

Exploring Internal Marketing Mix and Its Applications in the Foodservice Industry

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ABSTRACT: Internal marketing has been considered as a way of achieving higher service quality and customer satisfaction in the service industry. However, the definitions and implementation of internal marketing varies by researcher. Therefore, the purpose of this study was to explore an explanatory internal marketing mix that can be utilized in the foodservice industry. Using a web-based survey method, a total of 405 usable samples were collected and used in the data analysis. Five internal marketing components (i.e., vision, development, reward, employee motivation, and internal communication) were adopted from previous literature, and the results indicated significant impacts of the internal marketing mix on employee job satisfaction.

Keywords: internal marketing, vision, development, reward, motivation, internal communication, job satisfaction

INTRODUCTION

The concept of marketing has traditionally concentrated on external customers; however, recently there has been an increase in the emphasis on the importance of internal customers (i.e., employees) and their positive relationships with the organization and the external customers (Barnes, Fox & Morris 2004). Internal marketing is defined 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 firm" (Berry & Parasuraman 1991). Since the internal marketing concept was first proposed as a way of achieving service quality in the mid-1970s, it has been considered as a strategy for

market orientation especially in the service industry, and successful organizations have been paying attention to both customers and employees (Abzari Ghorbani & Madani 2011). Ahmed and Rafiq (2003) also indicated that by satisfying internal customers the organization may be in a better position to deliver higher quality service to their external customers. Furthermore, Bansal, Mendelson, and Sharma (2001) stressed that for service-providing organizations, the quality of service is dependent on the quality and performance of its human resource management. After all, from the customer's perspective, employees represent the organization (Hartline & Ferrell 1996). Thus focusing on employees is crucial for the success of the organization. Since the concept of internal marketing was introduced in 1981 by Grönroos,

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many marketing and organizational behavior scholars have used the concept in their studies even in different contexts. However, a fully recognized, accepted concept and reliable/valid measurement study of internal marketing has not been constructed (Lings & Greenley 2005). Rafiq and Ahmed (2000) also indicated that there has been confusion about what exactly internal marketing is and how it is supposed to work. This confusion and diversity of interpretations and definitions consequently led to difficulties of formulating specific internal marketing practices. Foreman and Money (1995) are considered the first researchers who developed measurement scales for evaluating internal marketing practices and suggested three components of internal marketing—vision, development, and reward—even though in the early stages several researchers conceptualized and introduced the concept of internal marketing (see Berry 1981; Berry & Parasuraman 1991; Grönroos 1981). They set the scene and explored the different views and applications of internal marketing. Even though they developed a fundamental measurement of internal marketing, there have been critics that argued those three internal marketing factors (i.e., vision, development, and reward) do not fully represent internal marketing. In order to fill this gap, the current study attempted to develop an internal marketing mix, based on an extensive literature review, that can be utilized in the foodservice industry.

Therefore, the purpose of the current study was to explore more explanatory internal marketing practices, beyond the three components of internal marketing that were proposed by Foreman and Money (1995). The plausible internal marketing factors that the current study proposed were *employee motivation* (Farzad, Nahavandi & Caruana 2008; Rafiq & Ahmed 2000; Ting 2011) and *internal communication* (Ahmed et al 2003; Chang & Chang, 2007; Chen & Cheng 2012). Furthermore, the current study investigated how each component in the internal marketing mix has influenced employee job satisfaction. This investigation attempts to identify factors that have impacts on employee job satisfaction and to provide suggestions to foodservice operators to increase the employees' satisfaction level in their organization.

LITERATURE REVIEW

There has been little agreement on what internal marketing practices and activities should be included in the internal marketing mix in order to effectively influence employees (Ahmed et al 2003). Furthermore, Rafiq and Ahmed (2000) addressed that the definition of internal marketing and specific components in the internal marketing mix are not consistent in the literature. Grönroos (1981), who first introduced the term of internal marketing, defined it as the behavior of selling a company to its internal customers under the premise that satisfied employees would create a market-oriented and customer-centered company. This view aligns with Berry's (1981) proposition of viewing employees as customers and the company as a product. George and Grönroos (1989) clearly stated that internal marketing is basically a company's philosophy for managing its human resources using a marketing strategy. Greene, Walls, and Schrest (1994) defined internal marketing as an application of marketing philosophy and method that stimulates employees to complete tasks. Since traditional marketing focused on just external marketing, Woodruffe (1995) indicated that internal marketing is treating both employees and customers with equal importance, in order to achieve the organizational objectives. As the definition has been addressed slightly differently, specific components and elements in the internal marketing mix have also been used differently by researchers. The current study used Foreman and Money's (1995) three components of internal marketing as the backbone of internal marketing mix and expanded the components by adding employee motivation and internal communication based on extensive literature review.

Foreman and Money's (1995) Internal Marketing

Even though the concept of internal marketing has been introduced by several researchers, Foreman and Money (1995) are considered the first researchers who addressed specific components and measurement scales of internal marketing. They specifically addressed that "... all employees are part of the internal market who must deliver excellent service to customers to support overall strategy, are the

most prominent views on IM." (p. 759). They operationalized three components of internal marketing: vision (giving employees something to believe in), development (items having to do with developing employees), and reward (items having to do with rewarding employees), mirroring essential aspects of internal marketing practices identified by Berry and Parasuraman (1991). However, even though Foreman and Money (1995) provided great insight on the concept of internal marketing, Carruna and Calleya (1998), who adopted Foreman and Money's (1995) scales, found the limitations of their predicting power and applications and concluded that further scale development is needed.

Expansion of Foreman and Money's (1995) Internal Marketing

Since there are limitations to Foreman and Money's (1995) internal marketing scales, the current study utilized the addition of more plausible internal marketing practices: employee motivation and internal communication. Employee motivation (more specifically *intrinsic* employee motivation) is defined as motivating factors of work itself and the pleasure and satisfaction derived from the work experience (Deci & Ryan 1985). Rafiq and Ahmed (2000) addressed the importance of employee motivation and described it as "...employee motivation through employee satisfaction was the major concern during phase one of the development of the IM concept" (p. 453). They emphasized the employee motivation factor should be added in the internal marketing mix, and, furthermore, Farzad et al (2008) and Ting (2011) included employee motivation in their internal marketing mix. Internal communication refers to an organization's encouragement between employees through internal and/or external channels (Chen & Cheng 2012). Grönroos (2000) indicated that organizations should utilize several channels such as internal bulletins, magazines, etc. for the employees' understanding and acceptance about knowledge sharing and the organization's decisions. Ballantyne (2003) also suggested that employees should communicate with one another to share necessary information and knowledge that the organization mandates. In this regard, Ahmed et al (2003), Chang and Chang (2007), and Chen and Cheng (2012) in-

cluded internal communication in their internal marketing mix.

Relationship between Internal Marketing and Job Satisfaction

Employee job satisfaction refers to employees' overall subjective evaluation of the work environment (Shimizu, Feng & Nagata, 2005). In the service industry, attraction, motivation, and satisfaction of employees are critical issues because the service is the only real differentiating factor between competitors (Rafiq & Ahmed 2000). Given the proposition of Berry and Parasuraman (1991) that pointed that organizations should have satisfied employees to have satisfied customers by utilizing internal marketing strategies, there are strong evidences of positive relationships between internal marketing and employee job satisfaction. Furthermore, Tansuhaj, Randall, and McCullough (1991) indicated that implementing internal marketing practices in the organization not only enhance employee job satisfaction but also positively influence employee behavior. Rafiq and Ahmed (2000) addressed that employing internal marketing strategies creates more satisfied customer-contact employees when dealing with customers, and, in turn, leads to greater customer satisfaction.

Thus, the current study proposes following hypotheses:

Hypothesis 1: Vision has a direct and positive influence on employee job satisfaction.

Hypothesis 2: Development has a direct and positive influence on employee job satisfaction.

Hypothesis 3: Reward has a direct and positive influence on employee job satisfaction.

Hypothesis 4: Employee motivation has a direct and positive influence on employee job satisfaction.

Hypothesis 5: Internal communication has a direct and positive influence on employee job satisfaction.

METHODS

Measurement

A self-administered questionnaire was developed based on a comprehensive review of internal marketing and organizational behavior studies for this study. For the scales of internal marketing mix, "employee motivation" (Rafiq & Ahmed 2000) and "internal communication" (Chang & Chang, 2007) were added into Foreman and Money's (1995) three internal marketing factors (Foreman & Money 1995). Lastly, employee job satisfaction was adapted from Hackman and Oldham's (1975) study.

Sample and Data Collection

The current study aimed to explore internal marketing mixes that are utilized in the foodservice industry and to test the impacts of internal marketing practices on employee job satisfaction; therefore, the target population was employees who were currently working at a restaurant in the United States. In order to collect the nationwide data, a web-based survey was created and distributed to the panel members of the online survey company (i.e., Qualtrics.com). Out of a total of 479 samples collected, 32 straight-lining responses and 42 cases of multivariate outliers according to Mahalanobis's distance were deleted for an accurate analysis. Therefore, a total of 405 samples were used for data analysis.

Data Analysis

The data were compiled and analyzed using SPSS and Amos (v.22). Confirmatory factor analysis was conducted to ensure the reliability and validity of measurement scales. In addition to the composite reliability coefficient, Cronbach's alpha coefficient was used to see the internal consistency within the construct. Lastly, in order to test the proposed hypotheses, a hierarchical multiple regression was conducted. More specifically, the hierarchical multiple regression tested incremental proportion of variance explained for the variables of employee motivation and internal communication while controlling vision, development, and reward.

RESULTS

Descriptive Statistics of Sample

Table 1 describes the sample profiles of the study.

Male (48.9%) and female (51.1%) respondents were almost evenly spread out. The average age of the respondents was 32.64 (SD=13.77). The major ethnic group was White (70.9%), followed by Hispanic, African-American, Asian, and Native American. About one-third of the respondents had a high school diploma (30.6%), and 39.3% of the respondents had some college degree. About half of the respondents (48.9%) were single, followed by married respondents (31.1%). Annual income of the respondents was spread almost equally over the range. Lastly, about two-thirds of the respondents (66.4%) were working full-time, and the other one-third (33.6%) were working part-time.

Confirmatory Factor Analysis

Reliability tests (i.e., Cronbach's alpha coefficient) and confirmatory factor analysis were conducted to check the reliability and validity of the measurement. Firstly, Table 2 presents mean values and standard deviations for measurement items and Cronbach's alpha coefficients. Cronbach's alpha coefficients ranged from .89 to .95, indicating high internal consistency within the construct (Nunnally, 1978). Furthermore, composite reliability coefficients ranging from .89 to .94 confirms the construct reliability (Fornell & Larcker, 1981). Secondly, measurement items' factor loadings of each construct were statistically significant, and average variance extracted (AVEs) were greater than the cut-off level of .50 (Anderson & Gerbing 1988), confirming convergent validity of the measurement items. Lastly, all AVEs were greater than the squared multiple correlation coefficients between any pairs of constructs (Fornell & Larcker, 1981), ensuring discriminant validity (see Table 3). Furthermore, multiple fit indices were used to verify whether the six-factor model fits the data well (see Table 2).

Hierarchical Regression Analysis

Table 4 presents the results of the hierarchical multiple regression analysis on the influence of internal marketing mix on employee job satisfaction. There were two reasons that the hierarchical multiple regression was conducted: 1) the first reason is to see the true effects of internal marketing mix by con-

Table 1. Descriptive statistics of sample (N=405)

Characteristics	Category	N	%
Gender	Male	198	48.9
	Female	207	51.1
Age	Less than 20 years	48	11.9
	20~29 years	169	41.7
	30~39 years	75	18.5
	40~49 years	56	13.8
	Over 50 years	57	14.1
Ethnic	White	287	70.9
	Hispanic	47	11.6
	African-American	45	11.1
	Native-American	4	1.0
	Asian/Oriental	22	5.4
Education	Less than high school	13	3.2
	High school graduate	124	30.6
	Some college	159	39.3
	College graduate	76	18.8
	Some graduate school	12	3.0
	Complete graduate school	21	5.2
Marital status	Married	126	31.1
	Widowed	7	1.7
	Domestic partnership	33	8.1
	Never married	198	48.9
	Divorced/separated	41	10.1
Annual income	Under \$10,000	52	12.8
	\$10,000~\$19,999	62	15.3
	\$20,000~\$29,999	79	19.5
	\$30,000~\$39,999	67	16.5
	\$40,000~\$49,999	49	12.1
	\$50,000~\$59,999	52	12.8
	Over \$60,000	44	10.9
Employment status	Full-time	269	66.4
	Part-time	136	33.6

trolling demographic factors (i.e., gender, age, length of employment, and employment status), and 2) the second reason is to see whether two newly added

internal marketing practices (i.e., employee motivation and internal communication) statistically improve the model explaining the employee job sa-

Table 2. Description and confirmatory factor analysis on the study variables

Variables ^a (Cronbach's α)	Mean (SD)	Factor loading	CR	AVE
Vision ($\alpha=.94$)			.94	.83
• Our organization offers employees a vision that they can believe in.	5.20 (1.48)	.94		
• We communicate our organization's vision well to employees.	5.32 (1.41)	.92		
• A clear vision of the importance of service quality to the firm is provided in our organization.	5.53 (1.45)	.88		
Development ($\alpha=.95$)			.94	.72
• Our organization views the development of knowledge and skills in employees as an investment rather than a cost.	5.39 (1.40)	.85		
• Skill and knowledge development of employees happens as an ongoing process in our organization.	5.54 (1.27)	.86		
• Our organization teaches our employees "why they should do things" and not just "how they should do things".	5.41 (1.42)	.83		
• In this organization, the employees are properly trained to perform their service roles.	5.46 (1.45)	.86		
• This organization has the flexibility to accommodate the differing needs of employees.	5.41 (1.43)	.83		
• We place considerable emphasis in this organization on communicating with our employees.	5.37 (1.41)	.87		
Rewards ($\alpha=.94$)			.94	.80
• Our performance measurement and reward systems encourage employees to work together.	5.05 (1.60)	.90		
• Our organization measures and rewards employee performance that contributes most to our organization's vision.	5.07 (1.52)	.91		
• Our organization uses the data we gather from employees to improve their jobs, and to develop the strategy of the organization.	5.07 (1.51)	.89		
• In our organization, those employees who provide excellent service are rewarded for their efforts.	5.17 (1.60)	.94		
Employee Motivation ($\alpha=.89$)			.89	.74
• I feel bad when I do a poor job.	5.83(1.16)	.73		
• I get a feeling of personal satisfaction from doing my job well.	6.04(1.10)	.90		
• Doing my job well gives me a good feeling.	6.12(1.05)	.94		
Internal Communication ($\alpha=.94$)			.94	.84
• Our internal communications is the key to building ownership among our employees.	5.41(1.33)	.91		
• Our internal communications is consistent with our external public relations.	5.41(1.35)	.92		
• Our internal communications is consistent with all forms of our external communications.	5.41(1.34)	.91		
Job Satisfaction ($\alpha=.91$)			.91	.77
• All in all, I am satisfied with my job.	5.49(1.48)	.91		
• In general, I like working here.	5.59(1.36)	.91		
• In general, I do not like my job (reversed).	5.43(1.53)	.80		

Note: Fit indices: χ^2 (194)=371.87, $p<.001$, $\chi^2/df=1.92$, Goodness of fit index (GFI)=.92, Adjusted goodness of fit index (AGFI)=.90, Comparative fit index (CFI)=.98, Tucker Lewis index (TLI)=.98, Root mean square error of approximation (RMSEA)=.048 (90% CI: .040~.055), Standardized root mean square residual (SRMR)=.026.

Table 3. Convergent/discriminant validity

Constructs	VS	DVLP	RWD	EM	ICOM	JS
VS	.83 ^a					
DVLP	.70 ^b	.72				
RWD	.56	.70	.80			
EM	.23	.22	.14	.74		
ICOM	.53	.64	.58	.17	.84	
JS	.46	.52	.46	.30	.42	.77

Note: VS (Vision), DVLP (Development), RWD (Reward), EM (Employee Motivation), ICOM (Internal Communication), JS (Job Satisfaction).

^aAverage variance extracted (values on the diagonal), ^bSquared multiple correlation.

Table 4. Hierarchical regression analysis on the influence of internal marketing mix on job satisfaction

Variables	Model 1		Model 2		Model 3	
	β	<i>t</i>	β	<i>t</i>	β	<i>t</i>
<i>Independent variables</i>						
Gender	.06	1.17	.09	2.28*	.07	1.94
Age	.08	1.49	.05	1.22	.05	1.22
Length of employment	.11	2.11*	.03	0.77	.02	0.48
Employment status	.07	1.45	-.03	-0.72	-.01	-0.37
Vision			.21	3.55***	.13	2.17*
Development			.32	4.51***	.22	3.11**
Reward			.23	3.80***	.20	3.32***
Employee motivation					.21	5.26***
Internal communication					.12	2.12*
R^2	.03		.50		.54	
<i>F</i>	3.24*		56.30***		51.16***	
ΔR^2	.03		.47		.04	
ΔF	3.24		123.10***		17.14***	

tisfaction. Table 4 shows that demographic variables had immaterial effects to explain employee job satisfaction (i.e., $R^2=.03$). In addition, after incorporating three internal marketing factors (i.e., vision, development, and reward) that Foreman and Money (1995) proposed into the model, their power to explain employee job satisfaction significantly increased to 50%. The results indicate that under the influence of gen-

der, age, length of employment, and employment status, the original internal marketing mix exerts significant influence on the employee job satisfaction, indicating that Hypotheses 1, 2, and 3 were supported with the estimates of .21 ($p<.001$), .32 ($p<.001$), and .23 ($p<.001$), respectively. Finally, considering employee motivation and internal communication into the internal marketing mix increased their

explanatory power significantly to 54% ($\Delta F= 17.14$, $p<.001$). Thus, Hypothesis 4 ($\beta=.21$, $p<.001$) and Hypothesis 5 ($\beta=.21$, $p<.001$) were also supported.

DISCUSSION AND CONCLUSIONS

Discussion of Findings

The current study was conducted to explore internal marketing mix that affects restaurant employees' attitudes in their workplace. In order to see the true effect of internal marketing mix, demographic variables (i.e., gender, age, length of employment, and employment status) were entered into the model and controlled for their impacts on employee satisfaction. As discussed earlier, the impacts of demographic variables were minimal. Even though length of employment in Model 1 and gender in Model 2 had relatively strong impacts, when all the internal marketing mix was added, those effects disappeared. In Model 2, first internal marketing mix (i.e., vision, development, and reward) that Foreman and Money (1995) proposed was entered to the model to see how those internal marketing practices influence employee job satisfaction. As Foreman and Money (1995) proposed internal marketing mix based on Berry and Parasurman's (1991) notion of internal marketing as a way of achieving employee satisfaction, the current study also found the significant impacts of vision ($\beta=.21$, $p<.001$), development ($\beta=.32$, $p<.001$), and reward ($\beta=.23$, $p<.001$) on employee job satisfaction. In addition to Foreman and Money's (1995) proposition, these findings align with previous empirical research studies (Conduit & Mavondo 2001; Griffin & Bateman 1986; Lam & Zhang 2003; Lee, Nam, Park & Lee 2006). In Model 3, employee motivation and internal communication were added into the internal marketing mix. In 1998, Carruna and Calleya addressed limitations of Foreman and Money's (1995) three internal marketing factors in predicting employees' attitudes and behavior and concluded that internal marketing mix requires further development and elaboration. In this regard, many previous researchers elaborated other internal marketing practices on their research: Rafiq and Ahmed (2000) – employee motivation, customer orientation, inter-functional integration, marketing-like approach, Ahmed, Rafiq, and Saad (2003) – stra-

tegic reward, internal communications, training and development, and senior leadership, Chang and Chang (2007) – management support, external communication, internal communication, and education training, and Farzad, Nahavandi, and Caruana (2008) – understanding and differentiation, motivation, job satisfaction, training, inter-functional coordination. These previous studies suggested that employee motivation (Farzad et al 2008; Rafiq & Ahmed 2000; Ting 2011) and internal communication (Ahmed et al 2003; Chang & Chang, 2007; Chen & Cheng 2012) as an internal marketing mix had considerably significant and important practices in influencing employees' attitudes and behavior. The current study also found significant impacts of employee motivation ($\beta=.21$, $p<.001$) and internal communication ($\beta=.12$, $p<.05$) on employee job satisfaction. On the other hand, the predicting power of vision, development, and reward has diminished–still statistically significant–by adding employee motivation and internal communication. Furthermore, the findings also show significant model improvement of Model 3 in terms of predicting employee job satisfaction over Model 2 ($\Delta R^2=.04$; $\Delta F=17.14^{***}$).

Implications

The results of the current study suggest significant theoretical contributions as well as critical managerial and organizational implications. From a theoretical perspective, the findings extend to an understanding of internal marketing concept in the foodservice industry. The internal marketing scales used in the current study based on previous studies were found to have good reliability and validity (see Table 2) and had considerably significant predicting power ($R^2=.54$). Thus, these scales can be used in future studies. Additionally, the findings offer important cues for developing and modifying their human resource management in the foodservice industry. The high turnover rate has been a critical issue in managing employees in the foodservice industry. According to National Restaurant Association (2011), the turnover rate in the foodservice industry was noticeably higher (75%) compared to other industries (49%). Previous empirical research found a strong relationship between employee job satisfaction and turnover rate (Angle & Perry, 1981; Bedeian & Arme-

nakis, 1981; Hang-Yue, Foley & Loi, 2005), Heskett, Jones, Loveman, Sasser, and Schlesinger (1994) also proposed in their service-profit chain model that employee job satisfaction should precede employee loyalty and job performance. Therefore, foodservice operators should implement internal marketing strategies in order to capture employees' satisfaction with their jobs.

The current study found that development has the greatest explanatory power among five internal marketing practices for employee job satisfaction. This finding suggests that training specific skills and knowledge and providing development opportunities are crucial for increasing employee job satisfaction. Restaurant employees should get a feeling that they are receiving proper training and development opportunities for restaurant managers and owners to have satisfied employees. Providing ongoing, daily training, developing a job training manual, and offering education opportunities from restaurant associations could be great strategies. Employee motivation (more specifically "intrinsic" employee motivation) was also found to be a vital factor to have satisfied employees. It would not be easy to intrinsically motivate employees; however, restaurant managers and owners should implement strategies, such as stressing the importance of their role in satisfying customers, benefits of good performance, etc. This internal marketing practice can be incorporated with other factors such as vision and reward. As the results indicated, vision and reward not only are significant internal marketing practices in predicting employee job satisfaction but also could be great vehicles to increase employees' motivation. In terms of reward, Bureau of Labor Statistics (2009) indicated that low promotion opportunities and salary was one of the main reasons of high employee turnover. Thus, proper reward systems should be utilized to have satisfied employees. For example, managers and owners can reward employees who showed excellent service (e.g., based on guest comment cards, online review sites, etc.) and develop a performance measurement system (e.g., counting number of customers/tables served, giving tips to specific employee from them, etc.). Even though vision and internal communication were relatively weak predictors compared to other internal

marketing practices, they were still statistically significant. Therefore, providing employees a vision that they can believe in and regularly educating them about the restaurant's vision and mission are crucial for having satisfied employees. Lastly, managers and owners should adopt plausible strategies in order to increase smooth internal communication. To do this, they can use a communication board in the employee lounge or web-based communication channels (e.g., social networking sites that invited all employees). More prominently, managers and owners can invite all restaurant employees when making important decisions for the restaurant, so that all restaurant employees feel themselves important and know exactly what is going on in the restaurant.

Limitations and Future Research

Despite the implications that the current study can provide, there are several limitations that future research should address. The current study was conducted only in the context of restaurant setting; therefore, it is limited to apply the findings to other hospitality industries such as hotels, casinos, cruise ships, etc. Even though the current study has substantially enough internal marketing practices in the mix, future research could expand on the internal marketing mix by including other plausible internal marketing practices (e.g., management support, senior leadership, employee empowerment, employment security, etc.). Furthermore, although employee job satisfaction is an important consequence of applying internal marketing practices and a great measurement of employees' attitude, future research can explore other employees' organizational attitudes and behavior, such as, employee organizational commitment, job performance, organizational citizenship behavior, etc.

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외식 산업의 내부 마케팅 요소 개발 및 적용 방법

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국문초록

내부 마케팅은 서비스의 질과 고객 만족을 높이기 위한 방법으로 사용되어 왔다. 그러나, 내부 마케팅의 정의와 그 적용은 연구자에 따라 다르게 사용되어 왔다. 따라서, 본 연구의 목적은 외식 산업에서 사용 가능한 내부 마케팅 요소를 개발하는 것이다. 본 연구는 웹 설문지를 통하여 405개의 자료를 최종분석에 사용하였다. 기존 연구 논문을 바탕으로 다섯 개의 내부 마케팅 요소(비전, 개발, 보상, 동기 부여, 사내 커뮤니케이션)가 채택되었고, 자료 분석, 결과 다섯 개의 내부 마케팅 요소는 직원의 직업 만족도를 향상시키는 데 큰 영향을 미침을 알 수 있었다.

주제어: 내부 마케팅, 비전, 개발, 보상, 동기 부여, 사내 커뮤니케이션, 직업 만족도