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Strategic Internal Marketing and Staff Performance in Deposit Money Banks in Enugu State

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Abstract

The study investigated the influence of Strategic internal marketing on staff performance in deposit money banks in Enugu State. The empirical investigation was conducted in the banking sector in Enugu state. A descriptive research was conducted, and a structured questionnaire was used for collecting data from the employees of deposit money banks in Enugu state. The data collection instrument was a structured questionnaire validated using expert opinion while Cronbach alpha was used to test the reliability of the instrument, whereupon all variables surpassed the benchmark 0.6. The data collected were analyzed using the Pearson's products moment correlation coefficient and multiple regression statistical tools. The findings among others revealed that all dimensions of internal marketing understudy including training, communication, empowerment, and motivation have a positive and significant relationship with staff performance. Therefore, it was concluded that internal marketing activities significantly manifest among customer contact employees within the deposit money banks in Enugu state and these activities influence the staff' performance. The researcher recommended among others that management of deposit money banks should key into the internal marketing activities in order to ensure improved performance of their staff.

Introduction

Following the turbulent global business environment and the competitive nature of Nigerian financial marketplace, the most important issue for deposit money banks in Nigeria is not only to provide excellent and good quality services, but also to focus on customer satisfaction which will improve customer retention and contribute to long-term profit of the organizations (Tseng, 2013). Considering the fact that employees play a very important role in delivering the whole service process and remain the major source of

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customer experience that results to satisfaction, aligning the employees with the overall organizational goal and ensuring that they are satisfied and committed to the goals become the most important concern of service firms especially deposit money banks in today's highly competitive banking environment, (Gilmore, 2012). Inspired by the foregoing, the concept of internal marketing has been recognized as a new approach and a potent tool for aligning the employees with the organizational goals to ensure their commitment in delivering services designed to improve customer satisfaction and retention. Researchers have recognized internal marketing activities as vital in improving organizations' competitiveness and performance through aligning, motivating and inter-functionally coordinating and integrating employees towards the organizational goals, (Robertson & Cooper, 2010).

Rafiq and Ahmed (2017) opine that internal marketing is a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and inter-functionally coordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through a process of creating motivated, satisfied and customer orientated employees. Kotler (2017) argued that internal marketing should be seen as a priority to employers before external marketing. He stated that internal marketing is the task of successfully recruiting, educating, and motivating employees so as to perfect customer service. He also opined that it is not logical to expect perfect services from an organization whose employees are not satisfied, committed, and ready to provide such services.

Research has shown a positive correlation between internal marketing and staff performance in the service-based organizations (Halil & Cem, 2019), especially deposit money banks. It is believed that internal marketing results in building an employee base that is satisfied with job specifications and committed to ensuring that customers receive the best. Robertson and Cooper (2010) opine that the main concept of internal marketing strategy is to count employees as internal customers, who work as a product that should meet the needs and requirements of the external customers to achieve organizational goals. It is probable that committed workforce achieves better results in their tasks and therefore delivers better services (Halil & Cem, 2019) which consequently affects customer confidence positively and contributes to realizing customer satisfaction and loyalty. It is therefore suggested that adoption of internal marketing strategy which ensures job satisfaction will lead to employees' commitment, satisfaction, and improved performance, which will in turn result to improved organizational performance. In line with internal marketing dimensions considered in previous studies on extant literature (Ruizalba et al., 2014; Kim et al., 2016; Cerqueira et al., 2018), the study adapted training , communication, motivation, and empowerment as the dimensions of internal marketing and the independent variables while staff performance is the dependent variable.

As the vital role of customer contact employees in a service company's overall services delivery process has been recognized as a major predictor of customer satisfaction, it has become a strategic implication for marketing managers, especially those in deposit money banks. As it is no longer enough for customer contact employees just to be nice and helpful in the service encounter, more specific brand-oriented behaviour of employees are needed to create a more consistent, distinguished and satisfied customer base in the service industry most especially in the deposit money banks where the employees have a regular

face to face contact with customers. In this instance, internal marketing strategy is required to build highly motivated and satisfied workforce that will be committed in creating a consistent, distinguished, and satisfied customer base. It is however not always easy to implement, as successful internal marketing process may prove to be both complex and costly (Punjaisri & Wilson, 2012).

Previous studies have that research concerning internal marketing strategy has continued to increase, especially as it pertains to the global services industry (Yasir & Moore, 2013). Studies are being steered to search and explore the possible effects of internal marketing on staff performance (King & Grace, 2014). However, majority of these studies were conducted in the advanced economies of the Western and Asian nations using country specific data (Morgan & Hunt, 2013). Perhaps in Nigeria, context specific studies on internal marketing and staff performance are seemingly very limited. Unfortunately, very little is understood about the effect of internal marketing activities on staff performance in deposit money banks in Nigeria. Since the bulk of these empirical studies focused on Western or Asian perspectives, there is need for a Nigerian context specific study that focuses on the relationship between internal marketing initiatives and staff performance, especially in the deposit money banks. This will ensure that the differences emanating from socio-cultural, demographic, economic, and technological variances between the advanced and emerging economies like Nigeria will be considered.

In view of these scenarios this study fills the research gap by examining the relationship between internal marketing initiatives including training, communication, empowerment and motivation and staff performance in deposit money banks in Enugu state. This study aimed at empirically appraising the influence of internal marketing on staff performance in deposit money banks in Enugu state. Specifically, the study examined the influence of internal marketing strategies including training, communication, empowerment, and motivation on staff performance in deposit money banks in Enugu state.

Conceptual Framework and Hypotheses Formulation

Internal Marketing

Internal marketing as a concept was first derived from the work of Sasser and Arbeit (1976) who stated that: "the employee is the first market of a service company" (Kimura, 2017). Hence, the focus on employees as internal customers is called "internal-marketing" (Kanyurhi & Akonkwa, 2016). Berry (1981) originally defined internal marketing as "viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization". According to Piha and Avlonitis (2018), the core concept of internal marketing is that employees must be regarded as internal customers of the organization. Kanyurhi and Akonkwa (2016) define internal marketing as using "a marketing perspective for managing an organization's human resources". Hence, in order to have high-quality services, employees should be motivated, which requires that internal marketing should take priority over external marketing because internal marketing is essential in creating a win-win cooperation between employees and company (Matanda & Ndubisi, 2013).

From this point of view, Ahmed and Rafiq (2019) define internal marketing as the planned effort of motivating employees through marketing techniques to implant and integrate the customer into business strategies of the firm. In addition, Anosike and Ahmed (2019)

indicate that the exchange of ideas between an employer and an employee contributes to achieving common benefits. On their part, Cerqueira et al. (2018) propose that treating employees as internal customers and their activities as internal products will satisfy the needs and wishes of external customers. As such, the adoption of internal marketing allows the business to align its strategies with the needs of the internal customer in order to generate benefits for the organization (Gounaris, 2019). In this way, institutions that apply this management philosophy ensure the efficiency of the service provided by the employees, which would help improve the satisfaction of the external customer (Barzoki & Ghujali, 2013; Jaeger et al., 2016; Lizote et al., 2019).

Dimensions of Internal Marketing

Extant literature has shown that different models of internal marketing have been proffered by researchers. In his study, Martin (2010) identified five internal marketing variables including training, communication, employee retention, incentives, and recruitment. Ahmad and Al-Borie (2012) identified internal marketing factors as selection and appointment, training and development, organizational support, incentives and motivation, and retention policy. In line with previous studies, (Ruizalba et al., 2014, 2015; Kim et al., 2016; Ahmad and Al-Borie, 2012; Cerqueira et al., 2018) this study adapted training, communication, empowerment, and motivation as the dimensions of internal marketing and also the independent variables. Besides, staff performance is the dependent variable

Training

Training programmes prepare employees especially those in service-based organizations to deliver excellent customer experiences that will lead to customer satisfaction. According to Bhatti and Hoe (2012), organizations have realized that they need to invest in employee training activities to improve the knowledge, skills, and attitudes of their employees and consequently improve their performance as well as the performance of the overall organization. Training involves the systematic application of formal processes to impart knowledge and help people to acquire the skills necessary for them to perform their jobs satisfactorily (Armstrong & Taylor, 2014). Kings and Grace (2014) opine that the use of training programmes as potent tool for internal marketing is considered most effective by employees. Such training programmes can involve imbibing skills on how to carry out specific roles and how to be customer focused. De Chernatony and Cottam (2006) add that such training programmes would include how to treat customers better.

All internal marketing practices emphasize the importance of employee training because frontline employees need knowledge and ability to recognize and solve problems and ensure delivery of high-quality services (Pfeffer, 2015). Empirical findings have confirmed that training programmes are dominant dimension of internal marketing and contribute to staff performance. Shen and Tang (2019) found a strong positive relationship between training of employees and job performance. Similarly, Arroyo-López et al. (2020) corroborated that employees' training programmes enable them to work effectively and maintain a high quality of services. In line with this review, this study hypothesizes that:

H_1: *There is a significant and positive influence of training on staff performance in deposit money banks in Enugu state.*

Communication

In an organization, communication is a uniting force, therefore, there is need to communicate to the relevant audience to befit their expectations (Simoes & Dibb, 2001). This shows the significance of communication about a brand to all stakeholders. Since communication helps to engage customers, it is equally essential to employees who deliver the customer experience. Communication remains one of the most common internal marketing applications (Ahmed & Rafiq, 2003).

According to Dwyer (2005), communication is defined as "the process whereby people within an organization share information and messages". Another critical reason for sharing organizational information through communication is to ensure that people are better able to make important decisions with the information they acquire (Pfeffer, 2015). The potential benefit of sharing information is to enhance frontline employees' ability to provide customers with better services (Bansal et al., 2001). While an engaged customer adds to the brand equity, an engaged employee tries to build loyalty and commitment (Punjaisri et al., 2009). The outcome of internal communications include employee commitment, shared vision, a service minded approach, loyalty and satisfaction that translate to staff performance in the customer service encounter. Hence, the study hypothesized that

H_2: There is a significant and positive influence of communication on staff performance in deposit money banks in Enugu state.

Empowerment

Empowerment involves giving an employee discretion (or latitude) over certain task-related activities (Al-Hawary & Haire, 2013). According to Pfeffer (2015), many organizations accept that front-line employees need to be empowered to fulfill customer requests in order to be responsive to customer needs and to recover on the spot customers errors. In empowerment, front-line employees are allowed to exercise a degree of discretion during the service delivery process (Ahmed & Rafiq, 2002).

Empowerment is a personal experience in which individuals take responsibility for their own actions (Pastor, 1996). Employee empowerment is one of the ways to influence employee attitudes and behaviours and to promote the quality of service provided to the external customer (Al-Hawary & Haire, 2013). As companies empower staff to build stronger customer relationship, internal marketing underpins the drive for greater involvement, commitment, and understanding (Mishra, 2010).

Previous studies explored the effect of employee empowerment on job satisfaction, lower employee turnover rate, positive employee attitudes, and overall staff performance. Employee empowerment and rewards are demanded to be practiced by organizations to gain benefits through job satisfaction. Therefore, the study hypothesized that:

H_3: There is a significant and positive influence of employee empowerment on staff performance in deposit money banks in Enugu state.

Motivation

Motivation remains part of the essential features of a successful organization. This is because motivated employees are committed to the organizational culture and objectives. Review of extant literature has shown that motivation has a direct effect on the quality of services offered by employees to customers (Pfeffer, 2015). According to Kale (2007), successful customer experience is a function of an effective and amiable customer services offered by motivated and committed employees.

As stated by Stroke (2016), motivation at work can be done in two ways. First, people can motivate themselves by performing at work that satisfies their needs or at least expect that their goals will be achieved. The factors that induce such motivation include responsibility (feeling that the work is important), autonomy (freedom to operate), and used the opportunity to develop abilities and skills, interesting and challenging work and opportunities for advancement. This form of motivation is usually deep and has longer-term effect because it is inseparable from individuals and not imposed from outside. Second, people may be motivated by management through methods such as pay increase, promotion, praise, bonuses, advancement, and provision of other welfare packages as well as punishments, such as disciplinary action, the prohibition of salary, or criticism. Such motivators may have an immediate and powerful effect, but will not necessarily last long.

If employees feel that the measurement of their performance is fair; there is consequent reinforcement of their loyalty to the organization that translates to improved performance (Kale, 2007). Additionally, the motivation system of organizations is sure to upgrade the job satisfaction of employees and make them to perform better. Therefore, the study hypothesized that:

H_3: *There is a significant and positive influence of motivation on staff performance in deposit money banks in Enugu state.*

Staff Performance

From organizational context, performance is usually defined as the extent to which an employee contributes to achieving the goals of the organization. Employees are a primary source of competitive advantage in service-oriented organization (Kanyurhi & Akonkwa, 2016). Staff performance plays an important role for organizational performance. Staff performance is originally what an employee does or does not do. According to Anitha (2017) staff performance includes: the quantity of output, quality of output, timeliness of output, presence at work, and cooperativeness.

Gounaris and Chatzipanagiotou (2020) point out that improved individual staff performance could improve organizational performance as well. Kimura (2017) define staff performance as the record of outcomes achieved for each job function during a specified period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which describe an employee's pattern of performance overtime. To conclude, staff performance could be simply understood as the related activities expected of a worker and how well those activities were executed. Then, many business personnel directors assess the staff performance of each staff member on an annual or quarterly basis in order to help employees identify suggested areas for improvement (Anitha, 2017).

Theoretical Framework

This study was anchored on the social exchange theory. Social exchange is founded on specific conditions such as interdependence, social relations, and obligations between parties (Mensah, 2015). One of the assumptions of social exchange theory is that within organizational relationships, the exchange between two parties is based on reciprocity (Vikas & Bansal, 2019). It implies that when employees feel supported and rewarded, they manifest positive and proactive attitudes and behaviors regarding their work, thus supporting desirable practices within the organization (Popa et al., 2017). Essentially, the employee-employer relationship takes shape and is strengthened based on these conditions. From organizational context, employees tend to understand employee-employer reciprocity, and are prone to manifest positive attitudes and obtain results for the benefit of the organization when the latter helps and/or supports them (Mensah, 2015).

In internal marketing research, social exchange theory shows a theoretical worth in evaluating the exchange between organization management that offers support through provision of effective training and development programs, effective information and communication flow, empowerment, motivation and rewards, and employees' performance (Popa et al., 2017). Such an organizational endeavor contributes not only to the physical wellbeing and mental health of employees, but also to a balancing of the climate within the organization, aimed at triggering staff performance.

Empirical Review

Roast and Silva-rojas (2021) carried out a research to study internal marketing: development of brand values and organizational commitment in the banking industry in Thailand. The purpose was to determine the effect of internal marketing on staff brand values and organizational commitment. An in-depth interview was carried out with thirty customer contact employees in six major banks and quantitative survey with six hundred and ninety-nine respondents from five major banks in Thailand was done. Internal marketing was found to be a positive antecedent of employee's brand commitment and overall performance. Aurand (2018) carried out a research to study the effect of internal marketing on employees' affective commitment and performance in the banking industry in Jordan. The aim was to investigate the effect of internal marketing on employees' affective commitment and performance in the bank. The study was conducted using descriptive research design and questionnaire was used as the means of data collection. The findings showed that internal marketing has a significant effect on employee's affective commitment and performance.

Gull and Ashraf (2018) conducted a study on the impact of internal marketing on service employee's quality commitment and performance in the telecommunication industry in Portugal. The objective was to establish the impact of internal marketing on service employee's quality commitment and overall performance. The study made use of descriptive research. Questionnaire was used to collect data from one hundred and nineteen (119) samples and linear regression was used to determine the effect of the independent variables on the dependent variable. The findings revealed that internal marketing has a significant and moderately strong correlation with the level of staff quality commitment and performance. Baker, Meyer and Mullins (2017) conducted an empirical study on the role of internal communication on front line service employee beliefs, behaviours and performance in the hotel industry in Malaysia. Survey design was adopted, and questionnaire and oral interview were employed for data collection. It was found that

there is a significant linkage between a company's internal marketing efforts, employee's attitude towards the brand and ultimately employee's ability to perform the service and their willingness to go extra mile to support the firm and the brand.

Burmann and Zeplin (2017) conducted a study aimed at establishing the relationship between internal marketing dimensions and staff performance. A survey design was adopted, and data was collected using a structured questionnaire and oral interview. The data collected was analyzed using multiple regression analysis. The findings indicated that employee commitment and performance were driven by employee identification with, internalization of and compliance to the internal marketing activities. Papasolomou and Vrontis (2017) undertook a research on how successful internal marketing engenders employees' commitment to, identification with, loyalty to the brand and overall performance, a case of United Kingdom Banking Industry. A descriptive research process was employed, and questionnaire was the main source of data collection. It was discovered that there is a significant effect of internal marketing on employee commitment and performance.

King and Grace (2016) conducted a study to establish the employees' perspectives of internal marketing and its effect on employee's quality commitment and performance. The study made use of descriptive research. Questionnaire and in-depth interview were used to collect data from two hundred (200) samples and multiple regression analyses was used to determine the relationships between the independent variables and the dependent variable. The findings revealed that internal marketing has a strong relationship with the employees' quality commitment and performance. Boone (2016) conducted a study to examine the need for internal branding on employees' brand promise delivery in the service industry. Descriptive research design was employed for data collection while questionnaire and oral interview were used to collect relevant data. The findings indicated that internal branding is a vital tool for creation of employee brand commitment.

Morhart, Herzog, and Tomczak (2015) carried out a study aimed at identifying how to apply organizational leadership as a vital tool for developing employees as brand champions. Survey design was employed, and a structured questionnaire was employed for the collection of data. It was found that there is a significant relationship between brand specific leadership and employees' commitment to the brand. King (2015) conducted a study titled; one size doesn't fit all; Tourism and hospitality employees' response to internal marketing activities and the impacts on their performance. A survey design was adopted, and data was collected using a structured questionnaire. The data collected was analyzed using correlation analysis. The findings indicated that employees are receptive to internal marketing strategies and are willing to identify with, internalize, and comply with the brand. It also revealed that the internal marketing activities influence staff performance

Methodology

In this study, the survey research design was employed. The study covered employees of all the deposit money banks operating in Enugu State, Nigeria. Fifteen deposit money banks in Enugu state which included Access Bank, Eco International Bank, Fidelity Bank, First Bank, First City Monument Bank, Guaranty Bank, Heritage Bank, Keystone Bank, Polaris Bank, Stanbic Bank, Sterling Bank, Union Bank, United Bank for Africa, Unity Bank and Zenith Bank were surveyed. These fifteen (15) deposits money banks in Enugu State have a total population of three hundred and seventy-five (375) employees scattered all through the

different branches of these banks in Enugu State. The population was gathered with the aid of sample frames from human resources department of regional headquarters of each of these banks in Enugu.

Stratified random sampling procedure was used to select three hundred (300) employees from the total population as the unit of analysis or sample size for the study. This enabled the employees of the different banks in Enugu state to be represented in the sample. Primary data were basically used in the study and the research instrument for data collection was a twenty-five (25) item structured questionnaire. Each of the variables had five (5) items. All the items were adequately assessed on a five-point likert scale ranging from strongly agree represented by 5, to strongly disagree represented by 1.

To validate the research instrument, content validity was employed by performing a small-scale pretest where selected respondents were interviewed about the formulations and wordings of the questionnaire to avoid ambiguity and misunderstanding. Also, expert opinion was sought from few research experts who were asked to make suggestions on the content of the questionnaire. After the pretest and the expert feedback, the questionnaire was subjected to a minor revision. Pearson correlation analysis was used to establish the discriminate validity of the constructs. For instrument reliability, the test-retest method was used to estimate the internal consistency. This involved repeated administration of the same type of questionnaire on the respondents. In this regard, the same questionnaire was administered twice to same respondents at interval of four weeks. The reliability was established by assessing the internal consistency of the items representing each construct using Cronbach alpha. Scores were obtained from all the items since all co-efficient values were above 0.6, which exceeded the minimum benchmark of (0.6) as recommended by Malhotra (2004) in a Cronbach alpha test.

Pearson correlation analysis was used to determine the relationship between the independent variable- internal marketing and the independent variable-staff performance. Also, multiple regression analysis was employed to determine whether the dimensions of internal marketing including training, communication, empowerment, and motivation have a significant and positive influence on staff performance

Results

Out of the 300 copies of questionnaire administered, 277 copies were retrieved from the respondents, while 23 were not. Altogether, it can be said that the survey was 92.3% successful which is significant enough to draw conclusion and a valid generalization about the employees surveyed in this study.

Respondents' Demographic Data

Out of the 277 respondents who responded favourably in the survey, 154(55.6%) of them are males while 123(44.4%) are females. The implication of this is that, the survey was not gender biased. Among the respondents, 122(44.0%) of them are married while 155(56.0%) are still singles. The implication of this demographic data is to reflect that the survey was not on the excess on one part than the other – i.e. it captured adequately from both sides.
In terms of the ages of the respondents, 33(11.9%) of them indicated that they are < 25years old, 99(35.7%) said they are 25 – 34years old, 82(29.6%) said they are 35 – 44years old,

46(16.6%) said they are 45 – 54years while 17(6.1%) others said they are ≥ 55years old. From this analysis, it would be noted that majority of the respondents are 25 – 34years old followed by those with the age bracket of 35 – 44years. It is obvious that this is the age group that contains the largest employees of deposit money banks in Enugu state. In respect to the educational qualification of the respondents, 26(9.4%) indicated that they are WAEC/GCE holders, 88(31.8%) of them indicated that they are OND/NCE holders, 100(36.1%) of them indicated that they are BSc/HND holders, 54(19.5%) indicated Postgraduate while 9(3.2%) others indicated that they are Professionals. The table below shows the demographic data of the respondents.

Table .1: Respondents' Demographic Data

	Frequency	Percentage		Frequency	Percentage
Gender			**Marital Status**		
Male	154	55.6	Married	122	44.0
Female	123	44.4	Single	155	56.0
Total	277	100.0	Total	277	100.0
Age			**Education**		
< 25yrs	33	11.9	WAEC/GCE	26	9.4
25 – 34yrs	99	35.7	OND/NCE	88	31.8
35 – 44yrs	82	29.6	BSc/HND	100	36.1
45 – 54yrs	46	16.6	Postgraduate	54	19.5
≥ 55yrs	17	6.1	Professionals	9	3.2
Total	277	100.0	Total	277	100.0

Source: Field Survey, 2024

Reliability and Validity Analyses

To test the reliability for the items of each concept the Cronbach's alpha coefficient was calculated for each variable. The result of the reliability test for each concept was Staff performance; 0.832, Training; .955, communication; 0.927, Empowerment; 0.895, Motivation; 0.793. The results of the reliability for the concepts were all above the recommended and accepted level of 0.6. The results of the reliability test are presented in the table below.

Table 2: The Reliability Statistics of the Variables

S/n	Item	No of items	Cronbach's alpha
1	Training	5	.955
2	Communication	5	.927
3	Empowerment	5	.895
4	Motivation	5	.793
5	Staff performance	5	.832

Source: Field Survey, 2024

After content validity, correlation analysis was used to ascertain the discriminant validity of the constructs. All correlations were significant at the 0.01 level. The table below shows all correlations and their level of significance.

Table 3. Correlations and test of discriminant validity

S/N	Variable	TR	CO	EM	MO	SP
1	Training –TR	1	-	-	-	-
2	Communication-CO	0.623**	1	-	-	-
3	Empowerment –EM	0.596**	0.521**	1	-	-
4	Motivation –MO	0.52 1**	0.446**	0.521**	1	-
5	Staff Performance –SP	.598	.566	.548	.556	1

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

As shown in the above table all items representing theoretical concepts had a sufficiently positive and significant level of correlation where training and communication held the highest correlation of 0.623. Training exhibited positive and significant correlation with staff performance (r=0598 ** P<.01) Communication also exhibited positive and significant correlation with staff performance (r = .566** P<.01); Empowerment exhibited a positive and significant correlation with staff performance (r = .548** P<.01); finally, Motivation exhibited positive and significant correlation with staff performance (r=.556** P<.01).

Regression Analysis and test of hypotheses

To ascertain the relationship between the independent variable and the dependent variable, regression analysis was employed. This also assisted in testing the hypotheses that guided this study.

Table 4: Multiple Regression Analysis of Dimensions of Internal Marketing and Staff performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta	-	-
Constants	8.255	1.497	-	5.515	000
Training	.125	.081	.148	1.546	.124
Communication	.203	.018	.216	2.510	.013
Empowerment	.147	.081	.180	1.809	.073
Motivation	.206	.019	.221	2.385	.018

a. Dependent variable: Staff performance

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	436[a]	.185	**.**174	1**.**4735

a. Dependent variable: Staff performance

b. Predictors: (constant), training, communication, empowerment, and motivation

Discussion

The study focused on empirically determining the influence of internal marketing on staff performance in deposit money banks in Enugu State. The results of Pearson correlation analysis involving the indicators of internal marketing understudy reported positive correlation coefficient values among the measures. This indicated that the indicators are

appropriate dimensions of internal marketing. The results from the multiple regression analysis recorded a positive and significant influence of internal marketing on staff performance. The four variables of internal marketing understudy including training (β= .148; P< 0.01); communication (β =.216; P< 0.01); empowerment (β = .180; P< 0.01); and motivation (β = .221; P< 0.01) exhibited statistically significant and positive influence on staff performance.

The result provided support for the H1 test result which indicated that there is statistically significant and positive influence of training on staff performance in deposit money banks in Enugu State (β = .148, P< 0.01). This is evident in the view of Gounaris (2018) that imbibing and comprehending brand values by employees through training make them able to understand the values and display commitment that leads to improved performance. Kanyurhi and Akonkwa (2016) also stated that training plays a role in employees delivering of excellent customer experience which according to De-chernatony (2001), training propels employees to put up brand supporting behaviour. Similarly, the findings indicated that communication is found to have significant and positive influence on staff performance in the deposit money banks in Enugu State (β = .216, P< 0.01). This finding provided support for the result of H2 which stated that there is a statistically significant and positive influence of communication on staff performance. This agrees with the findings of Anitha (2017) which affirmed that effective communication with employees exert a positive influence on their performance in an organizational setting.

Also, the findings indicated that there is a significant and positive influence of empowerment on staff performance in deposit money banks in Enugu State (β = .180, P< 0.01). The result provided support for the H3 test result which indicated that there is statistically significant and positive influence of empowerment on staff performance. The above finding corroborates Kanyurhi and Akonkwa (2016) who asserts that empowerment has significant and positive effect on staff job satisfaction as well as their performance on the job. In the same vein, motivation has significant and positive influence on staff performance (β = .221, P< 0.01). This finding provides support for result H4 test which indicated that motivation has a significant and positive influence on staff performance in deposit money banks in Enugu State. This agrees with the findings of Kimura (2017) which affirmed that the level of employees' motivation and rewards influence their commitment and performance. Gounaris (2017) argued that motivation is an important ingredient in internal marketing and that the implementation of effective motivation programmes coupled with internal communication and training programmes should be seen as a long-term process that led to employee commitment and improved performance.

Conclusion

In line with the findings, the following conclusions were made. Training has been noted for yielding consistent employees' positive performance outcomes. This is because they create room for employees to understand and become oriented with the brand values and spread them to customers. Training has also been noted to impart brand specific skills to improve employee's ability to deliver brand identification, promise, and commitment. Training therefore is the technical workshop of every organization for overhauling defective system and improving performance of employees.

Also, communication ensures that employees adapt the brand messages to give out consistent values to the external customers. It makes it easier for employees to comprehend and internalize what the organizational brand values are and to translate such into their daily activities and encounter with the customers. It also encourages and fosters on-brand behaviour, as internal communication is a means for fusing employee's goals to organizational outcome. Similarly, empowerment plays important role in enhancing the interest and commitment of employees to the organizational goals. Empowerment plays a pivotal role in shaping and directing employees to be committed towards delivering brand promise.

Motivation has been recognized as potent tool for yielding consistent employee's positive performance. Effective motivation programmes create the room for employees to have the required sense of belonging that propels them towards delivering their best in their customer service encounters. The level of employee motivation influences their commitment and performance. Thus, it is concluded that internal marketing activities are significantly manifested among customer contact employees within the deposit money banks in Enugu State. A significant level of affective commitment and performance among customer contact employees can be explained by internal marketing activities such as training, communication, empowerment, as well as motivation.

Recommendations

The following recommendations were made with respect to the review of related literatures as well as the findings of the study. For an organization to effectively align its brand values with those of the employees, it should set up an internal information and communication unit with the duty of establishing effective internal oriented communication programmes that are consistent with the organization's brand values. Also, the human resources department of deposit money banks in Enugu State should continually organize refresher training and development courses for deserving employees of the organization in order to keep them abreast with the latest trends in the industry. This will make them to be up to date in an ever changing technologically driven competitive environment. Furthermore, attention should be given to effective empowerment system that will combine with the sources of motivation and rewards for the employees towards evolving a culture of employee commitment and effective performance required for the attainment of organizational goals.

Implications

In this study it has been statistically proved that the internal marketing activities such as training, communication, empowerment, as well as motivation all have significant and positive influences on staff performance within the deposit money banks in Enugu State. This implies or means that corporate managers who want customer contact employees to identify with, become involved, and emotionally attached to their employing company and its corporate values, should adopt internal marketing activities. The internal marketing activities mentioned above facilitate this if managed successfully, which in turn makes it possible for the customer contact employees to adequately display on brand behavior, which is a sought-after achievement for service firms.

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