INTERNAL MARKETING AND SERVICE QUALITY/CUSTOMER PREFERENCE IN FAST FOOD INDUSTRY

BY

CHUKWUEMEKA OKEREKE

LECTURER & Ph.D STUDENT

DEPARTMENT OF MARKETING

FACULTY OF MANAGEMENT SCIENCES

NNAMDI AZIKIWE UNIVERSITY, AWKA

Email: cc.okereke@unizik.edu.ng Phone No: +2347036709103

ABSTRACT

This study focuses on the relationship between internal marketing and service quality/customer preference in fast food industry. Succinctly, the purpose of this paper is to examine empirical model of the correlations of internal marketing and service quality/customer preference in fast food industry in Enugu State, Nigeria and the associated attributes cum variables. The core objectives of this study have been directed towards enhancing the fast food service quality impact on customer satisfaction with internal marketing as the basic factor and element.

Keywords: Internal Marketing, Service Quality, Customer preference, customer satisfaction.

INTRODUCTION

The knowledge and application of internal marketing is essential for any business venture because in the current competitive market, companies can perform well if they know how to

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position themselves well in the market. Internal marketing is the promotion of a company's objectives, products and services to employees within the organization. The purpose is to increase employee knowledge and engagement with the company's goals and fostering brand advocacy. The tools of Internal marketing should be used properly for they help an organization to achieve a big market share. It is important for scholars and business practitioners understand the basic principles in internal marketing. Internal marketing can be used to influence the loyalty of customers to a business (Killing, 2012). Fast food restaurant sector in Nigeria are found in major streets in key cities and mostly targets the middle class and up mobile population which is growing in the economy. The fast-food industry in Nigeria, just like in other countries, is built around a model of convenience instead of customary eatery organizations. The chains in Nigeria hold a higher volume of regular customers compared to the other hotel businesses that do not offer fast food services.

Generally, the Marketing of products and services have been focused on the detection by and the satisfaction of the external customers' needs. In services, customer's satisfaction or dissatisfaction takes place during the moments of truth - when customer comes in contact with a front-line employee of the firm (Lewis and Entwistle, 2012). Actually, at the moments of truth, the quality of provided services is the customer's judgment and the result from the discrepancy between customers' expectations and perceptions. So external customer satisfaction cannot be achieved without the fundamental contribution of the customer contact employees who provide the service. Thus, front-line employees should stay focused on customers' needs. One method of creating this work environment which initiate and maintain the culture that may produce the appropriate behavior, is through Market Orientation (Hartline and Ferrell, 1996). Moreover, because of the importance of the service provided, service firms should inform their customer-contact employees of the customer's needs, train them in a continual basis, support them in order to acquire communication and recovery skills and make them feel comfortable and satisfied with their job. The above ascertainment

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emerged the concept of Internal Marketing. In that respect enterprises should develop marketing programmes focusing on the internal market (employees) in parallel to those for its external market (customers) (Bansal et al., 2001).

It is worth to mention that internal marketing is the practical application of the marketing philosophy and practices on individuals who serve customers, so that the mostly qualified individuals are employed and kept to perform their tasks in all respects. As for service quality, they are characteristics that can satisfy customer's needs by providing services that conform with or excel the customer's expectations and specifications. Ethics of internal marketing show that customer's satisfaction is considered as the expression of happiness and pleasure resulting from customer's comparison between performance of actual services that they get and their expectations. In this respect thus, quality and customer preference loyalty can be an important aspect of the business success.

Problem Statement

Internal marketing is vital in any management practice as they help determine the output of sales and sustainability of clientele in organizations. One of the ways through which internal marketing affects sales output is through attracting and retaining customers. Employee's at fast foods should be seen as the most trusted resources that are available, which is not the case in most fast food firms. Employees of fast food restaurants appears not encouraged to strongly identify and share in the social media their work place/ brand name as this would have gone a long way to improve customer relations and to endear more prospects for additional value to the fast food firm. Employees who understand the company's product/services/mission will make better salespeople and marketers. Thus, greatly improving the company's online visibility, increasing the quality of leads, and generally bringing more traffic to the company website. Not only are the internal marketing efforts to educate and sell the employees on the business, but is to have employees,market and sell on the company's behalf. It is thus in this light that the researcher

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wishes to investigate internal marketing and service quality/customer preference in fast food industry.

Aim and Objectives of the study

The aim of this study was to investigate internal marketing and service quality/customer preference in fast food industry.

The specific objectives therefore are:

i. To examine if there exist significant relationship between rewards and motive system and reliability of services in fast foods

ii. To examine if there exist significant relationship between rewards and motive system and assurance of services in fast foods

iii. To examine if there exist significant relationship between human resource development and reliability of services in fast foods

iv. To examine if there exist significant relationship between human resource development and assurance of services in fast foods

Research Questions

In an attempt to accomplish the purpose of the study, the following research questions were adopted.

1. To what extent does rewards and motive system affect reliability of services in fast foods

2. To what extent does rewards and motive system affect the assurance of services in fast foods

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3. To what extent does human resource development affect the reliabilityof services in fast foods

4. To what extent does human resource development affect the assurance of services in fast foods

Research hypothesis

The following hypothesis were formulated to guide the study

Ho_1 There is no significant relationship between rewards and motive system and reliability of services in fast food industry.

Ho_2: There is no significant relationship between rewards and motive system and assurance of services in fast food industry.

Ho3: There is no significant relationship between human resource development and reliability of services in fast food industry.

Ho4: There is no significant relationship between human resource development and assurance of services in fast food industry.
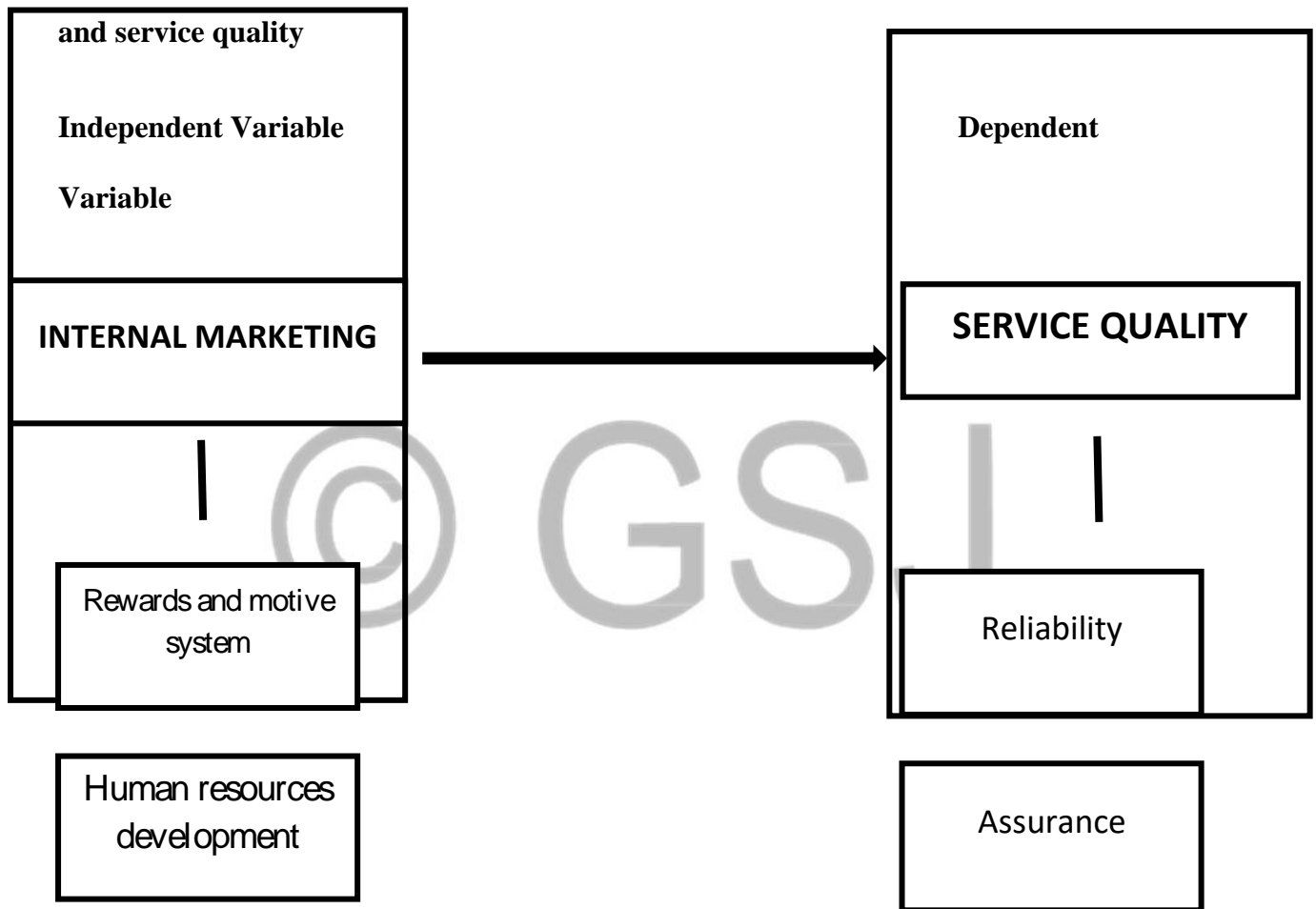
Significance of the study

This study is significant because of the following reasons:

i. It will help fast food and companies in Nigeria gain and maintain sustainable competitive advantage in today's highly competitive business environment by enhancing customer service level.

ii. It will aid researchers to proactively carry out their task as it would provide adequate insight and understanding of the relevance of the application of internal marketing on the performance of fast foods in Nigeria.

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iii.   It will expand both empirical and theoretical data on the relationship between internal

marketing and service quality/customer preference in fast food industry

iv.   This research study when completed will highlight the relevance of internal marketing

on fast food firm performance which will enhance organizational profitability in the

long run for other beneficiaries

The Conceptual Framework of the Relationship Existing Between internal marketing and service quality

Independent Variable Variable

INTERNAL MARKETING

Rewards and motive system

Human resources development

Dependent Variable

SERVICE QUALITY

Reliability

Assurance

Conceptualization by the Researcher, 2021

LITERATURE REVIEW

Conceptual clarification

Internal marketing

Internal marketing is an equal handling of both employees and customers with the aid of proactive polices to reach organizational objectives. Kotler and Keller(2006) pioneered the term internal marketing and originally defined it as "viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization. According to Kotler (2006), internal marketing should be as a priority before external marketing. IM starts with the organization recruiting the right people in the position to reach the point where these employees are satisfied and willing to do their job and accomplish customer satisfaction. Hult, Hurley, Giunipero, and Nichols (2000) pointed out that internal marketing means considering the internal employee as the internal customer and to contemplate on making the internal customer's (employee) satisfaction. Cooper and Cronin (2000) pointed out that internal marketing was consistent with the organization's effort; the organization trained and aggravated its employees to present better service . Internal marketing in the service industry helps all employees comprehend

Rewards and motive system

Motivation can be defined as "a set of energetic forces that originate both within as well as beyond an individual's being to initiate work-related behavior, and determine its form, direction, intensity, and duration" . Rewards can be used to influence motivation. By no means are financial rewards the only way to motivate, as there are many HRM practices that aim to motivate. The literature on reward systems has broadened its scope to include nonfinancial rewards, as these are also important to direct and shape desired behaviors (Chiang and Birtch, 2007), but usually reward systems refer to the allocation of pay. A

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reward system consists of the policies and mechanisms by which organizations administer employee rewards, for example, by annual pay increases. A reward system should satisfy the goals associated with the strategy of an organization, while at the same time be attractive, cost effective, and fair. There are many variations possible, as a mix of components that include fixed, variable, and indirect rewards

Human resources development

Human resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development (Gummesson,2000). Human resource development (HRD) aims to assist employees to develop their knowledge, skills and abilities for both personal growth and organisational effectiveness. It often incorporates initiating opportunities that may include formal and informal employee training, career development, key employee identification, mentoring, coaching, tuition assistance and organisational development (Stone, 2013).

Service Quality Concept

Allerd (2001) points out that service quality means to conform with or adapt with requirements, this means that service establishments should create specific requirements and specifications for services it provides. Consequently, the goal of making various jobs of organization of quality is the whole conformity of such jobs with specifications and requirements defined by the organization. Generally it is known that customers take into consideration numerous dimensions when evaluating quality. Besides there are many opinions concerning the explanation of service quality dimension. Various definitions of service quality have been mentioned. The researcher believes that some of them were mentioned in this study. (Parasaraman, Zeithmal and Berry, 1988) defines service quality as

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the difference between customers' expectations of provided service performance and their evaluation of actual service. Asubonteng defines it as the difference between customers expectations of guided service performance and their realization of actual service. (Da'boul and Ayyoub, 2003) refer to service quality as the conformity with specifications. In other words, organization should put forward standards for specifications when they put quality goals. After defining these goals, service should conform to these specifications. (Zeithaml and Bitner, 2006) see service quality as the concentrated evaluation that reflects the customer realization of specified dimension for service, such as: Reliability, responsiveness, confirmation, good dealing and material evidence.

Reliability

Reliability of a service process is its capability of meeting its specified performance requirements in a given period of time(Ballantyne,2000). Due to the different characteristics of service processes, standard reliability analysis procedure defined for products cannot be applied to service processes.

Assurance

Assurance Services are defined as independent professional services that improve the quality or context of information for decision-makers(Lings,2000). Businesses use assurance services to increase the transparency, relevance, and value of the information they disclose to the market and their investors.

Internal Marketing and Service Quality

Interest in internal marketing increased as one reason that support great role of service organizations in achieving employees' and customers' satisfaction. (Kolter and Armstrong, 2006) has developed service marketing's triangle, which explains relation between

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organization and its employees and customers. In this triangle, they propose three forms of marketing each of which is considered a main factor in success of the organization.First Type: External marketing that represents organization's relation with customers, and cares for traditional activities (product, price, distribution, and promotion).Send Type: Interactive marketing that represents interactive relationship between service provider and customers. Interactive marketing means that determining service quality depends firstly and largely on interaction of quality standard from the point of view of service provider and beneficiary, (Gronross, 1994).Third Type: Internal marketing that is interested in relationship between organization and its workers. It means that service organizations will train workers and motivate them especially these working in direct contact withcustomers. Marketing forms in service industry were clarified through. Reaching customers and winning their satisfaction is achieved through reaching level of quality required in allmarketing relations between organization and customers. First benefit that Fast foods achieve from applying internal marketing programs, is improvement of service goodness through firm individuals' focus on providing distinguished service to his/her colleagues which lead to find distinguished service that is received by customers (Al-Ofaishat, 2001).Lan Lings (2000) explains that workers satisfaction is a basic condition and first step to achieve and customers satisfaction. Besides, service goodness is connected basically with quality of individuals who produce and provide these services. Therefore, reaching quality of services required and achieving customers satisfaction depends on using internal marketing program that satisfies needs and conforms to aspirations of working individuals. (Lings, 2000).Customers' feeling of quality of service provided to them by individuals working in fast foods with whom they become in contract, is affected by level of those worker's performance. Success of external marketing basically depends on individuals with whom the customers intercommunicate, since qualified and well motivating individuals basically depends on individuals with whom the customers

intercommunicate since qualified and well motivating individuals basically participate in creating and magnifying organization's outputs.

Fast Foods

Fast food restaurant is a specific type of an eatery characterized both by its fast food cuisine and by minimal table service. It is also known as a quick service restaurant in some jurisdictions like the United States of America. The types of food served in these fast food restaurants typically caters to a sweet meat diet and if often offered on a menu that is limited. Food in these restaurants is cooked in bulk. Due to the fast moving nature of the food, advance cooking is used. Some people eat the food from the restaurant while others take it with them to their homes. They are situated along highways, streets and other areas that are quickly accessible to consumers willing to purchase food quickly (Schlosser, 2012). Fast-food chains have gone under feedback over concerns extending from guaranteed adverse wellbeing impacts, affirmed creature mercilessness, instances of laborer abuse, and claims of social corruption by means of movements in individuals' destroying designs from conventional nourishments. The admission of fast food is expanding around the world. To battle feedback, fast food eateries are beginning to offer more wellbeing neighborly menu things. Notwithstanding wellbeing pundits, there are recommendations for the fast food industry to end up more eco-accommodating. The chains have reacted by "lessening bundling waste" (Schlosser, 2012).

Fast Food Restaurants in Nigeria

Fast food businesses in Nigeria are booming with both local and international brands. These brands are expanding industry to capitalize of the growing middle class. Consumers in the city are becoming international in their choice of food. As well, the middle class is adopting the culture of eating out. These fast food chains in Enugu are located in various parts of the

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city. They deal on different types of fast food menu and they target different clients. They usually target the high end and middle class consumers. There are more than 394 brands of fast food restaurants in Nigeria (Kang et al, 2012). They include both the international and the indigenous brands.

Customer preferences for services

Belwal et al., (2014) examined and studied the consumer preferences in the hypermarkets shopping. Thirteen different variables were used for their study; and of 164 respondents: parking facility, cleanliness, playing facilities, support services, repeat purchase experience, quality, variety, courteous attendants, ATM machines, efficiency of payment, purchase experience, shopping experience, promotion and contest. There are 164 respondents. Results show that cleanliness, quality, efficiency of payment and parking facility are the major factors which the consumers prefer at hypermarkets. Azim et al., (2014) did a study on those elements that impact on the customers of the fast food restaurants in Pakistan. They collected the data of 148 respondents. In their study they showed the economic survey report 2011-12 of Pakistan in which 67.55 million people making consumption in the fast food restaurant in a year and mostly between the ages of 21 to 27. They used eleven variables for their study; Physical environment, Price, Quick service, Staff cooperation, Cleanliness, Availability, Privacy, Food quality &Taste, Suitable environment for family gathering, Preferential Treatment and last is Brand image. The result shows the positive impact of the variables on the customers' selection of the fast food restaurants. The most influencing factor among these is Physical environment and Food quality.

Prabhavathi et al., (2014) examined the consumer preference and spending pattern in Indian fast food industry of male and female. This study was held in two different cities of India with 100 respondents. They use statistical method. In their study they selected four factors; health and service quality, taste and location orientation and ambience. The result indicated

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that all the factors were significant Awi et al., (2014) examined those factors which affect the consumers repurchase intention of Myanmar restaurant. There were 400 respondents. They used five different variables; quality of the physical environment, service quality, brand preference, customer satisfaction and repurchase intention. Results indicate that all variables were statistically significant. If the fast food restaurants want to increase the level of customers repurchase intension they should focus on these factors to develop future benefits.

Nasir et al., (2014) explained the determinants of customer's satisfaction level in fast food restaurants. They used five point Likert scale technique to collect the data. Their study took place in two different cities of Pakistan that is Gujranwala and Gujrat. Reason for selecting these cities was that the dining out was increasing day by day and number of restaurants were also increasing. They used five different factors which satisfy the consumer; Price, Quality, Environment, employees courtesy and Security. There were 225 respondents ofdata collected using Convenience sampling technique. Multiple Linear Regression was applied to test the results. The result showed that price is the most significant factor in their study. This factor was a major determinant among all by increasing the satisfaction level of the consumers.

Hemalatha et al., (2014) examined the brand loyalty on toilet soap of buying behavior of female consumers. They used seven different variables; brand name, product quality, price, design, promotion, service quality and store environment. There were 319 respondents. They used purposive sampling technique. The result indicated that all the variables have a significant impact and brand loyalty has the most significant impact. Kiong et al., (2013) investigated the consumer preferences choosing an international brand of fashion products among Malaysian consumer. They used SPSS and have 200 respondents between the ages of 19 to 35. There were four variables; quality, style, brand image and promotion. The results indicate that quality and promotions are the two important factors which influenced the consumer towards international brand products

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Theoretical framework

Maslow's theory of motivation

Maslow and Herzberg provide insights into the needs of the employees and provided explanation about the importance of those needs. Maslow's theory of motivation is one of the most reputable theories used to motivate human beings based on the five levels of hierarchy of needs. It is also considered as a type of motivation leading to highly valued outcomes such as creativity, quality, spontaneity and vitality (Kruglanski et al., 1971; Deci, 1978). Therefore, Maslow's hierarchy of needs focused on general types of needs listed from basic (lowest, earliest) to most complex (highest, latest) (physiological, safety, belongingness, self-esteem, andself-actualization) the person does not feel the next need until the demands of the previous one is satisfied. Another reputable motivation theory is that of Frederick Herzberg, two-factor theory, who argues that certain factors in the workplace result in job satisfaction, but if absent, lead to dissatisfaction (Herzberg et al., 1993). In his theory, he distinguished between motivating factors (like growth and promotional opportunities) and hygiene factors (status, job security, salary and fringe benefits). Hygiene factors do not usually serve as a motivational factor to employees' but needed in order to avert employees from becoming dissatisfied (Hodson, 2001). The theory might vary if the test is conducted in different contexts and industries. Maslow hierarchy and Herzberg theory can assist organisations to understand the concept of satisfying employees by which the proper use of motivation improves the service encounter process through lowering the dissatisfaction level among employees (Carslen, 2003; Evenson, 2003). Our argument is that the suitable practice of IM has an important contribution to employees' motivation that should lead to a better level of employees' performance e.g. better ISQ. In other words, employees' recruitment, selection, employment, training and internal communications are critical drivers of motivation that affect ISQ. Consequently, IM and

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motivation theories are intertwined in a complex way that affects ISQ. This argument has also received support from IM literature. For example, George and Gro¨nroos (1991) and Lings and Greenley (2005) found that satisfied and motivated employees are essential if customers are to be satisfied, which can be effected through IM. Rynes et al. (2004) and Kamalian et al. (2010) argue that motivation helps the organisation to be more successful. More empirical evidence confirmed that IM is a tool for satisfying and motivating employees (Gro¨nroos, 1985; Gummesson, 1987; Piercy and Morgan, 1990; Harris and Piercy, 1999). This is very consistent with our argument that says that interrelationships among IM dimensions that lead to a better level of ISQ. Hence, empirical and conceptual studies support the fact that IM is highly related to these motivation theories.

Diab et al., (2016) studied the impact of service quality on customers' satisfaction and loyalty from the restaurant industry in Sudan using Dineserv model. Adopting this model from Stevens, Knutson and Patton (1995) by using (5) five dimension; Tangible, Reliability, Responsiveness, Assurance and Empathy. The study is quantitative. Data is collected from 4 restaurants in Sudan. A total 387 were the respondents. SPSS used to conduct the analysis. The result revealed that Reliability and Tangible have positive and significant impact on customer satisfaction. Among these two Tangible is the most significant factor on customer loyalty. They suggest that restaurants managers focus on the finding so that they can improve their marketing strategies.

Al-Tit, (2015) examined the effect of service and food quality on customer satisfaction and customer retention. He collected 400 data from different restaurant of Amman capital of Jordan in which 283 were valid for analysis. He used five dimensions of service quality; Tangible, Reliability, Responsiveness, Assurance and Empathy. The collected data was analyzed by using SPSS technique multiple regression. The results indicated that in the dimension of service quality, tangible and responsiveness have positive and significant

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impact on customer retention and assurance have insignificant but positive impact on customer retention. The result suggests that service quality not only enhances customer satisfaction but also leads to customer retention.

Giritlioglu et al., (2014) measured the food and beverages service quality of Turkey hotels. Six variables were used to check the customer expectation and perception; Tangible, Reliability, Responsiveness, Assurance, Empathy and Healthy food. Questionnaires were distributed in four different hotels and 331 were the respondents. Exploratory and Confirmatory factor analysis were used to identify the dimensions of service quality. Tangible was the most significant impact in food and beverages service quality. After that reliability is the second most significant impact in customer expectation. The finding suggests that restaurants manager could understand how customer perceived their services and focus on these services may help hotel managers to increase the perceived service quality they offer to their guest. Ergin & Akbay, (2014) examined the factors influencing consumer preferences toward international and domestic fast food restaurant. They used applied multi regression analysis and semantic differential scales for the study. They collected the data of 400 students of male and female from public and private universities. They used five variables which are brand name, cost, convenience, consistency and quality. In the finding of this research, the most important elements factor among these five is convenience. The gender has an impact on the frequency of fast food consumption and age has no significant impact.

METHODOLOGY

Research Design

This study will focus on examining the link between internal marketing and service quality/ customer preference in fast food industry; and as such, it is a casual research. cross-sectional design aspect/quasi-experimental design and Quantitative Methodological approach was adopted and questionnaire usedto collect data from the study subjects.The cross-sectional

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approach is therefore used for selected fast foods in Enugu. This study was conducted in a non-contrived environment; hence the researcher had no complete control of elements of the research.

Target population of the study

Baridam (2001) observed that the target population is the entire population to which the findings of the study are applicable. Also, Asika (2000) posited that the population is made up of all conceivable elements, subjects or observations related to a particular phenomenon of this study which comprises of some selected fast food firms in Enugu, Enugu state.

S/N	Fast foods	Unit Population
1.	Genesis	70
2.	Golden Toast	64
3.	Kilimangaro	55
4.	Crunchies	42
5.	Chitis Limited	35
6.	Celebrities	34
	TOTAL	**300**

Table 1 Selection of the Study Population

Data collection methods/instrument design

The data for the study was obtained from primary and secondary sources. The primary data was collected through administering of questionnaires to respondents. The secondary data were gathered from text books relevant to this study.Copies of the questionnaires were administered to the marketing executives; sales executive managers, public relation managers, sales representatives of some selected fast foods in Enugu. The instrument of data collections is structured in sections. Some item questionnaires have been used to elicit information for the study.

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Sampling size and sampling procedure

As a result of the population of this study, and the time frame given for this work, the sample size for this study was 200. Since it is practically impossible for the entire accessible population to be studied as a result of certain factors beyond the control of the researcher, the researcher adopted the Taro-yamen's sample size determination formula to determine the sample size for the study. The formular is stated as;

$$n = N/1 + N(e)^2$$

where n= sample size

e = level of significance

N = population size

Therefore, determining our sample size at 0.05 level of significance;

$$n = N/1 + N(e)^2$$

$$= 300/1 + 300(0.05)^2$$

$$= 300/1 + 0.8$$

$$= 300/1.8$$

$$= 200$$

Data analysis technique

The relationship between the independent variable (internal marketing) and the dependent variable (service quality) was statistically evaluated using the Kendall's tau-b Correlation Coefficient. In addition, the Statistical Package for Social Sciences (SPSS) was used. The Kendall's tau-b Correlation Statistical Tool is appropriate for our analysis because the variables in this study were measured in ordinal scales. Furthermore, the partial correlation

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analysis was used to test the moderating roles of culture on the relationship between independent variable and the dependent variable.

The formula is given as:

$$T_B = \frac{n_c - n_d}{\sqrt{(n_0 - n_1)(n_o - n_2)}}$$

Where

$n_0 = N(n-1)1/2$

$n_1 = \sum_i u_j(u_j - 1)/2$

$n_2 = \sum_i u_j(u_j - 1)/2$

n_c = Number of corcordant pairs

n_d = Number of discordant pairs

t_1 = Number of tied value in the ith group of ties for the first

    quantity.

n_j = Number of tied values in the jth group of this for the second quantity.

PRESENTATION AND ANALYSIS OF DATA

This chapter deals with the presentation and an analysis of data. That is, the researcher categories manipulate and summarize the data collected in the questionnaire to obtain answers to the research questions and hypotheses. The aim is targeted at reducing the data to an interpretable form so that the variables of the study can be used to draw the logical conclusion for study.

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Data Presentation:

A total of two hundred (200) copies of questionnaire were distributed to selected fast foods in Enugu State. Out of two hundred set of questionnaire distributed in this study, one hundred and fifty copies were returned. This represent 75% rate of return. It is noteworthy that the entire questionnaires returned were correctly filled.

DATA ANALYSIS

We will conduct two types of analysis here: Analysis of research questions and hypotheses testing. Suffice at this point to do analysis of research question.

Analysis of Research Questions

We analyzed all the research questions generated in chapter one using simple percentages. The responses from the questionnaire were used to generate data and to perform the test.

Research Question One: To what extent does rewards and motive system affect reliability of services in fast foods ?

Table 1: Rewards, motive system and reliability of services in fast foods

S/N	Item	VGE	GE	ME	LE	VLE	Total
1.	Rewards and motive system has a very high influence on the reliability of services in fast foods	85 57%	40 27%	-	25 16%	-	150
2.	The level of Rewards and motive system in fast food firms is low	90 60%	40 27%	-	20 13%		150
3	Rewards and motive system are necessary for ensuring objectives are fulfilled	86 57%	44 29%		20 14%		150

 From the data in table 4.2, item one shows that respondents to a very great extent had 85 (57%), great extent responded 40 (27%), while low extent got 25 (16%) respectively. In item two very great extent had 90 (60%), great extent got 40 (27%) while low extent received 20

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(13%), item three had 80 (53%) for very great extent, 50 (33%) for great extent while 20 (14%) was for low extent.

Research Question Two: To what extent does rewards and motive system affect the assurance of services in fast food industry.

Table 2: Rewards and motive system and assurance of services in fast food industry

S/N	Item	VGE	GE	ME	LE	VLE	Total
4	Assurance of services in fast foods is a direct influence of an effective rewards and motive system for employees	88 59%	40 26%	-	22 14%	-	150
5.	Rewards and motive system is a good strategy to improve staff motivation thereby assuring efficient services	90 60%	40 26%	-	20 13%	-	150
6.	Customers' feeling of quality of service provided to them by individuals working in fast foods with whom they come in contact, is affected by level of those worker's performance	85 57%	45 30%	-	20 13%	-	150

Analysis of data in table 4.3 indicates that item 4 had 88 (59%) for very great extent, 40 (26%) for great extent and 22 (14%) for low extent, similarly item six had 90 (60%) for very great extent, 40 (20%) for great extent while 20 (13%) was for low extent. Item six secured 85 (57%) for very great extent, 45 (30) was for great extent and 20 (13%) was responded for low extent.

Research Question Three: To what extent does human resource development affect the reliability of services in fast food industry.

Table 3: Human resource development and the reliability of services in fast foods

S/N	Item	VGE	GE	ME	LE	VLE	Total
7.	Human resource development has a significant influence on the reliability of services in fast foods	94 (63%)	38 (25%)	-	18 12%	-	150
8	Firms use Human resource development to improve productivity and reliability of services	75 50%	55 37%	-	20 13%	-	150

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| 9. | Proper implementation of Human resource development can lead to a high level of reliability of services in fast foods | 85 57% | 45 30% | - | 20 13% | - | 150 |

In table 4.4 data analysis shows that item seven had 94 (63%) for very great extent, 38 (25%) for great extent and 18 (12%) for low extent, in Item eight the responses reveals 75 (50%) for very great extent, 55 (37%) for great extent while low extent had 20 (13%). Item nine had 85 (57%) for very great extent, great extent had 45 (30%) and low extent got 20 (13%)

Research Question Four: To what extent does human resource development affect the assurance of services in fast foods

Table 4: Human resource development and the assurance of services in fast foods

S/N	QUESTIONNAIRE ITEM	VGE	GE	ME	LE	VLE	TOTAL
10.	Effective human resource development is not fully implemented in most fast food firms	88 (58.67%)	40 (26.67%)	-	22 (14.67%)	-	150
11.	Fast food firms are not fully educated on the significance of the relationship between Human resource development and the assurance of services in fast foods	90 (60%)	40 (26.67%)	-	20 (13.33%)	-	150
12.	Most of the success stories of fast food firms were due to proper implementation of human resource development	85 (56.67%)	45 (30%)	-	20 (13.33%)	-	150

From the above table, item ten indicated that 88(58.67%) responded very great extent, 40(26.67%) of them responded great extent, while 22(14.67%) of them had low extent. In item eleven, 90(60%) of the respondents had very great extent, 40(26.67%) of them had

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greater extent, while 20(13.33%) of them had low extent. In item twelve, 85(56.67%) of the respondents very great extent, 45(30%) of them had great extent, while 20(13.33%) of them was low extent.

Testing of Hypotheses

The hypotheses stated in chapter one of this study were tested statistically in this section using Kendall tau-b. The result of the statistical testing was used to either accept or reject the null hypothesis formulated at 0.05 level of significance.

HO$_1$: There is no significant relationship between rewards and motive system and reliability of services in fast foods

Table 5 Kendall's tau_b Tests Output

Correlations

			rewards and motive system	Reliability
Kendall's tau_b	Rewards and motive system	Correlation Coefficient	1.000	.750**
		Sig. (2-tailed)	.	.000
		N	150	150
	Reliability	Correlation Coefficient	.750**	1.000
		Sig. (2-tailed)	.000	.
		N	150	150

**. Correlation is significant at the 0.05 level (2-tailed).

From the result of the above table, the correlation coefficient (r = 0.750) between rewards and motive system and reliability of services in fast foods is strong and positive. The coefficient of determination (r^2 = 0.62) indicates that 62% change in Reliabilitycan be explained by the application of rewards and motive system. The significant value of 0.000 (p< 0.05) reveals a significant relationship. Based on that, the null hypothesis was rejected. Therefore, there is a

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significant relationship between rewards and motive system and reliability of services in fast foods

Ho₂: There is no significant relationship between rewards and motive system and assurance of services in fast foods.

Table 6 Kendall's tau_b Tests Output

Correlations

			rewards and motive system	assurance
Kendall's tau_b	Rewards and motive system	Correlation Coefficient	1.000	.853**
		Sig. (2-tailed)	.	.000
		N	150	150
	Assurance	Correlation Coefficient	.853**	1.000
		Sig. (2-tailed)	.000	.
		N	150	150

**. Correlation is significant at the 0.05 level (2-tailed).

From the result of the above table, the correlation coefficient (r = 0.853) between rewards and motive system and assurance of services in fast foods is strong and positive. The coefficient of determination ($r^2 = 0.68$) indicates that 68% of assurancecan be explained by rewards and motive system. The significant value of 0.000 (p< 0.05) reveals a significant relationship. Based on that, the null hypothesis was rejected. Therefore there is a relationship between rewards and motive system and assurance of services in fast foods

Ho₃: There is no significant relationship between human resource development and reliability of services in fast foods

Table 7 Kendall's tau_b Tests Output

Correlations				
			Human resource development	reliability
Kendall's tau_b	Human resource development	Correlation Coefficient	1.000	.822**
		Sig. (2-tailed)	.	.000

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		N	150	150
	Reliability	Correlation Coefficient	.812**	1.000
		Sig. (2-tailed)	.000	.
		N	150	150
**. Correlation is significant at the 0.05 level (2-tailed).				

From the result of the above table, the correlation coefficient (r = 0.822) between human resource development and reliability of services in fast foods is strong and positive. The coefficient of determination (r^2 = 0.55) indicates that 55% of change in reliabilitycan be explained by Human resource development. The significant value of 0.000 (p< 0.05) reveals a significant relationship. Based on that, the null hypothesis was rejected. Therefore, There is significant relationship between human resource development and reliability of services in fast foods

Ho$_4$: There is no significant relationship between human resource development and assurance of services in fast foods

Table 8 Kendall's tau_b Tests Output

Correlations				
			human resource development	assurance
Kendall's tau_b	Human resource development	Correlation Coefficient	1.000	.772**
		Sig. (2-tailed)	.	.000
		N	150	150
	Assurance	Correlation Coefficient	.772**	1.000
		Sig. (2-tailed)	.000	.
		N	150	150
**. Correlation is significant at the 0.05 level (2-tailed).				

From the result of the above table, the correlation coefficient (r = 0.772) between human resource development and assurance of services in fast foods is strong and positive. The coefficient of determination (r^2 = 0.60) indicates that 60% of change in assurance and reduction efforts can be explained by human resource development. The significant value of 0.000 (p< 0.05) reveals a significant relationship. Based on that, the null hypothesis was

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rejected. Therefore, There is a significant relationship between human resource development and assurance of services in fast foods.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The issue of quality is one of the major challenges that is attendant to organizations, particularly service organizations like fast foods. The quality of services is typically investigated in terms of the viewpoint of external customers. The introduction of the two concepts of internal marketing and service quality has given a critical role to employees in the evaluation of service quality. Internal marketing is one of the main components contributing to the efficiency of modern dynamic organizations, such as the fast food industry. Therefore, the present study set to investigate the relationship between internal marketing and service quality from the viewpoint of employees working with fast foods. The results revealed a significant correlation between internal marketing and service quality. Researchers consider internal marketing as one of the most important aspects of marketing strategies that reduce costs and increase profits in the long run.

Internal marketing must precede external marketing. If not, the organization may offer a service it is unable to provide effectively. Providing good-quality service attribute/characteristics for the employees in fast food industry in Nigeria considerably affects the interaction between the employees and external customers. Internal customers constitute a cycle that can influence the external customers' satisfaction and contribute to organizational success. Internal marketing, which affects the factors contributing to the service quality offered to external customers, depends on the support provided by organizational management, particularly HR managers.

Recommendations

Based on the findings of the study, the following recommendations are hereby made.

- Employees should extend beyond departmental walls and create relationships with customers through interaction.

- Considering the role of fast foods in economic development as an industry, it becomes necessary to develop internal marketing and service quality in fast food firms.

- It is therefore recommended that owners/management of fast foods needto improve internal marketing through developing strategic plans consistent with their organizational goals and activities. This will include; proper orientation, training and retraining, as well as motivational packages that would endear for staff retention, leveraging on staff experience for enhanced quality service.

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