



UNDERSTANDING INTERNAL AND EXTERNAL CUSTOMER CONCEPTS IN SMALL-SCALE INDUSTRIES

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Abstract

Internal regulars are people within society who accept properties or services from another part of the commercial. They are stakeholder assets by employees, subcontractors, and companion businesses suppliers. The exterior customer is the person who purchases the properties or services. In contrast, the internal customer is someone within a society who be contingent on anyone else within the society to get their job done. It is vital to focus on interior and exterior customer service. External patrons are more serious than inside customers as they generate revenue for the organization. Additionally, a loyal customer can serve as a great business endorsement, which can result in the acquisition of new customers. Superior interior purchaser service recovers self-esteem, efficiency, operative retention, peripheral patron package, and, ultimately, profitability. The needs of this inside audience group are reliant on the assistance they receive from other individuals or departments to complete their work. Outside clients are those public and productions that pay for harvests and services and are not straight connected to the organization. Dissimilar inside customers that have no high eminence about whom they partake to work together with, outdoor clients have mutually a high-quality. The main aim of the study is to explore the categories of small-scale Industries and the inside and outside customers; to determine the Strategies and inner and external growth in Small-Scale enterprises and identify the advantages of Small-Scale Industries.

Key Words: *Internal, External, Concepts, Small Scale.*

1. Introduction

Small-scale industries are denoted to as persons, trades in which the procedure of corporate, creation, and mending are finished on a small scale. The investment in such industries is one-time and these investments are mostly done in plant and machinery, the total investment in such industries does not exceed 1 crore.

Internal regulars have a connection throughout and indoors the business, either through pay or as associates who transport products or provisions to the end user, the external customer. All of this whitethorn or might not purchase products or services. Every person in a procedure has measured a shopper of the previous procedures. Each worker's goal is to make sure that the quality meets the expectations of the next person, leading finally to the satisfaction of the external customer. Singh et al (2022) role in the superiority and efficiency enhancement in a business environment.

2. Review of Literature and Research Gap

2.1 Understanding the Concept of Inside and Outside aspects of Customer in SSI

Some innovative companies focus on one Tim and Davis (1992) internal customer relationship or core process. Hubert (1995) gathering of firms and the in expensive gain which the management tacticians and trade economic experts have long been attentive in the causes of firm performance McGahan



(1999). Industrial society finances are one of the most prevalent agendas for appraising conservational features that may impact a business performance Hoskisson et al. (1999).

An external customer orientation enables organizations to learn from the market and to effectively respond to customer needs (Slater & Narver, 1996; Weerawardena, 2003) identify dealings to appraise inside shoppe rtransactions and Gilbert (2000) tests the degree to which employees who encompass the inner teams can precisely envisage Henny Romijn (2001) stems from a limited conceptualization of technology and an inadequate understanding of the role of the small-scale segment in industrial development more broadly. There was also a lack of practical experience with project implementation range to which adaptation Minet (2001) tends to enlarge or boundary the range of planned options open to the small firm.

Evolution and composed sectoral expansion Vanipriya, and Venkatramaraju (2011) One of the idiosyncratic appearances of small-scale sectors is entrepreneurship and skills development and ensuring better use of scarce financial resources and appropriate technology. Bargal (2009) production, employment, customers of two MNEs Munro and Arli (2020) industrialized country and two emerging countries from incipient frugalities evaluate resources and capabilities in the sawmill industry and Husso & Nybakk (2010) connect such metrics with external factors, marketing difficulties of SMEs and entrepreneurship Ogechukwu (2010) recognizes the roles of SME development and growth. It discusses entrepreneurial thoughts and hitches and progressive everyday promotion explanations. Aims at encouraging participants who are mainly young graduates not only to become entrepreneurs.

Organizations should strive to concurrently develop, and maintain to provide superior customer value (Conduit & Mavondo, 2001; Lings & Greenley, 2010). Previous studies have demonstrated a link amidinner and exterior markets. Bhavani T.A. (2010) SSIs and negates the short-term attitude of swelling the capacity of engagemen tand argues that assignation group SSI in the quantitative term but very low in quality. Technological gradation would enable, duration, and skill. The supporting judgment of a service-dominant (Grönroos, 2011) various dimensions of service quality on internal customer satisfaction Oteki et al (2014) to establish the level of innerpatron fulfilment and to launch the expectations of interior regulars.

Jodie et al (2014) employees have the most positive perceptions of organizational processes when they perceive the organization pursues a strong internal orientation, jointly strong on internal and external patron alignment. Selvaraj & Balajikumar (2015) regarding the number of units, employment, and investment that the periodical meeting with DIC and SSI associations to assess the nature and type of loan required, appreciate and distribute the requirements and wants of exterior customers Debra (2015) one perspective of the value co-creation process growth and routine of small-scale businesses in terms of the increase in the number of working units, initial a professional always involves a back-and-forth developmental process, which is due to the iterative nature of innovation (Becker et al., 2015).

Existing rule policy context and Pachouri (2016) to sustenance SMEs' innovation in India. Small-scale industries a social and partisan, stable supply pplication, salary group, and in plateful to promote modification in a steady and diplomatic manner Behera et al (2017),Susanne (2017) less fortunate start-ups can supernumerary durable ties, especially complete the sustenance of specialized executives of start-up-supporting organizations. Pratibha (2018) employment and investment levels in the topical, problems faced by these units and the policy initiatives taken by the government role of small-scale businesses in emergent the economy Banik (2018) and reconnoitre the several difficulties faced by it.



2.2 Research Gap

SME face in the invention procedure Pachouri (2016) being a emergent nation, has its own set of unique circumstances and contests that hamper the invention probable of SMEs operating in it. Hence, the present study was conducted in Tamil Nadu. Finally, there are no studies on the present topic, predominantly in empathetic interior and exterior customer concepts in small-scale industries.

3. Objectives

- I. To explore the types of small-scale Industries and the interior and outward customer .
- II. To determine the Strategies and internal and external evaluation in Small-Scale Enterprise and identify the advantages of Small-Scale Industries.

4. Research Methodology

The data was collected from SME industries. The data was collected following a random sampling technique and different numbers of employees from each SME were allowed to participate in the survey. The survey was offered in web-linked form. Descriptive research has been implemented in the study. Type of data collection was primary data collection was collected through a questionnaire (survey method); the secondary data was collected from websites, journals, and magazines. A random sampling technique has been adopted for the research. The structured questionnaire has been constructed on the foundation of prior studies. The survey method has been employed for conducting this study and data have been gathered from respondents randomly through a structured questionnaire it has distributed among 344 respondents.



5. Findings and Results

5.1 Reliability Statistics

TABLE - 1: Reliability Statistics

| Reliability Statistics | |
|------------------------|-----------------|
| Cronbach's Alpha | Number of Items |
| .763 | 55 |

Table – 1 denotes the Cronbach Alpha Test, throughout the questionnaire.

5.2 Respondents Profile

Table -2 Represents the profile of the defendants, the results explain gender is male working is 56 percent, the maximum working age category people are 49-49 years of people are 26 percent, and her average qualification is Post Graduate 43.6 percent. The job role of the respondents as Operations officers is high. The area of residency given by the respondents is rural 60%. Single people are working in SME firms.



Table - 2: Profile of the Accused

| Category | Incidence | Percentage |
|--------------------------------|-----------|------------|
| Gender | | |
| Male | 194 | 56.4 |
| Female | 150 | 43.6 |
| Age | | |
| 19-29 Years | 83 | 24.1 |
| 30-39 Years | 70 | 20.3 |
| 40-49 Years | 90 | 26.2 |
| 50-60 Years | 24 | 7.0 |
| Above 60 Years | 77 | 22.4 |
| Education Qualification | | |
| Diploma | 64 | 18.6 |
| Under Graduate | 82 | 23.8 |
| Post Graduate | 150 | 43.6 |
| Others | 48 | 14.0 |
| Job Role | | |
| Administrative | 33 | 9.6 |
| Marketing/Sales | 33 | 9.6 |
| Human Resource | 46 | 13.4 |
| Finance/Accounting | 70 | 20.3 |
| Operations | 96 | 27.9 |
| Research &Development | 66 | 19.2 |
| Area of Residency | | |
| Rural | 206 | 59.9 |
| Urban | 138 | 40.1 |
| Marital Status | | |
| Single | 219 | 63.7 |
| Married | 125 | 36.3 |

5.3chi-Square Tests

Table -3: Types of Small-Scale industries

| Category | Pearson Chi-square / Value | DF | Asymptotic Significance (2-sided) | Hypothesis Accepted / Rejected |
|-------------------------|----------------------------|----|-----------------------------------|--------------------------------|
| Gender | 12.600 | 2 | .002 | Accepted |
| Age | 15.424 | 8 | .051 | Rejected |
| Education Qualification | 12.632 | 6 | .049 | Accepted |
| Job Role | 23.999 | 10 | .008 | Accepted |
| Area of Residency | 29.571 | 2 | .000 | Accepted |
| Marital Status | 3.530 | 2 | .171 | Rejected |

Table - 3 indicates the chi-square value of the defendant profile and the types of small-scale industries, there is no important alteration between the personal profile of the accused in the company and the SSI.



All the significant value is fewer than the p-value of 0.05. So that the hypothesis is excluded. Except for Age and the marital status of the respondents, so that these two independent variables are not accepted in the proposition.

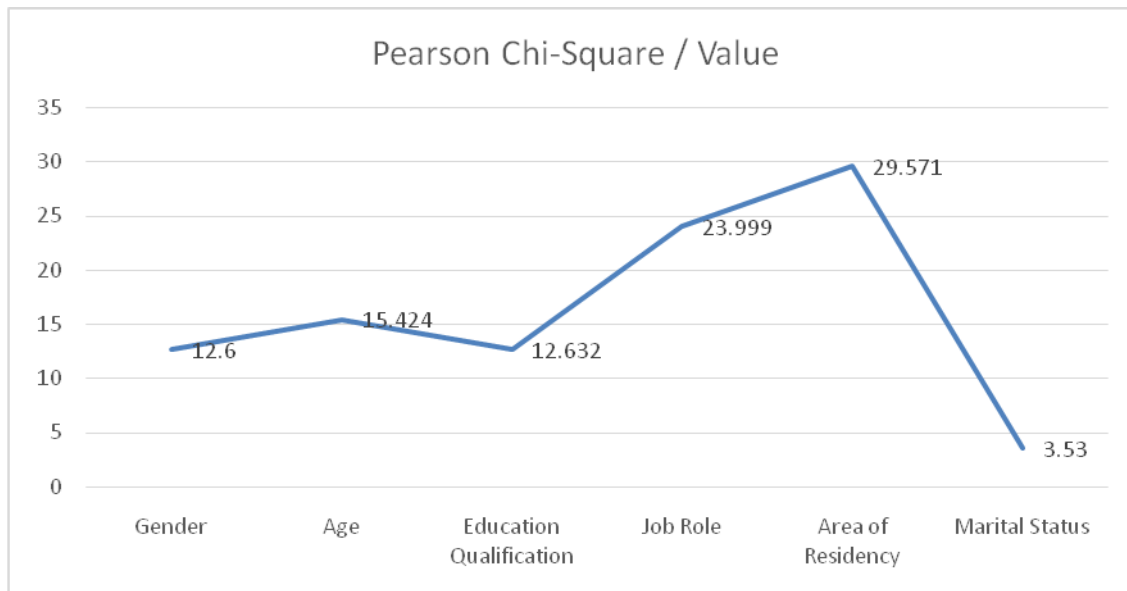


Figure - 1: Chi-Square Value of the Defendant Profile

Figure - 1 indicates the chi-square value; all the significant value is less than the p-value of 0.05. So that the premise is rejected. The highest value of the chi-square value is Area of Residency.

5.4 Ratio Statistics

Table -4: Case Processing

| Case Processing Summary | | | |
|-------------------------|--------|-------|---------|
| | | Count | Percent |
| Gender | Male | 194 | 56.4% |
| | Female | 150 | 43.6% |
| Overall | | 344 | 100.0% |
| Excluded | | 0 | |
| Total | | 344 | |

The ratio statistics of the respondents are 56% and 44% of the gender of the respondents in the SSI sector. Overall, 344 count.

Table - 4.1: Ratio Statistics for Types of SSI and the Job Role of the Respondents

| Ratio Statistics for Types of SSI / Job Role | | | |
|--|----------------------------|---------------------------|--------------------------|
| Group | Price Related Differential | Coefficient of Dispersion | Coefficient of Variation |
| | | | Median Centered |
| Male | 1.479 | .819 | 140.7% |
| Female | 1.260 | .612 | 106.8% |
| Overall | 1.382 | .707 | 123.0% |

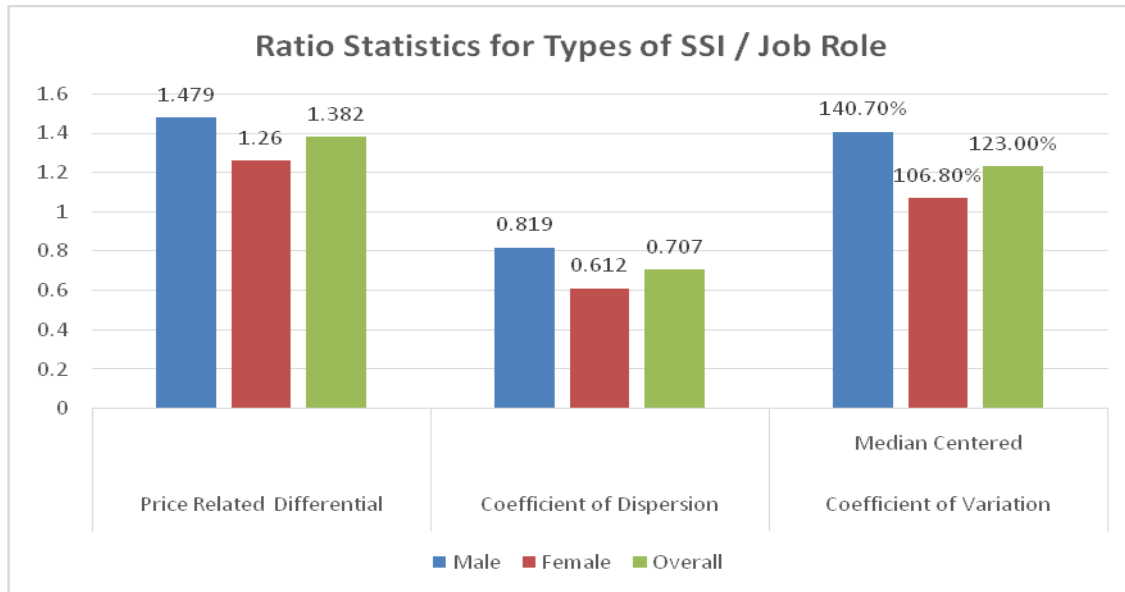


Figure - 2: Ratio Statistics for Types of SSI

Ratio Statistics for Types of SSI and the Job role of the respondents, Price Related Differential of the male defendant is 1.479 and 1.26 for the female. The coefficient of Dispersion of the male respondents is 0.819 and the female is 0.612.

5.5 Analysis of Variance

Table -5: Types of Internal Customers and Types of Small – Scale Industries

| ANOVA | | | | | | |
|-------------------------------|----------------|----------------|-----|-------------|--------|-------------|
| Internal Customers | | Sum of Squares | DF | Mean Square | F | Sig. |
| Employees within a team | Between Groups | 3.278 | 2 | 1.639 | 2.269 | .105 |
| | Within Groups | 246.303 | 341 | .722 | | |
| | Total | 249.581 | 343 | | | |
| Employee to IT department | Between Groups | 4.137 | 2 | 2.068 | 3.570 | .029 |
| | Within Groups | 197.572 | 341 | .579 | | |
| | Total | 201.709 | 343 | | | |
| Employee to the HR department | Between Groups | 32.063 | 2 | 16.032 | 13.038 | .000 |
| | Within Groups | 419.285 | 341 | 1.230 | | |
| | Total | 451.349 | 343 | | | |
| Internal employee to product | Between Groups | .892 | 2 | .446 | .534 | .587 |
| | Within Groups | 284.910 | 341 | .836 | | |
| | Total | 285.802 | 343 | | | |
| Connection to the company | Between Groups | 1.031 | 2 | .516 | .692 | .501 |
| | Within Groups | 254.129 | 341 | .745 | | |
| | Total | 255.160 | 343 | | | |
| Knowledge regarding the | Between Groups | 6.480 | 2 | 3.240 | 4.541 | .011 |
| | Within Groups | 243.285 | 341 | .713 | | |



| | | | | | | |
|------------------------|----------------|---------|-----|-------|-------|-------------|
| company and product | Total | 249.765 | 343 | | | |
| Customer service goals | Between Groups | 13.619 | 2 | 6.810 | 8.649 | .000 |
| | Within Groups | 268.474 | 341 | .787 | | |
| | Total | 282.093 | 343 | | | |

The above table represents, there is no difference between the types of internal customers and types of small-scale industries, Employees within a team, Employees in the IT department, Employees in the HR department, Internal employees to product, Connection to the company, Knowledge regarding the company and product, Customer service goals. Internal employee to product, Connection to the company, Employees within a team these three factors are not rejected the sig value, so these factors are accepted as the null hypothesis.

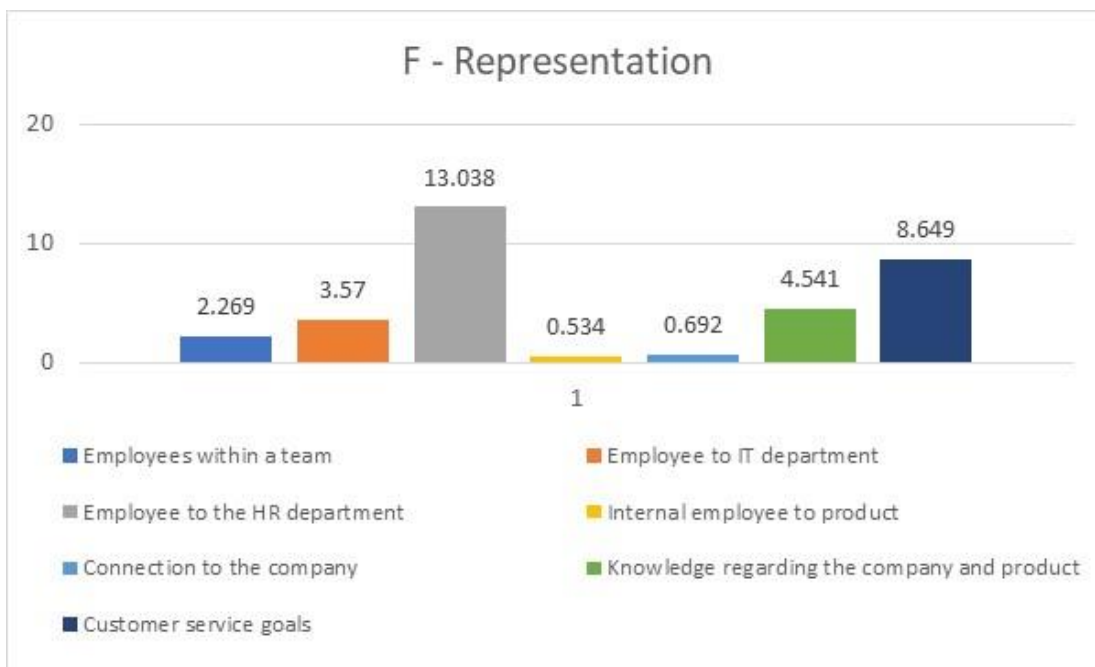


Figure - 3: Types of Internal Customers

The above figure signifies, Employees within a team, Employees in the IT department, Employees in the HR department, Internal employees to the product, Connection to the company, Knowledge regarding the company and product, and Customer service goals indicates in bar chart in forms of F value.

5.6 Factor Analysis

Table - 5: KMO and Bartlett's Test

| KMO and Bartlett's Test | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .694 |
| Bartlett's Test of Sphericity | Approx. Chi-square | 1486.462 |
| | DF | 91 |
| | Sig. | .000 |

KMO value of 0.694 indicates that the degree of common variance among the variable is quite high, therefore factor analysis can be conducted.



| Communalities | | |
|---|---------|------------|
| | Initial | Extraction |
| Possibility of a huge workforce | 1.000 | .820 |
| Less capital is required | 1.000 | .779 |
| Contribution to the output of the industrial sector | 1.000 | .727 |
| Obtaining foreign currency | 1.000 | .874 |
| Make use of local resources | 1.000 | .820 |
| Entrepreneurial opportunities | 1.000 | .545 |
| Cost-effectiveness | 1.000 | .596 |
| Migrator reduction | 1.000 | .368 |
| Operational flexibility | 1.000 | .580 |
| Flexibility in the face of change | 1.000 | .784 |
| Personalization | 1.000 | .788 |
| Low social costs | 1.000 | .759 |
| Personal interaction with clients | 1.000 | .870 |
| Self-interest | 1.000 | .820 |
| Extraction Method: Principal Component Analysis. | | |

Explicates the adjustment of the 14 variables ranging from .368 to .874. It shows that the fourteen variables exhibit a considerable variance from 36 percent to 87 percent. Hence it is finalized that these entire fourteen variables are capable of segmenting themselves with respect to the factors including the Advantages of Small-Scale Industries.

| . Total Variance Explained | | | | | | | | | |
|--|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2.624 | 18.742 | 18.742 | 2.624 | 18.742 | 18.742 | 2.400 | 17.145 | 17.145 |
| 2 | 1.836 | 13.113 | 31.855 | 1.836 | 13.113 | 31.855 | 1.715 | 12.248 | 29.393 |
| 3 | 1.753 | 12.523 | 44.378 | 1.753 | 12.523 | 44.378 | 1.649 | 11.778 | 41.170 |
| 4 | 1.624 | 11.597 | 55.975 | 1.624 | 11.597 | 55.975 | 1.572 | 11.229 | 52.400 |
| 5 | 1.243 | 8.882 | 64.857 | 1.243 | 8.882 | 64.857 | 1.478 | 10.554 | 62.954 |
| 6 | 1.050 | 7.501 | 72.358 | 1.050 | 7.501 | 72.358 | 1.317 | 9.404 | 72.358 |
| Extraction Method: Principal Component Analysis. | | | | | | | | | |

Eigen values are greater than one for six factors. From this one, it is confirmed that the eight variables are grouped into six factors. The alternated sum of squared loading should be greater than 72 percent. The fourteen variables were reduced into six predominant factors with an individual variance of 17.145, 29.393, 41.170, 52.400, 62.954, and 72.358. It is also found that the total variance of the fourteen variables is found to be 72 percent which is greater than the benchmark value of 77 percent. Moreover, it confirms that the factor segment is the meaningful one.



Advantages of Small-Scale Industries - Component Matrix

The rotated sum of the square value indicates the cumulative percentage of the variance is 72.358. Hence factorization is more suitable for the cost involved in the Advantages of SSI. Explains the value of the rotated component matrix for the SSI.

| Component Matrix ^a | | | | | | |
|---|-----------|------|------|------|------|------|
| | Component | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| Obtaining foreign currency | .917 | | | | | |
| Personal interaction with clients | .885 | | | | | |
| Contribution to the output of the industrial sector | .833 | | | | | |
| Possibility of a huge workforce | | .893 | | | | |
| Personalization | | .843 | | | | |
| Self-interest | | | .899 | | | |
| Make use of local resources | | | .892 | | | |
| Less capital is required | | | | .850 | | |
| Cost-effectiveness | | | | .717 | | |
| Operational flexibility | | | | | .727 | |
| Entrepreneurial opportunities | | | | | .705 | |
| Migrator reduction | | | | | .491 | |
| Flexibility in the face of change | | | | | | .843 |
| Low social costs | | | | | | .649 |
| Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. | | | | | | |
| a. Rotation converged in 7 iterations. | | | | | | |

Shows factor loadings of six factors extracted through factor analysis. The first factor consists of three sub-factors; Obtaining foreign currency, Personal interaction with clients, and Contribution to the output of the industrial sector. The first factor is named the “Industrial Factor”. The second factor contains two sub-factors; the Possibility of a huge workforce, Personalization. Hence, it is named the “Workforce Factor”. The third factor contains another two factors Self-interest, and Making use of local resources, hence the factor is named the “Employee Interest Factor”. The fourth factor contains two sub-factors Less capital is required and Cost-effectiveness, henceforth the factor is named the “Effective factor”. The fifth factor contains three sub-factors Operational flexibility, Entrepreneurial opportunities, and Migrator reduction, in the future the factor is named “Flexibility factor”. Finally, the sixth factor contains two sub-factors Flexibility in the face of change, Low social costs the factor is named “Social factor”. It is therefore concluded that the advantages of SSI give much importance to eight variables.

6. Suggestions and Conclusion

To improve internal customer service in SSI they are, Be available / accessible, honest, and straight forward. Sustainable optimistic attitude, practice active listening, and follow through. In general, market forces are guided by efficiency, productivity, and competitiveness, and this is especially true in the current period of liberalization and globalization and its development are to make publicizing jobs fittingly and successfully in a global context. The SSI has emerged as an ever-altering miracle and a vibrant subdivision of the Indian budget. At the national level, this sector has made tremendously well and empowered our realm to attain industrial amplification and diversification. SSIs have made a



portentous endeavour to increase employment fortunes and productivity prospects. If the potential of SSI is properly harnessed, it can help accentuating the pace of socioeconomic aggrandizement and balanced regional progress apart from the creation of employment opportunities in the trades.

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