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FACULTY OF BUSINESS

The Effect of Internal Marketing on Job Satisfaction of Employees In The Case Of East African Pharmaceutical PLC:

By:

Tobel Dereje

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ADDIS ABABA, ETHIOPIA

THE EFFECT OF INTERNAL MARKETING ON EMPLOYEE JOB SATISFACTION IN THE CASE OF EAST AFRICAN PHARMACEUTICALS PLC

BY
TOBEL DEREJE

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APPROVED BY BOARD OF EXAMINERS

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Advisor   **Signature**

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External Examiner   **Signature**

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Internal Examiner   **Signature**

DECLARATION

I, Tobel Dereje declare that the thesis entitled "The Effect of Internal Marketing on Employee Job
Satisfaction: the case of East African pharmaceuticals PLC" is my original work. I have carried out the present study independently with the guidance and support of the research advisor, Mesfin Tesfaye (PhD). 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: - Tobel Dereje

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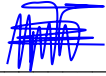**Signature**   **Date**

ENDORSEMENT

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

Mesfin Tesfaye, Ph.D   _____   **06/06/ 2024**
Advisor   **Signature**   **Day**

St. Mary's University, Addis Ababa

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Acknowledgments

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ACRONYMS

EAP: - East African Pharmaceuticals

Q: - Question

H: - Hypothesis

IM: - Internal Marketing

SPSS: - Statistical Package Software for Social Science

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Abstract

This study investigates the impact of internal marketing on job satisfaction among employees of East African Pharmaceutical PLC (EAP) in Addis Ababa, Ethiopia. Using a quantitative approach, structured self-administered questionnaires were employed to measure internal marketing through five dimensions: motivation, training and development, communication, empowerment, and managerial support, with job satisfaction as the dependent variable. The primary objective is to assess how these practices influence job satisfaction, providing insights for improving employee engagement and organizational performance.

The collected data was analyzed using both descriptive and inferential statistical methods. Descriptive statistics offered a comprehensive overview of respondents' demographics and general data trends, while inferential statistics, including multiple regression analysis, tested the hypotheses and determined the relationships between internal marketing practices and job satisfaction. This analytical approach ensured a robust examination of the data and reliable conclusions.

Key findings indicate that training and development programs significantly enhance job satisfaction, emphasizing the importance of continuous professional growth opportunities. Motivation is identified as a critical factor, with motivated employees reporting higher job satisfaction levels. Empowerment through shared decision-making and responsibility positively affects job satisfaction, highlighting the need for managerial strategies that foster autonomy. Effective communication channels are linked to increased job satisfaction, underscoring the importance of transparency and information flow. Managerial support also significantly contributes to job satisfaction, demonstrating the value of supportive management practices. These findings align with existing literature, reinforcing the theory that internal marketing practices enhance employee job satisfaction.

The implications of this study are significant. For EAP, the results offer a roadmap for developing targeted internal marketing strategies to improve employee satisfaction and organizational performance. For the academic community, the study contributes to the understanding of internal marketing's role in job satisfaction, providing empirical evidence from the pharmaceutical sector in Ethiopia. This research serves as a foundation for future studies, encouraging further exploration into the dynamics between internal marketing and employee satisfaction across various industries and cultural contexts.

Chapter One

Introduction

This chapter consists of the background of the study, statement of the problem, research questions, objective of the research, significance of the study, scope of the study and finally the organization of the paper.

1.1 Background of the study

Internal marketing constitutes a critical investment for firms, demanding substantial efforts in cultivating the competence and commitment of their workforce (Smith, 2015; Jones & Brown, 2018). According to Kotler (2000), the approach involves intensive training and motivation of employees and the entire support staff to function cohesively as a unit dedicated to ensuring satisfaction. The integration of internal marketing principles with training and education proves instrumental in enhancing employee quality and performance (Johnson, 2017).

Key elements such as a profound understanding of customer needs and the ability to consistently provide dependable products and service are achieved through the application of internal marketing strategies. Continuous investments in employee quality and performance serve as the core in maintaining a competitive edge (Taylor & Smith, 2020). Beyond mere recruitment, internal marketing necessitates ongoing efforts to foster a culture of customer-centricity within the organization (Clark & Turner, 2021).

Furthermore, this internal marketing framework is not a one-time effort but a continuous process. Regular evaluations, feedback mechanisms, and adaptive training programs ensure that the workforce remains attuned to evolving customer expectations and industry trends (Evans, 2018). This dynamic approach not only enhances the organization's capacity to meet current demands but also positions it strategically to anticipate and address future challenges in the ever-changing landscape (Harris & Robinson, 2022).

The notion of internal marketing has undergone a transformation, moving beyond the initial framework of employee satisfaction and motivation, where employees are regarded as customers, and jobs as products to enhance service quality (Sasser & Arbeit, 1980; Berry, 1981). The fundamental idea behind internal marketing is to elevate the significance of employees to a level similar with external customers by considering them as internal customers (Grönroos, 1988). This evolution underscores the vital role employees play in delivering superior service quality.

The significance of internal marketing lies in its capacity to motivate employees and foster an environment where they are inclined to provide exceptional services to external customers, thereby enhancing overall customer satisfaction with the company's offerings (Lings & Greenly, 2005). This approach recognizes the interdependence of employee satisfaction and customer satisfaction, emphasizing

that content and motivated employees are more likely to deliver outstanding service, directly impacting the customers' perception of the company's products.

Expanding on this, the holistic integration of internal marketing practices involves recognizing employees not merely as contributors but as valued stakeholders. This employee-centric approach requires continual efforts in employee engagement, training, and development, aligning their roles with companies' expectations (Brown & Johnson, 2012).

The correlation between Internal Marketing (IM) and the functions of human resources (HR) is unmistakable. In contemporary business practices, the alignment of HR with the strategic imperatives of an organization has gained widespread acceptance, serving as a primary driver behind the evolution of strategic human resource management (SHRM) and its associated functions (Ahmed & Rafiq, 2000). Bansal et al. (2001) stated that the tenets of IM constitute integral components of HR management practices, instrumental in fostering internal customer commitment, job satisfaction, and trust in management. This encompasses facets such as job security, comprehensive training, and substantial rewards, partially contingent on organizational performance, as well as the promotion of information sharing, employee empowerment, and the reduction of status distinctions.

Consequently, the success of IM programs is anticipated to yield significant dividends for organizations (Arnett et al., 2002). These potential benefits encompass a reduction in employee turnover rates, an elevation in service quality, heightened levels of employee satisfaction, and an enhanced capacity to implement organizational change. The interplay between IM and HR functions is, therefore, pivotal in shaping organizational outcomes and fostering a positive workplace environment.

The concept of job satisfaction is not a novel addition to marketing literature; it dates back to the mid-1930s (Hoppock, 1935). Employee job satisfaction, as explained by Tadeka et al. (2005), emanates from the mental and physical contentment experienced in the work environment and the nature of the work itself. Recognizing and addressing the needs of employees, and cultivating an efficient and collaborative work environment where individuals feel engaged, motivated, and rewarded in their daily tasks, emerge as critical factors in the success of internal marketing.

The alignment between internal marketing and employee job satisfaction stands as a pivotal element in developing customer satisfaction, ultimately positioning the organization competitively and bolstering profitability (Sulieman A., 2013). The recognition of the relationship between IM and HR, along with the fostering of job satisfaction, underscores the interconnectedness of employee well-being and organizational success in the dynamic landscape of modern business.

In conclusion, this research aims to explore the degree to which internal marketing practices, encompassing empowerment, training, communication, managerial support and motivation, are implemented and their impact on the job satisfaction of employees at East African Pharmaceuticals (EAP).

1.2 Statement of the problem

Any organization to be successful there would be need for organizations to fulfill the needs of its employees. According to Kotler (2000), internal marketing should be as a priority before external marketing. Internal marketing Starts with the organization recruiting the right people in the position to reach the point where these employees are satisfied and willing to do their job and accomplish customer satisfaction.

In the rapidly evolving and intensely competitive pharmaceutical industry, the satisfaction of employees stands as a core to organizational triumph. The intricate web of pharmaceutical advancements and market dynamics demands a workforce that is not only skilled and innovative but also deeply engaged and content. Within this context, the significance of comprehending the influence of internal marketing strategies on job satisfaction becomes increasingly apparent.

As per (Naveed, 2013), achieving external customer satisfaction is contingent upon the essential contributions of customer-contact employees who deliver the service. Given the significance of the services provided, hotels are advised to bolster support for customer-contact employees. This support aims to equip them with effective communicative sales skills and foster an environment that ensures their comfort and job satisfaction. This observation has given rise to the concept of internal marketing, which, in recent times, is being advocated as a solution to consistently delivering high service quality.

In a study conducted by (Al-Borie, 2012), the focus was on assessing the influence of internal marketing on job satisfaction within teaching hospitals in the Kingdom of Saudi Arabia. The study considered several independent variables representing internal marketing factors, namely selection and appointment, training and development, organizational support, incentives and motivation, and retention policy. The research findings revealed a positive impact of internal marketing on the job satisfaction of physicians in teaching hospitals in Saudi Arabia. Additionally, the study highlighted that internal marketing also positively affects the job satisfaction of hospital staff in Northern Greece.

The correlation between employee care and job satisfaction is apparent. Establishing job satisfaction is a challenging task, given the inherent difficulty in pleasing human beings. Individuals have diverse approaches in their quest for satisfaction, and this complexity adds to the intricacy of achieving job satisfaction. The assertion here is that organizations that prioritize the well-being of their employees tend to have a satisfied staff member (Malik, Ahmad, and Hussain, 2010).

Employees at EAP, like many others in the pharmaceutical sector, are crucial assets contributing to the innovation and growth of the company. However, according to Abu ELSamen, Amjad & Alshurideh, Muhammad. (2012) challenges and opportunities within the pharmaceutical context necessitate an in-depth investigation into the extent to which internal marketing practices influence job satisfaction. So, this paper studied the impact of internal marketing on job satisfaction among EAP employees.

1.3 Research questions

This paper answers the following questions:

Q1. What is the effect of managerial support on job satisfaction of employees of EAP?

Q2. What is the effects motivation on job satisfaction of employees of EAP?

Q3. What is the effects training and development on job satisfaction of employees of EAP?

Q4. What is the effects communication on job satisfaction of employees of EAP?

Q5. What is the effects empowerment on job satisfaction of employees of EAP?

1.4 Objective of the research

This research paper has both general and specific objectives

1.4.1 General objective

The general objective of the study is the effect of internal marketing on job satisfaction in the pharmaceutical service of East Africa Pharmaceutical.

1.4.2 Specific objective

- To identify the effect of managerial support on job satisfaction
- To identify the effect of motivation on job satisfaction on employees at EAP
- To assess the effect of training and development on employees at EAP
- To identify the effect of communication on employees at EAP
- To identify the effect of empowerment on job satisfaction at EAP

1.5 Research hypothesis

This study has the following hypotheses: There is significant and positive relationship between internal marketing and employees' job satisfaction

H1. Training has statistically significant positive effect on employee job satisfaction

H2. Motivation has statistically significant positive effect on employee job satisfaction

H3. Empowerment has statistically significant positive effect on employee job satisfaction

H4. Communication has statistically significant positive effect on employee job satisfaction

H5. Managerial support has statistically significant positive effect on employee job satisfaction

1.6 Scope of the study

Internal marketing plays a pivotal role in shaping employees' job satisfaction within organizations. It involves the implementation of marketing principles within the company to promote a positive organizational culture and enhance employee engagement. Job satisfaction, a critical aspect of employee well-being, is influenced by various factors, including communication, training, and overall internal support.

In terms of methodology, this study adopts a quantitative approach to assess the impact of internal marketing on job satisfaction at EAP (East African Pharmaceutical PLC). Utilizing statistical methods, the research collected and analyzed numerical data, providing a systematic and objective evaluation of the relationship between internal marketing efforts and employees' job satisfaction.

EAP (East African Pharmaceutical PLC), an organization operating in Addis Ababa, Ethiopia. This area was chosen due to its relevance to the research topic and the potential applicability of findings to similar industries and contexts. Examining internal marketing and job satisfaction within a specific organizational setting allows for a more in-depth understanding of the dynamics at play, offering insights that may be particularly relevant. The contextual specificity enhances the applicability of the research outcomes to similar organizations facing similar challenges or opportunities in the region.

The time frame for this research project spans from March 2024 to May 2024. The three-month duration is deemed sufficient to collect, analyze, and draw conclusions from the gathered data

1.7. Limitation of the study

Despite the insights gained, the study has several limitations. The sample size, confined to employees of East African Pharmaceuticals PLC, may limit the generalizability of the findings. Additionally, Absence of extensive research papers conducted by researchers on Ethiopian pharmaceutical industries context which created reference difficulties.

1.8 Significance of the study

Understanding how internal marketing impacts job satisfaction is paramount for organizations aiming to cultivate a positive work environment and deliver exceptional services.

EAP managers can utilize the findings as a valuable resource to identify specific areas that may require improvement. Armed with this knowledge, they can formulate and implement targeted strategies, thereby addressing issues and fostering a more supportive workplace culture.

This paper will also help other organizations like EAP to study their own organizations internal marketing and its effects on job satisfaction and help them achieve their organization goals with satisfied employees. Furthermore, the study's implications extend beyond the immediate practical applications.

It contributes to the broader body of knowledge surrounding internal marketing, offering a nuanced perspective that adds depth to existing theories. This, in turn, provides a solid foundation for academics interested in delving deeper into the subject.

The research also acts as a catalyst, inspiring further exploration and encouraging scholarly inquiry into the intricate relationships between internal marketing, job satisfaction, and service quality.

1.9 Definition of key terms

Internal marketing refers to all the actions that an organization (i.e., health care organizations, hospitals, etc.) has to perform in order to develop, train and motivate its employees, so to enhance the quality of the service provided to customers.

Training refers to the organized process of providing individuals with knowledge, skills, and competencies to enhance their performance in a specific area or task (Conduit & Mavondo, 2001).

Empowerment is the process of granting individuals the authority, autonomy, and resources to make decisions and take action, thereby enabling them to develop a sense of control, confidence, and effectiveness in their personal and professional lives (Rafiq & Ahmed, 2000).

Motivation is the internal or external drive that initiates, directs, and sustains behavior Grönroos (2007).

Communication is the process of exchanging information, ideas, thoughts, or feelings between individuals or groups through verbal, non-verbal, or written means, facilitating understanding and shared meaning (Wilson et al., 2008).

Managerial support refers to the assistance, guidance, and resources provided by managers to their subordinates or teams to facilitate effective task completion, problem-solving, and overall work performance (Al-Borie, 2012).

Job satisfaction is defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job (Hogg & Carter, 2000).

10. Organization of the paper

The paper is organized in five chapters. Chapter one presents the introduction part focusing on the background to the study, problem statement, objectives and research hypotheses, significant and scope of the study, The second chapter shows the critical review of the related literatures relevant to understand the topic of the study deeply. The third chapter deals with the research design, which includes the research approach, methods adopted, population & samples, questionnaire design, and data analysis techniques that will be employed. Chapter four is made up of detailed analysis of data collected and presentation of information, and 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 annexed list of reference, and data collection instruments.

Chapter Two

Review of related literatures

Definition of internal marketing and job satisfaction

Internal marketing, as initially conceptualized, involves providing internal job products to meet the needs of the internal market (employees) in order to achieve organizational objectives (Berry, et.al., 1976). The idea is that by ensuring the satisfaction of internal customers (employees), a company can better equip them to serve external customers.

However, various definitions of internal marketing exist, and there is no unified notion (Rafiq & Ahmed, 1993). George (1977) and Berry (1980) propose that maintaining the happiness of internal customers (employees) in their roles is crucial for ensuring the satisfaction of external customers. Kotler (1991) emphasizes that the goal of internal marketing is to hire, train, and motivate employees to serve customers effectively, treating employees as customers (Berry & Parasuraman, 1991).

Another perspective defines internal marketing as a technique within an organization that communicates corporate values (Hogg & Carter, 2000). It is considered part of the broader market orientation concept initially developed for external customer marketing but adaptable for internal customers as well (Naude, et.al., 2002). Nevertheless, Rafiq and Ahmed (1993) challenge the idea of employees as customers, pointing out that employees may face coercion, unlike external customers who have the freedom to choose competing firms. In response, Rafiq and Ahmed (1991) redefine internal marketing as a planned effort to overcome organizational resistance to change and align, motivate, and integrate employees toward effective corporate and functional strategy implementation.

The term internal marketing is commonly used to underscore a commitment to enhancing the effectiveness of organizational resources in providing services (Gilmore, 2003). It's essential to note that internal marketing isn't confined to a specific department; rather, it constitutes an organizational activity that requires coordination across all resources within the organization (Hogg and Carter, 2000).

Barnes (1998) adopts a similar perspective, defining internal marketing as actions taken by the organization to ensure that customers receive the highest standard of service in exchange for employees' commitment to service quality. Employee commitment is fostered by encouraging the use of customer-focused quality techniques (Ballantyne, 2003). In terms of customer orientation, internal marketing focuses on attracting, retaining, and motivating service-minded employees. However, motivating employees alone is insufficient; the customer orientation must also be conveyed to the external

marketplace through employee actions (Rafiq and Ahmed, 2000). George (1990) highlights that relational exchanges among employees within an organization are a prerequisite for successful exchanges with external markets. The satisfaction of the internal customer is crucial, as it ultimately impacts the satisfaction of the external market (Ballantyne, 2003). Internal marketing is a technique employed by the organization to ensure the delivery of excellent service.

Woodruffe (1995) characterized internal marketing as an approach that assigns equal importance to both employees and customers through proactive programs, aiming to fulfill organizational objectives. It involves implementing marketing strategies within an organization to cultivate customer-focused and customer-oriented employees. Consideration is given to the human resources perspective, aiming to motivate customer-contact employees, particularly those on the front line who engage with the majority of customers and handle diverse customer transactions.

2.1 Theoretical framework

Preston and Steel (2002) addressed internal marketing, emphasizing the significance of recruiting, training, developing, and motivating staff as crucial components. They argued that the external marketing impact of each staff member should be the focal point of an internal marketing strategy. Paulin et al. (2006) tested a model that explored antecedents and consequences of employee affective organizational commitment, highlighting co-worker support and the perception of fair treatment as precursors to customer-linked job satisfaction.

Panigyrakis and Theodoridis (2009) synthesized internal marketing's impact on business performance, presenting a Structural Equation Model with dimensions such as formal interaction, reward systems, feedback, internal procedures and policies, and internal customer orientation (ICO).

The concept of internal marketing intersects with various aspects of Human Resources Management (HRM), including motivation, leadership, values, shared vision, structure, service delivery systems, and procedures. Collins and Payne (1991) assert that internal marketing is concerned with managing human resources within the organization and describes its application internally. They emphasize a market-oriented human resources approach for impacting company success. Basic activities of internal marketing include internal information, personnel training, community spirit creation, and motivation.

Helman and Payne (2002) note that internal marketing encompasses both formally organized activities and ad hoc initiatives. They highlight "marketing to employees" as the most common form of internal marketing. For a service to succeed, effective execution of external marketing, interactive marketing, and internal marketing is essential, with employees playing a critical role in delivering promised services. The left side of the triangle (Figure 2.1) is internal marketing, where employees are trained and given skills

and tools to enable the employees 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)
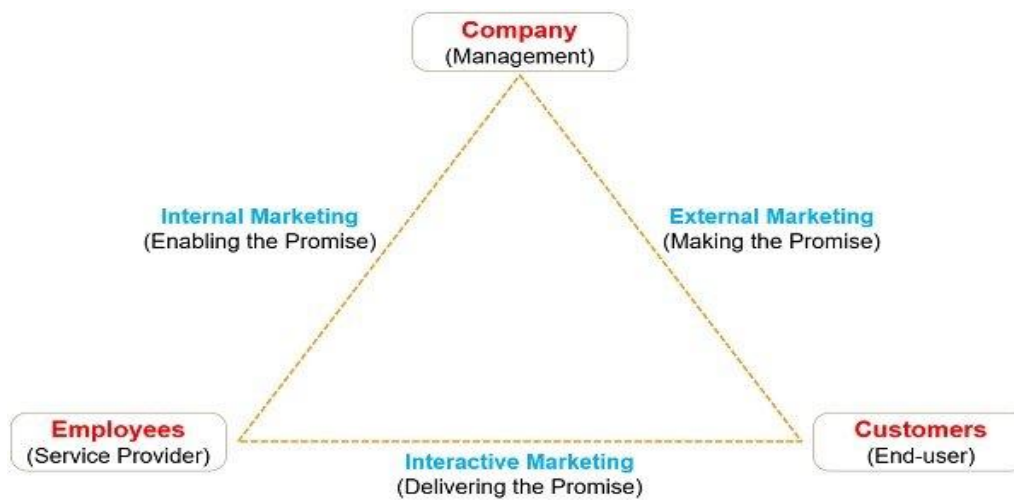
Figure 2.1. Coordination of the three types of marketing
Source: Wilson et al., 2012

Organizations have embraced internal marketing to better recognize the significance of employees in the organizational framework (Esfahani, Amirosadat, Rahimi & Marandi, 2013). Wilson et al. (2012) highlight that internal customers serve as a vital link between customers, the environment, and internal operations. Front-line employees play a critical role in understanding, filtering, and interpreting information and resources between the organization and its external customers. The concept of internal marketing implies that an organization's employees constitute the primary market, emphasizing the need for the company to invest effort into satisfying employees as much as external customers. Recognizing and meeting employees' needs leads to increased motivation and commitment, resulting in better service for external customers (Ting, 2010).

Historically, employee training, marketing analysis, and planning were primarily focused on the external environment, such as external customers, competitors, and markets (Piercy & Morgan, 1991). Caruana and Calleya (1998) highlight a better understanding of the interaction between the company, employees, and customers through various marketing activities, emphasizing the interconnection of internal, external, and interactive marketing tools to promote company services or products.

Rafiq and Ahmed (2000) introduced internal marketing over 20 years ago to address the challenge of consistently delivering high service quality. The definition by Kotler, as cited in Caruana & Calleya (1998, p. 109), describes internal marketing as the successful hiring, training, and motivation of capable employees to serve customers effectively. The main goals of internal marketing, according to Caruana and

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Calleya (1998), include supporting management methods, personnel policy, internal training, and planning procedures. The aim is to engage employees in endorsing services, campaigns, and other marketing initiatives (Caruana & Calleya, 1998).

Woodruffe (1995) suggests that internal marketing is crucial for motivating and committing employees to ensure the best treatment of customers and active participation in achieving organizational goals. She sees internal marketing as a critical element for service-oriented organizations, serving as the most important factor in gaining a competitive advantage. Woodruffe (1995) asserts that internal marketing is gaining increasing attention and recognition as an implementation tool for adoption by all organizations.

2.1.2 Internal marketing

Internal marketing represents a concept with multiple interpretations. It is commonly employed to underscore a dedication to enhancing the efficiency of the services provided by an organization's resources. Not confined to a specific department, internal marketing transcends such boundaries, constituting an organizational endeavor that demands coordination across all resources within the entity (GILLIAN HOGG, 2000).

The definitions examined in a literature (*What Is Internal Marketing? | Directive*, n.d.) emphasize the capacity of internal marketing to enhance service quality through organizational initiatives. These definitions, as identified in the literature, can be classified into three perspectives: the internal customer, fostering a customer orientation, and conceptualizing internal marketing as an implementation mechanism. Internal marketing is delineated as the organizational strategy utilized to promote customer and service-oriented philosophies throughout the entire entity by motivating employees. In this context, the organization endeavors to instill a set of values associated with fostering an exceptional service environment within the belief systems of its employees. The approach to internal marketing in this perspective aligns with defining it as the organization's endeavors to guarantee that customers experience the utmost level of service, reciprocating the employees' dedication to service quality. The organization nurtures employee commitment by promoting the application of quality techniques centered around customer focus(Varey, 1995).

Within the framework of customer orientation, internal marketing focuses on the attraction, retention, and motivation of employees with a service-oriented mindset. Recognizing that employee motivation alone is insufficient, it stresses the necessity to convey customer orientation to the external marketplace through the actions of employees. This underscores the notion that relational exchanges among employees within the organization serve as a foundational element for successful interactions with external markets. Emphasizing the significance of internal customer satisfaction, it is crucial as contentment internally will

inevitably impact satisfaction in the external market. As a strategic tool, internal marketing is employed by the organization to guarantee the delivery of outstanding service (Ahmed et al., 2003).

2.1.3 Elements of internal marketing

Internal marketing encompasses various elements, with scholars often converging on common themes. Woodruffe's (1995) Service Marketing book and Hog et al. (1998) both highlight crucial areas within an organization for effective internal marketing: education/training, motivation, communication/information, and coordination.

2.1.3.1 Education and Training:

Internal marketing significantly influences the training of front-line employees, providing them with essential knowledge and skills to ensure high-quality service (Bansal, Mendelson & Sharma, 2001). Training programs are crucial for imparting skills and knowledge about customer needs and satisfaction (Conduit & Mavondo, 2001). Narteh (2012) emphasizes that training is not only about job performance but also fosters a sense of belonging among employees. Companies can use formal education and on-the-job training to teach employees interactive skills for effective customer service (Wilson et al., 2008). Effective training positively impacts job satisfaction and employee performance (Beatson, Gudergan & Lings, 2008).

2.1.3.2 Motivation:

Motivation, a complex internal factor, significantly influences employee productivity and behavior (Bigley & Steers, 2003). Grönroos (2007) suggests that clear goals, feedback, and empowerment positively affect motivation. Intrinsic motivation, focusing on personal development and job satisfaction, is found to have a positive relationship with job satisfaction (Stringer, Didham & Theivananthampillai, 2011). Motivated employees tend to perceive internal service quality positively (ELSamen and Alshurideh, 2012). Managers can enhance motivation through recognition, rewards, and a supportive work environment (Cook, 2011).

2.1.3.3 Communication and Information:

Effective internal marketing communication ensures employees receive accurate information consistent with external messaging (Wilson et al., 2008). Grönroos (2007) highlights the importance of informing employees about service-oriented strategies and changes through various communication channels. Two-way communication is crucial, allowing employees to share findings about customer needs and enhancing managerial support (Conduit & Mavondo, 2001). Lack of communication can lead to organizational problems, reduced job satisfaction, and lower service quality (Rogers, Clow & Kash, 1994).

2.1.3.4 Coordination:

Coordination is essential for effective internal marketing, relying on harmonious collaboration between all involved parties (Greene, Walls & Schrest, 1994). Achieving effective service requires coordination

between front-line personnel and support staff (Rafiq & Ahmed, 2000). Coordination involves harmonious teamwork directed towards common goals (Malone and Crowston, 1990).
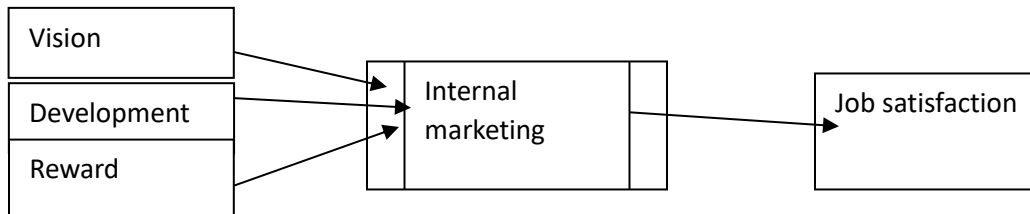
2.1.4. Dimension of Internal marketing

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┌─────────────────┐
│ Vision          │
├─────────────────┤        ┌──────────────┬─┐          ┌──────────────────┐
│ Development     │───────▶│ Internal     │ │─────────▶│ Job satisfaction │
├─────────────────┤        │ marketing    │ │          │                  │
│ Reward          │───────▶│              │ │          │                  │
└─────────────────┘        └──────────────┴─┘          └──────────────────┘
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Figure 2.2.the research model for the internal marketing dimension of employee job satisfaction, (Foreman & Money, 1995).

2.1.4.1 Vision
According to (Foreman & Money, 1995), the concept of vision is encapsulated in "short-term and long-term goals that employees can believe in." When internal marketing programs are thoughtfully and creatively devised and executed with this perspective, they have the potential to enhance both the internal efficiency and external effectiveness of the organization's marketing endeavors.

2.1.4.2 Development
In the interpretation by (Foreman & Money, 1995), employee development is characterized as a strategic investment undertaken by an organization to train its members. Recognizing that proficient task performance necessitates the possession of requisite skills and knowledge, they assert that employees must be equipped with these essentials. For the effective implementation of internal marketing within an organization, it is imperative that employees undergo training and development to adequately fulfill their roles in service encounters.

2.1.4.3 Reward
Strategic reward systems are specifically crafted to incentivize behaviors, actions, and achievements that contribute to the organization's progress toward defined business objectives (Foreman & Money, 1995). According to (Ahmed et al., 2003), the integration of strategic rewards into the implementation of internal marketing is crucial. They contend that this inclusion is significant because it aids in achieving other internal marketing goals, such as motivation and stakeholder satisfaction.

2.1.5 Job Satisfaction
The significance of job satisfaction in the literature on services marketing is not a recent development. As a theoretical concept, it was initially introduced by Hoppock in the mid-1930s. Hoppock asserted that an employee's job satisfaction stems from both the mental and physical contentment experienced in the work environment and from the nature of the work itself. In a broad sense, job satisfaction refers to the

emotions an employee harbors about their job and how they respond to these sentiments. This concept has been extensively examined across various occupational domains. Nelson argues that the primary factor influencing whether employees choose to remain in or voluntarily leave a job is their dissatisfaction with their employment situation (Iliopoulos & Priporas, 2011).

Job satisfaction is characterized as a sense of fulfillment or positive sentiment derived from one's work, as noted by. In contemporary organizational understanding, there is a growing realization of the pivotal role played by motivated and satisfied employees as significant contributors to long-term objectives (Azash, 2011).

Numerous studies have consistently shown a significant influence of job satisfaction on the motivation of workers. This level of motivation, in turn, has a direct impact on productivity, thereby affecting the overall performance of business organizations. The perceptions employees hold regarding the nature of their work play a substantial role in determining their overall job satisfaction. Additionally, financial compensation emerges as a crucial factor, exerting a considerable impact on the holistic job satisfaction of employees (Aziri, 2011).

2.1.6 Five dimensions of job satisfaction

Job satisfaction is a composite measure influenced by various job aspects, reflecting the totality of an individual's tasks within a specific physical and social context, performed for financial or other compensation. Locke (1976) notes that specific factors alone cannot solely cause satisfaction or dissatisfaction. Luthans (2002) identifies five key dimensions representing the most crucial aspects of a job, according to employees' perceptions.

2.1.6.1 The Nature of the Work Itself:

This dimension encompasses the extent to which a job provides employees with engaging tasks, opportunities for learning, and the chance to take on responsibilities. The inherent characteristics of the work itself are recognized as a fundamental source of job satisfaction.

2.1.6.2 Compensation (Pay):

This dimension relates to what employees receive in financial terms and whether they perceive it as equitable in comparison to others within the organization. Pay is acknowledged as a significant factor, although its assessment can be intricate and challenging in the context of job satisfaction.

2.1.6.3 Opportunities for Promotion:

This dimension involves the likelihood of advancing within the organization. The impact of promotions on job satisfaction varies; employees promoted based on performance generally experience higher job satisfaction compared to those promoted solely due to seniority.

2.1.6.4 Supervision Quality:

This dimension focuses on the supervisors' ability to offer technical assistance and behavioral support. Effective managerial leadership skills contribute to job satisfaction. Empirical evidence suggests that a lack of supervision can lead to employee turnover.

2.1.6.5 Relationships with Coworkers:

This dimension evaluates the degree to which fellow workers possess technical proficiency and provide social support. Interpersonal relationships with colleague's moderately influence job satisfaction, but challenges in getting along can have a negative impact on satisfaction levels.

2.2 Empirical frame work regarding internal marketing and job satisfaction

Internal marketing and employee job satisfaction are closely connected within the broader context of organizational behavior and management. Internal marketing refers to the efforts made by an organization to market its values, mission, and culture to its own employees. It involves treating employees as internal customers and creating an organizational environment that fosters a positive and engaging workplace (Almaslukh et al., 2022).

The relation between internal marketing and job satisfaction has been a focal point for numerous researchers. The premise is that when an organization adopts internal marketing practices, it contributes to an elevation in job satisfaction among employees. This, in turn, is expected to have a positive impact on enhancing the overall performance of the organization (Atiqur Rahman Sarker & Mehrab Ashrafi, 2018; Satiti, 2012).

An empirical study investigating the influence of internal marketing on job motivation and satisfaction in State Bank of India unveiled noteworthy insights. Key elements such as working conditions and hours, hygiene and sanitation, restrooms, support from superiors, and the attitude of colleagues were identified as having the most substantial impact on both job satisfaction and motivation. The results demonstrated a positive correlation between the implementation of internal marketing practices and employee job satisfaction (Kameswari et al., 2012).

Another study conducted by (Davoud Nikbin, 2010) substantiates the assurance that internal marketing significantly influences job satisfaction. When internal marketing is implemented successfully, it is shown to have a positive impact on employees' attitudes towards their work. Job satisfaction also demonstrates a positive influence on the execution of strategic orientations. The research findings indicate that both job satisfaction and organizational commitment serve as mediators in the relationship between internal marketing and the implementation of strategic orientation. The implications derived from this study have

valuable insights for service organizations seeking to implement strategic orientations by actively practicing and implementing internal marketing strategies to increase job satisfaction.

 (Ibrahim et al., 2016)   specifically identified recruitment, development, internal communications, incentives, and demographic factors (such as gender, age, experience, and education) as influential elements affecting job satisfaction.

Job satisfaction exerts a profound influence on overall life quality, extending its impact to social relationships, family connections, and perceived health status. Its repercussions are evident in job performances, work absenteeism, and job turnover. Over the past few decades, the focus on job satisfaction has steadily increased. Recent Gallup statistics on job satisfaction reveal a significant global trend, with only 15% of the world's 1 billion full-time workers reporting happiness and productivity in the workplace. Contrastingly, the majority—47% of workers—are classified as "not engaged," indicating a psychological detachment from their work and company. In the European Union (EU), job satisfaction levels vary, with approximately one in five residents (16.9%) expressing low satisfaction, one in four (24.6%) reporting high satisfaction, and the majority (58.5%) declaring medium satisfaction with their jobs (Montuori et al., 2022).

2.3 Conceptual framework of the study

Finally, by reviewing the different literatures about internal marketing and job satisfaction the possible actual factors that may influence the employee's job satisfaction have been established as of Figure 2.3 below. The frame work consists of one dependent variable (employees' job satisfaction) and four independent variables (motivation, training and development, communication and empowerment) that affect the employees job satisfaction.
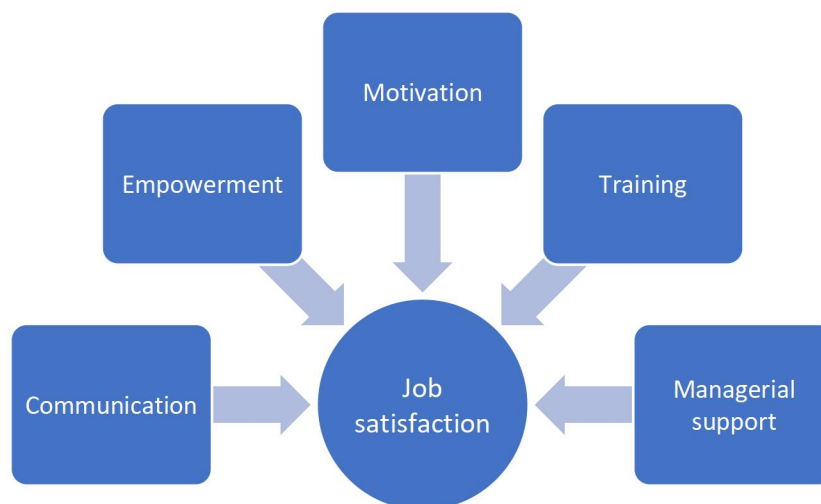
Figure 2.3: conceptual framework of the study

Source: constructed by the researcher, 2016

Looking in detail 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.

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

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. 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.

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)

Chapter Three

Methodology of the study

Methodology is the basic part of any scientific research because it gives detail about the data. Methodology is the general strategy that outlines the way in which research is to be undertaken and, among other things identifies the methods to be used in it (Howell.K, E, 2013).

3.1 Research design

"A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure" (Kothari 2004). The research design of this study is explanatory. This paper uses explanatory design because according to Boru, Tesfaye. (2018) explanatory research design is a type of research design that aims to explain and account for the descriptive information and it builds on exploratory and descriptive research and goes on to identify actual reasons a phenomenon occurs and it is used when the researcher wants to identify the actual reasons a phenomenon occurs and provide evidence to support or refute an explanation or prediction.

3.2 Target population

The target population for this study encompasses the diverse workforce of East African Pharmaceutical PLC, comprising 195 employees distributed across various pivotal departments including production, finance, human resources, procurement, marketing, and research and development. Each department plays a vital role in the company's operations, contributing to its overall success and growth. Given the significance of obtaining a comprehensive understanding of the organization's dynamics, sample employees, regardless of their departmental affiliations, were included in the data collection process. By incorporating perspectives from across the entire workforce, the study provides a holistic analysis that captures the multifaceted aspects of employee. As such, the sample size for the study will be derived from

the total pool of 195 employees, ensuring that findings accurately reflect the collective insights and realities of the company's workforce.

3.3 Sampling technique

The study uses a non-probability sampling (convenience sampling technique) to select the respondents. According to Vehovar et al, (2016) non-probability sampling refers to a sampling technique where the selection of sample element is based on non-random criteria, and the probability of any particular element being chosen is not known and it is used when there is limited number of samples and limited resources, time and budget. This 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 to get the response faster and it is cost effective.

3.4 Sample size

Sampling involves any procedure that concludes based on the measurement of a portion of the population (Zikmund et al, 2009).

To determine the size of the sample, this study used Taro Yamane's (1967) simplified formula:

$$n = N/(1+N(e)2$$

Where n is the sample size, N is the population size and e is the percentage of allowance in accuracy for making sampling errors. The level of precision or sampling error in this study is assumed to be ±5%.

n= N/(1+N(e)2

n= 195/1+195(0.05[2)]

Therefore, the sample size for this study will be n=131

3.5 Source of data

In this research endeavor, a comprehensive approach was adopted, integrating both primary and secondary data sources to ensure a robust collection of pertinent information. Primary data acquisition involved engaging directly with selected employees of East African Pharmaceutical PLC, eliciting firsthand insights and perspectives from individuals embedded within the organizational context. Through a questionnaire the primary date will be collected from the employees directly.

In tandem with primary data collection, secondary data were meticulously sourced from an array of scholarly repositories, including books, journals, and articles procured from reputable online platforms

and library archives. This secondary research served as a complementary resource, offering valuable context, theoretical frameworks, and empirical evidence to underpin and enrich the primary data findings.

3.6 Data collection instrument

Structured self-administered questionnaires were designed which contained three groups of questions distributed to employees in EAP. The first section of the questionnaire focuses on the background information of the respondents and the second group of questions refers to internal marketing, while the third section of the questionnaire was about job satisfaction. Internal Marketing was measured using a valid questionnaire developed by Foreman and Money (*1995)*, whereas questions from Stamps and Piermonte's(*1986)* questionnaire were used to measure the level of job satisfaction. Questions in section 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 five dimensions: namely motivation, training and development communication, empowerment, managerial support. The dependent variable is employee job satisfaction and to be measured by the feelings of employee's satisfaction towards their job.

3.7 Data collection procedure

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

3.8 Methods of data analysis

The variables of the study are internal marketing and job satisfaction. Internal marketing and Job satisfaction are dependent variables whereas Age, sex, marital status, work experience education status, occupation were the independent variables. To analyze the results, a score was prepared the variables. All questions use a 5-point scale ranging from 1 = strongly disagree to 5 = strongly agree. By adding the points from each question, a total score for internal marketing will be created for each questionnaire. A similar score system was also developed for job satisfaction. The five-point Likert scales, which was used to measure internal marketing, was also used to measure job satisfaction. Then after the collection of data SPSS will be used to analyze the data and descriptive statistics such as table, frequency, percentage, correlations and inferential statistics like regressions.

3.9 Validity and reliability

Mohajan (2017) defend the reliability of a measurement as "the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument". It is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the "goodness" of the measure. The consistent reliability of the instrument was assessed using Cronbach's alpha. It has the most utility for multiplication of item scale at the interval of measurement (Moflih et al, 2020).

According to Khalid et al., (2012) a good measurement tools should be an accurate counter or indicator of what we are interested in measuring also known as validity. Measure validation involves establishing content, convergent, and discriminant validity. Content validity is present when experts agree that measures fall within the construct's domain. Convergent validity is present when there is a high degree of agreement among two or more different measures of the same construct, and discriminant validity is present when measures of different constructs do not converge. Therefore, this study will apply content validity, convergent validity and discriminant validity as needed.

The consistent reliability of the instrument was assessed using Cronbach's alpha. It has the most utility for the multiplication of item scale at the interval of measurement (Moflih et al, 2020). A value between 0.70 to 0.90 shows high reliability, 0.50 to 0.70 shows moderate reliability, and a value lower than 0.5 shows low reliability (Perry et al, 2004).

Variable	No of items	Cronbach's alpha
Training	6	.751
Motivation	5	.763
Empowerment	4	.756
Communication	5	.722
Managerial support	5	.731
Job Satisfaction	5	.798

Table 4.2.1 Reliability test

3.10 Ethical consideration

In order to effectively conduct this study, the following ethical issues will be considered. Before the commencement of the research work supportive letter was obtained from St Mary's

university. Accordingly, the willingness of the selected respondents in providing the necessary data was assured. The response of the respondents was confidential. Respondents were not forced to respond questions which they don't like to respond. Any respondent response was respected and ethically included in the report. The participants are assured that no information related to the participant will not be used other than the academic purpose.

Chapter Four

Data presentation, analysis and interpretation

In order to gather data for this study, 131 self-administered questionnaires were distributed to the targeted population. The researcher used software called SPSS to analyze the data statistically procedures for concerning internal marketing dimension and employee job satisfaction, to identify the major issues and present workable recommendations.

Consequently, data was collected from the relevant sources through questionnaires, organized, and analyzed. The data classification has been carried out based on employees of EAP. The formulated hypotheses for this study focus on the identified internal marketing variables and a summary of the main findings follows each hypothesis.

4.1 Background of the respondents

NO	Item	Classification	Frequency	Percent	Valid percent
1.	**Gender**	Female	51	38.9	38.9
		Male	80	61.1	61.1
		Total	**131**	**100.0**	**100.0**
2.	**Age**	21-30	24	18.3	18.3
		31-40	79	60.3	60.3
		41-50	22	16.8	16.8
		Above 50	5	3.8	3.8
		Below 20	1	.8	.8
		Total	**131**	**100.0**	**100.0**

3.	Education status	BS/BSc	38	29.0	29.0
		Certificate	19	14.5	14.5
		Diploma	67	51.1	51.1
		MA/MSc	7	5.3	5.3
		Total	**131**	**100.0**	**100.0**

Table 4.1 Background of the respondents

The above table, which displays the total respondents, shows that 131 employees took part in the survey, with 51 females representing 38.9% and 80 males representing 61.1%. This suggests that the plant employs more male than female and that a higher proportion of male were in the manufacturing. There is not a significant difference in the number of male and female respondents. Because of their close representation, the data gathered from these two groups of respondents will be extremely representative of the general population.

According to the age distribution of the respondents shown in the above table, 1 (0.8%) was younger than 20, 24 (18.3%) were between the ages of 21 and 30, 79 (60.3%), were between the ages of 31 and 40, and 22 (16.8%) were between the age 40 and 50, 5 (3.8%) were above the age 50. This indicated that EAP employs young, dynamic, mature workers who can execute their professions with enthusiasm.

The above table shows the respondents' educational backgrounds: 38 (29%) had a first degree, 67 (21.1%) had a diploma, 7 (5.3%) had a postgraduate degree, and 19 (14.5%) had certificate. The majority of respondents had a first degree or diploma, according to the participants' educational backgrounds. This suggests that most of the plant personnel have formal education backgrounds and are qualified to perform their tasks professionally.

4.2 Descriptive statistics analysis

4.2.1 Description using mean and standard deviation

The following table displays the survey results for each of the five internal marketing orientations at each level. The dimensions' mean and standard deviation findings are utilized for discussion. The average response from every employee to a certain internal marketing component is displayed by the mean value. However, the standard deviation reveals the degree of diversity in the employees' answers for a certain construct. For example, a large standard deviation indicates that the data are widely distributed, indicating that employees have a range of opinions, and a low standard deviation indicates that employees have a narrow range of opinions. To determine the minimum and the maximum length of the 5-point

Likert scale, the range is calculated by $(5 - 1 = 4)$ then divided by three as it is the greatest value of the scale $(4 \div 3 = 1.33)$.

Afterwards, number one which is the least value in the scale was added in order to identify the maximum of this cell. The length of the cells is determined below:

From 1 to 2.33 represents (low).

From 2.34 to 3.66 represents (moderate).

From 3.67 to 5 represents (high).

4.2.1.1 Training

Measurements	Mean	SD
In this company. Training is closely related to the individual needs of each employee	2.49	.980
A newly hired employee will have to find his own answers to the requirements of the job	2.72	.971
Before the implementation of a major change in service rules we always get significant training regarding its impact on our daily activities and job description.	2.63	.879
If one is moved from one department to another, the new supervisor will personally train him/her for a pre-specified period of time	2.56	1.046
In this company. They set aside adequate resources to train employees	2.70	.998
Training and development program is clearly directed at creating the competencies that are important to our business	2.52	.939
GRAND MEAN	2.603	

Table 4.2.1.1 Training

Source: Own survey, 2024

The analysis of individual question items related to training within the company reveals varied perceptions among employees. The mean score for the item "Training is closely related to the individual needs of each employee" is 2.49 with a standard deviation of 0.980, indicating a neutral to slightly negative view and significant variability in responses. For the statement "A newly hired employee will have to find his own answers to the requirements of the job," the

mean is 2.72 and the standard deviation is 0.971, suggesting a slightly negative perception regarding the support provided to new hires, with moderate variability.

When asked about the adequacy of training before major changes in service rules, employees responded with a mean of 2.63 and a standard deviation of 0.879, reflecting a neutral to slightly positive perception with more consistent responses. The item "If one is moved from one department to another, the new supervisor will personally train him/her for a pre-specified period of time" had a mean score of 2.56 and a standard deviation of 1.046, indicating a neutral perception but with considerable variability in experiences.

The mean score for the adequacy of resources set aside for training is 2.70 with a standard deviation of 0.998, suggesting a slightly negative perception, while the mean score for the effectiveness of training programs in creating important business competencies is 2.52 with a standard deviation of 0.939, indicating a neutral perception with moderate variability.

Overall, the grand mean of 2.603 falls within the neutral to slightly negative range, indicating that employees have a mixed but slightly unfavorable view of the training programs. This finding aligns with previous research by Brown (2005), who found that effective training programs are crucial for employee satisfaction and productivity. Noe et al. (2010) highlighted the importance of training programs tailored to job roles and individual needs, which resonates with the lower means observed in questions about personalized training and adequate resources. Additionally, Kraiger (2003) emphasized the role of supervisor involvement in training, which corresponds with the slightly negative perceptions regarding supervisor-led training.

4.2.1.2 Motivation

Measurements	Mean	SD
When I do something extraordinary, I know that I will receive some financial bonus/reward	2.63	1.069
My income and the annual increases are dependent only to the Union's bargaining with the employer's side	2.82	.927
My income and the annual increases are very closely tied to my qualifications and my performance	2.69	.969

Everyone gets an annual bonus regardless of their performance	2.69	.991
My income and the annual increases are much related to those of people with similar qualifications working in this or any other industry	2.62	.964
GRAND MEAN	2.68	

4.2.1.2 Motivation

Source: Own survey, 2024

The analysis of individual question items related to compensation within the company provides insights into employee perceptions of their financial rewards and income-related policies.

For the item "When I do something extraordinary, I know that I will receive some financial bonus/reward," the mean score is 2.63 with a standard deviation of 1.069. This suggests a neutral to slightly negative perception among employees regarding the likelihood of receiving financial rewards for extraordinary performance, with considerable variability in responses. The statement "My income and the annual increases are dependent only on the Union's bargaining with the employer's side" has a mean score of 2.82 and a standard deviation of 0.927, indicating a slightly negative view and moderate variability, suggesting that employees feel their income is largely influenced by union negotiations rather than individual performance.

The mean score for the item "My income and the annual increases are very closely tied to my qualifications and my performance" is 2.69 with a standard deviation of 0.969. This reflects a neutral perception of the relationship between income, qualifications, and performance, with moderate variability. Similarly, the item "Everyone gets an annual bonus regardless of their performance" has a mean of 2.69 and a standard deviation of 0.991, suggesting a neutral perception with moderate variability, indicating that performance-based bonuses may not be perceived as effectively implemented.

For the item "My income and the annual increases are much related to those of people with similar qualifications working in this or any other industry," the mean score is 2.62 with a standard deviation of 0.964. This shows a neutral to slightly negative perception of income comparability with others in the industry, with moderate variability.

Overall, the grand mean of 2.68 falls within the neutral to slightly negative range, suggesting that employees have a mixed but slightly unfavorable view of the company's compensation policies. This perception aligns with previous research by Lawler (2000), who emphasized that effective compensation systems are crucial for employee motivation and satisfaction. Heneman and Judge (2000) found that tying compensation to individual performance and qualifications is essential for perceived fairness and motivation, which resonates with the mixed perceptions observed in this analysis. Additionally, Milkovich and Newman (2008) highlighted the importance of transparent and performance-based compensation practices, which is an area identified for improvement in the current analysis.

4.2.1.3 Empowerment

Measurements	Mean	SD
My supervisor allows me to use my own judgment in solving problems	2.81	1.024
My supervisor encourages me to take initiatives	2.60	.966
My supervisor allows me a high degree of initiative	2.57	1.053
My supervisor trusts me to exercise good Judgment	2.60	.998
GRAND MEAN	2.64	

4.2.1.3 Empowerment

Source: Own survey, 2024

The analysis of individual question items related to supervisor support within the company reveals various employee perceptions regarding autonomy, encouragement, and trust from their supervisors.

For the item "My supervisor allows me to use my own judgment in solving problems," the mean score is 2.81 with a standard deviation of 1.024. This indicates a slightly negative perception among employees regarding their autonomy in problem-solving, with considerable variability in responses. The statement "My supervisor encourages me to take initiatives" has a mean score of 2.60 and a standard deviation of 0.966, suggesting a neutral to slightly negative view of their supervisor's encouragement, with moderate variability.

The mean score for the item "My supervisor allows me a high degree of initiative" is 2.57 with a standard deviation of 1.053. This reflects a slightly negative perception of the degree of initiative allowed by supervisors, with notable variability. Similarly, the item "My supervisor trusts me to exercise good judgment" has a mean of 2.60 and a standard deviation of 0.998, indicating a neutral to slightly negative perception regarding the trust supervisors place in employees' judgment, with moderate variability.

Overall, the grand mean of 2.64 falls within the neutral to slightly negative range, suggesting that employees have a mixed but slightly unfavorable view of the support they receive from their supervisors. This perception aligns with previous research by Eisenberger et al. (2002), who emphasized the importance of perceived supervisor support in fostering employee commitment and performance. Thomas and Velthouse (1990) found that empowerment, including autonomy and trust from supervisors, is crucial for employee motivation and job satisfaction, which resonates with the mixed perceptions observed in this analysis. Additionally, Yukl (2012) highlighted the role of supervisors in encouraging initiative and supporting employees, which is an area identified for improvement in the current analysis.

4.2.1.4 Communication

Measurements	Mean	SD
Before any policy change my supervisor informs me phase-to-phase in advance	2.47	1.105
Supervisors are sincerely interested in listening to what subordinates have to say about their jobs, the problems they have and the solutions that subordinates suggest	2.63	.946
If an employee has a certain personal problem that influences negatively his (her) work performance, (s)he is encouraged to discuss it with his/her supervisor	2.44	.985
Supervisors in this company are never too busy if one of their subordinate wishes to meet personally	2.62	1.049
Supervisors are expected to spend time with their subordinates, explaining them company objectives and how these objectives affect what the company expects from each individual employee	2.67	1.019
GRAND MEAN	2.56	

4.2.1.4 Communication

Source: Own survey, 2024

The analysis of individual question items related to supervisor communication within the company reveals various employee perceptions regarding the effectiveness and responsiveness of their supervisors.

For the item "Before any policy change my supervisor informs me phase-to-phase in advance," the mean score is 2.47 with a standard deviation of 1.105. This indicates a slightly negative perception among employees regarding timely communication about policy changes, with considerable variability in responses. The statement "Supervisors are sincerely interested in listening to what subordinates have to say about their jobs, the problems they have, and the solutions that subordinates suggest" has a mean score of 2.63 and a standard deviation of 0.946, suggesting a neutral to slightly negative view of their supervisor's interest in their input, with moderate variability.

The mean score for the item "If an employee has a certain personal problem that influences negatively his (her) work performance, (s)he is encouraged to discuss it with his/her supervisor" is 2.44 with a standard deviation of 0.985. This reflects a slightly negative perception of the support provided by supervisors for personal problems affecting work performance, with notable variability. Similarly, the item "Supervisors in this company are never too busy if one of their subordinates wishes to meet personally" has a mean of 2.62 and a standard deviation of 1.049, indicating a neutral to slightly negative perception regarding supervisor availability, with considerable variability.

The item "Supervisors are expected to spend time with their subordinates, explaining to them company objectives and how these objectives affect what the company expects from each individual employee" has a mean score of 2.67 with a standard deviation of 1.019. This suggests a neutral to slightly negative perception regarding supervisors' efforts to communicate company objectives and expectations, with notable variability.

Overall, the grand mean of 2.56 falls within the neutral to slightly negative range, suggesting that employees have a mixed but slightly unfavorable view of the communication they receive from

their supervisors. This perception aligns with previous research by Tsai (2011), who emphasized the importance of effective communication from supervisors in enhancing employee satisfaction and performance. De Vries et al. (2010) found that active listening and timely information-sharing by supervisors are critical for perceived organizational support, which resonates with the mixed perceptions observed in this analysis. Additionally, Robbins and Judge (2013) highlighted the role of open communication channels in fostering a supportive work environment, which is an area identified for improvement in the current analysis.

4.2.1.5 Managerial support

Measuring items	Mean	SD
Managers allow employees to use their own judgment in solving problems	2.59	.976
Supervisors and higher managements are interested to allow me to participate in decision making processes.	2.75	1.018
Managers regularly provide constructive performance feedback to the employees.	2.75	1.033
Managers encourage employees to take initiatives	2.67	1.034
Managers have the expertise and abilities to help employees succeed in their career.	2.60	1.035
GRAND MEAN	2.67	

4.2.1.5 Managerial support

Source: Own survey, 2024

The analysis of individual question items related to managerial support within the company reveals various employee perceptions regarding the autonomy, feedback, and encouragement provided by managers.

For the item "Managers allow employees to use their own judgment in solving problems," the mean score is 2.59 with a standard deviation of 0.976. This indicates a neutral to slightly negative perception among employees regarding their autonomy in problem-solving, with moderate variability in responses. The statement "Supervisors and higher management are interested in allowing me to participate in decision-making processes" has a mean score of 2.75 and a standard deviation of 1.018, suggesting a slightly negative perception of their involvement in decision-making, with notable variability.

The mean score for the item "Managers regularly provide constructive performance feedback to the employees" is 2.75 with a standard deviation of 1.033. This reflects a slightly negative perception of the regularity and constructiveness of performance feedback from managers, with considerable variability. Similarly, the item "Managers encourage employees to take initiatives" has a mean of 2.67 and a standard deviation of 1.034, indicating a neutral to slightly negative perception regarding encouragement to take initiatives, with notable variability.

The item "Managers have the expertise and abilities to help employees succeed in their career" has a mean score of 2.60 with a standard deviation of 1.035. This suggests a neutral to slightly negative perception regarding the managerial expertise and support for career success, with considerable variability.

Overall, the grand mean of 2.67 falls within the neutral to slightly negative range, suggesting that employees have a mixed but slightly unfavorable view of the managerial support they receive. This perception aligns with previous research by Eisenberger et al. (2002), who emphasized the importance of perceived managerial support in enhancing employee commitment and performance. Thomas and Velthouse (1990) found that managerial support, including autonomy, feedback, and encouragement, is crucial for employee motivation and job satisfaction, which resonates with the mixed perceptions observed in this analysis. Additionally, Yukl (2012) highlighted the role of managers in providing constructive feedback and supporting employee initiatives, which is an area identified for improvement in the current analysis.

4.2.1.6 Job satisfaction

Measurements	Mean	SD
I love my job and I am satisfied with my current career	2.48	1.018
I am satisfied with the equal opportunity of growth	2.66	1.006
I am satisfied with the company salary scale	2.56	.929
I am satisfied with the clarity of task responsibility and role that I have in my work	2.52	1.018
I am satisfied with the job security I have	2.53	.987
GRAND MEAN	2.54	

4.2.1.6 Job satisfaction

Source: Own survey, 2024

The analysis of individual question items related to job satisfaction within the company reveals various employee perceptions regarding their satisfaction with different aspects of their job and career.

For the item "I love my job and I am satisfied with my current career," the mean score is 2.48 with a standard deviation of 1.018. This indicates a slightly negative perception among employees regarding their overall job satisfaction and career contentment, with considerable variability in responses. The statement "I am satisfied with the equal opportunity of growth" has a mean score of 2.66 and a standard deviation of 1.006, suggesting a neutral to slightly negative view of growth opportunities within the company, with notable variability.

The mean score for the item "I am satisfied with the company salary scale" is 2.56 with a standard deviation of 0.929. This reflects a neutral to slightly negative perception of the company's salary scale, with moderate variability. Similarly, the item "I am satisfied with the clarity of task responsibility and role that I have in my work" has a mean of 2.52 and a standard deviation of 1.018, indicating a slightly negative perception regarding the clarity of task responsibilities and roles, with considerable variability.

The item "I am satisfied with the job security I have" has a mean score of 2.53 with a standard deviation of 0.987. This suggests a neutral to slightly negative perception regarding job security, with notable variability.

Overall, the grand mean of 2.54 falls within the neutral to slightly negative range, suggesting that employees have a mixed but slightly unfavorable view of their job satisfaction. This perception aligns with previous research by Spector (1997), who emphasized the importance of various job satisfaction facets, including pay, growth opportunities, and job security, in overall employee satisfaction. Locke (1976) found that satisfaction with specific job aspects significantly contributes to overall job satisfaction, which resonates with the mixed perceptions observed in this analysis. Additionally, Herzberg et al. (1959) highlighted the role of job clarity and security in employee motivation and satisfaction, which is an area identified for improvement in the current analysis.

4.3 Inferential statistics

Correlation was conducted by using SPSS in order to examine the effects of aspects of internal marketing on employees' job satisfaction.

4.3.1 Correlation analysis

Correlation analysis helps to gain insight into the direction and strength of correlation between variables. Correlation coefficients take values between -1 and 1 ranging from being negatively correlated (-1) to uncorrelated (0) to positively correlated (+1). Correlation analyses are used for measuring the strength and direction of a linear relationship between two variables (Pallant, 2007). The Pearson product - moment coefficient - *R* will be presented to show the strength of the relationship. *T*he size of the absolute value gives an indication for the strength of the relationship, while the sign in front of the coefficient provides information for the direction of the relationship. The strength of the relationship is assessed according to the guidelines suggested by Cohen (1988): "small r=.10 to .29; medium r= .30 to .49; large r= .50 to 1.0" (Cohen, 1988, cited in Pallant, 2007).

Correlations

		Training	Motivation	Empowerment	Communication	Managerial support	Job satisfaction
Training	Pearson Correlation	1	.658	.081	.037	.615	.701[**]
	Sig. (2-tailed)		.323	.356	.673	.456	.000
	N	131	131	131	131	131	131
Motivation	Pearson Correlation	.658	1	.113	-.108	.698	.760[**]
	Sig. (2-tailed)	.323		.198	.220	.723	.000
	N	131	131	131	131	131	131
Empowerme	Pearson Correlati	.081	.113	1	.038	.064	.013

nt	on						
	Sig. (2-tailed)	.356	.198		.667	.470	.887
	N	131	131	131	131	131	131
Communication	Pearson Correlation	.037	-.108	.038	1	.045	.052
	Sig. (2-tailed)	.673	.220	.667		.609	.558
	N	131	131	131	131	131	131
Managerial support	Pearson Correlation	.615	.698	.064	.045	1	.822**
	Sig. (2-tailed)	.456	.723	.470	.609		.000
	N	131	131	131	131	131	131
Job satisfaction	Pearson Correlation	.701**	.760**	.013	.052	.822**	1
	Sig. (2-tailed)	.000	.000	.887	.558	.000	
	N	131	131	131	131	131	131

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

Table 4.3.1 Correlation analysis

The outcome of the Person correlation test between job satisfaction and communication is showed as r =0.052), and P= 0.558. The magnitude of relationship between the two variables is weak positive relation which implies that as internal communication increases employee job satisfaction also increases but not necessarily. Previous in a study by J. David Pincus, 2006 it was found that there is a positive correlation between communication and job satisfaction. Fostering effective communication within organizations can lead to higher job satisfaction among employees, which is crucial for organizational success and employee well-being.

The Pearson correlation coefficient shows the relationship between motivation, and job satisfaction r =0.760, and p<0.05. The degree of association between the two variables are strong positive correlation as motivation increases job satisfaction increases and significantly. This finding corroborates with the findings of Pang, K. and Lu, C.-S. (2018) that discussed motivation is often viewed as a key determinant of job satisfaction, and show that fostering both intrinsic and extrinsic motivation in the workplace can significantly enhance job satisfaction, thereby benefiting both employees and the organization.

Similarly, training and job satisfaction with a correlation coefficient r =0.701, and p<0.05 indicates that the relationship between the two variables are strong positive which means that as training and development increase employee job satisfaction increases positively and significantly. This finding supported by Huang, W.-R. (2020) employees who receive adequate training opportunities tend to report higher levels of job satisfaction, possibly due to increased confidence in performing their roles and greater alignment between individual skills and job requirements.

Pearson correlation coefficient results obtained the relationship between managerial support and employee job satisfaction r=-0.822 and p<0.05 is strong positive relationship. 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 empowerment and job satisfaction from is r =0.13, p=0.887 which shows weak positive correlation. This infers that when the empowerment program amendment increases the employee job satisfaction will increase at the same time but not significantly. This finding is consistent with research carried out by Marin-Garcia, J. A., & Bonavia, T. (2021), has shown that psychological empowerment is positively related to job satisfaction. Studies have found that when employees perceive themselves as empowered in the workplace, they are more likely to experience higher levels of job satisfaction. Additionally, introducing psychological empowerment in the workplace has been associated with a decrease in job stress and an increase in job satisfaction.

4.3.2 Multiple regression modeling approach

Regression analysis was used to predict the effect of the independent variables on the dependent variable. Multiple regression was conducted to determine if leadership style dimensions significantly predict job satisfaction.

Different kinds of assumptions are used for multiple regression analysis such as normality of distribution, linear relationship, multi-co-linearity, and homoscedasticity.

4.3.2.1 Normality test

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Training	131	11.00	23.00	15.6260	2.62044	.320	.212	-.409	.420
Motivation	131	8.00	25.00	13.4427	2.59633	1.068	.212	2.777	.420
Empowerment	131	6.00	16.00	10.5878	2.01483	.076	.212	-.316	.420
Communication	131	8.00	18.00	12.8244	2.16433	.045	.212	-.167	.420
Managerial support	131	7.00	25.00	13.3588	2.54216	1.033	.212	3.390	.420
Job satisfaction	131	8.00	25.00	12.7481	2.56108	1.438	.212	4.486	.420
Valid N (listwise)	131								

Table 4.3.2.1 Skewness and Kurtosis

Source: Own data, 2024

The values for skewness between -2 and +2 are considered acceptable to prove normal univariate distribution (George & Mallery, 2010). Hair et al. (2010) and Bryne (2010) argued that data is considered to be normal if skewness is between -2 to +2 and kurtosis is between -7 to +7. Based on the result of Table 4.4, the normality of the distribution is satisfied for this study.

4.3.2.2 Linearity assumptions

The study applied a normal P-P Plot of regression Standardized Residual to test linearity seen in Figure 4.3.2.2. Since the points were symmetrically distributed around a diagonal line, a linearity pattern was observed. In the normal probability plot, it will be expected that points are relatively

straight diagonal lines from bottom left to top right. This would suggest no major deviations from normality. Therefore, the straight-line relationship between the residuals and the predicted dependent variable scores depicted that linearity was achieved.
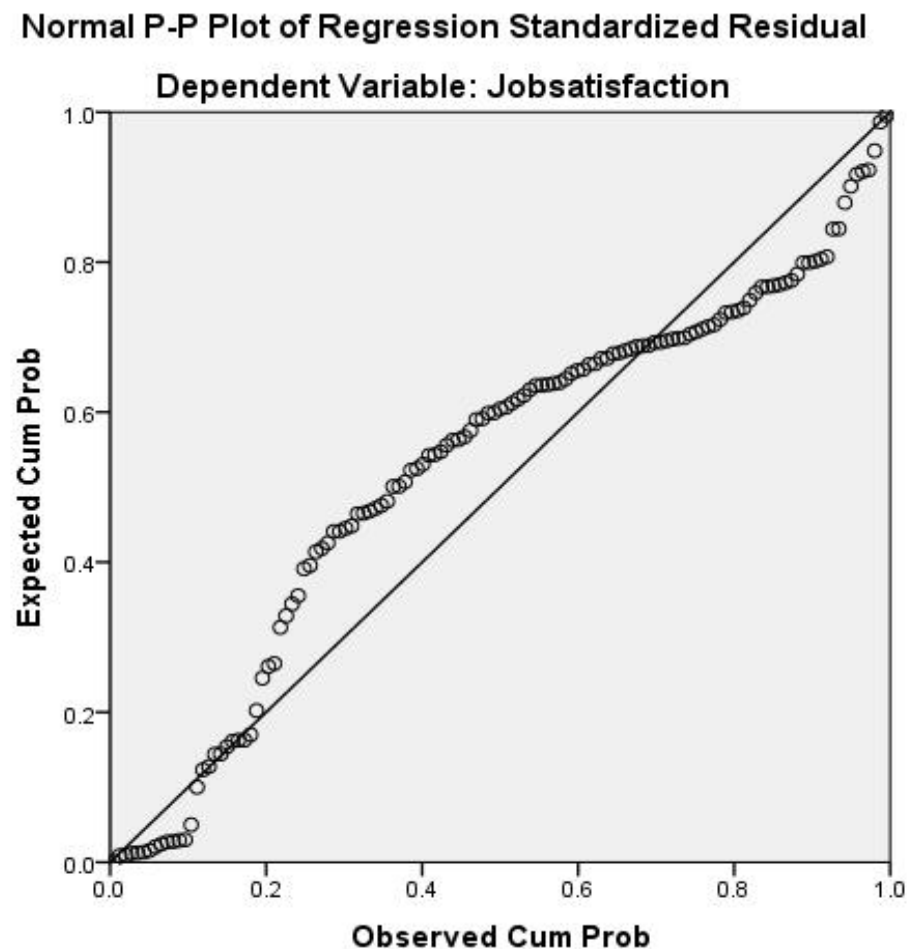

Figure 4.3.2.2 Linearity assumption

Source: Own survey, 2024

4.3.2.3 multi-collinearity test

In this research, multi-co-linearity was checked with tolerance and VIF

Model	Co-linearity statistics	
	Tolerance	VIF
Training	.515	1.943
Motivation	.405	2.471

Empowerment	.984	1.017
Communication	.947	1.055
Managerial support	.461	2.171

Dependent Variable: Job satisfaction

Source: Own survey

Table 4.3.2.3 Multi-collinearity test

According to Andy (2006), a tolerance value of less than 0.1 most likely denotes a significant co-linearity issue. VIF values above 10 are a concern (Liu 2010). Every predictor in this study had a tolerance of greater than 0.1 and a VIF value of less than 10. Thus, training has (.515 tolerance and 1.943 VIF) value, motivation has (.405 tolerance and 2.471) value, empowerment has (.984 tolerance and 1.017 VIF) value, communication has (.947 tolerance and 1.055 VIF) value and managerial support has (.461 tolerance and 2.171 VIF) value. This study suggests that multi-collinearity is not a problem and that the derived model is likely to remain unaffected by slight changes in the measured variable.

4.3.2.4 Homoscedasticity assumption

Homoscedasticity helps to check that the relationship under investigation is the same for the entire range of the dependent variable and lack of homoscedasticity is shown by higher errors (residuals) for some portions of the range, which can be seen on the scatter plot (Garson, 2012).

As it is shown in Figure 4.3.2.4, the points are not that scattered from the straight line, which indicates that there is a linear relationship between x and y. Therefore, it can be concluded that the assumptions of the standard residual are homoscedasticity.
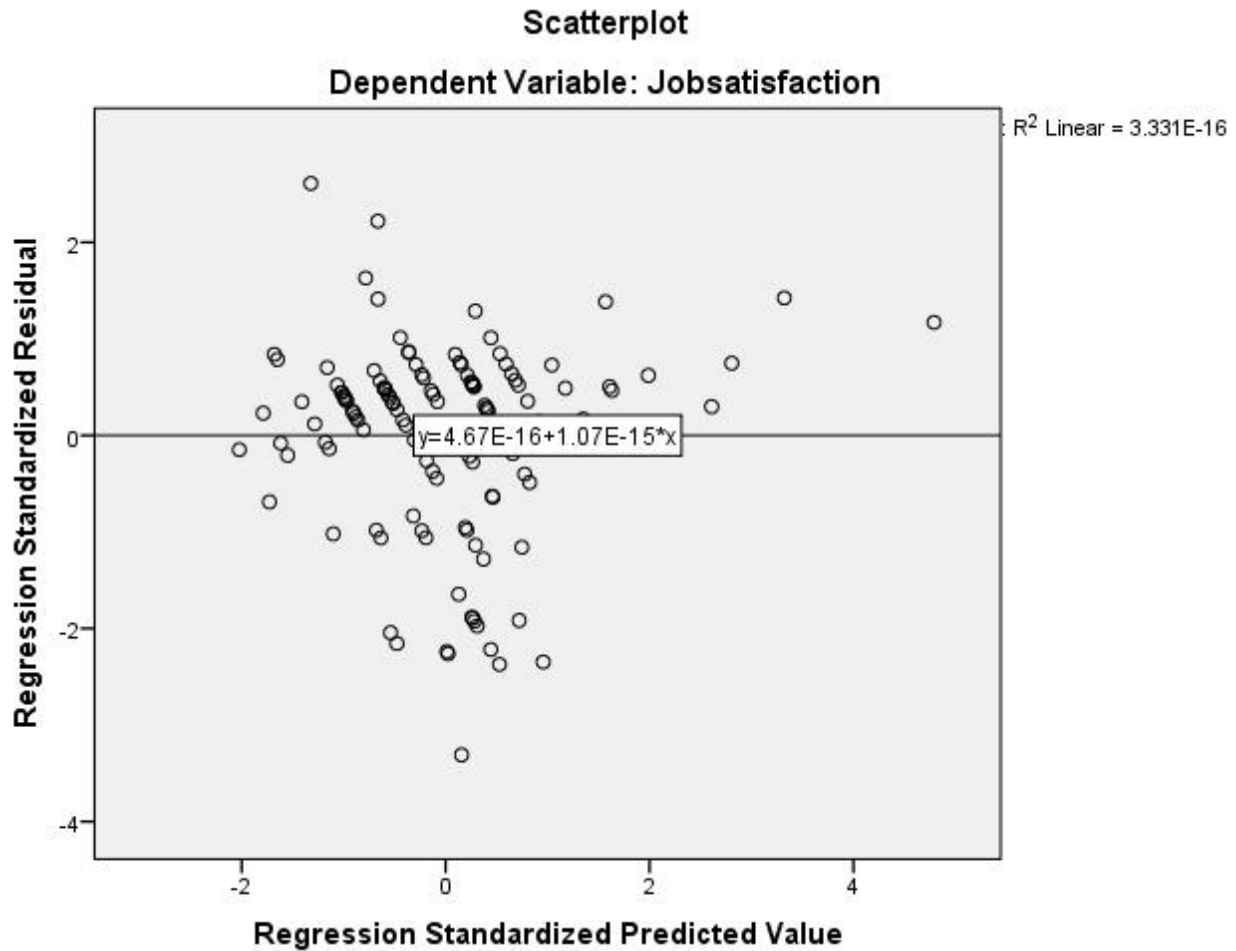
Figure 4.3.2.4 Homoscedasticity assumption
Source: Own survey, 2024

4.3.2.5 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.880[a]	.775	.766	1.23868	.775	86.149	5	125	.000

a. Predictors: (Constant), Managerial support, Communication, Empowerment, Training, Motivation

Table 4.3.2.5 Model summary

The Model Summary result indicated that correlation of the five independent variables with the dependent variable is 0.880 and the adjusted R-Square is 0.775 which means 77.5 percent of the variance on job satisfaction is influenced by the five variables that are motivation, communication, training and development, managerial support and empowerment.

4.3.2.6 The ANOVA tests

The ANOVA examination assesses the model's credibility from a statistical standpoint, serving as a valuable tool to determine the model's capability to elucidate any shifts in the dependent variable. The regression row furnishes insights into the variation elucidated by the model, while the residual row sheds light on the unaccounted variation, often stemming from external factors.

The F-test evaluates the overall significance of the regression model. It is determined by factors such as R^2, the number of independent variables, and the number of cases. The criterion for interpreting the F-ratio statistic entails rejecting the null hypothesis when the F-value surpasses the critical value for a chosen significance level, and refraining from rejecting the null hypothesis when the F-value is equal to or less than the critical value.

As evident from the provided table, the significance level of the F-statistic is below 0.05, implying that the variability explicated by the model is statistically significant. Considering the critical (significance) value of F to be 0.000, it can be concluded that the given internal marketing dimension do not significantly predicts the job satisfaction of employees at EAP.

Model	Sum of Squares	df	Mean Square	F	Sig.
1　Regression	660.897	5	132.179	86.149	.000[b]
Residual	191.790	125	1.534		
Total	852.687	130			

a. Dependent Variable: Job satisfaction
b. Predictors: (Constant), Managerial support, Communication, Empowerment, Training, Motivation
Table 4.3.2.6 The ANOVA tests

4.3.3 Testing hypothesis

In this study, five hypotheses were proposed regarding the impact of internal marketing on job satisfaction. In regression analysis, a significance level of 0.05 or below typically indicates that a

variable acts as a predictor for another variable (independent variable to dependent variable). Conversely, a significance level above 0.05 suggests that a variable is not a predictor for another. Based on the regression output, the research findings support the five variables (Internal marketing) act as a predictor for another variable (job satisfaction) with a significance level below 0.05.

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	-.843	1.065		-.792	.430
Training	.206	.058	.211	3.566	.001
Motivation	.289	.066	.293	4.392	.000
Empowerment	-.090	.054	-.071	-1.661	.099
Communication	.066	.052	.056	1.285	.201
Managerial support	.494	.063	.490	7.839	.000

a. Dependent Variable: Job satisfaction

Table 4.3.3 Hypothesis testing

This paper aims to investigate how EAP workers' job satisfaction is affected by internal marketing in its five components: empowerment, communication, motivation, managerial support and training. Regression is used to inform the detailed talks in this section. Results shown in Table 4.4.3.1 to provide a broader perspective, the empirical findings are integrated with the theory and other related research findings.

Ha1. Training is positively and significantly related to employee's job satisfaction

To be effective, training and management development programs need to take into account that employees are adult learners (Forrest & Peterson, 2006). Obisi (1996) submitted that training and development aim at developing competences such as technical, human, conceptual and

managerial for the furtherance of individual and organization growth. The coefficient table shows the training program (.211) or 21.1% variation on job satisfaction with $p < 0.05$ and has positive influence on employee job satisfaction. Because the organization is aware that its most valuable asset they have is the human resource, and because the company seek forward higher service quality and improved performance, thus they organized a training and development programs for its employees in order to improve their performance and capabilities through investing to have a skilled, powerful, unique, high service performance (individually or team) and greater knowledge in different required field even though the organization is aware about the high cost of this programs but the know that the returned of this method will recover their the cost of it and also with a good return compensated later on.

Ha2. Motivation is positively and significantly related to employee's job satisfaction

The coefficient table 4.10 shows the motivation program (.293) or 29.3% variation on job satisfaction with $p < 0.05$ and has positive influence on employee job satisfaction. The research findings that can be concluded from the statistics provided above is that motivation is positively related and significantly affect employee's job satisfaction in EAP. This result is also consistent with Ahmad et al. (2012) finding of the positive correlation between motivation and job satisfaction.

Ha3. Empowerment is positively related to employee's job satisfaction

Participation is a process by which influence is shared among individuals who are otherwise hierarchical unequal (Locke and Schweiger, 1979; Wagner, 1994). Empowerment has been described as a venue to enable employees make decisions (Bowen & Lawler, 1992) and as a personal experience where individuals take responsibility for their own actions. There is a participatory management that manages the subordinate participation in decision making process ,taking actions, and solving any problems or conflicts during job in logical way that fits the organization objectives and the creativity components is very important for employees to develop a new means to implement their tasks and in cases including risks, Berry and Parasuraman (1991) also regard empowerment as an essential aspect of IM. Empowerment or in other words participation of employees in making decisions related to their routine job activities is directly related to job satisfaction, previous researchers have highlighted the significant relationship between empowerment and job satisfaction (e.g., Spreitzer, 1996 &

George, 2003). However, empowerment has positively correlated with job satisfaction the multiple regression result does not indicate a significant impact on EAP employees' satisfaction.

Ha4. communication is positively related to employee's job satisfaction

Regarding to Communication as the above statistics imply, communication has a positive relationship but no significant impact on job satisfaction of EAP. The coefficient table shows the communication program (.056) or 5.6% variation on job satisfaction with p=0.201. According to Pongpipat Pongton & Sid Suntrayuth. (2019) in higher education institutions in Thailand, communication satisfaction has a positive impact on job satisfaction and employee engagement; job satisfaction has a positive impact on employee engagement and job performance; and employee engagement has a positive impact on job performance. However, there is no evidence supporting a significant relationship between communication satisfaction and job performance.

Ha5. Managerial support is positively related to employee's job satisfaction

Lastly, managerial support is positively correlated with job satisfaction ß=0.49 or 49% and P<0.05 the multiple regression result does indicate a significant impact on EAP employees' satisfaction. Management support plays a crucial role in mitigating the negative effects of deviance. This suggests that strong managerial support can help to buffer employees from the negative consequences of workplace misconduct. 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.

4.4 Discussion of the result

The results of this study provide important insights into the relationship between internal marketing practices and job satisfaction among employees at East African Pharmaceuticals PLC (EAP). The key findings indicate that training has a statistically significant positive effect on employee job satisfaction. This finding aligns with previous research that highlights the importance of continuous professional development in enhancing employee morale and productivity (Johnson, 2017). Similarly, motivation also has a statistically significant positive impact on job satisfaction, supporting the assertions of Smith (2015) and Jones & Brown (2018) that intrinsic and extrinsic motivational factors are crucial in fostering a

committed and satisfied workforce. The study found a significant positive relationship between empowerment and job satisfaction, with empowerment involving granting employee's autonomy and involving them in decision-making processes, shown to enhance job satisfaction by fostering a sense of ownership and responsibility (Ahmed & Rafiq, 2000).

While the study found a positive correlation between communication practices within the organization and job satisfaction, this relationship was not statistically significant. This suggests that while better communication might contribute to job satisfaction, it may not be as strong a predictor as the other factors examined. Effective communication practices, though not significantly related to job satisfaction in this study, are still considered important in literature as they bridge gaps between management and employees, thereby enhancing satisfaction (Lings & Greenly, 2005). Lastly, managerial support was shown to have a significant positive effect on job satisfaction, underscoring the role of supportive leadership in creating a conducive work environment where employees feel valued and supported (Bansal et al., 2001).

The findings of this study are consistent with the broader body of literature on internal marketing and job satisfaction. Previous studies have demonstrated that internal marketing practices such as training, empowerment, and managerial support are crucial for enhancing job satisfaction (Evans, 2018; Harris & Robinson, 2022). The positive effects of these practices on job satisfaction observed in this study reaffirm the theoretical framework that positions employees as internal customers whose satisfaction is pivotal to organizational success (Grönroos, 1988; Berry, 1981). The lack of statistical significance in the relationship between communication and job satisfaction contrasts with some studies (Lings & Greenly, 2005), which suggest that communication is a critical factor. This discrepancy could be due to differences in organizational context, measurement methods, or sample characteristics.

For EAP, these findings have practical implications. By investing in comprehensive training programs, fostering a motivational work environment, empowering employees, maintaining open lines of communication, and providing robust managerial support, EAP can enhance job satisfaction among its employees. Despite the non-significant finding for communication, improving communication practices can still be considered, as it might interact with other factors to enhance job satisfaction indirectly.

Chapter 5

Summary, Conclusion and Recommendation

In this chapter the major findings of the study are summarized first. Then conclusions are drawn from the results that were presented in the previous chapter about the internal marketing and job satisfaction in East African Pharmaceuticals. The attempt was made to answer research questions of this study and later the recommendations are provided for the management of East African Pharmaceuticals.

5.1 Summary of major findings

The findings from this study highlight the impact of various internal marketing dimensions on employee job satisfaction, with specific emphasis on training, motivation, empowerment, communication, and managerial support. The analysis began with reliability testing, which confirmed that the instruments used for measuring these constructs were highly reliable, with Cronbach's alpha values all above 0.70. This ensured the consistency and dependability of the responses collected from employees.

Training emerged as a significant predictor of job satisfaction. The grand mean for training was 2.603, indicating that employees generally had a neutral to slightly negative perception of the training programs. However, the positive beta value of 0.211 ($p < 0.05$) from the hypothesis testing indicated that improvements in training are likely to enhance job satisfaction significantly. This suggests that while employees may currently view training programs as only moderately effective, there is substantial potential for positive impact if these programs are improved.

Motivation also played a crucial role in influencing job satisfaction. With a grand mean of 2.68, employees felt moderately motivated, reflecting neutral to slightly positive attitudes towards the motivational initiatives in place. The hypothesis testing further supported this with a beta value of 0.293 ($p < 0.05$), indicating a strong and significant positive effect on job satisfaction. This underscores the importance of effective motivational strategies in fostering a more satisfied and engaged workforce.

Empowerment, although positively related to job satisfaction, did not show a statistically significant effect. The grand mean for empowerment was 2.64, suggesting that employees viewed empowerment within the organization neutrally to moderately positively. Despite this,

the lack of a significant beta value implies that current empowerment practices may not be sufficient to drive significant changes in job satisfaction, highlighting an area for potential improvement.

Communication was another dimension that showed a positive relationship with job satisfaction but did not achieve statistical significance. With a grand mean of 2.56, employees' perceptions of communication were neutral to slightly positive. This indicates that while communication is valued, its current state does not significantly impact job satisfaction. Improving communication strategies could therefore be beneficial, although it may require more targeted efforts to achieve a noticeable impact on job satisfaction.

Managerial support was found to have a significant positive impact on job satisfaction, with a grand mean of 2.67, reflecting a neutral to slightly positive perception of managerial support. The hypothesis testing confirmed its significance in predicting job satisfaction, indicating that strong managerial support is essential for enhancing employee satisfaction. This suggests that employees who feel supported by their managers are likely to be more satisfied with their jobs, emphasizing the need for effective management practices.

Overall, the model summary indicated that 77.5% of the variance in job satisfaction could be explained by these five independent variables, with an R-square value of 0.775. The ANOVA test further confirmed the model's statistical significance (F = 86.149, p = 0.000), reinforcing the importance of these internal marketing dimensions in predicting job satisfaction.

In conclusion, the study's findings highlight the significant roles of training, motivation, and managerial support in enhancing job satisfaction. While empowerment and communication are positively related to job satisfaction, their current impact is not significant, suggesting areas for further development. By focusing on improving training programs, motivational strategies, and managerial support, EAP can significantly enhance employee job satisfaction, leading to a more engaged and productive workforce.

5.2 Conclusion

This study provides valuable insights into the impact of internal marketing dimensions on employee job satisfaction, emphasizing the significance of training, motivation, empowerment,

communication, and managerial support. The findings reveal that while all these factors are positively related to job satisfaction, their levels of impact vary significantly.

Training and motivation emerged as the most influential factors, with significant positive effects on job satisfaction. This underscores the critical role of robust training programs and effective motivational strategies in fostering a satisfied and engaged workforce. Employees' neutral to slightly negative perception of current training programs, paired with the positive impact of training on job satisfaction, suggests a substantial opportunity for organizations to enhance these programs to achieve better outcomes.

Managerial support was also identified as a significant predictor of job satisfaction, indicating that employees who feel supported by their managers tend to be more satisfied with their jobs. This highlights the importance of strong management practices and a supportive work environment in promoting employee satisfaction.

Empowerment and communication, although positively related to job satisfaction, did not show statistically significant impacts. This indicates that while these factors are valued by employees, their current implementation may not be sufficient to drive significant improvements in job satisfaction. Therefore, organizations should consider refining their empowerment and communication strategies to better meet employees' needs and enhance their overall satisfaction.

Overall, the study concludes that to effectively improve employee job satisfaction, organizations should prioritize enhancing training programs, motivational strategies, and managerial support. These elements have been proven to significantly impact job satisfaction and can lead to a more engaged, productive, and satisfied workforce. While empowerment and communication also play important roles, they require further development to achieve a more substantial impact on job satisfaction. By focusing on these key areas, organizations can create a more positive and fulfilling work environment, ultimately leading to greater organizational success.

5.3 Recommendation

Based on the findings and conclusions of this study, several precise and actionable recommendations are proposed to enhance employee job satisfaction. These recommendations focus on improving training programs, motivational strategies, managerial support, empowerment practices, and communication strategies.

To enhance training programs, it is recommended that EAP should conduct a comprehensive review of their current training initiatives, incorporating employee feedback to identify specific areas for improvement. Developing targeted training modules that address these identified gaps and ensuring that training is practical, engaging, and relevant to employees' roles will significantly improve their effectiveness. Regular assessments of training programs through employee surveys and performance metrics should be conducted to continuously gauge their impact and make necessary adjustments.

Strengthening motivational strategies is another key recommendation. EAP should identify and implement a variety of motivational strategies that cater to different employee needs and preferences. This can include introducing incentive programs such as performance-based rewards, recognition initiatives, and career development opportunities. To ensure the effectiveness of these strategies, continuous monitoring through employee surveys and feedback sessions is essential, with adjustments made as needed based on the collected data.

Improving managerial support is crucial for enhancing job satisfaction. Providing managers with training and resources to develop their leadership and support skills is a recommended action. Establishing regular one-on-one meetings between managers and employees will facilitate discussions on career goals, provide feedback, and offer necessary support. Implementing a system to evaluate managerial performance based on employee satisfaction surveys and feedback can help ensure that managers are effectively supporting their teams. Additional training should be provided to managers who require further development.

Refining empowerment practices within the organization is also recommended. Encouraging a culture of empowerment involves fostering employee participation in decision-making processes and creating opportunities for employees to take on more responsibility and autonomy in their roles. This can be achieved through projects and leadership initiatives. Monitoring the impact of empowerment practices on job satisfaction through regular feedback will help identify areas for improvement and ensure that these practices are effective.

Enhancing communication strategies is essential for maintaining a satisfied workforce. Improving internal communication channels to ensure clear, consistent, and transparent communication throughout the organization is crucial. Utilizing various communication tools, such as newsletters, meetings, and digital platforms, will help keep employees informed and

engaged. Regular assessments of the effectiveness of communication strategies through employee feedback will provide insights into necessary adjustments to better meet their needs.

By implementing these recommendations, EAP can significantly improve employee job satisfaction, leading to a more engaged and productive workforce. Regular monitoring and adjustments based on employee feedback are essential to ensure the continued effectiveness of these strategies. Through these targeted actions, organizations can create a positive and fulfilling work environment, ultimately contributing to greater organizational success.

5.4 Recommendation for the future

Future research could expand on these findings by exploring the long-term effects of internal marketing strategies on job satisfaction across different industries and cultural contexts. Longitudinal studies could provide deeper insights into how internal marketing practices evolve over time and their sustained impact on employee satisfaction.

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Questionnaire

Department of Masters of Business Administration

Questionnaires to be filled by Customers

Dear respondents, I am MBA candidate of Master s Degree. The main objective of this questionnaire is to obtain data on the effect of Internal marketing on Job Satisfaction at East African Pharmaceutical PLC. The data will be analyzed to assess the effect of Internal marketing on Job satisfaction of the factory and it will be only for the academic purpose that you are requested to fill freely and accurately as much as possible. The researcher would like to thanks you in advance for your truthful response.

Thank you

Part I. Respondents Profile: Make "X" mark to appropriate box.

1. Sex: Male   Female

2. Age: Below 20   20-30   31-40   41-50   above 50

3. Educational Status: Certificate   Diploma   BS/BSc   MA/MSc   Above PhD

Part II: Quality public service delivery Practice

Respond by putting "X" Mark to the only number that best fits your opinion and feelings**.**

NB: 5=strongly Agree, 4=Agree, 3=neither Agree nor Disagree, 2=Disagree, and 1represents strongly Disagree with the respective statements stated below.

S.No.	Descriptions	5	4	3	2	1
1	**Training**					
1.1	**In this company. Training is closely related to the**					

	individual needs of each employee					
1.2	**A newly hired employee will have to find his own answers to the requirements of the job**					
1.3	**Before the implementation of a major change in service rules we always get significant training regarding its impact on our daily activities and job description.**					
1.4	**If one is moved from one department to another, the new supervisor will personally train him/her for a pre-specified period of time**					
1.5	**In this company. They set aside adequate resources to train employees**					
1.6	**Training and development programme is clearly directed at creating the competencies that are important to our business**					
2	**Motivation**					
2.1	**When I do something extraordinary, I know that I will receive some financial bonus/reward**					
2.2	**My income and the annual increases are dependent only to the Union's bargaining with the employer's side**					
2.3	**My income and the annual increases are very closely tied to my qualifications and my performance**					
2.4	**Everyone gets an annual bonus regardless of their performance**					
2.5	**My income and the annual increases are much related to those of people with similar qualifications working in this or any other industry**					
3	**Empowerment**					
3.1	**My supervisor allows me to use my own judgment in solving problems**					
3.2	**My supervisor encourages me to take initiatives**					
3.3	**My supervisor allows me a high degree of initiative**					
3.4	**My supervisor trusts me to exercise good Judgment**					
4	**Communication**					
4.1	**Before any policy change my supervisor informs me phase-to-phase in advance**					
4.2	**Supervisors are sincerely interested in listening to what subordinates have to say about their jobs, the problems they have and the solutions that subordinates suggest**					
4.3	**If an employee has a certain personal problem that influences negatively his (her) work performance, (s)he is encouraged to discuss it with his/her supervisor**					
4.4	**Supervisors in this company are never too busy if one of their subordinate wishes to meet personally**					
4.5	**Supervisors are expected to spend time with their subordinates, explaining them company objectives and how these objectives affect what the company expects from each individual employee**					
5	**Managerial Support**					

5.1	**Managers allow employees to use their own judgment in solving problems**					
5.2	**Supervisors and higher managements are interested to allow me to participate in decision making processes.**					
5.3	**Managers regularly provide constructive performance feedback to the employees.**					
5.4	**Managers encourage employees to take initiatives**					
5.5	**Managers have the expertise and abilities to help employees succeed in their career.**					
6	**Employee Job Satisfaction**					
6.1	**I love my job and I am satisfied with my current career**					
6.2	**I am satisfied with the equal opportunity of growth**					
6.3	**I am satisfied with the company salary scale**					
6.4	**I am satisfied with the clarity of task responsibility and role that I have in my work**					
6.5	**I am satisfied with the job security I have**					