



**THE EFFECT OF INTERNAL MARKETING
ON EMPLOYEE TURNOVER INTENTION, THE CASE OF
INTERCONTINENTAL ADDIS HOTEL**

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**St. Mary's University
General Business Administration Master's Program**

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**THE EFFECT OF INTERNAL MARKETING
ON EMPLOYEE TURNOVER INTENTION, THE CASE OF
INTERCONTINENTAL ADDIS HOTEL**

**A Thesis Submitted to Department of Marketing Management for the
Partial Fulfilment of the Required Award of Masters in General Business
Administration**

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June, 2021

Addis Ababa, Ethiopia

DECLARATION

I hereby declare that this study entitled “THE EFFECT OF INTERNAL MARKETING ON EMPLOYEE TURNOVER INTENTION: THE CASE OF INTERCONTINENTAL ADDIS HOTEL” is my original work prepared under the guidance of my advisor Dr. Temsegen Belayneh (PhD, MBA, MA). This paper is submitted in partial fulfilment of the requirement for the Award of Masters in General Business Administration. I would also like to confirm that all the sources of materials used in this study are properly acknowledged.

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Statement of Certification

This is to certify that **Lwam Berhane Gebreyesus** has carried out her research work on the topic entitled **“The effect of Internal Marketing on Employee Turnover Intention: the case of Intercontinental Addis Hotel”** .The work is original in nature and is suitable for submission for the award of Master’s Degree in General Business Administration.

Advisor’s Name: **Dr Temesgen Belayneh Zerihun**

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Date: _____

St. Mary's University

School of Graduate Studies

Department of Marketing Management

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List Of Acronyms

ICAH **Intercontinental Addis Hotel**

ANOVA **Analysis of Variance**

IM **Internal Marketing**

SPSS **Statistical Package for Social Science**

VIF **Variance Inflation Factor**

UN **United Nations**

HR **Human Resource**

Abstract

The general objective of the study is to examine Internal Marketing practice in Intercontinental Addis Hotel and its effect on the employee Turnover Intention. The study used both quantitative and qualitative research approach to collect data from employees of the Hotel. A survey was made by taking 164 samples of employees of the Hotel as respondents through a non-probability sampling technique. The study used explanatory (cause and effect relationship) and descriptive (event occurred) research approach. A structured questionnaire on five Likert scale basis was used to collect data. Both descriptive and inferential (correlation and regression) statistics were utilized using SPSS version 23 to analyse the data. The result indicates that two of the dimensions of internal marketing (Employee development, and, Management support) have significantly and negatively affected Employee turnover intention while the remaining two (Internal communication and Performance Incentives) did not have a significant effect on Turnover Intention. Thus, Intercontinental Addis Hotel is recommended to fully implement internal marketing principles to reduce employees' turnover intention and the management must consider employees as internal customers and satisfy their needs. It must also establish an internal marketing program for Intercontinental Addis Hotel on the basis of those internal marketing dimensions which help to retain employees.

Keywords: Internal marketing, Employee development, Internal Communications, Management support, Performance Incentives and Employee Turnover Intention

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Hospitality Industry plays an important function in the economy of the world. The African economy grew by an estimated 2.9% in 2019, and its expansion is projected to accelerate to 3.5% in 2021, according to the UN.

The term Marketing does not only refer to the ultimate consumer but also an individual or a group of individuals within the organization. Thus, there are internal customers and external customers. The internal customers are potentially as important as the external customers. Internal customers are the employees, who work on everyday task and provide service in the hotel .They plan, organize and execute several types of services. Hence, employees are crucial for the safe running of the Hotel.

Internal Marketing is also a mutual valuable system between internal customer or employees and organization which attracts and retains employees as a resource of surviving growth and profitability by promoting quality of product and services for external customers.

Arnett, Laverie, & Mclane, (2002) defined Internal marketing (IM) as developing and sustaining a culture within which customer-oriented behaviors should be emphasized, communicated, and rewarded.

According to Berry et.al. (1981) internal marketing was first proposed as a solution to the problem of steadily delivering high quality of service .Internal customer can be anyone with whom employees interact in the organization as a regular part of their roles and responsibilities. They are actually as important as the external customers. By taking a service mind set and applying it to those we serve in the organization, we can minimize friction, increase efficiency, and maintain effectiveness.

Employee turnover is the ratio of the number of workers that had to be replaced in a given time period to the average number of workers. According to Kang, Y.C. (2001). employee turnover refers the movement of employee in and out of a business. However, the term refers only to wastage or number of employee leaving. It refers to the number of a person leaving and the one within the organization. High employee turnover often leads to business failure on unmotivated workforce and lack of attractiveness to skilled workers .

Employee turnover is caused by external and internal factors. External influences include local economic conditions and labor market conditions. Internal causes include such things as non-competitive compensation, high stress, poor working conditions, monotony, sub-par supervision, dysfunctional job fit, inadequate training, poor communications, and loose organization practices as per Dr. Laurence J. Peter (1910-90)

Berry et.al. (1981). By treating employees as internal customers, one can ensure higher employee satisfaction and, subsequently, the development of a more customer-conscious, market-oriented, and sales-minded work force. Today the concept is being increasingly discussed in the literature as a strategic tool for meeting and exceeding customers' expectations.

Berry also defined IM as “a management philosophy, viewing employees as internal customers and jobs as internal products that satisfy the needs and wants of these internal customers. Berry (1981, p. 25) .while addressing the objectives of the organization”. Rafiq and Ahmed (2000) defined IM as a planned effort, using a marketing-like approach, to overcome organizational change resistance, align, motivate, inter-functionally coordinate and integrate employees towards the effective implementation of corporate and functional strategies, in order to deliver Turnover intention through a process of creating motivated and customer.

Because of the growing interest in IM as a precondition for successful external marketing, a number of firms have gradually recognized and utilized the IM program. In a number of services it is a known that frontline officers operate successfully only if they

are convinced in the benefits of the service or product they offer to customers. In addition, authors such as Lings (2004) state that applying IM campaigns will bring an increase to the service quality. Basically, IM focuses on stimulating marketing-oriented management (Liou & Chen (2001) . A high employee turnover is a serious problem for Human Resource Management as well as for the Hotel Manager, at all times (Tanke, 2001). The tourist industry mainly offers service; therefore, it needs use a great deal of human resources to offer service (Hou, 2002). Additionally, high employee turnover rate has a great influence on the quality of service which is a reason that the cost of personnel, recruitment and training increases, as well as causes great loss (Huang, 2003). Consequently, a high turnover rate will bring an absolute influence on the hotel's service quality. Some researchers propose that implementing internal marketing can improve employee satisfaction and decrease the turnover rate (Arnett, Laverie, & Mclane, 2002).

According to an article by Lings, I. N. (2004).the three ways IM reduces negative employee turnover is by aligning employees with the company's vision and goals, building a connection between the people and what they sell and building trust among employees.

This study aims to discuss the effect of internal marketing practices on employee turnover intention at InterContinental Addis Hotel. The author aim to understand whether “internal marketing practices,” which “considers the employee as internal customer” significantly influences employee turnover intentions.

1.2. Background of the Organization

Intercontinental Addis Hotel is a four star hotel which is located at the heart of Addis Ababa around Kazanchis area, Guinea Conacry (Tito) Street, Addis Ababa, Ethiopia. The hotel owns 194 luxuriously furnished rooms with each and every facility and amenity displaying taste and elegance. Out of which, 153 are rooms of various types, 42 luxurious furnished apartments and 10 conference halls which can accommodate more

than 2,000 guests at a time and seven outlets. Two hundred and fifty employees and eleven departments run the hotel. Each department has a director and supervisor.

Vision

To be proficient, competent, leading & most sought, Luxury & profitable Hotel in Africa.

Mission

To Deliver World Class Hotel Service & product & to make a center of meeting, Conference & Event through the help of professional ,responsible, highly trained & motivated employees in order to ensure guest satisfaction.

Therefore, internal marketing helps in attaining business performance through their satisfied internal customers. IM is an important driver for business performance, financial and non-financial and IM has positive impact on business performance (Panigyrakis & Theodoridis, 2009). Even if attempts were made to examine the effect of internal marketing on organizational commitment for employees (Berhanu, 2015), roughly nothing was done to investigate the effect of internal marketing on organizational commitment in Intercontinental Addis Hotel. To fill these gaps, this study will provides an empirical investigation of the effect of internal marketing on organizational commitment of the employees.

1.3. Statement of the Problem

Now a day's , service industry has an important and crucial role to play in the country's economic growth and hospitality industry's role and position as a supportive industry is known to everyone. On the other hand increasing competition in the Hospitality industry made this industry's managers think for a solution to achieve satisfaction to the employees. Therefore, they are obligated to find ways to satisfy employees to obtain their loyalty. One of the ways to achieve this is to improvement internal marketing.

Improvement of internal marketing leads to increase in internal customer's satisfaction. Although a lot of hotels have ignored their employee's satisfaction as internal customers, it is their success ground. In fact issues such as ignoring a hotel employees job satisfaction and increase of job changing desire among companies is the focus of this research. When organization doesn't have internal resources and human resources suited to its marketing strategies and goals, achieving these goals would be so hard. As a result organization's marketing strategy would be effective when internal and external marketing methods are studied in a systematic manner.

As per the survey done by the HR department of the hotel, the below data shows that there has been a significant number of turnover in twelve years' time.

Year	Total number of Staff Turnover
2008	16
2009	48
2010	42
2011	45
2012	56
2013	71
2014	57
2015	124
2016	93
2017	72
2018	120
2019	106
2020	46
Total	

Table 1. Actual staff Turnover data from 2008 to 2020

The IM idea is better solution to motivate employees in order to continue presentation of high quality service. The logic of IM is specially rooted in this point that satisfying internal customer's desire could motivate the employees, maintain them and therefore

leads to a higher level of employee's job satisfaction and customer based behaviour. So a higher level of employee satisfaction and loyalty in organization can be expected.

Numerous problems in the hotel industry have caused high employee turnover rate, making it hard for the enterprise to maintain talent. These problems include: (1) the salary of first-line employees are generally low and their work day is long; (2) they typically work on national holidays, Saturdays and Mondays; (3) the hotel system and welfare are not complete; (4) the ability to be promoted is minimal; and (4) hotels attach importance to service experience Liou & Chen (2001) . Moreover, employee turnover increases the possibility of losing excellent employees.

Not many studies have been done recently on Internal Marketing and employee turnover Intention of Ethiopian service industries. In addition, there is a stiff competition among Hotels in attracting the customers of one another . Ethiopian Hotels are striving hard to satisfy customer interests. This study aims to investigate the issues identified above in relation to the effect of IM on employee turnover Intention in the case of Intercontinental Addis Hotel.

1.4. Objective of the Study

1.4.1 General Objective

The general objective of the study is to examine internal marketing practice and its effect on the employee Turnover Intentions in the case of intercontinental Addis Hotel.

1.4.2 Specific Objective

The specific objectives of the study are:

- To ascertain whether, there exists an effective internal marketing practice at Intercontinental Addis Hotel.
- To find out the extent to which IM practices(Employee development, Management Support ,Performance Incentive and Internal Communication) affect employees' turnover intention
- To identify which Internal Marketing elements significantly affect the Turnover Intention.

1.7 Scope of the study

In the fulfilment of the Master's Program, a number of delimitations in terms of geographic, conceptual and methodological context will be reinforced in the research. Geographically,

1.7.1 Geographical Scope

This particular study is limited to Intercontinental Addis Hotel, Addis Ababa, the capital city of Ethiopia which is the seat for many diplomats and international organizations. Purposive surveys was carried out among the eleven departments with a total of Two hundred and eighty five employees as total population and one hundred sixty four employees as sample population based on the sample size calculation. Each department has a director and supervisor. And the study was conducted in the academic year of 2021G.C. (2013 E.C)

1.7.2 Methodological Scope

The study is conducted for the years 2021 G.C and this empirical research took 164 sample respondents by using non-probability sampling procedure among the eleven departments. This research work is dependent on the information collected from employees of the Hotel. It is also confined to the IM practice of the hotel and its effect on employee turnover intentions. The hotel is selected because it has a well-structured HR departments/policy, they keep records of their staff and this was very helpful for the researcher to gather the desired information which is a key element in this study.

1.7.3 Conceptual Scope

The main focus of the study is assessing the effect of Internal Marketing Practices on Employee Turnover Intention.

1.8. Limitation of the Study

The study will be limited only to the Intercontinental Addis Hotel. The responses of the respondents sometimes might be biased in which the skill and experience of the

research participant highly determine the result of the research. The non-probability sampling procedure may limit the generalizability of the findings.

This study took some of the dimensions of internal marketing. Future research can adopt more and different dimensions that might affect the Employee turnover intention. Even though the researcher tries to encompass employees of different levels, the result of the finding may not be generalized. However, future research could address these limitations.

1.9. Significance of the Study

This study is very important for researchers and focus groups to have a clear insight about the factors that affect Turnover especially in Hospitality industry and it has a great importance to know how IM practice effect in the long run of the organizations business activities.

The result of this study provides insight for service marketers as well as the HR department in the hotel sector to introduce IM programs in to their organizations and allows managers to focus on identified IM elements

1.10 Definition of Key terms

Internal marketing: “The process of initiating, maintaining, and developing the relationships between employees, their management, and the organization, for the purposes of creating superior value for customers” (Bell Simon & Bulent, 2004, p. 113).

Employee development: The process of putting employee skills development into practice.

Management support: A support system that goes beyond just supervising and may take a variety of forms (physical, professional, emotional, intellectual, and financial). (Eric Barends et.al , 2017)

Internal communication: Internal communication is information exchange within the organization. (Cornelissen J.2008)

Performance incentives: Incentives are reward systems that tie pay to performance. (Wulfe , 1936 and Cowles ,1937)

Employee Turnover: According to the CIPD (2014) employee turnover refers to “the proportion of employees who leave an organisation over a set period

1.11. Organization of the Study

This study has five chapters. The First Chapter includes the introductory part which covers Background of the Study, Problem of the Statement, Objectives of the Study, Research Questions, Research Hypothesis, Significance of the Study, Scope of the Study and Limitations of the study. The Second Chapter deals with review of related literature concerning the study. The Third Chapter deals with an explanation of the research process and the methods adopted for collecting and analysing data. It focuses on description of the study area, research approach, research design, population and sample data source and type, data collection procedure, ethical consideration and data analysis. Chapter Four focuses on the data analysis and interpretation in relation to the research objectives and research questions of the study and finally, Chapter Five presents Summary, Conclusion and Recommendation of the study.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Concept and Definitions of Internal Marketing

In simple terms, Internal marketing can be viewed “as the process of initiating, maintaining, and developing the relationships between employees, their management, and the organization, for the purposes of creating superior value for customers” (Bell Simon & Bulent, 2004, p. 113).

According to Taylor, S. L. & Cosenza, R. M. (1997)., Internal marketing means seeing the internal employee as the internal customer and to concentrate on making the internal customer’s pleased. Cronin (2000) said internal marketing is consistent with the organization’s effort. They observed that the organization should train and motivate its employees to offer better service. Internal marketing in the service industry welfares all employees to realize the company’s mission and aims. They added that training, motivating, and properly evaluating them is obligatory to achieve the organization’s anticipated aims and keep excellent employees.

Conduit and Mavondo (2001); underlined that internal marketing meant creating an internal environment with customer orientation and service consciousness in the organization. Johnson, .Huang (2003) considered that internal marketing is meant to employ, train, and motivate the internal employee, and induce them to know and accept the concepts and importance of customer orientation satisfaction, as well as support and cooperate with the marketing department to provide excellent customer service. Lings (2004) also reflected that internal marketing meant applying marketing and human resource management. They added that IM should be used to motivate and manage employees in the organization.

Kang (2001) classified internal marketing promotion into four perspectives. The first classification was the need to unceasingly gather and analyze information regarding internal market and the competitive environment. The second was the need to determine the segmentation of the internal market. Lastly the third classification was the need for segmentation of the internal promotion mix, and management of internal marketing. Moreover, according to Davis (2001) the activity of internal marketing practice includes four terms such as product, price, promotion and place.

Rafia and Ahmed (2000) believed that internal marketing, like orientation, thought of planning practice, could accomplish several aims. Among which, one was that IM will create motivation and customer orientation to harmonize and integrate employees and also that it would cause employees to execute the company's strategy and functional strategy efficiently.

Liou & Chen (2001) classified internal marketing into seven perspectives such as life development, work environment, welfare and salary, individual condition, internal communication, decision participation and service training. Hu (2003) extracted six perspectives from internal marketing; including work environment, individual development, internal communication, empathy, salary, management empowerment, education and training.

The Australian scholars Conduit and Mavondo (2001) classified the internal marketing activity into five perspectives, which performed correlation between each other according to the result of spot check. The five perspectives include education and training, management support, internal communication, external communication and human resource management and so on.

2.2 Theoretical Review

The purpose of reviewing literature is to develop an understanding of the subject area better which will help in the conceptualization of the research problem clearly. Major points shall be mentioned in the literature review. These are internal marketing, Employee Turnover Intention, relationship between internal marketing and Employee Turnover Intention and finally theoretical framework and hypothesis development.

It is known that Customer service is the fundamental principle of the hotel industries. The service offered to the customer emphasizes the harmony and cooperation between each department to achieve the service target (Ting, 2002). It mainly adopts a shift-work system. Frequent problems in the hotel industry have caused high employee turnover rate. This makes it hard for the Hotel enterprise to sustain service and preserve talent. The problems are that the salary of first-line employees are commonly low and their working hours in a day is long, they normally work on national holidays, and other festival days, the working values and health facilities are not complete, the system of promotion is desperately low; and hotels attach significance to service experience (Wu & Chen, 2003). These result in increased employee turnover and the possibility of losing brilliant employees

The behaviour of employees is, the primary means through which shareholders experience the company they have invested in. The reason why successful service organizations have a competitive advantage with customers is partly because, they have a competitive advantage with employees (Berry, L. L., & Parasuraman, 1999).

Before dealing in depth on Internal Marketing, It is mandatory to be aware of the Service Marketing triangle. In order to successfully implement a service marketing plan, it is important to pay special attention to three important elements of the Service Marketing triangle.

The first element is the company itself. This includes how the company is branded and positioned. The second important factor is the employees or sometimes referred to as the service providers. The third element is the customers. These three elements form the three corners of a triangle which is called the service marketing triangle. (Grönroos, 2000)

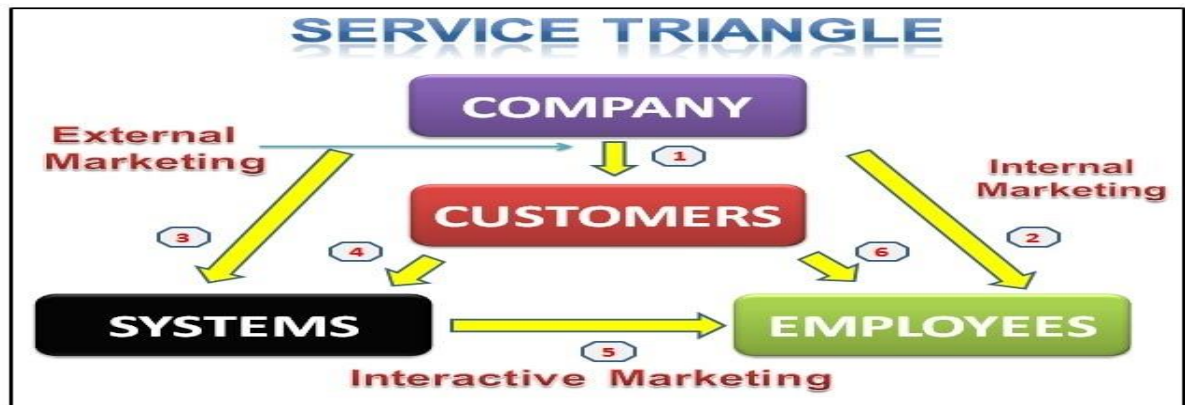


Fig.1 Service Triangle Adapted from Gronroos (2000).

External marketing includes all the activities that the service marketer performs to position his/her company favourably in his/her customers' minds. Secondly, Internal marketing involves making your employees aware of your brand identity, your values, and your culture. You try all these to make sure employees know and feel your brand. Not only fighting to attract more customers, but they are also fighting to find competent employees and then trying to retain them (Berry (1981)). Last but not least, Interactive Marketing is one dealt between Employees and Customer. It helps employees to treat customers well and in a consistent manner. (Grönroos, 2000) .Internal marketing precedes interactive marketing and if internal marketing is done well, the interactive marketing will run smoothly.

2.3 IM Elements

As indicated above, there is much debate as to the elements that constitute an internal marketing mix and, authors cannot agree as to what constitutes internal marketing with elements. For the purpose of this study, from stated elements by the scholars and the relevance to the study, four elements were inferred and selected as Employee development, Management support, internal communication, and Performance incentives.

2.3.1. Employee development Practices

There are several means to put employee skills development into practice. Some if not all are

- Training

Training is an ideal employee development method when it comes to addressing both Hard (technical) and Soft (communications, conflict resolution, time management) skills.

- Task/job rotations

This employee development method is the best way to train flexibility and adaptability. It is also great for extending an employee's technical skills but, depending on the type of stretch goals set, could aid in developing other ancillary skills such as Time Management, Stress Management, and Conflict Resolution Skills.

- Coaching

Coaching is usually a very hands-on approach to skills development and ideal for developing skills like Technical and Analytical skills. Through employer-sponsored coaching camps, employees could also pick up invaluable Interpersonal and Conflict Resolution skills.

- Mentoring

.Because it requires senior leadership commitment, Mentoring is typically used to develop high-level skills such as Leadership, Strategic Management, Communication, Critical Thinking, and Long-term Vision articulation.

- On-the-job development

While on-job exposure is typically good for work-specific skills development, this method can also develop a broad variety of employee skills, including hard and soft skills.

- Career planning

Career Planning sessions identify soft skills like Communications, Interpersonal Skills, and Time Management for development in leadership roles, while hard/technical skills manifest themselves for development in front-line rank and file roles.

2.3.2. Management support:

When employees and volunteers feel they're being supported, they'll work better and more efficiently, care more about their jobs, and want to do their best because the organization treats them well. (Eric Barends et.al, 2017)

2.3.3 Internal communication:

Cornelissen J.(2008) said Internal communication is information exchange within the organization. He added that when employees are well-informed about the expectations of its customers as well as the condition and health of the organizations, they are more willing to dispense their duties diligently which in turn improves the business performance. Internal communication is information exchange within the organization.

2.3.4. Performance incentives:

Incentives are reward systems that tie pay to performance. Token experiments by Wulfe (1936) and Cowles (1937) have proved that by providing performance based incentives, company goals can be achieved .This achievement leads to job satisfaction.

2.4 Internal Marketing in Service Organizations

Berry (1981) pioneered the term IM and originally defined it as “viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization” (p.25). Since this time authors, practitioners, and researchers in this area have developed different definitions in order to explain their version of this idea (Ahmed, Rafiq and Rafiq and Ahmed, 2000), and the development of cross functional units within the organization (Ahmed and Rafiq, 2003; Rafiq and Ahmed, 2000).

According to Payne et al., 1999), there are four organizational ingredients that must be shared with employees which are information about the organization’s performance, rewards based on the organization’s performance, knowledge that enables employees to understand and contribute to organizational performance, and power to make decisions that influence organizational direction and performance (Payne et al, 1999, p. 139).

Other definitions of IM underscore the importance of an understanding of the firm’s mission and objectives among the employees, such as , who define it as a service firm’s efforts to provide all members of the organization with a clear understanding of the corporate mission and objectives and with the training, motivation, and evaluation to achieve the desired objectives” (Johnson, Scheuing and Gaida, 1986, p.140).

Recent definitions of the concept stress the purpose of enhancing service quality: “It is a strategy for developing relationships between staff across internal organisational boundaries. The purpose of this activity enhances quality of external marketing relationships (Johnson, Scheuing and Gaida, 1986, p.140).. In sum, these definitions indicate that IM is a philosophy for the management of comparatively large service organisations, where the employees are viewed as internal market and with the overall objective of enhancing the service quality.

2.5. Relevance of Internal Marketing

The essential role of IM is to encourage and motivate employees towards the cross-functional implementation of organizational objectives (Rafiq & Ahmed, 1993). Internal marketing aims to motivate and influence employees towards customer-consciousness and sales-mindedness using marketing-like techniques internally (Grönroos, 1982). Through proper internal marketing programs, organizations can attract, recruit, and retain the right mix of employees in order to deliver superior value at all times. The major task of internal marketing is to successfully hire, train and motivate qualified employees in order to serve the customer well (Kotler, 2008).

Internal marketing which include inter-functional coordination and integration, customer orientation, marketing-like approach, job satisfaction, empowerment, and employee motivation, quality of service, employee development, and vision of the organization, strategic reward, internal communication and senior leadership. Similarly, Bansal et al (2001) identify the main elements of internal marketing as employment or job security, extensive training, salary and pay, sharing of information, employee empowerment and reduction of employee status distinctions.

Generally, objectives of internal marketing are employee motivation (Gronross, 1991., Hay 1999.), an increase of employee satisfaction (Lings, 2004.), maximizing employee efficiency (Thomson and Whitwell, 1993.), harmonising employee relations and keeping quality personnel (Lings , 2004) as a strategic view of employees as internal customers who perceive their work tasks as internal products that fulfil the needs of internal customers and finally, of external customers.

2.6 Implementing Internal Marketing

In order to According to build a relationship with customers and deliver a quality service to customers; there are valuable actions that can be taken to implement internal marketing with a focus on preparing employees .

Internal Marketing can be applied by applying marketing skills and initiatives internally to understand employee's needs and wants, making sure employees are told about the organization's mission and how they fit into it, develop employee's suggestion system to encourage ideas on improving the quality of customer service, and making sure internal communication channels effectively share information on how to market ideas and services internally.

2.7 Challenges of Internal Marketing

The problem of the concept of Internal Marketing were the financial implication of having satisfied employees may be substantial and that not all organizations are prepared to invest so heavily in an idea that may only bring results in the long term. Poor understanding of IM concept within an organization, having rigid organizational structure and the tendency of ignoring employees importance are problems affecting successful implementation of internal marketing. For example, in order to satisfy employees, salaries may need to be increased, working environment rebuilt and training heavily invested in; with in return on investment only being shown in the long term (Papasolomou & Vrontis, 2006).

2.8 Theoretical framework

2.8.1 Internal Marketing

Internal Marketing is a concept of viewing employees as internal customers, jobs as internal products, and endeavoring to better design these products to meet the needs of these customers. (Ahmed & Rafiq, 2003).

Internal Marketing has different dimensions such as Communication, Motivation, Training and Development, and Job satisfaction. While the dimensions of internal marketing measurement as discussed by are: communication, staff training; appraisal and feedback; and customer consciousness. identified five dimensions of internal

marketing: training, administrative support, internal communication, external communication, human resources management. Communication, and training and development. Rafiq and Ahmed (2000) identify the main elements of internal marketing as employee motivation and satisfaction, customer orientation and Turnover intention, inter-functional co-ordination and integration, marketing-like approach to the above, and implementation of specific corporate or functional strategies. Service training programs, performance incentives, and vision for service excellence key elements of internal marketing (Tsai and Tang, 2008)

2.8. 2. Employee Turnover Intention

According to the CIPD (2014) Employee turnover refers to “the proportion of employees who leave an organisation over a set period (often on a year-on year basis), expressed as a percentage of total workforce numbers” and that “employee retention relates to the extent to which an employer retains its employees and may be measured as the proportion of employees with a specified length of service (typically one year or more) expressed as a percentage of overall workforce numbers”.

According to Taylor (2002), the reason that employee turnover occurs, falls into four sections which are pull factors, push factors, unavoidable factors and organisational influence. Pull type turnover happens due to the employee being enticed by an alternative job elsewhere. This is not down to such reasons such as job satisfaction as the employee may be happy with the company, but this new opportunity could lead to better salary and benefits. Push type turnover happens because of how the employee views their employer. This can lead to employees leaving the company to find, by their own views, a better working environment. Unavoidable turnover happens because of reasons that are beyond the control of the company. The factors involved in this has nothing to do with the previous push and pull factors, but more so to do with factors that aren't work relate that includes retirements, illnesses and maternity leave, should they choose not to return to their jobs. Involuntary turnover occurs due to direct company involvement. The company asks employees to leave or decides not to renew their contracts

The results of staff turnover are not always believed to be negative, sometimes even leading to positive outcomes; however they still have the potential to pose serious problems to most companies (Morris & Hodgins, 2000).

2.8.3 Types of Employee Turnover

A study done by Price, 1977, turnover can be classified into two types: voluntary and involuntary. The main motive for voluntary turnover is organizational factors such as salary, promotion, work challenge, the relationship with the director, better work opportunity, and so on or individual factors like health, retirement, physical move, further study, and so on. Involuntary turnover means to be separated or fired.

For a better understanding of voluntary turnover, it can be classified into functional turnover and dysfunctional turnover as per Huang (2003). Functional turnover means that the organization appraises the employee negatively and that it wishes the employee would leave, and the employee also wishes to leave. Keeping employees like this in the organization is a threat to the organizations benefits as well as promotes employee turnover. On the contrary, dysfunctional turnover (high performance), means that the organization appraises the employees positively that it wishes the employees to stay, but the employees don't. (Mobley, 1977; Mobley, Horner, & Hollingsworth, 1978).

Recently, Watson Wyatt conducted a worldwide investigation, finding that 58% of employees abdicate due to a dissatisfying salary; 48% of employees abdicate due to dissatisfaction with the management system and lack of the opportunities for promotion; 44% of the employees abdicate for lack of enough skill training; 37% of employees abdicate for welfare; 24% of employees abdicate due to the working environment; and 23% of employees abdicate for conflict with directors or colleagues.

In order to keep employees with talent, it is necessary to offer rewards. Besides giving raises in salary, rewards should also include non-financial rewards like, training, positive organizational culture and development, and opportunities for promotion (Lin, 2006).

The study by Woods and Macaulay (1989) on employees working at six chain hotels and six restaurants indicated there are two kinds of external factors and internal factors for employee turnover. The external factors include the rate of unemployment and new opportunities while the internal factors are salary, welfare, supervision quality and working conditions, quality of colleagues, overall work satisfaction, and so on.

According to David (1989) the four main factors influencing employee turnover are a problematic selection process, a poorly structured employment program, dissatisfaction of employees with the opportunities available or salary and lastly a problematic management method.

Kang (2001) recognizing the systematic importance, wrote about communication and welfare.

To summarize the opinions above, the authors believed that the turnover can be considered a process. Whether the turnover is voluntary or involuntary, once people leave the service field, leaving their former organization, the behavior is considered turnover. The turnover intention is the psychology or thought process before generating the turnover behavior. Therefore, the author believes that turnover intention can be considered an idea or a thought. No matter what the factor is, once the employee generates the thought to leave the current service field, it is considered turnover intention

2.8.4. The Relationship between internal marketing and Employee Turnover

Internal marketing theory can lead to a better understanding of turnover intentions in the an organization since key studies have shown that the implementation of internal marketing has a negative effect on turnover intention (Ahmed & Rafiq, 2002; Cheng & Whi, 2008; Wang, 2002; You, 2004).

“Education and training,” which is a predictor variable of unitary internal marketing practice, achieves a significant level, but it conducts a negative predictor effect. the more an employee recognizes internal marketing practices, the lower the turnover intention. (SMARP, 2019)

When validating the study result that the correlation between internal marketing practices and turnover intention in tourism leisure hotels, it was found that the internal marketing practice performed a significant negative correlation with turnover intention.

The study of Wang (2002) found something different from this study, however. His study result showed that the manager’s support would influence the turnover intention. The employees in the organization studied once thought that his/her ideas were different from the manager’s who didn’t care about the employee or support or authorize the employee. This caused high turnover intentions.

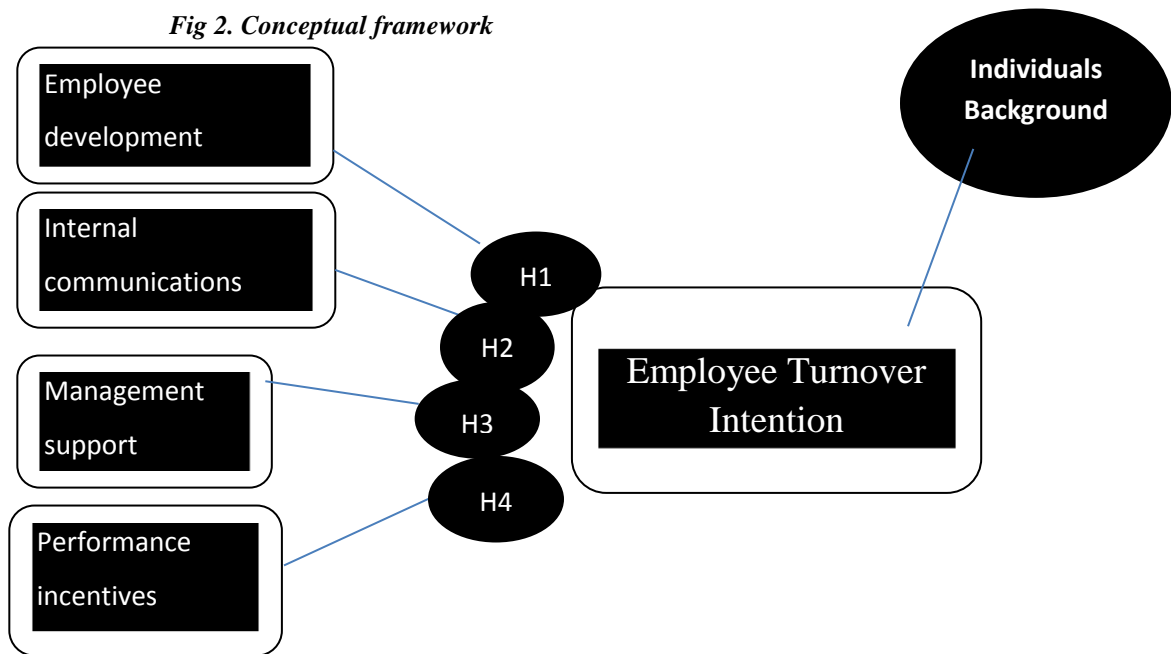
Some scholars also propose the same concept: Taylor and Cosenza (1997) thought that internal marketing practices could efficiently decrease employee turnover and high relevant expenditures. First, a company should implant the thought of internal marketing into the company’s culture, and transfer the organizational atmosphere and culture through employees’ behaviors. Then the company should offer employees a training plan, durative support, encouragement, empowerment to make decisions, good interaction, encouragement to bring forward innovative thoughts, and measurement to improve any problems. The most important thing to achieving an effective internal marketing plan is communication; good communication helps understand why employees who fit the organization well may want to leave the organization. This phase can help improve and strengthen the internal marketing plan, and finally achieve the purpose of decreasing the turnover rate.

2.8.4 Conceptual framework

The conceptual framework of this study is developed based on the literature review presented earlier and the models of internal marketing proposed by Ahmed and Rafiq

(2000) to support the linkages between internal marketing elements and employee turnover intention suggested in this conceptual framework.

Fig 2. Conceptual framework



2.8.5 Research Hypothesis

This study aims to research how implementing internal marketing in the hotel industry influences employees. This study also investigates whether employees' satisfaction with the internal marketing practices correlate with turnover intentions. Therefore, this study looks at internal marketing practice and turnover intention as two variables to determine what influence the individual's background has on attitudes toward internal marketing practices and satisfaction, even with turnover intentions present. The topic of this study is mainly to discuss the correlation between internal marketing practices and their influence on turnover intentions at Intercontinental Addis Hotel. The proposed study is to prove or disprove the following research hypotheses which have been prepared based on the research question of the study:

H1: The Employee development practice has significant negative effect on employee turnover intention.

H2: The Internal communications practice has significant negative effect on employee turnover intention.

H3: The Management support practice has significant negative effect on employee turnover intention.

H4: The Performance incentives practice has significant negative effect on employee turnover intention.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

This section of the study presents detail of the research methodology that was applied to obtain relevant data from selected branches and discusses research design, source and types of data, target population and sample size, sampling technique, sample selection, methods of data collection, and data analysis method

3.2. Research Approach

For this study, A Deductive approach is used since there is a formulated set of hypotheses that need to be confirmed or rejected during the research process. Deductive approach tests the validity of assumptions (or theories/hypotheses) in hand.

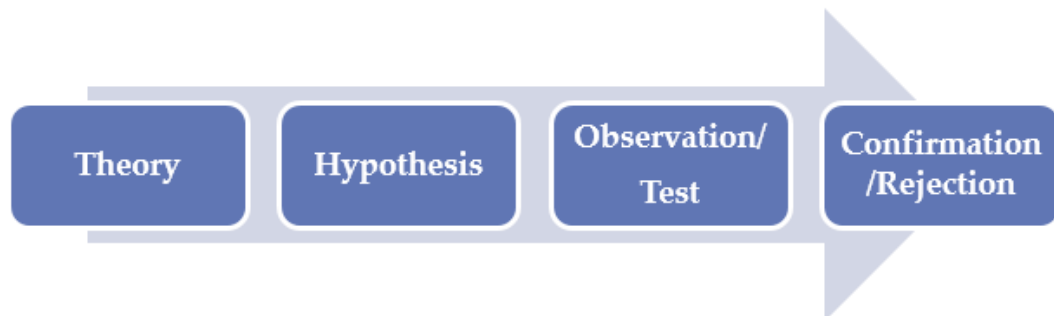


Fig.3 Research process

3.3. Research Design

Research design is defined by different social scientists in different terms. A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy and procedure”. This study uses Explanatory and Descriptive research design and is explained as below.

3.3.1. Explanatory Research design

According to Benjamin C. et. al (2010) the study is explanatory when the focus is on cause effect relationships, explaining what causes produced what effects. Based on a precise theory that can be used to explain the empirical generalizations, the researcher formulates hypotheses that are tested empirically. As this study aims to examine the effect of internal marketing on Employee turnover intention in Intercontinental Addis Hotel, it targeted to measure relationships between variables. Hence, explanatory type of research was used.

3.3.2. Descriptive Research design

This type of research design aims to accurately and systematically describe a population, situation or phenomenon. It can answer what, where, when and how questions, but not why questions. Descriptive research is an appropriate choice when the research aim is to identify characteristics, frequencies, trends, and categories. (Shona McCombes. 2019)

For this study Descriptive type of research is used because it involves investigation which provides detail picture of the situation and detail description of the findings display in tables for both the level of internal marking (Employee Development, Internal communication, Performance Incentive and Management Support) and the level of Turnover Intention of Employees of Intercontinental Addis Hotel.

Research Design is often either quantitative or qualitative. According to Yin(1994) , The choice to use either one depends on the purpose of the study and the research question.

3.3. 3 Source of data

The researcher used primary data, which is information collected for the first time. The data collected by this method is usually reliable, accurate and very effective. The questionnaire was used to collect data from selected respondents in the organization under the study. It includes chosen diminution of employee turnover and independent variable and is segmented down in to relevant question.

The questionnaires has three parts the first part is the questionnaires comprises demographic of the targeted respondent. The second part refers about employee turnover factor, which is all about the effects of turnover in hotel industry the valid abilities of the research and its objectives .Hence, a strong credibility.

A covering letter has been accompanied to assure respondents of their anonymity. The Likert scale format was also used. A Likert scale format involves the use of a special rating scale that asks respondents to indicate the extent to which they agree or disagree with a series of statements about a given subject (Sekaran , 2003). The secondary data has been collected from various journal, Books and Articles.

3.3. 4 Type of data

The study has used both qualitative and quantitative data. This is in order to describe and compare different aspects of internal marketing affecting Employees Turnover Intention of Intercontinental Addis Hotel.

Quantitative research method is used to test a hypothesis by systematically collecting and analyzing data and in order to have numerical measurements and statistical analyses of measurements which helps in examining social phenomena (Saunders, Lewis and Thornhill, 2003:99).

Qualitative research approach is used to have subjective aspects of employees by focusing on the meaning, rather than the measurement of social phenomena .It is used to quantify results through statistical summary or analysis and seeks to describe various aspects about behavior and other factors. In this scenario, Data are often in the form of descriptions and not numbers. It typically involves in-depth interviews, group discussions, and observations without formal measurement.

3.4. Method of Data analysis

After collecting data from representative sample of population, the next step was to analyse it. From different types data analysis techniques, Descriptive analysis and inferential analysis techniques was used. Descriptive analysis technique was used to identify the background of respondents in the aspect of age, gender, marital status, years of experience, current position, race and qualification. On the other hand, inferential analysis was used to determine the correlation between independent variables, which in this case is Internal Marketing Practices, and the Dependent Variable that is turnover intention of employees in intercontinental Addis Hotel.

The data collected via questionnaire was analysed with descriptive statistics using Statistical package for social science (SPSS).SPSS is a computer program used for statistical analysis. SPSS has many features and properties, which can provide appropriate results, these results, lead to achieve research purposes

3.5. Target Population

The total population for this study comprises all employees of Intercontinental Addis Hotel. The target population for this study is among employees in the different departments of Hotel. The target respondents were selected based on their position to give the researcher valuable information about the study Subject. Therefore, the total number of employees working at ICAH was 285.

Table 3: Number of employees at different department

Hotel	Departments	No Employees
Intercontinental Addis Hotel	Management	19
	Sales & Marketing	5
	Finance	30
	Front office	25
	Human resource	6
	Drivers	6
	Food & beverage	109
	IT	2
	Recreation	15
	HK & Laundry	54
	Engineering	14
	Total	285

3.6. Sample size

In accordance with to Krejcie and Morgan (1970) , To draw sample size from identified finite population, sample size formula was used. Most commonly the formula is computed based on 95% confidence interval of the accuracy of the sample size.

The sample size (n) is calculated according to the formula: $n = [z^2 * p * (1 - p) / e^2] / [1 + (z^2 * p * (1 - p) / (e^2 * N))]$

Where: z = 1.96 for a confidence level (α) of 95%, p = proportion (expressed as a decimal), N = population size, e = margin of error.

$$z = 1.96, p = 0.5, N = 285, e = 0.05$$

$$n = [1.962 * 0.5 * (1 - 0.5) / 0.052] / [1 + (1.962 * 0.5 * (1 - 0.5) / (0.052 * 285))]$$

$$n = 384.16 / 2.3479 = 163.616$$

$n \approx 164$ employees

The sample size (with finite population correction) is equal to 164

3.7. Sample Selection method

The data was collected from within the departments of Intercontinental Addis Hotel. The study used non-probability sampling technique, which is non-proportional, and Convenience sampling. This involves selection of particular units of the population for constituting a sample, which represents the target population.

3.8 Validity and Reliability

The precision with which things are measured in a study is expressed in terms of validity and reliability. These two are related because if a measure is valid then it is reliable. Validity represents how well a variable measures what it is supposed to measure. Reliability refers to the extent to which the data collection techniques or analysis procedure will yield consistent findings (Saunders et. al., 2003).

3.8.1. Validity

Validity is concerned with whether the findings are really about what they appear to be about (Saunders et. al., 2003). Validity defined as the extent to which data collection method or methods accurately measure what they were intended to measure (Saunders et. al., 2003). A number of different steps were taken to ensure the validity of the study. First data was collected from reliable sources, survey question were made based on literature review and frame of reference to ensure the validity of the result. In addition the questionnaire were revised and corrected based on the feedback collected from experts in the field So that it will be relevant and applicable to the objective of this study.

Content validity and construct validity were used to test for validity.

3.8.1. 1. Content validity

In determining content validity the researcher was adopted scales and scale items from previous studies where possible. In advance, the opinion of experts and academicians in the field was taken to ensure the validity of the instrument. Finally, the questionnaire were revised and corrected based on the feedback collected from experts in the field. Hence, it is relevant and applicable to the objective of this study.

3.8.1.2. Construct validity

Construct validity is the degree to which elements being assessed are identified before hypothesizing any functional relationships. In setting up the questionnaire, the researcher used previous studies that were all proven reliable

3.8.2. Reliability Test

Reliability test was conducted on the dependent and independent variables, internationalization factors and entrepreneurial orientation. The Cronbach's alpha is used on SPSS in this study to assess the internal consistency of the research instrument, the developed α (Alpha) is a coefficient of reliability used to measure the internal consistency of a test or scale, and it resulted as a number between 0 and 1 Cronbach alpha values vary in values from 0, meaning no consistency, to 1, meaning complete consistency. Cronbach alpha values of 0.80 or higher are considered as high reliability, those between 0.70 and 0.80 are regarded as having good reliability, values between 0.60 and 0.70 are fair, and coefficients lower than 0.60 are questionable (Hair et al., 2010). The result of the coefficient alpha for this study's instrument is found to be as provided below.

For the reliability test of the all data, Cronbachs alpha was calculated and the result is presented in Table 4. below. The alpha values for all constructs in the study were greater than the guideline of 0.70, so it can be concluded that the measurements can be applied for analyses with acceptable reliability.

Table 4: Reliability Measurement

Variable	Cronbach's Alpha	Items
Employee Development Practices	0.939	5
Management Support	0.895	5
Performance Incentives	0.881	6
Internal Communication	0.885	6
Employee Turnover Intention	0.977	12

3.8 Ethical Conciderations

Compliance with ethical standards is important in an academic research to ensure to protestation of the participant interest (Johnson 2014).each participant in the research study worked in hospitality industry located in Addis Ababa Ethiopian. To comply with ethical standards researcher must introduce the purpose of the study invites participant to participate and discussed. The research produce and the participant rights (Willson KIE burtz,Holloway &kim 2014)the content form continued explanation that the participant in this research should be voluntary and participant have the right to withdraw at any time before during and after the data collected

CHAPTER FOUR

4. RESULT AND DISCUSSION

4.1. Demographic Profile of Respondents

Demographic analysis includes the things that allow us to measure the dimensions and dynamics of populations. Five demographic based questions were asked on the survey. The purpose of demographic analysis in this research is to describe the characteristics of the sample such as the number of respondents' proportion of males and females in the sample, range of age, marital status, educational level, and service years of respondents of frontline employees of ICAH. The demographic composition of the respondents is summarized in the Table below.

Demographic Information		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Female	90	54.9	54.9	54.9
	Male	74	45.1	45.1	100
	Total	164	100	100	
Age	20-26	15	9.1	9.1	9.1
	26-30	113	68.9	68.9	78.0
	31-40	33	20.1	20.1	98.2
	41 and More	3	1.8	1.8	100
	Total	164	100	100	
Marital status	Single	105	64.0	64.0	64.0
	Married	53	32.3	32.3	96.3
	Divorced	3	1.8	1.8	98.2

	Widowed	3	1.8	1.8	100
	Total	164	100	100	
Educational status	Diploma	58	35.4	35.4	35.4
	Degree	58	35.4	35.4	70.7
	Masters and above	7	4.3	4.3	75.0
	Others	41	25.0	25.0	100
	Total	164	100	100	
Service years	Below 1 year	65	39.6	39.6	39.6
	1-3years	74	45.1	45.1	84.8
	4-6years	15	9.1	9.1	93.9
	7-10 years	5	3.0	3.0	97
	11years and above	5	3.0	3.0	100
	Total	164	100	100	

Table 5: Demographic information for ICAH employees

Source: Frequency spss Data (2021).

To elaborate the above frequency data, Majority of the respondent were Females, which is 54.9% and male respondents were 45.1 %. As for Respondents age, 9.1% between twenty and twenty six, 68.9 % twenty six to thirty, 20.1% thirty one to forty and 1.8 % were more than forty one.

The marital status of the respondents consist 64.0% single, 32.3 % married, 1.8 % of the respondents were divorced and 1.8% were widowed. Educational level was also enquired, where most of the respondents of educational level lies on Diploma and first degree which is 58 % each. The remaining 7 % are at Masters Level and above while the remaining 41% is other level of education such as certificate.

Furthermore, Respondent's service years in the Hotel were also explained. 39.6% of the respondents are below 1 year, 45.1% of the respondents have job experience between one to three years, 9.1% between four to six years, 3% seven to ten years, and only 3% of respondent have eleven to fifteen years of experience.

4.1 Descriptive Statistics

Descriptive statistics, in short, help describe and understand the features of a specific data set by giving short summaries about the sample and measures of the data. The most recognized types of descriptive statistics are measures of center: the mean, median and mode, which are used at almost all levels of math and statistics. Accordingly, respondents answer on presented questions are converted in to a table. The tables contain mean and standard deviation of their response.

Mean value provides the idea central value of a finite set of numbers: specifically, the sum of the values divided by the number of values. The values in this case are the responses to the variable.

Standard deviation is a measure of how close the numbers are to the mean. If the standard deviation is big, then the data is more "dispersed" or "diverse". All of the variables were measured using five-point Likert scale ("1" Strongly disagree; to "5" Strongly agree). The interpretations of the Likert scale results are: scores of 1 to 2.32 indicate low level, scores of 2.33 to 3.65 indicate medium level, and scores of 3.66 to 5 indicate high level (Gail M. et.al 2013)

ICAH employees' perception on Employee development Practice

This section of the questionnaire tested the attitude and views about training levels of ICAH employees. A series of six statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. The means for the Employee development Practice response ranged between 2.58 and 3.01 (1= strongly disagree and 5= strongly agree) and the standard deviation for the Employee development Practice perception construct ranged between 1.472 and 1.637

The result shows some level of variance. The statement which the respondents agree with most, was “Employees can suggest career planning paths for themselves to their managers so that they can analyse their strength and shortcomings. (mean=3.01 and standard deviation= 1.236). The statement indicating the least level of agreement was “ICAH actively provides trainings throughout an employee’s career to enhance their skills for future roles that the company hopes to entrust them...” (mean= 2.58 and standard deviation= 1.343). The overall mean for the perception of Employee development Practice is 2.79, indicating that the majority of respondents towards medium level of agreement with the statements specified in the study.

Table 6: Descriptive Statistics of Employee Development Practice

Employee Development Practice	Mean	Std. Deviation
ICAH actively provides trainings throughout an employee’s career to enhance their skills for future roles that the company hopes to entrust them.	2.58	1.343
Employees are given the chance to volunteer to rotate tasks and roles so that they learn something new or have a chance to practice what has been learned.	2.76	1.477
Managers work one-on-one with less experienced individuals to polish employee’s skills through coaching.	2.82	1.491
ICAH has a Career pathing system that proves that the organization offers employees opportunities for career development.	2.78	1.511
Employees can suggest career planning paths for themselves to their managers so that they can analyze their strength and shortcomings.	3.01	1.236
Overall level of employees’ perception about Employee Development Practice	2.79	1.27

ICAH employees’ perception on Management Support

This section of the questionnaire tested the attitude and views about the level of management support levels of ICAH employees. A series of five statements were presented to respondents and respondents were asked to rate their level of agreement

with each statement. The means for the empowerment items construct ranged between 2.54 and 2.64 (1= strongly disagree and 5= strongly agree) and the standard deviation for the Management Support perception construct ranged between 0.99 and 1.239 which show some level of variance. The statement which respondents agree with most was “Managers regularly provide constructive performance feedback to the employees.” (mean=2.64 and standard deviation= 0.990). The statement indicating the least level of agreement was “Managers encourage employees to take initiatives” (mean= 2.54 and standard deviation= 1.041). The overall mean for the perception of Management Support is 2.64, indicating that the majority of respondents lie towards medium level of agreement with the statements specified in the study.

Table 7: Descriptive statistics for attitude of ICAH employees about Management Support

Management Support	Mean	Std. Deviation
Managers allow employees to use their own judgment in solving problems	2.73	1.131
Managers ensure that the interest of employees are considered when making strategic decisions	2.72	1.154
Managers regularly provide constructive performance feedback to the employees.	2.54	1.041
Managers encourage employees to take initiatives	2.64	0.990
Managers have the expertise and abilities to help employees succeed in their career.	2.56	1.239
Overall level of employees’ perception about Employee Development Practice	2.64	0.91

ICAH employees’ perception on Performance incentives

This section of the questionnaire tested the attitude and views about motivation levels of ICAH employees. A series of six statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. The means for Performance incentives perception construct ranged between 2.54 and 2.99 (1= strongly disagree and 5= strongly agree) and the standard deviation for the motivation perception construct ranged between 1.041 and 1.512 which show some level of variance. The statement which respondents agree with most was “Promotion is purely dependent on performance and is fairly distributed within the company.” (mean=2.99 and standard deviation= 1.228). The statement indicating the least level of agreement was “Managers recognize employees whose efforts make a difference.” (mean= 2.54 and standard deviation= 1.512). The overall mean for the Performance Incentive is 2.75, indicating that the majority of respondents towards medium level of agreement with the statements specified in the study.

Table 8: Descriptive statistics for attitude of ICAH employees about Performance Incentives

Performance Incentives	Mean	Std. Deviation
There are enough promotion opportunities to motivate me to perform better.	2.77	1.512
Promotion is purely dependent on performance and is fairly distributed within the company.	2.99	1.228
Employees are promoted when they earn academic qualifications and special trainings.	2.71	1.139
When an employee consistently performs well, they are promoted to the next level.	2.73	1.190
Managers recognize employees whose efforts make a difference.	2.54	1.041
The company grants a tangible gift/trophy, which makes employees driven and perform better.	2.78	1.511
Overall level of employees’ perception about Employee Performance Incentives	2.75	1.02

ICAH employees' perception on Internal Communication

This section of the questionnaire tested the attitude and views about internal communication levels of ICAH employees. A series of six statements were presented to respondents. The respondents were asked to rate their level of agreement with each statement. The means for the internal communication items construct ranged between 3.12 and 4.2 (1= strongly disagree and 5= strongly agree) and the standard deviation for the internal communication perception construct ranged between 1.353 and 1.536 which show some level of variance. The statement which respondents agreed with most was, "Managers explain the organization's vision, mission and goal to employees." (mean=4.2 and standard deviation= 1.224). The statement indicating the least level of agreement was "Managers clearly explain how the company's future plans affect employees." And "Managers are open to consider what frontline employees have to say about their jobs, problems and the solutions they may suggest." (mean= 3.12 and standard deviation= 1.496 and 1.536 respectively)

The overall mean for the perception of internal communication is 2.70, indicating that the majority of respondents towards medium level of agreement with the statements specified in the study.

Table 9: Descriptive statistics for attitude of ICAH employees about Internal Communication

Internal Communication	Mean	Std. Deviation
Managers inform employees whenever there is change of policy and procedure in the Hotel.	3.01	1.236
Managers clearly explain to employees the reason behind decisions made.	2.73	1.131
Managers clearly explain how the company’s future plans affect employees.	2.72	1.154
Managers are open to consider what frontline employees have to say about their jobs, problems and the solutions they may suggest.	2.54	1.041
In cases where employees are faced with personal problems, they are encouraged to discuss it with their manager.	2.64	0.990
Managers explain the organization’s vision, mission and goal to employees.	2.56	1.239
Overall level of employees’ perception about Employee Performance Incentives	2.70	0.91

ICAH employees’ perception on Employee Turnover Intention

This section of the questionnaire tested the attitude and views about Turnover Intention levels of ICAH employees. A series of twelve statements were presented to respondents and respondents were asked to rate their level of agreement with each statement.

The means for the Turnover Intention items construct ranged between 3.29 and 3.65(1= strongly disagree and 5= strongly agree) and the standard deviation for the Turnover Intention perception construct ranged between 1.171 and 1.386 which show some level of variance. The statement which respondents agree with most was “Your Job is not satisfying in fulfilling your personal needs.” And “Your responsibilities at home often prevent you from quitting your job.” (mean=3.65 and standard deviation= 1.359). The statement indicating the least level of agreement was “Your Personal values are compromised at work.” And “The “fear of the unknown”, often prevents you from quitting. “(mean= 3.29 and standard deviation= 1.171). The overall mean for the

perception of Turnover Intention is 3.478, indicating that the majority of respondents towards medium level of agreement with the statements specified in the study.

Table 10: Descriptive statistics for attitude of ICAH Employee Turnover Intention

Employee Turnover Intention	Mean	Std. Deviation
You often consider leaving your job.	3.62	1.250
You frequently scan the newspapers in search of alternative job opportunities.	3.49	1.318
Your Job is not satisfying in fulfilling your personal needs.	3.65	1.359
You are often frustrated when not given the opportunity at work to achieve your personal work-related goals.	3.50	1.386
Your Personal values are compromised at work.	3.29	1.171
You often dream about getting another job that will better suit your personal needs.	3.22	1.172
You are likely to accept another job at the same compensation level should it be offered to you.	3.62	1.250
You often think about starting your own business.	3.49	1.318
Your responsibilities at home often prevent you from quitting your job.	3.65	1.359
The benefits associated with your current job often prevent you from quitting your job.	3.50	1.386
The “fear of the unknown”, often prevents you from quitting.	3.29	1.171
You frequently scan the internet in search of alternative job opportunities.	3.32	1.172
Overall level of employees’ perception about Employee Turnover Intention	3.48	1.14

4.4. Correlation analysis

In this study, Spearman correlation coefficient was used to determine whether there is significant relationship between Employee Development, Manager Support, Performance Incentive and internal communication with Employee Turnover Intention. The following section presents the results of correlation on the **relationship** between

independent variables and dependent variable. This is because the study uses ranking of data rather than absolute values of the variable.

4.4.1. The Correlation between Employee Development and Turnover Intention

The below table indicates that the correlation coefficients for the relationships between Employee Development and Turnover Intention are linear and Negative ranging from weak to moderate correlation coefficients.

			Turnover_intention	Employee_Development
Spearman's rho	Turnover_intention	Correlation Coefficient	1.000	-.540**
		Sig. (2-tailed)	.	.000
		N	164	164
		<hr/>		
	Employee_Development	Correlation Coefficient	-.540**	1.000
		Sig. (2-tailed)	.000	.
		N	164	164

** . Correlation is significant at the 0.01 level (2-tailed).

Table 11, Correlation b/n Employee development and Turnover Intention

There was a significant negative correlation between participants rating of Employee Development and Turnover Intention. $r_s(162) = -0.54, p < 0.01$

4.4.1 The Correlation between Management Support and Turnover Intention

The below table indicates that the correlation coefficients for the relationships between Management Support and Turnover Intention are linear and positive ranging from weak to moderate correlation coefficients.

Correlations

			Turnover_intention	Management_Support
Spearman's rho	Turnover_intention	Correlation Coefficient	1.000	-.691**
		Sig. (2-tailed)	.	.000
		N	164	164
		Management_Support	Correlation Coefficient	-.691**
		Sig. (2-tailed)	.000	.
		N	164	164

** . Correlation is significant at the 0.01 level (2-tailed).

Table 12. Correlation b/n Management Support and Turnover Intention

There was a significant negative correlation between participants rating of Management Support and Turnover Intention. $r_s(162) = -0.69, p < 0.01$

4.4.2 The Correlation between Performance Incentive and Turnover Intention

The below table indicates that the correlation coefficients for the relationships between Performance Incentive and Turnover Intention are linear negative ranging from weak to moderate correlation coefficients.

Correlations

			Turnover_intention	Performance_Incentive
Spearman's rho	Turnover_intention	Correlation Coefficient	1.000	-.667**
		Sig. (2-tailed)	.	.000
		N	164	164
	Performance_Incentive	Correlation Coefficient	-.667**	1.000
		Sig. (2-tailed)	.000	.
		N	164	164

** . Correlation is significant at the 0.01 level (2-tailed).

Table 13. Correlation b/n Performance Incentive and Turnover Intention

There was a significant negative correlation between participants rating of Performance Incentive and Turnover Intention. $r_s(162) = -0.667, p < 0.01$

4.4.3 The Correlation between Internal communication and Turnover Intention

The below table indicates that the correlation coefficients for the relationships between Internal Communication and Turnover Intention are linear negative ranging from weak to moderate correlation coefficients.

Correlations

			Turnover_intention	Internal_Communication
Spearman's rho	Turnover_intention	Correlation Coefficient	1.000	-.674**
		Sig. (2-tailed)	.	.000
		N	164	164
	Internal_Communication	Correlation Coefficient	-.674**	1.000
		Sig. (2-tailed)	.000	.
		N	164	164

** . Correlation is significant at the 0.01 level (2-tailed).

Table 14. Correlation b/n Internal Communication and Turnover Intention

There was a significant negative correlation between participants rating of Internal Communication and Turnover Intention. $r_s(162) = -0.674, p < 0.01$

4.4.4 The Correlation between Internal Marketing and Turnover Intention

The below table indicates that the correlation coefficients for the relationships between Internal Marketing and Turnover Intention are linear negative ranging from weak to moderate correlation coefficients.

Correlations			Turnover_intention	Internal_Marketing
Spearman's rho	Turnover_intention	Correlation Coefficient	1.000	-.668**
		Sig. (2-tailed)	.	.000
		N	164	164
		Internal_Marketing	Correlation Coefficient	-.668**
		Sig. (2-tailed)	.000	.
		N	164	164

** . Correlation is significant at the 0.01 level (2-tailed).

Table 15. Correlation b/n Internal Marketing and Turnover Intention

There was a significant negative correlation between participants rating of Internal Marketing Elements and Turnover Intention. $r_s(162) = -0.668, p < 0.01$.

4.5 Regression Analysis

Regression analysis is a way of predicting an outcome variable from one predictor variable (simple regression) or several predictor variables (multiple regressions) (Field, 2009). But before carrying out a regression analysis, there are a few assumptions of linear regression analysis that must be maintained.

4.5.1. ASSUMPTIONS OF MULTIPLE REGRESSION ANALYSIS

1. Normality test

A normal distribution is one of the importantly assumed statistical procedures. Normal distributions take the form of a symmetric bell shaped curve. The standard normal distribution is one with a mean of 0 and a standard deviation of 1 .Severe asymmetry then is stated to be the result of strong outliers.

A common test for normality is to run descriptive statistics to get skewness and kurtosis. Skewness should be within +2 and -2 range, if the data is normally distributed. Kurtosis is the peakedness or flatness of a distribution and this distribution shall also commonly fall between +2 and - 2, although a few other authors according to (Garson, 2012), are more lenient and allow kurtosis to fall within +3 and -3.

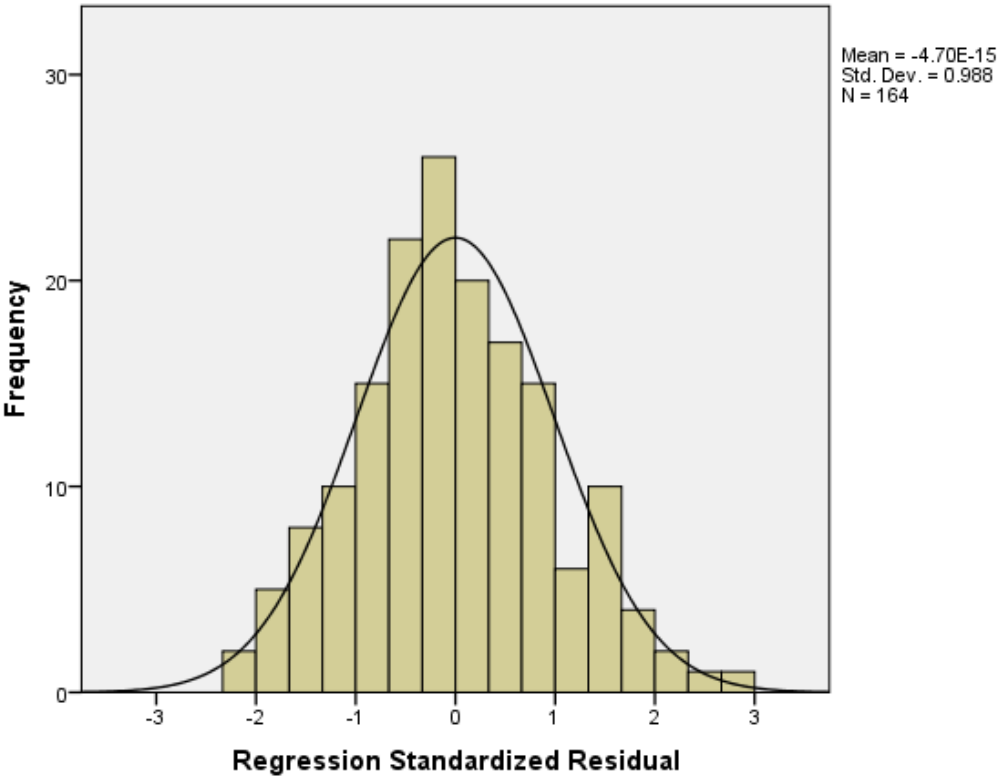
Following the above justification, the normality test was done for Five variables on SPSS, which resulted in all the variables' skewness to fall within +2 and -2 range and all the variables' kurtosis to fall within +3 and -3 range. Consequently, the data utilized for this research are normally distributed. Appendix three depicts that the scores are normally distributed.

Descriptive Statistics

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Identification number.	164	.000	.190	-1.200	.377
Employee_Development	164	.196	.190	-1.566	.377
Management_Support	164	.584	.190	-1.105	.377
Performance_Incentive	164	.378	.190	-1.265	.377
Internal_Communication	164	.590	.190	-1.065	.377
Valid N (listwise)	164				

Histogram

Dependent Variable: Turnover_intention



I. Sample size:

To compute minimum required sample size for a multiple regression study, we need to have a desired p-value, the number of predictor variables in the study model, the expected effect size, and desired statistical power level. Knowing if sample size is large enough to detect an expected or hypothesized effect is critical to using multiple regression correctly in analytics.

Different authors tend to give different guidelines concerning the number of cases required for multiple regressions. Green (1991) proposed a means of calculating sample size requirements. Taking into account the number of independent variables , $N > 50 + 8(k)$ (where k= number of independent variables). In this study four independent variables had existed and cases were 164. Therefore, the study satisfied sample size assumption.

I. MULTICOLLINEARITY TEST

Multicollinearity in this study was tested using Variance Inflation Factor (VIF) value and tolerance value .The researcher uses Variance Inflation factor (VIF) to check the Multicollinearity among the independent variables. Multicollinearity exists if VIF is greater than 10.If tolerance value closed to 1 and VIF value is around 1 and not more than 10, it can be concluded that there is not multicollinearity between independent variable in the regression model (Haitovsky, Y. (1969) .Hence,as per the below table the study has passed the multicollinearity test.

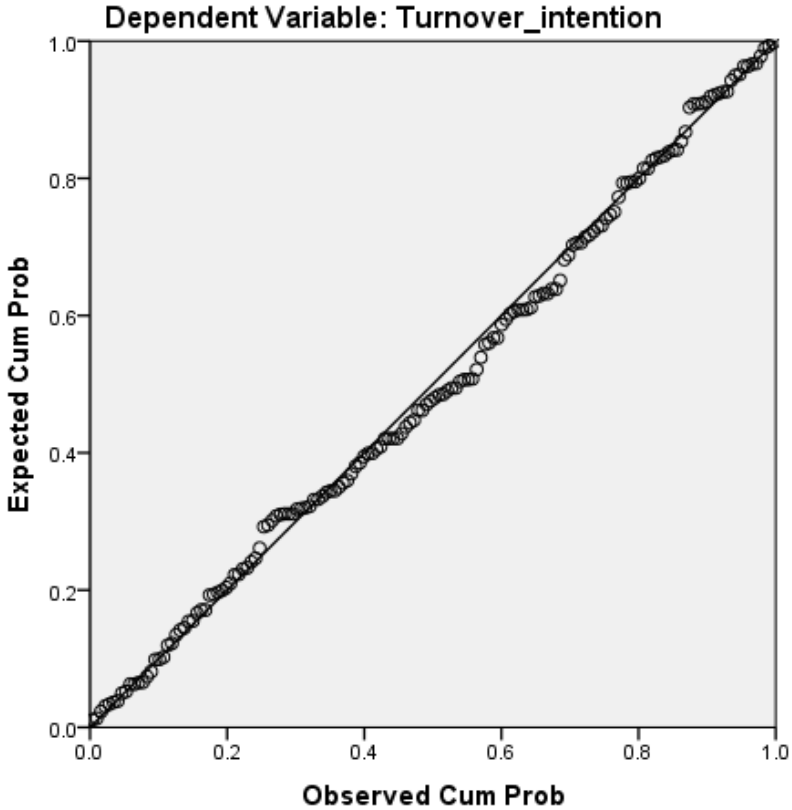
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Employee_Development	.800	2.983
	Management_Support	.718	1.973
	Performance_Incentive	.859	2.009
	Internal_Communication	.713	1.269

a. Dependent Variable: Turnover_intention

Homoscedasticity:- Homoscedasticity is the variability in scores for variables of independent should be similar at all values of variable dependent. In order to ensure the fulfillment of this relationship between independent variable and dependent variable, the variance of dependent variable values must be equal at each value of independent variables (Hair, 2010). For a basic analysis it is worth plotting ZRESID (Y-axis) against ZPRED (Xaxis), because this plot is useful to determine whether the assumptions of random errors and homoscedasticity have been met. Decision rule: If there were certain variant, such as organize shaping dot (waves, fuse and narrow), therefore no homoscedasticity happened. If there were not certain variant, and dots spreads above and below 0 numbers in axis Y, then homoscedasticity did happened (Pallant, 2005). The scatter plots show that there is homoscedasticity. Thus the assumption is reasonably supported in this study. Please see the below scatter plot diagram

Normal P-P Plot of Regression Standardized Residual



No auto correlation: - Regression analysis is based on uncorrelated error/residual terms for any two or more observation (Kothari, 2004). This assumption is tested for each regression procedure with the Durbin-Watson test, which test for correlation between variables residuals. The test statistic can vary between 0 and 4 with a value of 2 meaning that the residuals are uncorrelated (Field, 2009). A value greater than 2 indicates a negative correlation between adjacent residuals, whereas a value below 2 indicates a positive correlation. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.50 (Muluadam, 2015). In this study the Durbin-Watson value was 2.002, which is very close to 2, therefore it can be confirmed that the assumption of independent error has almost certainly been met. For the purposes of determining the extent to which the explanatory variables (internal marketing elements such as, (Employee Development, Managers Support, Performance Incentive and internal communication) were examined on the dependent variable (mediating), i.e. Turnover intention 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. (Note: $R^2 = 0.816$; $Adj. R^2 = 0.811$; $F\text{-value} = 176.32$; $Sig = 0.000$).

The regression model presents how much of the variance in the measure of Turnover Intention is explained by the underlying internal marketing elements. The predictor variables i.e. Employee Development, Managers Support, Performance Incentive and internal communication) have accounted 81.1% of adjusted R square which indicates 81.6%. Turnover Intention in ICAH was explained by the variation of the four predictor variables whereas the remaining 18.9% are explained by other variable of this model. The ANOVA table tells us whether the overall model results in a significantly good degree of the prediction of the outcome variable (Field, 2009). The proposed model was adequate as the p-value is less < 0.05 i.e. 0.000

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.903 ^a	.816	.811	.49592	1.420

a. Predictors: (Constant), Internal_Communication, Employee_Development, Performance_Incentive, Management_Support

b. Dependent Variable: Turnover_intention

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	173.460	4	43.365	176.325	.000 ^b
	Residual	39.104	159	.246		
	Total	212.564	163			

a. Dependent Variable: Turnover_intention

b. Predictors: (Constant), Internal_Communication, Employee_Development, Performance_Incentive, Management_Support

Table 16. Coefficients of Internal Marketing elements _Turnover Intention

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.383	.128		49.790	.000
	Performance Incentive	-.046	.158	-.041	-.293	.770
	Employee Development	-.229	.097	-.255	-2.371	.019
	Management Support	-1.063	.311	-.871	-3.424	.001
	Internal Communication	.247	.379	.196	.651	.516

a. Dependent Variable: Turnover_intention

Source, survey data 2021

The objective of the regression in this study is to find out an equation that could be used to find the effect of predictors on dependent variable. But, because two of the variables do not have a significant effect on Turnover intention, the regression equation takes the following form:

$$TI = \alpha_1 + \beta_1 X_1 + \beta_2 X_2 + e$$

Where: TI = Turnover Intention

X1= Employee development

X2=Managers Support

α_1 = the intercept term- constant which would be equal to the mean if all slope coefficients are 0. E= error term .

So the equation becomes

$$\text{Turnover Intention} = 6.383 + (-0.255) X1 + (-0.871) X2$$

The hypothesis test results based on standardized coefficient beta and P-value to test whether the hypothesis to reject or accept. As shown from the above Table , Employee Development of ICAH, P value is significant ($P < 0.05$) and the beta value is negative ($\beta = -0.255$). Therefore, the result supported the initial hypothesis and infers that Employee Development has a significant and negative effect on Turnover Intention of ICAH employees. With regards to managers Support of ICAH, P-value is significant ($P < 0.05$) and the beta value is negative ($\beta = -0.871$). Therefore, the result supported the initial hypothesis and infers that Managers Support has a significant and negative effect on Turnover Intention of employees of ICAH. With Regards to Performance Incentives of ICAH, P-value is not significant ($P > 0.05$) and the beta value is negative ($\beta = -0.41$). Therefore, the result the initial rejects the hypothesis and infers that Performance Incentive has an insignificant negative effect on job satisfaction of ICAH. Regarding to internal communication of ICAH, P-value is not significant ($P > 0.05$) and the beta value is positive (beta= .196). Therefore, the result rejects the initial hypothesis and infers that internal communication has an insignificant and positive effect on Turnover Intention of ICAH employees.

CHAPTER FIVE

5. SUMMERY, CONCLUSION AND RECOMMENDATIONS

5.1. Summary of Major Findings

The general objective of the study is examining IM practice in Intercontinental Addis Hotel and its effect on the employee Turnover Intentions. The researcher has employed explanatory research method since the focus is on cause and effect relationship explaining if Internal Marketing Elements have an effect on Employees Turnover Intention . Secondary data such as ICAH HR Department Execution and evidence report, articles and books were used for literature review and to state the problem .

In order to analyze the collected data, correlation, multiple regressions, and one way ANOVA were employed. The results of data computations are summarized as follows. Spearman correlation coefficient was used to determine whether there is significant relationship between Internal Marketing elements with Employee Turnover Intention.

For the purpose of this study Four hypotheses were developed, brief discussion on each hypothesis is given below.

H1: The Employee development practice has significant negative effect on employee turnover intention. The result shows that Employee Development of ICAH, P value is significant ($P < 0.05$) and the beta value is negative ($\beta = -0.255$).

Therefore, the result supported the initial hypothesis and infers that Employee Development has a significant and negative effect on Turnover Intention of ICAH employees. When people receive relevant and valuable training, they are generally happier in their jobs. When that training is carried to the next level and becomes overall development, employees tend to feel even more valued by their employers. They are not only given the tool to do their jobs well, but they are also given opportunities to develop new skills and attain career goals. Companies that

invest on their employees and clearly communicate the importance of employees may keep employees. However, if that is not the case, employees will start looking for jobs that will help them improve. This survey shows that training, Job rotation, coaching, and career pathing as employee development practices tend to retain employees as they perceive that it enhances their skills for future roles

H2: The Internal communications practice has significant negative effect on employee turnover intention. The result shows that Internal communication of ICAH, P-value is not significant ($P > 0.05$) and the beta value is positive ($\beta = .196$).

Therefore, the result rejects the initial hypothesis and infers that internal communication has an insignificant and positive effect on Turnover Intention of ICAH employees. According to Cornelissen J. (2008) when employees are well-informed about the expectations of its the condition of the organizations, they are more willing to dispense their duties diligently which in turn improves the business performance. Internal communication is information exchange within the organization. However, in the case of ICAH, Internal communication is not an issue and is not a causative factor for the retention of Employees. In Other words, there exists Internal communication but the employees do not consider it that important for them to continue working in the organization. Hence, this means that Internal Communication does not have a role to play on retaining employees in the company.

H3: The Management support practice has significant negative effect on employee turnover intention. The result shows that managers Support of ICAH, P-value is significant ($P < 0.05$) and the beta value is negative ($\beta = -0.871$).

Therefore, the result supported the initial hypothesis and infers that Managers Support has a significant and negative effect on Turnover Intention of employees of ICAH. This result is backed by Wangs' study (2002) which indicated that of employees perception that their line manager were not supportive caused high turnover intentions. This means that the more employees receive support from the organization or managers, they tend to stay employed there. As per the survey result done, Employees of ICAH value being encouraged and given the opportunity to use their own judgment in solving problems. When the interest of employees is considered in making strategic decisions, employees feel important. In addition, they tend to stay in the organization when they get regular constructive performance feedbacks from their managers with the right level of expertise and abilities.

H4: The Performance incentives practice has significant negative effect on employee turnover intention. The result was that Performance Incentives of ICAH, P-value is not significant ($P > 0.05$) and the beta value is negative ($\beta = -0.41$).

Therefore, the result rejects the initial hypothesis and infers that Performance Incentive has an insignificant negative effect on job satisfaction of ICAH. Hence, this study shows that both Monetary and non-monetary incentives related with performance, academic qualification, recognitions have no significant effect on driving employees to perform better. ICAH employees are not enthusiastic about incentives when it comes to staying in the organization.

Based on participants rating, It is clearly indicated that Employee Development has a significant negative effect on Turnover Intention. $r_s(162) = -0.54$, $p < 0.01$. This implies that increase Employee development practices is associated with decreased Employee turnover intention and hence it has a significant and Negative correlation with Internal Marketing. As for Management support, it has a negative correlation rating $r_s(162) = -0.69$, $p < 0.01$ which means it has a significant and Negative relation with Employee Turnover Intention. Thirdly, when we look at Performance Incentives The correlation analysis indicates that a negative correlation exists with Turnover intention at $r_s(162) = -0.667$, $p < 0.01$. Next, let's look at Internal Communication and Turnover intention that has a significant and negative relation with Turnover Intention at $r_s(162) = -0.674$, $p < 0.01$ ($r = 0.58$, $p < 0.01$). Looking at the bigger picture, There was a significant negative correlation between participants rating of Internal Marketing Elements and Turnover Intention. $r_s(162) = -0.668$, $p < 0.01$. This implies that increase Internal Marketing practice is associated negatively with Turnover Intention.

The regression analysis obtained from the model summary showed that, the predictor variables i.e. Employee development, Management support, Performance Incentives and Internal Communication have accounted 81.1% of adjusted R square which indicates 81.6%. Turnover Intention in ICAH was explained by the variation of the four predictor variables, whereas the remaining 18.9% are explained by other variable of this model. The ANOVA table tells us whether the overall model results in a significantly good

degree of the prediction of the outcome variable (Field, 2009). The proposed model was adequate as the p-value is less < 0.05 i.e. 0.000

5.2. Conclusions

Inter-Continental Addis Hotel has a vision to be proficient, competent, leading & most sought, Luxury & profitable Hotel in Africa. The mission statement is To Deliver World Class Hotel Service & product & to make a center of meeting, Conference & Event through the help of professional, responsible, highly trained & motivated employees in order to ensure guest satisfaction.

In an effort to attain its vision, managers and Owners at ICAH need to give more emphasizes to the idea of internal marketing and apply this concept in a more focused and thorough manner. Management of ICAH must consider the organization as its first market and satisfy the needs of its internal customers. It must also establish an internal marketing program on the basis of those internal marketing dimensions which enhance retention of employees. As mentioned in the statement of the problem, quite a large number of employees have left the company in a short period of time.

Coefficient alpha was then used to measure the reliability of the respective variables stated to explain the dependent variable; Employee Turnover Intention, which was found to be well above the threshold level. Then, correlation analysis and regression analysis were run to test the acceptance or rejection of the hypotheses that were put forward by this work.

The findings of hypotheses one through Four were verified by running a multiple regression analysis, which then showed that two of the dimensions of internal marketing (Employee Development and have a positive and significant role on Turnover intention of ICAH). This leads to the conclusion that a one unit increase in all of the dimensions, results in a positive increase in Turnover intention of private ICAHs in Ethiopia Addis Ababa branch.

From the finding, the researcher found that there were problems related to the internal marketing practice by the ICHA which is related to inadequate availability of employee development practice and Management support.,

5.3 RECOMMENDATION OF THE STUDY

In light of the findings and conclusions made above, the following possible recommendations are suggested as being valuable to ICAH and other Hotels in Ethiopia, Addis Ababa for improving their internal marketing activities to assure retention of employees. The researcher suggest that

- As internal marketing is the process of attracting, developing, motivating, and retaining qualified employees through job-products that satisfy their needs. The first recommendation given is, for the Human Resource Department to implement internal marketing approaches and attract, develop, motivate, as well as retain its employees.
- Managers should empower frontline employees because it is proved that from the findings when the frontline employees are participants in decision making process they provide much better committed employees. Instead of taking each and every decision making situation to the managers, the employees should be empowered to decision making in cases where the decision is routine and not critical, then the frontline employees will be able to have better organizational commitment.
- Even though communication does not have a significant effect on employee Turnover Intention, ICAH should develop an open communication system between management and sub ordinates and also among employees to create connection, and to encourage employees forward their constructive ideas. So, in order to achieve committed employees managers should make regular meetings with the frontline employees to hear their opinions and feedbacks about the job. Moreover, before any policy and procedures change managers should inform them phase to phase in advance.

- Training is recommended to be continuous process with no end for frontline employees. ICAH should arrange both on job and off job training programs especially when new employees are hired, new technologies are introduced and when new procedures and methods of operation are applied.
- Management team should give employees the chance to volunteer to rotate tasks and roles so that they learn something new or have a chance to practice what has been learned, work one-on-one with less experienced individuals to polish employee's skills through coaching, allow Employees to suggest career planning paths for themselves so that they can analyze their strength and shortcomings. And they should pave the way and allow employees to use their own judgment in solving problems. This will make employees feel capable and encourage them.

5.4. LIMITATIONS AND FUTURE RESEARCH

The recommendations to be given should be considered in the light of some limitations of this study. Clearly cross-sectional research design does not offer nearly the same insight into the dynamics of internal marketing with the firms as a longitudinal design. As such a longitudinal design would afford greater insight into this in the future. The study's focus on cross-sectional study design may also limit the extent to which the findings can be generalized. On Turnover intention of employees, there are other important elements of internal marketing such as employment security and cooperation, which could be influential. Thus further research needs to contain more desirable dimensions, in order to gain better insight. When filling the questionnaire, there may be hesitations from the respondents.

The research samples was taken from the employees of ICAH. Inevitably, the survey findings may not be generalized across other groups of population. It will bring limitation to complete a deeper research about the role of internal marketing on Turnover intention. Further research could expand the survey in order to reduce the sample errors.

This research used a nonrandom convenient sampling technique to select sample branches and respondents; however this sampling technique has the opportunity for bias to cloud the results of the survey. Interested researchers may seek a comparative study to find out which Hotel (public or private) holds the strongest position in applying internal marketing dimensions. Future researches may also want to collect their data from different cities of Ethiopia and may incorporate different Hotels other than mentioned in this work.

Last but not least, future researchers may seek to know and carry out a study on the Effect of internal marketing on Employee Turnover Intention.

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Appendix 1
Questionnaire



St. Mary's University ቅድስት ማርያም ዩኒቨርሲቲ
Committed to Excellence

Graduate Studies Program

Dear Respondent,

I am a graduate student in the department of Patient oriented Pharmacy from Mekelle University. I am currently undertaking a research entitled “**The Effect of Internal Marketing on Employee Turnover Intention**”. The questionnaire is designed to help me collect information for the research. You are one of the respondents selected to participate on this study. I kindly request that you assist me by giving correct and complete information to present a representative finding. Your participation is entirely voluntary and the questionnaire is completely anonymous.

Finally, your kind assistance to this questionnaire will be much appreciated. I confirm you that the information that you provide will be kept confidential and only used for the academic purpose.

Thank you for your co-operation.

For further information +251913684839

SECTION 1: RESPONDENT'S DEMOGRAPHIC INFORMATION

This part of the questionnaire includes item related to basic data of respondents please indicate your responses by putting \surd marks in the circle.

1. Gender: Female Male
2. Age: 20 -25 26-30 31-40 41 and more
3. Marital Status Single Married Divorced Widowed
4. Level of Education: Diploma Degree Masters and Above
5. Service years at Intercontinental Addis Hotel: Below 1 year 1 – 3 years 4-6 years 7-10 years 11 years and above

SECTION 2: INTERNAL MARKETING

Please **put** \surd mark in the following questions in terms of how much you agree with the statement. (i.e. 1 being you strongly disagree and 5 being you strongly agree)

Where, 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree and 5-Strongly Agree

No	Employee development practice	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	Intercontinental Addis Hotel actively provides trainings throughout an employee's career to enhance their skills for future roles that the company hopes to entrust them.					
2	Employees are given the chance to volunteer to rotate tasks and roles so that they learn something new or have a chance to practice what has been learned.					
3	Managers work one-on-one with less experienced individuals to polish employee's skills through coaching.					
4	Intercontinental Addis Hotel has a Career pathing system that proves that the organization offers employees opportunities for career development.					
5	Employees can suggest career planning paths for themselves to their managers so that they can analyze their strength and shortcomings.					
	Management support					

1	Managers allow employees to use their own judgment in solving problems					
2	Managers ensure that the interest of employees are considered when making strategic decisions					
3	Managers regularly provide constructive performance feedback to the employees.					
4	Managers encourage employees to take initiatives					
5	Managers have the expertise and abilities to help employees succeed in their career.					
Performance incentives						
1	There are enough promotion opportunities to motivate me to perform better.					
2	Promotion is purely dependent on performance and is fairly distributed within the company.					
3	Employees are promoted when they earn academic qualifications and special trainings.					
4	When an employee consistently performs well , they are promoted to the next level.					
5	Managers recognize employees whose efforts make a difference.					
6	The company grants a tangible gift/trophy, which makes employees driven and perform better.					

Internal Communication						
1	Managers inform employees whenever there is change of policy and procedure in the Hotel.					
2	Managers clearly explain to employees the reason behind decisions made.					
3	Managers clearly explain how the company's future plans affect employees.					

4	Managers are open to consider what frontline employees have to say about their jobs, problems and the solutions they may suggest.					
5	In cases where employees are faced with personal problems, they are encouraged to discuss it with their manager.					
6	Managers explain the organization's vision, mission and goal to employees.					

SECTION 3: TURNOVER INTENTION

Please **put** √ mark in the following questions in terms of how much you agree with the statement. (i.e. 1 being you strongly disagree and 5 being you strongly agree)

Where, 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree and 5-Strongly Agree

	Employee Turnover Intention	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	You often considered leaving your job.					
2	You frequently scan the newspapers in search of alternative job opportunities.					
3	Your Job is not satisfying in fulfilling your personal needs.					
4	You are often frustrated when not given the opportunity at work to achieve your personal work-related goals.					
5	Your Personal values are compromised at work.					
6	You often dream about getting another job that will better suit your personal needs.					
7	You are likely to accept another job at the same compensation level should it be offered to you.					
8	You often think about starting your own business.					

9	Your responsibilities often prevent you from quitting your job.					
10	The benefits associated with your current job often prevent you from quitting your job.					
11	The “fear of the unknown”, often prevents you from quitting.					
12	You frequently scan the internet in search of alternative job opportunities.					

