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EFFECTS OF INTERNAL MARKETING ON EMPLOYEE JOB SATISFACTION IN ETHIOPIA

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Received: 16/09/2024

Accepted: 30/09/2024

Published: 01/10/2024

DOI - <https://doi.org/10.61421/IJSSMER.2024.2501>

ABSTRACT

The primary purpose of this study was to examine the effect of internal marketing on employee job satisfaction in Dashen Bank: Hawassa city, Ethiopia by using training and development, motivation, empowerment and internal communication as independent variables. The study used quantitative research approach to collect data from respondents. A structured questionnaire on five Likert scale basis was used to collect data. The study considers 160 target populations and draws 114 employees as respondents by using Yamane (1967) formula, and 110 respondents. The analysis was performed using descriptive and inferential statistics by using SPSS software version 20. The results indicate that the linear combination of the independent variables strongly predict dependent variable with $R = .927$ and all selected elements of internal marketing (training and development, motivation, empowerment and internal communication) have significantly and positively affect job satisfaction with $R^2 = .859$; $P < .05$, Thus independent variables jointly explained 85.9% of variance in job satisfaction. Therefore, DB is recommended to fully implement internal marketing program to increase employees' job satisfaction.

Keyword's: Internal marketing, Training and development, motivation, Empowerment, Internal communication and employee Job satisfaction.

1. INTRODUCTION

The service industry has become a crucial global sector, with effective marketing strategies essential for managing customer expectations and delivering on promises (Loungani et al., 2017; Kotler, 1990). The classical services triangle outlines three types of marketing: external, interactive, and internal marketing, emphasizing that internal marketing should precede external efforts (Kotler, 2000). This approach begins with recruiting the right employees, fostering their satisfaction, and ultimately enhancing customer satisfaction (Al-Hawary et al., 2013). The concept of internal marketing, introduced by Berry and Gronroos in the 1980s, focuses on meeting the needs of employees, who are viewed as the organization's first customers (Berry, 1981). In competitive markets, delivering value to both internal and external customers is vital for organizational longevity (Alhakimi & Alhariry, 2014; Ozuem et al., 2018). In the banking sector, understanding employee relationships is critical for creating a conducive environment for high-quality service delivery (Mainardes et al., 2019). The industry faces pressures for competitive differentiation and quality improvement, where internal marketing emerges as a key strategy (Ernst & Young, 2017; Abratt et al., 2009).

Job satisfaction is highlighted as a crucial employee attitude, significantly influencing organizational success (Ismaila & Sheriff, 2016). Shiu and Yu (2010) define job satisfaction as an employee's overall feelings toward their job, while Ishaque and Shahzad (2016) suggest that higher job satisfaction correlates with better employee behavior. Internal marketing thus provides a dual advantage: enhancing service quality through satisfied employees and ensuring organizational competitiveness (Mohammad et al., 2020). This study aims to explore how internal marketing affects employee job satisfaction, emphasizing its role in improving service quality and organizational success. By prioritizing internal marketing strategies, organizations can foster a satisfied workforce, ultimately benefiting customer experiences and business outcomes.

STATEMENT OF THE PROBLEM

Service organizations, particularly banks, rely on frontline staff to deliver quality service directly to customers. Internal marketing strategies, as outlined by Nyongesa (2018), aim to identify and meet the needs of employees—internal consumers—similarly to how organizations cater to external clients. When effectively implemented, internal marketing can enhance employee appreciation and positively influence their job perceptions. In the highly competitive banking sector, service quality is a key competitive advantage (De Bruin et al., 2021). Internal marketing can improve service quality by enhancing employee satisfaction, which, in turn, boosts customer satisfaction. Despite the recognized potential of internal marketing to drive employee job satisfaction (Yu et al., 2019), studies show contradictory findings. Various scholars have conceptualized internal marketing differently, with frameworks suggesting three to five dimensions (Gounaris, 2008; Huang & Rundle-Thiele, 2014), leading to a lack of consensus.

Research has produced mixed results regarding the relationship between internal marketing and employee job satisfaction. For instance, while some studies (Al Samman et al., 2021; Nemteanu et al., 2021) found a positive correlation, others (De Bruin et al., 2021; Bailessy et al., 2016) reported negative effects. This inconsistency highlights the need for further investigation into internal marketing's impact on employee satisfaction. Additionally, previous studies have primarily focused on theoretical aspects at a national level, leaving a gap in practical, organizational context research, particularly within Dashen Bank S.C. This study aims to address this gap by examining the relationship between internal marketing practices and employee job satisfaction in this specific banking context. Furthermore, existing research has employed various theoretical frameworks, such as social exchange theory and Maslow's hierarchy of needs, but few have integrated these perspectives to explore internal marketing's impact on employee satisfaction. This study seeks to fill both the theoretical and practical gaps by analyzing how internal marketing strategies can enhance job satisfaction among employees at Dashen Bank S.C. in Hawasa city.

OBJECTIVES

Considering the general objective, the study addressed the following specific objectives: -

1. To identify the effect of employee training and development on employee job satisfaction.
2. To examine the effect of employee empowerment on employee job satisfaction.
3. To investigate the effect of employee motivation on employee job satisfaction.
4. To analyze the effect of employee internal communication on employee job satisfaction.
5. To determine the relationship between internal marketing and job satisfaction

CONCEPT AND DEFINITION OF INTERNAL MARKETING

Internal marketing originated from service marketing, focusing on enhancing the performance of frontline staff during customer interactions (Kotler, 1990). Berry and Gronroos (1980) proposed it

as an approach to service management, applying traditional marketing principles inwardly, treating employees as internal customers to enhance corporate effectiveness through improved internal relationships.

The concept has expanded beyond service sectors to various organizations, including banks. Cowell (1984) describes internal marketing as a management strategy that encourages all employees, whether in direct service roles or support functions, to adopt a customer-oriented mindset. This fosters a service climate that meets external customer needs. Gummesson (2000) emphasizes that employees are internal customers to one another, and their ability to influence and satisfy internal needs is crucial for achieving external customer satisfaction. Effective internal customer relationships are essential for delivering high-quality outcomes, ultimately leading to satisfied, or even delighted, external customers (Shang et al., 2010). Thus, internal marketing plays a vital role in creating a cohesive organizational environment that prioritizes both employee and customer satisfaction.

2. EMPIRICAL REVIEW

Training and Development and Employee Job Satisfaction

Training and development (T&D) provide employees with essential skills, abilities, and knowledge, fostering a sense of obligation to reciprocate the organization's investment in their growth (Koster et al., 2011, cited in Fletcher et al., 2018). Research presents mixed findings on the impact of T&D on job satisfaction. Studies by Ocen, Francis, and Angundaru (2017), Kanapathipillai and Azam (2020), and Soni and Kesari (2018) indicate a significant positive effect. However, some research, including Choiriyah and Riyanto (2021), suggests T&D does not enhance job satisfaction or employee commitment. Kalyanamitra et al. (2020) also reported no significant relationship between T&D and job satisfaction. Similarly, Mira et al. (2019) found no substantial effect of T&D on employee satisfaction. In contrast, Jehanzeb and Mohanty (2018) noted significant positive impacts of T&D on job satisfaction and commitment among telecom employees in Pakistan. This inconsistency highlights the need for further investigation into the T&D-job satisfaction relationship.

Motivation and Employee Job Satisfaction

Employee motivation and job satisfaction are explored through various theories, including need-based, two-factor, equity, reinforcement, and process theories. While related, motivation and job satisfaction are distinct; motivation drives goal-directed behavior, whereas job satisfaction pertains to the fulfillment derived from rewards and job-related activities (Pananrangi et al., 2020; Anwar, 2017). Research findings on their relationship vary. Hartono et al. (2021) found a significant positive effect of motivation on job satisfaction in a hotel context, while Ayalew et al. (2019) reported a similar positive correlation among nurses in Ethiopia. Conversely, Hajiali et al. (2022) indicated a negative and insignificant impact of work motivation on job satisfaction. Ali and Anwar (2021) and Ayalew et al. (2021) affirmed the positive influence of motivation on job satisfaction, but Aprison et al. (2021) noted no significant effect. Overall, motivation is often driven by the desire for achievement and recognition.

Empowerment and Employee Job Satisfaction

Empowerment significantly enhances job satisfaction by encouraging employees to engage with managers and colleagues, fostering inclusive policies, and ensuring reliable communication (Varma & Chavan, 2020; Valdez et al., 2019). It promotes information sharing, employee participation in decision-making, and boosts self-confidence, resulting in greater job satisfaction and productivity

(Chinomona et al., 2017; Idris et al., 2018). Studies consistently show positive effects of empowerment on job satisfaction. For instance, Babazadeh Sorkhan and Banejad (2021) found empowerment positively influences job satisfaction, while Ulutaş (2018) reported similar results in Konya's industrial zone. Hanaysha and Rozita Tahir (2016) concluded that empowerment positively affects job satisfaction among university employees in Malaysia. However, some studies, like Anggreyani and Satria (2020), indicated a negative relationship, and Sahito and Vaisanen (2020) found empowerment had an insignificant effect on job satisfaction, highlighting the need for further investigation into these contrasting findings.

Internal Communication and Employee Job Satisfaction

Internal communication is essential for fostering a healthy internal marketing culture within organizations. It facilitates message exchange among employees and is crucial for inter-departmental coordination (Kulachai et al., 2018). Research indicates that effective internal communication significantly influences job satisfaction by helping employees better understand their roles and enhancing their connection to their work. Studies show a positive relationship between internal communication and job satisfaction. Mehra and Nickerson (2019) highlighted that organizational communication is linked to job satisfaction, noting generational differences in communication styles. Vermeir et al. (2018) found that internal communication positively affected job satisfaction among critical care nurses. Kulachai et al. (2018) also reported that internal communication enhances employee participation and job satisfaction. Previous research (Chen, 2008; Carrière & Bourque, 2009; Milan et al., 2013) supports this positive correlation, emphasizing the need for communication systems that address the information needs of employees to enhance job satisfaction effectively.

Internal Marketing and Employee Job Satisfaction

Internal marketing encompasses strategies aimed at promoting organizational values and engaging employees as internal customers, focusing on their needs and satisfaction (Berry & Parasuraman, 1991, cited in Al Jamri, 2021). Research supports a positive impact of internal marketing on employee job satisfaction. For instance, Nasrie et al. (2021) found a positive relationship between internal marketing and job satisfaction among Islamic bank employees in Sabah, emphasizing the roles of training and leadership. Milojevic (2020) explored this relationship in Serbian banks, concluding that effective internal marketing elements, such as motivation and career development, significantly enhance employee satisfaction. Mainardes et al. (2019) further confirmed that internal marketing mediates the effects of financial and psychological rewards on job satisfaction, while also influencing work engagement. However, it did not moderate the relationship between job satisfaction and employees' intention to leave. Overall, these studies highlight the critical role of internal marketing in fostering employee job satisfaction.

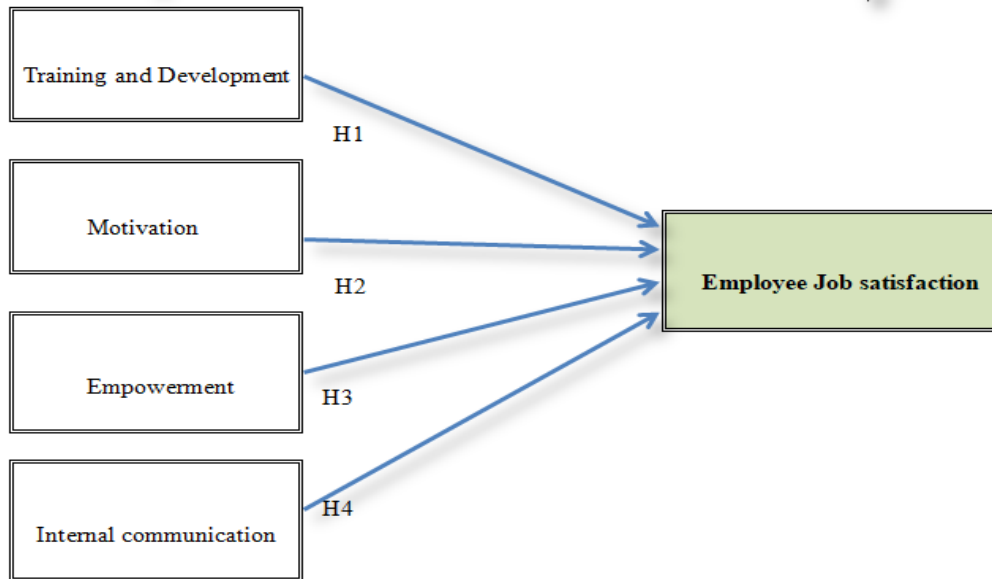


Figure: 1. Conceptual Frame Work

3. RESEARCH METHODOLOGY

The main objective with this study has been the effect of different aspects of internal marketing on job satisfaction, therefore quantitative method is applied in order to describe and compare different aspects of internal marketing influencing on job satisfaction of dashen bank s.c employees. As the aims of this study to examine the effect of internal marketing on employee job satisfaction, it targets on combination of explanatory and descriptive type of research design, to measure and describe relationships between variables.

The study applies both primary and secondary sources of data. Primary data was collected through well designed questions and completed by respondents (dashen bank s.c's employees) that are willing to fill and return the questionnaire. Secondary data were collected from branch data base; In order to get banks profile of every employee under selected branch. The Likert scale is Question type based on a rating scale designed to measure attitudes or reactions. It is a bipolar, measuring either positive or negative response to a statement Likert (1932).

Target population

The researcher focuses on Dashen bank s.c which is operating in Hawassa city. Therefore, the target population of this study was employees of dashen bank s.c, currently working in branches under hawassa city. Those branches have 160 employees; therefore the researcher has been used those 160 employees as target population of the study. The technique selected for this study was simple random sampling technique. In the case of simple random sample every member of the population has known and equal chance of selected.

Sample Size

The sample size taken from the total population and the researcher used Yamane (1967) formula to determine sample size.

$$n = \frac{N}{1 + N(e^2)}$$

Where n = Sample size

e = Margin of error (5%) and

$N = \text{Population Size}$

$$n = 160/1 + 160(0.05)^2$$

$$= 160/1 + 160(0.0025) = 114 \text{ respondents}$$

Table 1. Sample size determination

No.	Stratified branches	Total population	Proportionality	Proportional sample size
1	Alamura	16	16/160*114	11
2	Awassa	15	15/160*114	11
3	Monopol	16	16/160*114	11
4	Tabor	14	14/160*114	10
5	Philadelphia	17	17/160*114	13
6	Hawassa sub branch	16	16/160*114	11
7	Hawassa TTC	14	14/160*114	10
8	Warka	13	13/160*114	9
9	Wolde ammanuel	12	12/160*114	9
10	Sefere selam	14	14/160*114	10
11	Tula	13	13/160*114	9
	Grand Total	160		114

(Source: Researcher's survey data, 2024)

4. DATA ANALYSIS AND INTERPRETATION

Correlation Analysis

Table 2. Correlation between internal marketing and employee job satisfaction

Correlations		TD	MO	EMP	INC	EJS
Training and Development	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	110				
Motivation	Pearson Correlation	.820**	1			
	Sig. (2-tailed)	.000				
	N	110	110			
Empowerment	Pearson Correlation	.879**	.887**	1		
	Sig. (2-tailed)	.000	.000			

	N	110	110	110		
Internal Communication	Pearson Correlation	.201*	.153	.155	1	
	Sig. (2-tailed)	.035	.111	.105		
	N	110	110	110	110	
Employee Job Satisfaction	Pearson Correlation	.853**	.842**	.867**	.391**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	110	110	110	110	110
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

Source; - SPSS result based on researcher's survey data 2024

As indicated in Table 2 Training and development correlation coefficient were positively correlated and statistically significant with employee job satisfaction ($r = .853$, $p < .001$), this implies that there is a strong positive correlation between training and development and employee job satisfaction, in other word training and development held by dashen bank play deceive role to satisfy employees on their job. There is also strong positive and statistically significant relationship between Motivation and employee job satisfaction. It implies that motivation also other internal marketing element held by the case organization to satisfying its employee on their job with ($r = .842$, $p < .001$) and Empowerment correlation coefficient were positively correlated and statistically significant with employee job satisfaction with ($r = .867$, $p < .001$), whereas internal communication were positive and weak correlation and statistically significant with employee job satisfaction with ($r = .391$, $p < .001$). Correlation coefficient of this study revealed that the most important internal marketing practices on job satisfaction is empowerment in Dshen Bnke, which goes to prove that empowerment is perceived as a dominant internal marketing practice to affect job satisfaction.

Moreover, the correlation coefficient of independent variables except internal communication with dependent variable is high and the direction of the relationship is positive with statistically significant p value.

Regression analysis

Multiple regression analysis is an extension of simple linear regression. It is used when we want to predict the value of a variable based on the value of two or more other variables.

Table 3. Model Summary

Table 3 Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.927 ^a	.859	.854	.19833	1.946
a. Predictors: (Constant), INC, MO, TD, EMP					
b. Dependent Variable: EJS					

Source; - SPSS result based on researcher's survey data 2024

The regression model presents how much of the variance in the measure of dependent variable is explained by predictor variable. In this survey, five hypotheses were developed to study the Effect of internal marketing on employee job satisfaction. For the purposes of determining the extent to which the explanatory variables (internal marketing Elements such as, training and development, empowerment, motivation and internal communication) were examined on the dependent variable, i.e. employee job satisfaction, by using multiple regressions. regression analysis was employed after the study met the regression assumptions. the significance level of 0.05 with 95% confidence interval was used. Multiple correlation coefficient $R=.927$ shows that the linear combination of the four independent variables (training and development, motivation, empowerment and internal communication) strongly predicted the dependent variable (employee job satisfaction). $R^2 = .859$ depict that the model explains 85.9% of the variance in job satisfaction which indicates job satisfaction in Dashen Bank was explained by the variation of the four predictor variables whereas the remaining 14.1% are explained by residuals. The result also shows, the difference for the final model R^2 and adjusted R^2 ($.859 - .854 = .005$) which is about 0.5%. This means if the model were derived from the population rather than a sample, there would be about 0.5% less variance in the result.

Table 4. ANOVA

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.149	4	6.287	159.835	.000 ^b
	Residual	4.130	105	.039		
	Total	29.279	109			
a. Dependent Variable: EJS						
b. Predictors: (Constant), INC, MO, TD, EMP						

Source; - SPSS result based on researcher's survey data 2024

The ANOVA table tells us whether the overall model results in a significantly good degree of the prediction of the outcome variable (Field, 2009). As table 4, proposed model was adequate as the p-value is less < 0.05 i.e. 0.000, this indicates that the overall model was statistically significant relationship between internal marketing practices and job satisfaction.

Table 4.1 Regression Coefficient Matrix

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.078	.170		-.458	.648
	TD	.241	.067	.282	3.574	.001
	MO	.245	.072	.275	3.416	.001
	EMP	.337	.097	.337	3.472	.001
	INC	.199	.031	.240	6.407	.000
a. Dependent Variable: EJS						

Source; - SPSS result based on researcher's survey data 2024

The regression coefficient explains the average amount of change in the dependent variable that is caused by a unit change in the independent variable. As it is stated earlier in the first chapter the objective of the regression in this study is to find out an equation that could be used to find the impact of predictors on dependent variable. The strength of each predictor (independent variable) influencing the criterion (dependent variable) can be investigated via Beta coefficient.

On assessing the contribution of the individual independent variable to the prediction of the dependent variable, the unstandardized coefficient Beta value for each of the independent variables was computed.

As it is defined in chapter three, the unstandardized coefficients (β_1 up to β_4) are the coefficients of the estimated regression model. Hence, the regression model of this study can be written in an equation as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \dots \dots \dots (1)$$

The left-hand variable, Y, represents the dependent variable in the model, which is the employee job satisfaction. X contains the set of explanatory variables in the estimation model, β_0 is the constant, β represents the coefficients and e is the error term.

Therefore, the model for the multiple regressions, built in line with the hypotheses of the study, given as follows:

$$EJS = \beta_0 + \beta_1 (TD) + \beta_2 (MO) + \beta_3 (EMP) + \beta_4 (INC) + e \dots \dots \dots (1)$$

$$EJS = -.078 + .241TD + .245MO + .337EMP + .199INC + .998e$$

Where:

EJS = Employee Job Satisfaction

TD = Training and Development

MO = Motivation

EMP = Empowerment

INC = Internal Communication

β_0 = the constant

β = the coefficients

e = error term.

The larger value of Beta coefficient an independent variable has, brings the more support to the independent variable as the more important determinant in predicting the dependent variable.

According to the regression equation established, considering all the four internal marketing constructs constant at zero, job satisfaction of the case organization was 0.078. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in Training and Development will lead to a 0.241 increase in job satisfaction of the case organization. 0.241 means that when the explanatory variable Training and Development increases by one-unit, dependent variable (employee job satisfaction) is also increased by 24.1%, then keeping the other significant explanatory variables are constant.

A unit increase in Motivation will lead to a 0.245 increase employee job satisfaction in the case organization. Motivation ($\beta = 0.245$, $p < 0.05$) indicate that, the existence of significant and positive relationship between motivation and employee job satisfaction. That means when explanatory variable is increased by one unit, the response variable i.e. employee job satisfaction is also increased by 24.5%, then keeping the other significant explanatory variables constant.

A unit increase in empowerment will lead to a 0.337 increase employee job satisfaction of the case organization. This indicates that, when keeping the other significant variables constant, the existence of directly (positive) relationship between empowerment and employee job satisfaction. Empowerment = 0.337 means, that when the explanatory variable i.e. empowerment is increased by one unit, employee job satisfaction is also increased by 33.7%, a unit increase in internal communication will lead to a 0.199 increase job satisfaction of the organization, means that when the explanatory variable i.e. internal communication increases by one-unit, dependent variable i.e. employee job satisfaction also increased by 19.9%, then keeping the other significant explanatory variables are constant. Therefore, product strategy = 0.131 means that when the explanatory variable product strategy increases by one-unit, dependent variable (organizational profitability) is also increased by 13.1%, then keeping the other significant explanatory variables are constant.

Hypothesis Testing and Interpretation of the Result

This study was aimed to examine the effect of internal marketing on employee job satisfaction, in the case organization. Training and development, motivation, empowerment and internal communication were selected as internal marketing constructor and job satisfactions were selected as independent variable. For the purpose of this study four hypotheses were developed, brief discussion on each hypothesis is given below.

The hypothesis test results based on unstandardized coefficient beta and P-value to test whether the hypothesis to reject or accept. Over all outcome of the research hypothesis are summarized on table 5.

Table 5. Summary of overall outcome of research hypothesis

Ha 1	Training and development has statistically significant relation with employee job satisfaction	$\beta=.241, p<0.05$	Supported
Ha 2	Motivation has statistically significant relation with employee job satisfaction	$\beta=.245, p<0.05$	Supported
Ha 3	Empowerment has statistically significant relation with employee job satisfaction	$\beta=.337, p<0.05$	Supported
Ha 4	Internal communication has statistically significant relation with job satisfaction	$\beta=.199, p<0.05$	Supported

Table 4. 1 summary of overall outcome of research hypothesis

Source; - SPSS result, based on researcher's survey data 2024

5. CONCLUSION

This study objective was to examine the effect of internal marketing on employee job satisfaction in case of dashen bank hawassa city. The study successfully ascertained that internal marketing has positive and significant effect on employee job satisfaction. This finding supports the idea of (Mehra & Nickerson, 2019), studied that internal marketing creates a positive work environment that supports employee job satisfaction by promoting communication, engagement or empowering, a positive culture, motivating, training and development, and recognition. And they point out that focusing on employees' needs and satisfaction, organizations can foster a motivated and satisfied workforce, leading to improved productivity and organizational success. And they also found positive relation between internal marketing and employee job satisfaction. Therefore, researcher can conclude that from the correlation analysis there is a significant and positive relationship between internal marketing elements and employee job satisfaction. From regression analysis there is a significant effect of the independent (training and development, motivation, empowerment and internal communication) respectively to a dependent variable means employee job satisfaction.

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