

RESHAPING ORGANIZATIONS – MANAGING PEOPLE THROUGH HR STRATEGIES AND INTERNAL MARKETING

Roxana Cioclov

Alexandra Cioclov (Petcu)

West University of Timișoara, Faculty of Economics and Business Administration

roxana.cioclov@gmail.com

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Abstract

The following paper aims at presenting key concepts in regard to the interconnectivity between two similar and frequently confused practices – Human Resource Management and Internal Marketing. Therefore, it is intended to present both fields distinctively, in order to emphasise in the end the added value of the two working together.

Given the fact that, in the specialised literature, there are different approaches on this subject and many questions raised regarding the separation of the instruments and particular objectives of the two practices, the paper presents a simplified approach on the HRM Cycle in comparison with the IM Cycle. Therefore, the paper is structured as follows: (1) HRM's impact on the general activity of an organization – whether it is a manufacturing company or a service provider; (2) IM's impact on the internal and external environment of the organization; (3) Analysis on the connection and in-/inter-/dependency of the two concepts and their meaning.

Although HRM seems to bring numerous advantages to the organization, the current paper states that HR cannot be done at the same efficiency level in the absence of good Internal Marketing practices that allow the word-of-mouth to spread between the present and possible future employees. It is about a good branding that has to exceed the company's geographical boundaries and to create the need, not only in terms of product consumer's behaviour, but also in regard to employees that want to be part of the brand.

Key words: Human Resources, Internal Marketing, Organization, development

J.E.L. CODES: M31, M50, M54

Introduction

The following paper aims at presenting key concepts in regard to the interconnectivity between two similar and frequently confused practices – Human Resource Management and Internal Marketing. On this subject, the paper contains a mixed point of view from an HR practitioner and Marketing master student. Therefore, the paper intends to present both fields distinctively, in order to emphasise in the end the added value of the two working together.

Given the fact that, in the specialised literature, there are different approaches on this subject and many questions raised regarding the separation of the instruments and particular objectives of the two practices, we intend to present a simplified approach on the HRM Cycle in comparison with the IM Cycle. Therefore, the paper is structured as follows: (1) HRM's impact on the general activity of an organization – whether it is a manufacturing company or a service provider; (2) IM's impact on the internal and external environment of the organization; (3)

Analysis on the connection and in-/inter-/dependency of the two concepts and their meaning.

As presented at the 28th Workshop on Strategic Human Resource Management organized in Copenhagen, April 2013 (Cioclov, 2013), we consider the HRM as very important especially because of the variety of instruments that can be handled in order to select, recruit and analyse the best candidates' potential. At the same time, as the current paper states, we consider that HR cannot be done at the same efficiency level in the absence of good Internal Marketing practices that allow the word-of-mouth to spread between the present and possible future employees. It is about a good branding that has to exceed the company's geographical boundaries and to create the need, not only in terms of product consumer's behaviour, but also in regard to employees that want to be part of the brand.

Regarding the aspects stated above, the paper approaches key-concepts such as Recruitment and Selection, Performance and Potential Review, Compensation and Benefits, Training and Development as fundamental instruments and activities associated with HR and IM in order to finally present new and innovative forms of organizations that combine the benefits of Strategic Human Resource Policies and Internal Marketing Strategies.

Literature Review

○ HR – concept's limitations and instruments

Evolution of the HRM concept

The HR domain has been majorly influenced in the past years, in the same manner as many other management related domains have been extended. This has positive consequences on the development of new forms of organizations, given the fact that every domain extension has been made in the advantage of a better organization management. As we can consider, the management techniques develop from one day to another, in its effort of adjusting to the dynamic free market. Therefore, the HR techniques, the performance measurement instruments, the financial optimization models are only a few of the most flexible management tools.

But before getting to analyse today's theories about HR Management, we would first of all wish to follow the steps that Human Resources have crossed, as presented by Armstrong (1996, 32-33). As the author claims, there were several stages in the evolution of personnel management. These stages will not only help us understand the different approaches to employees through time, but will also help us stress the differences between similar and related, but also different concepts.

Starting from the 1915-1920s, the companies were talking about 'welfare', after that, the 'personnel support for the management' became of great interest and afterwards developed in 'personnel management'. Starting in the 1980s, we can name the interest for employees as 'Human Resource Management'.

Therefore, we can realize that the interest on the employees has risen during time. This mindset is the one that determined a major shift in how the employees are treated – from giving them good, basic, safe work conditions, to offering them more than a work place – working is not just a job, becomes a whole marketing experience every day. Therefore, we can base our definition of Human Resource Management on the definition offered by Armstrong (1996, 141): “HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable work-force, using an integrated array of cultural, structural and personal techniques.”

Moreover, it is important to understand that the evolution of managerial thinking helped organizations in moving their centre of attention from the technical and material factors to human resource factors. This was determined by the fact that employees are not just a chain in the production process, but they make the whole process happen, it is human resource the one that has to be optimized in order to optimize the whole organization, and all the other resources (Ielics, 2001, 34-35 *apud*. Anucuța, 2009, 8). Human resources do not just imply costs, but they imply investment, where the return on investment is directly dependent to the interest of the organization for its employees.

Given all of the above-stated information, we can therefore conclude that Human Resource Management differentiates itself from all other employees-related concepts because of its unique focus on the employee’s interest, on the improvement and self-improvement, on perfecting the employee’s competences at a personal and professional level. Also, the HRM helped management teams to develop long-term strategies, to optimize their costs, to grow their organization’s productivity, to create a pleasant work-place where individual objectives resonate with general goals.

Therefore, Human Resources have become the valuable resources, that are rare, inimitable and relatively hard to be replaced, that enrich themselves by every interaction with other resources (Anucuța, 2009, 8-9).

- **HRM functions**

In this stage, our understanding concerning HR interests evolved and it is time to analyse some of the activities and the tools that HR specialists use in order to maintain a high level of performance and motivation inside the company. But before that, we must remember that our analysis of HR practices will prove of major help in our following comparison to the Internal Marketing practices.

Of course, it is firstly necessary to mention the main functions of HRM, in order to fully understand the HR practices. As stated by Anucuța (2009, 13), HR functions are the following:

(1) Assuring function – it implies the planning, recruitment, selection and integration of the candidates. In this matter, it is important for the HR specialist to analyse the necessity of new positions inside the company, to clearly state the job specifications, to recruit the most suitable candidates through promoting the job

announcement in the best channels, to select the most promising candidate and to assure their integration inside the organization. The integration will mostly concentrate on presenting the organization, but not only a fact-oriented presentation, but also by promoting its culture, values, mission and people.

(2) Maintenance function – it concerns everything related to discipline, security, health, employees' counselling and stress management. Therefore, the HR department has this role of administrating the personnel from their first contact with the company until their last day of work, and even after. The employees need to be informed regarding company's procedures related to the work program, the leave policies, the health, safety and security procedures. Moreover, in order to maintain the employees at their best level of performance, it is necessary to offer them the occasion of counselling (where they can discuss work-related difficulties and to learn to overcome them), and also they may need to benefit of stress management instruments/techniques. The last two are closely related one to another because, depending on how the counselling is handled, it can represent by itself a stress reliever for the employee.

(3) Motivational function – appraisal, performance evaluation, compensations, analysis-projection of job positions. This function is related to compensation and benefits policies that depend on how the employee performed. After the appraisal, the HR and the Management team are well informed regarding the objective attendance of each employee. Based on the result, there are the following possibilities:

The employee performed well, they attended or maybe exceeded their objectives. Recommended action: motivate them by offering a bonus based on objective's completion (financial motivation)/one extra day of annual leave/congratulations in front of the team etc.

The employee underperformed, they did not meet their objectives. Recommended action: analyse if this is just an accident, or the employee is underperforming as they already did before. Whatever the case, it is recommended to counsel them and try to understand the existing reasons. If it is because of the lack of competences, the employee might participate to training in order to develop their skills. On the other hand, if the underperformance is due to their lack of interest in the task, they might as well reassigned to another activity, that better suits their skills and interests.

Of course, if that lack of interest or the lack of competences cannot be overcome by any of the above mentioned actions, the employee might just prove to be interested in leaving the company, and the company will need to recruit someone else instead.

(4) Development function - it refers to forming, perfecting the employees, administrating their career and their organizational development. In other words, this function focuses on giving every employee and the organization in its assembly, everything that is needed. Whether an employee needs a specific training, or the whole team needs to consolidate through team-building activities, the HR responsible will know to do it at the right moment.

Of course, this is just one perspective on how the HRM functions can be divided. What is important, however, is that HRM means: recruitment and selection, performance and potential review, compensation and benefits, training and development, all in the interest of organizational performance.

• **HRM impact on the organization**

This paper aims to present the differences and similarities between the Human Resource Management and Internal Marketing Management. Therefore, it is necessary to present the impact of both practices on different kind of organizations – service providing companies and manufacturing companies.

Regarding the HR Management, our opinion is that any kind of organization needs it, at a high level of performance and it must a very well-functioning HR Management. We realize that the company could not actually function without the HR Management. This happens firstly because the personnel need to be managed from an administrative point of view – the HR has to ensure that the employees are paid for their work and that they have safe work-conditions. From another perspective, HRM is necessary because it can provide a certain level of motivation for the employees. The motivation is raised through activities and actions that help the employee feel valued, important and this happens mainly through a very transparent and open communicational policy inside the organization. Any need, discomfort or uncertainty an employee has, can very easily be discussed with the HR department, this developing counselling sessions whenever it is necessary.

Therefore, HR Management seems to be the basic motivation-booster a company can offer to its employees, and whenever this component is missing, the organization is in great danger of being negatively and publicly influenced by employees’ frustrations. It is similar to not fulfilling the most basic level in Maslow’s hierarchy of needs and when the foundation is missing, it is hardly possible to build anything above. As we can see, this basic need is very important for the organization existence itself, so there is no difference between the service providing companies and the manufacturing ones. A frustration can be seen in providing a low quality service, as well as it can be seen in faulty manufacturing and this can be applied for any kind of employee, not being related to their connection to the end-user. In a summarized version, the high necessity for HR practices in each kind of company can be seen in the table below (Table 1).

Table 1. Level of necessity – HR practices and the type of organization

Practice / Type of company & employees	Service providing company		Manufacturing company
	Front-line employees	Other employees	All employees
HR	↗	↗	↗

Source: author’s view

However, this will not be the case when discussing about the impact of Internal Marketing upon the two types of companies. This point will nevertheless be discussed further in the chapter regarding Internal Marketing practices.

- **IM – concept's limitations and instruments**

The Internal Marketing is a much debated topic, due to its resemblance to Human Resources. But before studying the resemblance between the two concepts, we will present the context in which Internal Marketing had developed.

First of all, we must remember that only in 1976, Leonard Berry and his collaborators (Berry *et al*, 1976, 3-14, 94 *apud*. Naghi, 2013, 7) mentioned the term for the first time. In that context, Internal Marketing was presented as a possible solution for the problem of constantly providing qualitative services by the organizations to their customers. According to Pervaiz *et al* (2003, 1) the concept of IM has evolved from the original conceptualization of employee satisfaction/motivation by treating employees as customers and jobs as products for improving service quality (Sasser and Arbeit, 1976; Berry, 1981 *apud*. Pervaiz *et al*, 2003, 1), to customer orientation/ market orientation and the use of marketing-like approach and marketing-like tools internally to motivate employees (Gronroos, 1985 *apud*. Pervaiz *et al*, 2003, 1), the use of IM for the implementation of external marketing programmes (Piercy and Morgan, 1991 *apud*. Pervaiz *et al*, 2003, 1), and the extension of IM to the implementation of any functional strategy (Rafiq and Ahmed, 1993 *apud*. Pervaiz *et al*, 2003, 1).

During the last 35 years, Internal Marketing has gone through three important stages, as stated by Naghi (2013, 12). In the first stage the interest is focused on satisfying and motivating the employees. Therefore, Internal Marketing becomes a philosophy of treating the employees as clients and implies adjusting the job position to the human needs (Berry and Parasuraman, 1991 *apud*. Naghi, 2013, 14). The main theory that fundamentals this first stage is: "employees as clients". The second stage, on the other hand, comprises another goal of Internal Marketing – motivating the personnel (especially the one that directly interacts with the clients). Employees are not just clients anymore; they become key factors in completing the external marketing strategy and creating a positive organizational image in front of the customers. At last, the third stage is in our opinion, a mixed point of view regarding the first and the second stage approaches. It is now the moment when Internal Marketing is perceived as an efficient method of ordering, educating and motivating the personnel in order to attain the organizational objectives, process through which employees understand and recognize the added-value of the organization's programme and their place within the strategy (Winter, 1985, 69 *apud*. Naghi, 2013, 16). Now, the employees are still treated as internal clients, but they are also seen as valuable resources in meeting the organizational goals.

During the 35 years of Internal Marketing existence, in the specialized literature there have appeared many definitions for the concept. In order to provide a very specific and self-sufficient definition, we will present a complex definition as proposed by Naghi (2013, 26): Internal Marketing represents an assembly of

planned efforts that use specific marketing approaches in order to overcome organization's resistance to change and to organize, motivate, coordinate and integrate employees, always taking into consideration the organization's goal attendance and satisfying the clients through creating motivated and customer-oriented employees.

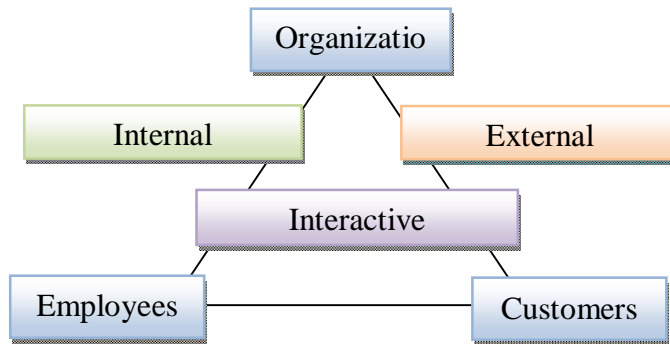
- **Conditions for the existence of Internal Marketing**

The most important rule when it comes to discussing the conditions that allow the existence of Internal Marketing inside an organization is related to the necessity of an internal-market orientation. In order to understand the advantages of such an orientation for the internal-market, we can compare it to the advantages of an external-market orientation for the external market. It is therefore important to remember that a high level of market-orientation (considered by default as external-market orientation) leads to a better effort of the organization in order to offer a superior value to the customers. On the long term, the external market-orientation will create a competitive advantage in front of the customers, this being a guarantee of higher organizational performances. In the same manner, an internal-market orientation will make the organization be aware of the importance of employees in order to offer value to the customers. In this situation, we are perceiving both internal and external advantages, due to the motivated and performing employees that help the company meet its objectives. Moreover, the internal-market orientation is based on the idea of transaction between organization and employees. Adams developed in 1963 the Equity Theory (Adams, 1963 *apud*. Bell, Martin, 2012) in which employees can evaluate their job through comparing the inputs (employee's efforts at the work place) and outputs (what the employee received from the organization in return). Taking into consideration this theory, it is necessary that management assures a fair equity between inputs and outputs and therefore, the internal-market orientation would be respected.

- **IM impact on the organization**

Although, in theory, Internal Marketing is discussed only in the situation of service providing organizations, we consider that Internal Marketing is needed in manufacturing companies as well. If we are talking about a manufacturing company, there are no employees that have direct contact with the customers, so the employees are not directly involved in a marketing relationship with the client, but a good internal marketing can still be useful for the organization, as we will demonstrate later. On the other hand, in a service-providing company, we have to differentiate between the front-line employees and the other ones. Let us present a general perspective regarding the whole marketing-experience a service providing organization goes through, in order to completely understand the dynamic between all the components involved (Figure 1). Kotler (1994 *apud*. Naghi) proposed a marketing triangle in the field of service providing companies, triangle that represents the marketing relations upon which managers need to concentrate:

Figure 1. Marketing Triangle (service providing company)



Source: Kotler, 1994

As we can see above, the internal marketing is the one that allows the organization to influence the employees in order to better perform, in the end, in the case of a service providing company, front-line employees being the ones that establish a direct relationship with the customers through interactive marketing. These employees will, therefore, complete the external marketing strategy that the company develops in its direct contact with the customers. Without good internal marketing, the interactive marketing cannot be efficient and cannot have the expected impact on the customers.

As mentioned by María del Carmen Domínguez Falcón, the coherence of the interactive (relational) marketing can be assured just through simultaneous effort made in order to align the internal and external marketing strategy of the company (Domínguez Falcón, 2012, 23). And this is why internal marketing becomes very important for the whole organization.

As mentioned before, the HR practices are extremely necessary and vital in any kind of organization, even if it is a manufacturing company or a service provider. But this is not the case when talking about Internal Marketing, as it can be seen in the following table (Table 2).

Table 2. Level of necessity – IM practices and the tyope of organization

Practice / Type of company & employees	Service providing company		Manufacturing company
	Front-line employees	Other employees	All employees
IM	↗	~	~

Source: author’s view

Front-line employees in the service providing companies are the most powerful ones and this is why they need to be handled with a lot of care by management. Therefore, the IM strategy needs to have them as a first target, without ignoring

however all the other employees (as long as any organizations needs and wants a peaceful interior environment, it should be careful not to raise any frustrations between the employees). On the other hand, in any manufacturing company it is also necessary to treat all employees with a certain uniform level of interest, each of them being able to create a certain buzz in their circle of acquaintances.

The Internal Marketing practices go further than the simple-motivational techniques that HR uses. Internal Marketing makes a step in advance and tries to empower employees, to give them the role of a "brand ambassador", willing to motivate them to promote and sell a positive image of the organization. The company is aware that good feedback coming from an employee is more valuable than any paid marketing campaign where the message is considered to be subjective and sometimes far from the truth. The customer is closer to the employee who is front of them, than they are relatively to the whole company and they are keener to believe the employee rather than the advertisement on TV. More than "good PR" the employee can make for the company through words and attitude, the way they are doing their job remaining the best PR instrument in the Interactive Marketing.

Service providing organization

The advantages of the Internal Marketing strategy for the service providing organization: the employee succeeds in delivering a qualitative service at a high performance – on the long term, this will make the customer be engaged and faithful to the company; the employee is comfortable and motivated at their workplace and offers the organization "good PR" at home (in their circle of acquaintances – that can provide future candidates willing to adhere to the cultural organization and to become a part of the "happy team"); the employee's attitude towards work and their proficiency in delivering the service makes the customer create a certain positive buzz, which develops into a word-of-mouth campaign that promotes the company through recommendations – in this way, the employees complete the external marketing strategy the organization already follows and brings more customers.

Therefore, the focus on the best performance of the employees is crucial and some time, Internal Marketing can be the one that makes the difference, because of the following reasons: the service is everything the company does – it is not like a product that can be replaced with another one, it is a whole experience that the employees themselves offer to the customer and the experience can only be good or bad, not even acceptable; the customer will judge the whole company based on the way the employee is judged; the employee has the ability of being a brand ambassador for the company; the marketing and the good PR of the organization is in the hands of the employee that has direct contact with the client. Moreover, a satisfied and motivated employee will positively appraise the company, determining the propagation of positive feedback and the phenomenon called in marketing "word-of-mouth".

A company that provides services focuses on the direct performance of the employees that have contact with the customer (they are the first-line employees). These employees are the ones that the customers unconsciously associate with the company and that influence the good or bad impression of the whole organization based only on how they perform during delivering the service. Their appearance, their voice, their behaviour and, of course, their knowledge and technical skills will strongly influence the customer.

Manufacturing company

On the other hand, a manufacturing company concentrates its activity on creating the product, which is usually promoted and sold by other collaborators/companies. Therefore, the ones responsible for the quality of the product are not the ones that actually meet the customer, this changing completely the interactive experience between the customer and the company. For the former, the company is divided between the employee whom he can speak to and the employee whom he cannot speak to but who is responsible for the production process. Therefore, the consequences of a good internal marketing in such a manufacturing company can have positive impact on two levels: (1) The high performance of the employee – they create a very high-quality product and indirectly, will make the customers be very satisfied with their purchase; (2) The good PR for the company that the employee provides within their circle of acquaintances makes the company have a good image in front of possible future candidates that will be willing to adhere to the organizational culture and become part of the “happy team”.

- **When IM seems to exceed HR**

In order to understand how Internal Marketing can influence the employees and the customer experience with the company, here are some examples of good practices. De Rose and Tichy were admiring the excellent employees at Ritz Carlton, company that managed to develop very high customer service skills to the personnel. “If a button falls off your suit while staying at the Ritz Carlton, you likely won’t need to ask for help in getting it repaired. At the Ritz, employees are taught to be observant, which includes noticing any unarticulated needs guests may have and taking care of them. Just leave the button (and jacket) in a conspicuous place and you’re likely to return to your room that evening to find the button has been sewn back on.” (DeRose, Tichy, 2013). Therefore, one question was raised by the two authors – Why is it that some organizations are so responsive to customer needs, while employees in other companies seem to have difficulty fulfilling even the most basic service requests?

The answer given was a conclusion of the research led by DeRose and Tichy, described in their book *Judgement on the Frontline: How Smart Companies Win by Trusting Their People*. The research analyzed 20 companies, many of them developing their businesses based on the power of the people, perceived as *the company’s most important* asset. It seems that the two authors consider that it is all due to effective leadership, a so-called “frontline leadership” which consists of

unleashing the imagination and energy of the people. This is a good practice between the big companies, but unfortunately the "power of the people" has nearly lost its original meaning, being used just as a statement that makes the company look good. "While many companies make this claim, it's not unusual to find studies in which employees frequently admit to giving 50% or less of their potential contribution to their employers. It's hard to imagine an organization knowingly operating at 50% capacity, and yet many leaders allow their "most important assets" to do so daily." (DeRose, Tichy, 2013). Willing to give a little help to the companies, DeRose and Tichy propose five steps for "tapping into creativity and problem-solving capability of hundreds or thousands of people, particularly those at the frontline customers interface":

Change the Organizational Context & Connect the Frontline to the Customer – re-evaluate values, behaviours, and decision routines in the company – these can help the management identify the activities and concepts that the company is dealing with on a daily basis and that can explain its stagnation. This step also has to focus on connecting the front line to the customer strategy, as Yum! Brands did when the company offered each employee the latitude to spend up to 10 dollars to fix any customer problem (HBR, 2013).

Eliminate Unnecessary Work & Teach People to Think for Themselves – the management needs to learn to question any policy and procedure, in order to identify the time-consuming meetings, reports, approvals or measurements. By eliminating these, there will be more time to filling the emptiness with more enjoyable activities. More than this, this is the moment when the company teaches people to think for themselves – after the employees understand the company's strategy, they need simple solving-problem frameworks in order to actively seek for solutions through cross-hierarchical dialogue (HBR, 2013).

Let Technology do the Work & Experiment to Implement – this way, the employee can use his whole time in the benefit of the client, to listen to them and to offer them the best solutions, and therefore, by building a strong relationship with the customer, the employee will help with customers' retention. Moreover, this is the time of experiments, when employees are determined to try and imagine new features and ways of developing the products/services; designing simple experiments by frontline employees could be much useful than the ones orchestrated centrally (HBR, 2013).

Get Intelligence Directly from the Frontline & Break Down the Hierarchy – actively solicit employee input in all aspects of the decision-making process, the frontline employees are the ones that know every single difficulty a customer encounters, and therefore, they will be the ones that can come with a valid solution to it.

Promote Collaboration at All Levels & Invest in Frontline Capacity – every voice matters, breaking down hierarchy, encourage the free flow of ideas, eliminate the

unproductive bureaucracy that limits employee's contribution. In this matter, the management has to help the organization grow and overcome the classical mentality regarding the power of the authority. In decision-taking processes, it may be the authority the one that will finally name which solution should be applied, but it is employee's right and freedom to come up with solutions.

In supporting this type of leadership, the authors remind us that giving power to the people carries more rewards than risks, and that the mantra of "customer-centricity" implies paying attention to those who are closest to the customers. This type of leadership does not just mean introducing a suggestion box, but implies a cultural revolution in mind, in pursuit of providing better products, services or experiences to the customers (DeRose, Tichy, 2012). More than this, it is not just about the "power-to-the-people positive vibe", but the organization that wants to follow this kind of leadership, demands also a very fine focus on performance and results.

Other good examples regarding this issue are also tackled by the two authors, mentioning in the following rows just a few of them.

At Amazon, CEO Jeff Bezos often insists on leaving an empty chair during the meetings, considering it represents the "customer's voice". This way, during the meeting, the people are determined to see the issue from the customer's point of view as well. The employees are therefore encouraged to build experiments based on customer insight and the results are more likely to fulfil the expectations (HBR, 2013).

Zara, on the other hand is a good of example of continuous interaction between the frontline employees and the customers. The store managers are sending daily quantitative data and qualitative observations in order to better understand customers' preferences regarding their products. By asking questions like "What if this skirt was longer?" and "What other colours would you like for this item?" the store managers allow the fashion company to adjust production to customers' preferences (HBR, 2013).

But paradoxically, the key to creating an empowered front line is not the front line, as Frank Capek once stated. It all lies in the organizational culture, and the way leadership is handled. Here is where Internal Marketing interferes and develops not just performing employees, but proactive employees. From our point of view, the "front-line leadership" is another way of seeing the need for Internal Marketing and by classifying it as a form of leadership is just another sign of its importance and strategic capacity for the organization.

Research Methodology

In order to understand the particular connections established between HR and IM, it is important to analyse the differences between theory and practice. Therefore, this paper is planned to be completed in the future with a research than can allow practitioners to express their point of view regarding their openness and interest in collaborating with their colleagues from the complementary domain. In other

words, it is essential to know whether HR is interested to collaborate with IM and vice versa.

In this sense, this paper aims to develop a complex research regarding HR and IM in order to analyse the degree of interaction as overlapping, inclusion through extension, complementarity or independence of the two domains. The research will be conducted by administrating questionnaires and organising interviews with key-persons from different organizations at a local/national level, in order to understand their perspective regarding the subject. The subjects will be chosen in order to ensure their objectivity with regard to both the Marketing and the HR department.

Results and discussions

Now that both concepts were explained, we would like to express our belief concerning the interaction between the Internal Marketing and Human Resources. As stated from the beginning, we consider that HRM cannot be done at the same efficiency level in the absence of good Internal Marketing practices that allow the word-of-mouth to be spread between the present and possible future employees. It is about good branding that has to exceed the company's geographical boundaries and to create the need, not only in terms of product consumer's behaviour, but also in regard to employees that want to be part of the brand. And this is where Internal Marketing interferes.

In just a few words, we can summarize that HRM deals with attracting the candidates in order to recruit and select the most suitable person for a certain job previously characterized and promoted. Once the recruitment and selection process has ended, HR department concentrates on administrating the employees, assures that the personnel respects the human resource procedures regarding leaves, work-time, safety and health policies at the work-place. Moreover, HR manages the continuous development of the employees and controls the objective attendance. In this matter, HRM is responsible of offering the compensations and benefits to the deserving employees and, finally, administrates the ending of the collaboration with the personnel.

On the other hand, Internal Marketing also means evaluation of the personnel and perfecting the human resources in order to attain specific organization objectives. However, the evaluation is usually followed by specific actions aimed to develop and motivate the personnel, in order to also create a positive internal image of the company. Between the employees, the company knows how to sell itself, in order to become appreciated. Therefore, the created environment will be a trustful one which will allow the employees to develop an intrinsic motivation to offer their best capacities at work, to offer high quality services and to create a positive experience for each of the customer the company has. On the long term, this will materialize in forming also a positive external image of the organization, having two major advantages: a good transmission of the positive feedback given to the organization between its potential customers, but also between its potential candidates.

Moreover, in order to understand the integration of the two practices in the management strategy, we can take into consideration this short representation (Table 3) of the necessary HRM and IMM level inside the organization for optimum results:

Table 3. Level of necessity – HR & IM practices and the type of organization

Practice / Type of company & employees	Service providing company		Manufacturing company
	Front-line employees	Other employees	All employees
HR	↗	↗	↗
IM	↗	~	~

Source: author's view

As we can see, Internal Marketing seems to be the next strategic approach for companies in order to complete Human Resources Management efforts of developing enthusiastic employees that will guarantee the customers' enthusiasm. Moreover, willing to finally present a new and innovative form of interaction between the two fields, we consider that organizations should take into consideration the interdependency between HR Strategy and IM Practices. In this matter, we present a logical structure that combines the functions and objectives of Human Resource Management and Internal Marketing Strategies (Figure 2).

In the following image, there should be considered that:

Work-environment – implies everything related to the team spirit, the interpersonal connections at the work-place, and also everything related to office design.

Job re-projection – is seen as a motivational factor, but can also be applied as a development instrument, in order to administrate careers. It implies growth of responsibility, independence and complexity of work.

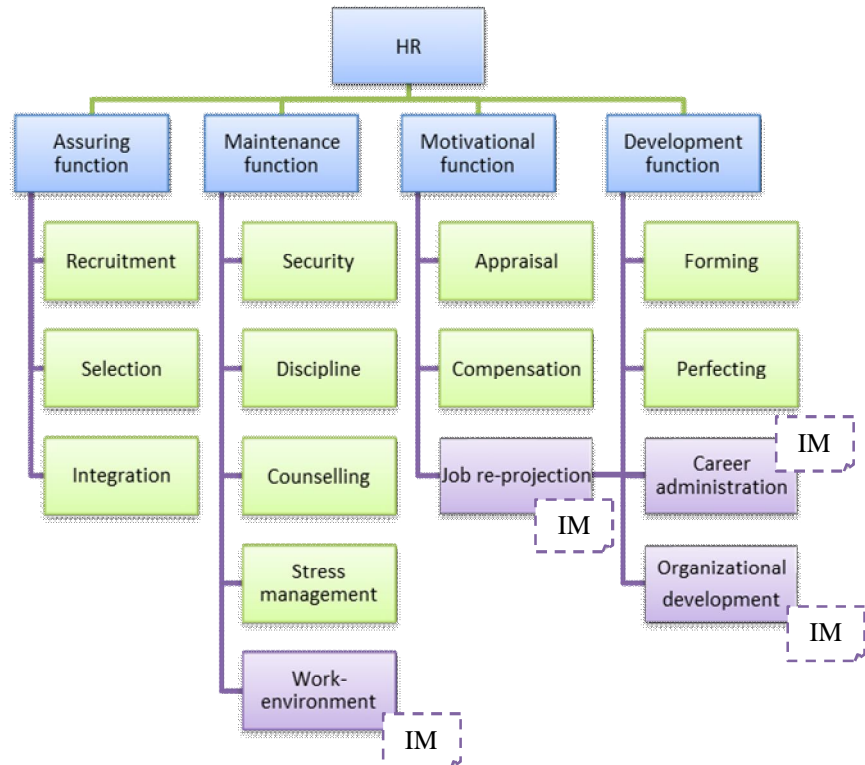
Organizational development – is attained through developing the employees but not just by perfecting their skills but also by making them part of the process and by determining them to act proactively.

Conclusions

Although HR and IM are often confused, there can be established some boundaries between the two of them. As stated before, in order to scientifically prove the relevance of this delimitation, in terms of organizational performance and work efficiency, the paper is planned to be completed in the future with a research that can allow practitioners to express their point of view regarding their openness and interest in collaborating with their colleagues from the complementary domain. In other words, it is essential to know whether HR is interested to collaborate with IM and vice versa.

Therefore, future research aims to develop a complex research regarding HR and IM in order to analyse the degree of interaction as overlapping, inclusion through extension, complementarity or independence of the two domains.

Figure 2. Interdependency between HR & IM functions/ objectives/ instruments



Source: author's view

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