ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

SCHOOL OF BUSINESS

THE EFFECT OF INTERNAL MARKETING ON EMPLOYEE JOB SATISFACTIONIN IN THE CASE OF

GOLDEN TULIP HOTEL

BY

RAHEL TEKA

MAY 30, 2022

ADDIS ABABA, ETHIOPIA

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A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA).

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APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies	**Signature**
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DECLARATION

I, Rahel Teka declare that the thesis entitled "The Effect of Internal Marketing on Employee Job Satisfaction: the case of Golden Tulip Addis Ababa Hotel" is my original work. I have carried out the present study independently with the guidance and support of the research advisor, Temesgen Belayneh (PhD, MBA, MA). Any other contributors or sources used for the study have been duly acknowledged. Moreover, this study has not been submitted either in part or in full to any other higher learning institution for purpose of earning any degree

Declare by: - Rahel Teka

Signature	**Date**

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

_____   _____

Advisor   **Signature**

St. Mary's University, Addis Ababa   **May 30, 2022**

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ACRONYMS

GTH: - Golden Tulip Hotel

H: - Hypothesis

IM: - Internal Marketing

SPSS: - Statistical Package Software for Social Science

SOP: - Standard operation procedures

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ABSTRACT

The idea behind Internal marketing is to earn employee's enthusiasm by creating an emotional connection to the brand. Internal Marketing is relevant to all organizations and especially critical for a people intensive industry such as services. The current study examined internal marketing as internal communication, pay and reward, managerial support, training & development, career development and it's the relationship between employee job satisfaction in one of the five- star hotels in Addis Ababa; Golden Tulip Addis Ababa Hotel. The research was revealing the critical importance of service employees and human resource in delivery of quality services and creating employee job satisfaction. The most commonly used dimensions of internal marketing were identified and used to show its effect on employee job satisfaction. Data was collected from 103 employee's working at Golden Tulip Addis Ababa and the data interpretation is supported by (SPSS 2023) correlation analysis and further regression analysis was conducted to examine the effect of internal marketing on employee job satisfaction. The result indicates out of five selected dimensions of internal marketing four have significant relation with employee job satisfaction they are; pay and reward, training and development, managerial support and career development while internal communication was not a significant relationship to their job satisfaction. Even if it was, the study recommended to fully implement internal marketing dimensions which are covered by this study and consider all to increase employee's job satisfaction.

Keywords: Internal communication, pay and reward, career development, training and development, managerial support and job satisfaction.

CHAPTER ONE

INTRODUCTION

This chapter introduces the phenomenon under study. It consists of the background of the study, background of the company, problem statement, research questions, objectives of the study, significant of the study, scope of the study, limitation of the study and organization of the paper.

1.1. Background of the study

In the current competitive business environment, business organizations have changed their practices related to employees and customers including service organizations. Service organizations offer excellent services to customers than competitors. Human resources that provide services create competitive advantage. The better services of employees are the key for customer satisfaction. The survival of the organizations needs to promote satisfaction of both employees and customers. Thus, organizations try to build job satisfaction of employees in every aspect of their job. In the human resource management literature, job satisfaction is created by different practices. Internal marketing is one of the best human resource practices of service organizations to build employee job satisfaction. Rafiq and Ahmed (2011) defined internal marketing as 'a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and inter-functionally coordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through a process of creating motivated and customer-orientated employees' (p 454). The importance of internal marketing lies in motivating the employees and encouraging them to offer super services to customers who will improve the customer satisfaction of the company's services (Lings and Greenly, 2005).

The objective of internal marketing is to get motivated and customer conscious employees in order to deliver better services that will improve the company's reputation, market share, and customer retention over the long term.

There is a direct connection between internal marketing and human resources' functions. Nowadays, alignment of human resources with the strategic requirements of the organization is widely accepted, and it is the major thrust behind the emergence of strategic human resource management and its functions (Ahmed and Rafiq, 2000). Bansal *et al.* (2001) see the elements of IM as key aspects of human resources management practices in achieving internal customer commitment, job satisfaction and trust in management. This includes issues such as employment security, extensive training, and generous rewards, partly contingent on organizational performance, sharing information, employee empowerment, and reductions in status distinctions.

Job satisfaction is not new in the marketing literature, it was first presented in the mid 1930's (Hoppock, 1935). Employee job satisfaction is derived from the mental and physical satisfaction they experience in the environment they work in and from the work itself (Tadeka et al. 2005). The attitude and behaviors of the employees determine the quality of the services provided to the customers (Tadeka et al. 2005). When the employers are aware of the needs of their employees and create an efficient and collaborative work environment where people feel excited, employees feel involved, motivated and rewarded in their day-to-day tasks is critical to the success of internal marketing. This internal marketing creates employee job satisfaction, which is a key element in developing customer satisfaction, this leads the organization win competition and become profitability (Sulieman A. ,2013).

Hence, the study intended to investigate the practices of internal marketing and its effect on job satisfaction of Golden Tulip Hotel employees.

1.2. Statement of the problem

The hospitality industry can be affected by political instability, world economic growth, and the current COVID pandemic which cannot be easily controlled by the government and stakeholders. Thus, since the Ethiopian government announced the state of emergency to the people and the COVID pandemic announced as world outbreak diseases, the hotel activates are affected due to reductions in business travelers, events, conferences, and other related functions which make the computations very stiff. The competitions require dynamic strategy business plan to grab the market share from those direct and indirect competitions. One way of achieving the business goals is employee proper handling strategy and improves employee's job satisfaction as it has a direct impact on increase external customer's satisfaction and business growth. The above facts emerged the concept of Internal Marketing.

According to Naveed (2013) external customer satisfaction cannot be achieved without the fundamental contribution of the customer-contact employees who provide the service. Because of the importance of the service provided, Hotels should support customer-contact employees in order to acquire communicative sales skills and make them feel comfortable and satisfied with their job. The above ascertainment emerged the concept of internal marketing. Since, recent times internal marketing is proposing as a solution to the problem of delivering consistently high service quality

A study by Al-Borie (2012) examined the impact of internal marketing on job satisfaction of the teaching hospitals in Kingdom of Saudi Arabia. The independent variables of internal marketing factors were represented by these variables namely selection and appointment, training and development, organizational support, incentives and motivation, and retention policy, The research's findings showed that internal marketing had a positive effect on Saudi teaching hospitals physicians' job satisfaction, Internal marketing has a positive effect on the job satisfaction of hospital staff in Northern Greece. Internal marketing had a positive influence on nurses' job satisfaction (Peltire et al., 2008). Thus, based on this empirical evidence, it is possible to argue that internal marketing is the reason for job satisfaction.

The hospitality sector in Ethiopia is dynamic and becoming competitive in nature. Due to the challenging business environment in which GTH is operating, it needs to be determined to retain its employees, which can only be achieved through the successful implementation of internal marketing strategies.

It is evident that the hotels which take care of their employees have a greater number of satisfied employees (Malik, Ahmad & Hussain, 2010). It is so hard to achieve job satisfaction, because human beings are known for their nature of being difficult to please. There are many ways to seek satisfaction and different people opted for different ways to search for job satisfaction. One study shows that one of the major factors for hotel success is a well-managed human resource (Malik, Saleem& Ahmad, 2010). The second research gap that makes this research unique was the lack of research conducted on IM in relation with job satisfaction at Golden Tulip Hotel.

Golden Tulip Addis Ababa Hotel had policies of working on the internal marketing under the human resource management but the activity on the ground is not as an expected. Even this key point is the success ground and the hotel has ignored their employee's satisfaction as internal customers.

Thus, this study assessed the extent of internal marketing practices and discover whether the internal marketing elements have intended strengthening effect on job satisfaction of the GTH hotel employees

1.3. Research questions

- The study tried to analyze and answer the following main and sub research questions:

1.3.1 Main research question

- What Internal Marketing programs affect employee's job satisfaction at Golden Tulip Addis Ababa Hotel?

1.3.2 Sub-research questions

1. What is the effect of internal communication on employee's job satisfaction?
2. How career development program influence employee's job satisfaction?
3. How managerial support influence employees job satisfaction?
4. How does training and development affect employee's job satisfaction?
5. How does pay and reward influence employee's job satisfaction?

1.4. Objective of the study

1.4.1 General objective

The main objective of the study is to examine Internal Marketing practice in GTH and its effect on the employee job satisfaction.

1.4.2 Specific objective

1. To study the effect of internal communication on employee job satisfaction at GTH.
2. To determine the influence of managerial support on employee job satisfaction at GTH.
3. To determine the effect of training and development on employee job satisfaction at GTH.
4. To probe the influence, pay & reward on employee's job satisfaction at GTH.
5. To explore the effect career development program on job satisfaction at GTH.

1.5. Significance of the study

This paper will be very important for researchers for more investigation on the areas of IM and focus groups to have a clear insight about the factors that affect IM especially in the hospitality industry and it will have great importance to know how IM practice is important in the long run of the hotel business activities. The first benefit of this study is to provide a better understanding of IM as determinant of employee job satisfaction at GTH and to provide an understanding in terms of IM elements and the extent to which each of them explains employee job satisfaction.

The study can help to clearly understand the role of internal marketing on employees' job satisfaction and the impact on service quality. As a result, managements of GTH can use it to take corrective actions on the areas having gaps by providing a justifiable guideline in designing or redesigning internal marketing strategy development.

1.6. Scope of the study

The scope of this study focuses on the effect of internal marketing on employee job satisfaction at Golden Tulip Addis Ababa Hotel. Due to time constraint, current political insecurity and financial issues the researcher ignores others branch which found in different countries. The research addressed all levels of employee and management staff as a target population starting from fresh recruits to experienced ones. In addition to this, IM has various and different dimensions, nevertheless the study will conduct on only 5 dimensions; internal communication, pay and reward, training and development, managerial support and career development which are used as an independent variables and employee job satisfaction dependent variable.

1.7 Limitation of the study

This study is geographically limited to Ethiopia, Addis Ababa Hospitality industry only to Golden Tulip Hotel therefore the findings of the study may not be generalized to other hotels in Addis Ababa, Ethiopia. The respondents might be biased in which the skill and experience of the research participant highly determine the result of the research.

1.8 Organization of the paper

The paper consists of five chapters and it began with the first chapter by introducing how internal marketing was originally defined and detailed conceptual backgrounds of all constructs of variables followed by the problem statement, research question, objective, significance, scope of the study, limitation, and organization of the paper. Chapter two has discussed the appropriate literature related to the problem just described. It also explored theoretical literature in the area of Internal Marketing focusing on the effect on employee job satisfaction. Chapter three has discussed the research methodology which includes the research design, research approach, data type and source, target population, sampling procedure, data gathering instrument, procedures of data collection, data analysis technique, validity and reliability test, measurement test, ethical consideration and model specification. Chapter four has discussed data presentation analysis and interpretation. The fifth chapter covers the summarized overview of the findings, conclusions and recommendations as well as the contribution of the findings. The paper ends with an annexed list of reference, and questionnaire which the data has been collected with.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

It is developed to understand the subject area in a better way to help to conceptualize research problem clearly. The main objective is to dig out the fact from the extinct literature about the main concentrate of the study work involves around the factors, cost of employee and various factor consider by hoteliers. Major points are point out in the literature part which has the internal marketing, employee job satisfaction, relationship between internal marketing and employee job satisfaction, and finally theoretical framework and hypothesis development.

2.1. Internal marketing

2.1.1 Definition and Theories of internal marketing

Kotler (2002) stated that internal marketing is an outgrowth of services marketing. Over the years, internal marketing has gained a very high level of prominence in marketing thought due to its proposed place as a prerequisite to effective external marketing. This is supported by Gorenroos (2000), according to him, successful internal marketing is prerequisite for successful external marketing. He also stated that internal marketing starts with the idea that employees are the first markets for the organization and that internal marketing can be viewed as an approach for developing interest in customers and marketing among organization personnel. As such, internal marketing is concerned with ensuring understanding and motivation for customer consciousness, thorough management of employee attitudes, internal communications, developing service culture, and training, empowering, and enabling employees (Gorenroos, 2000).

People are critical to the success of organizations. Companies that select, develop, manage and motivate their workforce to produce outstanding business results have an extraordinary competitive advantage that others cannot copy. This is especially important in the hospitality industry where employees are one of the sources of differentiation which the competition cannot easily copy (Papasolomou and Vrontis, 2006; Narteh and Odoom, 2015). Thus, the objective of internal marketing is to get motivated and customer conscious employees in order to achieve competitive advantage (Mainardes et al., 2019).

According to Filipović and Janičić (2010), a holistic approach to internal relations in an organization ensures that employees at all levels accept appropriate marketing principles, especially senior levels of management. Thus, internal marketing is applied in hiring, training, and motivating capable people willing to work to the maximum to create value for customers, the organization, and the community.

Gronroos (1996) defined the IM concept as a statement of strategy for the IM process that identifies a product, target customers, and capabilities. The products are jobs and the work environment that influence employee's motivations. The target customers are top management, supervisors, contact personnel, and support personnel. IM as a process is a set of functions or activities. The list of IM activities is usually defined very broadly to include almost any function or activity that has an impact on the service mindedness and customer consciousness of employee's (McGuire, 1999).

Despite the attention the subject of IM has received, a review of the literature shows that there is still no single compelling, or clear conceptual definition of IM. This remains an area of considerable confusion even though numerous alternative definitions of IM have been proposed over the past decade. There is still debate over the nature and application of the subject.

2.1.2 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; Ballantyne, 2003; Rafiq and Ahmed, 2000).

Researches in the service sector shows that internal marketing has significant influence on internal customers (employees) which in turn influence their customer orientation behavior and organizational profits (Awwad and Agti, 2011). Nwora and Uzoamaka (2017), examined effects of Internal Marketing on Customer Orientation behavior of selected Hotels" Employees in Nigeria". The objectives of the study were to determine the effect of internal marketing on customer orientation behavior of hotel employees. The result revealed that the four dimensions of

internal marketing i.e. training and development, internal communication, empowerment and reward and recognition has significant influence on customer orientation behavior of hotels" employees. Gafar, Indasukati & Thoo (2014), also examines the relationship between internal marketing and customer orientation in Nigerian Banking Industry. The findings reveal that the four components of internal marketing examined in their study namely - Training and Development, Reward, Internal Communication and Empowerment have significant impact on consumer orientation.

Recent definitions of the concept stress the purpose of enhancing service quality: "It is a strategy for developing relationships between staff across internal organizational boundaries. The purpose of this activity enhances quality of external marketing relationships (Ballantyne, 2000, p.43). In sum, these definitions indicate that IM is a philosophy for the management of comparatively large service organizations, where the employees are viewed as a customer market and with the overall objective of enhancing the service quality.

2.1.3. Importance of internal marketing

Hospitality marketers should adopt internal marketing tools in order to accomplish hospitality firms' goals which are directly related to services quality namely: (Galicic and Laskarin, 2014) attracting new guests, achieving the satisfaction of existing guests and achieving employee's satisfaction. This new trend in hospitality industry adopted by marketers ensures that marketers don not focus on selling only, but on achieving employee's satisfaction as well as guests' satisfaction which all come if the quality of services is up to and / or exceeded the expectations of the guests. This process is known as internal marketing which implies great changes in the hospitality which was focusing on the marketing mix, but rather on the guest satisfaction and employee's satisfaction. Hospitality firms that apply internal marketing can gain a number of competitive advantages (Ozretic ,2010; Ferrell and Hartline 2008; and Galicic and Laskarin, 2014): 1) Effective communication among employees. 2)Enhancing employee's satisfaction and loyalty. 3) Increasing firms' productivity and performances. 4) Maintaining high quality services. 5) Achieving hospitality firms' goals. 6)Improving guests' relations with public relations.

Paulin et al (2006) tested a model comparing overall and customer-linked antecedents and consequences of employee affective organizational commitment and indicated that co-worker support and the perception of fair treatment are the precursors of customer-linked job satisfaction.

Recognized elements of internal marketing through numerous studies, Rafiq and Ahmed (2000) reduce to five key ones: 1) Motivation and employee satisfaction, 2) Customer orientation and satisfaction, 3) Coordination and integration of business functions, 4) Marketing approach, and 5) Implementation of corporate and functional strategies.

2.1.4. The relationship between internal marketing and Employee job satisfaction

The relationship between internal marketing and job satisfaction had been the concern of many researchers (Azzam, 2016; Braimah, 2016; Kukreja, 2017; Rajyalakshmi and Kameswari, 2009). If an organization implements internal marketing, then the organization is upgrading job satisfaction for employees which will lead to enhancing the performance of the organization (Ali, 2016; Ahmed, at.al., 2003; Conduit and Mavondo, 2001; Tansuhaj et al. 1991). Rajvalakshmi and Kameswari (2012) found that training and skill development activities, work environment, superior support, co-worker support and recognition had a significant impact on the satisfaction level of employees.

Nikbin, Saad and Ismail (2010) proposed that internal marketing is tied up with employees in organizations and is able to raise their level of satisfaction. Once employees are satisfied, they will be more motivated to deliver better service and be more customer-oriented (Nikbin et al., 2010). By developing an internal marketing strategy, organizations can increase the degree of the value employees receive in return for the work they perform; hence their satisfaction with their job also increases (Gounaris & Boukis, 2013). Past studies indicated that internal marketing has a positive influence on job satisfaction (Iliopoulos & Priporas, 2011). Successful internal marketing triggers positive attitudes towards employees, motivation and job satisfaction. It also prompts them to put their maximum effort at work, which will satisfy the external customers by fulfilling their needs and wants in a better way (Abzari, Ghorbani & Madani, 2011). A recent study by Nikbin et al. (2010) also confirms that internal marketing has an effective influence on job satisfaction. If internal marketing is operated successfully, it can positively influence employees' attitudes towards work. Previous studies showed that internal marketing has a positive effect on job satisfaction. Ibrahim etal (2010) identified that the recruitment, development, internal

communications, incentives and demographic factors (gender, age, experience and education) have impact on job satisfaction. Khan et al (2011) established a link between perceived internal service quality practices with employee retentions in mediating environment of employee job satisfaction. They identified employee selection, training and development, work design; job description, rewards and compensation have positive and significant dimensionality to internal service quality.

An empirical study conducted on the impact of internal marketing factors on job motivation and job satisfaction in the retail stores revealed that the working conditions and hours, hygiene and sanitation, rest rooms, support from superior, and attitude of colleagues have highest influence on job satisfaction and motivation (Rajyalakshmi and Kameswari, 2012). The findings revealed a positive relationship between the internal marketing practices and employee job satisfaction.

The established relationship from the literature between the various internal marketing dimensions and employee job satisfaction is shown below: -
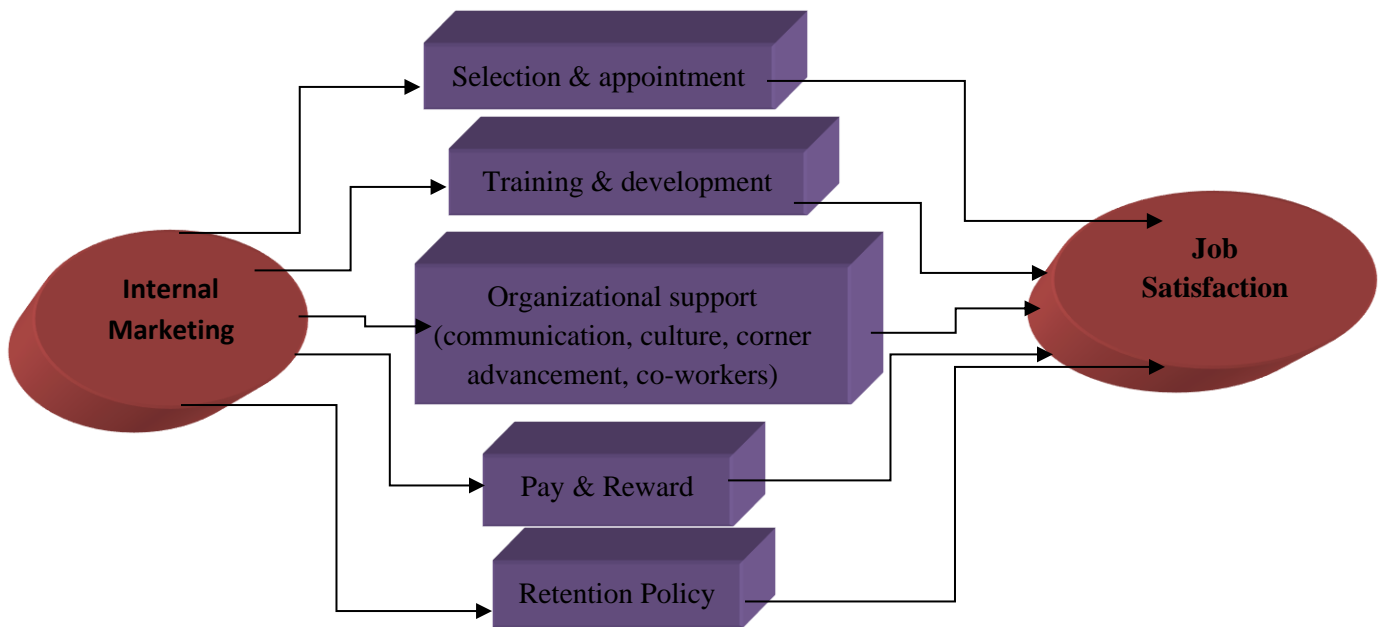

Figure 2.1 Model of internal marketing and employee job satisfaction

Source: (Rajyalakshmi and Kameswari, 2012).

The above model was developed by Sarker and Ashrafi on a study of the relationship between internal marketing and employee job satisfaction from retail shops in Bangladesh. As we can see

from the model the internal marketing has an effective influence on job satisfaction and if IM is operated successfully, it can positively influence employee's attitudes towards work.

2.1.5. Challenges of internal marketing

Poor understanding of IM concept within an organization, having rigid organizational structure and the tendency of ignoring employee's importance is 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).

2.1.6. Dimension of internal marketing

Internal Marketing has different dimensions such as Communication, Motivation, Training and Development, managerial support and empowerment. While the dimensions of internal marketing measurement as discussed by Hogg et al., (1998) are: communication, staff training; appraisal and feedback; and customer consciousness. Ching and HsinHsin (2007) identified five dimensions of internal marketing: training, administrative support, internal communication, external communication, human resources management, communication, training and development. Rafiq and Ahmed (2000) identify the main elements of internal marketing as employee motivation and satisfaction, customer orientation and customer satisfaction, 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 are the key elements of internal marketing (Tsai and Tang, 2008).

Panigyrakis and Theodoridis (2009) examined a synthesis of Internal Marketing and investigated its effect on business performance in a retail context and developed a Structural Equation Model that indicated five dimensions of the Internal Market construct: formal interaction, reward systems, feedback, internal procedures and policies and internal customer orientation (ICO). Karthikeyan et al (2010) assessed the effectiveness of the various facets of training (i.e. employee's attitude towards training inputs; quality of training programs and application of training inputs to the actual job). The findings indicate that effective training has a direct and positive influence on business growth.

2.2. Models, Conceptual framework, and Hypothesis development

2.2.1 Models on internal marketing

Grönroos (1985, apud Ahmed and Rafiq, 2002) proposed a model with respect to the practices that can be used as alternatives to have motivated employees and oriented toward the customers, in addition to being satisfied with the work and recognize the importance of their roles which indicates the relationship of technical development and information of advertising campaigns, to have employees motivated and customer oriented Ahmed and Rafiq (2002), emphasize how customer satisfaction is achieved through the operation of customer-oriented strategies, motivating employees and coordinating efforts of all organizational functions, because good communication is a strategy of internal marketing. Employees will be satisfied if they understand their role and understand the importance of this strategy of marketing in achieving business goals. On the other hand, it also shows how the support of the management team is critical to the success of any strategy internal marketing to indicate to employees the importance of the initiative and to achieve adequate inter-functional coordination.

The three types of marketing: external marketing, interactive marketing and internal marketing, must be conducted effectively to succeed. On the right side of the service marketing triangle (Figure 2.2) is the external marketing where companies give promises to the customers and set up customers' expectations. At this stage companies must keep the promises. Otherwise, the customers would be dissatisfied. On the base of the triangle (Figure 2.2) is interactive marketing where employees and customers interact with each other. The customers would be disappointed unless employees are able and willing to deliver the services promised in the external marketing. The left side of the triangle (Figure 2.2) is internal marketing where employees are trained and given skills and tools to enable them to provide the promised service. If the internal marketing is not well managed by the companies, the whole triangle will fail. (Wilson et al., 2012).
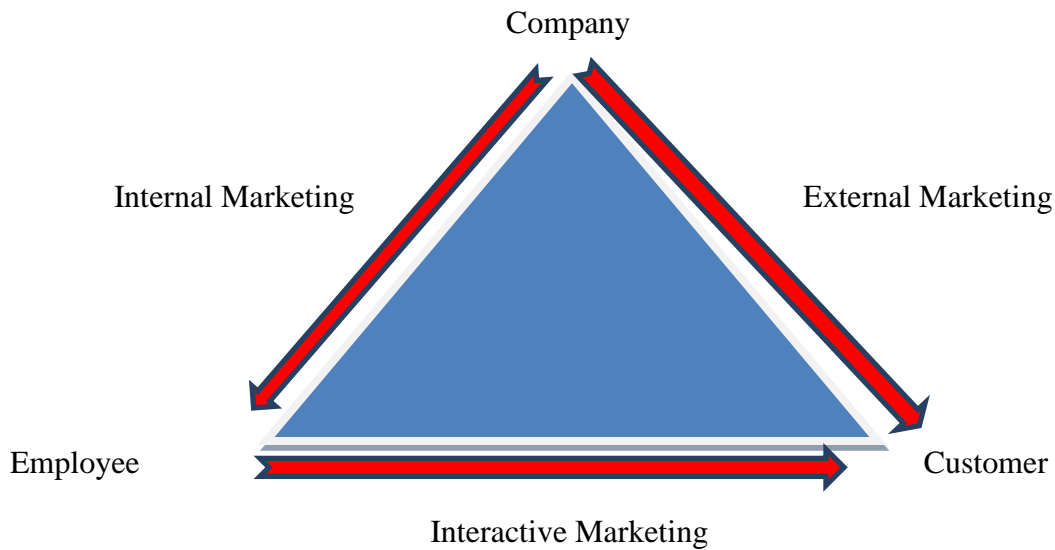
Figure 2.2 Coordination of the three types of marketing

Source: Wilson et al., 2012

2.2.2. The conceptual framework

Employees represent an internal market within the organization and this market needs to be benefited of the human resource management and the expectations of its employees. Thus, the overwhelming purpose of internal marketing is to satisfy employees, make them effective and efficient.
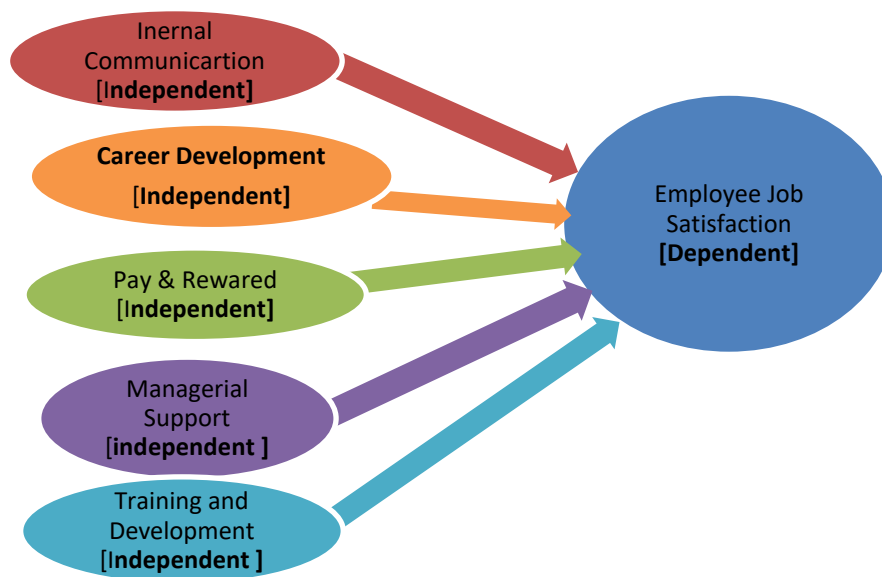
Figure 2.3 Independent and Dependent Variables
Source: own and different sites

2.2.3. Hypothesis development

❖ **Internal communication and Employee job satisfaction**

Internal communication is one of key factors enhancing employees to satisfy their job (Tourani & Rast 2012). Previous studies (Chen 2008, Carrière& Bourque 2009, Milan et al. 2013) found positive relationship between internal communication and job satisfaction. It also affected communication satisfaction, and organizational commitment. However, internal communication system should be designed to meet the information needs of organization's members (Carrière& Bourque 2009). A study by Pickton and Broderick (2001) supported that the service component of communication is valued highly, as was shown in the in-depth interviews that they performed on patients; the conclusion being that communication influences satisfaction levels of the consumer in a significant manner. According to the literature, this study proposed the following hypothesis:

H_1: Internal communication positively influences employee job satisfaction.

❖ **Pay and reward, and employee job satisfaction**

Gerald and Dorothee (2004) and Clifford (1985) found that pay and rewards are significantly related to professionalism and job satisfaction. They supported the argument that job satisfaction for professionals is derived in part from what professional perceives from job. Job satisfaction is influenced by pay and rewards (Clifford, 1985). Kalleberg, 1977 and Janet and Lacy (1987) argued that job satisfaction is affected by both intrinsic and extrinsic benefits that workers receive from their jobs but rewards related to financial part of job are more significantly related to job satisfaction. Lincoln and Kalleberg (1990) have argued that the pay and rewards offered by an organization may have a powerful effect on employees' attitudes towards their job and the company for which they work. Rendering to the literature, this study will propose the following hypothesis:

H_2: Pay and reward has encouraging power to influences employee to be satisfied on their jobs.

❖ **Career development and employee job Satisfaction**

Internal Marketing Indicator/Dimension Missbach (2015) indicated that career development is an instrument that could accommodate the information needs of career opportunities for organizational members. It International Journal of Academic Research in Business and Social Sciences Vol. 1 1, No. 7, 2021, E-ISSN: 2222-6990 © 2021 HRMARS can help employees to get clear career direction, define their career goals, find out the requirements of their target position, and motivate them to do the needful. And suggested that employees will be satisfied when there is a good career development system, and the company designs the system for managerial and professional staffs (McCracken, 2002; Rutherford, 2005). Consequently, it is vital to ensure employees' job satisfaction to be a successful organization, as employees' satisfaction is not only about their financial needs. Conferring to the study review, this study proposed the following hypothesis:

H_3: Career development has a positive influence on employee job satisfaction.

❖ **Managerial support and Employee job satisfaction**

Managerial support identifies that manager must support their subordinates in facing challenges by developing secure psychological environment and trust culture within the organization, which can result in enhancing employee commitment, performance levels and their job satisfaction (Boxall & Macky, 2009; Travaglione et al., 2017).

Managerial Support refers to the readiness of managers to accommodate employees' schedules and tasks and aids that can help employees in managing their work and making it better (T. Kim & Mullins, 2016). Managerial Support has gained the attention of researchers and is found to have an influence on organizational and employee outcomes such as performance and retention (Wassem et al., 2019). According to the literature review, this study proposed the following hypothesis:

H_4: Managerial support positively influences employee job satisfaction.

❖ **Training and Development, and Employee job satisfaction**

Narteh (2012) stated, managers can observe and appraise employee's performance and if there are gaps in the skills and knowledge, they will be addressed through training programs. He also wrote that employees consider training to be an important element in the work environment, the higher the possibility for competence development, the larger the commitment is among employees. Narteh (2012) continued to write that training is not only a way to ensure that employees perform their job in a satisfying manner, but it also plays a critical role in building feelings of belonging among the employees. According to the theory, this study will propose the following hypothesis:

H_5: Training and Development positively influences employee job satisfaction.

2.3. Employee job satisfaction

Wexley and Yukl (1984) stated that job satisfaction is influenced by many factors, including personal traits and characteristics of the job. To better understand these employee and job characteristics and their relationship to job satisfaction, various theories have emerged.

Job satisfaction is a fulfilling or optimistic expression consequential of the consideration of one's activity (Azash et al, 2011). Organizations today have realized the importance of motivated and satisfied employees as important contributors towards long term objectives. It has made organizations to cater to the expectations and needs of the employees and could expect the similar response. Motivation also positively influences performance at individual and group level ultimately affecting the organizational performance (Risambessy et al 2012).

Roethlisberger and Diekson's study (as cited in Locke, 1969) clarified that the workers' attitudes are related to the physical working environment and job satisfaction results from the interaction between the individual and their environment.

Smith et al. (1969) defined job satisfaction as the feeling an individual has about his or her job. Locke (1969) suggested that job satisfaction was a positive or pleasurable reaction resulting from the appraisal of one's job, job achievement, or job experiences. Vroom (1982) also defined job satisfaction as workers' emotional orientation toward their current job roles. Similarly, Schultz (1982) stated that job satisfaction is essentially the psychological disposition of people toward their work. As per Lofquist and Davis (1991), job satisfaction is stated as an individual's positive affective reaction of the target environment as a result of the individual's appraisal of the extent to which his or her needs are fulfilled by the environment.

2.3.1. Importance of employee job satisfaction

As many studies suggest, employers' benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. However, employees should also 'be happy in their work, given the amount of time they have to devote to it throughout their working lives'.

Lee et al., (2016) notes four benefits of why job satisfaction is so important and making sure employees are satisfied with their work: the employee job satisfaction and engagement report from the society for human resource management

1. **Increased profits:** This is one any manager and employee might appreciate. Keeping employees satisfied can lead to higher sales, lower costs, and a stronger bottom line.
2. **Higher productivity:** Irrespective of their job titles or salary, employees who are more satisfied with their job, whether they feel satisfied with the organizational culture, with the rewards they are getting, or with recognition, can produce more and do it more efficiently.
3. **Lower turnover:** If employees are more satisfied with their job, they are less likely to leave. It also helps to recruit better quality talent as new talent sees employee staying power as added value.
4. **Loyalty:** When employees feel there is a growth path for them, they are more satisfied. In turn, because they feel the organization has their best interests at heart, they tend to support the organization's mission and objectives. When this happens, employees may tell their friends or relatives about the good nature of the organization, which helps spread organizational goodwill.

CHAPTER THREE

RESEACH METHODOLOGY

The purpose of the study was to examine the effect of internal marketing on employee job satisfaction at GTH. These chapters discuss about the methodology used to conduct this study and the outlines describe the study area, the research design, research approach, data type and source, targeted population, sampling procedure, data gathering instrument, procedures of data collection, data analysis technique, validity and reliability test, measurement test and ethical consideration.

3.1. Research design

There are three basic research design frameworks which are Exploratory, Descriptive and Causal. Exploratory Research focus on gaining ideas and insight, breaking broad, vague problems into smaller, more precise sub problems. Descriptive Research emphasis on determining the frequency with which something occurs or the extent to which two variables are correlate and Causal research focuses on determining cause-and-effect relationships (Churchill, 2006).

The selected type of research design was descriptive and exploratory research design. As described by Surabaya, (2003) the method helped the researcher to describe the study systematically, factually and accurately utilizing facts, behaviors and also to know the relationship between the phenomenon being studied (As cited by Naik et al; 2010). It's because it enabled the researcher to get information about the current situation also explanatory to describe the relationship between variables. The purpose of selecting explanatory research designs is to study the correlation between internal marketing and employee job satisfaction.

3.2. Research approach

There are three research design approaches; qualitative, quantitative and mixed (Creswell, 2003). Qualitative research approach is used when the method of data collection and analysis used are non-quantitative. Quantitative research is where quantitative measures are used to analyze and interpret data whereas mixed research refers to an emergent methodology of mixing quantitative and qualitative data within a single investigation.

Following the above guide, this research was carried out as a quantitative study with the aim of finding out the role of the different dimensions of internal marketing on employee's job satisfaction at GTH. The collected data was analyzed using quantitative measure such as statistical analysis so as to investigate the correlation between internal marketing and employee job satisfaction.

3.3. Data type and source

The data source used in this study is both primary and secondary data source. Structured questionnaire was developed and distributed to employees to reveal their opinion of several statements related to internal marketing dimensions to fill their level of satisfaction by answering how much they agreed or disagreed with a given statement. And on the other hand, previous studies, books, literatures, journals and publication are used as secondary data reference.

3.4. Target population

The purpose of this case study is to analyst effect of internal marketing on employee job satisfaction in a case of GTH. The population for this study was all employees working on the hotel. The study population encompassed both male and female employees working in different shift program.

The total numbers of employees from ten departments are 140. The number of employees of each department is shown below in table.

Hotel	Departments	Population size	Sample size
Golden Tulip Hotel Addis Ababa (GTH)	Management	10	10
	Sales & Marketing	5	2
	Finance	19	10
	Front office	9	9
	Human resource	2	2
	Food & beverage	30	30
	IT	2	2
	Recreation	17	8
	HK & Laundry	26	15
	Engineering	20	15
	Total	140	103

Table 3.1 – Population size with sampling matrix

Source: GTH human resources report

3.5 Sampling procedure

3.5.1. Sample size

There are several approaches to determining the sample size and the researchers will use simplified formula by Yamane (1967) to study the effect of internal communication, to determine the influence of managerial support, to know the effect of training and development, to probe the influence of pay & reward, and to explore the effect of career development program on employee job satisfaction at GTH.

To calculate the sample size, the researcher intends to use a simplified formula by Yamane (1967) given as;

The sample size (n) is calculated according to the formula:

$$n = \left[\frac{N}{(1 + N(e^2))}\right]$$

Where n = Sample size N = Total target population, and e = Margin of error.

The researcher will use a standard and convenient confidence level of 95%. Hence, the margin of error will be 5% or 0.05. As a result,

$$n = \left[\frac{140}{(1 + 140(0.05^2))}\right]$$

N = 103

Therefore, a sample of 103 employee respondents was selected from 140 total employees.

3.5.2 Sampling technique

Using the above formula, a representative sample was selected. The study used a non-probability sampling (convenience sampling technique) to select the respondents. The study used non-probability sampling technique which is non-proportional and Convenience sampling which involves selection of particular units of the population for constituting a sample which represents the target population. This technique helps the researcher to get the respond faster as the respondents have high motivation level to participate and it was cost effective.

3.6. Data gathering instrument

The study was used both primary and secondary data as its source of information. Primary data were collected based on structured questionnaires. Based on the research objective, the questionnaire was adopted to extract employee experience regarding the internal marketing dimensions. The questionnaires consist of two parts. Part one was prepared to gather general information about the respondents' gender, age, education, and working experience. Part two was prepared to ask respondents to answer internal marketing and employee job satisfaction questions.

Questions in part two were assessed by using a five-point Likert scale of strongly disagree, disagree, neutral, agree, and strongly agree. The independent variable is internal marketing and to be measured by four dimensions: namely internal communication, pay and reward, career development, managerial support, and employee training and development. The dependent variable is employee job satisfaction and to be measured by the feelings of employee's satisfaction towards their job.

3.7 Procedures of data collection

The research was conducted in person for the fulfillment of academic requirement. A total of 30 questionnaires were first distributed to selected employees of the hotel to pretest the reliability of the scaling instrument. Then once confirmed their validity, the questionnaires were distributed to the targeted respondents. The contacted respondents filled the questionnaires accordingly after having their full consent and briefed the purpose of the study.

3.8 Data analysis technique

After the data are collected both descriptive and inferential statistical techniques employed to analyze the data. The SPSS 2020 computer software conducted to statistically aligned with the objectives of the researcher. Inferential statistics is particularly the Pearson's correlation used to show the relationship and the strength/degree as well as direction of associations between variables. And the Cronbach"s alpha was used to test the reliability of internal marketing variables with employee job satisfaction.

Appropriate descriptive statistical analysis such as percentage, ratios, means and standard deviations were used. Data analyzed was presented in the form of table and figures.

3.9. Validity and Reliability test

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Creswell, 2009). Content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study. If the instrument contains a representative sample of the population, the content validity is good. Its determination is primarily judgmental and intuitive.

Reliability is all about the internal consistency of the scales. One common way to compute the internal consistency of a scale is Cronbach"s alpha (α), which computes the correlation between responses to all of the items in a scale. For a scale to be considered internally consistent, an alpha of .70 or higher is desired, although slightly below that is usually considered acceptable (Adams and Lawrence, 2019 as cited by Ermias, 2020).

The questionnaire was pre-tested using a pilot test on selected 30 respondents to make sure that everything on the questionnaire including the language and flow is clear for all the respondents and correct any feedbacks from the selected respondents. Accordingly, the Cronbach"s alpha values of the variables are shown in the table below

S/N	Variables	Cronbach's Alpha	No. of Items
1	Internal Communication	0.79	5
2	Pay and Reward	0.741	5
3	Training and Development	0.757	5
4	Managerial Support	0.877	5
5	Career Development	0.879	5
6	Job Satisfaction	0.723	5
	All items	0.852	30

Table 3.2 Reliability test

Source: Survey Result, SPSS (2020)

As we can see from table 3.2 above, Cronbach"s alpha values for all variables are above the acceptable value, .70. Moreover, the overall Cronbach"s alpha value for all the 30 items is also very good. Thus, we can say the items used in this research are reliable, and finally the researcher distributed the pre-tested questionnaire to all respondents after making sure the alpha values are acceptable for further data analysis.

3.10. Measurement test

The multicollinearity, normality, linearity, homoscedasticity (equal Variance) and independent errors by Durbin-Watson measurement tastes were undertake before multiple regression technique. And after checking the appropriateness of the model, the result of independent variables (internal communication, pay and reward, career development, managerial support, and training and development) and effects on dependent variable (job satisfaction) estimation results were conducted by Model Summary, ANOVA and *B*coefficient.

3.11. Model Specification

To show the variation in job satisfaction accounted by each of the five independent variables; internal communication, pay and reward, managerial support, training and development, career development, a regression model is used as shown below.

The general formula representing the model is given as;

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + e$$

where Y = Job satisfaction, a = Constant term, b_1 = Coefficient of internal communication, b_2 = Coefficient of pay and reward, b_3 = Coefficient of career development, b_4 = Coefficient of managerial support, b_5 = Coefficient of training and development, X_1 = Job internal communication, X_2 = Pay and reward, X_3 = Career development, X_4 = Managerial support, X_5 = Training and development, and e = error

The beta coefficients are computed and discussed from the multiple regression analysis result in chapter four.

3.12. Ethical consideration

The study was considered some ethical issues like openness and respect for intellectual property, confidentiality, responsible publication, responsible management, respect for colleagues, social responsibility, anti-discrimination that means the respondent had the right to respond or not, the respondents had the right to participate or not, the study informed the purpose and confidentiality of the response by not asking to state their name.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The objective of this study was to investigate the effect of internal marketing on employee job satisfaction: The case of GTH.

This chapter presents the data analysis and discussion of the research findings. Therefore, data was collected from the relevant sources through questionnaires, organized and analyzed. The data classification has been carried out on the basis of employees of GTH. The formulated hypotheses for this study focus on the identified internal marketing variables and a summary of the main findings follow each hypothesis.

The researcher has used the software called SPSS 23.00 to analyses the collected data statistical procedures for concerning internal marketing dimension and employee's job satisfaction, to identify the major issues and present feasible recommendations. The researcher has collected data through self-administered questionnaire and distributed 103 questioners to the targeted employees of the hotel and all questionnaires were filled.

4.1. Background of the respondents

No.	Item	Classification	Frequency	Percent	Valid Percent	Cumulative Percent
1	Gender	Female	57	55.3	55.3	55.3
		Male	46	44.7	44.7	100
		Total	103	100	100	
2	Age	Below 20	3	2.9	2.9	2.9
		21-30	55	53.4	53.4	56.3
		31-40	34	33	33	89.3
		above 41	11	10.7	10.7	100
		Total	103	100	100	
3	Educational Level	Diploma	29	28.2	28.2	28.2
		First Degree	62	60.2	60.2	88.3
		Postgraduate	4	3.9	3.9	92.2
		other	8	7.8	7.8	100
		Total	103	100	100	

No.	Item	Classification	Frequency	Percent	Valid Percent	Cumulative Percent
4	Work Experience	1-2 Years	18	17.5	17.5	17.5
		3-5 Years	37	35.9	35.9	53.4
		6-10 Years	48	46.6	46.6	100
		Total	103	100	100	

Table 4.1 Demographic characteristics of respondents

Source: Survey Result, SPSS (2020)

The total respondents as presented in the above table revealed that a total of 103 employees were participated in which 57 females representing 55.3% and 46 males representing 44.7 %, this indicates that higher number of females were in the distribution and the hotel has more female employees than male. The disparity between the number of female and male respondents is not too wide. This close representation signifies that whatever information obtained from these two categories of respondents will be highly representative of people.

In terms of age of the respondents as presented in the above table, 3(2.9%) respondents were below 20 years, 55(53.4%) respondents were between 21-30years, 34(33%) respondents were between 31-40years, and 11(10.7%) respondents were above 40 years. This suggested that the youngest, energetic, matured employees are available in GTH who can perform the jobs with full of energy and they need to grow academically and financially.

According to educational qualification the below table reveals that 29 (28.2%) respondents were diploma holders, 62 (60.2%) respondents were first degree and 4 (3.9%) respondents were post graduates and 8(7.8%) respondents had other qualification which was not stated. The educational background of the participants revealed that most of the respondents have first-degree and diploma that implies, the majority of the hotel employees have formal education background and they can do their jobs professionally. And demand what they deserve on those particulate jobs to be a satisfied employees in the hotel.

In terms of years of working experience of respondents at GTH a total of 18 participants have working experience between 1-2 years which is 17.5% of the total respondents, a total of 37 participants have working experience between 3-5 years which is 35.9% of the total respondents, a total of 48 participants have working experience between 6-10 years which is 46.6% of the total respondents. Therefore, most of the respondents had a working experience between 6 to 10 years and they can easily understand the given direction from the hotel and can perform their jobs professional.

4.2. Descriptive Statistics Analysis

According to Zaidatol and Bagheri (2009) cited in (Wogari, 2016) the mean score below 3.39 is considered as low; the mean score from 3.40 up to 3.79 is considered as moderate and mean score above 3.8 is considered as high.

The survey results of the level of each five internal marketing variables and job satisfaction are presented as follows in the below table.

Descriptive Statistics

	N	Mean	Std. Deviation
Internal Communication	103	3.8097	.77225
Pay and Reward	103	3.7282	.72901
Training and Development	103	3.8097	.70659
Managerial Support	103	3.6369	.86744
Career Development	103	3.6563	.84918
Job Satisfaction	103	3.6505	.80182
Valid N (listwise)	103		

Table 4.2 Descriptive statics results of internal marketing variables

Source: Survey Result, SPSS (2020)

The mean value shows, the average of all employees' response on a certain internal marketing factor. While, standard deviation shows that how diverse are the responses of employees for a given construct. For instance, high standard deviation means that the data are wide spread which means that employees give variety of opinion and the low standard deviation means that employees express close opinion.

According to Zaidatol and Bagheri (2009) cited in (Wogari, 2016), the mean value of internal communication is 3.809 with .772 P value, this indicates that mean score is above 3.8 (high). Majority of the respondents perceived that they didn't have clear internal communication in and within the department, open discussions with managers/supervisors are not encouraged and the effect is high in the hotel working activities. For instance, when an individual has not been fully informed about how and what to do with their responsibility professionally. Most of the time, lack of communication creates services gap, has an effect on the hotel performance and employees job satisfaction when the correction action is taken by the hotel.

Table 4.2 indicates that the mean value of pay and reward is 3.7, this indicates that mean score is moderate. This implies that majority of the respondent's perceived that there is a moderate level of pay and reward program in the hotel. This shows that even if they rewarded for their extra efforts, getting salary and benefit on time, entertaining on the hotel health insurance facilities and considered their selves as an asset of the hotel, the program is not well encouraging and can't fully maintain the employee job satisfaction.

The respondents' responses shows that the training and development program is at 3.8097 high mean score. This means the majority of respondents responded they are not aware of the hotel mission and vision properly, opportunity to receive well organized trainings by capable and experienced instructors are not applicable, necessary job training is not conducting by the right person or department when the new employee is entering or moving from/to other department and in general training and developments are not given to employees properly when certain changes are required on the workflow.

As it shows in the table 4.2, the mean value of managerial support is 3.633 and it is moderate as the result is within 3.40 to 3.79. The result shows that majority respondents responded the managerial support of employees are not enough to perform the jobs professionally, employees are micromanaged on each and every working activity, there are luck of empowerment and they are not allowed to take their judgment in solving problem. employees participating in decision making processes are not encouraged, and luck of team work in the hotel is presented.

The descriptive statistics table 4.2 shows that the career development at the hotel mean score is 3.65 and considered as moderate understanding level. This means that majority respondents responded they have an issues on the career development program at the hotel. And even if the employees are upgrading their educational level or became educated or well experienced, the career development program at the hotel is not encouraging to be successful and that makes the employee job satisfaction under questions mark.

The respondents' response about their job satisfaction level at 3.65 mean score value. Its < 3.7 and considered to be moderate. And the result shows that majority respondents responded they are not happy on their jobs in the hotel. The dissatisfaction factors are internal communication gaps, pay and reward program, career development, training and development program and managerial support and others factors which could be/not controlled by the hotel.

4.3. Inferential Analysis

The hypotheses proposed in the second chapter of this study were tested by using SPSS 2023. Inferential considered checking the study assumptions as the sample data were representative the population and helped to predicted, generalized, inferring the study. The correlation and multiple regression analysis were conducted in order to examine the effects of aspects/assumptions of internal marketing on employee's job satisfaction.

4.3.1 Correlation Analysis

The Pearson correlation test was conducted to check the magnitude to correlation between the dependent variable job satisfaction and independent variables (internal communication, pay and reward, career development, management support, and employee training and development), and dependent variable verified against independent variable. The researcher used correlation proves or disprove the hypothesis, to check the magnitude of correlation between depend and independent variable, measure of association developed by MacEarchron(1982)was used as a reference.

Measure of Association	Descriptive Adjective
>0.00 to 0.20; <-0.00 to -0.20	Very week or very low
>0.20 to 0.40; <-0.20 to -0.40	week or low
>0.40 to 0.60; <-0.40 to -0.60	Moderate
>0.60 to 0.80; <-0.60 to -0.80	Strong or high
>0.80 to 1; <-0.80 to -1	Very high or very strong

Table 4.3 The measures of association and descriptive adjectives

Source: MacEarchron (1982)

Correlations[b]

		Internal Communication	Pay and Reward	Training and Development	Managerial Support	Career Development	Job Satisfaction
Internal Communication	Pearson Correlation	1					
	Sig. (2-tailed)						
Pay and Reward	Pearson Correlation	.602**	1				
	Sig. (2-tailed)	.000					
Training and Development	Pearson Correlation	.737**	.612**	1			
	Sig. (2-tailed)	.000	.000				
Managerial Support	Pearson Correlation	.518**	.721**	.601**	1		
	Sig. (2-tailed)	.000	.000	.000			
Career Development	Pearson Correlation	.493**	.750**	.543**	.712**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
Job Satisfaction	Pearson Correlation	.513**	.707**	.592**	.659**	.690**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

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

b. Listwise N=103

Table 4.4 Correlation Matrix

Source: own survey, 2020

The outcome of the Person correlation test between dependent variable (job satisfaction) and independent variable (internal communication) showed that there is significant relationship between the two variables at (r =.513**), N = 103 and P < 0.05. The magnitude of relationship between the two variables is moderate which implies that as internal communication increases employee job satisfaction increases. Previous studies (Chen 2008, Carrière& Bourque 2009, Milan et al. 2013) also support this finding. They stated that there is a positive relationship between internal communication and employee job satisfaction.

The Pearson correlation coefficient table 4.4 shows the relationship between pay and reward, and job satisfaction r = .707, N= 103 and p <0.05. The degree of association between the two variables are strong/high which implies that as pay and reward increases employee job satisfaction highly increases. This finding corroborates with the findings of Kalleberg, 1977 and Janet and Lacy (1987) that discussed job satisfaction is affected by both intrinsic and extrinsic benefits that workers receive from their jobs but rewards related to the financial part of job are highly significantly to the employee's job satisfaction.

Similarly, Pearson correlation coefficient table 4.4 shows, training and development correlation coefficient r =.592, N=103 and p < 0.05 and the value indicates that the relationship between the two variables are on moderate level which means that as training and development increase employee job satisfaction increases positively. This finding supported by Narteh (2012) that discussed training is a way to ensure that employees perform their job in a satisfying manner.

Pearson correlation coefficient results obtained the relationship between managerial support and employee job satisfaction r= .659, N= 103 and p<0.05 and strong which mean that as managerial support increases job satisfaction increases highly. This finding is supported by (Boxall &Macky, 2009; Travaglione et al.,2017) that discussed managers must support their subordinates in facing all challenges by developing a secure psychological environment and trust culture in the organization which can result in enhancing employee job satisfaction at a high level.

Lastly the Pearson correlation coefficient between career development and job satisfaction from table 4.4 is r = .690, n = 103, p < .05 which shows statistically significant and moderate. This infers that when the career development program amendment increases the employee job satisfaction will increase at the same time. This finding is consistent with research carried out by (McCracken, 2002; Rutherford, 2005) the employees who can get a career development system in the organization, his/her level of satisfaction will increase and has a role to make a company benefited from their effective and efficient work outcome.

4.3.2 Regression Analysis

Regression analysis is a set of statistical methods used for the estimation of relationships between a dependent variable and one or more independent variables. Regression allows a researcher to see how one affects the other. Since there is more than one independent variable, the researcher used multiple regression analysis to explore the effect on remuneration on employee job satisfaction. And it is one of the most common methods used in practice and for the mass appraisal studies in the literature and assessed with respect to other methods (i.e. Benjamin et al., 2004; Mark and Goldberg, 1988; Nghiep and Al, 2001; Zurada et al., 2011).

Normality, linear relationship, homoscedasticity, independent of errors and multicollinearity model assumption test was discussed using SPSS to confirm the selected model analyses.

4.4 Test of Assumption for Regression Model

4.4.1. Normality Test

According to (Matt, Carols & Deson, 2013) one way of measuring the normality of distribution is checking Skewness and Kurtosis. Frequently the range is between 1 up to -1.

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Internal Communication	103	-.760	.238	.387	.472
Pay and Reward	103	-.115	.238	-1.083	.472
Training and Development	103	.044	.238	-.919	.472
Managerial Support	103	-.678	.238	.417	.472
Career Development	103	-.246	.238	-.813	.472
Job Satisfaction	103	-.246	.238	-.725	.472
Valid N (listwise)	103				

Table 4.5   Normality test

Source: own Survey, 2020

As the table 4.5 showed, the result of Skewness measurement of employee job satisfaction against factor of the independent variables was in acceptable rang (-1 to 1) and the assumption of normality is not violated/ assumption of normality required by the one-sample t-test of a population mean is satisfied. Nevertheless, the Kurtosis result under pay and reward was slightly out of ringed (-1.083) and this violates the assumption of normality. However, according to central limit theorem, sampling distribution and use of the statistical test with this variable is appropriate. Hence, the normality assumptions are fulfilled (Field, 2013).

4.4.2 Linearity Test

Linearity of the relationship between dependent and independent variables is the second pre condition. As displayed in the below graphs there are few variables out of the line but most of the variable are shows that there is linear relationship between employee job satisfaction and independent variables.
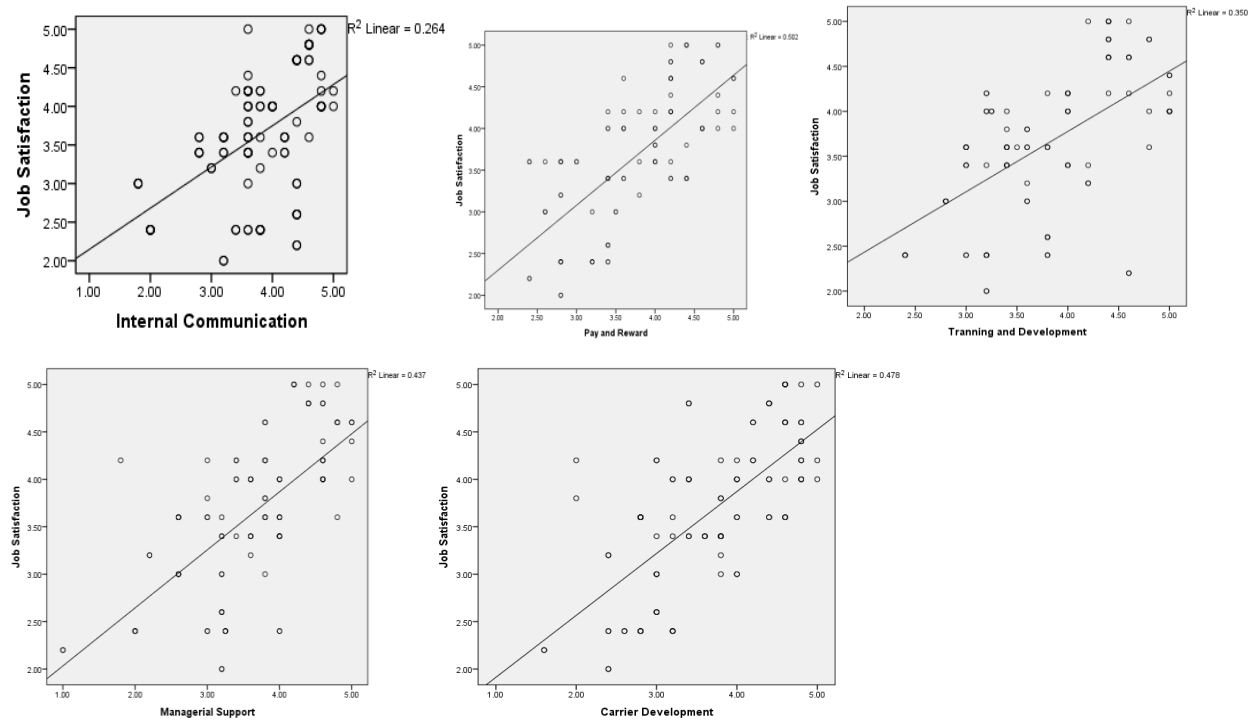

Figure 4.1 Linear relationship between independent variables and dependent variable

Source: own Survey, 2020

4.4.3 Homoscedasticity (equal Variance) Test

The below figure showed the variance dependent and independent variables. This means as we thought level of one variable the other variable is not changing. The upper side of the finger column of the matrix show the scatterplot for the dependent variable with each of the independent variables. And as per the visual inspection, the plots show good variability in the plots and we will proceed with the analysis assuming homoscedasticity is not a major problem.
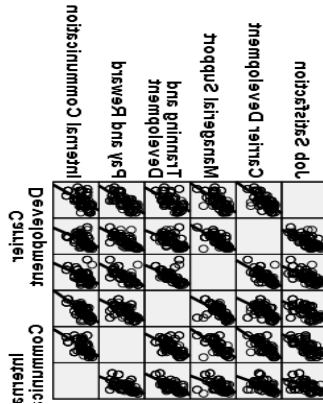
Figure 4.2 homoscedasticity between the variables

Source: own Survey,

4.4.4 Interdepend Errors/Residual Test

The Durbin-Waston statistic is used to test for *2020*independent of residuals and its statistical value rang is from $0 - 4$. As a general rule the residuals are independent (not correlated) if the DW statistic is approximately 2.

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.771[a]	.595	.574	.52352	1.931

a. Predictors: (Constant), Career Development, Internal Communication, Managerial Support, Training and Development, Pay and Reward

b. Dependent Variable: Job Satisfaction

Table 4.6 Residual test

Source: Own Survey, 2020

According to the rule, this particular study DW value is 1.931 within acceptable range and assumed independent of residuals assumption is existed.

4.4.5 Multicollinearity Test

Multicollinearity is the existence high correlation among the dependent and independent variables. In other words, multicollinearity exits when there is strong correlation between two or more predictors and it is a problem with multiple linear regressions (Field, 2006). The multicollinearity has two ways to detect and the researcher choose correlation among the independent variables. And the Multicollinearity exists when variables should not be exceeded above 0.8 (Hair, 2006).

Correlations

		Internal Communication	Pay and Reward	Training and Development	Managerial Support	Career Development
Internal Communication	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	103				
Pay and Reward	Pearson Correlation	.602**	1			
	Sig. (2-tailed)	.000				
	N	103	103			
Training and Development	Pearson Correlation	.737**	.612**	1		
	Sig. (2-tailed)	.000	.000			
	N	103	103	103		
Managerial Support	Pearson Correlation	.518**	.721**	.601**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	103	103	103	103	
Career Development	Pearson Correlation	.493**	.750**	.543**	.712**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	103	103	103	103	103

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

Table 4.7 Multicollinearity test

Source: Own Survey, 2020

The above table result shows the correlation matrix between dependent and independent both pairwise correlation was not exceeded above 0.9. And concluded the above discussion multicollinearity was not a problem for particular study.

4.5 Estimation Result

The researcher after checking the appropriateness of the model, this section presents the evaluation result of how internal marketing dimensions factors predict employee job satisfaction. The dimensions of internal marketing (Internal communication, pay and reward, career development, training and development, and managerial support) are used as independent variables and the employee job satisfaction is used as depend variable. Under the study result of regression analysis is discussed as follows.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.992	5	7.798	28.453	.000^b
	Residual	26.585	97	.274		
	Total	65.577	102			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Career Development, Internal Communication, Managerial Support, Training and Development, Pay and Reward

Table 4.8   ANOVA

Source: Survey Result, SPSS (2020)

Analysis of variance (ANOVA) is a collection of statistical models and their associated estimation procedures (such as the "variation" among and between groups) used to analyses the differences among means. It is useful test of model's ability to explain any variation in the dependent variable.

The F test is used to test the significance of the regression model as a whole. F is a function of R^2, the number of independents, and the number of cases. The decision rule for F-ratio statistic is to reject the null hypothesis if F is greater than the critical value of an appropriate level of significance, and not to reject the null hypothesis when F value is smaller or equal to the critical value of an appropriate level of significance.

As indicated in the Table 4.8, the significance value of the F statistic is less than 0.05, which indicates that the model is fit. Since the critical (significance) probability of the F statistic for the regression analysis is 0.000, the internal marketing dimension (the model) significantly predicts job satisfaction of GTH employees.

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.771[a]	.595	.574	.52352	1.931

a. Predictors: (Constant), Career Development, Internal Communication, Managerial Support, Training and Development, Pay and Reward

b. Dependent Variable: Job Satisfaction

Table 4.9 Modal summary

Source: Survey Result, SPSS (2020)

The regression model considered employee job satisfaction as dependent variable and factors affected by five independent variables. A multiple regression analysis was conducted to evaluate how well five factors predict employee job satisfaction at GTH. According to Thumb strength relationship rules of R statistics, table 4.9 represented under linear combination of five factors are significantly related employee job satisfaction shows (R=.771[a]) which means, it has strong relationship between independent variables and dependent variable, (R^2= 0.595) this means 59.5% of variance in the independent variables, responds job satisfaction, and the adjusted R square value is a slightly lower, indicating 57.4% of the variance is accounted by the model.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.266	.311		.853	.396
	Internal Communication	-.005	.104	-.005	-.051	.960
	Pay and Reward	.311	.125	.283	2.490	.014
	Training and Development	.206	.118	.182	1.743	.045
	Managerial Support	.143	.096	.155	1.491	.139
	Career Development	.256	.100	.271	2.570	.012

a. Dependent Variable: Job Satisfaction

Table 4.10 Coefficient[a]

Source: Survey Result, SPSS (2020)

4.5.1 Standardized beta Coefficient

The General multiple linear regression models, when all predictor variables are linear, for the response, can be expressed as (Demaris, 2004; Gujarati, 2004):

The linear multiple regression for dependent variable (employee job satisfaction) and the five independent variable (internal communication, pay and reward, career development, training and development and managerial support) in the form of X_1= internal communication, X_2 = pay and reward, X_3= career development, X_4 = training and development, X_5= Managerial Support and the e= the error term (0.05 in our case).

Based on the table 4.10 taking the standardized beta value into thought, the regression equation of the specific study to the Pearson two decimal places was expressed as

$$Y= .266+(-.005) X_1+311X_2+.206X_3+.143X_4+.256X_5+0.05$$

4.5.2 Hypothesis Test

The findings shown on table 4.10 is that the internal communication (-.005) variation on job satisfaction with $p > 0.05$. This implies it is insignificant and any change in the internal communication doesn't increase employee job satisfaction. And the previous studies (Chen 2008, Carrière& Bourque 2009, Milan et al. 2013) disprove this result and said that internal communication is a key for employee job satisfaction and both have positive relationships to make the working environment smooth and boost employee job satisfaction. Other statistical values of this variable supported the authors' discussions but the researcher rejected H1"Internal communication positively influences employee job satisfaction." and recommend to other researchers to see this gap in their study.

The coefficient table 4.10 shows the pay and reward program (.283) or 28.3% variation on job satisfaction with $p < 0.05$ and has positive influence on employee job satisfaction. This finding supported by Gerald and Dorothee (2004) and Clifford (1985) that discussed pay and rewards are significantly related to professionalism and job satisfaction. Any change in employees' salary/incentive/allowance and psychological reward (work recognitions) have the power to increase employee job satisfaction. Thus, the researcher accepted H_2 "Pay and reward has encouraged positive power to influence employees to be satisfied with their jobs".

Similarly, training and development program (.183) or 18.3% positive variation on job satisfaction with $p < 0.05$ and it shows that the two variables have statistically significant relationship with each other. And these finding also supported by Narteh (2012) that discussed training is a way to perform their job in a satisfying manner and has a role to boost employees' job satisfaction. Thus, the researcher accepted the H3" Training and development positively influences employee job satisfaction."

Looking at the standardized beta coefficients, the managerial support result (.155) or 15% with $p > 0.05$ which means that it is statistically insignificant. And any change on managerial support will not help to increase the employee job satisfaction at the hotel. This result disprove by T.Kim & Mullins, 2016) that discussed the readiness of managers to accommodate employees' schedules, tasks and aids that can help employees in managing their work and that can increase employee job satisfaction. Other statistical values of this variable supported the authors' discussions but the researcher rejected H_4 "Managerial support positively influences employee job satisfaction." and recommend to other researchers to see this gap in their study.

Lastly the career development program is at the level of (.271) or 27.23% positive variation on job satisfaction with $p < 0.05$ which indicates that there is statistically significant and positive variation between the two variables. This result supported by (McCracken, 2002; Rutherford, 2005) that discussed employees will be satisfied when there is a good career development system, and the company designs the system for managerial and professional staff. Thus, the researcher accepted the H_5 "Career development has a positive influence on employee job satisfaction."

4.5.3. Summary of Hypothesis

Hypothesis	Analysis Used	Finings		Result
H_1	Multiple regression	β=-.005	negative	Not supported
		P>0.05	Insignificant	
H_2	Multiple regression	β=0.283	Positive	Supported
		p<0.05	Significant	
H_3	Multiple regression	β=0.182	Positive	Supported
		p<0.05	Significant	
H_4	Multiple regression	β=0.155	Positive	Not Supported
		p>0.05	Insignificant	
H_5	Multiple regression	β=0.271	Positive	Supported
		p<0.05	Significant	

Table 4.11 Summery of hypothesis

Source: own

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter summarizes the main findings of the research, infers what the findings signify in the conclusion section, and forwards its recommendation in the areas where gaps were identified.

5.1 Summary

Summary of major findings from descriptive section, correlation and regression analysis sections are presented as follow.

The descriptive statics also reveal that the GTH internal communication, and training and development mean value were the same (with the highest mean scores, i.e., M = 3.8) to be the most dominant of internal marketing practices, followed by pay and reward mean value (M =3.728), managerial support (M= 3.6369), career development (M=3.6563) and job satisfaction (M=3.650). Regarding the satisfaction level, GTH internal marketing practices rated with a minimum mean value of 3.73 (average level) shows that those dimensions (internal communication, pay and reward, training and development, managerial support, career development) are practiced at the hotel day to day in working activities and also the satisfaction of employees lies on average level as a whole.

The outcome of the Person correlation test between the dependent variable, job satisfaction, with independent variables of internal communication, training and development showed that there is positive relationship between the two variables which is moderate and significant. In the other way the dependent variable (job Satisfaction) with independent variables of pay and reward, managerial support and career developments are on strong level with a significant statistical result.

Normality, linear relationship, homoscedasticity, independent of errors and multicollinearity model assumption test was discussed using SPSS to confirm the selected model analyses.

The normality test Skewness measures employee job satisfaction against factor of the independent variables were in the acceptable range (-1 to 1) and the assumption of normality is not violated but the Kurtosis result under pay and reward was slightly out of range (-1.083) and this violates the assumption of normality. However, according to central limit theorem, sampling distribution and use of the statistical test, this variable is appropriate. Hence, the normality assumptions are fulfilled (Field, 2013).

The model summary result showed a linear combination of all independent variable considered under study predict R^2 =.595. which indicate 59.5% of the variation in employee job satisfaction described by five independent variables.

The ANOVA result exposed the value of R and R^2 obtain under the model summary part was statistically significant at F=28.45 and p (0.000) < 0.05.

The standardized beta coefficient shows that pay and reward, training and development, managerial support, and career developments are more significant and statistically meaningful. This can be interpreted as a certain increment on the pay and reward, it will increase employee job satisfaction by 28.3%. Certain upgrades on the training and development, effective and efficient managerial support, and upgrade in career development programs will increase the employee job satisfaction by 15.5 %, 18.2% and 27.1% sequentially. Thus, pay and reward, training and development, managerial support and career developments have a greater rate of change than another predictor.

All hypotheses were tested by standardized beta coefficient and H_1 "Internal communication positively influences employee job satisfaction." and H_4 "Managerial support positively influences employee job satisfaction." are rejected and recommend to other researchers to see this gap in their study is rejected.

5.2 Conclusion

The main aim of this study was to empirically examine the level of internal marketing practice at GTH and the relationship with employee's job satisfaction. GTH has a vision to be competent, leading & most sought after luxury & profitable hotel throughout the world. The mission statement is to deliver world class hotel service & be a leader in the industry through the help of professional, responsible, highly trained & motivated employees in order to ensure customer satisfaction.

Based on the analysis made on the collected data, there were problems related to the internal marketing practice which is related to inadequate availability of pay and reward, training and development, career development practice and managerial support. The hotel is not fully implementing the internal marketing practices which needs much effort to have better internal marketing orientation.

As per different authors which stated in the literature review, the internal marketing is a key way to promote a company's objectives, products and providing excellent services to the customers and its purpose is to increase employee engagement with the company's goals and fostering brand advocacy. Therefore, since effective internal marketing builds a strong company culture where workers are loyal to the brand and work for more than a pay-check; GTH should keep employees pleased and engaged with external marketing efforts as well.

5.3 Recommendation

The researcher has recommended that, in order to increase and maintain the level of employee job satisfaction, the hotel has to understand and properly manage the existing gaps of internal marketing dimensions.

To be the best competitor and thrive in the industry, they should implement internal marketing practices consistently while considering different aspects of employee job satisfaction such as internal communication, employee motivation, managerial support and employee training and development.

The coefficient result of internal communication shows, insignificance on the job satisfaction but based on observations and other statistical results of the variable, the hotel should work on the communication gaps between employees and revise the internal communication standard operating procedures (SOP) which should be clearly state how/when/where/what information/jobs should be communicated with employees. And develop a culture of encouraging employees to share their constructive ideas, and give them an audience in the decision-making process in accordance with necessity and capacity level. In addition, the study recommends another researcher to see this gap.

The hotel should have a clear understanding of employee's expectation and also understand what motivate the employees individually and as a collective group. And as the level of employee pay and reward practice is on moderate level, employee's productivity will reduced thought a time. Since it is stimulating, inspiring and inducing the employee's performance, the hotel should revise the financial and non-financial incentives and rewards program.

The study recommends, the online training and development platform passwords and accounts should be given to the responsible department manager's/directors and follow up/measure the employee result. In addition, the need assessment should be conducted before any training. The advanced training should be aligned with management's operating goals, practices.

The hotel management team should consider employees as valuable and key players in the development of the hotel and employees should be involved in goal setting and decision-making procedures; this will increase employee participation and give a sense of responsibility to achieve the goals and objective of the hotel.

Based on the finding of the result, the career development program needs to be plan and encourage unique skills, offer career coaching to employees, train managers and implement the succession plan that the hotel has and promote training and development program. These may increase employee belongingness and job satisfaction.

As most of the employees are well experienced and academically on a good position, the hotel should look back and work on the internal marketing practices of pay and reward, managerial support, carrier development, training and development to be the best competitor in the industry.

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Appendix I

Survey Questionnaire

Questionnaire
St. Mary's University
MBA program
Department of General Management

Dear Valued Respondent,

My name is Rahel Teka and a second year MBA student at St. Marry University. Currently, I am conducting research on "The effects of internal marketing on job satisfaction" as a partial fulfilment for an MBA Program. The general objective of this study is to determine the effects of various elements of internal marketing on job satisfaction of employees in Golden Tulip Hotel as well as to examine the extent to which internal marketing is in practice at the hotel. To make the study fruitful, I require your earnest cooperation in filling this questionnaire.

I would like to assure you that the data to be collected will be used only for the research purpose and remain confidential. For further information, please don't hesitate to contact me through the following address:

Rahel Teka, contact. No. +251-912 02 93 48, E-mail- rahelteka85@gmail.com

Thank you in advance for your cooperation!

Part I: General Questions

I.Gender

Female ☐   Male ☐

II.Age

Below 20 ☐   21-30 ☐   31-40 ☐   Above 41 ☐

III.Education background

Diploma ☐   First Degree ☐   Postgraduate   Other ☐

IV.Years of working Experience at GTH

1-2 Years ☐   3-5 Years ☐   6-10 Years ☐

Part II: Internal Marketing Outlooks

For the questions below, please put checkmark (√) on the point that best suits your

agreement level from the adjacent choices.

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Internal Communication						
1	There is open and precise flow of information in our department					
2	I am satisfied with the communication I have with my supervisor and higher management.					
3	Any changes/updates that I might be concerned is communicated formally					
4	Managers are open to consider what employees have to say about their jobs, problems, and the solutions they may suggest.					
5	I feel like I am part of the organization because my ideas are given attention and considered valuable by management					
Pay and Reward						
1	I receive encouraging reward on my extra efforts					
2	I receive my salary and benefit payment on time					
3	The incentives given to employees are motivating as a competitive basis					
4	I have suitable health insurance facilities at the hotel					
5	I am considered as an asset of the hotel					

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Training and Development						
1	I am well aware of the hotel's Mission and vision statements					
2	I have the opportunity to receive well organized trainings by capable and experienced instructors					
3	I have the knowledge, skill and experience and I fit to the task I am performing.					
4	Training will be always given when an employee is reassigned to another department					
5	Training will be always given when certain changes are required on the workflow.					
Managerial support						
1	Managers allow employees to use their own judgment in solving problems					
2	Supervisors and higher managements are interested to allow me to participate in decision making processes.					
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.					
Career development						
1	An employee career development program is available?					
2	My current role is making a difference to the hotel?					
3	The hotel career development program has clear, knowledge and skills requirements to get to the next stage of my career.					
4	The program is open/fair to all employees.					

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5	The program helps me to develop a positive self-concept.					
Job Satisfaction						
1	I love my job and I am satisfied with my current career.					
2	I am satisfied with the equal opportunity of growth.					
3	I am satisfied with the company salary scale					
4	I am satisfied with the clarity of task responsibility and role that I have in my work					
5	I am satisfied with the job security I have					

Thank you!