

## Model of Internal Marketing as a Trigger to Achieve the Commitment of Internal Customers at the Polytechnic University of Tulancingo in the State of Hidalgo, Mexico

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### *Abstract*

*Internal marketing data twentieth century, in 1976, and is related to work as a product and employees as internal customers, who are the ones who have to be satisfied with what they do in order to know successfully the objectives of the institutions. The objective of this research was to develop a model of Internal Marketing for the Polytechnic University of Tulancingo, as a trigger to achieve the commitment of workers was quantitative type, not experimental, transversal descriptive and explanatory type, the hypotheses raised were: management of communication and positively affects attitudes and directly in the internal customer satisfaction and the job of this one satisfaction has a direct and positive effect on internal customer commitment to the organization. It was performed through Structural Equation Model (SEM) and Confirmatory Factor Analysis (AFC): the research instrument comprised the consensus of workers, except UPT directors, was applied. The results obtained were the Management of Internal Communication Management Attitudes, Job Satisfaction of internal customers, internal Customer Loyalty, allow the Internal Customer Commitment to the Organization.*

**Key Words:** *Internal Marketing, Internal Clients, Management Attitudes, Internal Communication Management, Job Satisfaction, Engagement.*

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### **Introduction**

The marketing plays an important role in the broader context of the global economy. It helps to facilitate trade relations between organizations, people and nations (Mullins John, Walker Orville, Boyd Harper and Larréché, 2007).

Organizations have traditionally focused on individual transactions with a client, as the realization of its marketing efforts. However, as global markets have become more competitive and volatile, many organizations have turned their attention to building a long term ongoing relationship between its customers and the ultimate goal of a successful marketing strategy, likewise, are taking actions to increase customer value over time; that is, the present value of a stream of revenue that can produce over time a customer (Mullins et al., 2007).

As a strategy to achieve the above, in the last two decades, the concept of internal marketing, has emerged in the business context to describe the application of marketing within the organization itself (Martínez Fernández, Sánchez Hernández and Rodríguez Campo, 2005).

According to Kotler and Keller (2006), Internal Marketing (IM) requires that all participants of the company adopt the concepts and objectives of marketing and participate in the selection, generation and communication of customer value Bateson (1991).

The landscape of higher education not only in Mexico but throughout Latin America and the world is complex and therefore faces serious problems of various kinds. Apparently, everyone agrees that the main obstacle lies in the inadequate functioning of higher education in three directions: poor quality; reduced equity; and internal inefficiency. In general theme scholars and analysts agree the series of problems facing the XXI century, facing higher education worldwide (Ramos, 2009).

The contribution of ANUIES (ANUIES) Higher Education in Mexico has been significant. It is a very important task especially in times of crisis, with the possibility of cuts to education and Public Higher Education Institutions (HEIs). Mexico is going through a serious crisis, and has not been lived in many decades, and then you need to make a stop on the route that led the country to propose changes and adjustments (Narrow, 2009).

Polytechnic Universities seek to respond to social needs holistically educate professionals, providing them with the necessary skills to join any work environment. In particular it is intended that students acquire general skills to learn and updated; to identify, formulate and solve problems, to develop and manage projects; and to communicate effectively in Spanish and English. The courses offered by these universities aim to encourage learning through real situations, reflected in program content and pedagogical development (Educational Model Polytechnic University, 2002).

Schools, like any other organization, are institutions with a clearly defined organizational culture, which is not always be the most appropriate, let alone recognized by their managers. Institutions of higher education provide a service to essential community for the development of the country, which is not always offered low quality parameters desired, one of the reasons that both teachers, and administrative, is not taken into account by its directors, nor much less considered as an internal client organization, found in many of the cases discouraged and dissatisfied.

The constitution of an educational organization at any level are well defined, but there is weakness in the functioning of the organization to carry out, i.e. who give them follow them, or who worry about giving the employee the need for it remains committed to its role, so it is necessary to have adequate staff who motivates or is pressing his daily effort, not just the teacher if not to those who are part of the organization, to improve the performance of their duties.

Based on professional and work experience has been detected that currently the generality of educational institutions have not worried about keeping internal customers (employees) satisfied, this is because that give little importance to the human factor, and tend for caring only about having a good image in their organization. It requires a management style that combines the approach to the tasks and the approach towards people who are ultimately ensure improved compliance with organizational tasks.

Failure to curb this problem will result unmotivated employees, frequent employee turnover, job abandonment, frustrations in office, low self-esteem and therefore lack of organizational commitment. Therefore it is important to use as a trigger internal marketing strategy to increase the motivation and satisfaction of the organization to improve its performance and therefore institutional commitment.

**Literature Review**

The preliminary review of the literature, allowed finding some models of internal marketing that could be related to this research. We model such Grönroos (figure 1) which indicates the relationship of technical development and information of advertising campaigns, to have employees motivated and customer oriented

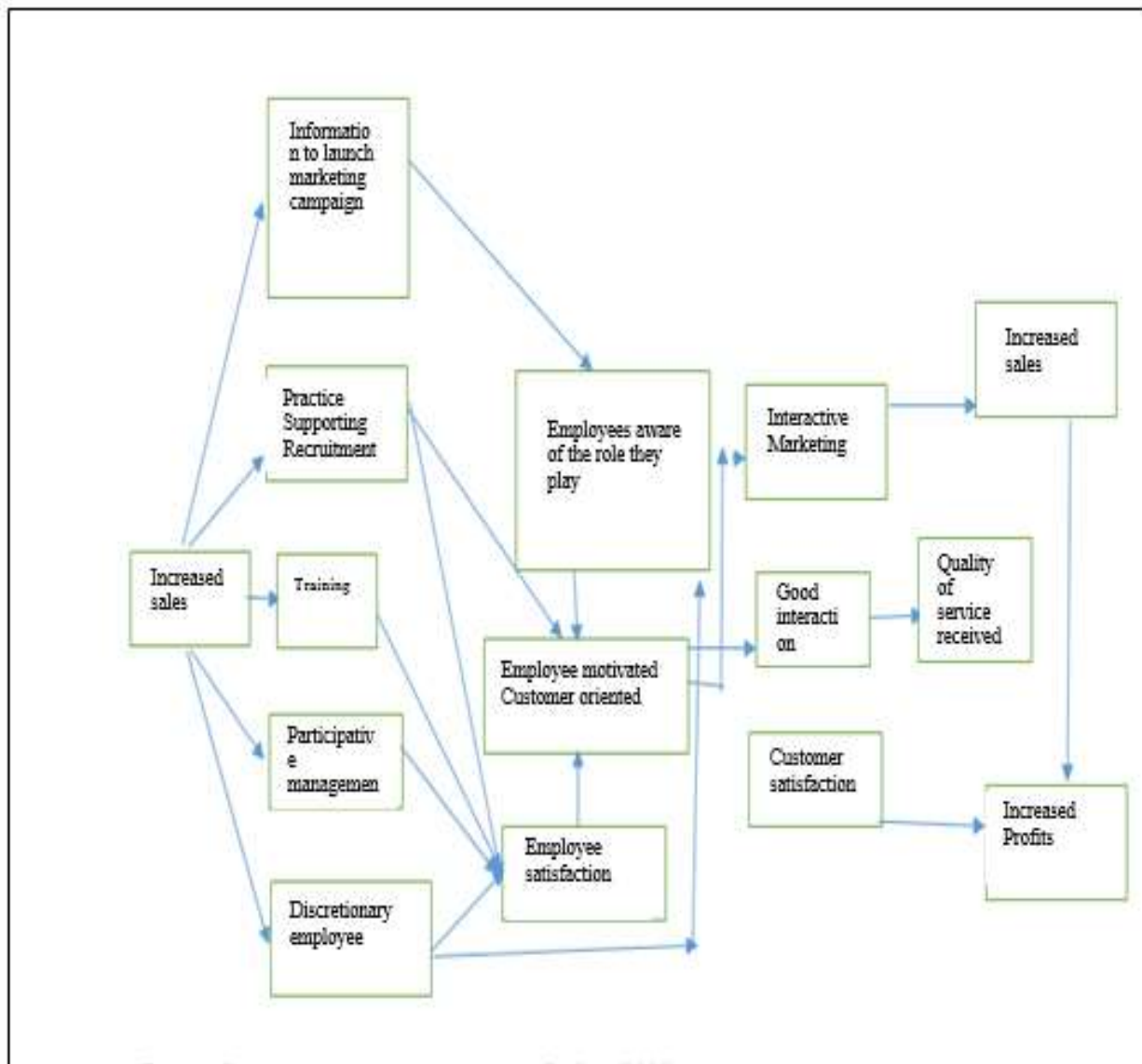


Figure 1 Marketing Internal Model Grönroos  
Source: Grönroos adapted for Ahmed and Rafqui (2002)

Ahmed and Rafiq (2002), emphasize how customer satisfaction is achieved through the operation of customer-oriented strategies, motivating employees and coordinating efforts of all organizational functions, because good communication is a strategy MI. Employees will be satisfied if they understand their role and understand the importance of this strategy of marketing in achieving business goals. On the other hand, it also shows how the support of the management team is critical to the success of any strategy MI to indicate to employees the importance of the initiative and to achieve adequate interfunctional coordination, as shown in Figure 2.

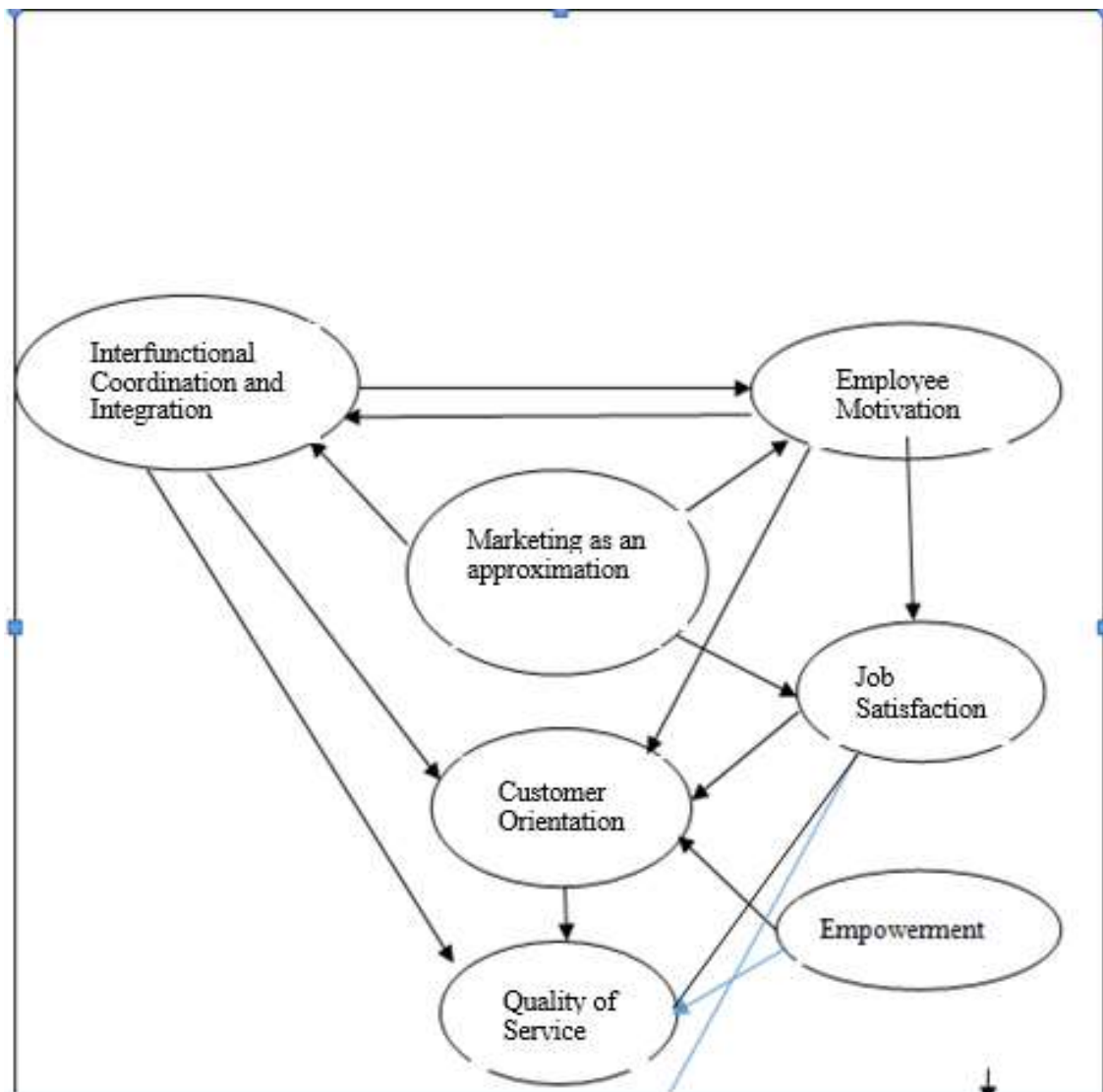


Figure 2. Functional coordination and integration

Source: Rafiq and Ahmed 2002

Berry's model is presented and based on the foundation of internal marketing that A recognizes the employee as a client and develops a competitive advantage. According to the model as shown in (Figure 3), to have satisfied employees and develop customer-oriented attitudes, which in turn carry the perceived quality and satisfied customers are required: treat activities like product and the employee get involved and participate, what is important model is to attract and keep employees in the company.

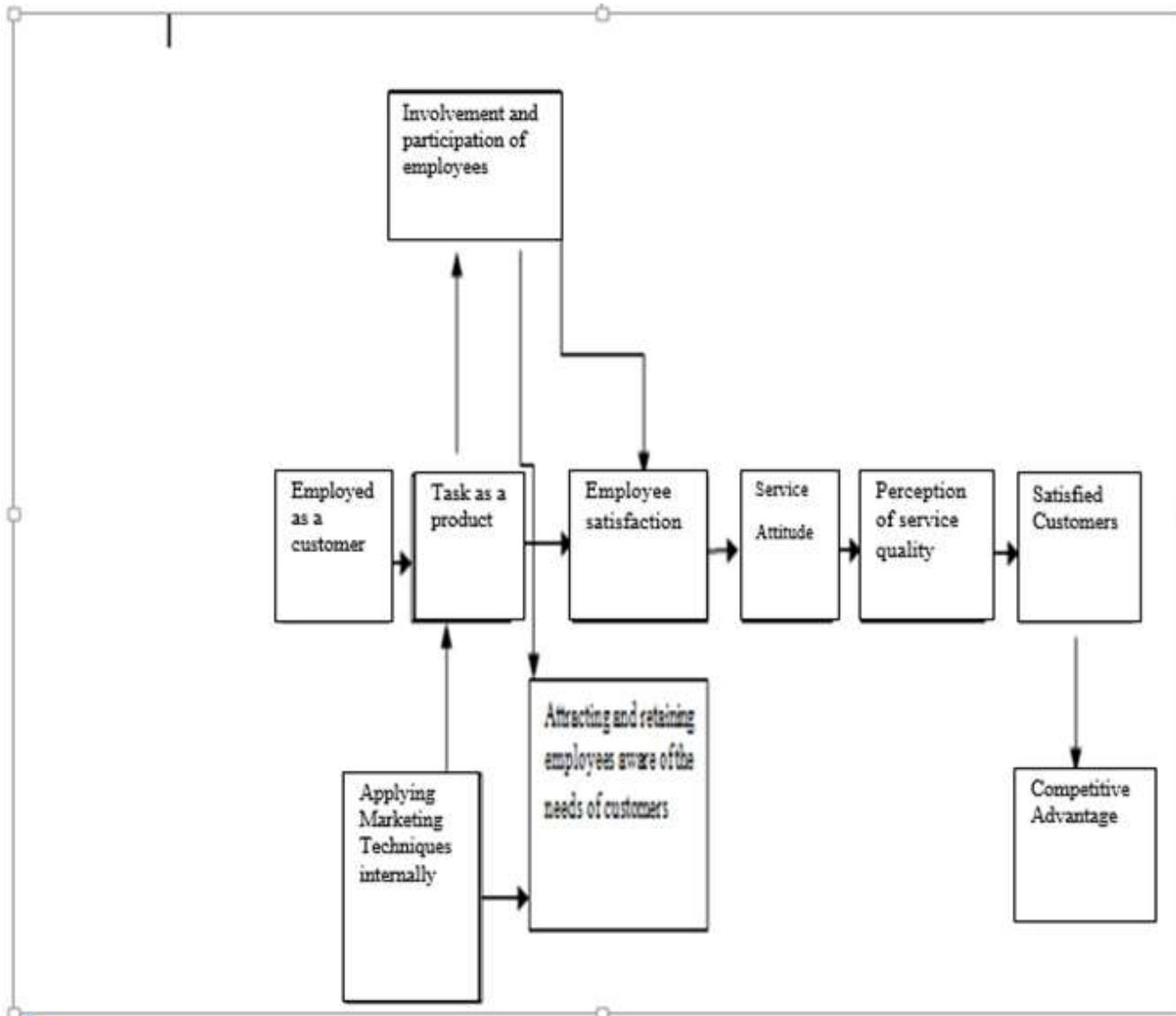


Figure 3. Model of internal marketing

Source: Berry, 1981

As can be seen above the three proposed models have similarities, so their ultimate goal is to have internal customers satisfied, motivated and achieve retention within the organization. According to Bowen and Lawler (1995), among the principal means of motivating employees is to provide them with the information, knowledge, rewards and incentives. That's why between the policies of the MI is motivating employees through the use of incentives incentives (Hartline, Maxham and Mckee 2000; Papisolomou and Vrontis, 2006; Wilson 1995).

Gibson, Ivancevich and James (2006), mentioned that individuals who have greater clarity of purpose and in turn receive good feedback will be essential to increase safety within the organization. Likewise monetary incentives can be a tool to increase extrinsic motivation of employees. However, the effect they have these depend largely on the interaction of two factors: the nature of the (individual and collective) monetary incentives and the context in which the work is performed.

Shaw, Gupta and Delery (2002), However, when the environment promotes coordination, performance and revenue incentives are higher with a payment system of individual incentives. The study by Rafiq and Ahmed (1993) on the field of MI and the relationship with the management of human resources, indicate that MI is a model that is used to attract, develop and retain motivated staff of the organization. They emphasize on the marketing of services, and highlight the relationship of the internal client to the external client, especially with the product, noting that the products are purchased by the utility that gives customers, unlike when talking to customers Internal come into serious problems because the product sold to internal customers (employees) may be unwanted. In normal situations of marketing clients do not have to buy products they do not want to buy, and this is not the same with employees, they must accept as product that the company offers, or what best suits their profile.

In accordance with the study realized by Sánchez (2009), concludes that it is necessary to empower the MI in business administration, and reveals that: the effort, both business and academia in the field of innovation in services is revealed as a priority in terms of competitiveness, development processes new services more attention to intangible organizational elements should be presented as culture, human capital management, as is proving to have important effects on their success.

Therefore exposed are going through greater emphasis to the MI as an instrument that seeks the commitment of human capital helps to ensure consistency of corporate strategy and success of new services in the market, reveals an emerging success factor in the development of new services, which should be gaining prominence in management of organizations who want to remain competitive in their markets.

Currently the Higher Education Institutions (HEIs), classified as a service organization, is becoming more competitive than before. To win competition, HEIs need to meet the needs of their customers (e.g. students and potential students), Sihombing and Gustamn (2007), for this, the customer satisfaction is achieved if employees are satisfied (Pitt, Leyland, Foreman and Susan, 1999; Kotler, 2002; Schultz, 2002). The MI is a concept which emphasizes that employees are the first market (Gronroos 2001; Ewing and Caruana, 1999). According to (Gronroos 2001; Ewing and Caruana, 1999). IM could be priority before external marketing, for his Papoloumou (2003) part in a study to banks mentioned that MI is a prerequisite for the success of external marketing.

According to Berry and Parusaruman (1991), IM focuses employees are internal customers and the work is domestic product. The work can be developed and the employees are always motivated and when the needs and desires of these are met. Therefore the MI related job satisfaction, which in itself is an important factor explaining the commitment of the organization (Mathis and Jackson, 2003).

The competition for services has led to identify the critical role of employees to achieve quality service and customer satisfaction. Communication in the MI involves teams to identify their needs that have to be satisfied with expectations to be met.

Marketing is too important to be left solely in the hands of the marketing department” Kotler, Keller and Kevin, (2006), and this applies both in the business world and academia. Muñoz (2008), says it is a mistake to think that internal communication is a luxury and unique to large companies and due to the stage that crosses as is marked by a somewhat uncertain outcomes at all levels. Outside of the company, the first testable consequences after the efficient and consistent application of internal marketing is the largest customer satisfaction (Ruiz, 2006).

A study in the UK on the MI, has related to the values of customer service, employee training and service quality. The purpose is to change its organizational culture, concluding that the application of MI is a difficult process, which sometimes leads to possible ruptures departments (Kelemen and Papoloumou, 2007).

Hogg, Carter and Dunne (1998) conducted a study on the role of MI and organizational culture, noting that employees must communicate the goals, values and behavior of the organization, to encourage employees to participate actively in business success. The results are designed for employee attitudes and understanding organizational change.

In an investigation Martínez et al., (2005), main results found that MI has gone through a series of conceptualizations initiated Berry and Grönroos (1981) and completed by Ahmed and Rafiq (2002). The four previous authors give theoretical support to the implications of MI and start from the premise that proper internal communication is essential to implement a marketing program that generates intra motivation and employee satisfaction, develop customer orientation and serve for the implementation of organizational strategies generating competitive advantages. Internal communication emerges as an essential element of the management function and indisputable requirement from the perspective of marketing for external communication strategy of the organization.

## Research Questions

According to research carried out aimed at developing a model of internal marketing that would achieve the commitment of workers from the Polytechnic University of Tulancingo, two research questions were established: What kind of model can reinforce the compromise of internal clients of UPT? And what are the factors of internal marketing that will achieve the loyalty and commitment of workers UPT?

## Theoretical Framework

### Internal Marketing

Organizations have traditionally focused on individual transactions with a client, as the realization of its marketing efforts. However, as global markets have become more competitive and volatile, many organizations have turned their attention to building a long term ongoing relationship between its customers and the ultimate goal of a successful marketing strategy, likewise, are taking actions to increase customer value over time; that is, the present value of a stream of revenue that can produce over time a customer (Mullins, Walker, Boyd and Larréché, 2007).

As is also required to have a defined marketing strategy to attract retail customers, establish MI, resulting in internal clients committed to the institution; because internal clients are those who have direct contact with end customers. As a strategy to achieve it, in the last two decades, the concept of MI, has emerged in the business context to describe the application of marketing within the organization itself (Martínez, Sánchez and Rodríguez, 2005).

Over the past decade we resorted to internal marketing term to describe the application of marketing principles within organizations. In this regard there are two key aspects. The first involves the notion of internal customers, i.e. anyone who works in an organization that is both supplier and customer. In this sense, the basic concern is to ensure that the person understands both individually and departments which have clients within the organization and therefore must determine worrying about what you can do to raise the level and quality of services provided those customers.

The second aspect relates to ascertain; that all staff work together and coordinated so that all efforts are directed towards the fulfillment of the mission, strategies and achievement of organizational goals. The importance of this approach has been particularly noticeable in utilities, since it exists in close contact with customers (Ballantyne, Payne, and Christopher, 1996). Next (table 2) there is done an authors' brief critique that they have tackled the topic of the internal marketing, and relate it to the personnel of the organization calling them internal clients, who play role of the important ONU for the success of the organization.

Table 1. Evolution of the concept of Internal Marketing

<b>Author and year</b>	<b>Characteristics</b>
Flipo (1986)	Internal marketing is the force that marketing executives have to implement their marketing strategies and develop an internal concept of customer orientation
Gronroos (1989)	He mentions that the greater employee satisfaction will be more likely to develop an orientation toward the external customer. The author defends the external customer satisfaction given by employees and calls for greater attention and awareness of them among the directors of the organization
Donnelly (1989)	Consider the MI as an attractant, incentive and retain internal customers through product-work, designed to meet your needs. According to this review, the main premise of the MI is to have satisfied internal customers within the organization, allowing them loyalty through retention thereof, capable of satisfying their own needs
Berry and Parasuman (1991)	MI focuses mention that employees are internal customers and the work is domestic product. The work can be developed and the employees are always motivated and when these needs and desires are met. Also to attract, develop, motivate, and retain the most qualified employees, you can get the satisfaction of their needs do perform better at work .
Piercy and Morgan (1991)	Internal marketing conceived as a framework similar to external marketing companies in adopt and develop as a marketing plan targeting employees, which is the domestic market reference that would aim to stimulate awareness and behavior-oriented service customer.
Bateson (1991)	Internal marketing is the work of hire, train and motivate employees able to serve customers well. In this sense represents elements of good human resource management
Levionnois (1992)	Stresses the internal marketing as a set of methods and technique implemented in a certain order will allow the company to increase its level of effectiveness for the benefit of its customers and employees
Rafiq and Ahmed (1993)	A study conducted on the scope of the MI and the relationship with the management of human resources, indicate that MI is a model that is used to attract, develop and retain motivated staff of the organization. They emphasize on the marketing of services, and highlight the relationship of the internal client to the external client, especially with the product, noting that the products are purchased by the utility that gives customers, unlike when talking to customers internal come into serious problems because the product sold to domestic customers can be undesirable. In normal situations of marketing clients do not have to purchase products they do not want to buy, and this is not the same with employees, they must accept as product that the company offers, or what best suits your profile
Greene, Walls and Schrest (1994)	Internal marketing refers to marketing to employees seeking to improve the conditions of them producing them a pleasure to be seen reflecting in the market
Piercy (1995)	Mentions that the basis for success in the external market must first take hard domestic market orientation.
Varey (1995)	Internal marketing is a process and mechanism for ensuring the effectiveness of environmental change, flexibility to adopt new administrative changes efficiently. The MI can help the organization to respond to changes and constant training organizations.
Cahill (1996)	Internal marketing is to sell the company to employees, who are treated as internal customers.
Hogg, Carter and	They conducted a study on the role of MI and organizational culture, noting that



Dunne (1998)	employees must communicate the goals, values and behavior of the organization, to encourage employees to participate actively in business success. The results are designed for employee attitudes and understanding organizational change
Thompson (1998)	The internal marketing means that if employees do not feel involved and committed to the organization, they have two choices: leave the organization, or remain there without giving their best and work with low quality.
Bechwith (1998)	The MI is the set of techniques to sell the idea of company objectives, strategies, structures, leaders and other components, to a market consisting of workers "internal customers", which operates on it with the ultimate goal of increasing motivation, and as a direct result, their productivity.
Pit y Foreman (1999).	Provide that to reach the external market there must first be a good operation between organization and employees.
Ewing and Caruana (1999)	The internal marketing states that employees are the first market of the company, which must be sufficiently motivated and involved with the organization and all its functions
Ahmed and Rafiq (2000)	Stresses the internal marketing to the management of human capital in terms of greater awareness among customers and their needs by employees, more service oriented staff motivation, satisfaction, employee alignment with the strategy and the objectives of the best company and effective communication and coordination between functions and business departments which translates as organizational commitment.
Ahmed and Rafiq (2002)	Emphasize how customer satisfaction is achieved through the operation of customer-oriented strategies, motivating employees and coordinating efforts of all organizational functions, because good communication is a strategy MI.
Kotler and Armstrong (2003)	Stresses that the MI, is carried out in a service company to effectively train and motivate employees who have contact with customers and all staff support services, to work as a team trying to achieve satisfaction customers.
Almerana, Romeo and Roca (2005)	.Define the MI as the set of methods and techniques implemented in a particular order, allow the company to increase its level of effectiveness in the interests of its customers and its own employees. In what follows that the MI is an intervention model that allows the company permanently available capital human resources capable of stimulating and accompany their development to have as a basic principle the optimization of human capital of the company

Source: Prepared by myself

Quintanilla (1994), proposes two aspects of MI: Managing Attitudes and Communication Management. Management attitudes: you must manage the attitudes of working people and their motivation to have a positive attitude and service oriented customers. It is an ongoing process.

The three types of attitudes that have addressed both organizational behavior as internal marketing are: satisfaction in the workplace: refers to the general attitude of an individual towards his job, involvement in post: degree which a person identifies with his job, he is actively involved in their performance and considers as important to their self-esteem and organizational commitment: degree to which a working person identifies with a particular organization and its goals and wishes to maintain membership her (Quintanilla, 1994).

Hogg (2008), notes that management attitudes, is the organization of beliefs, opinions, feelings and relatively enduring behavioral tendencies toward objects, groups, events or socially meaningful symbols. It is the feeling or positive or negative overall assessment of a person, object or issue. Robbins (2004), olds that a person can have thousands of attitudes but in organizational behavior and internal marketing focus that relate to work and represent positive or negative internal clients on aspects of their work environment assessments, these are:

Job satisfaction: also known as job satisfaction refers to the individual's general attitude towards their work. A person with great job satisfaction has positive attitudes, while those who are dissatisfied causes negative attitudes. Participation in the work: the extent to which a person identifies with his work and considers its perceived performance is important to your sense of personal worth. Employees with large share of their work are identified strongly with their work and are really interested in it.

Commitment to the organization: the state in which an employee identifies with the organization and its goals, and want to be part of it. So high labor participation is identify with what you do, while the high organizational commitment is to identify with the company you are working. An employee may be dissatisfied with the work done, but consider it a temporally situation and not feel dissatisfied with the organization as a whole. But when dissatisfaction extends to the organization, the more likely that domestic customers think about quitting.

Marchant (2005), stresses that there are three fundamental attitudes, the first is the job satisfaction in organizational behavior. This is an attitude that individuals have with respect to their job functions. The dimensions with this attitude are the remuneration, the type of tasks and responsibilities that demand, promotion opportunities, the kind of boss, and collaboration that exists within the team, the second fundamental attitude in an organization is involvement with the work refers to the degree to which a person identifies with his work, actively participates and believes that its performance is important to your sense of worth. And third and finally, we must recognize the importance of the attitude of commitment to the job or sense of belonging referred to the degree to which the employee is identified with an organization and its goals and want to be part of them. Management communication: all personnel need information to perform their duties as leaders and providers of services to internal and external customers. It is a suitable process in which discrete activities include information at time intervals (Quintanilla, 1994).

Muñiz (2010), argues that internal communication is the communication to the internal customer, i.e. the worker. Created in response to the changing needs of companies to motivate your team and retain the best in a business environment where change is getting faster. Many companies are unaware that to be competitive and cope successfully change to that inexorably pushes the market must know motivate your team, retaining the best, instilling a true corporate culture to identify themselves and be faithful to the organization. And it is precisely here that the internal communication becomes a key strategic tool to respond to those needs and increase a sense of belonging among employees to the company.

Communication, and external marketing, aims to inform and generate positive customer attitudes toward products of the company. Motivating employees is certainly a fundamental aspect of internal marketing and must be accompanied by a proper communication policy so as to make the information flow at all levels, both ascending and descending or collateral. The downward internal communication will allow transmitting the new objectives, policies and actions; it is to sell the idea of the company to be developed. Upward communication will allow the views of the domestic market, identify possible deviations between the transmitted and the received message and implement the necessary corrective measures (Martínez, Sánchez and Rodríguez, 2005). Internal Customer Satisfaction.

According to Paz (2007), a tendency to reassess the internal customer, as the first market to attend, since it is the mirror of the company is currently logged out. This internal customer satisfaction should be part of the culture of the company, based on the conviction that any staff dissatisfaction quickly hits the attention that the company provides its clients

According to Manfred (2003), internal customer satisfaction is a concept in which the worker requires constant attention, which should be monitored and constantly improved. In their study performed consistently shows that internal customer satisfaction is a significant determinant of customer loyalty and retention in the organization.

Dermont (1991), notes that one of the first steps to increase internal customer satisfaction is to meet his expectations, when not meet, the employee feels discouraged and frustrated, and when they are satisfied reinforces what the worker thought about their work. If expectations are exceeded loyalty and motivation increases achieving higher performance. The second step to increase internal customer satisfaction is knowing what the customer wants. The best way to know is to employ the technique of focus group; if the size of the organization is larger, it is appropriate conducting surveys.

Robbin (1998), supports that the commitment organizational influences the satisfaction of the work. It defines to the satisfaction of the internal client like the attitude of the worker opposite to its own work, which is based on beliefs and values that the same worker develops of his own work. These attitudes are determined by the current characteristics of the position as by the perceptions that there has the worker of what should be. In the exterior of the company, the first consequence contrastable after the efficient and constant application of the internal marketing is the biggest satisfaction of the clients (Ruiz, 2006).

## Methodology

The type of design was used in this research is quantitative, not experimental, transversal descriptive and explanatory type.

This research is experimental because it is for the collection of data is not deliberately manipulated variables. It is not made intentionally vary the independent variables for their effects on other variables. Only phenomena were observed as given in its natural context, to later analyze (Hernández et al., 2010). Also this research is transactional or transversal because data were collected at one time, in one time. Its purpose is to describe variables such as attitudes management, internal communication, job satisfaction, employee loyalty and organizational commitment and allowed analyzing their impact and interaction in a given time (Hernández et al., 2010).

Further research is considered descriptive transactional because this type of research aimed to investigate the incidence of modalities or levels of one or more variables in a population. The procedure involves placing one or several variables to a group of people or other living things, objects, situations, contexts, phenomena, communities and thus provide a description. For example locating a group of people in the variables: gender, age, marital or marital status and educational level (Hernández et al., 2010).

Furthermore, this research is explanatory in nature due to go beyond the description of concepts or phenomena or the establishment of relationships between concepts; that is, are directed to answer for the causes of events and physical and social phenomena, their focus is on explaining why a phenomenon occurs and under which conditions it manifests or why relate two or more variables (Hernández et al., 2010).

This research is experimental because it is for the collection of data is not deliberately manipulated variables. This is not made intentionally vary the independent variables for their effects on other variables. Only phenomena were observed as given in its natural context, to later analyze (Hernández et al., 2010).

Likewise this investigation is of transactional or transverse type because information was gathered in only one moment, in the only time. Its intention is to describe such variables like: management of attitudes, of internal communication, labor satisfaction, allegiance of the personnel and organizational commitment that allowed to analyze its incidence and interrelation in a given moment (Hernández et al., 2010).

Also the investigation is considered of transactional type descriptive because this type of investigations takes as a target to investigate the incidence of the forms or levels of one or more variables in a population. The procedure consists of being located in one or diverse variables to a group of persons or other living beings, objects, situations, contexts, phenomena, communities and this way to provide its description. For

example to locate a group of persons in the variables: genre educational, age, marital or marital status and level (Hernández et al., 2010).

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### Sample

This research was made on the Polytechnic University of Tulancingo (UPT) as a case study, we worked through a survey of 196 internal customers, because included in the study to the entire population considered as clients, i.e. they were taken into account subject teachers, full-time administrative staff and administrative support from both the economic area as the area of engineering of UPT.

### Statistical Methods

Data was analyzed using descriptive and multivariate techniques frequency distribution in percentages, which describe the data, or scores obtained for each variable was used. Subsequently through multivariate statistics the structural model (SEM) was used structural equation models have as Fessinger (1987), two essential components: a) a structural model that specifies the hypothesized causal structure between the latent variables (theoretical constructions not directly observed) and b) a measurement model that defines the relationship between measures or indicators variables (variables that are directly observed) and latent variables that are being used as approximations.

Structural Equation Models, also known as causal structural analysis of covariance, or just models (Lavee, 1998, Arbuckle, 2007, Byrne, 2010). For this particular research SEM type to be used the Confirmatory Factor (AFC) Analysis; this analysis is used to see if a set of observed variables explains a latent factor. The main difference with the exploratory factor analysis or component analysis is that the AFC confirms a model previously proposed.

The AFC is a particularly convenient technique to confront the validity (Borsboom et. al; 2004). Also see if the variables that make a construct vary all together, and if the construct is affected when such variables enter or leave the model, or grow or shrink. The objective is to determine whether the relationships between variables in the hypothetical model resemble the relationships between variables in the set of observed data.

The variables that were addressed in this investigation were: management attitudes, management of internal communication, satisfaction, organizational commitment. The variables were measured through a research instrument belonging to the quantitative methodology aimed at teachers, administrators and support of UPT. The questionnaire was structured questions with multiple choices and measured by Likert scales, 29 reagents that measure the positive degree of each statement (Appendix 1) were used. 21 statements were made and a scale that has a validation of 1 to 5 was used and represents the following: 1. Strongly disagree 2. Disagree, 3. Neither agree nor disagree, 4. De agreement and 5. Strongly Agree.

### Analysis of Results

To develop the model of internal marketing for UPT, was carried out by confirmatory factor analysis, and various different statistical goodness of fit is appreciated and suggested in general terms that the measurement model has a good fit since indicators meet the criteria of conventional cutting, with the exception of the statistic. Note that this statistic regarding the literature indicates the implicit difficulty of use as the sole indicator of goodness of fit of a SEM model, because as the sample size grows or the

number of observable variables, their resulting values are considered minor significance(Hair Jr., Black, Babin, Anderson, & Tatham, 2006), and even stated that as the sample size increases the probability of rejecting a model also increase no matter if the model is true or false - (R. P. Bagozzi & Yi, 1988), as shown in table 2.

Table 2. Indicators of the Measurement Model AFC

latent Variable	Ítems identification	α	IFC	convergent validity			λs average
				AVE	λ standardized	value t	
Management attitudes	Identification satisfaction	0.645	0.719	0.581	0.525***	4.856	0.733
					0.941***	6.724	
Managing internal communication	information communication	0.722	0.724	0.568	0.716***	10.353	0.753
					0.790***	12.242	
Managing internal communication	Salary and benefits fair treatment stability	0.744	0.745	0.496	0.720***	11.596	0.701
					0.768***	10.941	
Internal customer loyalty	Teamwork recognition	0.788	0.799	0.669	0.616***	9.094	0.813
					0.904***	14.609	
organizational commitment	Goals and Values Disposition work hard	0.636	0.645	0.477	0.727***	8.357	0.690
					0.652***	7.166	
latent Variable	discriminative validity						
	Managem ent attitudes	Managing internal communication	Internal customer satisfaction	Internal customer loyalty	organizational commitment		
Management attitudes	0.581	[0.094-0.454]	[0.252-0.616]	[0.042-0.374]	[0.179-0.563]		
Managing internal communication	0.075	0.568	[0.607-0.859]	[0.587-0.835]	[0.317-0.677]		
Internal customer satisfaction	0.188	0.537	0.496	[0.616-0.844]	[0.405-0.737]		
Internal customer loyalty	0.043	0.506	0.533	0.669	[0.262-0.606]		
Organizational commitment	0.138	0.247	0.326	0.188	0.477		
In the diagonal values AVE, on the diagonal and confidence intervals below the diagonal of the square correlation coefficients between factors present							
Indicators of goodness of fit		BBNFI	BBNN FI	CFI	IFI	MFI	RMSEA
S-B $\chi^2(34gl) = 54.2637$ p=0.01509		0.912	0.942	0.964	0.965	0.950	0.055

Source: Prepared by myself

### Structural Model

Once the reliability and validity of the measurement model established proceeded to perform the testing of hypotheses through the corresponding CBSEM using robust statistical also (Satorra & Bentler, 1994). The results are presented below summarized in Table 3

Table 3. Results of CBSEM for hypothesis testing

Hypothesis	Proposed structural relationship	$\lambda$ (Standardized)	Value t	Result
H <sub>1</sub>	Management attitudes → Internal customer satisfaction	0.211*	2.458	no rejected
H <sub>2</sub>	Management internal communication → Satisfaction	0.740***	6.676	no rejected
H <sub>3</sub>	Internal customer satisfaction → internal customer loyalty	0.772***	9.049	no rejected
H <sub>4</sub>	Internal customer satisfaccion → organizational commitment	0.593***	4.664	no rejected

Goodness of fit indicators:	BBNFI	BBNNFI	CFI	IFI	MFI	RMSEA
S-B $\chi^2$ (39 gl) = 65.8718 p=0.00456	0.893	0.932	0.952	0.953	0.934	0.059
* < 0.05, ** p < 0.01, *** p < 0.001						

Source: prepared by myself

According to the above results, it came to contrast Model Internal Marketing to achieve the compromise of workers UPT in Figure 1, all cases the results show that raised relationships between the constructs of the model are statistically significant. Both the Management Attitudes and Internal Communication Management directly affect, positively and significantly on Internal Customer Satisfaction, although comparatively, the first variable has a significantly greater influence. In the case of the relationship between attitudes and Management Internal Customer Satisfaction, the results show a value path 0.211 (t-value = 2.458) p < 0.05 level; for the relationship between Management and Internal Communications Internal Customer Satisfaction resulting values indicate a path value 0.740 (t value = 6,676) with a p < 0.001 level.

Moreover, both the Internal Customer Loyalty and Organizational Commitment receive direct, positive and significant influence of the Internal Customer Satisfaction, although comparatively, the first variable receives a greater impact. With regard to the relationship between the Internal Customer Satisfaction and Customer Loyalty Rules, the findings confirm the relationship with a path value of 0.772 (p = 9.049) at p < 0.001 level. Finally, regarding the relationship between Internal Customer Satisfaction and Organizational Commitment, the path value is 0.593 (t-value = 4.664), i.e. they are significant at p < 0.001 level.

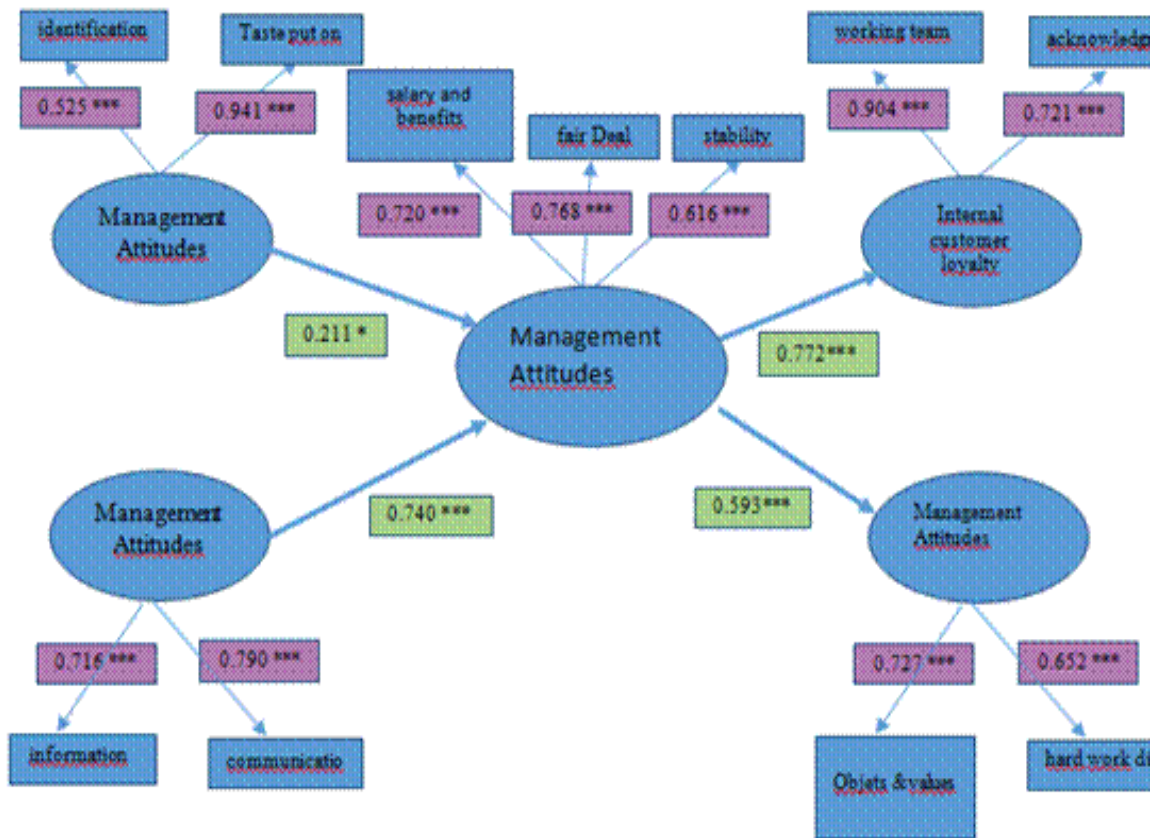


Figure 1. Confirmed Model Internal Marketing  
Source: prepared by myself

## Discussion

The results allowed us to identify the variables that influence design a Model of Internal Marketing for the Technical University of Tulancingo, this model includes factors that go directly to the internal customer satisfaction and to achieve the loyalty and commitment of these. According to SEM analysis and AFC were confirmed each of the hypotheses, the results were that the four hypotheses were significant three of them at a  $p < 0.001$  and only one to one  $p < 0.05$  level.

According to the results, management of internal communication affects positively and directly in satisfaction of internal customers, results consistent with Muñiz (2010), who argues that internal communication is the communication to the internal customer, is to tell the worker. This comes in response to new needs of companies to motivate your team and retain the best in a business environment where change is getting faster. Many companies are unaware that to be competitive and cope successfully change to that inexorably pushes the market must know motivate your team, retaining the best, instilling a true corporate culture to identify themselves and be faithful to the organization. And it is precisely here that the internal communication becomes a key strategic tool to respond to those needs and increase a sense of belonging among employees to the company.

Likewise, management attitudes and positive impact directly on job satisfaction of internal customers coinciding with Robbins (2004), holds that a person can have thousands of attitudes but in organizational

behavior and domestically include those related work and represent positive or negative evaluations of internal customers on aspects of their work environment, such as:

Commitment to the organization: the state in which an employee identifies with the organization and its goals and want to be part of it. So high labor participation is identified with what you do, while the high organizational commitment consisting of identify with the company with which you are working. An employee may be dissatisfied with the work done, but consider it a temporary situation and not feel dissatisfied with the organization as a whole. But when dissatisfaction extends to the organization, the more likely that domestic customers think of quitting. Job satisfaction has a direct and positive effect on loyalty (retention) of the internal customer. Berry and Parasuman (1991) mention that; to attract, develop and retain qualified employees, you can get the satisfaction of their needs do perform better at work. To ensure the success of an organization, a planning that allows for proper administration of all members who work in it is essential.

Job satisfaction has a direct and positive effect on internal customer commitment to the organization, Robbins (1998), argues that organizational commitment influences job satisfaction. Define the internal customer satisfaction as the attitude of the worker against his own work, which is based on beliefs and values that the same worker develops his own work. These attitudes are determined by the current job characteristics such as perceptions that worker than it should be. Ruiz (2006) mentions that outside the company, the first testable consequences after the efficient and consistent application of internal marketing is the greatest customer satisfaction.

## Conclusion

The investigation revealed that in Mexico, Internal Marketing as such is being reported, and that sometimes when talking about internal marketing relate it to the working environment of the company, however it was concluded that it was not proposed a Model Internal Marketing for Higher Education Institutions. Investigation variables that make up the Model of Internal Marketing for Educational Institution studied were identified, which are: Attitudes Management, Internal Communication Management, Job Satisfaction, Customer Loyalty and Organizational Commitment. Figure 1 Model Contrasted by the SEM and the AFC which is proposed as a model of Internal Marketing for the Polytechnic University of Tulancingo, was developed through literature review and adjusted by applied statistics is presented. Importantly, management attitudes, internal communication management influence positively and significantly on internal customer satisfaction, and internal customer satisfaction positive and significant influence on internal customer loyalty and organizational commitment as Figure 1 shows in.

Also it is concluded that the model of the impact of Internal Marketing to job satisfaction and this loyalty and commitment proposed was investigated for the Polytechnic University of Tulancingo, however can be applied to other universities in the same subsystem, because they have the same features and the same educational model. However, we can say that could be the basis for subsequent research, taking into consideration other higher education institutions from different subsystems and pursue robust statistical techniques, including different constructs that enrich the model of the impact of marketing management internal.

We conclude that the internal marketing is an interdisciplinary topic that involves all departments of the institution, but has greater emphasis in the Department of Human Resources and Marketing, in this case the department of social communication. An important aspect that must be considered is that descriptive statistics, significant in each of the items listed the 5 variables mentioned in Internal Marketing Model proposed. Importantly Model Internal Marketing, serve for the satisfaction of internal customers, so it is important to reveal to the Polytechnic University of Tulancingo in order to be applied within the institution and satisfaction will increase as well as retention and commitment to the institution.



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