

**ASSESSMENT OF INTERNAL MARKETING OF QUANTITY SURVEYING FIRMS IN
LAGOS STATE, NIGERIA**

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**AN M.Sc. THESIS WRITTEN IN THE DEPARTMENT OF QUANTITY SURVEYING,
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AWARD OF MASTER OF SCIENCE DEGREE IN QUANTITY SURVEYING**

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ABSTRACT

The study assessed the profile of quantity surveying firms in Lagos State, examined how internal marketing is being practiced, identified factors influencing the practice of internal marketing, and evaluated the impact of internal marketing on the market competitiveness of quantity surveying firms. These were with a view to enhance market competitiveness.

The quantitative method of data collection was used for this study. This was done with the use of a structured questionnaire. The sampling frame was one hundred and thirty-seven (137) registered quantity surveying firms in Lagos State; 50% was sampled, which is equivalent to 69 registered quantity surveying firms. Two sets of questionnaire were designed and administered in each of the firm, one for the employer (firm) and one for the employee quantity surveyor. This makes the total number of respondents (sample size) 138 comprising 69 employers and 69 employees. From the administered questionnaire, 109 questionnaires were retrieved, comprising 51 employers and 58 employees. In all, it gives a response rate of 79%. Data collected were analysed using descriptive and inferential statistics such as mean score, Factor Analysis and Mann Whitney U.

Findings showed that 53.2% of the respondents were employees while employers represented 46.8%, a large percentage of the respondents have both BSc. and MSc. (37.6% each). Findings revealed the top three important activities of employers in internal marketing to include the provision of a good working environment (MS=4.27), salary increment (MS=4.24), and training of employees (MS=4.22). Considering the level of performance, the provision of a good working environment was highly performed based on the mean score. Likewise, the top three important activities of the employees in internal marketing are managing quality in a construction project

(MS=4.28), preparation of contract documents (MS=4.23), and estimation of construction works (MS=4.23). However, the extent of performance of the activities was low except estimation of construction works which was moderately performed. Furthermore, findings revealed factors influencing the practice of internal marketing in quantity surveying firms. Paramount among them are; the level of awareness of the quantity surveying profession (MS=4.08), availability of finances (MS=4.08), and, physical facilities and technological capabilities (MS=4.01).

There is no significant difference in the views of employers and employees on these factors as they influenced the internal marketing of quantity surveying firms. Additionally, findings revealed that the significant impact of internal marketing on the competitiveness of quantity surveying firms includes firm's growth (MS=4.14), it improves employee self-competence (MS=4.10), it improves patronage (MS=4.10) and improves firms' chance of survival (MS=4.10). Moreover, the views of employers and employees on these impacts were the same.

The study concluded that quantity surveying firms in the study area are mature and have an understanding of internal marketing. Some of the highly important activities of the employers and employees were less performed which implies that the practice of internal marketing of quantity surveying firms is still at a moderate level.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The construction sector is domiciled in a competitive business environment and the quantity surveying firm which is a subset of this sector is not an exception (Moyanga & Agboola, 2020). The construction sector is well known because of the important role it plays in the development of the national economy (Sui-Pheng & Hou, 2019). That is, construction activities help to develop a nation physically, socially, and economically. In addition, construction can be used as a yardstick for indicating the socio-economic development of a country (Nnadi et al., 2016).

The construction firm has various segments among which is the quantity surveying firm, these firms play an important role in the construction sector, providing cost management and consultancy services that are vital for the successful completion of construction projects (Allan, 2018). In addition, the nature of quantity surveying firms necessitates a high degree of internal coordination and communication, making them an interesting context for exploring the implementation and impact of internal marketing strategies (Allan, 2018). Quantity surveying firms often face competition which is driven by some factors which include diverse project types, geographical cost variation, price sensitivity of clients, and availability of skilled employees (Haupt & Naidoo, 2016).

Due to the increasing competition, firms constantly seek ways to stand out among their competitors and this can only be done by embracing the marketing concepts. Marketing is the set of activities a firm undertakes to promote its services, it is also referred to as a discipline that involves all the efforts put in place by the firm to draw customers and maintain relationships with them (Morgan et al., 2019). Marketing seeks to match a firm's service with customers who need

those services to bring productivity to the firm. Moreover, marketing centers on an exchange that involves two parties (client and firm in this case). One party (the firm) has a service to render while the second party (the client) needs such service at a profit.

In the case of quantity surveying firms, the transaction (marketing activities) that occurs is regarded as internal marketing. Internal marketing is a technique that emanates from marketing relationships, it is centred on internal marketing, interactive marketing, and external marketing (Ebunoluwa 2019; Basu et al., 2023). Internal marketing focuses on the interaction between the employer and the firm's employee, interactive marketing focuses on the employee of the firm and the client while external marketing focuses on the interaction between the employer and client (Basu et al., 2023). Internal marketing is a technique that has gained significance in the field of marketing in recent years, it plays a crucial role in shaping the firm's brand image and reputation, as employees are often the face of the firm and have a direct impact on customer perceptions (Penalba-Aguirrezabalaga et al., 2022).

Internal marketing helps to build strong relationships with employees of the firm to enhance their loyalty and commitment to the firm (Buttle & Maklan, 2019). As earlier stated, internal marketing is a relationship that exists between the employer and the employees of a firm which usually determines the success of external marketing (Nemteanu & Dabija, 2021). In internal marketing, the employee becomes the first customer that must be well satisfied to excellently sell the firm to external customers (Bohnenberger et al., 2019; Ojo & Ebunoluwa, 2019). In this case, both the employer and the employees ought to adequately carry out the activities of internal marketing (within the firm) as the performance of these activities will lead to successful internal marketing. Furthermore, successful internal marketing will enhance the services delivered to external customers.

In the realm of corporate management, internal marketing has become a significant area of focus, especially when considering service-oriented businesses like quantity surveying firms. Furthermore, the primary notion underlying internal marketing is to view employees as internal consumers, with their work serving as internal products that suit their needs and desires, this approach has been linked to improved organisational performance, productivity, and employee satisfaction (Penalba-Aguirrezabalaga et al., 2022). However, despite the growing interest in internal marketing, there is a dearth of studies focusing specifically on its application within quantity surveying firms.

Soni et al. (2019) opined that a good relationship between the employer and employees will make the employee more committed to his work and also help the employee to deliver excellent service to the client as this will, in turn, increase the profit margin of the firm, improve its reputation and finally lead to the growth of the firm. Nemteanu and Dabija (2021) posited that providing outstanding client service should be the goal of any organisation looking to differentiate itself in a highly competitive marketplace, which in most cases emanates from the firm (internal). In the opinion of Elsamien and Alshurideh (2012), internal customer satisfaction leads to external customer satisfaction. When an organisation meets the demands of its internal customers (employees), there is an upward shift to give external customers the desired satisfaction (Soni et al., 2019).

Good internal marketing practices will bring about growth and also increase the chance of survival of the firm in the face of increasing competition (Moyanga & Agboola, 2020). The aforementioned benefits cannot be accessed without studying internal marketing and its impact on the market competitiveness of quantity surveying firms.

1.2 Statement of the Research Problem

There is a reduction in the quality of services delivered by the quantity surveying firms and this has been attributed to tough competition, inability to adapt to changes, lack of awareness, lack of job satisfaction by the employees, unstable working conditions, high work stress, working condition, inadequate motivation, lack of job recognition, lack of appreciation for work done by employees, weak relationship with co-workers, lack of training and development for employees, shortage of competent quantity surveying graduates, competition from other firms and, lack of job security (Jongo et al., 2019; Moyanga & Agboola, 2020). Qui et al. (2021) affirmed that quantity surveying firms compete with each other for sustainability in the industry which makes it necessary to maintain a skilled and competitive workforce to create a competitive advantage for the firm.

Several researchers such as Ojo and Ebunoluwa, (2019), Qui et al. (2021), and Nemteanu and Dabija, (2021) among others have carried out studies on internal marketing about different professions, but few of these authors have carried out studies on internal marketing about the construction industry and the quantity surveying profession. Some of these authors include Caldwell et al. (2015) who studied internal marketing as a means to achieve competitive advantage. The study affirms that effective internal marketing strategies can be a vital tool for developing highly committed employees.

Alshura et al. (2016) looked at the impact of internal marketing practices on the organisation's commitment of the employees of the insurance companies in Jordan. It was discovered that internal marketing practices adopted by the insurance companies in Jordan have a significant effect on the organisation's commitment of employees in the insurance sector. Soni et al. (2019) studied internal marketing and its impact on service excellence in the organized retail and hotel

industry. The study affirmed that internal marketing has brought about excellent service delivery in the retail and hotel industry.

Ojo and Egunoluwa (2019) investigated the internal marketing relationship of quantity surveying firms in south-western Nigeria, the study focused on the attributes of employers and employees that enhance good internal marketing relationships. The listed attributes in the research are likened to the in-built nature of an individual and do not determine the profitability of the firm which is the major goal of any established firm. Qui et al. (2021) investigated the internal marketing concept and affirmed that the way a firm treats the internal customers (employees) with dignity will determine how successful they will be, this makes internal marketing a give-and-take concept.

Nemteanu and Dabija (2021) studied the influence of internal marketing and job satisfaction on task performance and counterproductive work behaviour in an emerging market during the COVID-19 pandemic. It was concluded in the study that internal marketing is centred on creating a cordial relationship between the employer and the employees. The research revealed that internal marketing represents the human resource management of an organisation where the employees are viewed as the internal customers and they must be valued if the organisation wants to succeed. In the rapidly evolving construction industry, quantity surveying firms face increasing competition and pressure to enhance their market competitiveness and operational efficiency.

Even though internal marketing as a strategic approach aimed at improving employee satisfaction, motivation, and service delivery, has demonstrated potential benefits in various sectors, its application within quantity surveying firms remains inadequately explored. This gap

in knowledge presents a significant challenge for these firms as they strive to leverage internal marketing to secure a sustainable competitive advantage. The core problem revolves around the insufficient understanding of internal marketing practices in quantity surveying firms, the factors influencing their implementation, and their impact on market competitiveness. Hence, to bridge the aforementioned gap, this study aims to assess internal marketing in quantity surveying firms. For the above clearly stated reasons, this study will provide answers to the following research questions:

- i. What is the profile of quantity surveying firms in Lagos State, Nigeria?
- ii. How is internal marketing being practiced in quantity surveying firms in the study area?
- iii. What are the factors influencing the practice of internal marketing in quantity surveying firms in the study area?
- iv. What is the impact of internal marketing on the market competitiveness of quantity surveying firms in the study area?

1.3 Aim and Objectives of the Study

The aim of this study is to assess the internal marketing of quantity surveying firms in Lagos State, Nigeria with a view to enhancing market competitiveness. In achieving this aim, the objectives are to

- a. assess the profile of quantity surveying firms in Lagos State, Nigeria;
- b. examine how internal marketing is being practiced in quantity surveying firms in the study area;
- c. identify the factors influencing the practice of internal marketing in quantity surveying firms in the study area; and

- d. evaluate the impact of internal marketing on the market competitiveness of quantity surveying firms in the study area.

1.4 Justification of the Study

Addressing the problem of this research is important as it contributes to the academic literature on internal marketing and its effect specifically within the quantity surveying field. Furthermore, it has practical implications for quantity surveying firms seeking to enhance their productivity. This study is important as it will provide insights into the internal marketing practices of quantity surveying firms, potentially offering a blueprint for other firms in the industry to enhance their internal marketing strategies.

The study of internal marketing within quantity surveying firms is a significant yet under-explored area within the field of marketing. Internal marketing, as a strategy, was first introduced by Foreman et al. (1995), who believed that employees should be viewed as internal clients and that their demands should be satisfied to provide superior service to external consumers. This concept has gained traction in various sectors, including the quantity surveying industry, due to its potential to enhance organisational performance and market competitiveness (Bansal et al., 2001; Ballantyne, 2003). The importance of this study lies in its potential to add to the understanding of internal marketing within the context of quantity surveying firms.

The practical implications of this study are manifold. The findings will provide quantity surveying firms with a clearer knowledge of the role and impact of internal marketing on their operations and market competitiveness. The findings will also have practical applications beyond the quantity surveying industry, offering insights that will be relevant to other sectors where internal marketing is a key aspect of business operations.

In terms of social significance, this research could shed light on the role of internal marketing in promoting a positive working environment, thereby contributing to social well-being. The research will highlight how effective internal marketing strategies can lead to increased job satisfaction, employee engagement, and retention, which are crucial elements of a healthy work culture. By demonstrating the societal benefits of effective internal marketing, the study will potentially contribute to positive social change.

1.5 Scope of the Study

This research focused on the assessment of internal marketing of quantity surveying firms in Lagos State, Nigeria. Lagos state is located in the south-western part of Nigeria, being on longitude 3° 24' 23.2128" E and latitude 6° 27' 55.5192" N with largest population, and close to the Atlantic Ocean having twenty (20) statutory local government areas (Oke et al., 2024). The choice of this location is based on the premise that most of the quantity surveying firms are domiciled in the area with more professional exposure. In addition, Lagos State harbors 75% of Quantity Surveying firms' head office (Adeyinka et al., 2013). The respondents comprise employer and employee quantity surveyors in quantity surveying firms.

CHAPTER TWO

LITERATURE REVIEW

2.1 Preamble

This chapter focused on the review of the existing literature on the assessment of internal marketing of quantity surveying firms. It focused on the achievement of the objectives of the study, which comprised profile of quantity surveying firms, internal marketing practice, factors influencing internal marketing practice and the impact of the internal marketing.

2.2 Quantity Surveying Services

The construction sector is one of the most important sectors that contribute primarily to the growth of the nation (Moyanga & Agboola, 2020). Nnadi et al. (2016) opined that one of the professions that enhance the service delivery of the construction sector is the quantity surveying profession. Similarly, quantity surveyors are construction cost accountants who work for both quantity firms and contracting firms. They can also be referred to as construction economists or cost engineers. A quantity surveyor is a professional who can accurately estimate the cost components of a project as well as the actual physical construction activity and uses the information of his estimates to address difficulties related to similar projects (Jongo et al., 2019).

In general, the principal services that could be offered by any quantity surveying firm are; evaluating construction work, preparing tender documents, reporting on tenders received or package deal/design and build offers, preparing expenditure statements for tax accounting purposes, preparing and agreeing on accounts for/with contractors, preliminary cost advice and feasibility estimates, cost planning, advising on contractual methods, obtaining or negotiating tenders, advising on the selection of other consultants, advising on the selection of contractors, adjudications, providing expert evidence in arbitrations, and legal disputes, and

preparing/defending against construction contract claims (Shafiei & Said, 2008; Dada & Jagboro, 2012; Jongo et al., 2019).

The quantity surveying sector has gone through some changes which brought about the development of new services focused on legal, environmental, risk, and value management (Nnadi et al., 2016). These changes were brought about by the increase in the demand for clients (Haupt & Naidoo, 2016). Moreover, the services of a quantity surveyor are no longer limited to the traditional forms. Therefore, quantity surveying firms must respond to these changes by equipping the employee (quantity surveyor) with the necessary skills and training required to meet the demands of the client and also to achieve a competitive advantage (Preece et al., 2015; Soni et al., 2019). These services might not be adequately performed or delivered if the internal marketing practice of quantity surveying firms is faulty or not well understood.

2.3 Concept of Internal Marketing

Marketing in the construction industry plays an important role in driving business growth and success. As the industry continues to evolve and become more competitive, firms must adopt effective marketing strategies to differentiate themselves from competitors and attract new customers. Marketing in the construction industry is essential for companies to build brand awareness, generate leads, and ultimately increase sales. By effectively marketing their services, firms can position themselves as industry leaders and attract high-quality clients.

Marketing is a business philosophy that considers the customer first in all the organisation's activities (Yankah & Dadzie, 2015). Marketing aims to meet the needs of customers and to create a customer relationship that will yield more profit for an organization (Yankah, 2015). In addition, marketing has the objective of attracting customers by delivering superior values to

competitors and retaining customers by giving them maximum satisfaction (Naranjo et al., 2011). Furthermore, marketing is a management tool that focuses on creating value for customers, rendering services that will meet client's demands, building a long-term relationship, increasing the firm's profitability, strengthening competitive advantage, and achieving the firm's goal (Naranjo et al., 2011; Ogbu, 2015; Birnin-kebbi & Muhammed, 2016).

Yankah (2015) agreed that marketing can be defined as the act of conceiving, pricing, promoting, and distributing ideas, goods, and services with the sole aim of satisfying individual demands and achieving the firm's goals. One of the major benefits of marketing is to create a competitive advantage which is paramount to the survival of quantity surveying firms in the competitive business environment (Caldwell et al., 2015). For any organization to thrive in a competitive business environment, effective marketing strategies must be put in place (Ojo & Ebunoluwa, 2019). Internal marketing, on the other hand, is a relationship between the employer and employees. It is a process of applying marketing internally within an organisation (Salomao, 2010).

Internal marketing is a crucial aspect of a firm's overall marketing strategy which focuses on ensuring that employees are fully engaged and aligned with the firm's goal and values. By effectively communicating with and motivating employees, internal marketing can have a significant effect on a firm's market competitiveness. Nemteanu and Dabija (2021) opined that internal marketing is centered on creating a cordial relationship between the employer and the employees, it represents the human resource management of an organization where the employees are viewed as the internal customers and they must be valued if the organization wants to succeed.

The distinguishing characteristic between internal marketing and human resource management is that human resource management puts employees' benefits over the firm's benefits but internal marketing creates a balance between the employees' benefits and the firm's benefits (Bohnenberger et al., 2019). Internal marketing makes the firm realize that the more they treat the internal customers (employees) with dignity, the more successful they will be (Bohnenberger et al., 2019). This makes internal marketing a give-and-take concept (Qiu et al., 2022). In addition, internal marketing helps to create a good working atmosphere, increase employees' commitment to work, and improve organisation performance (Alshura et al., 2016). When the internal customers are satisfied, quality service will be delivered to the external customers (Elsamen & Alshurideh, 2012).

Firms compete with others by selection and recruitment of employees as well as training and development of employees in the organisation. Some of the factors that play a significant role in the quality of service delivered are human resource practices such as selection, recruitment, and other practices (Elsamen & Alshurideh, 2012; Bohnenberger et al., 2019). Wambugu (2015) thought that when the employee's capability is developed concerning the required job skills, it will help to improve the firm's performance. Training of employees helps to improve the internal service quality between the employees while motivation on the other hand, helps to support and encourage the employees to work hard and be open to training and development programs to improve their capabilities (Bohnenberger et al., 2019).

Training helps the employee to have a full understanding of the work environment and the surrounding situations. Also, training of employees can affect the quality of services rendered. Service quality means to align with requirements, it was further explained as the difference between the customer's expectation and the actual service provided (Wambugu, 2015). Customer

satisfaction is achieved through reaching the required quality in the marketing relationship between the firm and the customers and for a firm to achieve customer satisfaction its employees have to be satisfied as service quality is a determinant of individuals providing the service (Birnin-kebbi & Muhammed, 2016).

In today's competitive business environment, internal marketing has become a crucial strategy for firms to engage and motivate their employees. For internal marketing to be successful, the profile of quantity surveying firms must be examined to know if these firms are really capable of adopting the internal marketing practices.

2.4 Profile of Quantity Surveying Firms

A key role is played by quantity surveyors in ensuring cost-effective and successful construction projects. Their expertise contributes significantly to the built environment (Chandramohan et al., 2022). The profile of every firm shows its competence and capability which helps in captivating the attention of its prospective customers. Dada and Musa, (2016) in their study, opined that years of experience of quantity surveyors can affect their competence. Maseko and Duma (2023) explained quantity surveying firms' profiles and also concluded that adherence to professional and ethical guidelines, along with continuous learning, contributes to sustained business success in the field of quantity surveying. In addition, quantity surveying firms rely heavily on the skills, knowledge, and expertise of quantity surveyors to meet their clients' needs.

The importance of the profiles of quantity surveying firms in a study of this nature cannot be over-emphasized. Studies on the profiles of quantity surveying firms in terms of the number of employees reported that quantity surveying firms are classified as small (micro), medium, and large firms. Small firms have less than 10 staff; medium firms have between 11 to 20 staff; while

large firms have more than 20 staff (Ali et al., 2013). Meanwhile, most quantity surveying firms including those located in Nigeria are reported to be micro firms as they often have less than 10 employees (Moyanga & Agboola, 2020; Ogunseiju et al. (2023); Adeyemi & Oke, 2022). A mature firm is a firm that has been in existence for more than 10 years (Moyanga & Agboola, 2020).

The number of employees in a quantity surveying firm is an important profile as Moyanga and Agboola (2020) and Alkawaldeh et al. (2023) reported that the number of employees of quantity surveying firms is a major growth indicator and is used to evaluate their performance. In the area of educational qualification of employees, Adeyemi and Oke (2022) asserted that most quantity surveying firms are now concerned about the educational qualification as well as the professional membership of their employees to safeguard their consumers from poor quality quantity surveying works.

Moyanga et al. (2019), Ogunmakinde and Umeh (2018) reported that the highest educational qualification of most employees in quantity surveying firms was a master's degree. However, the findings of Ogunseiju et al. (2023) and Olanipekun et al. (2014) were divergent as they reported that the highest educational qualification of employees in quantity surveying firms was a bachelor's degree. For professional qualification of employees in quantity surveying firms, Moyanga et al. (2019) and Olanipekun et al. (2014) reported that the highest qualification of most employees was corporate membership of the Nigerian Institute of Quantity Surveyors (NIQS). Ogunseiju et al. (2023) further reported that most employees of quantity surveying firms are corporate members of NIQS and some are fellows of NIQS; with few employees as members and fellows of the Royal Institution of Chartered Surveyors (RICS).

In terms of years of experience of employees of quantity surveying firms, Moyanga et al. (2019) and Oke et al. (2016) reported that most employees had 13-14 years of work experience. However, the findings of Ogunmakinde and Umeh (2018) were different as they reported that most employees had between 1 and 5 years of work experience. For the current number of clients patronizing quantity surveying firms, Moyanga and Agboola (2020) and Ogunsemi et al. (2013) reported that most quantity surveying firms had 10-20 clients. Moyanga and Agboola (2020) and Alkawaldehy et al. (2023) further affirmed that the number of clients patronizing quantity surveying firms is a major indicator of their growth and source of performance evaluation.

A firm's turnover is another significant indicator of its growth/survival and is used for performance evaluation (Moyanga & Agboola, 2020; Alkawaldehy et al., 2023). Meanwhile, most quantity surveying firms are reported to have an annual turnover of 11-20 million Naira (Oke et al., 2016). In terms of years of existence, Adegbembo et al. (2020), Moyanga and Agboola (2020) reported that most quantity surveying firms have been in existence for about 20-25 years. The age of quantity surveying firms is also a significant growth indicator of the firms (Moyanga & Agboola, 2020). The capability maturity of firms is highly influenced by the age of the firms.

Another important profile of a quantity surveying firm is the number of partners in a firm. Moyanga and Agboola (2020) reported that most quantity surveying firms had one partner. Meanwhile, most quantity surveying firms originated from Nigeria with limited reports of quantity surveying firms originating from outside Nigeria (Moyanga & Agboola, 2020). Firms' type of ownership is another indicator of a firm's growth. Moyanga and Agboola (2020) and Oke et al. (2016) found the nature of ownership of most quantity surveying firms was the sole proprietorship. The findings of Olanipekun et al. (2014) were divergent as they reported partnership as the most common nature of quantity surveying firms' ownership.

In terms of the nature of jobs undertaken by quantity surveying firms, Oke et al. (2016) asserted that most quantity surveying firms undertake civil engineering and building works the most; while Ogunmakinde and Umeh (2018) reported that quantity surveying firms are more involved with building works. Quantity Surveying Firms that intend to practice in Nigeria are expected to be licensed by the QSRBN; the regulatory body for quantity surveying practice in Nigeria (Onyeagam et al., 2019; Olanipekun et al., 2014; Ogunsemi et al., 2013). To practice legally in Nigeria, quantity surveying firms are also expected to be licensed by the NIQS; the professional body for quantity surveying practice in Nigeria (Moyanga & Agboola, 2020; Ogunsemi et al., 2013). Meanwhile, Ogunsemi et al. (2013) reported that a good number of quantity surveying firms are registered with both NIQS and QSRBN. Examination of the profile of quantity surveying firms has shown that most quantity surveying firms have the knowledge of internal marketing and they have what it takes to practice it.

2.5 The Practice of Internal Marketing in Quantity Surveying Firms

Internal marketing within quantity surveying firms is a strategic approach aimed at aligning and motivating employees, fostering an environment where employees are seen as internal customers (Muneeb et al., 2020). This strategy is crucial for enhancing employee satisfaction and, consequently, client satisfaction, which is pivotal for the firm's success (Chen et al., 2020). The practice involves various activities and strategies undertaken by both employers and employees to ensure that organisational goals are met effectively.

Internal marketing within quantity surveying firms is a collaborative effort between employers and employees, aimed at creating a motivated, engaged, and skilled workforce (Park & Tran, 2020). This tactical method not only raises employee fulfilment but also ensures the consistent delivery of high-quality services, thereby increasing client fulfilment and strengthening the firm's

competitive position (Chen et al., 2020). The incorporation of both traditional and innovative practices in internal marketing is crucial for fostering an environment conducive to achieving organisational goals (Carrera-Hernández et al., 2020). For the internal marketing of a firm to be successful, the employer and the employees of the firm must have carried out activities that will facilitate internal marketing.

2.5.1 Activities of Employer in Internal Marketing

Firms are the highest determinant of good and successful internal marketing because they manage and control employees and their services (Alshura et al., 2016). The main aim of an employer is to ensure that employees deliver quality service that will meet the client's demand (Ojo & Ebunoluwa, 2019). Caldwell et al. (2015) and Ojo and Ebunoluwa, (2019) affirmed that the activities of the employer (firm) in internal marketing are to develop quality leadership, communication, interpersonal, decision-making skills and other strategies that will facilitate the effective management of the employees and also aid their satisfaction.

Salomao (2010) opined that the duties of employers in internal marketing are; training of employees, provision of employment security, and transparency. Any organization that aims at delivering quality service must invest in training its employees. This is a way of equipping the employees with relevant skills that are needed to offer quality service to external customers. Training will help to increase the employees' knowledge about their work, it will bring job satisfaction to the employee and the organization will receive benefits of improved service quality which leads to increased patronage from external customers and increased profit. Furthermore, employment or job security is the feeling of knowing that your job appointment cannot be terminated at any time.

Job security comes with a feeling of protection against sudden dismissal or layoff. When an employee has an assurance from the employer that no matter what happens in the organization, he will not be laid off, it makes him want to give his best in delivering quality service. Transparency means communicating key information about strategy, expenditures, and financial performance to the employees. It is also a process of being open and honest in business dealings. That is, not hiding anything from the employees. This will enable the employees to have full knowledge that will help them to carry out their work effectively (Salomao, 2010).

Byju (2013) and Bohnenberger et al. (2019) affirm that the provision of good working environment and employee empowerment are among the activities of employers in internal marketing. The following are the activities of employers in internal marketing; provision of personal perks (vacation days, sick leave, and maternity leave), provision of financial perks (pension or retirement plans), effective leadership, ensuring cooperation among workers, creating a good work environment, promotion of employees, motivation of employees and salary increment. Job dissatisfaction is impacted by hygienic variables, according to Herzberg's motivation theory. Working condition is part of these hygiene factors.

When the working environment is not healthy, this will make the employee dissatisfied with his job and also affect his performance at work. Employee empowerment is a non-monetary tool that can be used to motivate employees, it means equipping them with the authority to make certain decisions at the workplace. In addition, it is a tool called industrial democracy in human resources management and it practically involves giving workers the right to make decisions, and share responsibilities and authority in the workplace (Bohnenberger et al., 2019). Gonzalez et al. (2020) identified some of the activities of employers in internal marketing. This includes reduced

status distinction, inter-functional coordination and motivation of workers, and salary increments.

Status discrimination in terms of whether an employee is married or single, maybe he has children or not should be avoided. For an employee to be able to deliver quality service, the employer must guide against discrimination in the workplace. The employer should treat all employees equally without sentiment. Motivation can be in terms of monetary or non-monetary rewards. Monetary rewards such as good pay and allowances and non-monetary rewards such as promotions, and awards, among others. Herzberg's motivation theory states that job satisfaction is influenced by motivation factors. Rewards will boost the employees' self-esteem and can also motivate them to deliver the best service which will in turn benefit the organization.

Inter-functional coordination refers to the dissemination of information between various departments within an organization and the coordination of resources to deliver maximum value to the customers (Gonzalez et al., 2020). When there is inter-functional co-ordination, the employees will develop a sense of belonging, they will be involved in decision making. This will also boost his self-esteem and make him deliver quality service. All the aforementioned activities of the employer in internal marketing are necessary to be able to have satisfied employees who will deliver quality service to customers.

Table 2.1: Activities of Employers in Internal Marketing of Quantity Surveying Firms (QSFs)

Activities of employers in internal marketing of QSFs	Sources
Training of employees, provision of employment security, and transparency	Salomao (2010)
Provision of good working environment and employee empowerment	Byju (2013)
Sharing vision and information with employees, provision of personal pecks (vacation days, sick leave, and maternity leave), provision of financial pecks (pension or retirement plans), effective leadership, ensuring co-operation among workers, creating a good work environment, promotion of employees, motivation of employees and salary increment	Bohnenberger et al. (2019)
Reduced status distinction, and motivation of workers and salary increment	Gonzalez et al. (2020)

2.5.2 Level of Performance of Employers in Internal Marketing

The issue of whether employers are effectively performing their activities in internal marketing is multifaceted, with performance varying across different organisations and industries. Treating employees as internal clients is a component of internal marketing, aiming to enhance their satisfaction, engagement, and commitment to the organisation. The effectiveness with which employers execute these activities can significantly influence organisational outcomes. Research highlights considerable variability in how internal marketing is implemented across industries.

High-performing sectors like banking and hospitality often report successful internal marketing practices that correlate with positive employee attitudes and reduced turnover rates (Bailey et al., 2016; Mainardes et al., 2019). However, industries facing resource constraints or lacking strategic focus on employee engagement may struggle with implementation, leading to inconsistent internal marketing practices (Kanyurhi & Akonkwa, 2016; Huang et al., 2019).

Effective communication is essential for successful internal marketing, yet not all employers excel in this area. Many organizations face hurdles in establishing open and transparent communication channels. This can lead to employee disengagement and dissatisfaction, highlighting the need for adaptive communication strategies that align with organizational goals and employee expectations (Park & Tran, 2018; Yang 2015).

Effective internal marketing necessitates aligning training initiatives with both organisational objectives and individual career aspirations. However, some organisations fail to deliver comprehensive development programs, impacting employee motivation and retention (Joung et al., 2015; Jeong & Lam, 2016). Recognition of employee contributions is a core aspect of internal marketing, while many employers understand its value, execution varies significantly. Also, high-performing organisations implement fair and motivating reward structures, while others struggle with perceptions of fairness or adequacy, negatively affecting employee morale (Huang et al., 2019; Huang et al., 2015).

A welcoming and inclusive workplace is essential for internal marketing success, even though some employers have cultivated positive organisational cultures emphasizing inclusivity and respect, enhancing employee satisfaction, other organizations face challenges in establishing such environments, which can impact their strength to command and retain top-talent workers (Jeong & Lam, 2016; Yoganathan et al., 2021). Effective feedback mechanisms are essential for internal marketing, yet not all employers utilize them effectively. Organisations that perform well in this area leverage employee feedback to drive continuous improvement and adapt strategies. In contrast, others lack robust systems for gathering and acting on feedback, limiting their responsiveness to employee needs (Qaisar & Muhamad, 2021; Mazzarolo et al., 2021).

In conclusion, while some employers effectively perform their activities in internal marketing, others encounter challenges that inhibit their ability to fully engage and satisfy employees. Addressing variability in implementation, communication gaps, training deficiencies, inconsistent recognition practices, work environment issues, and feedback limitations is vital for enhancing internal marketing performance. Research suggests that industries that overcome these barriers reap significant benefits in employee fulfilment and organisational performance (Bailey et al., 2016; Mainardes et al., 2019; Olorunsola et al., 2022). The previously mentioned activities of employers in internal marketing are very important for a firm because if these activities are adequately performed, it will give the employee job satisfaction and make them deliver quality service to the customers.

2.5.3 Activities of Employee (Quantity Surveyor) in Internal Marketing of Quantity Surveying Firms

An employee is a staff working in a firm or an organisation. He has the sole responsibility of disseminating information from the firm to the clients and also giving feedback on clients' complaints back to the organisation. Employees are always near the clients. Hence, their activities in internal marketing cannot be over-emphasized. Employees must put on good attributes that will enable them to market their services to sustain their jobs with the employer (Ojo & Ebunoluwa, 2019). The activities of an employee quantity surveyor in internal marketing is to possess the skills and competencies needed to deliver quality service that will satisfy the external customers and increase the firm's profit (Shafiei & Said, 2008).

For effective internal marketing, employees must understand their roles and responsibilities in promoting the firm's services and mission. One of the primary activities the employee of a firm should perform to achieve internal marketing is to embody the firm's values and mission in their

daily activities (Penalba-Aguirrezabalaga et al., 2022). This includes demonstrating a commitment to customer service, quality, and innovation, as well as upholding ethical standards and promoting a positive work environment. By consistently aligning their actions with the firm's values, employees can help to reinforce the firm's brand and build trust with customers and stakeholders.

Another important activity of the employee in internal marketing is to act as a brand ambassador for the firm (Penalba-Aguirrezabalaga et al., 2022). This involves promoting the firm's services to external stakeholders, such as customers, suppliers, and partners, as well as advocating for the firm's values and missions in the community. By actively engaging with external stakeholders and positively representing the firm, employees can help enhance the firm's reputation and attract new customers and business opportunities. In addition, to promoting the firm's brand externally, employees also play a key role in fostering a positive organisational culture internally (Rasool et al., 2019). This includes supporting their colleagues, collaborating on projects, and contributing to a positive work environment.

By working together to achieve common goals and supporting each other in their professional development, employees can help to create a strong sense of teamwork within the firm. Employees are responsible for providing feedback and suggestions for improvement to management to help the firm achieve its goals. By actively participating in the firm's initiatives and sharing their ideas for innovation and growth, employees can help drive positive change within the firm and contribute to its long-term success (Bustinza et al., 2019). Furthermore, the activities of employees in internal marketing are essential for promoting a positive organisation culture and building a strong brand reputation (Penalba-Aguirrezabalaga et al., 2022).

By embodying the firm's values, acting as ambassadors, and fostering a positive work environment, employees can help drive the firm's success and ensure its long-term sustainability. It is important for firms to recognize the importance of employee involvement in internal marketing and to provide the necessary support and resources to help employees fulfil their duties effectively. Ojo and Ebunoluwa (2019) highlighted the attributes expected of an employee quantity surveyor include; adaptability and flexibility, leadership, teamwork, communication, problem-solving, time management, stress management, emotional intelligence, creativity, empathy, decision-making, interpersonal skills which include; work ethic, self-confidence, reliability, goal-oriented, relationship management, listening, collaboration, positive attitude, workplace etiquette, dispute management among others.

In the opinion of Nnadi and Alinta-Abel (2016), the major activities of quantity surveyors are; giving cost advice to the client, managing the finances for any kind of construction project, ensuring that projects are completed at the stipulated time, ensuring that projects are kept within budget, effective management of project risk, preventing or resolving disputes between contracting parties and preparing insurance replacement estimates for all kind of buildings. Jongo et al. (2019) opined that an employee quantity surveyor must have a basic knowledge of contract administration, tendering, estimating and cost planning, preparation of contract documents, procurement, cost-benefit analysis, feasibility studies, construction planning, arbitration and mediation, value management, quality management, life cycle costing, risk management, costing of infrastructure works among others. All these are important to facilitate good internal marketing.

Other activities of a quantity surveyor include the preparation of contract documents such as bills of quantities (BOQ), and tendering documents, giving advice on tendering/bidding procedures, procurement strategies, contractual claims, and arrangement, evaluation, and analysis of tenders. Reviewing tender documents, giving advice on forms of contract, preparing estimates and ordering schedules as well as preparing cost or value reconciliations, checking errors in bill of quantities, agreeing payment with subcontractors, and carrying out re-measurement of works (Jongo et al., 2019). In addition, an employee must possess adequate knowledge to efficiently perform the task assigned, he must be motivated to learn new things, he must be able to think innovatively and productively, he must have up-to-date knowledge about issues related to his field, he must be able to analyse the situation from different perspectives, he must be able to share knowledge with others easily and understandably, he must be able to apply theoretical knowledge to real-life situations among others (Shafiei & Said, 2008).

Sarfraz et al. (2018) opined that skills are a set of practical knowledge that an employee must have. They can be classified into hard skills and soft skills. Hard skills are technical skills that relate to specific tasks, these skills can be obtained through training or experiences that have been gathered over time while ability is related to a high level of mental capability or talent (Sarfraz et al., 2018). To facilitate good internal marketing, an employee must have the ability to learn new things that are relevant to his job, he must be able to tackle problems professionally, he must be able to make effective and ethical decisions at all times, he must have the physical strength to carry out his responsibilities, he must be able to quality work using the available limited resources, he must show co-ordination between different tasks among others (Sarfraz et al., 2018).

Olanrewaju and Anahve (2015) in their study concluded that feasibility study and cash flow forecasting are one of the major activities of an employee quantity surveyor in a firm. A feasibility study is the process of studying a proposed project to know its viability or whether or not the project is technically and financially feasible. Carrying out feasibility includes preliminary cost advice for a capital project. This is very paramount as the expected life cycle and other issues that can facilitate an effective decision-making process will also be considered, this includes how to source the finance required for the effective running of the project to completion.

Cash flow forecasting is a process of estimating future sales and expenditures. It helps to protect the contractor's cash flow and ensure that the expected profit margins are met by maximizing cash inflow and limiting cash outflow. Cash flow forecasting will help the firm to know if they are overspending or whether they are making a profit or loss. In addition, it will help them to identify the segments in which they need to minimize costs incurred to make more profit (Olanrewaju & Anahve, 2015).

In the opinion of Yogeshwaran et al. (2018), it is expedient for an employee quantity surveyor to be proficient in cost management as that is one of the key duties of a quantity surveyor. The quantity surveyor is well known for his expertise in managing the cost of project components. Managing cost includes preparation of cost planning, cost estimates, cost control, cost monitoring, and budgeting as well as cost research. It is the sole duty of a quantity surveyor to monitor, manage, and control costs. The quantity surveyor attends site meetings to assess work in progress for the financial year. He or she also engages in the preparation of claims and interim valuation.

Dada and Musa (2016) opined that an employee quantity surveyor should have a sound knowledge of contract management and administration. Contract administration officially starts when the building contractor signs the agreement to deliver the building project and associated works. The Contract Administration phase covers all construction, subcontracting, procurement and installation of engineering services, commissioning, handover, and defects rectification works, and extends to the final financial close of the project. It entails negotiating the terms and conditions in contracts, making sure that they are followed, and recording and approving any modifications that may occur throughout their implementation or execution.

In the opinion of Chamikara et al. (2020) project management and value management are also part of the activities of an employee quantity surveyor. The goal of project management is to represent the interests of the customer by coordinating the work of consultants and contractors from the beginning to the end and commissioning a project to produce the desired outcomes within the allocated budget and time frame. It entails analysing outcomes, maintaining progress reports, valuation of work done, and taking care of payment procedures among others.

Value management (VM) is a service that enhances the functional value of a project by tracking its development from start to finish and commissioning, auditing (checking) every decision made concerning a client-established value system. In other words, value management requires clients to provide the project designers with a clear understanding of the project's value requirements. The client's use of a facility about its corporate strategy, project brief, evolving design, and manufacturing process can be audited using the client's value system once implemented (Chamikara et al., 2020).

Value management is a multidisciplinary exercise since it should ideally involve the involvement of consultants from various design disciplines as well as client representatives who have a shared interest in the project's success and are therefore stakeholders (Yogeshwaran et al., 2018). Based on workshop objectives and a diversity of stakeholder perspectives, the team should have a proper mix of experience, skills, and competencies to be effective, which is seen as critical to value management success and the facilitator's abilities are critical to the value management process's success, his responsibilities could include advising on the value management team's selection, coordinating value management pre-workshop activities, determining workshop dates and lengths, supervising workshop procedures, and preparing reports. Workshop management is a difficult task that requires a variety of skills (Wao & Flood, 2016).

Wao and Flood (2016) opined that whole-life costing, as part of the duties of employee QS, is critical since the way its concept is applied integrates technical, administrative, and financial skills at every stage of the building's life. A building is more likely to give good value for money if the project's cost-in-use components are correctly considered throughout the design stage. To be able to determine the life cycle costs and whole life costs of buildings appropriately, the quantity surveyor needs to have access to building life data, building components' life data, and deterioration and maintenance data. These become important in knowing when a component needs repair or replacement or when obsolescence sets in.

In the study of Yogeshwaran et al. (2013) and Shayan et al. (2019) part of the activities of an employee quantity surveyor is expected to carry out is dispute resolution. Dispute resolution is a process of resolving disagreements between two or more parties. In construction, a lot of issues arise both in the office and on site because many professionals need to agree and work together to make the project successful which may be a bit difficult because of individual differences.

There are three forms of settling disputes which are mediation, arbitration, and litigation, during a construction project, the quantity surveyor may act as an arbitrator when issues arise between contracting parties when the need arises.

While contract management entails a thorough and precise understanding of contract clauses and their execution during construction to minimize potential disputes between the parties, contract administration entails making decisions and ensuring that information and decisions flow promptly to enable the project to be completed as required by the contract documents which includes reviewing and observing the construction project and identifying any errors, ambiguities, or inconsistencies in the design. In other words, it is the act of coming up with answers for disagreements that can come up while the project is being carried out (Shayan et al, 2019).

Table 2.2: Activities of Employees in Internal Marketing of Quantity Surveying Firms

Activities of employees in internal marketing	Sources
Giving cost advice to the client, managing the finances for any kind of construction project, ensuring that projects are completed at the stipulated time, ensuring that projects are kept within budget, effective management of project risk, preventing or resolving disputes between contracting parties and preparing insurance replacement estimates for all kind of buildings.	Nnadi and Alinta-Abel (2016)
Contract administration, tendering, estimating and cost planning, preparation of contract documents, procurement, cost benefit analysis, feasibility studies, construction planning, arbitration and mediation, value management, quality management, life cycle costing, risk management, costing of infrastructure works	Sarfraz et al. (2018), Jongo et al. (2019), Olanrewaju and Anahve (2015), Yogeshwaran et al. (2018), Dada and Musa (2016), Shayan et al. (2019), Chamikara et al. 2020, Wao and Flood (2016)
Embodying firm's value and mission into daily work To act as ambassadors to the firm Fostering a positive organizational culture internally Providing feedback and suggestions for improvement to management	

2.5.4 Level of Performance of Employees in Internal Marketing Activities

The activity of employees in internal marketing is critical, as they are central to both implementing and benefiting from these strategies, internal marketing treats employees as internal customers and emphasizes their role as advocates and contributors to the organisation's culture and goals. However, the extent to which employees perform their activities in internal marketing directly impacts organisational success (Joung et al., 2015).

Employee engagement is a cornerstone of effective internal marketing. Engaged employees are more likely to internalize organisational values, actively participate in training and development, and contribute positively to workplace culture (Bailey et al., 2016). Studies indicate that employee engagement is significantly influenced by internal marketing practices, which enhance job satisfaction and organisational commitment. For example, Studies conducted in the banking

industry have demonstrated that internal marketing has a favourable impact on employees' loyalty and job happiness, leading to improved employee-bank identification (Bailey et al., 2016). However, engagement levels can vary widely, influenced by factors such as leadership, communication quality, and organisational support (Kanyurhi & Akonkwa, 2016).

Open communication channels are essential for effective internal marketing. Employees who are encouraged to provide feedback and share insights help organisations identify areas for improvement and adapt strategies to better meet workforce needs (Jeong & Lam, 2016). Research highlights that when employees feel heard, their job satisfaction and commitment increase (Huang & Rundle-Thiele, 2015). However, not all organisations successfully implement these communication processes. Lack of effective communication within the firm can hinder internal marketing effectiveness (Huang & Rundle-Thiele, 2015; Jeong & Lam, 2016).

Employees play a vital role in aligning their efforts with organisational goals, which is a key aspect of internal marketing. When employees understand and commit to these goals, they effectively become brand ambassadors, contributing to organisational success. Clear communication and strong leadership are crucial in helping employees align with these objectives (Yang 2015). Studies in various sectors, including microfinance and hospitality, emphasize the positive impact of internal marketing on employee alignment with organisational goals (Park & Tran, 2018; Yoganathan et al., 2021).

Internal marketing involves employees acting as advocates for the organisation's culture and values. Employees who demonstrate organisational citizenship behaviours, such as supporting colleagues and fostering a positive work environment, enhance internal marketing effectiveness (Mainardes et al., 2019). Such behaviours are essential for creating a supportive and

collaborative workplace, which is crucial for organisational performance (Pascual-Fernández et al., 2020).

Despite the importance of employees in internal marketing, challenges such as lack of motivation, inadequate communication, and insufficient support can impede their effectiveness (Huang et al., 2019). Organisations must address these barriers by fostering a supportive environment, providing necessary resources, and recognizing employee contributions to enhance internal marketing success (Ngo et al., 2020).

In conclusion, while many employees effectively perform their activities in internal marketing by engaging in communication, aligning with organisational goals, and advocating for a positive culture, challenges remain that can impact their participation and overall effectiveness. Addressing these challenges through supportive organisational practices is essential for maximizing the benefits of internal marketing and achieving organisational success. However, performing the activities involved in internal marketing does not strike the fact that there are some factors influencing the practice of internal marketing in quantity surveying firms, these factors can either hinder or facilitate the practice of internal marketing. These factors need to be carefully examined for the firms to know how to address them effectively.

2.6 Factors Influencing the Practice of Internal Marketing in Quantity Surveying Firms

Marketing the quantity surveyor's services has been faced with some difficulties that have threatened the continued survival of Firms (Birnin-kebbi & Muhammed, 2016). In addition, the majority of these firms have failed to realize that their employees are internal customers who need to be satisfied so they can render quality and effective service to external customers. When the internal customers are satisfied, they will serve the firm with loyalty and render quality

service to the external customers, this will help the firm to grow and also make more profit (Moyanga & Agboola, 2020).

Several researchers such as (Soni et al. (2019); Asegid et al. (2014), Jongo et al. (2019), and Ebinoluwa & Ojo, 2020) have investigated the factors affecting internal marketing to be both internal and external factors. The internal factors are the value system, mission and objectives of the firm, management structure and nature, internal power relationship, human resources, physical assets and facilities, technical capabilities, marketing resources, and financial factors among others. The external can be subdivided into micro and macro environmental factors. The micro factors are; suppliers, customers, competitors, marketing intermediaries, financiers, and the public. The macro factors can be further classified into economic environment and non-economic environment.

The internal factors are controllable. The firms have control over these factors, they can be altered or modified by the firm and these include personnel, and physical facilities among others (Soni et al., 2019). The external factors are the factors beyond the control of a firm, such are, such as economic factors, socio-cultural factors, government and legal factors, demographic factors, and geophysical factors (Ebinoluwa & Ojo, 2020), and are so widely regarded as uncontrollable factors. Some external influences directly affect the firm. These elements are referred to as the micro-environment, task environment, and operating environment. Other external influences affecting enterprises include industrial policy, demographic concerns, and others. They make up the so-called macro-environment.

The micro environment is made up of factors within the immediate surroundings of an organization that have an impact on its success, these include the supplier, marketing

intermediate, competitors, customers, and the public while macro environment on the other hand consists of economic environment and non-economic environment. However, the nature of the constitution and governmental system, the characteristics and policies of political parties, and the business and economic policies and regulations are all included in the economic environment (Sui-Pheng & Hou, 2019).

Albulushi et al. (2020) opined that some of the external factors affecting internal marketing are; changes in government policies, changes in interest rates, changes in exchange rates, changes in inflation rates, changes in client demand, sociocultural influences, changes in population, changes in income distribution, lifestyle and attitude of individuals, culture and its effects, innovations and technologies, environmental protection laws, changes in rules of measurement, competitive rivalry, bargaining power of the clients among others.

A firm's goals and objectives are designed to provide direction and guide its operations, the objectives of the firm might range from more modest ones, like lowering employee turnover, to more ambitious ones, like raising overall productivity (Hendri, 2019). If the mission and objectives of a firm is not well spelt out, the employees might not be able to deliver excellent services as they do not know what is in the mind of the employer.

The management structure and nature are crucial factors influencing the decision of a business, most management structures and styles cause decision-making to take longer, while others allow for quicker decision-making. In addition, it was further stated that some management structures do not give room for employees to be part of the decision-making process of the firm (Albulushi et al., 2020). The flat structure has fewer managers or a smaller management hierarchy which helps in decentralizing the decision-making process. Also, the friendly connection between the

CEO and the board of directors is characterized by an internal power relationship, this describes the support and contribution from the employees and other members of the firm and also helps to strengthen decision-making and its implementation.

The main issue of internal power is the person making the decisions and the basis on which the decisions are being made, while delegated decisions rely on the expertise and abilities of lower-level managers, unilateral decisions are founded on the positional authority of top managers (Opunsuju et al., 2019). Power sharing makes the employee feel valued as part of the firm and it makes them more committed to work. Similarly, empowerment is a process by which managers allow employees in a work team to produce results by providing the necessary environment. It gives employees the ability, authority, and responsibility to make decisions and react promptly to problems (Opunsuju et al., 2019).

Human resources can be seen as the life of any firm. That is, the employees of the firm, the characteristics of the human resources like the personal motivation of the employee, skill quality, morale, commitment, attitude, skill variety and competence, sense of pride in the profession, quality of work done, employee capability to produce, employee level of education, employee level of ambition, employee personal characteristics among others, could contribute to the strength and weakness of the organisation (Albulushi et al., 2020). Employee resistance makes it difficult for certain firms to implement restructuring or modernization, while it goes quickly for others. Also, the skills, competencies, attitude, morale, dedication, and commitment of employees amount to the firm's strengths or weaknesses (Rasool et al., 2019).

Facilities such as the capacity to produce, tools and machinery are factors that can influence the competitiveness of a firm. These assets and facilities will aid the free flow of operations in the

firm while the technological capabilities imply the knowledge and equipment needed to produce or render a specialized service which can be an internal factor or an external factor (Bustinza et al., 2019). The employer needs to train the employees to build their technological strength and also the firm needs to be aware of the technological changes in the external environment and they must have the capacity to adjust to increase market competitiveness.

Research and development (R&D) refers to an external factor that helps the firm to widen its scope to be able to handle new challenges which usually determines the firm's ability to innovate and compete with its contemporaries. Due to the rapid economic growth and expansion of knowledge and science, firms are greatly investing in research and development to achieve their desired level of growth some of the benefits of investing in research and development are that it provides the groundwork for long-term economic growth, competitive advantage, and technical advancement, all of which lead to better business performance (Habtewold, 2023).

Finance is a very important factor that determines the success of a project and also the growth of a firm. Difficulty in getting finance will have an impact on how the employees of the firm will be treated and this will in turn affect the productivity of the employees and can also affect the smooth running and efficiency of the firm. The company's financiers are another important micro-environmental component, in addition to financial skills, their policies and strategies, attitudes, and ability to provide non-financial help are also important (Al-slehat et al., 2020).

One of the factors that affect the profitability and growth of a firm is its ability to meet its client's demand. This will make the firm to be above other firms of its kind because of its distinctive ability to meet client's demands. Moreover, the major aim of the firm is to provide quality services that will satisfy and help to retain customers. As clients or customer needs become more

complex, there is a need for the employer to invest more in the training and development of employees to enhance their productivity (Otto et al., 2020).

The type of client patronizing a firm can also determine the profitability of the firm. A firm that has a higher number of low-income earners patronizing it will be affected by its high bargaining power. That is, the income level of clients will determine their bargaining power which can either increase or reduce the profit potential of the firm. A firm that is not making much profit will eventually find it difficult to satisfy its employees which will affect the growth of the firm in the long run (Otto et al., 2020).

Clients with strong bargaining power often require a high degree of service customization (Chang et al., 2021). Quantity surveying firms must ensure that their employees are well-equipped to deliver excellent services. This includes tailored training programs and motivational strategies aimed at enhancing employees' ability to meet the specific requirements of influential clients. Empowerment of employees by the firm is also crucial to grant them autonomy to make critical decisions (Carlisle et al., 2022). In response to the demands of powerful clients, quantity surveying firms often enhance their quality assurance and performance standards (Chang et al., 2021).

The influence of client bargaining power also presents challenges. Resource allocation to meet demanding client needs can strain a firm's operations (Mondiwa et al., 2020). However, effective internal marketing must carefully balance these immediate demands against the firm's long-term strategic goals to ensure sustainable growth and profitability (Mondiwa et al., 2020), (Chang et al., 2021). These firms must strategically manage their internal resources and employee relations

to cater to the needs of powerful clients while maintaining operational efficiency and employee satisfaction (Yap et al., 2021).

Competitors of an organisation include not only companies who sell identical or comparable goods but also those that vie for customers' discretionary cash. In a situation where the competition is tough, the firm may suffer low patronage thereby making it difficult for them to meet up with the employee wages, salaries, and other benefits. In some cases, rival firms may end up cooperating with the growth of other firms. Secondly, they may end up benefitting from the growth of other firms while trying to imitate their strategies. Competitive rivalry prevents the firm from delaying on-going projects, it also stimulates innovation because firms will invest more in research and development (Alexandre et al., 2020).

It is easier for a growing firm to adjust to the environment as larger firms develop a better absorption capacity of mistaken actions and find it easier to influence the environment. The size of the firm enables them to diversify and help to reduce their dependence on some specific products. Large firms have large scale capabilities to participate in export markets, even though firms have resources available, capability is important for the development of resources (Chandran & Rasiah, 2013).

According to Cavaliere et al. (2021), one of the major factors that enable the firm to achieve long-term success and great financial results is the firm's credibility, A firm's culture refers to beliefs, standards, concepts, and codes defining how a firm overseas its business. The firm's image can be checked internally or externally and it is dependent on the employees of the firm, it is the most sustainable asset of the firm. A right name attracts competitive characteristics and it

serves as a dynamic identification, it also provides active distinction and competitive gain (Cavaliere et al., 2021).

A pandemic can be referred to as a breakout and widespread of an infectious disease that poses a threat to the life and properties of individuals living in a country (Nemteanu & Dabija, 2021). A pandemic might have an impact on the relationship between an employer and employee because people will want to protect themselves such as not getting infected. In the process of doing this, an employee may decide not to go to work or he might even want to work but the employer says he should stay at home because there is no means to pay him for his services. A typical example is the COVID-19 pandemic, some firms had to tell their employees to stay home and work from home, and salaries were reduced as there were few or no contracts to fund the expenses of the firm.

It is clear that the field of quantity surveying is lacking awareness as many people are yet to know and understand who a quantity surveyor is and the services he renders. From the pilot study, even some academic colleagues in the Master's or PhD program do not know who a quantity surveyor is and this can be very detrimental to the growth of quantity surveying firms and the profession at large. Inadequate awareness can lead to low patronage, which will make the firms have little or no work to do and thereby reduce the engagement of employees which can make them lose their jobs (Olatunde & Okorie, 2016). This low patronage will also reduce the firm's profitability which will make the firm unable to satisfy its employees. On the other hand, inadequate awareness can make the employer lose interest in the training and development of employees because it is of no use to train people without engaging them (Ogunsina et al., 2018).

Job Security enables the employee to become more committed to work and do anything within his power to deliver quality service to the external customers as he already knows that he cannot be dismissed at any time. On the other hand, if the promotion policy of a firm is in favour of the employee, it will bring job satisfaction to the employee (Sanyal et al., 2018). An employee who is satisfied with his job will treat external customers right and market the services of the firm happily.

One of the key factors that can influence internal marketing is organisational culture. The common values, beliefs, and customs that influence how employees behave within the company are referred to as organisational culture. A strong and positive organisational culture can foster a sense of belonging and loyalty among employees, which can in turn lead to high levels of engagement and motivation. On the other hand, a negative or toxic organisational culture can have a detrimental effect on internal marketing practices, as employees may feel disengaged and disconnected from the firm's goal (Sanyal et al., 2018).

The level of employee involvement and participation in decision-making processes can also influence internal marketing. Firms that involve employees in decision-making and seek their input and feedback are more likely to have a motivated and engaged workforce, this can lead to higher level of employee satisfaction, productivity and loyalty, which can ultimately benefit the firm's overall marketing efforts. On the other hand, firms that do not value employee input and participation may struggle to establish a positive and supportive work environment which can hinder the effectiveness of internal marketing practices (Sanyal et al., 2018).

Effective leadership is essential for creating a supportive and empowering work environment that encourages employee engagement and participation. Leaders who can communicate effectively

inspire trust and confidence, and leads by example are more likely to succeed in implementing internal marketing practices that drive employee satisfaction and loyalty. On the other hand, poor leadership can lead to confusion, mistrust, and disengagement among employees, which can hinder the effectiveness of internal marketing efforts (Sanyal et al., 2018).

In conclusion, the aforementioned factors influencing internal marketing can affect the firm positively or negatively, it is important for firms to look out for these factors, study them carefully and use them to their advantage. Some of these factors, if well managed can help the firm to manage their employees effectively, increase the firm's productivity, and give them an edge above their competitors.

Table 2.3: Factors Influencing the Practice of Internal Marketing in Quantity Surveying Firms (QSFs)

Factors Influencing the Practice of Internal Marketing in QSFs	Sources
Mission and Objectives of the Firm	Hendri (2019)
Management Structure and Internal Power Relationship	Albulushi et al. (2019).
Human Resources of the Firm	Rasool et al. (2019), Albulushi et al. (2019).
Physical Facilities and Technological Capabilities	Bustinza et al. (2019)
Research and Development (R&D)	Habteworld (2023)
Financial Factors	Al-slehat et al. (2020)
Changes or Complexity in Client Demand	Otto et al. (2020)
Bargaining Power of the Client	Otto et al. (2020), Chang et al. (2021), Carlisle et al. (2022), Mondiya et al. (2020), Yap et al. (2021).
Competitive Rivalry	Alexandre et al. (2020)
Firm Size	Chandran and Rasiah (2013)
Firm's Culture and Image	Cavaliere et al. (2021)
Pandemic	Nemteanu and Dabija (2021)
Level of Awareness of the Quantity Surveying Profession	Olatunde and Okorie (2016). Ogunsina et al. (2018)
Job Security and Company's Promotion Policy	Sanyal et al. (2018)
Organizational culture	
Level of employee involvement in decision making	
Effective leadership	

2.6 Impact of Internal Marketing on the Market Competitiveness of Quantity Surveying Firms

Albulushi et al. (2020) and Caldwell et al. (2015) opined that some of the impacts of internal marketing on the market competitiveness of quantity surveying firms include competitive advantage, wealth creation, increased organisation performance, and improved employee performance. Competitive advantage can be achieved by creating a relationship that cannot be duplicated between the employees and their customers, in a business environment where there are new entrants from time to time and prices are relatively high, firms must develop the ability to create a close relationship with the customers so as to achieve competitive advantage (Albulushi et al., 2020).

Internal marketing is a crucial element for quantity surveying firms which aims at achieving and maintaining a competitive advantage, this is achieved through enhanced employee performance, client relationship management, and innovation and adaptability (Anning-Dorson & Nyamekye, 2020). Investing in the workforce through training and motivation allows firms to enhance service quality, drive innovation, and foster lasting client relationships, securing a robust market position (Olazo 2022). The strategic implementation of internal marketing not only leads to improved employee engagement but also translates into tangible competitive advantages, as indicated by various empirical studies across different sectors (Butt et al., 2020; Mazzarolo et al., 2021).

Internal marketing processes such as empowering the employees, are a determinant of a close relationship with the external customers. In recent times, technology has made customers to be more informed about the firm's products and services. Therefore, it has become much easier for customers to access comments, complaints, and opinions of other customers. Moreover, firms are

beginning to understand that creating a strong customer relationship will help them achieve a competitive advantage. An effective internal marketing strategy will help the firm in developing committed employees, this is key in strengthening relationships with customers as it helps to increase loyalty, customer satisfaction, and the firm's profit (Caldwell et al., 2015).

Internal marketing is a way of motivating and educating employees about marketing strategies that will help them to be more customer-conscious and market-oriented. A firm must be able to build employees' internal commitment which will help to increase employees' confidence about the quality of its products and services. This will enable the employee to be able to add value to the customers. Competitive advantage and wealth creation are products of the trustworthiness of the leaders in an organisation. When the employees develop enough trust in their leaders and the organization, it makes them to be more committed. In addition, it will make the employees add value and create more wealth for the organisation (Caldwell et al., 2015).

One of the activities of employers in internal marketing is to create a learning culture. This will help the employees to unlearn concepts and processes that longer apply in the organisation and learn new concepts that will help them in delivering quality services to clients and also make them to stand out among other firms. Similarly, creating a learning culture is beneficial as it helps to increase organisational competencies and enhance firm's performance (Caldwell et al., 2015).

Ojo and Ebunoluwa (2019) affirmed that internal marketing leads to a firm's growth. A firm's profit is one of the indicators of a firm's growth. A good internal marketing in the firm enhances the firm's performance which in turn leads to growth. When the employees of a firm are doing well in the delivery of their services, this will lead to increased loyalty of the external customers.

This will also help the firm to achieve continuous growth and will increase the market competitiveness of the firm. That is, it will make the firm to be able to stand out in the competitive business environment.

Furthermore, Nemteanu and Dabija (2021) in their study discovered that internal marketing brings about job satisfaction to the employee and also enhances employee job performance. Job satisfaction is an attitude that depicts an employee's well-being. It is a feeling of positive emotions which enhances the workplace atmosphere and it makes the employee more dedicated to work. A satisfied employee will be willing to be retained and also represent the organisation with dignity. Job satisfaction is dependent on the working environment that is, a healthy working environment can bring about job satisfaction.

Other factors that affect job satisfaction include relationships with department heads, the value of work, amount of pay, job security, rewards, and recognition among others. In addition, job performance consists of the aggregated number of tasks performed by an employee over some time. When employees are satisfied, they will display positive attitudes that will enable them to deliver excellent services. This will improve their productivity. Some of the factors that can affect job performance include stress, lack of adequate knowledge about tasks, and lack of rewards among others (Nemteanu & Dabija, 2021).

Naghi and Preda (2015) and Farid and Taher (2021) recorded that internal marketing leads to improved organisation citizenship behaviour and also bring about organisational commitment. Organisation citizenship behaviour is a set of discretionary behaviour of the employee that contributes to the overall effectiveness of the organisation which does not lead to a formal reward. An employee will start to behave as if he is the owner of the company, that is, he will

work hard to protect the interest, image, and anything that belongs to the firm since he knows that the success of the firm will earn him more rewards either monetary or non-monetary (Naghi & Preda, 2015).

Organisational commitment in the same vein is the extent to which an individual identifies with and is involved in the organisation. It has nothing to do with the attitude of employees towards their organisation. It simply means the sense of belonging that employees have towards the organisation which makes them perform beyond expectations to achieve the company's objective (Farid & Taher, 2021). Organisational commitment can be affective commitment, normative commitment, and continuance commitment.

Affective commitment is also called emotional commitment and it relates to the emotional attachment of the employee to the organisation. **Normative commitment** refers to the employee's sense of moral conduct that reflects the belief of the employee that they want to stay and grow with the organisation. **Continuance commitment** refers to the commitment or dedication given to the organisation provided that there are no other options or there is a lack of other career opportunities (Naghi & Preda, 2015). A good internal marketing relationship between the firm and its employees will facilitate organisational commitment.

Other impacts of internal marketing include improved client satisfaction, increased employee productivity, improved employee development, improved client retention, cooperation among employees, improved flow of information between departments in the firm, increased awareness of quantity surveying profession and services, improved service quality, improved employees' safety in the workplace, facilitates swift service delivery, update firms with the latest technology, helps the employees to develop positive attitudes towards work, improves employees' self-

competence, increased client's satisfaction, improved patronage, improved employee-client relationship, improved chance of survival for firms, reduces frustration among employees and improved service quality (Elsamen & Alshurideh, 2012; Mbengo & Chinakidzwa, 2014; Jongo et al., 2019).

Table 2.4: Impact of Internal Marketing on the Market Competitiveness of Quantity Surveying Firms (QSFs)

Impact of Internal Marketing on the Service Delivery of QSFs	Sources
Competitive advantage	Albulushi et al. (2020), Butt et al. (2020) Mazzarolo et al. (2021), Anning-Dorson and Nyamekye (2020), Olazo (2022)
Wealth creation	Caldwell et al. (2015)
Increased organization competence and improved performance	
Firm's growth	Caldwell et al. (2015)
Job satisfaction	Ojo and Ebunoluwa (2019)
Job performance	Nemteanu and Dabija (2021)
Organization citizenship behaviour	Nemteanu and Dabija (2021)
Organizational commitment	Naghi and Preda (2015)
	Farid and Taher (2021), Naghi and Preda (2015)
Improved client's satisfaction, increased employees' productivity, improved employee development, improved client retention, co-operation among employees, improved flow of information between departments in the firm, increased awareness of quantity surveying profession and services, improved service quality, improved employees' safety in the workplace, facilitates swift service delivery, update firms with the latest technology, helps the employees to develop positive attitudes towards work, improves employees' self-competence, increased client's satisfaction, improved patronage, improved employee-client relationship, improved chance of survival for firms, reduces frustration among employees and improved service quality	Elsamen and Alshurideh (2012), Mbengo & Chinakidzwa (2014), Jongo et al. (2019).

CHAPTER THREE

METHODOLOGY

3.1 Preamble

This chapter presents methods that were used in achieving the aim of this study. It focuses on research design, study population, sampling technique, research instrument, method of data collection, and methods of data analysis.

3.2 Research Design

Research design is defined as an overall strategy chosen for the integration of various components of the study in a logical manner (Ryor, 2013). For this study, a quantitative method of data collection was adopted to explore and obtain viable data regarding the aim and objectives of this study. The quantitative method of data collection was used to get information about internal marketing and its impact on the market competitiveness of quantity surveying firms in Lagos State, Nigeria. This was done with the use of a structured questionnaire which contains facts and opinions of other researchers on the various objectives for assessment.

3.3 Study Population/ Sampling Frame

Population consists of all units which possess variable characteristics under study and for which research finding can be generalized (Shukla et al., 2022). The study population for this research were quantity surveying firms in Lagos State. The sampling frame for this study comprises of one hundred and thirty-seven (137) registered quantity surveying firms in Lagos State. The study focused on the employer and one employee quantity surveyor in each registered firm.

3.4 Sampling Technique and Sample Size

There are one hundred and thirty-seven (137) quantity surveying firms in Lagos State (Nigerian Institute of Quantity Surveyors (NIQS) Directory, 2021). Random sampling was used to select samples from the total population. Fifty percent (50%) of the registered quantity surveying firms were sampled, which is equivalent to sixty-nine (69) registered quantity surveying firms. Two questionnaires were administered in each of the firms, one for the employer (firm) and one for the employee quantity surveyor.

3.5 Method of Data Collection

Primary data were collected for this study. This primary data was obtained from field surveys with the aid of a structured questionnaire administered in the study area. The contents of the questionnaire were designed based on the concept of surveyed previous studies on the activities of employers in the internal marketing of quantity surveying firms, the activities of employees in the internal marketing of quantity surveying firms, the factors influencing the practice of internal marketing in quantity surveying firms and the impacts of internal marketing on the market competitiveness of quantity surveying firms.

The questionnaires were designed in two parts, A & B. Part A for the general background of the respondents while Part B answered questions relating to the objectives of the study. The questionnaires were designed in a closed-ended type format where variables from the literature were listed for the respondents to assess on a 5-Likert scale. Data were collected using a random sampling method, this was done by listing out the names of quantity surveying firms and picking the ones that fall into odd numbers.

3.6 Method of Data Analysis

Data collected for each objective were analysed using both descriptive and inferential statistics. This includes frequency, percentage, mean item score, factor analysis, and Mann-Whitney U test as shown in (Table 3.1).

Table 3.1: Method of Data Analysis

Objectives	Data Collected	Data Analytical Tools Used
a. assess the profile of quantity surveying firms	Profile of quantity surveying firms	Frequency and Percentages
b. examine how internal marketing is being practiced in quantity surveying firms	Level of importance of activities of employers and employees in the internal marketing of quantity surveying firms	Mean Score
	Level of performance of activities of employers and employees in internal marketing of quantity surveying firms	
c. assess the factors influencing the practice of internal marketing in quantity surveying firms	Factors influencing the practice of internal marketing in quantity surveying Firms	Mean Score Factor Analysis Mann-Whitney U test
d. evaluate the impact of internal marketing on the market competitiveness of quantity surveying firms	Impact of internal marketing on the competitiveness of quantity surveying firms	Mean Score Standard Deviation Mann-Whitney U test

3.6.1 Mean Score: The mean score is the average value of answers given by respondents to a set of questions linked to a certain scale (Odediran and Windapo, 2018). Data extracted from the questionnaires which represent the respondent's rating was added and divided by the number of responses. This method allows deductions to be made concerning the sampled opinions of respondents. Therefore, this method was used in this study to examine the activities of each party in internal marketing and also to identify the most important activities that will enable quantity surveying firms to stand out in the study area.

$$\text{Mean Score} = \frac{5n_5 + 4n_4 + 3n_3 + 2n_2 + 1n_1}{(n_5 + n_4 + n_3 + n_2 + n_1)} \dots\dots\dots(3.1)$$

Where n_1 = number of respondents who ticked 1; n_2 = number of respondents who ticked 2; n_3 = number of respondents who ticked 3; n_4 = number of respondents who ticked 4; n_5 = number of respondents who ticked 5. Similarly, this tool will be used to identify the factors that have a greater influence on internal marketing of quantity surveying firms based on the responses.

3.6.2 Mann-Whitney U Test: Mann-Whitney U test was used to examine the difference in opinions of employer and employees in respect of objective c and d so as to established their interest. According to Chan and Walmsley (1997), the purpose is to look for same form of distribution between samples and the population from which they are drawn.

3.6.3 Factor Analysis: Factor analysis is a method used for investigating if the variables of interest are related linearly to other variables that are being considered. Factor analysis is useful for identifying clusters of variables related and thereby reducing a large number of variables into a more easily understood structure. For this study, factor analysis was used for objective c.

CHAPTER FOUR

RESULTS AND DISCUSSION OF FINDINGS

4.1 Preamble

This chapter presents the analysis and discussion of the findings. The data collected from the respondents were analysed and presented by the objectives stated in Chapter One of this study.

4.2 Questionnaire Distribution and Response Rate

The registered quantity surveyors in Lagos State, Nigeria, were given a total of one hundred and thirty-eight (138) copies of the questionnaire, which were selected from the sixty-nine (69) quantity surveying firms operating in the study area. The questionnaires were administered to one employer and employee quantity surveyor in each firm. However, there were a total of 109 questionnaires that were found and deemed to be useful. This means 79% of the sample sizes were covered for the analysis. This response rate was deemed adequate since it exceeded the stated percentage of Mugenda and Mugenda (2008), that a response rate of 50% is adequate for a research.

4.3 Profile of Quantity Surveying Firms

Objective one of this study focused on assessing the profile of quantity surveying firms in Lagos State, Nigeria. It is centred on assessing the background information of employer and employee quantity surveyors. Tables 4.1 and 4.2 revealed the results obtained on the profile of the two sets of respondents.

Table 4.1: Profile of Employers of Quantity Surveying Firms

Variables	Frequency	Percentage
Status of the respondent		
Employer	51	46.8
Total	51	100
Year(s) of existence of the firm		
1-10years	19	37.3
11-20 years	23	45.1
21-30 years	7	13.7
> 30years	2	3.9
Total	51	100
Mean = 14 years		
Highest academic qualification of the respondents		
HND	10	19.6
B.Sc/ B.tech	19	37.3
M.Sc/ M.tech	19	37.3
PhD	3	5.8
Total	51	100
Professional qualification of the respondents		
MNIQS	25	49
FNIQS	8	15.7
Probationer	18	35.3
Total	51	100
Position in the firm		
M.D/ Principal Partner	18	35.3
Chief QS	7	13.7
QS	20	39.2
Assistant QS	6	11.8
Total	51	100
Type of work the firm engage in		
Building and Civil Engineering Construction	34	66.7
Civil Engineering Construction	3	5.9
Building constructions	14	27.4
Total	51	100
Annual revenue of the firm		
N1M- N5M	4	7.8
N6M – N10M	14	27.4
N11M-N15M	6	11.9
> N15	27	52.9
Total	51	100
Mean= N12M		

As shown in Table 4.1, 46.8% are the employer of quantity surveying firms. The table revealed that the surveyed quantity surveying firms have been in existence for 14 years, on average. This indicates their suitability to provide adequate data for this study. The result of this research is in agreement with the research of Moyanga and Agboola, (2020) who classified firms that have been in existence for over 10 years as matured firms. This shows that the majority of the quantity surveying firms sampled in the study area are mature and have an understanding of internal marketing.

In terms of the highest academic qualification of the respondents, 19.6% hold an HND, 37.3% hold a B.Sc/B.Tech, another 37.3% hold an M.Sc/M.Tech, and 5.8% hold a PhD. Moyanga et al. (2019), and Ogunmakinde and Umeh (2018) reported that the highest educational qualification of most employers of quantity surveying firms was a master's degree. Regarding professional qualifications, 49% of the respondents hold the MNIQS qualification, while FNIQS constitutes (15.7%). This highlights that a significant portion of respondents are professionally qualified. The result of this research aligned with the findings of Moyanga et al. (2019) and Olanipekun et al. (2014) who reported that the highest qualification of most employers was corporate membership of the Nigerian Institute of Quantity Surveyors (NIQS).

In terms of positions within their firms, 35.3% are M.D/Principal Partners, 13.7% are Chief QS, 39.2% are QS, and 11.8% are Assistant QS. This distribution shows a good mix of leadership and technical roles among the respondents. The type of work the firms engage in shows that 66.7% are involved in building and civil engineering construction, 5.9% in civil engineering construction, and 27.4% in building construction. This suggests a strong representation of firms involved in comprehensive construction activities. The result of this research agrees with the

findings of Oke et al. (2016) which discovered that most quantity surveying firms undertake civil engineering and building works the most.

Finally, the annual generated revenue of the firms shows that 7.8% generate less than N5M, 27.4% generate between N6M – N10M, 11.9% generate between N11M-N15M, and 52.9% generate more than N15M. The mean annual generated revenue is N12M. This indicates that the majority of the firms are generating significant revenue, reflecting their established presence in the industry. The result of this research agrees with the findings of Oke et al. (2016) which ascertain that most quantity surveying firms have an annual turnover of 11-20 million naira.

Table 4.2: Profile of Employees of Quantity Surveying Firms (Quantity Surveyor)

Variables	Frequency	Percentage
Status of the respondent		
Employee	58	53.2
Total	58	100
Year(s) of experience		
1-10years	21	36.2
11-20 years	27	46.6
21-30 years	7	12.0
> 30years	3	5.2
Total	58	100
Mean = 14 years		
Highest academic qualification of the respondents		
HND	10	17.2
B.Sc/ B.tech	22	37.9
M.Sc/ M.tech	22	37.9
PhD	4	6.9
Total	58	100
Professional qualification of the respondents		
MNIQS	28	48.3
FNIQS	8	13.8
Probationer	22	37.9
Total	58	100
Position in the firm		
M.D	23	39.7
Chief QS	5	8.6
QS	24	41.4
Assistant QS	6	10.3
Total	58	100
Type of work the firm engage in		
Building and Civil Engineering Construction	39	67.2
Civil Engineering Construction	3	5.2
Building construction	16	27.6
Total	58	100

Similarly, background information from the employee quantity surveyor was obtained. This is presented in Table 4.2. The results showed that 53.2% employees participated in the exercise. The table revealed that the mean year of experience is 14 years, which implies that employees have adequate years of experience. The result of this study agrees with that of Dada and Musa (2016) which opined that year of experience of quantity surveyors generally affects their competence level.

In terms of the highest academic qualification of the respondents, 17.2% hold an HND, 37.9% hold a B.Sc/B.Tech, another 12% hold an M.Sc/M.Tech, and 5.2% hold a PhD. However, the findings of Ogunseiju et al. (2023) and Olanipekun et al. (2014) reported that the highest educational qualification of employees in quantity surveying firms was a bachelor's degree. The result of this research corroborated the findings of the earlier researchers by discovering an equilibrium between quantity surveyors that possess a B.Sc/B.Tech and those that possess a M.Sc/M.Tech.

Regarding professional qualifications, 48.3% of the respondents hold the MNIQS qualification, while FNIQS constitutes (13.8%). In terms of positions within their firms, 39.7% are M. D, 8.6% are Chief QS, 41.4% are QS, and 10.3% are Assistant QS. This highlights that a significant portion of employees are professionally qualified. The result of this research aligned with the findings of Moyanga et al. (2019) and Olanipekun et al. (2014) who reported that the highest qualification of most employees was corporate membership of the Nigerian Institute of Quantity Surveyors (NIQS).

The type of work the firms engage in shows that 67.2% are involved in building and civil engineering construction, 5.2% in civil engineering construction, and 27.6% in building

construction. The result of this study agrees with the findings of Oke et al. (2016) which discovered that most quantity surveying firms undertake civil engineering and building works the most.

4.4 Reliability of the Data

Before undertaking statistical analysis on variables, it is imperative to ascertain their validity using a reliability examination. The reliability of the variables was evaluated in this research by employing Cronbach's Alpha test. According to Sellar (2018), the minimum acceptable value is 0.70. As shown in Table 4.3, every variable stated in each component of the research instrument for this study has a Cronbach's alpha value of over 0.70 which indicates a strong internal consistency.

Table 4.3: Reliability of the Data

S/N	Cluster of factors	Cronbach's alpha Coefficient
1	Level of importance of internal marketing activities of the employer	0.971
2	Level of performance of internal marketing activities of the employer	0.974
3	Level of importance of internal marketing activities of the employee	0.954
4	Level of performance of internal marketing activities of the employee	0.977
5	Factors influencing the practice of internal marketing in quantity surveying firms	0.950
6	Impact of internal marketing on the market competitiveness of quantity surveying firms	0.980

4.5 Internal Marketing Practice of Quantity Surveying Firms

Objective two of this research was set to evaluate how internal marketing is being practiced in quantity surveying firms in the study area. To understand the internal marketing practices adopted in the study area, activities required of employers and those required of employees in internal marketing were assessed by level of importance and level of performance. Mean item score and standard deviation were used for the data analysis. To assess the internal marketing

activities of employers, the activities were ranked by the employees on the level of importance and the level of performance of each activity by the employers. Table 4.4 presents the report obtained on the internal marketing activities of employers based on the level of importance attached to each activity by employees.

Table 4.4: Importance of Employers' Internal Marketing Activities to Employees

S/N	Activities of Employers in Internal Marketing	MS	Rank
1	Provision of good working environment	4.27	1
2	Motivation of employees and salary increment	4.24	2
3	Training of employees	4.22	3
4	Provision of employment security	4.08	4
5	Transparency in all dealings	4.06	5
6	Ensuring co-operation among employees	4.03	6
7	Swift dissemination of information to employees	4.00	7
8	Openness to suggestions and opinions from employees	4.00	7
9	Treating workers equally in the work place	3.98	9
10	Provision of personal pecks such as vacation days, sick leave, maternity leave among others	3.97	10
11	Empowerment of employees	3.95	11
12	Provision of financial pecks such as pension or retirement plan	3.94	12
13	Provision of retirement plans such as pension	3.92	13
14	Sharing vision with employees	3.87	14
15	Involving workers in decision making	3.83	15
16	Involving employees in policy formation	3.82	16

The variables were rated using a five-point Likert scale, ranging from "5= very important" to "1= not important". Provision of a good working environment (MS=4.27) ranked first. This agrees with the study of Byju (2013) who mentioned the provision of a good working environment as one of the major activities of an employer in internal marketing. This implies that employees attach a high level of importance to this activity of the employer. This is closely followed by the Motivation of employees and salary increment (MS=4.24) which ranked second, this corroborates the research of Gonzalez et al. (2020) who affirmed that reduced status distinction

and motivation of workers through salary, praise, and recognition as the major activities of an employer in internal marketing. Training of employees (MS=4.22) ranked third. Provision of employment security (MS=4.08) was ranked fourth, while transparency in all dealings (MS=4.06) was ranked fifth. The third, fourth, and fifth duty agrees with the study of Salomao (2010) which opined that employers must perform these three aforementioned duties to facilitate good internal marketing. Ensuring cooperation among employees (MS=4.03) ranked sixth.

Openness to suggestions and opinions from employees (MS=4.00) and swift dissemination of information to employees (MS=4.00) both have the same mean score and were ranked seventh. Treating workers equally in the workplace (MS=3.98) was ranked ninth, while the provision of personal perks such as vacation days, sick leave, and maternity leave (MS=3.97) was ranked tenth. Empowerment of employees (MS=3.95) was ranked eleventh, followed by the provision of financial perks such as pension or retirement plans (MS=3.94) was ranked twelfth. Provision of retirement plans such as pension (MS=3.92) ranked thirteenth. Sharing a vision with employees (MS=3.87) ranked fourteenth, followed by involving workers in decision-making (MS=3.83) ranked fifteenth. Lastly, involving employees in policy formation (MS=3.82) ranked sixteenth.

To examine the level of performance of internal marketing activities of employers, respondents (employees) were asked to rate the performance of the listed activities by the employees using a Likert scale where: 1 = Not Performed, 2 = Slightly Performed, 3 = Moderately Performed, 4 = Performed, and 5 = Highly Performed. The result is presented in Table 4.5. It indicates that all seventeen activities had mean values above 3.50, signifying that employees rated the performance level of these activities as high to very high ($3.52 \leq MS \leq 4.02$). This implies that employees attach a high level of performance to the activities of employers in internal marketing.

Table 4.5: Performance of Employer's Internal Marketing Activities as Evaluated by Employees

S/N	Activities of employers in internal marketing	MS	Rank
1	Provision of good working environment	4.02	1
2	Motivation of employees and salary increment	3.93	2
3	Swift dissemination of information to employees	3.90	3
4	Openness to suggestions and opinions from employees	3.81	4
5	Ensuring co-operation among employees	3.79	5
6	Transparency in all dealings	3.78	6
7	Treating workers equally in the work place	3.72	7
8	Provision of personal pecks such as vacation days, sick leave, maternity leave among others	3.68	8
9	Sharing vision with employees	3.65	9
10	Involving workers in decision making	3.63	10
11	Training of employees	3.62	11
12	Provision of retirement plans such as pension	3.61	12
13	Involving employees in policy formation	3.58	13
14	Provision of employment security	3.57	14
15	Empowerment of employees	3.52	15
16	Provision of financial pecks such as pension or retirement plan	3.52	16

Considering the level of performance of the important activities, the result in Table 4.5 shows that employees scored the provision of a good working environment (MS=4.02) to be the most highly performed activity by the employer. This agrees with the findings of Jeong and Lam (2016) and Yoganathan et al. (2021) who concluded that some employers have cultivated positive organisational cultures emphasizing inclusivity and respect, enhancing satisfaction through the provision of a good working environment. This is being done by them to retain good employees that will market the firm positively to external customers. This is closely followed by the motivation of employees and salary increments (MS=3.93). This corroborates the findings of Huang et al. (2015) which asserted that most high-performing firms ensure they are not lacking in this aspect.

Swift dissemination of information to employees ranked third ($MS=3.90$) among others, this agrees with the study of Park and Tran (2018) and Yang (2015) which asserted that effective communication is essential for effective internal marketing and there is a need for adaptive communication strategies that align with organisational goals and employee expectation. This will help to avoid employee disengagement and dissatisfaction. Conversely, the least performed activities were the Provision of Financial Perks such as Pension or Retirement Plan ($MS=3.52$) and Empowerment of Employees ($MS=3.52$). This indicates that employees considered the provision of a good working environment to be the most effectively performed internal marketing activity, while the provision of financial perks and empowerment of employees are perceived as the least effectively performed.

Table 4.6 shows both the level of importance and the level of performance of internal marketing activities of the employer and the discrepancies between them. The result of the study shows that only the first two activities which are; the provision of good working environment and motivation of employees and salary increments are being performed according to their importance while other activities are slightly or rarely performed. Training of employees ranked third in its level of importance but ranked eleventh in its level of performance. This shows that many employers do not train their employees despite their level of importance. The provision of employment security was ranked fourth in its level of importance and ranked fourteenth in its level of performance. This shows that employees see this activity as an important activity an employer should perform but most employers are not performing in this area.

Table 4.6: Level of Importance and the Level of Performance of Internal Marketing Activities of the Employer

S/N	Activities of employer in internal marketing	Level of Importance		Level of Performance	
		MS	Rank	MS	Rank
1	Provision of good working environment	4.27	1	4.02	1
2	Motivation of employees and salary increment	4.24	2	3.93	2
3	Training of employees	4.22	3	3.62	11
4	Provision of employment security	4.08	4	3.57	14
5	Transparency in all dealings	4.06	5	3.78	6
6	Ensuring co-operation among employees	4.03	6	3.83	4
7	Swift dissemination of information to employees	4.00	7	3.90	5
8	Openness to suggestions and opinions from employees	4.00	7	3.81	3
9	Treating workers equally in the work place	3.98	9	3.72	7
10	Provision of personal pecks such as vacation days, sick leave, maternity leave among others	3.97	10	3.68	8
11	Empowerment of employees	3.95	11	3.52	15
12	Provision of financial pecks such as pension or retirement plan	3.94	12	3.52	16
13	Provision of retirement plans such as pension	3.92	13	3.61	12
14	Sharing vision with employees	3.87	14	3.65	9
15	Involving workers in decision making	3.83	15	3.63	10
16	Involving employees in policy formation	3.82	16	3.58	13

To evaluate the internal marketing activities of the employees, the level of importance and the level of performance of internal marketing activities of employees were examined, the respondents (employers) were asked to rate the importance of the listed activities of employees in internal marketing using the Likert scale. The result as presented in Table 4.7 shows the mean item score, standard deviation, and ranking of the variables. The results from the table showed all 12 activities had mean values above 3.00, which signifies that the employers rated the importance of these internal marketing activities as moderately important to highly important ($3.86 \leq MS \leq 4.28$). This implies that the employers believed that the importance of the identified internal marketing activities of employees was relatively high.

Table 4.7: Importance of Employee's Internal Marketing Activities to Employers

S/N	Activities of employees in internal marketing	MS	Rank
1	Managing quality in a construction project	4.28	1
2	Preparation of contract documents	4.23	2
3	Estimation of construction works	4.23	2
4	Preparation of valuation and final accounts	4.21	4
5	Managing value in a construction project	4.16	5
6	Managing risk in a construction project	4.16	5
7	Monitoring of construction progress on site	4.16	5
8	Examination of tenders	4.14	8
9	Preparation of Cost benefit analysis	4.14	8
10	Procurement of construction materials	4.00	10
11	Preparing life cycle costing of a project	3.91	11
12	Settling disputes among professionals in the construction industry	3.86	12

Taking the different activities into consideration, the top three activities in terms of importance include managing quality in a construction project (MS=4.28), Preparation of contract documents (MS=4.23), and estimation of construction works (MS=4.23). These findings agree with the findings of previous researchers such as (Jongo et al., 2019; Shayan et al., 2019; Chamikara et al., 2020) who discovered the aforementioned activities as part of the core activities an employee quantity surveyor should maintain a good relationship with the employer.

Conversely, the least important activities are preparing the life cycle costing of a project (MS=3.91) and settling disputes among professionals in the construction industry (MS=3.86). This indicates that employers consider managing quality in a construction project to be the most important activity while settling disputes among professionals in the construction industry is perceived as the least important. The respondents rated the level of performance of various internal marketing activities for employees using a five-point Likert scale, ranging from "5 = highly performed" to "1 = not performed."

Table 4.8: Performance of Employee's Internal Marketing Activities as Evaluated by Employees

S/N	Activities of employees in internal marketing	MS	Rank
1	Preparation of valuation and final accounts	4.00	1
2	Estimation of construction works	3.98	2
3	Procurement of construction materials	3.90	3
4	Managing quality in a construction project	3.88	4
5	Examination of tenders	3.85	5
6	Preparation of Cost benefit analysis	3.80	6
7	Monitoring of construction progress on site	3.80	6
8	Preparing life cycle costing of a project	3.78	7
9	Managing risk in a construction project	3.78	7
10	Preparation of contract documents	3.75	10
11	Managing value in a construction project	3.73	11
12	Settling disputes among professionals in the construction industry	3.59	12

Table 4.8 highlights the ranking of these activities based on their mean performance scores, along with the associated standard deviations to reflect the variability in responses among the construction professionals. The results show that the preparation of valuation and final accounts (MS=4.00) was ranked first, indicating that it is the highest-performing internal marketing activity. Estimation of construction works (MS=3.98) was ranked second, followed by procurement of construction materials (MS=3.90), which ranked third. Managing quality in a construction project (MS=3.88) and examination of tenders (MS=3.85) were ranked fourth and fifth, respectively. Other notable activities include the preparation of cost-benefit analysis (MS=3.80) and monitoring of construction progress on site (MS=3.80), which were both ranked sixth.

On the lower end of the performance spectrum, managing value in a construction project (MS= 3.73) and settling disputes among professionals in the construction industry (MS= 3.59) were ranked eleventh and twelfth, respectively. Preparation of contract documents (MS=3.75) and

managing risk in a construction project (MS=3.78) were also among the lower-ranked activities. The relatively high mean scores (all above 3.50) suggest that respondents generally view these internal marketing activities as being performed fairly well within their organizations. Overall, the data indicates that employers perceive the preparation of valuation and final accounts as the top-performing internal marketing activity while settling disputes among professionals in the construction industry is seen as less effectively implemented.

Table 4.9 shows the level of importance and level of performance of internal marketing activities of the employee and the discrepancies between them. The result shows that all the activities are performed by employee quantity surveyors but only "Monitoring construction progress on site" and "Settling disputes among professionals in the construction industry" was performed according to their level of importance. This negates the opinion of Jongo et al. (2019), Shayan et al. (2019), and Chamikara et al. (2020) affirm that the core activities of employee quantity surveyors such as managing quality in any construction project should be highly performed to have and maintain a good relationship with the employer.

Preparation of contract documents ranked second in its level of importance but ranked tenth in its level of performance, this shows that despite the level of importance of this activity, most employee quantity surveyors do not perform it effectively. In the same vein, managing value in a construction project ranked fifth in its level of importance but ranked eleventh in its level of performance. This shows that many employee quantity surveyors find it difficult to perform this activity.

Table 4.9: Level of Importance and the Level of Performance of Internal Marketing Activities of the Employee

S/N	Activities of employees in internal marketing	Level of importance		Level of performance	
		MS	Rank	MS	Rank
1	Managing quality in a construction project	4.28	1	3.88	4
2	Preparation of contract documents	4.23	2	3.75	10
3	Estimation of construction works	4.23	2	3.98	2
4	Preparation of valuation and final accounts	4.21	4	4.00	1
5	Managing value in a construction project	4.16	5	3.73	11
6	Managing risk in a construction project	4.16	5	3.78	8
7	Monitoring of construction progress on site	4.16	5	3.80	6
8	Examination of tenders	4.14	6	3.85	5
9	Preparation of Cost benefit analysis	4.14	6	3.80	6
10	Procurement of construction materials	4.00	10	3.90	3
11	Preparing life cycle costing of a project	3.91	11	3.78	8
12	Settling disputes among professionals in the construction industry	3.86	12	3.59	12

Furthermore, the results on the level of importance of employees' activities show that employers attached high importance to all the activities of employees under study. The most important of them is managing quality in a construction project. This is in agreement with the existing study that managing quality in any construction project is paramount to the success of any firm. The level of performance of this activity by the employee is moderate, which implies that the employee did not perform the mentioned activity as expected of the employer.

4.6 Assessment of Factors Influencing the Practice of Internal Marketing in Quantity Surveying Firms

Objective three of this study was to assess factors influencing the practice of internal marketing in quantity surveying firms. Data collected in achieving the objective were analysed using Mean Item Score (MIS), standard deviation, Mann-Whitney U test, and factor analysis. The respondents evaluated the significance of various factors influencing the practice of internal marketing of quantity surveying firms on a five-point Likert scale, from 5 = Highly significant to

1 = Not significant. Table 4.10 displays the ranking of these factors based on their mean scores and standard deviations, reflecting their perceived impact on internal marketing practices.

From the table, the level of awareness of the quantity surveying profession and the availability of finances both received the highest mean score of 4.08, ranking first and second, respectively. The findings of this study corroborate that of Olatunde and Okorie (2016) who asserted that inadequate awareness of the quantity surveying profession can lead to low patronage. However, this will make the firms have little or no work to do and thereby reduce the engagement of employees which can make them lose their job. Furthermore, low patronage will reduce the firm's profitability which will make the firm unable to satisfy its employees. Availability of finances ranked second. This agrees with the study of Al-slehat et al. (2020) which established that the availability of finance will determine how the employees will be treated. In addition to this, this will affect employee productivity and also affect the smooth running of the firm.

Table 4.10: Factors Influencing the Practice of Internal Marketing in Quantity Surveying Firms

S/N	Influencing Factors	Overall MS	Rank	Employee	Employer	Mann-Whitney U	Z	Asymp. Sig. (2-tailed)
1	Mission and objectives of the firm	3.93	8	3.84	4.24	383.5	-1.188	0.235
2	Involvement of employees in decision making and policy formation of the firm	3.75	15	3.67	4.00	381.0	-1.245	0.213
3	Personal characters of the employee	3.76	13	3.65	4.12	351.0	-1.615	0.106
4	Physical facilities and technological capabilities	4.01	3	3.93	4.29	387.5	-1.125	0.260
5	Personal motivation of the employee	3.97	4	3.93	4.12	436.5	-0.448	0.654
6	Availability of finances	4.08	1	4.04	4.24	426.0	-0.589	0.556
7	Changes or complexity in client's demand	3.79	12	3.76	3.88	438.0	-0.415	0.678
8	Bargaining power of clients	3.76	13	3.64	4.18	308.5	-2.239	*0.025
9	Competitive rivalry	3.92	9	3.85	4.12	399.5	-0.967	0.333
10	Employees level of education, job aspects and duration of work	3.90	10	3.87	4.00	462.0	-0.079	0.937
11	Level of awareness of the QS profession	4.08	1	4.02	4.29	411.0	-0.799	0.424
12	Employees gender, age, ethnicity, marital status, health status and individual personal characteristics	3.49	18	3.38	3.82	361.5	-1.469	0.142
13	Firm's culture and image	3.97	4	3.91	4.18	400.5	-0.94	0.347
14	Employees sense of pride in the profession	3.90	10	3.80	4.24	365.5	-1.423	0.155
15	Quality of work done by the employee	3.97	4	3.87	4.29	358.5	-1.544	0.123
16	Job security and company's promotion policy	3.94	7	3.85	4.24	389.0	-1.115	0.265
17	Changes in rule of measurement	3.57	17	3.45	3.94	355.5	-1.546	0.122
18	Pandemic such as Covid-19	3.63	16	3.53	3.94	392	-1.039	0.299

MS=Mean Score; * - Significant @ 0. 025

Physical facilities and technological capabilities ranked third, this is in agreement with the study of Bustinza et al. (2019) which affirms that assets and facilities will aid the free flow of operations in the firm. Personal motivation of the employee ranked fourth, this agrees with the study of Albulushi et al. (2020) which concluded that the personal characteristics of an employee could contribute to the strengths and weaknesses of the organisation. The firm's culture and image ranked fifth, this agrees with the findings of Cavaliere et al. (2021) which established that one of the major factors that enable the firm to achieve long-term success and great financial results is the firm's credibility.

Physical facilities and technological capabilities (MS= 4.01) ranked third, showing it as a significant factor. Personal motivation of the employee (MS=3.97), the firm's culture and image (MS=3.97), and the quality of work done by the employee (MS=3.97) were ranked fourth reflecting slightly high importance. Job security and company's promotion policy (MS=3.94) ranked seventh, reflecting its moderate but important role. The mission and objectives of the firm (MS=3.93) and competitive rivalry (MS = 3.92) were ranked eighth and ninth respectively.

Employees' sense of pride in the profession (MS=3.90) and employees' level of education, job aspects, and duration of work (MS=3.90) were ranked tenth and eleventh. Changes or complexity in client demand (MS=3.79) was ranked twelfth, reflecting a moderate level of significance. The bargaining power of clients (MS=3.76) and personal characters of the employee (MS=3.76) were ranked thirteenth and fourteenth respectively. Involvement of employees in decision-making and policy formation (MS =3.75) was ranked fifteenth indicating its moderate significance. Pandemics such as COVID-19 (MS=3.63) ranked sixteenth, suggesting a lower but still notable impact. Changes in rules of measurement (MS=3.57) and employees' gender, age, ethnicity, marital status, health status, and individual personal characteristics (MS=3.49) ranked

seventeenth and eighteenth respectively. These factors were perceived as less significant compared to others. Overall, the data indicates that factors like awareness of the QS profession and availability of finances are viewed as highly significant in influencing internal marketing practices, whereas factors such as the pandemic and individual personal characteristics are seen as less impactful.

Further analysis was done using the Mann-Whitney U test to compare the level of significant difference in factors influencing the practice of internal marketing between employers and employees. Table 4.10 also presents the mean scores, Mann-Whitney U values, Z scores, and asymptotic significance values for each factor. The results show that there is a significant difference in the response of employer (MS=4.18) and employee (MS=3.64) for the bargaining power of clients at 0.025. This implies that the view of employers and employees on this factor as it influences activities of internal marketing varies.

Other factors, such as the mission and objectives of the firm, involvement of employees in decision-making and policy formation, personal characteristics of employees, physical facilities and technological capabilities, personal motivation of employees, availability of finances, changes or complexity in client demand, competitive rivalry, employee education level, job aspects and duration of work, level of awareness of the quantity surveying profession, employee demographics, firm's culture and image, employee pride in the profession, quality of work done by employees, job security and promotion policy, changes in rules of measurement, and the impact of pandemics such as COVID-19, have no significant difference in the view of employers and employees as factors influencing internal marketing of quantity surveying firms.

The results suggest that while there is a consensus between employees and employers on most factors influencing internal marketing practices, the bargaining power of clients is perceived differently by the two groups. This indicates that employers may view client bargaining power as a more significant factor than employees do and vice versa. The result of this study agrees with Mondliwa et al. (2020) and Chang et al. (2021). In their study, they asserted that the influence of client bargaining power poses some challenges to the firm. These challenges are; resource allocation to meet demanding client needs, management of internal resources, and employee relations to cater to clients' needs while maintaining operational efficiency and employee satisfaction (Yap et al., 2021), empowerment of employees by the firm is also crucial to grant them autonomy to make critical decisions and also training and motivation of employees to deliver excellent service to the client. All these aforementioned challenges can strain a firm's operations if not effectively managed.

The results from the factor analysis on the level of significance of the factors influencing the practice of internal marketing are presented in Tables 4.10, 4.11, and Figure 4.1. The correlation between the variables and the total derived components was established by factor analysis. The suitability of the variables was first established by Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy as shown in Table 4.12. According to Sellar (2018), factor analysis should be carried out if the KMO index is at least 0.50 and Bartlett's test of sphericity is significant at 0.05. For this study, the KMO was 0.906 and Bartlett's test of sphericity was 0.000 as shown in Table 4.11.

Table 4.11: KMO and Bartlett's Test for Factors Influencing the Practice of Internal Marketing

KMO and Bartlett's Test of Sphericity		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.906
Bartlett's Test of Sphericity	Approx. Chi-Square	859.684
	Df	153
	Sig.	0.000

The listed variables were further passed through the commonality test to establish the total internal marketing indicators to be used for factor analysis. According to Pallant and Manual (2007), the prescribed value of extraction for the commonality test is 0.3. After establishing the data set was suitable, it was subjected to exploratory factor analysis. Eigenvalues of the driving factors for the practice of internal marketing greater than 1 were extracted. This is by Kaiser's criterion which entails retaining factors with eigenvalues that are above 1.0. As shown in Table 4.12, three factors met this condition. The eigenvalues of the three factors are 9.359, 1.477, and 1.328, which explain 51.994%, 8.205%, and 7.379% of the variance, respectively. The three extractions account for 67.579% of the total variance explained. This is higher than the 50% threshold suggested by Stern (2010).

Table 4.12: Total Variance Explained (TVE) for Factors Influencing the Practice of Internal Marketing

Component	Initial Eigenvalues			Extraction Loadings		Sums of Squared		Rotation
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	Sums of Squared Loadingsa
1	9.359	51.994	51.994	9.359	51.994	51.994	51.994	8.184
2	1.477	8.205	60.200	1.477	8.205	60.200	60.200	2.409
3	1.328	7.379	67.579	1.328	7.379	67.579	67.579	7.239
4	0.904	5.022	72.600					
5	0.655	3.638	76.238					
6	0.636	3.531	79.769					
7	0.515	2.862	82.631					
8	0.466	2.586	85.217					
9	0.430	2.392	87.609					
10	0.369	2.048	89.656					
11	0.343	1.906	91.562					
12	0.286	1.590	93.152					
13	0.273	1.514	94.666					
14	0.263	1.463	96.129					
15	0.237	1.317	97.445					
16	0.187	1.040	98.486					
17	0.146	0.810	99.296					
18	0.127	0.704	100.000					

Extraction Method: Principal Component Analysis.

For further confirmation of the extracted components, the scree plot for the set of data was plotted as shown in Figure 4.1. It was established that the points of inflexion of the curve began at point 3. This indicated the point where the eigenvalue was 1 or above and the number of components.

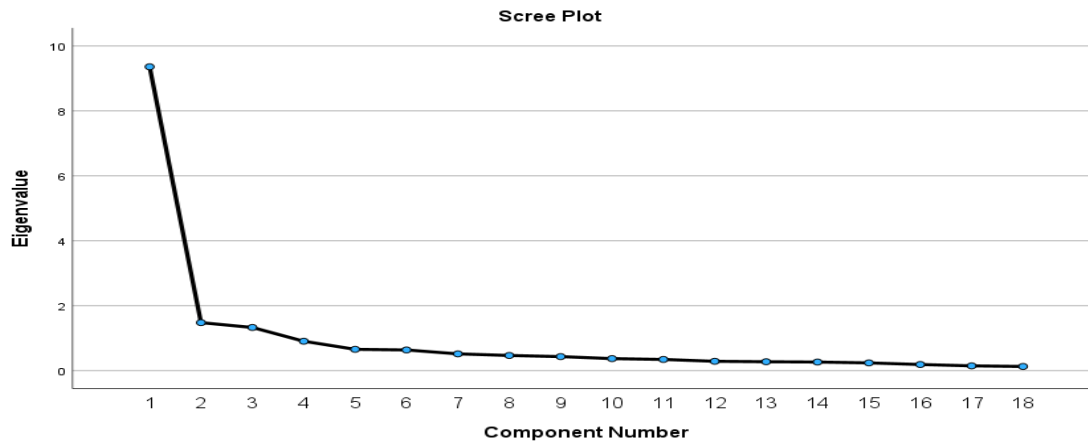


Figure 4.1: Scree Plot for factors influencing the practice internal marketing

The pattern matrix, which reveals the corresponding loading variables and the accompanying loading values of factors, is presented in Tables 4.11 and 4.12. A total of three (3) factors were achieved through oblimin rotation. From the table, it can be seen that all variables clustered on one of the three components. The three extracted factors were named about the internal coherence that exists in the clustered variables.

The first component is given a generic name which is organisational-related factors. This factor has loading items to include competitive rivalry, availability of finances, firm's culture and image, involvement of employees in decision making and policy formation, job security and company's promotion policy, employees' level of education, job aspects and duration of work, bargaining power of clients, changes or complexity in client's demand, pandemic such as Covid-19, and the mission and objectives of the firm. This component has a total variance of 51.994%.

The factor corroborated the findings of Olatunji et al. (2017) which concluded that external factors such as economic conditions, regulatory changes, and competitive pressures significantly impact internal marketing practices in quantity surveying firms. Furthermore, economic fluctuations in the construction sector can lead to variations in project availability and financial

stability, necessitating transparent communication to maintain employee motivation and engagement. This cluster also pointed out that organizational factors, including leadership style and culture, also play a vital role. Effective leadership promotes inclusivity and transparency which fosters a culture of commitment and high performance, thereby enhancing the internal marketing environment (Mazzarolo et al., 2021). Muneeb et al. (2020) affirm that a strong organizational culture that values employee input and encourages collaboration can significantly boost internal marketing effectiveness.

The second component is named employee personal characteristics related factor. This factor consists of loading items like employees' gender, age, ethnicity, marital status, health status, individual personal characteristics, employees' sense of pride in the profession, and changes in the rule of measurement. The component has a total variance of 8.205%. This factor agrees with the research of Mero et al. (2020) which affirms that employee demographics, including age, education, and years of experience, can influence the perception and effectiveness of internal marketing strategies in quantity surveying firms. In addition, professional pride, which reflects intrinsic motivation and job satisfaction, is crucial for successful internal marketing. However, employees who take pride in their work and feel valued are more likely to engage positively with internal marketing initiatives, leading to higher job satisfaction and performance. In construction, fostering professional pride through recognition and career development opportunities can significantly enhance motivation and commitment (Tan et al., 2017).

The third component is named employee performance-related factors. This factor comprises loading items like physical facilities and technological capabilities, personal characteristics of the employee, personal motivation of the employee, quality of work done by the employee, and level of awareness of the quantity surveying profession. The component has a total variance of

7.379%. This component corroborates the research of Pascual-Fernández et al. (2020) which opined that the skills and capabilities of employees are fundamental to the success of internal marketing practices in quantity surveying firms. However, continuous professional development and training programs ensure that employees possess the necessary skills to meet industry demands and client expectations. Fung et al. (2014) affirmed that technological infrastructure plays a crucial role in supporting internal marketing efforts. Furthermore, advanced digital tools, such as Building Information Modelling (BIM) and project management software, facilitate effective communication and information sharing, enhancing the efficiency of internal marketing strategies. Conclusively, the integration of technology in internal marketing can streamline processes, improve collaboration, and ultimately enhance organizational performance (Wong et al., 2015).

Table 4.13: Extracted Pattern Matrix for Factors Influencing the Practice of Internal Marketing

S/N	Factors influencing the practice of internal marketing	Components		
		1	2	3
1	Competitive rivalry	0.902		
2	Availability of finances	0.765		
3	Firm's culture and image	0.753		
4	Involvement of employees in decision making and policy formation of the firm	0.724		
5	Job security and company's promotion policy	0.715		
6	Employees level of education, job aspects and duration of work	0.708		
7	Bargaining power of clients	0.701		
8	Changes or complexity in client's demand	0.654		
9	Pandemic such as Covid-19	0.615		
10	Mission and objectives of the firm	0.522		
11	Employees gender, age, ethnicity, marital status, health status and individual personal characteristics		0.684	
12	Employees sense of pride in the profession		0.491	
13	Changes in rule of measurement		0.483	
14	Physical facilities and technological capabilities			0.888
15	Personal characters of the employee			0.864
16	Personal motivation of the employee			0.786
17	Quality of work done by the employee			0.716
18	Level of awareness of the QS profession			0.701

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a Rotation converged in 15 iterations.

4.7 Evaluation of Impact of Internal Marketing on the Market Competitiveness of Quantity Surveying Firms

Objective four of this study focused on evaluation of impact of internal marketing on the market competitiveness of quantity surveying firms in the study area. The evaluation is centred on the view of employers and employees. Data collected were analysed using mean item score, standard deviation and Mann-Whitney U test for the two sets of respondents. The result obtained is as presented in Table 4.14.

Table 4.14: Mann-Whitney U Test on Impact of Internal Marketing on the Market Competitiveness of Quantity Surveying Firms

S/N	Impact of internal marketing	Overall MS	Rank	Employee	Employer	Mann-Whitney U	Z	Asymp. Sig. (2-tailed)
1	Internal marketing provides competitive advantage for the firm	3.92	15	3.78	4.35	314.0	-2.162	0.031
2	It creates wealth for the firm	3.88	17	3.82	4.06	419.0	-0.678	0.498
3	It increases the firm's competence	4.06	6	3.98	4.29	381.0	-1.238	0.216
4	Improves employee performance and productivity	4.06	6	4.02	4.18	441.5	-0.371	0.711
5	It enhances firm's performance	4.00	9	3.89	4.35	352.5	-1.612	0.107
6	Improves the firm's chance of survival	4.10	2	4.07	4.18	445.5	-0.311	0.756
7	Improves clients' satisfaction	3.96	10	3.71	4.00	379.0	-1.249	0.212
8	Improves firm's reputation	3.88	17	4.00	4.12	452.0	-0.218	0.828
9	Improves service quality	3.88	17	3.76	4.24	362.0.	-1.476	0.140
10	Improves patronage	4.10	2	4.09	4.12	452.0	-0.219	0.826
11	Improves employee-client relationship	3.96	10	3.95	4.00	464.0	-0.049	0.961
12	Improves employees' job satisfaction	3.88	17	3.82	4.06	407.0	-0.863	0.388
13	It facilitates firm's growth	4.14	1	4.13	4.18	455.5	-0.171	0.864
14	It makes the employee have a sense of belonging to the firm	3.88	17	3.82	4.06	408.5	-0.835	0.404
15	Internal marketing makes the employee to be more committed to the firm	3.82	24	3.78	3.94	446.5	-0.293	0.769

MS=Mean Score

Table 4.14: Mann-Whitney U Test on Impact of Internal Marketing on the Market Competitiveness of Quantity Surveying Firms Contd.

S/N	Impact of internal marketing	Overall MS	Rank	Employee	Employer	Mann-Whitney U	Z	Asymp. Sig. (2-tailed)
16	It improves employees' development	3.88	17	3.84	4.00	424.5	-0.614	0.540
17	It improves client retention	3.96	10	3.91	4.12	452.0	-0.218	0.827
18	It improves employee retention	3.78	26	3.69	4.06	387.5	-1.118	0.264
19	It brings about co-operation among employees	3.86	23	3.87	3.82	453.5	-0.196	0.845
20	It improves flow of information within the firm	3.92	15	3.89	4.00	441.5	-0.370	0.711
21	It creates awareness of the QS services and the profession	3.88	17	3.85	3.94	454.0	-0.188	0.851
22	It improves service quality and delivery	4.08	5	4.05	4.18	464.0	-0.050	0.960
23	It improves employees' safety in the workplace	3.82	24	3.76	4.00	404.0	-0.889	0.374
24	It facilitates swift delivery of services	3.94	14	3.84	4.29	336.5	-1.852	0.064
25	It updates the firm and employees with the latest technology needed to deliver quality service	3.96	10	3.95	4.00	460.5	-0.100	0.920
26	It helps employee develop positive attitude towards work	3.96	10	3.87	4.24	346.0	-1.788	0.074
27	It improves employee self-competence	4.10	2	4.04	4.29	406.0	-0.884	0.377
28	It reduces frustration among employees	3.75	28	3.71	3.88	420.5	-0.652	0.514

MS= Mean Score

The table displays the mean scores, standard deviations, and ranks of various impacts, indicating their relative importance and variability. The highest-ranked impact is "it facilitates firm's growth," (MS=4.14). The first impact as presented in the result is that internal marketing facilitates a firm's growth. This agrees with the study of Ojo and Ebunoluwa, (2019) which affirms that good internal marketing enhances a firm's performance which in turn leads to a firm's growth. This indicates a strong agreement among the surveyed respondents on this impact. This is closely followed by "it improves employee self-competence" (MS=4.10). This agrees with the study of Jongo et al. (2019) which concluded that training of employees will lead to employee self-competence. The third impact is that internal marketing improves patronage (MS=4.10). This agrees with the study of Mbengo and Chinakidzwa, (2014) which affirmed that a good relationship between the employer and employee will enable the employee to market the firm to external customers, which will in turn improve patronage.

The fourth impact of internal marketing is that it improves the firm's chance of survival (MS= 4.10). This agrees with the study of Elsamen and Alshurideh, (2012) which affirmed that a firm with good internal marketing will not struggle for survival in the face of increasing competition. The fifth impact of internal marketing is that it improves service quality and delivery. This agrees with the study of Soni et al. (2019) which asserted that when a firm pays more attention to its internal activities, it will produce quality service to its external customers. The lowest-ranked impact is "It reduces frustration among employees" (MS=3.75), suggesting more variability in responses. Other impacts such as "Internal marketing makes the employee more committed to the firm" (MS=3.82). And "It improves employee retention" (MS= 3.78) respectively. These results highlight the significant role internal marketing plays in enhancing various aspects of a firm's operations and its competitive edge in the market. The high mean scores for impacts

related to growth, employee competence, and service quality underscore the importance of internal marketing strategies in driving firm performance and competitiveness.

Further investigation was conducted on the impact of internal marketing through the Mann-Whitney U Test. This is to examine the views of employers and employees on the impact of internal marketing on the competitiveness of quantity surveying firms. Results are presented in Table 4.14, which presents the mean scores for employees and employers, the Mann-Whitney U values, the Z scores, and the significance levels (Asymp. Sig. (2-tailed)) for each impact. The results indicate that the only significant difference between employees and employers is for the indicator "Internal marketing provides a competitive advantage for the firm," with a Mann-Whitney U value of 314.000, a Z score of -2.162, and a significance level of 0.031.

This suggests that employers perceive this impact as more important than employees do. For other indicators, there are no significant differences between the perceptions of employees and employers, as indicated by the p-values being greater than 0.05. In addition, the results of the Mann-Whitney U test on the impact of internal marketing on the market competitiveness of quantity surveying firms indicate that the only significant difference between employees and employers is for the indicator "Internal marketing provides a competitive advantage for the firm," This suggests that employers perceive this impact as more important than employees do.

This corroborates the research of Anning-Dorson and Nyamekye, (2020) which affirms that quantity surveying firms can achieve a competitive advantage through enhanced employee performance, client relationship management, and innovation and adaptability. Investing in the workforce through training and motivation allows firms to enhance service quality, drive innovation, and foster lasting client relationships, securing a robust market position (Olazo

2022). Achieving competitive advantage is a major concern of firms and it involves a lot of financial commitment in training and developing their employees. Also, the firms will be at the receiving end if they fail to focus on achieving competitive advantage. However, this may be the major reason why the employers see the issue of competitive advantage as more important than the employees do (Butt et al., 2020; Mazzarolo et al., 2021).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Preamble

This chapter presents the summary of each finding based on the objectives of the study and highlights the conclusion accordingly. It made recommendations based on the conclusion. It also presents contribution to knowledge and proposed area for future studies.

5.2 Summary of Findings

This study assessed the internal marketing of quantity surveying firms. The study considered employees and principal partners of Quantity Surveying Firms in Lagos State, Nigeria to rate the parameters of internal marketing appropriately. The study adopted the quantitative research method and has four distinct objectives. The objectives are to assess the profile of quantity surveying firms, examine how internal marketing is being practiced in quantity surveying firms, assess the factors influencing the practice of internal marketing in quantity surveying firms, and evaluate the impact of internal marketing on the market competitiveness of quantity surveying firms in the study area.

Objective one was achieved using frequency and percentages. The result of the profile of the respondents revealed that the two sets of respondents are matured enough, they possess adequate academic and professional qualification with enough years of experience to be able to contribute positively to the practice of internal marketing.

Objective two is to examine how internal marketing is being practiced in quantity surveying firms. This was achieved by assessing the activities of both employer and employee in internal marketing through the level of importance and level of performance of the various activities.

Mean score and standard deviation were used in analysing this objective, the result revealed that these activities are important but some of them were poorly performed.

To assess the factors influencing the practice of internal marketing in quantity surveying firms, factors influencing the practice of internal marketing in quantity surveying firms were analysed using mean item score, standard deviation, factor analysis, and Mann-Whitney U test. Findings revealed factors influencing the internal marketing of quantity surveying firms to include the level of "awareness of the quantity surveying profession", "availability of finances", and "physical facilities and technological capabilities". Furthermore, factors analysis reduced the identified 18 influencing factors into three (3) major components which include organizational-related factors, employee personal characteristics-related factors, and employee performance-related factors. Further investigation was carried out using the Mann-Whitney U test to examine the difference in opinion of employers and employees in respect to the factors to establish their interest, the result revealed that there is no significant difference between the perception of employer and employee on some of the factors influencing internal marketing of quantity surveying firms in the study area.

To evaluate the impact of internal marketing on the market competitiveness of quantity surveying firms, data collected on the impact of internal marketing on market competitiveness were analysed using the mean score, factor analysis, and Mann-Whitney U test. The result revealed that the impact of internal marketing includes the firm's growth, improved employee self-competence, and improved patronage. Further investigation was carried out using the Mann-Whitney U test to test the difference between the opinions of the employers and the employees, the result revealed that there is no significant difference between the perception of the employer and employee on some of the impact of internal marketing.

5.3 Conclusion

The assessment of the profile of quantity surveying firms showed that the majority of the quantity surveying firms in the study area are mature and have an understanding of internal marketing. In examining how internal marketing is being practiced in quantity surveying firms, the activities of both the employers and employees in internal marketing were examined. The result revealed important activities of the employer to include "provision of good working environment", "motivation of employees and salary increment", and "training of employees", of which provision of good working environment was highly performed by the employer.

Important activities of the employee in internal marketing include managing quality in a construction project, preparation of contract documents, and estimation of construction works. These activities were less performed by the employees. Additionally, using factor analysis to reduce the identified eighteen factors (18) influencing internal marketing, the factors were grouped into three (3) major components which include organisational-related factors, employee personal characteristics related factors, and employee performance related factor. Similarly, the study revealed the impact of internal marketing on market competitiveness to include rapid growth of the firm, improved employee self-competence and increased patronage for the firm.

5.4 Recommendations

Based on the findings of the study, it was recommended that firms should invest more in training employees as this will bring about competence and it will increase the firm's patronage. Employers should motivate their employees so that they can market the firm in a positive way to external customers. Employers should be more proactive in communicating the firm's goal, vision, and mission as this will enable the employees to be more productive. Employers should also involve employees in decision-making as this will enable them to have a sense of belonging.

Employees should also invest in self-development so as to improve their self-competence in order to maintain a good relationship with the employer.

5.5 Areas for Further Research

The study assessed the internal marketing of quantity surveying firms in Lagos State, Nigeria. Further research can be carried out on the assessment of internal marketing of quantity surveying firms in south-western Nigeria. Impact of internal marketing on the performance of employees can also be looked into.

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APPENDIX**RESEARCH QUESTIONNAIRE FOR EMPLOYER**

**DEPARTMENT OF QUANTITY SURVEYING, FACULTY OF ENVIRONMENTAL
DESIGN AND MANAGEMENT, OBAFEMI AWOLOWO UNIVERSITY, ILE-IFE,
OSUN STATE**

Dear Sir/Ma

I am a Postgraduate student of the Department of Quantity Surveying, Obafemi Awolowo University, Ile-Ife, Osun State, conducting a research on **“Assessment of Internal Marketing of Quantity Surveying Firms in Lagos State, Nigeria”**. The aim of this study is to assess the internal marketing of quantity surveying firms in Lagos State Nigeria with a view to increasing market competitiveness.

This questionnaire is designed to collect data required for the study. The attached questions will serve as a basis for the research and your assistance will be needed in getting relevant information to this study. All the supplied information will be treated with utmost confidentiality and will not be used for any other purpose outside this research.

Thank you for your participation.

Yours faithfully,

Temilola M Omiremi (Researcher)

Dr Mrs. E.I. Egunoluwa (Supervisor)

(09067577698, omiremitemilola17@gmail.com)

(08066226592)

SECTION A: Profile of Employers of Quantity Surveying Firms

Please, provide your answers appropriately

1. Organization/Company's name (optional)
2. Designation of the respondent (a) Employee Quantity Surveyor [] (b) Employer Quantity Surveyor []
3. Year(s) of existence of the firm (a) 1-10 years [] (b) 11-20 years []
(c) 21-30 years [] (d) >30 years []
4. Highest academic qualification of the respondent (a) HND [] (b) B.Sc/ B.tech []
(c) M.Sc/ M.tech [] (d) PhD []
5. Professional qualification of the respondent (a) MNIQS [] (b) FNIQS [] (c) Probationer []
6. Position in the firm: (a) M.D/ Principal Partner [] (b) Chief QS [] (c) QS []
(d) Assistant QS []
7. Age: (a) < 40 years [] (b) 41-50 [] (c) 51-60 [] (d) > 60 []
8. Gender: (a) Male [] (b) Female []
9. Marital Status: (a) Single [] (b) Married [] (c) Divorced [] (d) Widowed []
10. Number of employees working in your firm (quantity surveyors only)
(a) < 5 [] (b) 6-10 [] (c) 11-15 [] (d) 16-20 [] (e) above 20 []
11. What type of work does your firm engage in? (a) Building construction []
(b) Civil engineering construction [] (c) Building and Civil engineering construction []
12. Please, tick the annual generated revenue of your firm: (a) N1M-N5M []
(b) N6M– N10M [] (c) N11M-N15M [] (d) > N15M []

SECTION B: Activities of Employees in Internal Marketing

13. The following are the activities of employees for a successful internal marketing. Kindly score on a scale of 1-5 the level of importance you attach to each of them. 1. Not important 2. Slightly Important 3. Moderately Important 4. Important 5. Highly Important

S/N	Activities of Employees in Internal Marketing	Level of Importance				
		1	2	3	4	5
1	Preparation of contract documents					
2	Estimation of construction works					
3	Preparation of valuation and final accounts					
4	Examination of tenders					
5	Monitoring of construction progress on site					
6	Procurement of construction materials					
7	Preparation of Cost benefit analysis					
8	Managing risk in a construction project					
9	Settling disputes among professionals in the construction industry					
10	Managing value in a construction project					
11	Managing quality in a construction project					
12	Preparing life cycle costing of a project					

14. Kindly rate the level of performance of the following activities of employees on a scale of 1-5. 1-not performed, 2-slightly performed, 3-moderately performed, 4-performed, 5-highly performed

S/N	Activities of Employees in Internal Marketing	Level of Performance				
		1	2	3	4	5
1	Preparation of contract documents					
2	Estimation of construction works					
3	Preparation of valuation and final accounts					
4	Examination of tenders					
5	Monitoring of construction progress on site					
6	Procurement of construction materials					
7	Preparation of Cost benefit analysis					
8	Managing risk in a construction project					
9	Settling disputes among professionals in the construction industry					
10	Managing value in a construction project					
11	Managing quality in a construction project					
12	Preparing life cycle costing of a project					

SECTION C: Factors Influencing the Practice of Internal Marketing in Quantity Surveying Firms

15. Kindly rate the level of significance of the factors influencing the practice of internal marketing in Quantity Surveying Firms. 1. Not Significant 2. Slightly Significant 3. Moderately Significant 4. Significant 5. Highly Significant

S/N	Factors Influencing the Practice of Internal Marketing in Quantity Surveying Firms	Level of Significance				
		1	2	3	4	5
1	Mission and objectives of the firm					
2	Involvement of employees in decision making and policy formation of the firm					
3	Personal characters of the employee					
4	Physical facilities and technological capabilities					
5	Personal motivation of the employee					
6	Availability of finances					
7	Changes or complexity in client's demand					
8	Bargaining power of clients					
9	Competitive rivalry					
10	Employees level of education, job aspects and duration of work					
11	Level of awareness of the QS profession					
12	Employees gender, age, ethnicity, marital status, health status and individual personal characteristics					
13	Firm's culture and image					
14	Employees sense of pride in the profession					
15	Quality of work done by the employee					
16	Job security and company's promotion policy					
17	Changes in rule of measurement					
18	Pandemic such as Covid-19					

SECTION D: Impact of Internal Marketing on the Market Competitiveness of Quantity Surveying Firms

16. Kindly rate your level of agreement on the following variables as the impact of internal marketing on the market competitiveness of quantity surveying firms

1. Strongly Disagree 2. Disagree 3. Undecided 4. Agree 5. Strongly Agree

S/N	Impact of Internal Marketing on the Market Competitiveness of Quantity Surveying Firms	Level of Agreement				
		1	2	3	4	5
1	Internal marketing provides competitive advantage for the firm					
2	It creates wealth for the firm					
3	It increases the firm's competence					
4	Improves employee performance and productivity					
5	It enhances firm's performance					
6	Improves the firm's chance of survival					
7	Improves clients' satisfaction					
8	Improves firm's reputation					
9	Improves service quality					
10	Improves patronage					
11	Improves employee-client relationship					
12	Improves employees' job satisfaction					
13	It facilitates firm's growth					
14	It makes the employee have a sense of belonging to the firm					
15	Internal marketing makes the employee to be more committed to the firm					
16	It improves employees' development					
17	It improves client retention					
18	It improves employee retention					
19	It brings about co-operation among employees					
20	It improves flow of information within the firm					
21	It creates awareness of the QS services and the profession					
22	It improves service quality and delivery					
23	It improves employees' safety in the workplace					
24	It facilitates swift delivery of services					
25	It updates the firm and employees with the latest technology needed to deliver quality service					
26	It helps employee develop positive attitude towards work					
27	It improves employee self-competence					
28	It reduces frustration among employees					

RESEARCH QUESTIONNAIRE FOR EMPLOYEE

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DESIGN AND MANAGEMENT, OBAFEMI AWOLOWO UNIVERSITY, ILE-IFE,
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Yours faithfully,

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(c) 21-30 years [] (d) >30 years []
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5. Professional qualification of the respondent (a) MNIQS [] (b) FNIQS [] (c) Probationer []
6. Position in the firm: (a) M.D [] (b) Chief QS [] (c) QS [] (d) Assistant QS []
7. Age: (a) < 40 years [] (b) 41-50 [] (c) 51-60 [] (d) > 60 []
8. Gender: (a) Male [] (b) Female []
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11. What type of work does your firm engage in? (a) Building construction []
(b) Civil engineering construction [] (c) Building and Civil engineering construction []

SECTION B: Activities of Employers in Internal Marketing

13. The following are the activities of employers for a successful internal marketing. Kindly score on a scale of 1-5 the level of importance you attach to each of them. 1. Not important 2. Slightly Important 3. Moderately Important 4. Important 5. Highly Important

S/N	Activities of Employers in Internal Marketing	Level of Importance				
		1	2	3	4	5
1	Training of employees					
2	Provision of employment security					
3	Motivation of employees and salary increment					
4	Provision of good working environment					
5	Swift dissemination of information to employees					
6	Transparency in all dealings					
7	Empowerment of employees					
8	Sharing vision with employees					
9	Openness to suggestions and opinions from employees					
10	Provision of retirement plans such as pension					
11	Treating workers equally in the work place					
12	Involving workers in decision making					
13	Ensuring co-operation among workers					
14	Provision of personal perks such as vacation days, sick leave, maternity leave among others					
15	Provision of financial perks such as pension or retirement plan					
16	Ensuring co-operation among employees					
17	Involving employees in policy formation					

14. Kindly rate the level of performance of the following employers' activities on a scale of 1-5. 1-not performed, 2-slightly performed, 3-moderately performed, 4-performed, 5-highly performed

S/N	Activities of Employers in Internal Marketing	Level of Performance				
		1	2	3	4	5
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16	Ensuring co-operation among employees					
17	Involving employees in policy formation					

SECTION C: Factors Influencing the Practice of Internal Marketing in Quantity Surveying Firms

15. Kindly rate the level of significance of the factors influencing the practice of internal marketing in Quantity Surveying Firms. 1. Not Significant 2. Slightly Significant 3. Moderately Significant 4. Significant 5. Highly Significant

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S/N	Impact of Internal Marketing on the Market Competitiveness of Quantity Surveying Firms	Level of Agreement				
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