before a restructure.

#### **4.9.2. Employee Satisfaction and Customer Satisfaction during a Restructure**

Employee Satisfaction did not significantly influence Customer Satisfaction ( $\beta = .146, p = .409$ ) during a restructure.

#### **4.9.3. Employee Satisfaction and Customer Satisfaction after a Restructure**

Employee Satisfaction did not significantly influence Customer Satisfaction ( $\beta = .318, p = .067$ ) after a restructure.

### **4.10. Respondent Freeform Comments**

To better understand the results, comments from each participant were reviewed and considered for the following question that participants were asked:

Based on the definition below, what word (or words) come to mind?

Please type them in the space provided.

*The process of motivating and empowering the employees of a company to work as a team for the overall wellbeing of the customers and thereby the company itself. Treating employees as customers in order to help make all components of the business function harmoniously and deliver a clear message.*

The responses from the participants can be found in Appendix G and Appendix H.

Of the participants who answered the first question, 69.44% responded positively and 60.56% responded negatively to the Internal Marketing definition. Responses split by groups are displayed in Table 4.37.

**Table 4.37 Respondent Freeform Comments: Positive vs Negative**

	<b>Positive</b>	<b>Negative</b>
<b>Employees</b>	55.55%	44.45%
<b>Managers</b>	83.33%	16.67%

## **Chapter 5. Discussion and Conclusions**

The main objective of this research was to determine if Internal Marketing was occurring within organisations and its effect on Employee Satisfaction and Customer Satisfaction before, during, and after an organisational restructure. The purpose of this chapter is to interpret and discuss the results from the data analysis and draw conclusions from the results. Limitations of the study will be addressed and will support suggestions of opportunities for future research.

### **5.1. Discussion**

The following section will be a dialogue of the results from the data analysis. The research questions will be addressed and discussed in relation to the results and trends will be suggested, which may be useful for future research.

The results from the data analysis, regarding the hypothesis and their corresponding research question, are displayed in Table 5.1.

**Table 5.1 Hypothesis Outcomes**

	Hypothesis	RQ	Supported	Not Supported
H1	During a restructure, Internal Marketing increases within an organisation	RQ1	x	
H.1a	During a restructure, communication increases within an organisation	RQ1	x	
H.1b	During a restructure, training increases within an organisation	RQ1		x
H.1c	During a restructure, feedback increases within an organisation	RQ1		x
H.1d	During a restructure, there will be a significant difference between employee and manager perceptions regarding communication within an organisation	RQ2	x	
H.1e	During a restructure, there will be a significant difference between employee and manager perceptions regarding training within an organisation	RQ2		x
H.1f	During a restructure, there will be a significant difference between employee and manager perceptions regarding feedback within an organisation	RQ2		x
H.2	Internal Marketing, during a restructure, has a positive relationship with employee satisfaction	RQ3	x	
H3	Employee satisfaction, during a restructure, has a positive relationship with customer satisfaction.	RQ3		x

The research questions that this study has set out to answer are discussed below.

#### **RQ1- Whether Internal Marketing is occurring within organisations**

From the analysis of the data, Internal Marketing is occurring within organisations, specifically during an organisational restructure. Although the Internal Marketing scale is multi-dimensional and needed to be analysed with all components at the same time, for the purpose of exploratory analysis the two components of Communication and Training were separated for further analysis and a summary of results are available in Table 5.2. There appears to be a trend when the results are split

between groups of employees versus managers; employees were found to have statistically significant results, specifically regarding the Communication component, whereas managers did not have statistically significant results.

**Table 5.2 Comparison of all t-test Results**

<b>Statistically Significant paired samples t-test results</b>			
<b>Groups</b>	<b>Employees &amp; Managers</b>	<b>Employees Only</b>	<b>Managers Only</b>
IM.all.B IM.all.A			
IM.comm.EM.B IM.comm.EM.A			
IM.train.EM.B IM.train.EM.A			
IM.all.B IM.all.D	x	x	
IM.comm.EM.B IM.comm.EM.D	x	x	
IM.train.EM.B IM.train.EM.D			
IM.all.D IM.all.A			
IM.comm.EM.D IM.comm.EM.A	x	x	
IM.train.EM.D IM.train.EM.A			

This suggests that the perceptions of Internal Marketing occurring during an organisational restructure differ between managers and employees and supports RQ2 and H.1d (during a restructure, there will be a significant difference between employee and manager perceptions in regard to communication within an organisation). Although the sample size, a total of 34 participants of which 18 were managers and 14 were employees, can be attributed as a limitation of this trend. This trend suggests that additional research into the differences of perception between employees and managers,

regarding Internal Marketing, may be worth further exploration. Regarding the Training component of Internal Marketing, when the tests were split between employees and managers, none of the results were statistically significant, and did not support H.1e (during a restructure, there will be a significant difference between employee and manager perceptions in regard to training within an organisation). This suggests that there may be a trend in that Training may be regarded as less important and is therefore not occurring as often, or at all, during an organisational restructure. Similarly, the outcome of no statistically significant results may be attributed to the small sample size of the two groups of employees and managers. Furthermore, Table 4.37, Respondent Freeform Comments: Positive vs Negative, also provided similar insights and support for H.1d and H.1e. Employees tended to be more positive about Internal Marketing, whereas managers viewed the definition more negatively. A factor that may have impacted their interpretation of Internal Marketing may include emotions, specifically how recent the organisational restructure was and what impact it had on the participants.

The results from Table 5.2 also highlight the potential that Employees and Managers perceived Internal Marketing Before and after an organisational restructure similarly. Therefore, the difference between their perceptions during an organisational restructure may be due to the restructure itself and could be a result of employees experiencing the energizing and code-breaking phases of the Internal Marketing Cycle (Ballantyne, 2003). As energizing refers to employees capturing new knowledge and working together towards organisational goals (Ballantyne, 2003), the results may be reflective of employees and their commitment to excel in their job, which may be reflective of their concerns of potentially losing their jobs. By continuing to improve

within their role, they may believe they are securing their position within the organisation in comparison to the employee who may not be putting any effort forward and would potentially be regarded as someone who the organisation could do without. As code breaking focuses on breaking down barriers to knowledge and changing internal procedures (Ballantyne, 2003), the results may be attributed to the internal changes occurring as a result of the restructure, such as the change of reporting relationships and divisional structures (Trist & Bamforth, 1951).

The Feedback component of Internal Marking did not meet the criteria for further analysis, thus it was not included in the t-tests. Therefore, H1.f (during a restructure, there will be a significant difference between employee and manager perceptions in regard to feedback within an organisation) was not supported and table 1.1 has been updated to table 5.3 below.

A potential explanation for the Feedback component not meeting the minimum criteria required for further analysis may be due to the nature of the organisational restructure itself. As authorising is the transfer of knowledge and evaluating various levels of authority in order to gain trust in management (Ballantyne, 2003), it may be that employees are experiencing a lack of trust with management due to the lack of transfer knowledge, specifically regarding the organisational restructure. Although this explanation may seem plausible for the Before and After analysis, the Before set of questions regarding Feedback not meeting the criteria for further analysis could be alluding to participants work places not having this element of Internal Marketing occurring prior to the restructure, or that it was occurring but not positively regarded. Authorising (Ballantyne, 2003) may very well be a crucial element of Internal Marketing



and without this phase occurring within organisations, there is a larger gap between employees and managers which may be resulting in lack of trust in management, regardless of the stage of restructure.

Additionally, diffusing, which regards integrating, circulating and sharing of knowledge among others within the organisation (Ballantyne, 2003) may also not be occurring at any stage of an organisational restructure as well due to the subsequent discussion. This may especially be due to middle and lower levels of management either not receiving all information about the organisational restructure or being told they are not allowed to share information with their employees. Upper or middle managers may be purposely withholding information from employees in order to minimise the amount of discussion and concern amongst their employees when instead, this behaviour may result in speculation, and therefore further distrust in management.

**Table 5.3 Updated Internal Marketing Construct Comparison**

Phases of Internal Marketing cycle (Ballantyne, 2003)	Huang & Rundle-Thiele's (2015)		
	Communication	Training	Feedback
Energizing	x	x	
Code breaking	x	x	
Authorizing	x		x
Diffusing	x		x

**RQ3 - Whether Internal Marketing has a positive effect on employee satisfaction, as well as perceived customer satisfaction, during an organisational restructure**

Internal Marketing did have a positive relationship with Employee Satisfaction, specifically during, as well as after an organisational restructure. The results from the linear regression showed significance when Internal Marketing and Employee Satisfaction was tested in the during and after groups, but not for the before group, supporting H.2 (Internal Marketing, during a restructure, had a positive relationship with employee satisfaction). As there are often many changes to things such as workflow and team discontinuation during an organisational restructure, the statistically positive relationship between Internal Marketing and Employee Satisfaction during and after an organisational restructure may be attributed to the internal changes within an organisation. A possible explanation as to why there was no positive relationship between Internal Marketing and Employee Satisfaction Before an organisational restructure may be due to employees sensing an imminent organisational restructure. Factors such as whether managers are asking employees about their daily responsibilities and tasks, requesting step-by-step training documents, and seeing senior management start to leave the organisation may be indicators to employees that an organisational restructure is imminent (Gillett, 2015). It may be possible that Employee Satisfaction was impacted by suspicion of potential change within the organisation.

Employee Satisfaction did not have a relationship with Customer Satisfaction at any stage before, during, or after, an organisational restructure within organisations, therefore not supporting H.3 (employee satisfaction, during a restructure, has a positive relationship with customer satisfaction). Although this was not the expected outcome of the study, this may be attributed to the fact that the ‘customers’ in this survey were more

specifically ‘internal customers’, staff members from within the same organisation that underwent an organisational restructure. It also seems plausible that either the employees or the internal customers may have been experiencing changes of reporting relationships and divisional structures which may have had an impact on the relationships and customer service (Trist & Bamforth, 1951) amongst colleagues. Additionally, the survey measured for the perception of Customer Service as it was not possible to obtain actual external customers of organisations to participate in this research, therefore the results may be reflective of the employees’ and managers’ biased opinions.

The data supported the literature review and the assumption that Internal Marketing would have an impact on Employee satisfaction was correct. However, the further assumption of the potential to increase Customer Satisfaction was not supported. Although employee satisfaction has been found to have a significant relationship with customer satisfaction (Jung & Yoon, 2013; Koys, 2001; Nagel & Cilliers, 1990; Schneider & Bowen, 1985; Wangenheim, Evanschitzky, & Wunderlich, 2007), the organisational restructure may have disrupted the potential relationship between employees and customers due to factors such as internal changes within the workplace and employee disconnection from their work. Changes in divisional structures may potentially lead to disorganisation of workflow and/or changes in reporting structure whereas lack of empathy from employees, whose jobs may be dissolved as a result of the organisational restructure, may potentially be directly impacting the service that they provide to their customers.

## **5.2. Conclusion**

It is uncertain as to whether or not Internal Marketing was officially implemented within the organisations where the participants of this research that have experienced restructures; unless the employees or managers were part of the marketing department, they presumably would not be aware of an Internal Marketing campaign. Although, regardless of if Internal Marketing practices were implemented within organisations, we can conclude that elements of Internal Marketing are occurring, albeit unintentionally, specifically during and after an organisational restructure.

As Internal Marketing was proven to have a statistically positive relationship with Employee Satisfaction both during and after an organisational restructure, it is suggested that Internal Marketing be utilised within organisations that will go through an organisational restructure. Specifically, utilising an amalgamation of the key Internal Marketing components discussed in this study, energising, code breaking, authorising, and diffusing (Ballantyne, 2003) along with communication, and training (Huang & Rundle-Thiele, 2015). The positive impact of Internal Marketing may be beneficial for the morale of employees and managers during a turbulent time within their organisation. Although there was no statistically positive relationship between Employee Satisfaction and Customer Satisfaction, a replication of this research, with a larger sample size may, prove otherwise, and could further strengthen the benefits and impact of Internal Marketing.

For academics, this research contributes to existing literature regarding Internal Marketing as well as exploring the concept within its utilisation during an organisational restructure in order to increase employee satisfaction. Benefits and

contribution of this research for academics include development of a conceptual model including the benefits and effects of Internal Marketing and extending the existing literature. Although it cannot be suggested that there is also a positive relationship between employee satisfaction and Customer Satisfaction, future research with wider scope and reach may assist in further developing this exploratory quantitative research.

For practitioners, benefits include insights into better understanding of the role of Internal Marketing and its positive impacts with employee satisfaction during and after an organisational restructure, specifically the differences in perception of the practice between employees and managers. This may be beneficial to managers in order to better understand what tools, such as Internal Marketing, can be utilised during an organisational restructure in order to sustain or increase employee satisfaction. Although it cannot be suggested that there is also a positive relationship between employee satisfaction and Customer Satisfaction, should future research discover this is in fact true, this information would be of much more value to practitioners. Furthermore, there appears to be an opportunity for organisations to reevaluate if and how they share their knowledge about the organisational restructures with their managers and employees, as this may be an opportunity to increase trust between employees and managers, and ultimately increase Employee Satisfaction and therefore Customer Satisfaction.

### **5.3. Limitations**

It was uncertain as to whether or not official Internal Marketing programmes were actually put in place within an organisation. Although not an all-inclusive list, three main factors have been identified as main limitations within this research; emotions of employees and managers, survey fatigue, and inadequate sample size.

Factors such as how long ago the restructure was implemented and the effect it had on the participants had the potential to impact the results as participants might have been experiencing varied emotions. It is also possible that the survey was not of interest to the participants as they failed to answer the independent variable and dependent variable questions or may have experienced fatigue in answering the same questions repetitively for the different phases of an organisational restructure.

The small sample size of participants most likely had an impact on the data analysis and it is suggested that the study be recreated in order to compare the results of this research to a study with a significantly higher response rate. Furthermore, when splitting the results between employees and managers, the groups were less than the minimum acceptable size of 32. The external validity of the research was compromised as it cannot be generalized due to the small sample size.

Concerns about privacy may have had a direct impact on the number of respondents and therefore impacted the sample size for data analysis. Although the survey was anonymous and potential participants were advised that it was not possible for the results to be traced back to individual organisations, many companies did not want to participate in this research. Much of the feedback received from potential participants was that they felt they could not take part in the survey without managerial approval, even though the surveys were untradeable and anonymous. Attempts were made to reiterate the anonymity and confidentiality of responses, yet this was found to not have a substantial impact in organisations being willing to share the survey amongst their employees, thus resulting in the smaller sample size.

## **5.4. Future Research**

In order to better understand the relationship between Internal Marketing, Employee Satisfaction, and Customer Satisfaction, an ideal research inquiry into organisations willing to not only share the survey with their employees and managers, but also with their customers. Alternatively, utilising existing Customer Satisfaction information from before, during, and after an organisational restructure within an organisation, and comparing this with the perceptions of employees and managers may provide insight into the similarities and differences between the perceptions of employees, managers, and external customers.

The use of other research methods, such as focus groups, may also increase the depth and scope of the topic of Internal Marketing during organisational restructures. Furthermore, working alongside a partner company, that may soon be experiencing an organisational restructure or is currently experiencing one, may result in a cohesive longitudinal study in the future.

Further research, focusing on a specific company where it would be possible to obtain participants to be surveyed internal and external customer satisfaction, rather than asking employees and managers about their perceptions of Customer Satisfaction, would be beneficial in aiding to the scope of this research. If that may be too difficult to achieve, using existing customer service feedback that the organisation has collected over time may be useful as well in order to synthesise the experiences of the customer before, during, and after an organisational restructure. A mixed methods approach, using already available customer service data, along with focus groups consisting of only managers and only employees, may provide further, detailed insight into their perceptions of Internal

Marketing, Employee Satisfaction, and Customer Satisfaction throughout the phases of an organisational restructure.

Lastly, as managers play a critical role in the successes, or failures, of organisations and companies (Hansen, 1986) the different levels of management (top, middle, and low level) may be interesting to study based from these results. Middle managers are increasingly admitting to having feelings of losing hope within the positions they hold when the organisations they work in are going through a restructure; they believe there is little chance for growth within the organisation and experience low morale. Some middle managers have been refusing to succumb to the ‘overwork culture’ that often results during and after restructures. More often reported, middle managers have admitted to feeling as if their only way to hold onto their potentially fragile position is through being stoically compliant (Hassard, McCann, & Morris, 2009). Focusing in on the different levels of management regarding Internal Marketing, Employee Satisfaction, and Customer Satisfaction may provide insights into how the differing levels of management perceive the different constructs. This may be beneficial to organisations to better understand not only the different perceptions between varying levels of management but may also provide insight into what areas of Internal Marketing are helpful or could further assist organisations at different stages within an organisational restructure.



# Appendices

## Appendix A: Ethics Approval

Ethics approval from ResearchMaster at Victoria University of Wellington to show completeness.



ResearchMaster Enterprise: 5.18.0

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Review

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Application ID	Application Title	Status	Primary Investigator	Process Stage	Stage Due Date	Template Name	Date Created
TYPE: Human Ethics 0000023207	Internal Marketing: Employee Satis...	Approved	Monica Micek	Approved (Pipitea)		Information Management, Psychology...	26/05/2016

## Appendix B: Survey Introduction

The following screen-grab is the first page that participants saw when they clicked on the survey URL.



TE WHARE WĀNANGA O TE ŪPORA O TE IKA A MĀUI  
**VICTORIA**  
UNIVERSITY OF WELLINGTON

Hello! My name is Monica Micek and I am a Masters student in Marketing at Victoria University of Wellington. Thank you for your interest in this project. Please read the following information before deciding whether or not to take part. If you decide to participate, thank you. If you decide not to take part, thank you for considering my request.

-----

This study is being undertaken as part of my Masters in Marketing degree to investigate the effects that organizational restructures have on employees, managers, and customers. Specifically, I am interested in the role of communication, its presence (or lack of) during a restructure. With this research, I am hoping to bridge the gap between Marketing, Management and Human Resources, with an aim to highlight the need for these three areas to work more closely together in order to minimize potentially negative impacts of organizational restructures on employees as well as internal and external stakeholders.

This survey is completely voluntary and it is not possible for any respondent to be identified personally in conjunction with this survey. The survey should take around 15-30 minutes to complete. Please only complete this survey once.

Results from the study will be compiled into a written report. Ethics approval 23207 has been obtained for this research from the Pipitea Human Ethics Committee.

This is a secure website and all responses collected will remain anonymous. All of the material related to survey responses will only be viewed by the researcher and the supervisor. All printed information will be kept in a locked file with access restricted to the researcher. All electronic data will be kept in a password protected file only accessible by the researcher. Data collected in this survey will be destroyed after 2 years. It is possible that summary results from this survey may appear in academic or professional journals and may also be presented at academic or professional conferences.

Thank you for your interest and help in completing this research

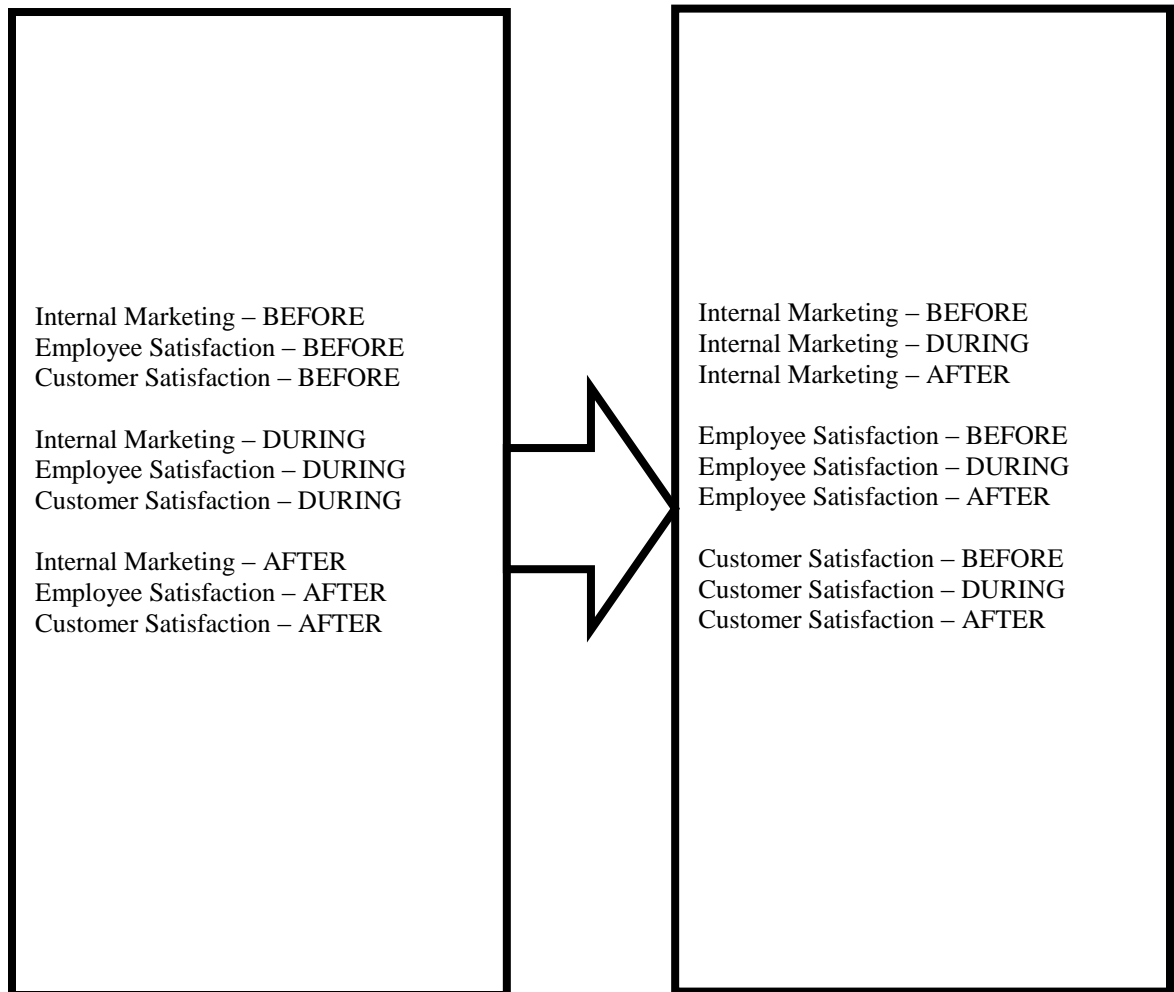
If you have any concerns, questions or require any further information please feel free to contact:

**Student Researcher:** Monica Micek  
Email: [micekmoni@myvuw.ac.nz](mailto:micekmoni@myvuw.ac.nz)

**Supervisor:** Dr. James Richard  
Senior Lecturer, School of Marketing and International Business  
P.O BOX 600, Wellington 6140  
Email: [james.richard@vuw.ac.nz](mailto:james.richard@vuw.ac.nz)

**Human Ethics Committee information**  
If you have any concerns about the ethical conduct of the research you may contact the Victoria University HEC Convener: Associate Professor Susan Corbett. Email [susan.corbett@vuw.ac.nz](mailto:susan.corbett@vuw.ac.nz) or telephone +64-4-463 5480.

## Appendix C: Pre-Testing of Scale Changes



## Appendix D: Final Survey Questions and Actions

Q#	Text	Action
Q1	Are you currently working?	Select one
	Employed, working 35 or more hours per week (full-time)	
	Employed, working less than 34 hours per week (part-time)	
	Not employed, looking for work	
	Not employed, not looking for work	
	Retired	
	Never had a job	
Q2	Have you ever been employed within an organization that has gone through a restructure/organizational change, during your employment, within the last 5 years?	Select one
	Yes	
	No	
For the remainder of the survey: Please keep in mind the job where you are experiencing or have experienced a restructure. This survey is seeking to understand your experiences and perceptions throughout the most recent restructure you have experienced.		
Q3	How long ago was the most recent restructure/organizational change that you have experienced?	Select one
	1 year ago	
	2 years ago	
	3 years ago	
	4 years ago	
Q4	What is the current status of the most recent restructure/organizational change that you have experienced?	Select one
	The restructure has recently been announced, no changes have been implemented yet	
	The restructure is ongoing, changes are being discussed and/or are in effect	
	The restructure is complete, all changes have been implemented	
Q5	Thinking back to the most recent restructure you have experienced, please select which best describes your role the from the following choices	Select one
	Non-Managerial Role (administrative assistant, payroll specialist, computer technician etc.)	
	Managerial Role (CEO, CFO, regional manager, supervisor, team leader)	
QA-Fill in text	Based on the definition below, what word (or words) come to mind? Please type them in the space provided.	Type in response
	The process of motivating and empowering the employees of a company to work as a team for the overall well-being of the customers and thereby the company itself. Treating employees as customers in order to help make all components of the business function harmoniously and deliver a clear message.	
Q6	Please keep in mind the job where you are experiencing or have experienced a restructure.	
	This survey is seeking to understand your experiences and perceptions throughout the most recent restructure you have experienced.	
	The following questions concerns communication in the workplace BEFORE, DURING, and AFTER the restructure was completed.	

	<p>There are no correct or incorrect answers, we are interested in your perceptions of <u>internal marketing</u>, specifically in regards to <b>communication</b> in the workplace.</p> <p><i>Internal marketing is the process of motivating and empowering the employees of a company to work as a team for the overall well-being of the customers and thereby the company itself. It is about treating employees as customers in order to help make all components of the business function harmoniously and deliver a clear message.</i></p>	
Q6.a	<b>BEFORE the restructure was announced...</b>	7-point likert-type scale Strongly disagree - Strongly agree
	My organization communicated a clear brand image to me	
	There was an internal communication program for all employees in my organization	
	All communication materials reflected a consistent style in my organization	
	Employees at all levels understood the direction and key priorities of my organization	
	In my organization, communications were appropriate	
Q6.b	Messages that I received were aligned with business wide communication	7-point likert-type scale Strongly disagree - Strongly agree
	<b>WHILE the restructure was ongoing...</b>	
	My organization communicated a clear brand image to me	
	There was an internal communication program for all employees in my organization	
	All communication materials reflected a consistent style in my organization	
	Employees at all levels understood the direction and key priorities of my organization	
Q6.c	In my organization, communications were appropriate	7-point likert-type scale Strongly disagree - Strongly agree
	Messages that I received were aligned with business wide communication	
	<b>WHILE the restructure was ongoing...</b>	
	My organization communicated a clear brand image to me	
	There was an internal communication program for all employees in my organization	
	All communication materials reflected a consistent style in my organization	
Q7	Employees at all levels understood the direction and key priorities of my organization	7-point likert-type scale Strongly disagree - Strongly agree
	In my organization, communications were appropriate	
	Messages that I received were aligned with business wide communication	
Q7.a	<b>The following questions concerns training in the workplace BEFORE, DURING, and AFTER the restructure was completed.</b>	7-point likert-type scale Strongly disagree - Strongly agree
	There are no correct or incorrect answers, we are interested in your perceptions of <u>internal marketing</u> , specifically in regards to <b>training</b> in the workplace.	
	Internal marketing is the process of motivating and empowering the employees of a company to work as a team for the overall well-being of the customers and thereby the company itself. It is about treating employees as customers in order to help make all components of the business function harmoniously and deliver a clear message.	
Q7.a	<b>BEFORE the restructure was announced...</b>	7-point likert-type scale Strongly disagree -
	My organization focused efforts on training employees	
	The training in my organization has enabled me to do my job well	
	My organization taught me why I should do things	
	Skill and knowledge development happened as an ongoing process in my organization	

	My organization provided support to develop my communication skills in order to achieve organizational goals	Strongly agree
Q7.b	<b>WHILE the restructure was ongoing...</b>	7-point likert-type scale Strongly disagree - Strongly agree
	My organization focused efforts on training employees	
	The training in my organization has enabled me to do my job well	
	My organization taught me why I should do things	
	Skill and knowledge development happened as an ongoing process in my organization	
	My organization provided support to develop my communication skills in order to achieve organizational goals	
Q7.c	<b>AFTER the restructure was completed/in effect...</b>	7-point likert-type scale Strongly disagree - Strongly agree
	My organization focused efforts on training employees	
	The training in my organization has enabled me to do my job well	
	My organization taught me why I should do things	
	Skill and knowledge development happened as an ongoing process in my organization	
	My organization provided support to develop my communication skills in order to achieve organizational goals	
Q8	<b>The following questions concerns employee feedback in the workplace BEFORE, DURING, and AFTER the restructure was completed.</b>	
	There are no correct or incorrect answers, we are interested in your perceptions of <u>internal marketing</u> , specifically in regards to <b>employee feedback</b> in the workplace.	
	Internal marketing is the process of motivating and empowering the employees of a company to work as a team for the overall well-being of the customers and thereby the company itself. It is about treating employees as customers in order to help make all components of the business function harmoniously and deliver a clear message.	
Q8.a	<b>BEFORE the restructure was announced...</b>	7-point likert-type scale Strongly disagree - Strongly agree
	My organization gathered employee feedback	
	My organization regularly sought employee suggestions	
	My organization collected data on employee complaints	
	My organization did a lot of internal marketing research	
	My organization talked with me to identify issues that I may have had	
	My organization surveyed employees at least once a year to assess the quality of employment	
Q8.b	<b>WHILE the restructure was ongoing...</b>	7-point likert-type scale Strongly disagree - Strongly agree
	My organization gathered employee feedback	
	My organization regularly sought employee suggestions	
	My organization collected data on employee complaints	
	My organization did a lot of internal marketing research	
	My organization talked with me to identify issues that I may have had	
Q8.c	<b>AFTER the restructure was completed/in effect...</b>	7-point likert-type scale Strongly disagree - Strongly agree
	My organization gathered employee feedback	
	My organization regularly sought employee suggestions	
	My organization collected data on employee complaints	
	My organization did a lot of internal marketing research	
	My organization talked with me to identify issues that I may have had	
Q8.c	<b>AFTER the restructure was completed/in effect...</b>	7-point likert-type scale Strongly disagree - Strongly agree
	My organization gathered employee feedback	
	My organization regularly sought employee suggestions	
	My organization collected data on employee complaints	
	My organization did a lot of internal marketing research	
	My organization talked with me to identify issues that I may have had	
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	My organization gathered employee feedback	
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	My organization collected data on employee complaints	
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	My organization talked with me to identify issues that I may have had	
Q8.c	<b>AFTER the restructure was completed/in effect...</b>	7-point likert-type scale Strongly disagree - Strongly agree
	My organization gathered employee feedback	
	My organization regularly sought employee suggestions	
	My organization collected data on employee complaints	
	My organization did a lot of internal marketing research	
	My organization talked with me to identify issues that I may have had	
Q8.c	<b>AFTER the restructure was completed/in effect...</b>	7-point likert-type scale Strongly disagree - Strongly agree
	My organization gathered employee feedback	
	My organization regularly sought employee suggestions	
	My organization collected data on employee complaints	
	My organization did a lot of internal marketing research	
	My organization talked with me to identify issues that I may have had	

Q9	<b>Please keep in mind the job where you are experiencing or have experienced a restructure.</b>	
	<b>This survey is seeking to understand your experiences and perceptions throughout the most recent restructure you have experienced.</b>	
	<b>The following questions help to understand how satisfied you were with your job BEFORE, DURING, and AFTER the restructure.</b>	
Q9.a	<b>How satisfied were you with your job BEFORE the restructure was announced?</b>	
	I was satisfied with the opportunities my work provided to interact with others	
	I was satisfied with the variety of activities my work offered	
	I did not enjoy my job	
Q9.b	<b>How satisfied were you with your job WHILE the restructure was ongoing?</b>	
	I was satisfied with the opportunities my work provided to interact with others	
	I was satisfied with the variety of activities my work offered	
	I did not enjoy my job	
Q9.c	<b>How satisfied were you with your job AFTER the restructure was completed/in effect?</b>	
	I was satisfied with the opportunities my work provided to interact with others	
	I was satisfied with the variety of activities my work offered	
	I did not enjoy my job	
Q10	<b>The following questions concerns <u>internal stakeholder satisfaction</u> in order to compare how satisfied <u>internal stakeholders</u> were BEFORE, DURING, and AFTER the restructure. Please answer each set of questions below.</b>	
	Internal stakeholders are entities within a business (e.g. employees, managers, investors, the board of directors)	
Q10.a	<b>Overall, how satisfied do you believe your <u>internal stakeholders</u> were with the service you provided to them BEFORE the restructure was announced?</b>	
	My internal stakeholders were satisfied with the service I provided	
	My internal stakeholders were delighted with the service I provided	
	My internal stakeholders were happy with the service I provided	
	I was willing to go out of my way to help internal stakeholders	
	I provided high quality service to internal stakeholders	
	I gave internal stakeholders my personal attention	
	I treated internal stakeholders well	
	I understood my internal stakeholders needs	
	I gave internal stakeholders my individual attention	
	I had the internal stakeholders' best interests at heart	
Q10.b	<b>Overall, how satisfied do you believe your <u>internal stakeholders</u> were with the service you provided to them WHILE the restructure was ongoing?</b>	
	My internal stakeholders were satisfied with the service I provided	
	My internal stakeholders were delighted with the service I provided	
	My internal stakeholders were happy with the service I provided	
	I was willing to go out of my way to help internal stakeholders	

	I provided high quality service to internal stakeholders	Strongly agree
	I gave internal stakeholders my personal attention	
	I treated internal stakeholders well	
	I understood my internal stakeholders needs	
	I gave internal stakeholders my individual attention	
	I had the internal stakeholders' best interests at heart	
Q10.c	<b>Overall, how satisfied do you believe your <u>internal stakeholders</u> were with the service you provided to them AFTER the restructure was completed/in effect?</b>	7-point likert-type scale Strongly disagree - Strongly agree
	My internal stakeholders were satisfied with the service I provided	
	My internal stakeholders were delighted with the service I provided	
	My internal stakeholders were happy with the service I provided	
	I was willing to go out of my way to help internal stakeholders	
	I provided high quality service to internal stakeholders	
	I gave internal stakeholders my personal attention	
	I treated internal stakeholders well	
	I understood my internal stakeholders needs	
	I gave internal stakeholders my individual attention	
	I had the internal stakeholders' best interests at heart	
Q11	<b>Please tell me more about yourself.</b>	
	<i>The following information will remain anonymous and helps us to categorize the information you have provided throughout this survey.</i>	
Q12	<b>Please select the gender you were born</b>	Select one
	· Male	
	· Female	
	· Prefer not to say	
Q13	Please indicate your home country:	Choose one from list
Q14	<b>Please keep in mind the job where you are experiencing or have experienced a restructure.</b>	Type in response
	<b>This survey is seeking to understand your experiences and perceptions throughout the most recent restructure you have experienced.</b>	
	Please type in the industry you work in	



## Appendix E: Data Analysis Results

Internal Marketing – Factor Analysis							
Internal Marketing Items	Loadings	Communalities	% of Variance	Cronbach's Alpha	AVE #	KMO	Bartlett Test
IM.comm_B.2	0.712	0.816	42.326	0.917	83.163	0.846	0.000
IM.comm_B.3	0.9	0.811					
IM.comm_B.4	0.884	0.897					
IM.comm_B.5	0.902	0.876					
IM.comm_B.6	0.773	0.806					
IM.train_B.3	0.815	0.718	40.837				
IM.train_B.4	0.889	0.854					
IM.train_B.5	0.827	0.863					
IM.train_B.6	0.917	0.844					
IM.comm_D.2	0.782	0.733	46.304	0.931	84.109	0.853	0.000
IM.comm_D.3	0.947	0.899					
IM.comm_D.4	0.847	0.872					
IM.comm_D.5	0.883	0.888					
IM.comm_D.6	0.85	0.902					
IM.train_D.3	0.781	0.771	37.805				
IM.train_D.4	0.894	0.876					
IM.train_D.5	0.802	0.846					
IM.train_D.6	0.885	0.784					
IM.comm_A.2	0.79	0.738	45.266	0.931	84.178	0.772	0.000
IM.comm_A.3	0.926	0.863					
IM.comm_A.4	0.763	0.883					
IM.comm_A.5	0.794	0.796					
IM.comm_A.6	0.89	0.931					
IM.train_A.3	0.771	0.858	38.912				
IM.train_A.4	0.922	0.884					
IM.train_A.5	0.743	0.796					
IM.train_A.6	0.884	0.827					

### Employee Satisfaction – Factor Analysis

Employee Satisfaction Items	Loading	Communalities	Cronbach's Alpha	AVE #	KMO	Bartlett Test
EMP.SAT_B.1	0.94	0.883	0.878	81.465	0.702	0.000
EMP.SAT_B.2	0.897	0.804				
EMP.SAT_B.3	0.87	0.757				
EMP.SAT_D.1	0.948	0.899	0.908	85.058	0.689	0.000
EMP.SAT_D.2	0.958	0.918				
EMP.SAT_D.3	0.857	0.734				
EMP.SAT_A.1	0.936	0.875	0.906	84.477	0.717	0.000
EMP.SAT_A.2	0.946	0.895				
EMP.SAT_A.3	0.874	0.764				

### Customer Satisfaction – Factor Analysis

Customer Satisfaction Items	Loadings	Communalities	% of Variance	AVE #	Cronbach's Alpha	KMO	Bartlett Test
CS.int_B.1	0.836	0.824	30.104	76.133	0.908	0.847	0.000
CS.int_B.2	0.799	0.767					
CS.int_B.3	0.936	0.881					
CS.int_B.4	0.721	0.633	46.029				
CS.int_B.6	0.811	0.747					
CS.int_B.7	0.841	0.747					
CS.int_B.8	0.78	0.672					
CS.int_B.9	0.925	0.859					
CS.int_B.10	0.73	0.722					
CS.int_D.1	0.885	0.892					
CS.int_D.2	0.86	0.848					
CS.int_D.3	0.913	0.905					
CS.int_D.4	0.748	0.669	50.713	83.335	0.94	0.821	0.000
CS.int_D.6	0.929	0.916					
CS.int_D.7	0.868	0.85					
CS.int_D.8	0.737	0.646					
CS.int_D.9	0.892	0.854					
CS.int_D.10	0.872	0.92					
CS.int_A.1	0.898	0.806					
CS.int_A.2	0.858	0.737					
CS.int_A.3	0.854	0.73					
CS.int_A.4	0.92	0.846					
CS.int_A.6	0.918	0.842					
CS.int_A.7	0.978	0.956					
CS.int_A.8	0.882	0.778					
CS.int_A.9	0.923	0.851					
CS.int_A.10	0.903	0.816					

## Simple Linear Regressions

### Internal Marketing and Employee Satisfaction Before a Restructure

Variable	$\beta$	Sig.
IM.all.B	0.22	0.211

### Internal Marketing and Employee Satisfaction During a Restructure

Variable	$\beta$	Sig.	t	R <sup>2</sup>
IM.all.D	0.339	0.05	2.036	0.115

\* p = .05,

### Internal Marketing and Employee Satisfaction During a Restructure

	$\beta$	Sig.	t	R <sup>2</sup>
IM.all.A	0.574	.000**	3.964	0.329

\* p < .05, \*\*p < .01

### Employee Satisfaction and Customer Satisfaction Before a Restructure

Variable	$\beta$	Sig.
ES.all.EM.B	0.273	0.119

### Employee Satisfaction and Customer Satisfaction During a Restructure

Variable	$\beta$	Sig.
ES.all.EM.D	0.146	0.409

### Employee Satisfaction and Customer Satisfaction After a Restructure

Variable	$\beta$	Sig.
ES.all.EM.A	0.12	0.067

## Appendix F: Items and Labels (Original and Reduced)

### Original Items and Abbreviated Labels

Construct/Factor	Item	Label - Before	Label - During	Label - After
Internal Marketing	IM.comm_1	B: Brand image	D: Brand image	A: Brand image
	IM.comm_2	B: Comms. Programe	D: Comms. Programe	A: Comms. Programe
	IM.comm_3	B: Consistant comms.	D: Consistant comms.	A: Consistant comms.
	IM.comm_4	B: Direction and key priorities	D: Direction and key priorities	A: Direction and key priorities
	IM.comm_5	B: Appropriate communications	D: Appropriate communications	A: Appropriate communications
	IM.comm_6	B: Aligned messages	D: Aligned messages	A: Aligned messages
	IM.train_1	B: Organization focused on training	D: Organization focused on training	A: Organization focused on training
	IM.train_3	B: Train enables emp to do job well	D: Train enables emp to do job well	A: Train enables emp to do job well
	IM.train_4	B: Org teaches why	D: Org teaches why	A: Org teaches why
	IM.train_5	B: Skill and knowledge development	D: Skill and knowledge development	A: Skill and knowledge development
	IM.train_6	B: Development support from org	D: Development support from org	A: Development support from org
	IM.feed_1	B: Gathers feedback	D: Gathers feedback	A: Gathers feedback
	IM.feed_2	B: Regular employee suggestions	D: Regular employee suggestions	A: Regular employee suggestions
	IM.feed_3	B: Collected emp complaints	D: Collected emp complaints	A: Collected emp complaints
	IM.feed_4	B: Internal marketing research	D: Internal marketing research	A: Internal marketing research
	IM.feed_5	B: Talked to identify issues	D: Talked to identify issues	A: Talked to identify issues
	IM.feed_6	B: Surveyed to assess quality of emp	D: Surveyed to assess quality of emp	A: Surveyed to assess quality of emp
Employee Satisfaction	EMP SAT:1	B: Sat. with opportunities	D: Sat. with opportunities	A: Sat. with opportunities
	EMP SAT:2	B: Sat. with variety of activities	D: Sat. with variety of activities	A: Sat. with variety of activities
	EMP SAT:3	B: Did not enjoy job	D: Did not enjoy job	A: Did not enjoy job
Customer Satisfaction	CS.int.1	B: IS sat w/ serv.	D: IS sat w/ serv.	A: IS sat w/ serv.
	CS.int.2	B: IS delighted w/ serv.	D: IS delighted w/ serv.	A: IS delighted w/ serv.
	CS.int.3	B: IS happy w/ serv.	D: IS happy w/ serv.	A: IS happy w/ serv.
	CS.int.4	B: Go out of way for IS	D: Go out of way for IS	A: Go out of way for IS
	CS.int.5	B: Provided high qual. serv. IS	D: Provided high qual. serv. IS	A: Provided high qual. serv. IS
	CS.int.6	B: Gave IS personal attn.	D: Gave IS personal attn.	A: Gave IS personal attn.
	CS.int.7	B: Treated IS well	D: Treated IS well	A: Treated IS well
	CS.int.8	B: Understood IS needs	D: Understood IS needs	A: Understood IS needs
	CS.int.9	B: Gave IS individual attn.	D: Gave IS individual attn.	A: Gave IS individual attn.
	CS.int.10	B: Had IS best interests at heart	D: Had IS best interests at heart	A: Had IS best interests at heart

Notes:

Comm. = communication

Train. = training

Feed. = feedback

Emp. = employee

The item names within the data set were labelled correspondingly with B for before, D for during, and A for after. The label has been simplified in this table to be concise.

## Final (Reduced) Items and Abbreviated Labels

Construct/Factor	Item	Label - Before	Label - During	Label - After
Internal Marketing	IM.comm_2	B: Comms. Program	D: Comms. Program	A: Comms. Program
	IM.comm_3	B: Consistant comms.	D: Consistant comms.	A: Consistant comms.
	IM.comm_4	B: Direction and key priorities	D: Direction and key priorities	A: Direction and key priorities
	IM.comm_5	B: Appropriate communications	D: Appropriate communications	A: Appropriate communications
	IM.comm_6	B: Aligned messages	D: Aligned messages	A: Aligned messages
	IM.train_3	B: Train enables emp to do job well	D: Train enables emp to do job well	A: Train enables emp to do job well
	IM.train_4	B: Org teaches why	D: Org teaches why	A: Org teaches why
	IM.train_5	B: Skill and knowledge development	D: Skill and knowledge development	A: Skill and knowledge development
	IM.train_6	B: Development support from org	D: Development support from org	A: Development support from org
Employee Satisfaction	EMP SAT.1	B: Sat. with opportunities	D: Sat. with opportunities	A: Sat. with opportunities
	EMP SAT.2	B: Sat. with variety of activities	D: Sat. with variety of activities	A: Sat. with variety of activities
	EMP SAT.3	B: Did not enjoy job	D: Did not enjoy job	A: Did not enjoy job
Customer Satisfaction	CS.int.1	B: IS sat w/ serv.	D: IS sat w/ serv.	A: IS sat w/ serv.
	CS.int.2	B: IS delighted w/ serv.	D: IS delighted w/ serv.	A: IS delighted w/ serv.
	CS.int.3	B: IS happy w/ serv.	D: IS happy w/ serv.	A: IS happy w/ serv.
	CS.int.4	B: Go out of way for IS	D: Go out of way for IS	A: Go out of way for IS
	CS.int.5	B: Provided high qual. serv. IS	D: Provided high qual. serv. IS	A: Provided high qual. serv. IS
	CS.int.6	B: Gave IS personal attn.	D: Gave IS personal attn.	A: Gave IS personal attn.
	CS.int.7	B: Treated IS well	D: Treated IS well	A: Treated IS well
	CS.int.8	B: Understood IS needs	D: Understood IS needs	A: Understood IS needs
	CS.int.9	B: Gave IS individual attn.	D: Gave IS individual attn.	A: Gave IS individual attn.
	CS.int.10	B: Had IS best interests at heart	D: Had IS best interests at heart	A: Had IS best interests at heart

Notes:

Comm. = communication

Train. = training

Feed. = feedback

Emp. = employee

The item names within the data set were labelled correspondingly with B for before, D for during, and A for after. The label has been simplified in this table to be concise.

## Appendix G: Freeform Responses – Managers

The following table is a compilation of responses from managers. The comments were categorised as either positive or negative depending on the response.

<b>Management Perception of Internal Marketing</b>	<b>Positive</b>	<b>Negative</b>
Treating employees as customers is often forgotten		X
Often stated but less often practiced		X
Platitudes, empty promises, corporate/management doublespeak. This is what organizations say that sounds good but never happens.		X
Top down continuity	X	
teamwork, empowerment	X	
Nice sentiment, not likely to happen.		X
waffle		X
Internal marketing... customer lenses	X	
Idealistic not reality		X
True to a point, however there are times when employee reductions have to be made to ensure the ongoing financial health of the company	X	
True	X	
Empowerment	X	
Clear and timely communication, Employee Wellbeing & Engagement, Employee and Customer Satisfaction, Teamwork, Collaboration, Success	X	
Cultural change management	X	
I'm sure it's well-intended but this is corporate gibberish, and its wrong. External sources of motivation are shallow and do not endure, so companies should not bother trying to use them. People innately want to work well, and that's all the motivation anyone ever needs and it's the only motivation that ever lasts. Employees need to be trusted and respected in order for them to do their jobs well, and doing their jobs well helps them satisfy customers. That's the whole thing.		X
inclusion	X	
spin, waffle, HR b/s		X
Logical	X	
<b>TOTAL</b>	10	8

## Appendix H: Freeform Responses – Employees

The following table is a compilation of responses from employees. The comments were categorised as either positive or negative depending on the response.

Employee Perception of Internal Marketing	Positive	Negative
sell the business to the employees who work for the business - make them believe in who they work for	X	
Internal promotion of an idea, concept, decision, or change. Involves clarity regarding what is being marketed and continuous effective communication.	X	
Promoting your team's service(s) to other teams. Procurement, recruitment and a PMO are good examples of teams that provide services to other teams but need to promote their services lest they be forgotten or go unused.	X	
Work across the entire organization to ensure that this restructuring is needed and is for the good of our Company	X	
selling services from one business unit to another, within the company, via newsletters, e communications, pitches, flyers etc.	X	
selling the company message or culture to its employees	X	
selling to the firm's workers	X	
Treating employees like customers with the (false) hope they will work together/become drone which deliver a consistent customer experience		X
Ongoing communications to get buy in		X
Selling corporate messages to the staff - ensuring they are aware of strategy, values, outcomes and business results	X	
Selling an idea to employees	X	
values	X	
it is a concept where the company treats, takes care and communicates with its employees as customers.	X	
Selling the vision and mission statement or cultural vision internally	X	
I may have heard this term but it's the kind of thing I immediately purge from memory. My guess is that it's about marketing your team's services to other parts of the company or something else that is self-evident but given a sheen of novelty by having a corporate catchphrase associated it. (If this sounds bitter, I don't feel it that way. I'm not bitter at all. I'm just bored with this kind of thinking and speaking after 33 years of it.)		X
communicating messages effectively between stakeholders within a firm	X	
finding employees internally	X	
Marketing your company (values etc.) to your own employees.	X	
<b>TOTAL</b>	15	3



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