

**Reeva Tamang**

**THE IMPACT OF INTERNAL MARKETING ON EMPLOYEE  
MOTIVATION AND ORGANIZATIONAL PERFORMANCE**

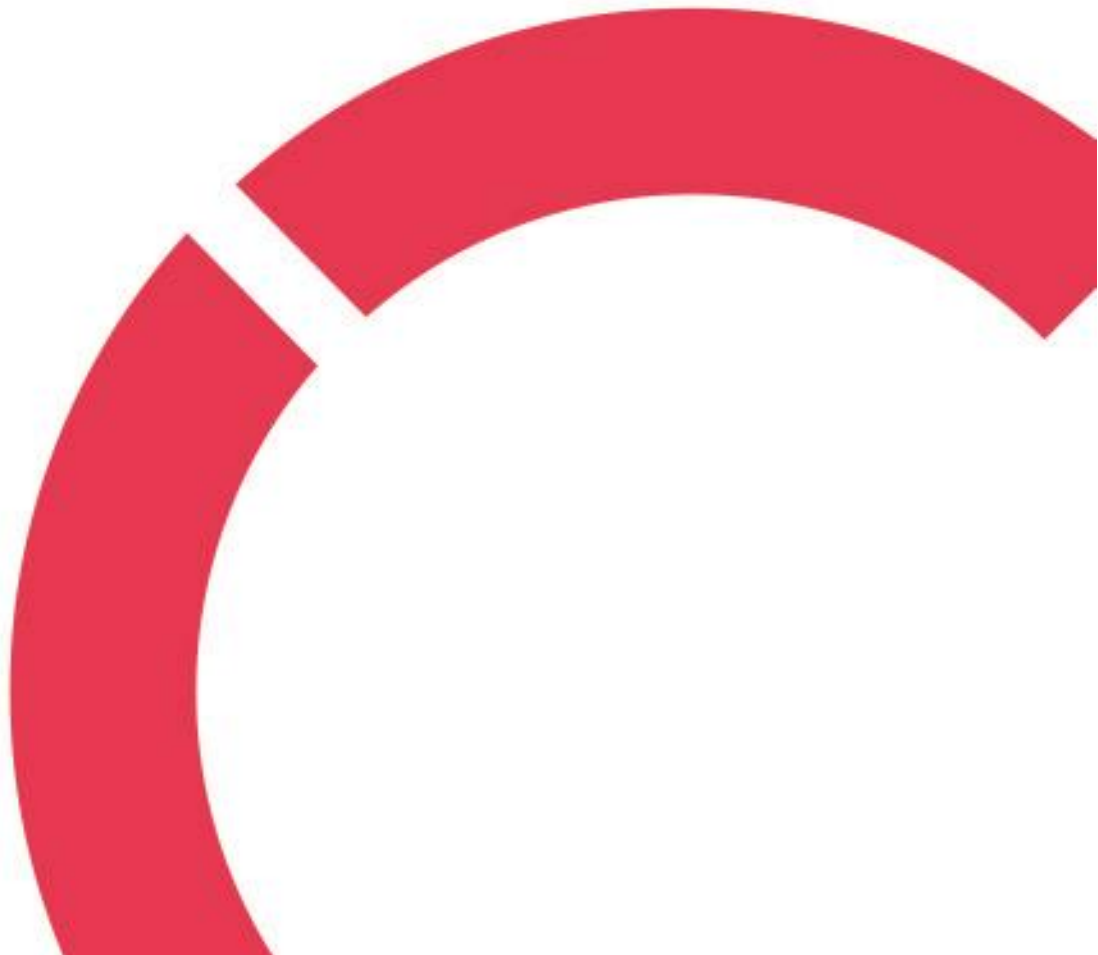
**Case: T's Armoire Nepal**

**Thesis**

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**ABSTRACT**

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<b>Name of thesis</b> THE IMPACT OF INTERNAL MARKETING ON EMPLOYEE MOTIVATION AND ORGANIZATIONAL PERFORMANCE. Case: T's Armoire Nepal		
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<p>This thesis was commissioned by T's Armoire Nepal, situated in Kathmandu, Nepal. The founder of T's Armoire, Deeya Tamang, served as the thesis' commissioner. The objectives of this thesis were to emphasize the significance of internal marketing in the success of organizations and to comprehend the impact that it has on the motivation of employees. The theoretical framework explored the concepts of employee motivation, internal marketing, and their importance within a business. The impact of internal marketing on organizational performance and a thorough understanding of its impact on employee motivation were among the main goals.</p> <p>Qualitative research with semi-structured interviews was conducted in order to gain information. The results of the study demonstrated that internal marketing significantly affects an organization's success. Additionally, the study demonstrated that motivated staff members are the most efficient means by which a business can accomplish its goals.</p>		
<b>Keywords</b> Communication, employees, marketing, motivation, recognizing, relationship, rewarding		

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## 1 INTRODUCTION

Businesses often focus on outside factors, which makes it easy to forget about the real sources inside their companies and that is employees. Internal marketing is an effective tool that changes companies from the inside out. Through this thesis I will explain the importance of internal marketing in a way that is both easy to understand and effective. The term "internal marketing" describes the very essence of how a company operates. The goal of internal marketing is to create an engaging and positive work environment. When employees are highly motivated and committed to the company's objectives, internal marketing improves the work environment by inspiring, valuing, and involving people. The approach focuses on regarding employees as internal customers and ensuring their alignment with the organization's aims, values, and brand messaging. Internal marketing is crucial in creating a favorable work atmosphere, improving employee contentment, and eventually supporting the effectiveness of external marketing endeavors.

Firstly, internal marketing helps employees feel more connected to the company and more invested in its success. When employees experience a strong sense of connection to the main objective of the organization, their motivation to contribute their utmost efforts is enhanced. Secondly, efficient internal marketing provides employees with a clear understanding of their roles and responsibilities within the organization. Clear understanding is crucial for motivation since individuals who grasp how their contributions contribute to the wider organizational goals are more likely to experience a sense of purpose and achievement.

In addition, internal marketing enhances communication channels within the firm. Effective communication is crucial for sharing information regarding organizational changes, developments, and achievements, as it can inspire employees by ensuring they are well-informed and involved. Open communication facilitates the exchange of information and ideas, allowing employees to express their problems or proposals, so promoting a cooperative and empowered work atmosphere.

Basically, internal marketing plays a critical role in fostering a unified, motivated, and robust workforce. Organizations can achieve total economic success by investing in the well-being and engagement of employees, which in turn creates a healthy workplace culture that directly influences external marketing activities. Organizations may foster a motivated workforce that is in line with organizational goals by seeing employees as internal customers and proactively adopting internal marketing activities.

A clear sense of purpose, open communication, and a common set of values define this alignment, which directly improves organizational performance. Acknowledging and utilizing internal marketing's power becomes strategically necessary for firms to maintain success and cultivate a vibrant organizational culture as they negotiate the intricacies of the contemporary workplace.

This thesis is commissioned by T's Armoire Nepal, an apparel manufacturer located in Nepal. T's Armoire specializes in providing a wide variety of women's apparel, footwear, and accessories. The firm has a physical store located in Jhamsikhel, Lalitpur, Nepal, and offers its services to customers globally through an extensive delivery network.

The key objectives of this thesis are to emphasize the importance of internal marketing in organizational performance and to gain a comprehensive understanding of its influence on employee motivation. In order to enhance the use of the research, a case study with five staff members and with the commissioner of this thesis will be conducted. The results obtained from the analysis of the case study and the interviews will be presented in order to enhance comprehension of the subject matter.

## 2 T'S ARMOIRE NEPAL

In this chapter, the commissioning party will be presented, and the commissioning party of the thesis is T's Armoire Nepal. Basic information about the company and its facilities will be presented at first and then later will be presented the internal marketing in a company.

T's Armoire is a commercial enterprise situated in Nepal, specializing in the retail of women's apparel, footwear, and accessories. It is located in Jhamsikhel, Lalitpur, Nepal. They provide shipping services worldwide. In 2017, T's Armoire, an online clothing store, was introduced. T's Armoire was founded by Deeya Tamang. She started off with a little business and has expanded it to the point that T's Armoire is well-known throughout Nepal. T's Armoire hired models to showcase their merchandise in an appropriate manner. Each item of apparel that they produce is manufactured in their own factory. The majority of the products are produced in Nepal by Nepalese textile and incident manufacturers. However, some of the products are also manufactured in Thailand and China. T's Armoire creates its own designs, which it then sends to tailors in Nepal, Bangladesh, and even China. It is transparent with its customers. T's Armoire is well known for its distinctive and daring merchandise that pushes the limits of Nepali fashion. Along with offering high-quality goods, Tamang's company is praised for not only selling high-quality items but also for showing them off on real people instead of mannequins like some online stores do. (T's armoire Nepal 2023.)

T's Armoire has its very own facility for retail purposes. People can also go there straight to shop if they choose to. T's Armoire shops give customers a full shopping experience where they can touch and feel the clothes, check the quality of the fabrics, see how they fit, and feel the brand's atmosphere. The staff of T's Armoire are trained to help customers find the right clothes for their tastes, body types, and events. Using this service makes buying more comfortable and personal. Customer service representatives are ready to help customers, answer their questions, and make suggestions. This makes shopping easier and more satisfying for customers.

When it comes to online platforms, T's Armoire offers an easy-to-use interface that lets customers browse a huge selection of products from anywhere at any time. Online shoppers can use both the website and Instagram messages to make purchases. Response units are open 24 hours a day. To make sure transactions are safe, online stores use secure payment systems that accept a variety of payment methods. This makes the checkout process safe and easy for customers. Customers are given detailed

size charts and fit tips to help them choose the right size, which lowers the chance that they will have to return something because it does not fit right. T's Armoire continuously adapts its service offerings to match the changing demands and tastes of its customers, whether they are doing business online or in real locations. (T's armoire Nepal 2023.)

### 3 INTERNAL MARKETING

Internal marketing is a term that refers to the tactics and actions that companies use to connect and interact with their employees in a way that matches their understanding, dedication, and excitement with the broader goals and objectives of the company. This is accomplished through the use of internal marketing. The idea emphasizes that employees are an important audience for marketing activities, and it proposes that firms can establish a more united and engaged workforce by treating employees as though they were internal customers. (Hanna 2022.)

In the mid-1970s, the concept of internal marketing was initially introduced as a means to attain consistent service quality, which was a significant challenge in the service industry. The fundamental proposition of this concept states that in order for a company to have satisfied consumers, it is important to ensure the satisfaction of its employees. This objective can be most effectively accomplished by considering employees like customers, which entails the application of marketing ideas to job design and employee motivation. (Ahmed & Rafiq 2002b, 3.)

To assist employees, work together to build a pleasant, customer-focused, and collaborative company culture, businesses often employ a strategy known as "internal marketing." It involves considering employees as consumers and catering to their needs while encouraging them to strive toward organizational objectives. This approach recognizes the critical role that employees play in guaranteeing regular, high-quality service for their clients. Internal marketing is a marketing technique that treats employees as internal customers and views employment as products that meet human needs. (Ahmed & Rafiq 2002a.)

A customer-oriented method is based on knowing what customers want and need and giving it to them. When workers are happy and motivated, they are more likely to think about the customer. It is well acknowledged that giving priority to one's customers can provide a company with a significant competitive advantage. It is believed that salespeople have a focus on customers when they comprehend and understand their demands, find solutions that maximize customer value, and exhibit a willingness to trade off short-term personal gain for the long-term benefit of their customers. (Kerr & Franco-Santos 2023.)

Change management and internal marketing are closely interconnected. When a business undergoes significant changes to its structure, processes, or technology, it is critical to manage the transition effectively so that employees do not undermine the modifications but rather support them. Internal marketing ideas can be used to explain why things need to change, point out the benefits, and answer concerns. In this situation, workers are not only getting information; they are also taking part in the change process as partners. To be good at change management, you need to know how the change affects staff motivation and satisfaction. (Idogawa, Bizarrias & Câmara 2023.)

Internal marketing emerged as a solution to the challenge of consistently delivering high-quality service to customers. At its core, the concept revolves around the belief that "for a company to cultivate satisfied customers, it must first cultivate content and motivated employees." This involves treating employees as valuable internal customers and applying marketing principles to shape job designs and maintain a motivated workforce. Since its inception, this idea has undergone significant evolution, extending beyond the realm of services. Various organizations have demonstrated the versatility of internal marketing, using it not only to enhance their external marketing strategy but also to facilitate the implementation of other organizational strategies. Despite nearly 25 years in existence, internal marketing has yet to receive the widespread recognition among managers that its merits deserve. (Ahmed & Rafiq 2002a, 7.)

### **3.1 Models of internal marketing**

There are two main models of internal marketing, offering a unique perspective on fostering organizational success. Berry's model of internal marketing (FIGURE 1) introduced a concept that centred on the idea of treating staff members like customers. The focus of Berry's model is on appreciating internal stakeholders and comprehending their requirements and expectations in relation to the organization. Grönroos (1981), on the other hand, offers a different view that emphasizes customer-mindedness and interactive marketing tactics inside the internal structure. Grönroos (1981) highlights the importance of establishing a customer-centric mindset among staff members and encouraging interactive communication within the organizational framework. Both models offer different strategies for creating a productive and positive work environment, and they both provide insightful analyses of the internal marketing dynamics. These models are essential foundations for businesses looking to improve both their overall performance and internal marketing tactics. (Varey & Lewis 2000, 223.)

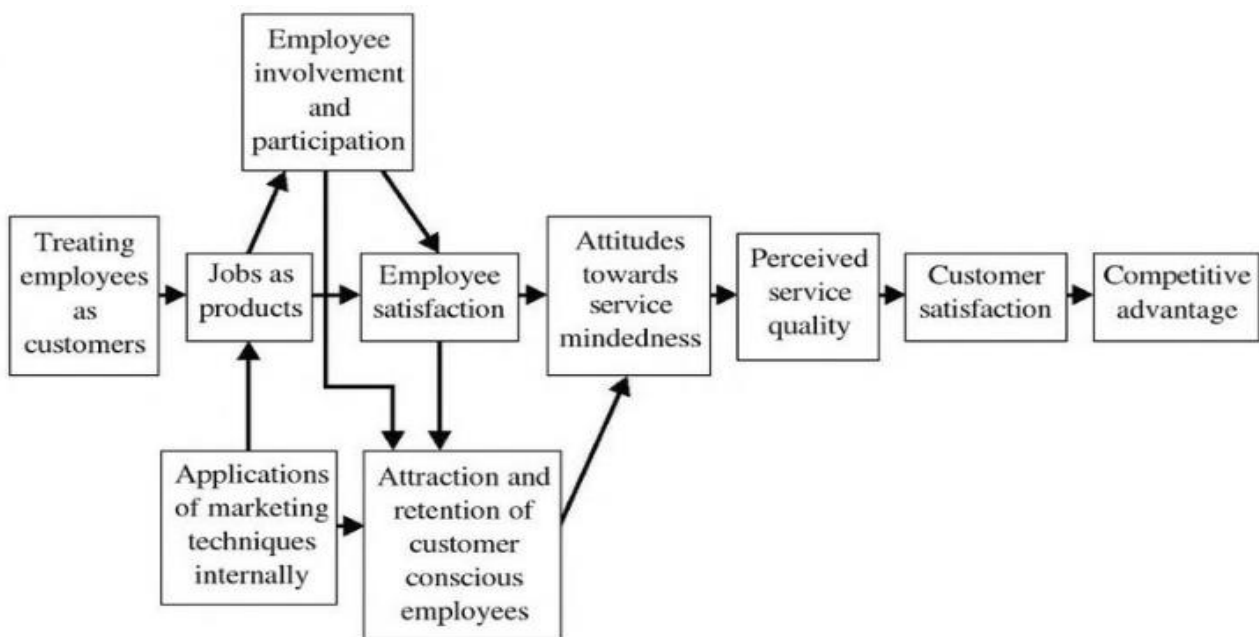


FIGURE 1. Berry's Model of Internal Marketing (adapted from Ahmed & Rafiq 2002b, 14)

When workers are given the courtesy of being treated like consumers, Berry's model of internal marketing predicts that attitudes will be positively influenced, and those attitudes will then change for the better. This change in attitude is very important for promoting high-quality service in a business, as workers become more focused on giving great service to customers. To make this shift, employers must start viewing their workers as customers and start treating their jobs like a product. It is essential to think about and prioritize all of employees' needs and wants so that they are interested in the product (job). This change in how management and staff work together helps companies provide better service and gain a competitive edge. In order to put this strategy into action in an efficient manner, a fresh approach to managing human resources is required. This approach should think of jobs as goods and use marketing strategies. This will make it easier to build a workforce that is focused on the customer. (Varey & Lewis 2000, 223.)

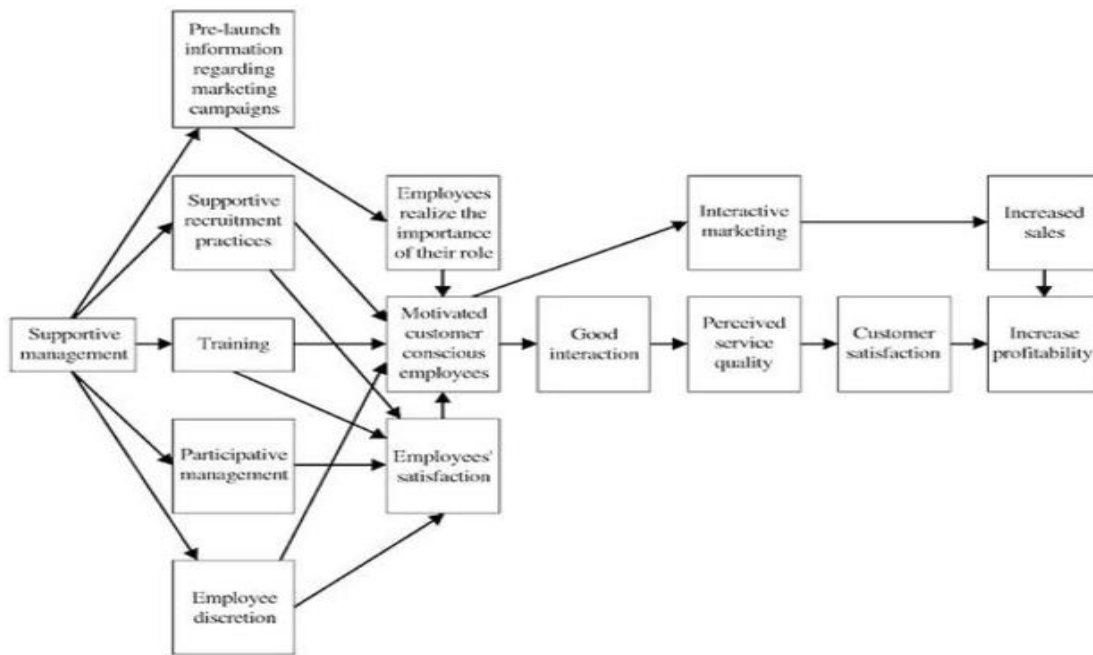


FIGURE 2. Christian Grönroos's model of internal marketing (adapted from Ahmed & Rafiq 2002b, 16)

The main idea behind Gronroos' model from 1981 is that workers need to know their customers and be focused on sales in order to make the most of interactive marketing. Better service quality, more sales, and eventually larger profits can result from this. According to Grönroos' concept, having employees who are aware of consumers is impacted by hiring procedures that are supportive, appropriate training, and a management style that is participative. Employees are able to take part in shaping the delivery of services under this management style, increasing their opportunities to profit from contacts with customers. Above figure 2 shows that giving workers more autonomy over their work is intended to increase job satisfaction and foster a more motivated and customer-focused workforce. Employees should also be briefed on any new marketing tactics or campaigns well in advance of their public debut. The goal of this method is to improve workers' awareness of and satisfaction with their contributions to the service provision process. (Varey & Lewis 2000, 224.)

### 3.2 The tools of internal marketing

The goal of internal marketing is to increase business morale by getting employees more informed, involved, and committed to the firm's mission. Platforms for intranets serve as digital hubs that make it

easier to share content and engage in collaborative discussions. The aims of the organization are reinforced through the use of employee newsletters, which also spread news about the company and its achievements. In-person staff meetings and seminars offer avenues for communication to tackle issues and cultivate a feeling of unity among the team. Internal social media platforms help workers work together and talk to each other. Recognition and rewards programs show appreciation for good work, which motivates employees and reinforces good behavior. Training and development programs show that you care about the growth of your employees. Surveys of employees get feedback that can be used to find ways to improve and see how satisfied employees are. As spokespeople, employee ambassadors help managers and workers talk to each other. Posters are one type of visual communication tool. Infographics show information in a way that is easy to understand. Email is used to send out news and changes to policies. Employees get to know each other better through celebrations, and handbooks and instructions help them find information. Leadership communication makes sure that people know what to do and get help, and corporate branding helps people remember who the company is. Businesses can make a marketing plan that fits their unique culture and way of communicating by using these different tools. (Michulek 2021.)

Internal marketing mostly centers around the utilization of marketing tactics to incentivize and inspire employees. The use of market research, customer segmentation and the marketing mix are aimed at improving performance, with a focus on customer satisfaction especially when it comes to motivating employees. However, it is important to ask why customer segmentation, marketing research, and the marketing mix work in this situation.

The product and price parts of the marketing mix are used in the actual marketing process. Since employees contribute to the entire value of the organization, internal marketing concepts such as price and product are reframed to center on the employees as internal customers. In traditional marketing, "product" refers to creating, delivering, and refining a product to satisfy consumers' needs and desires. The "product" in internal marketing is the workplace, which comprises the training program, prospects for advancement, job satisfaction, and business culture. These "products" are created by the corporation to satisfy the needs of its internal clients, which are its employees. Maintaining their engagement, happiness, and productivity is the aim. (Twin 2023.)

The idea of price relates to the money consumers are willing to spend on a product or service. In the context of marketing price refers to the money employees are willing to give up in exchange, for what

the company offers. It includes the time, effort, and sacrifices that workers put in as a sign of their dedication to the services the firm offers. Human resources management is tasked with the responsibility of inspiring and motivating employees, so it is logical to engage in a discussion on this subject. (Ahmed & Rafiq 2002a, 25.)

Internal marketing is responsible for ensuring that all employees are well-informed regarding the objectives, principles, and mission of the organization. It's important to be constant with how you share this information so that every employee knows what the company has done, what it wants to do, and how they can help it reach those goals. Regular communication is key. There are many things that can be done to get people to know about what you have to give. Some examples are advertising, publicity, public relations, and sales promotion. It can also be done through channels like newsletters, internal social media platforms and even face to face meetings to establish a strong connection between employees and the organizations' identity. By promoting these messages organizations can create a work environment, with high morale leading to increased employee motivation and commitment. (Jonathan 2008.)

The physical area and digital tools where staff members communicate, work together, and receive information are referred to as the "place" element in internal marketing. Establishing a welcoming and inclusive work atmosphere is essential to fostering employee engagement. Good workplace design, shared areas, and intranet platforms all support efficient communication and teamwork. An information-rich work environment makes it easier for employees to access resources, participate in discussions, and remain up to current on corporate news. This is achieved through effective workplace organization. Another important factor is the use of digital tools and platforms, which give scattered or remote teams a virtual "place" to collaborate. Businesses may improve communication, foster a positive corporate culture, and foster collaboration among employees by making the most of the digital and physical environments in which they work. (Jonathan 2008.)

Internal marketing tools such as market research and consumer segmentation are crucial since the information they yield is used to refine communication initiatives. Market research helps businesses learn more about their customers' wants, needs, and buying habits. Customer segmentation allows for the categorization of distinct client groups based on demographics, actions, or other criteria. This information is priceless for organizations when they develop their internal marketing messages and plans, as it allows them to better meet the needs of their various client segments by catering to their

views and expectations. Organizations can better equip their staff to provide customer-centric experiences and contribute to the company's success by incorporating the findings of market research and customer segmentation into internal marketing tools like newsletters, intranet platforms, and employee training programs. This harmony improves workers' awareness of the market, encourages an attitude of service toward customers, and eventually helps the business better serve their changing demands. (Mehta 2023.)

The way to achieve the aims and goals in internal marketing is quite close to the functions of human resources management, like communication, training, motivating, developing, rewarding, satisfying, educating, training, attracting, hiring, and retaining employees. In the comparison between internal marketing and human resource management, it is considered that the practices in internal marketing are more effective and efficient. (Kusluvan 2003, 41-41.)

### **3.3 Internal marketing and human resource management**

Internal marketing, in human resources management involves integrating marketing principles with human resource practices to foster an engaging work environment. It emphasizes the importance of treating employees as valued customers and effectively communicating HR policies, initiatives and growth prospects within the organization. This approach acknowledges that contented and motivated employees are more inclined to contribute to the company's success. The implementation of marketing by HR promotes training programs opportunities for career advancement and employee benefits to enhance overall employee satisfaction, retention rates and wellbeing. Marketing tactics can be utilized by human resource management businesses to develop their employer brand, thereby attracting talent and fostering a collaborative work culture that stimulates creativity and cultivates strong employee engagement. (Saleem, Ali & Shaikh 2018.)

Human resource management involves organizing the structures of an organization to ensure that its people are effectively utilizing their skills to achieve its goals. Managing resources is vital, for all businesses regardless of their size or profit status. The focus of human resources management goes beyond implementing a compensation program planning for workforce readiness or addressing complaints. It also emphasizes the importance of nurturing employees within the organization. (Mathis & Jackson 2011,1.)

Internal marketing and human resource management have a close relationship. The policies and rules of human resources management must be supported by internal marketing. Only then will the goals and aims of internal marketing be met at the operational level. Internal marketing, as a strategic strategy, is closely aligned with the core concepts of human resource management. It places significant emphasis on creating a pleasant workplace culture and acknowledging employees as internal customers. Both paradigms have a shared objective of promoting employee engagement, growth, and satisfaction. However, internal marketing goes beyond basic human resource management by making workers feel like they are active participants in the organization's story and highlighting their part in achieving the company's vision and goals. Internal marketing concepts are used into human resource management procedures to highlight the strategic worth of human capital and to emphasize that treating staff members as partners in achieving long-term company success is just as important as treating them as resources. (Saleem, Ali & Shaikh 2018.)

## 4 MOTIVATING EMPLOYEES

Employee motivation is the intrinsic and extrinsic factors that stimulate individuals to actively engage in their work, exhibiting a high level of enthusiasm and interest, both during working hours and beyond. Motivated employees showed an increased willingness to engage in discretionary effort, generate innovative concepts, and contribute to an enhanced work environment. Intrinsic motivation is derived from an individual's subjective experience of fulfilment and happiness. In order to achieve success, it is important for businesses to prioritize the satisfaction and well-being of their employees. When employees experience a sense of satisfaction and happiness, they are more capable of effectively addressing and resolving issues in a timely manner. The satisfaction of workers has a positive connection with the satisfaction of customers. This facilitates the establishment of enduring ties between the organization and its clients. Promoting employee well-being is a crucial managerial approach aimed at retaining employees and fostering the development of human capital. Managers and researchers continue to grapple with the challenge of cultivating employee happiness, as it is heavily influenced by workplace environment and interpersonal dynamics. Employee satisfaction is a metric used to assess the level of happiness and contentment that workers experience in relation to their employment and the overall workplace environment. Individuals that experience job satisfaction are inclined to exhibit higher levels of commitment, exert greater effort, and contribute to fostering a favorable work environment. Factors such as job security, a favorable work-life equilibrium, equitable compensation, opportunities for professional advancement, and a management approach that fosters supportiveness are among the key determinants of employee satisfaction. The level of employee satisfaction increases when they receive consistent feedback, have open communication with their supervisors, and have their concerns effectively resolved. (Thai, Nguyen, Chen & Tang 2023.)

Various approaches, such as providing financial incentives, and offering additional benefits, can effectively serve as sources of motivation. For the company, it is very important to keep workers motivated because they need to know what the workers want and come up with ways to give it to them, either directly or as rewards for working hard. Managers must always be mindful of the impact their actions have on staff morale. It is common for managers to overlook this fact. Once they acknowledge and accept it they can take action. Managers hold influence, in shaping the business using their virtues, reputation and relationships as motivators for the staff. By leveraging these qualities managers naturally have the ability to inspire and uplift their teams. The importance of employees cannot be overstated as they play a role in achieving objectives advancing the company's mission and generating enthusiasm

about new ideas and developments. Therefore, it is essential for managers to assess whether their influence on employee motivation is positive or negative. (Bruce 2011, 2.)

A great idea for businesses is to think about motivation. In addition to reducing the probability of unexpected employee departures, its impact also promotes the provision of exceptional service quality. One definition or explanation of motivation is the process of persuading someone to change their conduct. It is essential to speak to an employee's personal motivations in order to foster greater commitment to the organization's objective. It is widely believed that motivation is intrinsic or that inspiration originates internally. The things around us quickly change when we act or start acting because we want to be stimulated. (Jyoti 2017.)

#### **4.1 Communication and management**

A manager's capacity to communicate ideas throughout the company determines how successful they will be in their role. The ability to communicate effectively does not help managers fulfil their responsibilities. Additionally, it serves as the foundation for efficient strategic planning. It is crucial for management to ensure that all employees have access to the information required for them to perform their tasks efficiently. Additionally coordinating activities among team members requires honest discussions about work responsibilities. This responsibility extends to leaders in positions, towards their reports and staff as it contributes to long term success. Without both written and verbal communication maintaining control becomes impossible. Therefore, it is evident that effective management heavily relies on maintaining channels of communication. This is why it can be said that "effective communication is an aspect of organizations." In terms communication acts as the lifeblood of any company. (Campbell 2022.)

In order to maintain employee motivation, it is crucial to establish effective channels of communication that facilitate discussions regarding ongoing tasks, their execution, and strategies for enhancing an employee's performance in the event that it does not meet the expected standards. Sharing information helps in making decisions by comparing options. Communication plays a role in shaping employee's attitudes as I have seen how it can influence their actions within a company. In any organization employees are expected to follow rules and the established chain of command. They should adhere to procedures strive for excellence in their work and communicate any concerns or complaints with their managers. Therefore, effective communication also aids in the management function of control. It is

widely acknowledged that it is vital for the overall welfare of individuals. Within an organizational structure, managers are essential in fostering good communication. They ensure that messages are accurately conveyed and understood throughout the communication system by acting as crucial intermediaries in the transmission and comprehension of information. It is the duty of managers to clarify the objectives of the company, distribute important information, and promote an environment of open and honest communication. Efficient managerial communication enhances team unity and knowledge, hence fostering overall organizational achievement. It is their duty to recognize communication problems, investigate their root causes, and put corrective steps in place. Therefore, the principal duty of a manager is to establish and sustain channels of communication inside the organization. (To, Jr & Yu 2015.)

#### **4.2 Offering a vision**

Effective daily routines involve good time management. In order to inspire, demonstrate, and focus activities, it is imperative to effectively communicate a vision to others. If an individual does not hold a position within the upper levels of the company's management, it can be assumed that their involvement in the development of the organization's long-term goals and objectives is likely to be limited. Nevertheless, in the role of a manager, it remains necessary to acquire a comprehensive understanding of the organization's enduring vision and objectives, and thereafter communicate them to your staff in a manner that effectively connects with their emotions. Effectively answering these inquiries and articulating the organization's objective will determine the success of both teams. Providing a clear vision to employees is a remarkable strategy employed by managers, as it effectively contributes to employee motivation. Employees are important components of a company, and their contributions play a crucial role in determining the firm's success. Motivated employees tend to exhibit enhanced performance, consistently maintaining positive attitudes toward customers, thereby fostering a favorable organizational climate. There is a prevailing belief that the satisfaction of customers is contingent upon the satisfaction of employees with the management of the company. (Catalin, Pagalea & Cristea 2015.)

To achieve successful internal marketing, it is imperative for managers to provide staff with a clear vision to guide their actions. Workers desire to be informed, comprehend, and have faith in the objective they are trying to achieve. The manager of an organization should keep in mind that people do not only work for a living but instead, they do work for a cause. Employees perform better if a core vision is offered well. A vision is very important in an organization because it focuses on the goals and aims of

the organization. To be a good vision, the vision must be meaningful, memorable, and inspirational. Likewise, a vision delivers a picture of the organization about the future steps and goals. (Montoya 2023.)

### **4.3 Competition of talents**

Managers need to have a wide range of skills, such as leadership, communication, emotional intelligence, and the ability to adapt. Effective managers try to establish a positive working environment that fosters motivation, engagement, and productivity among their employees. A manager or organization must also take one of the most important steps toward competing talent and ability. This will help motivate workers and make it easier for the organization to reach its goals. When it comes to competing for talent, it is very necessary to identify that some talents are the most needed for an organization and those talents are more critical than others. Talented people help the organization reach a new level of success. They exhibit a higher level of productivity and contribute more significant value to the firm compared to an average employee. Skilled, trained, and with a positive attitude person are the ones that a service organization will be seeking. Behaviors such as a sense of humour, ability to work with others, and friendliness are very necessary to have in an employee, and managers of an organization must test their employees to come up with good results. Internal marketing efforts will create a culture that gives the company an advantage over the competition in hiring the best people and can therefore be very selective. When an organization has employees with highly intelligent personnel who possess extensive knowledge of technology, this becomes exceptionally straightforward to comprehend. Trust is of utmost importance since it enables effective communication and idea exchange among colleagues, particularly when facing complex technological challenges. When everyone on a team feels comfortable, they are more likely to engage in the kind of open dialogue that yields creative solutions. This adds a great deal of enjoyment to our work. (Norgren 2023.)

### **4.4 Recognizing and rewarding**

Organizations that provide recognition for their employees and emphasize their competencies contribute to cultivating a more positive work environment. The act of acknowledging employees does not necessarily result in increased levels of workplace satisfaction. In addition, it makes them happier and

more satisfied, which increases their likelihood of staying with the company. Acknowledging employees involves expressing gratitude for their exceptional performance in their roles. Furthermore, it serves as an encouragement for them to continue their work. Employees are more likely to perform well and contribute to the efficiency of the business when they feel valued. Also, when companies recognize the work of their workers, it makes the relationship between them stronger. When employees feel appreciated, they are more likely to stay with the company and work hard for its success. This is good for businesses because it lets them keep their performing ability. Setting up programs that show employees value and reward them makes the workplace feel different. The positive atmosphere at the organization attracts people by making it a desirable place to work. When workers are happy and feel appreciated, they are more likely to help customers. As a result, people become loyal and keep coming back. Expressing gratitude to employees for their diligent efforts and acknowledging their contributions not only enhances their overall motivation, but also yields additional benefits outside the realm of morale. Additionally, this contributes to the overall growth and profitability of the organization. (Wilson 2013.)

A management can also increase the motivation of employees by nurturing self-esteem. Employees will develop themselves if a manager helps them to recognize their potential, their power, their efforts, and their accomplishments. Since employee knows about their ability, they will automatically set a challenge for themselves. They will always seek new opportunities to find innovative ways to meet their goals. Last but not least; the employee will start to enjoy their work. When giving people positive, specific, and realistic feedback about their potential, their efforts, and their accomplishments, their self-esteem rises. They develop into employees with the confidence to set and meet challenging goals, overcome setbacks, and self-manage their work. (Deeprise 2007, 81.)

Individualizing rewards is also a very important that a management member needs to be concerned about. Providing recognition and rewards to individuals based on their outstanding performance within an organization serves as a means of fostering increased dedication and effort in the future. Moreover, it serves as an effective strategy for motivating and inspiring other members of the staff to work hard for greater achievements, thereby receiving the benefits and rewards offered by the organization. It is obvious if the staff are more motivated to work hard and sincere then the organization will get the maximum amount of good feedback from the customers, which means the goodwill of the organization will be high and the profit too. (Deeprise 2007, 98.)

According to research, organizations that prioritize gratitude experience enhanced performance. Customer retention increases, staff loyalty, and job satisfaction are heightened, and people are more helpful to their customers when they feel appreciated. The value of a thank you will be decreased if it is used by the wrong person therefore it is important to express the feeling of thankful only to the one who deserve it. Moreover, by thanking only the employees who truly deserve thanks, the people who are left out will get the message that management does not believe that they deserve to be thanked. (Wickham 2023.)

#### **4.5 The importance of employee satisfaction**

To ensure the success of a business it is crucial that employees find satisfaction, in their work. When employees are content the business has a chance of thriving. Hence, individuals in positions of power, such as managers or owners, should give importance to the well-being and satisfaction of their employees. A manager can implement many strategies to guarantee employee satisfaction, including acknowledging and appreciating their achievements, offering chances for professional development, maintaining a healthy workplace, and stimulating high levels of energy. The management needs to come up with new ideas all the time to keep employees engaged in their work. The establishment of effective communication channels between employers and employees is of utmost importance. When there is effective dialogue, it enhances job performance for everyone involved while fostering relationships between the employer and employees. Conversely, if communication falters it can lead to feelings of detachment from one's work and dissatisfaction, among employees. Additionally, it is important for the employer to recognize instances where employees exert effort or perform well. Everyone desires validation for their work. Appreciate being acknowledged. Ultimately being kind-hearted and striving to create an atmosphere will contribute to employee happiness. In this manner, all individuals, within the company can experience both happiness and success. (Wolter, Bock, Mackey, Xu, & Smith 2019.)

Empowering employees is incredibly crucial in an organization. Employee empowerment boosts morale and output, which in turn improves the company's ability to provide high-quality service. Both an employee's attitude and conduct can be altered through empowerment. Increased work satisfaction, less role stress, and less role uncertainty are all examples of attitudes that can shift. Everyone at work is told to take personal responsibility for the quality of their work and to think carefully about their jobs and the business. Giving workers freedom in how they do their daily work and handle problems

that come up can help companies redistribute power. In service businesses, giving workers this kind of power is important because the customer is usually there when the service is being made and used. Customers are directly and immediately affected by mistakes in service delivery, and they can see for themselves if employees are ready to fix them. Empowering service staff has been found to facilitate their recovery from service failures. The occurrence of initial failure is an inherent aspect, meaning that complete avoidance of defeats in service is impossible. However, giving workers the tools, they need to fix mistakes quickly can be a part of a recovery plan that helps the service goal of zero defections, or no lost customers. Surprise and delight your customers by going above and beyond what they expect. Instead of recovering from a service failure, empowerment in this instance leads to pleasantly surprising clients with the initial service delivery. (Bowen & Lawer 2005, 259-260.)

It can be difficult for the management team to motivate workers to put in more effort. Building relationships and communication between the employer and workers is a big part of how employees see their employer. The management team should always pay attention to what gets workers excited about their jobs. Similar, employees are more likely to perform their tasks well when they experience a sense of satisfaction and motivation. It is crucial that the management never forget that motivated employees who are content with their work produce excellent work.

## 5 RESEARCH IMPLEMENTATION

Research methods refer to the organized procedures, techniques or approaches employed by researchers to collect, analyse and interpret data with the aim of addressing inquiries or investigating phenomena. These methods serve as steps that enable researchers to conduct real-world studies in order to uncover insights or validate existing theories. Research methods encompass a range of techniques such as surveys, tests, interviews, case studies, content analysis and more. They are applicable across fields and cater to types of research objectives. The careful choice and application of research methods are crucial in ensuring that study findings are accurate, dependable and applicable in contexts. (Creswell & Creswell 2018, 99-101.)

Research can be conducted in different ways, such as engaging in surveys where we interact with numerous individuals on diverse subjects or delving deeply into a specific topic through detailed interviews. The selection of the research method primarily depends on the questions or ideas driving the investigation. Naturally, factors like resources and time constraints also play roles when making decisions, about which research method to employ. (Alok & Mishra 2011.)

The objective of qualitative research is to acquire a deeper understanding of a subject by gathering and examining data related to individuals' ideas, emotions, and attitudes. This type of study is beneficial when one needs more precise information and a thorough examination of a single case study or a small group of companies. Quantitative research uses numbers to show facts, while qualitative research uses words to describe what was found. (Tracy 2013.). I chose the qualitative method for this research project because it is better suited to the purpose and research objectives.

Validity in qualitative research refers to whether or how successfully the information and data gathered define the topic under study. In order to obtain accurate data through the utilization of interviews, and case studies, the researcher must be adequately prepared beforehand. It is crucial for a researcher to ensure that all individuals comprehend the study procedures thoroughly, enabling them to express their thoughts on the matter freely. (Veal 2017.)

In qualitative research, reliability means if particular research would be done for different samples of a subject and at different times, but the outcomes would still be the same. In social science, it is very rare to find the same outcomes after the research that is done for different samples of subjects at different

times because they deal with human beings in differing and ever-changing social situations. Researchers can utilize techniques like inter-coder reliability to verify this. This implies that two or more investigators examine the data independently, then compare their findings to ensure agreement. Giving thorough explanations of the research's methodology, including the methods used for data collection and analysis, is another technique to ensure that the findings can be replicated by others. This keeps everything reliable and consistent. (Kirk & Miller 1985, 13-21.)

## 6 INTERNAL MARKETING IN T'S ARMOIRE

This chapter discusses the value of internal marketing in T's armoire and shows how T's Armoire, a clothes store, uses the idea to make sure that their store is run smoothly. This is also a chapter where the data collected will be presented and the data will be based on the interviews that have been taken with the commissioner and five other members of the company. The inquiries I posed are available in appendix 1.

T's Armoire Company devotes a significant amount of time and resources to providing its employees with the educational and professional development opportunities that are necessary for the delivery of superior goods and services. Customers are guaranteed to obtain great facilities as a result of this dedicated training, which lays the groundwork for optimistic outcomes. When it comes to the domain of internal marketing, employees are considered to be customers, and the products that they provide are the job roles and benefits that they offer. The application of marketing principles to individuals who are responsible for serving external clients is what Leonard Berry means when he talks about internal marketing. Taking this strategy will allow for the recruitment and retention of the most competent individuals, as well as the creation of an atmosphere in which they can constantly do their best work. (Pizam 2005,305.)

Clothing companies are required to engage in extensive internal marketing efforts as the behavior and performance of employees significantly influence clients' perceptions of the establishment. If the person interacting with consumers lacks a customer care mindset, you may tell that the store is not giving good service. It must be known to and communicated to by the salesperson when selling products to a consumer. It is up to the management to make the company an inspiring place to work, but the employees must be interested in the products and the company itself. Communication between management and employees must be good and employees should be able to recognize the problem of customers and should be ready to solve it. Employee communication is the term used to describe information sharing between staff members and management. Establishing open communication channels between management and staff about the identification and resolution of operational inefficiencies is considered to be extremely beneficial.

Internal marketing is a management approach that focuses on improving the service culture of a company in a planned way. People who work there know the customers better than the owner or manager

does. Clients can get important information from the actions and reactions of staff members without them saying a word. Because the interaction between a store or business employee and a customer is so important, what they say and don't say is just as important to how happy the customer is. If customers have a good experience with the people who work directly with them, they are more likely to be happy with the business and tell their friends about it.

This interview was to know about the company and also about the employees in the company and the importance of internal marketing in the company. T's armoire was only an online store with one room when it was started but now it is one of the well-known companies in Nepal. T's Armoire is a sole proprietorship; there are no shareholders. It used to be exclusively an online business in the beginning. The interviewee claimed that in the past, there would only purchase a small number of carefully selected items of apparel from the wholesale market and sell them online. Right from the start, they used Instagram as a marketing tool to sell every single item. After much success with the online business, they decided to turn T's Armoire into an authorized company. The interviewee is also the owner of the factory that manufactured T's Armoire clothes and now she established T's Armoire as a Nepali brand. There are twenty-five people that are working in T's Armoire now. (Tamang 2023.)

From the perspective of interviewee 1, T's armoire emphasized the significant role of internal marketing in both large and small businesses. When internal marketing teams perform admirably, successful outcomes are crucial both internally and externally. The interviewee believes that creating a satisfying working environment is crucial to enable employees to give their best performance. Effective communication between employees and managers is a key aspect, with regular monthly meetings and occasional personal discussions with each T's Armoire team member to stay informed about their experiences with internal marketing. The owner encourages an inclusive decision-making process, allowing all employees to share their views and ideas. To promote internal marketing, T's Armoire adopts a strategy of turning employees into brand advocates. They cultivate a positive work environment, ensuring that workers are well-informed about the company's values, brand message, and products through their managers. Regular and clear communication within the company is highlighted as vital, with employees kept updated on company successes, new products, and marketing plans. The owner underscores the importance of aligning all employees with the brand's purpose and values to present a consistent image to customers. Additionally, T's Armoire is proactive in gathering employee feedback and ideas for improving marketing plans, product features, and customer satisfaction. This ongoing feedback loop contributes to continuous improvement in the brand's marketing efforts.

The owner firmly believes that internal marketing plays an important role in business. It performs the function of the adhesive that holds everything together. That is why they emphasize the importance of communication and ensuring every individual feels valued within a company. The internal marketing strategy at T's Armoire revolves around fostering employee satisfaction and motivation. They achieve this by expressing appreciation for their work providing opportunities for growth and development and cultivating a positive work environment. These efforts have an impact on their business performance while also boosting team morale. Happy employees collaborate effectively. Providing outstanding customer service and internal marketing are essential for motivating employees to put in their best work by giving them a feeling of community and belonging. When the team members are content the quality of their work improves, which ultimately benefits T's Armoire.

Interviewee 2 stated that the ability of a company to connect its workers with its values, objectives, and vision is crucial. It cultivates a favorable work environment, hence improving overall productivity. Their main focus is on maintaining frequent contact, implementing employee recognition initiatives, and providing opportunity for professional growth. He said that they prioritize the establishment of a cooperative and all-encompassing atmosphere. Indeed, their plan encompasses the implementation of frequent team meetings, the establishment of transparent communication channels, and the allocation of resources towards staff training and development. Internal marketing cultivates employee allegiance, diminishes staff attrition, and amplifies efficiency. Committed personnel actively contribute to a favorable client experience, ultimately leading to increased revenue. Indeed, internal marketing has significance by fostering a feeling of inclusion, facilitating employees' comprehension of their impact on the organization, and augmenting job contentment. Positive internal marketing is positively associated with enhanced employee performance. Employees who are actively involved and invested in their work are more inclined to exhibit higher levels of productivity, creativity, and dedication toward accomplishing the goals of the firm. He said that internal marketing has a significant impact on employee motivation, resulting in improved customer satisfaction and enhanced profitability. Employees who are actively involved and committed are more inclined to deliver exceptional service to consumers. To motivate their employees, they use a mix of methods for recognition, opportunities for work growth, and a friendly work environment. They consistently prioritize internal marketing. They continuously assess and enhance their methods to ensure that their employees stay motivated, engaged, and aligned with their company goals.

From the perspective of interviewee 3, the creative vision of the firm is expressed through internal marketing, which provides the harmony necessary for creativity to flourish. The current internal marketing strategy of T's Armoire involves incorporating creativity into the process through the use of appealing design elements, narrative, and collaborative projects that aim to stimulate innovation. To build a vibrant and imaginative work environment, their internal marketing includes frequent discussions about ideas, innovative workshops, and highlighting individual abilities. Internal marketing cultivates a conducive environment for the free flow of ideas, promoting creativity. It is the catalyst that stimulates creativity and distinguishes them in the market. Internal marketing serves as the catalyst for creativity, particularly for those with creative inclinations. The platform facilitates self-expression and collaboration, hence enhancing job satisfaction. Positive internal marketing has a direct correlation with improved creative productivity. It enables their team members to completely showcase their artistic talents and make valuable contributions to the company's achievements. Internal marketing has a significant impact on motivation, customer satisfaction, and profit. It serves as a driving force for their creative team, inspiring them to generate exceptional work. Consequently, this brings joy to their customers and has a good effect on their business. The acknowledgment of individual ingenuity, the opportunity to explore ideas without restrictions, and the involvement in joint initiatives are the driving forces that maintain the motivation and inspiration of their creative team.

From the perspective of interviewees 4 and 5, internal marketing serves as the fundamental basis for achieving effective sales. It guarantees that sales crew is in harmony with the company's beliefs and objectives. Internal marketing encompasses well-defined communication channels, continuous improvement of product knowledge, and implementation of recognition programs to acknowledge exceptional sales accomplishments. It has a direct influence on their sales performance. An enthusiastic and knowledgeable sales crew is more capable of effectively conveying the worth of their products to customers. Internal marketing is essential for the sales staff as it equips them with the requisite resources and knowledge to excel in their positions, hence enhancing job satisfaction. Positive internal marketing has a direct correlation with enhanced sales performance. Well-informed and highly motivated salespeople are more proficient in articulating the value proposition to consumers. Internal marketing has a significant impact on motivation, customer satisfaction, and profit. It serves as a catalyst for sales motivation. Highly motivated sales personnel deliver superior service, resulting in contented clientele and enhanced profitability. Their approach to keeping their sales team motivated and engaged involves utilizing a blend of commission-based incentives, recognition programs, and frequent training. The

achievement of their sales team is closely connected to the implementation of efficient internal marketing strategies. In order to fully utilize their abilities and facilitate business growth, this is the most important feature.

Interviewee 6 of T's Armoire firmly believes that maintaining employee motivation plays a role, in the success of the business. Interviewee 6 invests effort in acknowledging and rewarding performance recognizing the vital role motivated employees play in driving the company's achievements. The 6<sup>th</sup> respondent of Ts Armoire asserts that maintaining employee motivation is a crucial aspect of effectively managing a prosperous enterprise. The organization is dedicated to diligently acknowledging and compensating exceptional performance, as it understands the significance of motivated personnel in achieving success. Consistently performing well, personnel receive commendation and are granted further incentives and bonuses. Additionally, the company takes immediate action to determine the reason if employees exhibit indicators of losing motivation. According to interviewee 6, it is their responsibility to ensure that each team member is treated with dignity and understands their value to the company's success. Interviewee 6 aims to establish a culture that fosters motivation and emphasizes the significance of each individual's job. This will encourage collaboration among all employees to collectively contribute to the company's success.

Having a plan or strategy is very important for a business because it keeps workers engaged. Employees are more likely to do their best work when their company finds ways to keep them happy and solve problems. If employers provide favourable treatment to their employees, there is a higher probability that the employees will reciprocate by treating consumers in a satisfactory manner. If the buyers are satisfied, the business is making progress toward achieving its goals. It is much more likely for a company to meet its goals and do well generally if its workers are motivated. Finding ways to keep employees motivated is like having a hidden tool for making a business successful.

When employees work for a company that cares about and supports its workers, they feel valued and encouraged to do their best. Customers are happy because we give great service, which makes the workers happy. A good mood also brings in more money, since happy customers keep coming back and telling others how great their experiences were. Receiving recognition for their efforts and being part of a supportive team are two ways that they individually keep motivated. They are content with their work and believe that their happiness is reflected in their interactions with consumers. An additional point to consider is that fostering a positive work environment not only benefits employees but also enhances customer satisfaction and contributes to overall business success.

Last, the interviewees said that they are very happy to know that they have really good team spirit in the company. The employees who are working in the company think that it is a good and happy place to work.

## 7 ANALYSIS

The theoretical aspect of this thesis aligns with the responses received from the interviews in terms of the significance of internal marketing. The business owner recognizes the significance of internal marketing in achieving success for any company. In order for a firm to succeed, it is crucial that the internal conditions are favorable. In other words, employees must be motivated and content in the workplace. In order to drive employees to perform at their highest level, a positive work environment is necessary for this to occur. When employees comprehend the significance of their work and its impact on the organization, they are motivated to use their utmost efforts to contribute to its success. It resembles a collaborative endeavour.

The research part of the study plays a crucial role in analyzing the significance of internal marketing within an organization. There is a chance that internal marketing is not working as well at bigger companies with thousands of employees, but it seems to be working well at T's Armoire. Managing a large workforce can be challenging in a corporate setting. It is easier for management teams to hire, retrain, speak with, and motivate employees at companies like T's Armoire, where the number of employees is more manageable. It is easier to talk to each other and keep people happy and inspired when the team is smaller. When workers are happy, it shows in the satisfaction of customers, which helps the company reach its goals. Businesses with a manageable number of workers, like T's Armoire, can see the link between internal marketing and overall success more clearly.

Based on the responses received from interviews, T's Armoire strongly believe that the biggest benefit of internal marketing is making sure that all of the workers are happy and content. The main idea is that when managers are able to inspire and drive their workers to be committed, the services they give are always of high quality. The relation between motivated and satisfied personnel and their propensity to provide excellent customer service is evident. The effective execution of internal marketing strategies has generated a positive interaction between customers and employees, which has led to a state of satisfaction and contentment for all parties involved. Hence, this cohesiveness facilitates a rise in the enterprise's profitability. The focus is not only on conducting transactional trades but also on establishing a constructive and mutually advantageous relationship inside the corporate ecosystem. Happy employees have a direct impact on client satisfaction, resulting in a prosperous and profitable company environment.

At T's Armoire, there is a constant effort to make the company an even better workplace for all of its employees. The individuals in positions of authority consistently contemplate which activities would enhance motivation, and subsequently take action to implement such activities. The bonus incentive significantly enhances motivation and provides a satisfying sense of recognition for diligent efforts. The owner also mentioned that during special occasions like New Year and Christmas, they organize programs like dinners and lunches in different places. These events are not just fun; they are meant to motivate and show that their work is appreciated. Their intention appears to be ensuring that they have a good time and are enthusiastic about performing at their highest level.

It is very important that workers and management can talk to each other clearly, which is emphasized in both the work experience at T's Armoire and the theoretical framework of the thesis. Misunderstandings are much less likely to happen when the conversation is open and clear, which helps work run smoothly within the company. Establishing effective communication channels between employees and their superiors is crucial for executives to gain comprehensive insights about the organization's strengths, challenges, and possibilities. Transparency and condor are advantageous for the company as they enable the employer to effectively address issues by gaining a complete understanding of the organization's functioning. T's Armoire's leaders and employees communicate effectively with one another. When there are 25 people in the team, they can create a happy and friendly environment where people can talk to each other, share problems, and work together to find solutions. This environment of working together not only promotes a good work attitude but also makes the business run more smoothly and efficiently.

It is very important for a company to make sure that all of its workers understand and support its vision and mission. It serves as a driving force for increased motivation and contributes to the growth of the organization. T's Armoire understands this significance, which is why they prioritize keeping their workforce dedicated and motivated. With a team of 25 employees, every member is well-informed about the company's goals. This clarity provides them with a sense of purpose inspiring them to pursue these goals. By emphasizing the importance of shared vision and its implementation T's Armoire establishes a connection between its workers and the organization's overall mission.

## 8 CONCLUSION

The aims of this thesis were to highlight the importance of internal marketing in organizational performance and to understand its influence on employee motivation. The models developed by Berry (1981) and Grönroos (1981) have provided useful insights into various strategies for regarding employees as internal customers and cultivating a customer-centric culture within the firm.

The theoretical framework has provided insight into the interrelated stages of internal marketing, which involve offering a vision, ensuring employee satisfaction, and consumer orientation. The thesis has underscored the significance of employee motivation, drawing attention to its impact on workplace dynamics, productivity, and ultimately, customer satisfaction. The exploration of various tools employed in internal marketing, such as intranets, newsletters, social media, and recognition programs, has demonstrated the diverse strategies organizations can adopt to enhance communication, collaboration, and employee commitment.

The thesis discussed the significance of empowering employees in marketing, using T's Armoire Nepal as a case study. The proposed framework emphasizes the need to foster transparent communication channels, foster collaboration, offer opportunities for growth, promote employee engagement, and recognize achievements.

The thesis also discussed the significance of employee satisfaction, motivation, communication, providing a vision, competitive capability, acknowledging and incentivizing employees, and fostering a strong work ethic. Employee motivation is widely recognized as a crucial aspect in industries, highlighting the significance of addressing individuals' personal motivations to facilitate the achievement of organizational objectives. Providing employees with a clear goal, fostering competitiveness, and acknowledging and incentivizing staff are crucial components of internal marketing that contribute to employee motivation and satisfaction.

It is clear that internal marketing is important for any company to do well and meet its goals. This involves implementing strategies, such as communicating with employees, providing them with training, maintaining their motivation, and ensuring their retention on the team. In order to foster a positive work environment and maintain employee motivation, T's Armoire adheres to each of these strategies. The primary advantage for a clothing company such as T's Armoire lies in ensuring the satisfaction of

their staff, which enables them to produce exceptional work. Additionally, they have observed a correlation between effective internal marketing, enhanced employee performance, and increased financial gains for the organization. The correlation between satisfied employees and customers, as well as the financial success of the organization, is supported by both theory and practice.

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**Interview questions**

- How do you view importance of internal marketing in a company?
- Explain the current internal marketing in T's Armoire.
- Does T's Armoire have any particular strategy for internal marketing, if yes, what kind of?
- What do you think are the benefits of internal marketing in T's Armoire?
- Is internal marketing important to employees? If yes, why? If no, why not?
- What is the effect of internal marketing on employee performance?
- Do you believe that internal marketing helps to motivate employee, helps to satisfy customers, and helps to make more profit in T's Armoire, If yes, how? If no, why not?
- How do you motivate employees or what types of activities do you do to motivate employees?
- Is there anything more that you would like to add?