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Internal Communication and Market Orientation of Mobile Telecommunication Companies in Nigeria

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ABSTRACT

The purpose of this study was to empirically investigate how Internal Communication influences Market Orientation of Mobile Telecommunication Firms in Nigeria. The study adopted a descriptive investigation to establish the relationship between internal communications and market orientation. Instruments from previous studies were refined and used in this study. Data analyses were aided by the use of SPSS version 20 and hypotheses were tested using the Simple Regression method. After the data analysis, it was revealed that: Most sampled employees agreed that internal communication has led the firm to have sufficient understanding of the needs and preferences of customers to be able to continuously create superior value for them, understand the short-term strengths and weaknesses and the long-term capabilities of both current and potential competitors, and has been responsible for the improved level of their networks' ability to coordinate personnel and other resources throughout the organisation. Internal Communication was found to be a strong dimension of Internal Marketing that positively and significantly influences all the three measures of Market Orientation (customer focus, competitor focus and interfunctional coordination). Based on the findings and conclusions the study recommended that since Internal Communication positively relates with Market Orientation, Mobile telecommunication firms in Nigeria should improve on how both informal and formal information are exchanged between management and employee. Improve their physical facilities, equipment and communication materials, create opportunities for career development and regularly evaluate employees satisfaction with their work situation to know if employee' enjoy and sees their job as pleasurable and satisfying

Introduction.

There has been considerable focus on how external communication – advertising, public relations, etc helps organisations to differentiate themselves from competitors in an increasingly crowded marketplace. Internal communication merits close attention as employees may be the most important audience for a company's organisational communication. Not as much of attention has been given to the strategic role what internal communication can play. Internal communication ought to be treated as the 'first frontier' in the battle for the customer: when it is founded on strong corporate values, internal communication can help transform key employees. Indeed, employees are considered one of the most trusted information sources about an organisation (Dortok, 2006). There is no question, that communication is the key element in the success of strong two-way relationships.

The use of certain tools, channels, communication resources depend on numerous factors, the nature of the message, the personality of the leaders, the target group needs and of course the overall business sentiment all influence the purpose of internal communication. Evident grouping of communication channels is the differentiation of formal and also informal forms. To a certain extent negative perception of informal communication earlier seems to occupy the day in the literature and as well as in practice too. Some authors interpret informal contact form as a network, the strength of which depends on how much it holds the organisation together (Borgulya, 2003). Informal communication above and beyond its effectiveness also distorts, is accidental, and also in this sense it may often be harmful. The communication within organisations can be written, electronic, or face-to-face, of which the latter is complex, interactive, however time consuming and subjective. Still, these channels can be considered as 'richer' than written formats and also electronic formats, that are, on the other hand, vital assets of central information. The used transmission channels can differ widely by each organisation and even in relation to a given situation. Black (1993) and Nyaradi-Szeles (2004) composed internal communication tools and channels, outlined below in the order based on the respondent's preferences: gossip, information from the direct superior, company publications, other media and finally immediate information.

The concept of Internal Communication

Communication is seen as the exchange of information between a sender and a receiver through communication channels (Kalla, 2005; Steingrimsdottir, 2011; Sarow and Stuart, 2007; Knicki and Kreitner, 2008). Better knowledge sharing is as a result of Effective communication which leads to better competitive advantage (Burgess, 2005; Ghoshal *et al.*, 1994; Heaton and Taylor, 2002; Monge and Contractor, 2003; Kalla 2005; Argote and Ingram, 2000; Doz *et al*., 2001). In view of this, internal communication can be seen as the exchange of information of individuals at various levels and departments in the organisation for strategic and operational planning successes (Dolphin, 2005; Opitz, 2003; Jo and Shim, 2004; Omar *et al.*, 2012; Barnfield, 2003; Aldehayyat, 2011).

When the employees are well-informed about activities in the organisation they act as ambassadors to the external market and contribute positively to the organization since the external stakeholders view them as credible sources (White *et al*., 2010, Dawkins, 2004).

Internal Communication is the strategies employee at diverse levels use to communicate with each other as regards different organisational issues (Orsini, 2000; Papasolomou-Doukakis, 2002). Researchers like Piercy and Morgan (1990), Dougherty (1992) and also Griffin and Hauser (1996) asserted that internal communications act as a dialogue for the reason of managers and employees to communicate ideas, perceptions, feelings etc, can reduce interfunctional resistance and departmental isolation, also enhances cross-functional integration between the organisational employees and management and reduce language barriers between functions. As a result, increase the senior management understanding of the objectives and priorities of other departments and decrease interfunctional frictions due to difference in employees. The implications of sharing knowledge with employees regarding business policies, procedures, and customer dynamics are of great importance for the success of any organization (Rahimli, 2012).

Sadly, communication has been neglected because management believes there is enough communication in their organisation (Quirke, 2008). Scholars posited that top management use of internal communication tools does not show the strategic direction of the organisation only but employees are given the opportunity to make decisions and also take actions aligned with business strategy (Argenti and Forman, 2002; Miles and Muuka, 2011).

Internal communication can be defined operationally as the means by which we send and receive information through circulation materials, meetings, face-to-face communications, suggestion boxes, email, video conferences, telephone calls, notice boards, memos, letters etc. (Argenti, 2003; Debussy *et al.*, 2003; Baumruk *et al*., 2006; Asif and Sergeant, 2000; Goodman and Truss, 2004; Hayase, 2009; Yates, 2006). Accordingly, Davenport and Simon (2009) asserted that when the competition becomes strong, internal communication tools is expected to increase in an organization.

Through Internal communication employees are provided with vital information concerning their jobs, their environment and also the organisation. Well planned and proactive communication has a significant role in attaining a firm's objectives (Kuchi, 2006). The information on the needs of the customer and the organisation need to be made known to the employees because two-way communication involving managers and employees provides feedbacks to improve job performance (Gronroos, 1990). The next session discusses the concept of market orientation.

The concept of market orientation

There are three main perspectives of Market Orientation. Decision making perspective is the first perspective developed by Shapiro (1988) and anticipated that a firm's market orientation hinged around its decision making processes and proposed that a market oriented firm is constituted by three characteristics: all important buying information should permeate all corporate functions; strategic and tactical decisions must be made interfunctionally and inter-departmentally; and all divisions and functions have to make well-coordinated decisions and implement them well. Narver and Slater (1990), the proponents of this view present market orientation as a part of organisational culture that most effectively creates the required behaviours for the creation of superior value for buyers and as well continuous superior performance for the business. Their view is on cultural perspective. They measured market orientation using customer focus, competitor focus and also interfunctional coordination. While Kohli and Jaworski (1990) saw market orientation as a behavioural perspective - intelligence generation, intelligence dissemination and responsiveness of the organisation.

The strategic focus perspective was developed by Ruekert (1992) and he saw this view as the degree to which a Strategic Business Unit get and utilizes information as regard its customers, develops a strategy based on such information and implements such strategy to meet those needs recognized. Customer needs and wants should be the basis of strategy formulation and implementation. Deshpande, *et al* (1993) came up with The Customer Orientation Perspective. They defined market orientation as set of beliefs that sees first the interest of the customers and the same time the interest of other stakeholders in order to build up a long-term profitable enterprise. This perspective considers customer orientation as the most vital part of market orientation.

Also, Homburg and Pflesser (2000) posited that there are two main views in the concept of Market Orientation. The first view of market orientation according to Lichtenthal and Wilson (1992) and Webster (1992) is seen as business philosophy. That is marketing concept. Brady (2004) and Slater and Narver (1994) said the second is that market orientation is seen as a set of behaviours. That is, marketing concept implementation.
According to researchers like Lings and Greenley (2005) and Tortosa *et al* (2009), Market Orientation presently has become a concern. However, even though there have been numerous contributions (Cano *et al*, 2004; Ellis, 2006; Kirca *et al*, 2005; Shoham *et al*, 2005) over the years, the concept has evolved two theoretical propositions which have dominated the debates, these being those by Narver and Slater (1990) (MKTOR) and Kohli and Jaworski (1990) (MARKOR).

Kohli and Jaworski (1990) saw market orientation as the implementation of the marketing concept. This view emphasized that the dealings of firms that are market-oriented are consistent with the marketing concept. They described Market orientation as the process of intelligence generation, dissemination of intelligence and responsiveness. Narver and Slater (1990) saw market orientation to mean organisation culture that creates the necessary behaviours for the creation of superior value for buyers and as well continuous superior performance for the business. The Narver and Slater measure of market orientation was conceptualised originally as a one dimension construct which comprises three behavioural components. They are customer focus, competitor focus and interfunctional coordination and two decision criteria. They are a long-term focus and a profit objective. However, Narver and Slater (1990) later deleted the measures of the two decision criteria because the construct showed very low levels of Cronbach Alpha. Their model now identifies only the three main behavioural.

Measures of Market Orientation
According to Slater and Narver (2000) higher economic and commercial results are achieved by organisations that their market orientation is high. In addition, Hunt and Lambe (2000) stated that strategic role of marketing can be increased by market orientation. Kotler and Keller (2006) observed that for organisational goals to be achieved firms must be successful in creating, delivering and communication superior customer value to its selected market than that of competitors.
In existing market orientation research, the market orientation construct components are in general theorized to follow either Kohli and Jaworski (1990) conceptualizations made up of intelligence generation, intelligence dissemination and responsiveness or that of Narver and Slater (1990) which are customer focus, competitor focus and also interfunctional coordination. According to Zhou *et al.* (2009), interfunctional coordination is seen as the bringing together of the entire firm resource and customer-related activities. On the other hand, customer focus represents the sufficient understanding of the firm's target market while competitor focus laid emphasis on the sufficient understanding of current and potential competitor's short-term strengths and weaknesses and long-term capabilities and strategies (Narver and Slater, 1990).

Zhou *et al.* (2009) argued that interfunctional coordination respond to the market intelligence while firms uses customer focus and competitive focus to interact with environments. They further recommended that customer focus and competitor focus have important results on the efficiency of market-based strategies. Market orientation, which represents a firm's orientation toward creating superior value for customers, plays an important function in the organisational management and strategy (Li *et al.*, 2010 and Hsieh *et al.*, 2008).

Customer Focus as a Measure of Market Orientation
Customer focus has become a familiar slogan with pride of place in the strategy statements of many organisations - both in the public and private sector contexts. Customer focus represents the sufficient understanding of the firm's target market to be able to continuously create superior value for buyers (Awwad and

Agti, 2011). That is, from customer's view point value is the deal between benefits and sacrifices in buyer-supplier relationships. It intends to build long-term interaction with customers, which, helps the organisation to increase the satisfaction of customer because customer satisfaction is the cornerstone of any customer-focused business. Nwokah and Maclayton (2006) stated that the original role of effective customer orientation management is when customers are put at the heart of an organisation's product-market definition. Nwankwo (1995) asserted that customer focus is not just a philosophy that can be developed through an emphasis on peripheral service attributes. Rather, organisations can truly practice customer focus only if they established it as a culture throughout their organisation (Kennedy *et al.*, 2002). Narver and Slater (1990) conceptualized customer orientation as the sufficient understanding of organisation's target market to be capable of creating superior value for buyers always. In order to create value for their target buyers, organisations must obtain information about their customers' needs, economic and political constraints (Lafferty and Hult, 2001). Further, other authors have contributed to the concept's refinement (Deshpande *et al.*, 1993), stating that customers' interests should come first in organisations that want to develop long-term profitability.

Adams *et al* (1998) posited that firms that are tremendously in the position to get feedback from customers are firms that are closer to the customer and that will enable the firm to respond rapidly and efficiently to the changing wants and needs of customers. Appiah-Adu and Singh (1998) asserted in their study that customer focus is the organisation-wide emphasis on evaluating and also tackling customer needs. That is, it includes evaluating regularly ways to create superior value, regularly measure customer satisfaction, active encouragement of customer comments, complaints, and after-sale service emphasis.

Competitor Focus as a Measure of Market Orientation

Competition is now the center of strategic thinking. Firms are inventing modern ways of creating value because of the changing environment, technological change and the materialization of new economics. According to Kotler and Keller (2006) there are two main concepts of competition in marketing. Industry concept of competition is the first concept and it follows the tradition of neoclassical economics. The primary point of this concept is the industry. That is, group of firms that offer close substitutes products for other products while the market concept of competition is the second concept that places emphasizes on customer needs. The need to monitor thoughtful and respond to competitors has been recognized as important to marketing activities, however analysis of the competitive environment appear to be subordinated as greater importance is placed on understanding consumers (Wright *et al*, 2002).

However, marketing management has lusts its way by focusing only just on customers to the exclusion of other important groups, one of these being competitors. Competitor focus has been posited as those activities by which a business determines and understands its industry, identifies and also understands its competitors, their strength and weaknesses, and also anticipates their moves (Wright *et al*, 2002). Nwokah (2006) asserted that the foremost step of competitor focus is the identification of customers need, then identify the strength and weaknesses of competitor and lastly to identify the strength and weaknesses of the organisation.

The purpose of a competitor orientation is to offer a solid foundation of intelligence pertaining to present and likely competitors for decision-making actions. Competitors can be defined as firms offering products or services that are close substitutes, that is, they serve the same customer need (Kotler, 2000). A firm's current and potential competitors may therefore be found amongst firms with related and unrelated production technology platforms. According to Narver and Slater (1990) and Deshpande *et al* (1993) view, a firm that is competitor oriented must be aware of the current and potential competitors strengths and weaknesses.

Organisations behaving in a competitor-oriented manner will offer managers with information about present and likely competitors so that they can make their decisions (Sorensen, 2009). It entails the regular monitoring of competitor activity or dealings with generating competitive intelligence, periodic evaluation of competitor's patenting activity (Han *et al.*, 1998; Gray *et al.*, 1998).

Interfunctional Coordination as a Measure of Market Orientation

The final element in the Narver and Slater (1990) framework is interfunctional coordination. According to the authors, interfunctional coordination is customer based, as well as gathering information on competitor, coordinated business efforts and also involves other departments to create superior value for buyers. They also agreed that marketing must be seen as a specialist task. Instead, they highlighted the importance of interfunctional coordination, the gathering of market information and dissemination of market information and also the responsiveness to that intelligence (Jaworski and Kohli, 1993; Narver and Slater, 1990).

The main aim is to allow the whole firm to create greater customer value through implementation of the marketing concept and operationalising an organisational philosophy which is above all concerned with developing long-term customer relations. The coordination of the different functions of the organisation results in greater efficiency. Narver and Slater (1990) inferred from previous literature three behavioural components of market orientation. They are customer focus, competitor focus and interfunctional coordination. The purpose was to point out that, above and beyond the understanding of customer and competitor information, marketing requires inter-departmental teamwork and sharing of information and as well as resources. Tay and Tay (2007) referred to interfunctional coordination as the degree of teamwork between the diverse departments in the organisation. Interfunctional coordination allows an organisation to exchange information efficiently among its internal units (Tsai, 2002). It captures the tendency of different departments to hold different and contradictory views and mental models by putting away functional interests for the benefit of the entire organisation (Auh and Menguc, 2005).

Previous Studies in Internal Communication and Market Orientation

Previous studies have pointed out a significant and positive relationship between internal marketing and customer focus (Gronroos, 1994; Kotler and Armstrong, 1991; Cahill, 1995). Studies suggest that internal marketing can increase the consciousness of employees regarding their customers and they also found a significant relationship between these two (Cichy *et al* 2009; Naude *et al*., 2003; Borges *et al*, 2009; Goebel *et al.,* 2004). Studies reveals that there is a positive effect of internal communication on customer focus and service performance (Downs and Adrian, 2004; Hargie and Tourish, 2000; Boswell and Boudreau, 2001; Guest and Conway, 2002).

Several studies have revealed that poor interdepartmental communication generates feelings of isolation and dissatisfaction, which in turn are linked with low levels of engagement in the decisions making process (Hargie and Tourish, 2000). Thus, it is extremely important to assess the quality of internal communication as a condition for the components of Market Orientation. Internal communication does not directly influence the measuures of market orientation (Conduit and Mavondo, 1998).

Also, Internal communication is found to not have positive and significant direct relationships with competitor orientation (Conduit and Mavondo, 1998). Cichy *et al* (2009) and Davenport and Simon (2009) recognize that when there is intense competition there will be increase in the usage of internal communication tools in a firm. There is positive significant relationship between internal communication and competitor focus (Hargie and Tourish, 2000).

There is an obvious relationship between information flow and interfunctional coordination to show the integration as well as cooperation of various functional areas within an organization (Deng and Dart, 1994; Narver and Slater, 1990). It is common to think if a manager receives any type of information he will communicate it to everyone. Internal communication is quite often undervalued by managers for the reason that they consider written policies and procedures to be an indication of bureaucracy and this possibly will result many times in misunderstood communication (McNamara, 2002).

Furthermore, it is very vital to analyse the manner organisations deal with Internal Communication (Ahmed and Rafiq, 2003) to facilitate the identification of internal and external customers' needs at the same time generate the appropriate response toward such needs. If employees are able or ready to communicate with each other, then there are conditions for better interfunctional coordination (Naude *et al*., 2003). Internal communication does not directly influence the measures of market orientation (Conduit and Mavondo, 1998). According to them internal communication is not sufficient to achieve interfunctional coordination and stakeholder satisfaction. All the components of internal marketing significantly influence interfunctional coordination (Dhanya and Bijal, 2015). Thus, the following hypotheses were proposed.

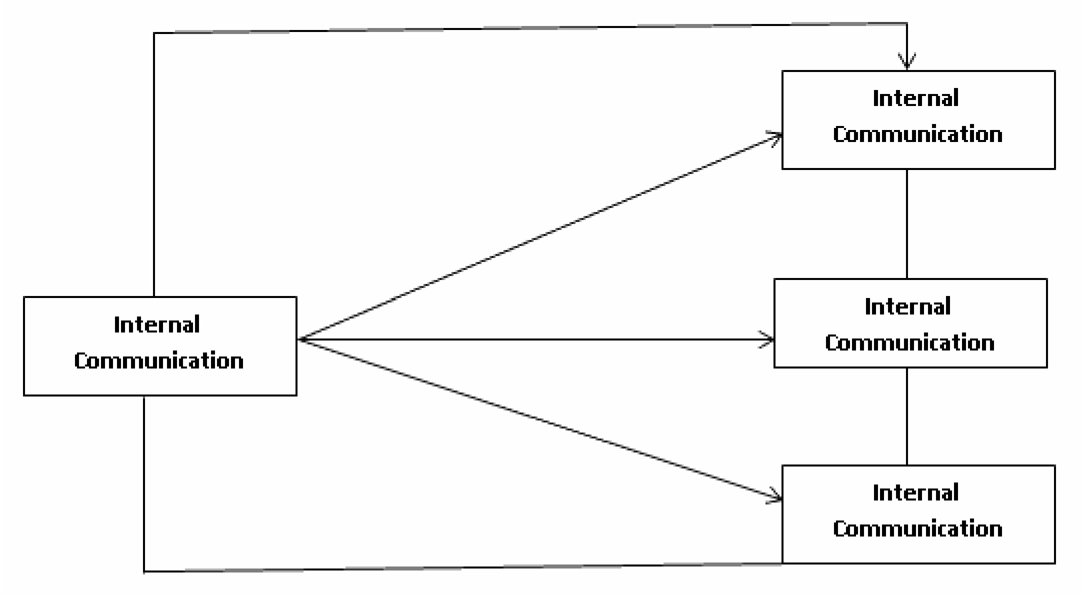
Ho_1 There is no significant relationship between internal communication and Customer focus
Ho_2 There is no significant relationship between internal communication and Competitor focus

Ho_3 There is no significant relationship between internal communication and Interfunctional Coordination

Conceptual Framework

This study is built on the conceptual framework as can be seen in Figure 1

Figure 1



The Study

The research design adopted for any study is a general master plan specifying the technique and procedures for collecting and analyzing data in the course of the research (Zikmund, 2004). This hypothesis testing study adopted a causal investigation to establish a relationship between Internal Communication and Market Orientation in the Mobile Telecommunication Companies in Nigeria. The study variables were not manipulated or interfered into by the researcher. The cross sectional survey research design in a non-contrived (normal or natural) setting (mobile telecommunication companies) offers us the best opportunity. This study therefore involved the collection of standardized information from a sample selected from a population.

Population of the Study

The target organization in this study is mobile telecommunication firms operating in the Nigerian economy. Though, there are about 6 consolidated networks operating in the country today, with many branches scattered all over the country, but our focus was centred on the four major Global System Mobile networks in Nigeria.

Table 1: Population of Mobile Telecommunication Employees in Nigeria

Gender of Employees	**Frequencies**
Female	5,107
Male	8,966
Total	14, 073

Source: The National Bureau of Statistics (NBS) and the Nigerian Communication commission (NCC) Q1 2015

According to the National Bureau Statistics (NBS) and the Nigerian Communication Commission (NCC) Summary Report Quarter 1 of 2015 the population of this study is 14, 073 employees made up of 5,107 females and 8,966 males. This is necessary considering the cosmopolitan nature of Port Harcourt, as well as the cultural diversity in the city. Port Harcourt is also the heart of the oil and gas industry, since this industry is the mainstay of the Nigeria economy mobile telecommunication companies are well represented in Port Harcourt. This placed Port Harcourt in a vantage position to give an insight into the operations of the mobile networks of the country.

Sample and Sampling Procedure

Determining a sample size is necessary because of the constraints of cost, time and accuracy. Okwandu (2004) posited that key issue in sampling is representativeness. This is to enable the researcher have a true picture of the mobile telecommunication's internal marketing in Nigeria. Since, our study unit is the networks employees, the population of the study are all the employees of the networks in Nigeria. Using the Krejcie and Morgan sample size determination table (1970) the appropriate sample size for the population of 14, 073 is 374.

Methods and Instruments of Data Collection

Two major sources of data were employed in this study. The primary data sources, which include questionnaire and the secondary sources were the documentary sources made available by the mobile networks, internet search and through library research to elicit the right information needed for this work.

Consequent upon the decision to use the cross sectional survey approach, the Nomothetic data collection methods was applied. As Burrell *et al* (1979) said, the Nomothetic approach lays importance on basing research upon systematic protocol and technique. It focuses attention upon the process of developing questionnaire and testing of hypotheses in accordance with the cannons of scientific rigor. The main data gathering/collection instrument was therefore the questionnaire. The questionnaire is a form of data collection instrument that utilizes a standardized set of questions about a particular study. It has the advantage of providing more valid and reliable data that can be easily quantified. The structured self-administered questionnaire for this study was in two sections.

The first section generated demographic data while the second section generated data on internal marketing, market orientation and organisational commitment. The questions in part B – F of the questionnaire were designed using the 5- point Likert scale (ordinal scale).

Table 2 Questionnaire Distribution and Market Share controlled by the Major Networks

Networks	% of the market controlled	Questionnaire Distribution
MTN	39	146
GLO	23	86
AIRTEL	23	86
ETISALAT	15	56
TOTAL	100	374

Source: Desk Research, 2016

The copies of the questionnaire were distributed according to the proportion of the market controlled by the major networks as shown in Table 3.2 and Appendix 4. MTN controls 39 percent of the mobile market and 146 copies of the questionnaire were given to their employees. GLO and AIRTEL controls 23 percent each of the market and 86 copies of the questionnaire were given to each network. Finally, the remaining 15 percent of the market is controlled by ETISALAT and 56 copies were given to their employees.

Table 3: Questionnaire Distribution and Retrieval

Number of Questionnaire Administered	Number of Questionnaire Retrieved	Number of Questionnaire Not Retrieved	Percent (Return Rate)
374	338	36	90

Source: Desk Research, 2016

Table 3 was drawn to show the distribution and retrieval of research questionnaire. 374 copies of the research questionnaire were administered to the respondents. 338 of the research questionnaire were retrieved which represent 90 percent return rate and 36 of the research questionnaire were not retrieved which represent 10 percent.

Reliability and Validity of Research Instrument

The conclusion of any research endeavour creates a fresh agony for the researcher (Fubara and Mguni, 2005). This is so, because of the suspicion that would be raised by other scholars as regards the reliability and validity of the measuring instrument, the findings and as well as the generalizability of the study. It is therefore pertinent that a reliability and validity test be carried out comprehensively at every stage of the research work. Babbie (1999) posit that, after operationalising, defining variables and applying different scaling techniques, it is important to ensure that each research instrument employed, be adequately tested for reliability and validity. As such, in our study we tested the reliability and also the validity of our research instruments.

Reliability is defined by Trochim (2006) as the quality of measurement in terms of its consistency and repeatability. A measuring instrument (e.g questionnaire) is reliable when the instrument measures again and again what it is meant to measure. It implies that all things being equal, a reliable measure is anticipated to give the same measurement of the same phenomenon each and every time it is used. But, it is also necessary to say here that all measurements have an element of error, but a good reliable measurement of data must have low error. Dana (2001) viewed validity as the degree to which an observation or a measurement corresponds to the construct that was supposed to be measured. That is, the instrument is valid if it measures what it is presume to measure.

The subject of validity and reliability are important confidence building measures in any research results. Compeau and Higgins (1995) recommend that validation of the questionnaire should be carried out to guarantee its efficacy. Our measuring instrument will be given face validity by senior academics within Rivers State University of Science and Technology who will be given copies of our questionnaire for vetting. Based on their response the final questionnaire will be prepared and administered. Ahiauzu (2006) reiterated that, the Cronbach Alpha is a good reliability coefficient that shows how well, items in a questionnaire set are positively interrelated to one another. In view of this, the Cronbach Alpha Coefficient from the Statistical Package of Social Sciences (SPSS) was also used to test the reliability of our research instruments.

Table 4 Reliability Test Results

S/NO.	Variables	Number of Items	Cronbach's Alpha
1	Internal Communication (C)	18	.971
2	Market Orientation (MO)	19	.974

Source: SPSS Output (Appendix 5)

The Reliability of the research instrument with the aid of SPSS computer package and revealed a very high reliability coefficient for the three variables tested. The results as shown in Table 4 falls within the standard range of 0.7 set by Nunnally (1978). Internal Communication has the Cronbach's Alpha co-efficient recorded as 0.9 meaning that, there is a correlation amongst the items hence, reliable. 19 items were used for the dependent (criterion) variable, Market Orientation and this was found to be reliable with Cronbach's Alpha co-efficient of 0.9.

Findings from descriptive analysis

Internal Communication as a Dimension of Internal Marketing

Table 5 shows respondents opinion of the six items on the research instrument bordering on internal communication.

Table 5: Internal Communication as a Dimension of Internal Marketing (n = 338)

S/N	Questions	SA (5)	A (4)	N (3)	D (2)	SD (1)	$\bar{\chi}$ / (s)
1	Our network exchanges both informal and formal information between management and employee within the organisation.	40 **134**	57 **194**	1 **3**	2 **7**	0 **0**	4.35 .608
2	Most communication between managers and other employees in our firm can be said to be two-way communication.	26 **87**	55 **187**	16 **54**	3 **10**	0 **0**	4.04 .732
3	The purpose of communication in this network is to help managers to be responsive to the problems of other employees.	33 **113**	39 **131**	14 **48**	8 **27**	6 **19**	3.86 1.134
4	Management organises regular meetings to listen to the employees and employees are not afraid to speak up during meetings with their supervisors and managers.	35 **118**	53 **179**	11 **39**	1 **2**	0 **0**	4.22 .663
5	Employees are usually informed about major changes in policy that affect their jobs before they take place.	46 **155**	43 **147**	5 **16**	3 **10**	3 **10**	4.26 .908
6	The qualities of information you are sending and receiving are satisfying.	36 **122**	46 **154**	15 **52**	3 **10**	0 **0**	4.15 .783

Source: Survey Data 2016 and SPSS window output version 20.0

As seen in Table 5, six questions were asked to know the strength of internal communication on Internal Marketing. The first question was to show whether the network exchanges both informal and formal information between management and employee within the organisation. 134(40 percent) of employees strongly agreed, 194(57 percent) agreed, 3(1 percent) were neutral while the remaining 7(2 percent) disagreed. This response generated a mean score of 4.35 which infer a very strong relationship with Internal Marketing. The second question on internal communication posits that most communication between managers and other employees in the firm can be said to be two-way communication. The result revealed 87(26 percent) strongly agreed, 187(55 percent) agreed, 54(16 percent) were neutral while 10(3 percent) disagreed. None of the respondent strongly disagreed. A mean score of 4.04 was recorded to prove the strength of internal communication on Internal Marketing. Question three was to show whether the purpose of communication in the network is to help managers to be responsive to the problems of other employees. The responses indicated that 113(33 percent) strongly agreed, 131(39 percent) agreed while 48(14 percent) were neutral. In the same vein, 27(8 percent) disagreed while the remaining 19(6 percent) respondents strongly disagreed. This response gave rise to a mean score of 3.86 which infer a strong relationship with Internal Marketing.

As visible, the fourth question was to show whether the firm's management organises regular meetings to listen to the employees and employees are not afraid to speak up during meetings with their supervisors and managers. The responses generated, shows 118(35 percent) of the respondents strongly agreed, 179(53 percent) agreed, 39(11 percent) were neutral and the remaining 2(1 percent) disagreed nevertheless a mean score of 4.22 was recorded and this further proved the strength of internal communication on Internal Marketing. The fifth item demonstrates that respondents are usually informed about major changes in policy that affect their jobs before they take place. 155(46 percent) strongly agreed, 147(43) agreed, 16(5 percent) were neutral, 10(3 percent) disagreed while the remaining 10(3 percent) strongly disagreed. The response rate indicated a very high mean score of 4.26. On the six items, respondents were asked if the qualities of information they are sending and receiving are satisfying. 122(36 percent) strongly agreed, 54(46 percent) agreed, 52(15 percent) were neutral while the rest 10(3 percent) disagreed. The respondent rate generated a very high mean value of 4.15. Table 5 indicates that the highest item that accounts for internal communication as a dimension for internal marketing is the extent to which the network exchanges both informal and formal information between management and employee within the organisation. However, other items also account for internal communication being a dimension of internal marketing as all factors shows high mean score. Table 5 gives respondents opinion concerning Job Satisfaction as a dimension of Internal Marketing.

Research Hypothesis One:
There is no significant relationship between Internal Communication and Customer Focus

Table 6: Results of the Inferential Test of Internal Communication and Customer Focus

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982[a]	.964	.964	.748

a. Predictors: (Constant), INTERNAL COMMUNICATION

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.157	.227		18.341	.000
	INTERNAL COMMUNICATION	.849	.009	.982	94.720	.000

a. Dependent Variable: CUSTOMER FOCUS

KEY:

- When $p < 0.05$ accept the alternate hypothesis and reject the null hypothesis.
- When $p > 0.05$ accept the null hypothesis and reject the alternate hypothesis.

From Table 4.9, at R=.982, there exist a very high positive relationship between Internal Communication and Customer Focus as could be observed that 96% of the variation in Customer Focus is explained by Internal Communication. Also, this relationship is statistically significant ($p<0.05$) which implies that there is a positive and significant relationship between Internal Communication and Customers Focus. We can thus infer from the test result that networks can achieve higher levels of internal communication at the cost of higher customer focus. The higher the internal communication measure, the higher the customers focus.

Research Hypothesis Two:

There is no significant relationship between Internal Communication and Competitor Focus

Table 7: Results of the Inferential Test of Internal Communication and Competitor Focus

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.990[a]	.980	.980	.799

a. Predictors: (Constant), INTERNAL COMMUNICATION

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.334	.242		9.641	.000
	INTERNAL COMMUNICATION	1.241	.010	.990	129.662	.000

a. Dependent Variable: COMPETITOR FOCUS

From Table 7, at R=.990, there exist a very high positive relationship between Internal Communication and Competitor Focus as could be observed that 98% of the variation in Competitor Focus is explained by Internal Communication. Also, this relationship is statistically significant ($p<0.05$) which implies that there is a positive and significant relationship between Internal Communication and Competitor Focus. This means that higher competitor focus of the networks is significantly dependent on the network ability to exchange both informal and formal information between management and employee within the organisation.

Research Hypothesis Three:

There is no significant relationship between Internal Communication and Interfunctional Coordination

Table 8: Results of the Inferential Test of Internal Communication and Interfunctional Coordination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.989[a]	.979	.979	.547

a. Predictors: (Constant), INTERNAL COMMUNICATION

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.424	.166		2.558	.011
	INTERNAL COMMUNICATION	.813	.007	.989	124.083	.000

a. Dependent Variable: INTERFUNCTIONAL COORDINATION.

From Table 8, at R=.989, there exist a very high positive relationship between Internal Communication and Interfunctional Coordination as could be observed that 98% of the variation in Interfunctional Coordination is explained by Internal Communication. Also, this relationship is statistically significant ($p<0.05$) which implies that there is a positive and significant relationship between Internal Communication and Interfunctional Coordination. This means that the higher the level of internal communication, the higher the interfunctional coordination for the network.

Internal Communication has a significant positive relationship with customer focus, competitor focus, and also with interfunctional coordination. On the basis of these results it appears that higher levels of internal communication may lead to higher market orientation.

Discussion of Findings

Internal communication according to Orsini (2000) and Papasolomou-Doukakis (2002) is the full series of strategies that employee at different levels use to communicate with each other as regards different organisational issues. In its broadest sense, Internal communication can be defined operationally as the technology and systems designed for sending and receiving messages through newsletters, circulation materials, surveys, meetings, face-to-face communications, email, hotlines, suggestion boxes, video conferences, internet, intranet, telephone calls, memos, letters, notice boards, formal presentations, reports, open forums, blogs, etc. (Argenti, 2003; Debussy *et al.,* 2003; Baumruk *et al*., 2006; Goodman and Truss, 2004; Hayase, 2009; Yates, 2006).

The findings of this study showed that Internal Communication has a significant positive relationship with the three measures of Market Orientation used in this study (customer focus, competitor focus and interfunctional coordination). The results corroborates with the conclusion of Borges *et al* (2009). They posited that organisation can benefit from the improvement of Internal Communication that allows the development of Market Orientation capabilities. The finding is also in line with the findings of Downs and Adrian (2004), Hargie and Tourish (2000). They carried out studies on the effect of internal communication on market orientation and service performance. There study was on the three measures of market orientation. They concluded that there is a positive effect of internal communication on market orientation and service performance. Hargie and Tourish (2000) went further to say that poor interdepartmental communication generates feelings of segregation and dissatisfaction, which in turn are linked with low levels of engagement in the decision making process. Thus, it is extremely important to assess the quality of internal communication as a condition for the components of market orientation.

The study result is also in line with Dhanya and Bijal (2015) who said internal communication significantly influences interfunctional coordination. Naude *et al* (2003) emphasized that if employees are able or ready to communicate with each other then there are conditions for better market orientation. The result of our study differs from results of Conduit and Mavondo (1998). According to them internal communication does not directly influence the measures of market orientation. They went further to say that internal communication is not sufficient to achieve interfunctional coordination and stakeholder satisfaction.

Recommendations

Based on our findings and conclusions this study recommends that since Internal Communication positively relates with Market Orientation, Mobile telecommunication companies in Nigeria Should improve on how both informal and formal information are exchanged between management and employee within the organisation. Communication should be a two-way communication. Management should arrange regular meetings to listen to the employees and also employees should be informed about major changes that affect their jobs before they take place.

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