

INTERNAL MARKETING PROVIDES A SYSTEMATIC FRAMEWORK TO DEVELOP CORPORATE CULTURE AND IMPROVE THE INTERNAL ORGANIZATIONAL COMMUNICATION TOWARDS THE IMPLEMENTATION OF QUALITY MANAGEMENT PROGRAMS.

**Dr. Zahid Mahmood
School of Management
University Sains Malaysia
Penang, Malaysia**

Abstract

The main purpose of this paper is to develop a theoretical foundation concerning the use of internal marketing (IM) as a vehicle for the implementation of quality management (QM). The ultimate goal in this context is to present IM as a technique for gaining the acceptance of the employees or departments that are critical to the successful implementation of QM programs (Lewis, 1996). The argument presented in this article is based on the views that the internal market consists of groups of workers and managers communicating and interacting with other groups of workers and managers within the organization, and that the establishment and maintenance of effective and efficient relationships between these groups is the focus of internal marketing efforts.

The first part of the paper presents the brief introduction of quality management and the conceptual definitions of internal marketing and its linkage with QM programs. It considers the objectives and different approaches of IM in the views of different writers. The second part of the article describes the theoretical framework and the broad classes of variables which are central to this review, namely corporate cultural change (CCC) and internal organizational communication (IOC), and their relationship to internal marketing which it was argued, are critical for the implementation of QM programs.

Keywords: Quality Management (QM), Internal Marketing (IM), Internal Organizational Communication (IOC), Corporate Cultural Change (CCC).

Introduction

QM is a holistic management philosophy that emphasizes the involvement of every employee at different levels of an organization to achieve customer satisfaction and improve organizational effectiveness through continuous process improvement. QM principles and techniques have gained, and are gaining, the attention and acceptance of practitioners as well as a growing number of academics. Advocates of this approach argue that a dynamic movement towards quality is critically needed, and the issues addressed by the 'quality movement' are both extensive and inter-related (Dow et al., 1997).

Quality management logic is a different way of thinking, and it represents a paradigm shift in terms of management style and organizational restructuring. It requires collaboration and involvement of all group members that calls for a team spirit in order to achieve the desired

goals. The challenge for organizations, publicly/private owned, is to re-educate the employees to recognize the group rather than the individual player as the center of organizational activity. The extensive review of the literature provides numerous instances of organizations, which have implemented QM programs and have achieved negative outcomes. While the issue defies meaningful quantification, post facto, positive results from QM programs would appear to be the expectation rather than the rule. In fact, it has been suggested that the number of successful implementations of QM programs may be insignificant when compared with the number of futile implementations (Parry, 1993). Beyond the hyperbole, later surveys have suggested that over 80 percent of organizations implementing QM programs have failed to achieve measurable and positive results (Schaffer, 1993).

The available evidence, while not unequivocal, would strongly suggest that there are some significant defects or problems with what can generally be labeled “quality management.” It is this domain, which underlies this paper. However, ‘what exactly is the problem’ is the question that must be addressed. It is not the concern of this article to pursue discussion of all the factors which may constrain an organization’s ability to nurture the implementation of QM, rather the intention is to examine corporate cultural change (CCC); internal organizational communication (IOC); and internal marketing (IM) with regard to the development of QM implementation initiatives.

The contention is that the role of these factors in facilitating the articulation of a QM ethos are fundamentally undervalued and misunderstood in organizational settings. It is argued here that IM, CCC, and IOC influence the extent to which organizations are successful in effecting a chosen strategic direction. Hence, if such strategic action encompasses a QM implementation, it is reasonable to argue that the proposed factors contribute to the success of QM implementation.

Conceptual Definition of Internal Marketing

Gronroos (1996) defined the IM concept as a statement of strategy for the internal marketing process that identifies a ‘product’, ‘target customers’, and ‘capabilities’. The products are jobs and the work environment that influence employees’ motivations. The target customers are top management; supervisors; contact personnel; and support personnel. Further, Gronroos (1996) argued that IM requires two capabilities - communication and attitude management. The first relates to customer - orientation and describes it as “service-mindedness”. Communication management is the more traditional realm of marketing and the second capability, attitude management, is arguably more the traditional realm of personnel or human resources management. IM as a process is a set of functions or activities. The list of IM activities is usually defined very broadly to include ‘almost any function or activity that has an impact on the service-mindedness and customer consciousness of employees’ (McGuire, 1999).

Despite the attention the subject of IM has received, a review of the literature shows that there is still no single compelling, or clear conceptual definition of IM. This remains an area of considerable confusion despite the fact that numerous alternative definitions of IM have been proposed over the past decade. There is still debate over the nature and application of the subject. Some authors view IM as a concept, a philosophy or a management practice, (Gronroos 1988; George 1990; and Wilson 1991), as either relating to human resource management, service marketing, or change management (Berry and Parasuraman 1991; Van and Maanen 1995; and

George 1990). Rafiq and Ahmad (2000) suggested there are three phases in the evolution of IM: (1) employee satisfaction; (2) customer orientation; and (3) strategy implementation and change management.

On the one hand (George 1990) has proposed that IM is simply a “philosophy for managing the organization’s human resources based on a marketing perspective” (p.63). IM is a holistic management process aimed at integrating the multiple functions of organizations. George described the IM concept as follows:

“internal marketing starts from the notion that employees are a first, internal market for the organization. If goods, services and external communication campaigns cannot be marketed to this internal target group, marketing to the ultimate, external customers cannot be expected to be successful either” (p.63).

Hales (1994) argued whether IM offers a new perspective on the management of human resources or whether it is a “metaphor too far”. Hales is skeptical of the “utility and relevance” on the use of marketing principles and the components of exchange and transaction inside organizations. However, there are some commonalities and overlaps, which have been considered in the literature. Hales (1994) suggests that the normative aspects of “people management”, which relate to the management of employees as a resource, should be aligned with the strategic direction of the firm. He stresses that the key physical, human and organizational internal resources of the firm together influence the development and maintenance of competitive advantage in the external market place. As far as human capital is concerned, Hales also highlights the critical nature of “training, experience, judgment, intelligence, relationships and insights of individual managers and workers in the firm”.

There is no single unified notion of what is meant by internal marketing however, it is a concept which offers a “philosophy for managing the organization’s human resources based on a marketing perspective” (George & Gronroos, 1990; Foreman & Woodruffe, 1991; Rafiq & Ahmad, 1993). For the purpose of this paper, IM is defined as the management process whereby exchanges and transactions within the organization are managed in order to implement QM programs. This may lead to review a particular aspects “who does what”, “where is done”, “how it is done”, and organizational members skills and competencies. All these internal work design dimensions impact on the quality of inter-functional exchanges (Ballantyne, 2003).

Further, it is also considered IM as a process of managing and improving internal organizational communication and corporate culture change to ensure everyone in the organization understands the organizational goals. Therefore, IM requires the commitment of strategic management in order to ensure it receives sufficient importance within the organization (Preston & Steel, 2002; and Morgan 2001).

Linkage between Quality Management and Internal Marketing

According to Ballantyne (2003), internal marketing is originated from quality management. The idea was how each organizational member contributes to the other member, in quality chains, with links through to the external customer (Oakland, 1994). The idea emerging from this

distinction is that inter-functional organizational members may work on improving the everyday work process in which they are involved (Ballantyne, 2003).

The purpose of IM in this paper is to serve as an instrument to generate enthusiasm through internal organizational communication and cultural change in employees for the implementation of a QM program. The IM concept and the procedures to implement the concept are ongoing processes with feedback mechanisms to incorporate dynamic elements such as environmental trends and changing customer needs (Kane & Kelley 1992). According to Kane & Kelley:

“this dynamic aspect of the marketing concept recognised as the marketing concept cycle, through its nature, embraces the notion of quality deliverance to enhance customers utility and value” (p.26).

The QM movement has progressed by focusing on two areas, namely, better ways of producing need-satisfying products/services and improvement of internal operations (Kane and Kelley 1992). Thus, there is a strong similarity in the dynamic focus of the marketing concept and the QM movement, which may provide for interfaces to yield new insights.

The common theme of QM and IM can be exploited when IM is offered as a mechanism for achieving the necessary customer-orientation and QM culture (Atkinson, 1990). All employees in the quality culture must be acquainted with their own customer-supplier relationships (Morgan & Piercy, 1998). According to Varey (1995), QM and the IM concept have a strong affinity. However, the common themes of QM and IM are largely ignored by marketing and quality management writers. Phillips et al. (1983) provided a persuasive assessment, which showed that the role of the marketing department in implementing quality management has been widely neglected.

The literature shows the emphasis of QM programs has generally been on the improvement of internal business processes, through techniques such as Flowcharts, Pareto charts, Cause and effect tables, Control charts, Scatter diagram, and Histograms, rather than focusing on creating internal awareness and motivation to QM programs within the organization. The initiative of QM programs in creating employee awareness and motivation has been accorded little attention in the literature.

This study contends that the links of IM with other factors (e.g., IOC and CCC) are important factors for the implementation of QM programs within the firm. Oakland (1994), suggests that quality management “starts” with marketing, and the link is formalized in IM. However, if a better link between marketing and quality management is established, methods of market research could be used internally (e.g. internal customer surveys; focus group techniques; in-depth interviews; and brainstorming) to develop QM programs within the organization.

The notion of IM in this study is considered as a management philosophy that provides a systematic framework for managing employees toward the implementation of QM programs. For an organization to develop a culture in which the implementation of QM is the primary doctrine, it requires the support of employees at all levels. These employees must recognize the importance of the implementation of QM programs and be willing to adopt the appropriate behaviors and function in a cohesive manner. IM is an ongoing influence of existing patterns of

employee's behavior and special programs, which may promote a particular objective and strategy (Davis, 2001). The different employees interaction strategies need to be closely integrated with the different marketing tactics e.g., marketing mix (product, price, place, and promotion). For example, product refers to the implementation of QM programs which need to be introduced. Price refers to the cost of QM programs (financial and human). Place deals with the location of QM programs and the responsibility of implementation. Promotion concerns with the internal selling of QM programs, advertising, and tangible benefits. IM is not only unifying with QM programs within the organization, but it should be considered an integral part of the QM implementation. Little research has been undertaken linking the concepts of internal marketing and the implementation of QM programs.

Corporate Cultural Change

Corporate culture change has received substantial attention from practitioners and researchers alike, including Deal & Kennedy (1982), Kilmann et al. (1988), as well as the periodic collections of articles published, which appears in the special issues of the Administrative Science Quarterly and Organizational Dynamics. Several different conceptualizations of corporate culture change exist in the organizational theory literature and some common threads run through the various conceptualizations, which have been summarized as follows:

“corporate culture change refers to the unwritten, often unconscious message that fills in the gaps between what is formally decreed and what actually takes place; it involves shared philosophies, ideologies, values, beliefs, expectations, and norms” (p. 239).

There have been numerous approaches to the definition of corporate culture, and these have often employed different terminology. Allaire & Firsirotu (1984) pointed out that adopting a particular definition of culture is a commitment to specific conceptual assumptions and ways of studying culture. Further, Allaire & Firsirotu argued that the various definitions adopted by different researchers in the study of corporate culture change could be categorized into three types: social interpretation; behavioral control; and organizational adaptation definitions. *Social interpretation* definitions focus on the interpretation schemata, meanings, or frames of references of individuals as indicators and components of culture. *Behavioral control* definitions focus on patterns of interaction or activities that define shared organization's behavior. *Organizational adaptation* definitions emphasize habituated solutions to common encountered organizational problems such as integration and adaptation.

Wilkins and Patterson (1985) described: “corporate culture consists of the conclusions on group of people drawn from their experience. An organization's culture consists largely of what people believed, about what works and what does not. A group's beliefs range from conventional practices (for example, particular ways of making decisions or of recognizing and managing low performers), to values (judgments about what is good and bad; for example, “you should always be thorough in preparing to make a recommendation”), to assumptions (“maps” in people's heads about what the world is like and how to get things done in it; for example, “if you take risks and fail, you will be fired,” or “all problems are basically marketing problems”).

Accordingly, corporate cultural change is defined “the pattern of beliefs, values, rituals, myths, and sentiments shared by members of an organization” Harrison and Stokes (1992, p. 1). It is

made up of the aspects of the organization that provides a particular climate or feel. Culture is to an organization as personality is to an individual. It is a distinctive constellation of beliefs; values work styles and relationships that distinguish one organization from another. The role of corporate culture change in today's management is significant as Shafritz and Ott (1992) points out a strong corporate cultural change literally controls organizational behavior. For example, corporate cultural change can block an organization from making changes needed to be adapted to a changing environment.

The above review of the literature implies that corporate culture change is a potentially powerful explanatory variable. Corporate culture change in this paper can be conceptually defined as the patterns of shared values, beliefs and organizationally relevant policies, plans and structures. This help people attitude for work which determines what tasks and goals are important. In this respect, communication and internal marketing play pivotal roles as the processes by which organizational members interpret and understand the various symbols and patterns of behavior in their environment.

Corporate Culture Change and Internal Marketing

Broadly speaking, internal marketing is a strategy of applying marketing philosophy and principles within the organization and a process of encouraging employees to accept changes in company philosophy. Recently, IM has been defined as a multifaceted construct that encompasses the importance placed on service quality, interpersonal relationships, the selling task, organization, internal communications, and innovativeness (Westbrook, 1995). For example, a type of IM culture is one that stresses professionalism among employees from top management to operational positions.

Westbrook (1995) states, employees as well as customers should be able to determine or "feel" such a culture both directly and indirectly (e.g., by observing the apparent importance placed on punctuality, professional dress and conduct, organization). Further, he says, another type of marketing culture is one that concentrates on implementing the most recent innovations relevant to a particular industry. Yet, another might focus on the continuous monitoring and improving of the quality of established practices. In other words, an IM culture can stem from any combination of differential weights placed on these various dimensions.

This paper contends that corporate culture change process cannot be accomplished by concentrating only on culture. It suggests IM is based on the philosophy, more than listening to the employees and staff of a company and telling them what is happening and what your company is going to do. All organizations have a culture, which is either a positive or negative force in achieving effective performance. This study assumes that: *"an organization having supportive internal corporate culture change of their strategies are more likely to be successful in the implementation of quality management programs"*.

For instance, Smircich (1983), point out that executives ought to consider the "cultural risk" when adopting new strategies. They suggest that the organization change implied by new business strategies should be compared to the cultural orientation of the organization in order to determine the degree of potential resistance. In general, the research agenda arising from views

that culture is an organizational variable on how to mould and shape internal culture in particular ways and how to change culture, consistent with managerial purposes.

Internal Organizational Communication

The functions of internal organizational communication have been discussed in the literature under different headings, employee's communication (Argenti, 1998), organizational communication or business communication (Kitchen & Daly, 2002). The concept of IOC has existed since the 1930's. Serious attempts to define and study the concept began with the laboratory experiments of Bavelas & Barrett (1951). At various times internal organizational communication has been treated as synonymous with listening, honesty, frankness, trust, supportiveness, and a variety of similar concepts. Redding (1972) attempted to clarify and systematically describe the dimensions of internal organizational communication. He argued that internal organizational communication included both message sending and message receiving behaviors, with the observation that superiors' message receiving behaviors, were especially important. Redding's model (1972) of the dimensions of internal organizational communication is presented in table 1.

Focusing on task-related activities, Baird (1973); Stull (1974) supported the notion that communication within the organization involves both message sending and message receiving behaviors. Baird (1973) also noted that similar behaviors described internal organizational communication in both superior-subordinate and peer-peer dyads. While Baird found internal organizational communication behaviors more related to task than to non-task communication activities. Earlier studies by Argyris (1990) identified non-task activities such as personal opinions, suggestions, and new ideas as a characteristic of internal organizational communication.

Thus, while there is no commonly accepted definition of internal organizational communication, the concept seems to incorporate the message sending and message receiving behaviors from the superiors, subordinates, and peers with regard to task, personal, and innovative topics. In the organizational communication literature, internal corporate communication has been defined face-to-face, meaning-centered interaction conducted as part of the managing role by managers in their organizations (Ticehurst, et al., 1991).

Mastenbroek (1991) argues that communication within the organization aims to establish mutual understanding and trust between employees and functional departments. Cooperation is a critical success factor in building the necessary organizational culture and capability. Further, he says it develops a clear conceptual framework, which combines thinking on integrated internal and external communications and relationships among organizational members. Ticehurst, et al. (1991), defined:

“internal corporate communication as being broadly concerned with managing and administering communication resources and processes to facilitate communication within the organisations and between organisations and their communities (p.81).

In the light of the literature review, internal organizational communication in this article can be defined as an individual attempting to share accurately his or her views, feelings and intentions with another, on matters pertinent to organizational objectives. Internal organizational communication is a vehicle for achieving and maintaining a level of cooperation among organizational members by providing them knowledge and skills which create and maintain a corporate culture change in which all members are enthusiastic and committed to the implementation of new ideas. This is especially pertinent for present purposes since QM can be regarded as a new idea in contemporary organizations. The extensive review of the literature shows IOC regarded as a key issue for the successful implementation of new programs (Kitchen and Daley, 2002).

Internal Organizational Communication and Internal Marketing

The importance of internal organizational communications as a motivational device within the internal marketing campaign has been identified by several authors (Morgan & Piercy, 1998; Piercy, 1995). The internal organizational communication is a vital link between success and failure on any good idea in which the human factor plays a critical role (Lovelock & Wright, 2002). Both verbal and nonverbal communications are to be used by management to clearly, consistently, and continually communicate the goals and objectives of the organization to its employees.

An extensive review of the literature suggests internal marketing provides all employees with the means to improve internal communication processes through the development of individual work functions. The premise of internal marketing is that the internal exchange between the organization and its employees groups must be cooperating effectively before the firm can be successful in achieving its goals and objectives (Gronroos 1990). Payne (1992) argues internal marketing involves a communication program throughout the organization, thus involving everyone in the organization. Further, he says, IM is concerned primarily with internal communications in developing responsiveness, responsibility and unity of purpose.

Theoretical Framework

One of the desired outcomes of this paper is the identification of a means to predict, at an acceptable level of confidence, the likelihood on the implementation of QM programs in organizations. The proposed theoretical framework of QM implementation specifically focuses on the role of IM in the creation of CCC; and IOC, which are conducive to the successful implementation of QM programs. The review of the literature reveals three higher-order concepts (IM, CCC, and IOC) that are central to QM programs which appear to be critical in the successful implementation of QM programs. Although several studies have discussed the individual importance of these factors, none has integrated them into a conceptual framework and empirically examined the effects of these factors on QM implementation. The discussion in the following section deals successively with each of these factors and in the process suggests a number of research propositions. Based on the conceptual framework of the study and review of the literature, the general hypotheses are:

H.1. The level of perceived understanding on the common concepts of quality management programs is unrelated to the success of QM implementation.

The H.1 in this study will be tested base on employees' evaluation on the level of QM implementation. Eight factors or concepts of QM (referred to as "implementation components") including quality design in products and/or services, internal and external customer satisfaction, employees participation, employees training, top management commitment, strategic planning, team-work and quality results, reward and recognition have been identified in the literature of QM. These components are purported to be applicable to any organization and comprise a set of key determinants for the implementation of QM programs (Deming, 1986; Juran, 1989).

Internal Marketing: The argument presented in this context is based on the views that internal marketing consists of groups communicating with other groups within the organization and therefore, IM is the process of managing and improving both the IOC and CCC process as they contribute to the implementation of a QM program. In this regard, there are at least two important facets (inter-departmental marketing and internal marketing at an organizational level (Foreman & Money 1995) of IM in QM implementation. IM embraces internal communications, and from a communication perspective, IM can therefore be crucial in achieving and maintaining a level of motivation among the organization's employees (Morgan & Piercy, 1998). It is reasonable to hypothesize that IM may be strongly associated with effective IOC within the organization.

H.2. *There is a strong positive relationship between the level of internal marketing and effectiveness of internal organizational communication.*

H.3. *There is a strong positive association between "managed cultural change" and the level of internal marketing.*

Internal Organizational Communication: IOC, occurring within the firm, and specifically excluded from consideration in any discussion of the communication links between a firm and its suppliers and its customers. While these latter facets are two crucial areas in regard to QM programs, these are not within the scope of this study. Instead, the focus is on the internal working of the firm, in particular on the nature and role of IOC flows in the implementation of QM programs. However, different writers having advanced views are congruent with the position that IOC is an essential component in a QM environment (Brocka et al., 1992). In this context IOC is regarded as an explicit component of the implementation process of QM. The hypothesis is:

H.4. *The more importance an organization places on effective internal organizational communications, the more likely it is that QM implementation will be successful.*

Corporate Cultural Change: The idea of linkage between IM and CCC is not universally accepted; it is assumed here that CCC process can be managed through IM program. Gronroos (1990) described IM as a powerful means of developing CCC in connection with other activities. At the corporate level IM can create an internal environment that supports customer consciousness and sales-mindedness among employees. The organizational cultural issue is closely linked to the range of employee-related variables, which have emerged from the research into services marketing. The focus of IM is to develop and maintain CCC in which all organizational members are enthusiastic about their relations with the organization, with customers and with each other (Gronroos, 1996). These views of marketing orientation are

compatible with Day (1994) in developing and sustaining an IM orientation is conjectured to be related to the 'creation' of a CCC, which supports desired change. We hypothesize the IM plays an important role for the creation of positive CCC.

H.5. Organizations which devote more effort to internal marketing are characterized by a corporate culture change which supports change.

Brown (1992) investigated QM initiatives in a number of organizations in Western Australia. He concluded that developing a 'quality culture' is a critical component of these initiatives. The link between the cultural change process and QM is being realized and gaining great attention in the implementation of QM programs (Pindur et al., 1993). It is therefore quite logical and acceptable to assert that if QM initiatives are to be successful, the CCC must be tolerant and supportive of processes and attitudes which are synergistically linked with service quality and that in broad terms, the culture of service organizations be transformed into a 'quality culture' (Alloway, 1994). Corporate cultural change provides the necessary framework or atmosphere in which the learning process is nurtured, thus enabling the implementation process of QM programs. A suitable culture is necessary in order to model a good service experience to employees who will then "do the many things right" and "do the right things to create a service quality experience for consumers" (Schneider, 1988).

H.6. Organizations in which the corporate culture supports change are more likely to be successful in QM implementation.

The role of above factors has been examined in the foregoing discussion for the implementation of QM programs and a range of research propositions has been formulated. From both conceptual and practical standpoints, it is both highly plausible and of considerable importance to recognize that the implementation of a QM program is conditioned by the simultaneous effects of IM, IOC, and CCC. At this point, it is appropriate to integrate the foregoing discussion into the conceptual model, as shown in Figure 1.

Summary

Many researchers have dealt with the implementation of QM programs but not much previously published research has presented evidence of the effectiveness of internal marketing in enhancing the internal organizational communication and cultural change within the organization. While there is some consideration in the literature about the linkage of internal marketing and QM programs, little research has been done in the area of QM implementation and the effectiveness of internal marketing programs. This study provides a theoretical ground which is based on the synthesis work of various authors in the field of marketing, internal organizational communication and corporate cultural change.

Management's role is to create a supportive environment that respects freedom of action and nurtures the creative energies of organizational staff, and to manage the relationship of the unit as a whole with its environment Geranmayeh & Pourdehnad, (1993). Geranmayeh & Bartol (1993), argues that every organizational unit is a business in its own right, having its own customer, suppliers, competitors, and responsibility for the profitability of its operations. Success or failure of the unit will depend on how well it serves its customers' needs.

Success in QM implementation requires knowledge of whether organizations understand the QM concepts previously discussed and whether this knowledge is utilized to formulate QM strategies. Evidence from the field regarding the implementation of QM programs will help the researcher in studying how quality management is implemented. The review of the literature shows, there is no clear approach, which considers IM as a management tool for the generation of corporate cultural change and internally communicates the new ideas within the organization. This study conceptually argues the concept of IM as a process by which the organizations and their personnel understand and recognize not only the values of the marketing program, within their organization. It also contends that the adoption of IM will facilitate improved internal organizational communication and bring about desirable corporate cultural change, which collectively enhance the implementation of quality management programs. The relationship between these factors may be causal, and the direction of causation is a matter for further theoretical and empirical investigation.

Suggestion for Further Refinement

Further research is certainly needed to examine the implementation of QM programs by applying the IM techniques to create the supportive corporate culture and improve the IOC. The need for continuous exploration is the mark of human advancement, and indeed it is hoped that this conceptual framework will shed some light on the issues surrounding the implementation of QM in the organizations (service/manufacturing). The foregoing discussion has highlighted the importance of, and need for further research into the nature and determinants (IM, IOC, and CCC) for the implementation of QM programs within the organization.

The introduction of the paper stresses concisely the importance of QM and reviewing the literature regarding the application of QM programs within the organization. The conceptual framework remains to be examined in full. Future research can extend this study to include situational analysis (to indicate which causes are more prominent in which situations). The framework can also be applied to international settings.

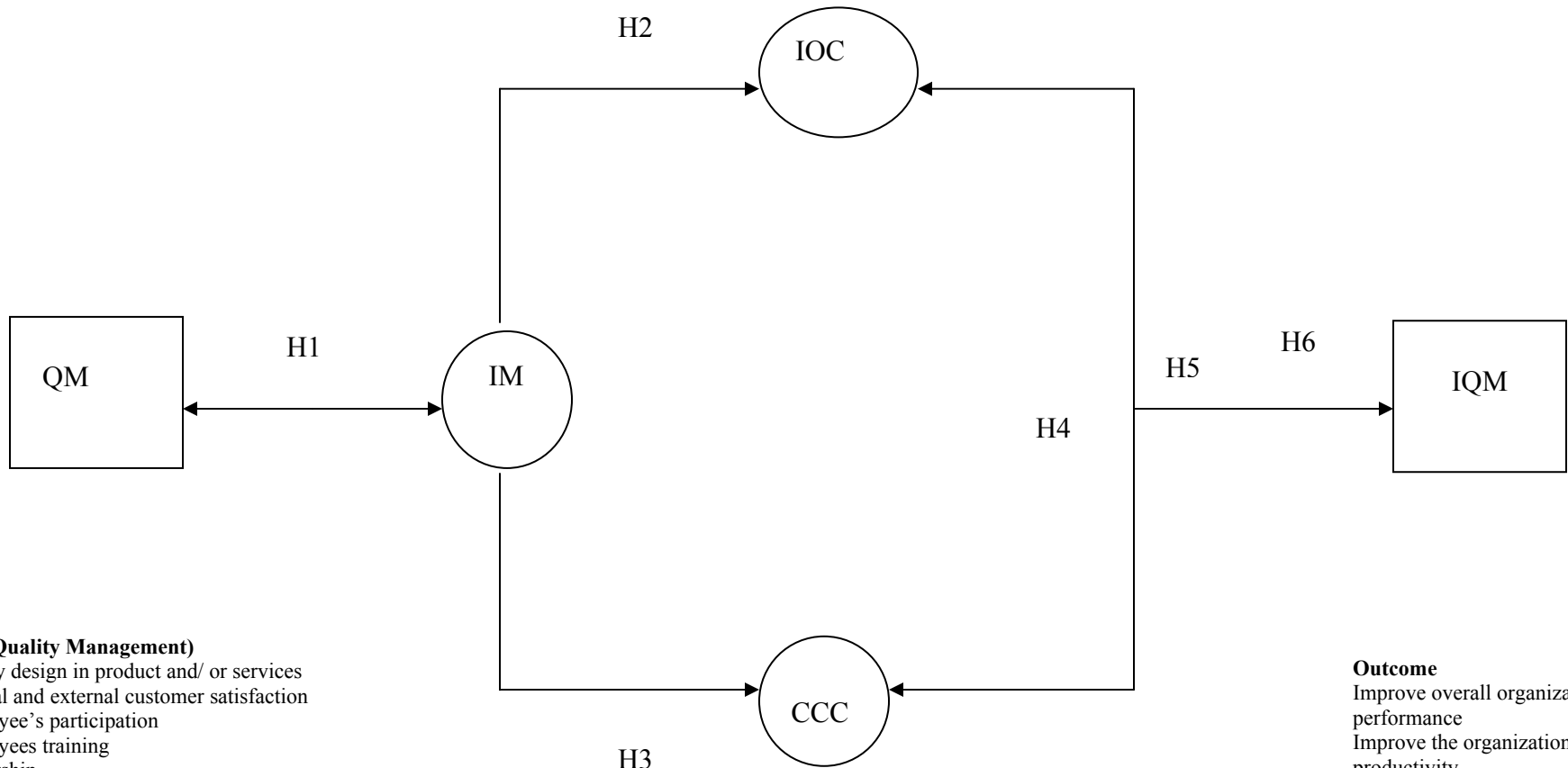
For further conceptual refinement, it would be desirable to attempt to match each quality philosopher's approach or components of the respective approach, to actual circumstances and features of QM oriented organizations. For example, Deming's (1986) emphasis on minimizing variation suggests an application to goods and services, where reliability is paramount. Another example is Juran's (1989) emphasis on teamwork, and his step-by-step approach for the implementation of QM programs via breakthrough projects, which appears well-suited to services, especially high contact services. This type of research would provide a conceptual framework and sound instructional methodology which is palpably missing in the current literature.

The present paper seeks to provide theoretical framework, requiring a research of this type by developing taxonomy on the implementation of quality management within the organizations. There is a need for further refinement in the conceptual domain however, especially to the respective roles of IM, IOC, and CCC in the implementation of QM programs. The review of the literature has alluded the need to consider these issues of particular relevance in a context such as the implementation of QM programs.

Current conceptions on the implementation of QM programs tend to view the process of QM as a dynamic one. This requires empirical research on the basis of the conceptual framework already developed in this paper, and presents challenges in regard to the measurement and analytical processes which would permit such investigations. Such investigations however, would also present opportunities to explore the long-term effects of the variables for the implementation of QM programs within the organization.

FIGURE 1.

A CONCEPTUAL MODEL OF THE PROCESS OF THE IMPLEMENTATION OF QM



QM (Quality Management)
 Quality design in product and/ or services
 Internal and external customer satisfaction
 Employee's participation
 Employees training
 Leadership
 Strategic plan
 Teamwork and quality results
 Reward and recognition

* **IQM= Implementation of QM**
 * **H = Hypothesis**

IM (Internal Marketing)
 Internal marketing between departments and employees
 Marketing from group to whole organization

IOC (Internal organizational communication)
 Top management explains organization's objectives and policies of quality management
 Employees provide feedback to superiors about quality management
 Employees freely communicate with each other's
 Employees provide feedback to immediate managers
 Employees provide feedback to top managers

CCC (Corporate Cultural change)
 Employee's perception of corporate culture change
 Employee's belief and values to create supportive culture
 Department's cooperation and commitments
 The corporate culture emphasizes as a values, the continuous improvement of service quality

Outcome
 Improve overall organizational performance
 Improve the organizational productivity
 Improve customer satisfaction
 Improve operation and process
 Improve the products/service quality

Table 1.

DIMENSION OF INTERNAL ORGANISATIONAL COMMUNICATION

	Message Sending	Message Receiving
Superiors' Behavior	From Superior To Subordinate (downward)	To Superior From Subordinate (upward)
Subordinates' Behavior	From Subordinate To Superior (upward)	To Subordinate From Superior (downward)
Peers' Behavior	From Peer To Peer (horizontal)	To Peer From Peer (horizontal)

The Dimensions of internal organizational communication (Redding 1972, p. 405)

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