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# Investigating Effect Internal Marketing on Employee Job Satisfaction in the Context of Ethiopian Public Health Care Institution (HCIs) at Silte Zone Selected Public Hospitals

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**Abstract:** The aim of the study was to investigate the effect of internal marketing (training & development, communication, motivation and reward) on employee job satisfaction in Ethiopian public Health Care Institution (HCIs) at Silte Zone selected public Hospitals. Data were collected from 373 employees through questionnaire and interview based surveys to investigate the effect of internal marketing on employees' job satisfaction. The respondents were chosen using both probability and non-probability sampling technique and also the research was used both descriptive as well as explanatory research design. After collecting the data, different statistical tests including descriptive statistics like mean, standard deviation and inferential statistics like correlation and regression were applied using SPSS version 24 software. The results of descriptive statistics showed that the level of internal marketing practices was above average and there was a large gap in the internal marketing practices of the selected public health agencies. The finding of this study revealed that, all dimensions of IM have positive and statistically significant effect with employees' job satisfaction. Therefore it is reasonable to conclude that, hospital managers need to identify the benefits of internal marketing for the satisfaction of employee. Based on the conclusion the researcher wants to recommend that, health care institutions should make every effort to prioritize key aspects while conducting internal marketing activities to achieve the highest level of job satisfaction for their employees and these satiability of the organizations.

**Keywords:** Internal Marketing, Training and Development, Communication, Motivation, Reward & Job Satisfaction

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## 1. Introduction

### 1.1. Background of the Study

In a globalized economy, all businesses, including co-operatives, need to constantly restructure to adapt to changes in the environment [1]. Therefore, they direct their efforts to human talent to improve internal control. Thus, given that human capitals a difficult resource to imitate due to competition, it has become an important factor in a company's success [2]. In this sense, internal marketing ensures that employees are involved in the goals of the organization and therefore should be considered as strategy that feels satisfied with the work done [3]. Suppose that devoted employees actively contribute to the achievement of

the organization's goals [4]. In this sense, research has shown that internal marketing is serious alternative to increasing employee loyalty to the organization and subsequent customer satisfaction [5].

Internal marketing initially seemed to guarantee consistent, high quality delivery Service [6]. The concept of internal marketing has evolved a process consisting of three interrelated phases, including employee-centric and customer centric Focused and business orientation [7]. But despite rapid growth the reason discussion of the concept of internal marketing [6]. A consensus on its definition, its function, its implementation, and who it should be responsible for.

Through a critical review of various definitions [8-10] is internal marketing is defined as a leader ship philosophy of treating and treating employees as internal customers

Coordinate, motivate and adjust them to work internal for customer satisfaction Relationship management in the current study.

Internal marketing is considered a multidimensional concept with two dimensions, three dimension or four Dimensions [11, 12, 14]. There is no consensus on the numbers; the components that characterize the internal marketing structure have common components identified. Specifically, the elements of internal marketing include Rewards [15], Internal Communication [16], Training [12], Internal Market Research [9], training [12], internal market research [9], organizational structure [17] and management support [18]. According to Jeong, C. Y. & Lam, D the various dimensions of internal marketing can be categorized in to four major groups including vision, communication, reward stem and training [19]. Based on the literature, this study identified four aspects of internal marketing factors: training and development, internal communication, motivation and reward. Current researchers have identified aspects of internal marketing to be investigated in public hospitals in Ethiopia to determine their relationship to physician job satisfaction.

### **1.2. Statement of the Problem**

The Services sector is the largest and fastest growing sector, contributing to global production and hiring more people than any other sector. The fact that services are intangible, heterogeneous, non-permanent, produced and consumed at the same time makes their offerings unique and demands that companies differentiate themselves from their competitors. In these situations, employees become an important resource that plays an important role in long-term success through service delivery to customers and involvement and contribution to achieving customer satisfaction [20]. The concept of internal marketing represents the role of employees in achieving corporate goals. Employees are an important resource for any service organization. [21] Quotes, "The most important asset of an organization / institution is its employee, not buildings or machines [22]. "In addition, they claim that the success of the organization depends on employees far from top-level strategists [23]. At the same time, they are usually not under the direct supervision of the marketing department. In this way, since these are the workers having direct contact with external customers and therefore are responsible for the offered service quality, internal marketing practices focusing on organizational commitment are prime importance to service organizations.

Many organizations have reduced their level of control to shift responsibilities and decision-making to lower levels closer to external customers [24], and organizations make employees their most important asset. Thus, taking care of external customers can be realized only by giving care to workers. On such practice is internal marketing (IM) [25]. Despite extensive research on IM, its practical application is limited to a small number of organizations.

A recent study of relationship marketing suggests that

internal marketing has apposite impact on factors such as employee involvement and organizational commitment [26, 27]. Impacts have been identified in various sectors like Bank [27], Hotels [28]; Nursing [29]; Elderly care [30]; Petro chemical products [31]; and credit institutions [32].

Similar effects can be seen indifferent cultures [30, 33, 34]. In addition, previous results were obtained primarily from countries in the United States, Europe and Asia [35-39]. Some empirical studies are being conducted by various organizations in our country.

However, according to [40], examine the impact of internal marketing on customer orientation. By use training and development, communication and motivation to identify Ethiopian Airlines' mediator satisfaction and organizational commitment. The findings criticized the fact that all variables were statistically significant. However, according to [41]. Exploring the relationships among the most commonly used aspects of internal marketing (i.e., motivation, communication, training and development), job satisfaction, organizational commitment, and employee customer focus. The results indicate that from the selected dimensions of internal marketing Training and development has a non-significant effect on employees' customer orientation.

The findings [42] show that internal marketing (selection and appointment, training and development, organizational support, incentives and motivation, and retention policies) had a positive effect on Saudi teaching hospitals physicians' job satisfaction, and organizational commitment. The above results were in consistent with each other. The results of [43] show that two aspects of internal marketing (reward and training/ development) have a positive and significant impact on customer satisfaction. The impact of vision on customer satisfaction is positive, but not significant. However, the results of [44] show that internal communication is perceived to have the strongest impact on the job satisfaction of employees in the oil and gas industry. Health care professional involvement is of great value to HCI. This is because the health care professionals who are engaged are aware of the goals and values of the organization, are keen to belong to the organization, and are willing to show greater organizational citizenship i.e., willingness to go over and beyond their required job duties. If human resources are the major assets of organizations, then committed human resources are supposed to be organization's competitive advantage [45]. Lack of organizational commitment affects job performance [46], becomes a cause of absenteeism [47], and turnover [48, 49]. It is a hindrance for attainment of organizational goals and damages the reputation and good will of HCIs.

However, in Ethiopia, along with the problem of brain-drain [50], experience has shown that performance-oriented health care professionals have shorter tenures [51]. In addition, there are surprising turnover rates, especially weak organizational commitments from physicians [52], and work delays [53]. Therefore, health workers' organizational commitment needs a due attention of management in HCIs of Ethiopia. Internal marketing components (i.e. implementation

of specific corporate or functional strategies and vision, employee development and employee reward) improves employee commitment and, in turn, it is essential for improvement of service quality and there by external customers' satisfaction. As per the researcher's understanding, these variables might not be rigorously researched in the context of Ethiopian HCIs. Hence, this research attempts to analyze the effects of components building up internal marketing (i.e. Training and development, Communication, motivation and reward) on employee job satisfaction of health workers in three Silte Zone city administration public hospitals.

### 1.3. Hypothesis of the Study

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

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

H3: Communication has positive and statistically significant effect on employee job satisfaction.

H4: Reward has positive and statistically significant effect on employee job satisfaction.

### 1.4. Objectives of the Study

#### 1.4.1. General Objectives

The general objective of this study was to investigate Effect of Internal Marketing on employee job satisfaction in the context of Health Care Institution (HCIs).

#### 1.4.2. Specific Objectives of the Study

To achieve the objectives of this study, the following specific objectives are taken as indicators to study.

- 1) To examine the effect of training and development on employee job satisfaction.
- 2) To examine the effect of motivation on employee job satisfaction.
- 3) To investigate the effect of communication on employee job satisfaction.
- 4) To investigate the effect of reward on employee job satisfaction.

### 1.5. Significance of the Study

The study enables the researcher to have an academic knowledge on conducting research. The study also contributes to the future development of this type of research, especially in developing countries like Ethiopia. Therefore, the findings of this research can contribute and assist academicians in broadening and providing a deeper understanding of the critical factors that affect employee satisfaction. It can also help for companies to identify the requirement of their employee and to improve the quality of their services and to retain the existing employee by providing technology based service in light of its competitors. Moreover, this study can help the management of the selected hospitals in particular study area and Ethiopian HCIs in general to take measures towards

increasing employee satisfaction and retain them.

### 1.6. Scope of the Study

The current study was focused on examine the effects of internal marketing on employee job satisfaction of public hospitals of three Silte Zones City administration (Werabe, Silt and Sankura). The study was concerned on four dimensions of internal marketing such as training and development, motivation and internal communications and reward as independent variables, job satisfaction as the dependent variables. The study was limited to three public hospitals in Silte Zones. The researcher use the cross sectional data for the purpose of the study. Methodologically, the researcher uses multiple linear regression models for analysis the data. The study was used primary and secondary data sources.

## 2. The Review of the Related Literature

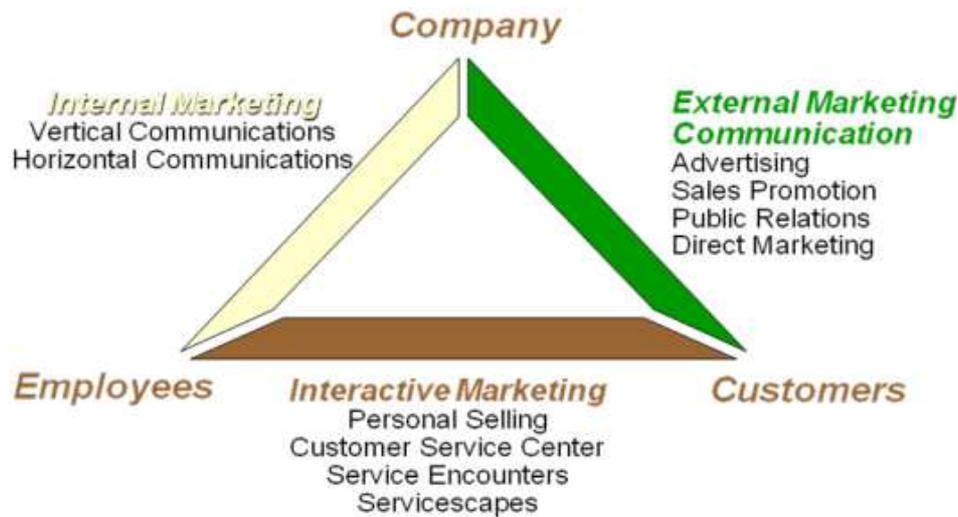
### 2.1. The Components of IM

Scholars have identified several components of IM. [54] Identified the reward system as two of the key components of IM, along with training and development. [55] Identified four factors that measure IM in university hospitals: education and training, reward systems, fairness and convenience. [56] Have developed a model with six aspects: work support, organizational atmosphere, organizational communication, training, motivation, and empowerment.

Huang, Y. T. & Rundle-Thiele [57] identified three aspects of IM: internal communication, training, and internal market research in a study of the impact of IM on employee satisfaction in culturally diverse work environments. [58] Investigated the relationship between perceived IM activity, self-efficacy, job satisfaction, and customer-centric attitudes among hospital nurses. The author has identified four aspects of IM: education and training, reward systems, fairness and convenience. Of these four aspects, education and training proved to be the most significant.

In addition, [5] developed and validated a scale to assess employee perceptions of IM. They found that three components: vision, development, and rewards are good predictors of employee job satisfaction. Similarly, [59] Three IM components identified: internal value exchange, internal communication and training. In addition, [19] proposed five aspects of IM: vision, communication, over all development, job training, and a reward system.

IM is a multi-dimensional concept [5, 13, 55, 59-62]. There is no consensus on the number of dimensions that characterize IM, but this article uses four common dimensions that are recruited in the literature: internal communication, training and education, reward systems, and empowerment. It also adds a fifth dimension, an organized atmosphere. This component influences internal customer attitudes and behaviors (that is, customer satisfaction and engagement) and is linked to internal customer creativity.



Source: Parts of model adapted from work by Christian Gronroos and Phillip Kotler

Figure 1. Three Types of Service Marketing.

The figure above shows that while external marketing is important to the customer, we also need to pay attention to internal marketing, the marketing relationship between the employee and the company.

Therefore, interactive marketing (between employees and customers) and external marketing (between companies and customers) will only work if internal marketing is successful. Therefore, this figure shows that "service marketing also requires internal marketing and interactive marketing. [63] In reality, an employee is a customer within a business, company, or organization. Therefore, from an internal marketing perspective, the target is employees. [64].

### 2.1.1. Dimension of Internal Marketing

Researchers have identified some variables related to aspects of internal marketing. Internal marketing can be explained in the above aspects, but it was recommended to analyze internal marketing in all aspects, but for the purposes of this study, four aspects widely used in many studies (Training and Development, Motivation, Communication and Reward) which were that the most common can fully explain internal marketing: [65, 67, 68, 17], Is one of the scholars who appreciate the specific use of Training and Development, Motivation and communication as well as rewarding to explain internal marketing.

### 2.1.2. Training and Development

#### (i). Training

Training is the act of enhancing a person's knowledge and ability to perform a particular task. Similarly, [69] defined training as a learning process in which employees acquire the knowledge, skills, experience, attitudes needed to make a job better and achieve business goals ... This is the bridge between job demands and the current needs of employees. This means that employees' work styles and attitudes towards work and the company are changing. Today, education is

increasingly seen not only as a means of driving the growth of individual employees, but also as an integral part of the growth of an organization.

According to [70], education and training help employees understand the importance of striving to comply with internal service standards in their internal interactions as a prerequisite for achieving quality customer service. It will help. Today, most organizations in Ethiopia understand the essence of this education and create favorable conditions for domestic and foreign employees as technological advances require skilled and highly skilled workers [71].

#### (ii). Development

According to Armstrong [72], development is a delivery process that enables people to move from their current level of understanding and ability to a future state that requires higher skills, knowledge, and abilities. It takes the form of learning activities that prepare people to assume broader or greater responsibilities. It's not focused on improving the performance of your current work. According to [73] Defines development as a learning experience in which an individual or group acquires knowledge, skills, values, and behavior. It's a career, not a professional orientation, dealing with the long-term development and potential of an individual.

#### (iii). Communication

According to [74], Communication a well-functioning IMO culture. Even if people can communicate with them or are not willing to communicate there is no inter-departmental or inter-departmental coordination with each other [75]. Communication says, "People inside Organizations send and receive messages".

#### (iv). Motivation

The word "motivated" is originally derived from the Latin word "mover" which means "to moving". However, over time, different researchers have tried to come up with broader

definitions of words, and motives have been defined in different ways. Most of them agree that it is a goal-oriented behavior. Motivation is a psychological process that gives behavior a purpose and direction. Motivation is defined as "internal and external factors that evoke people's desire and energy to continue to be interested in, committed to, and strive to achieve their goals for a job, role, or subject." [76].

**(v). Reward**

According to [77], the use of rewards can help individuals who can meet their employees' gratitude and awareness needs and get more attention. Essentially, all organizations use payments, bonuses, promotions, or other types of compensation to their employees to promote a high level of performance. In addition, according to [78], if employers can keep their employees motivated by compensation, it can influence people's behavior and increase productivity accordingly.

Rewarding staff according to performance is another important aspect of internal marketing [79]. It shows the degree of implementation of a particular rating system related to performance that contributes to the well-being of the organization and various forms of outcome reward [17].

Those organizations which employ performance evaluation and reward systems record better results and more highly satisfied employees [80]. When a reward system is unfair, and the social exchange between an organization and its employees is not equitable, the employees' wellbeing and health may be negatively affected [81], leading to repercussions in terms of task management and organizational results.

**(vi). Job Satisfaction**

The concept of job satisfaction has been extensively studied for decades and is defined in slightly different ways by different researchers. Job satisfaction is defined as an overall emotional assessment of a service provider's work situation and work experience [82]. As an emotional or emotional response to one's work [83]; to the extent that employees rate one's work positively or negatively [84];

As a fun or positive emotional state associated with the experience [85].

Because service providers play a key role in recognizing

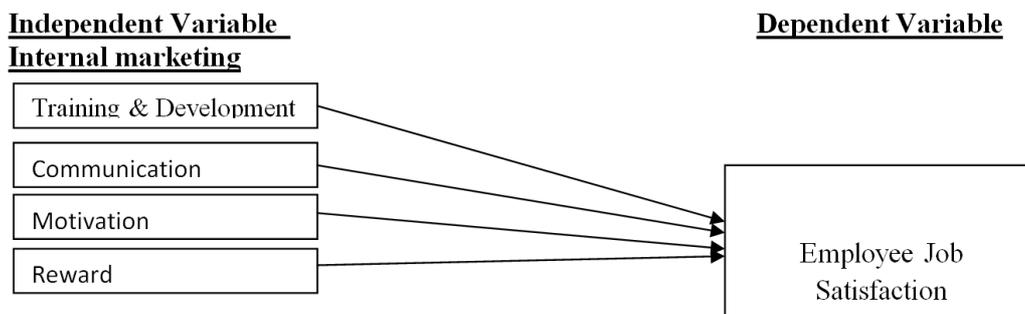
service quality, job satisfaction is important to the organization, especially in the service industry [86]. Furthermore, employee job satisfaction is closely related to customer satisfaction and loyalty [87]; employee citizenship behavior [88]; employees' rating of work quality and client relationships and a company's financial performance [89]; and employee organizational commitment [90, 91]. These empirical findings are in line with the notion that [92], proposed as "in order to have satisfied customers, the firm must also have satisfied employees" when they develop internal marketing concepts. Therefore, it is necessary to include the concept of job satisfaction as a key predictor and/or mediator when developing the model for measuring employee attitude/behavior in the hospitality industry.

**2.2. Relationship Between Internal Marketing and Employee Job Satisfaction**

Employees are the objects of internal marketing. They are the best assets of a company, and it is crucial to retain them through adopting effective human resource policies [93]. Employee satisfaction is known as employee job satisfaction in this study. In general, employees' job satisfaction is measured in terms of evaluative, emotional and behavioral components towards their jobs [94]. It embodies the attitudes of employees regarding their jobs, and reveals the degree of fit between employees and their organizations. Emphasized that happy employees tend to stay in the company and spread positive reviews [95].

The concept of internal marketing is to display and use employees as internal customers, and to use jobs as internal products to satisfy their needs [96], which in turn External customers [97]. Internal marketing is considered the key to external marketing [98], employees must first be satisfied to provide better service [95], while employees should get satisfaction first for better service performance, it is suggested that employees who are given more power and authority are more likely to obtain satisfaction. In particular, a number of studies in various contexts have supported the idea that internal marketing positively affects the satisfaction of employees such as the hospitality sector [19], tourism sector [9], insurance sector [99] and logistics sector [100]. Hence, those findings informed the following research frame work:

**2.3. Conceptual Frame Work**



Source: [29], with amendment to suit for this study.

**Figure 2.** Conceptual frame work.

### 3. Research Methodology

#### 3.1. Research Design

Research design is the blue print for fulfilling research objectives and answering research questions [101]. Both descriptive and explanatory research designs were employed. Descriptive study is used to demonstrate the current reality and associations of the study variables. According to [102] the study is explanatory when the focus is on cause-effect relationships, explaining what causes produced what effects. The study aims to examine the effects of internal marketing on job satisfaction on employees of public hospitals of three Silte Zones city administration (Werabe, Silti and Sankura). Therefore, descriptive and explanatory research design was fit to achieve the target/purpose of this study.

#### 3.2. Research Approach

Researcher was used both a qualitative and a quantitative approach. The central premise of this methodological design is that the use of a combination of qualitative and quantitative approaches provides a more comprehensive understanding of the research topic of the second study than using either approach alone [103]. Quantitative research is a formalized, highly structured research approach. By examining some specific variables across a number of subjects, this approach allows

researchers to make a universal generalization. Qualitative research approach emphasizes the subjective aspects of human activity by focusing on the meaning, rather than the measurement of social phenomena [104]. Qualitative research involves studies that do not attempt to quantify their results through statistical summary or analysis. In this kinds of research data are often in the form of descriptions, not numbers. The main objective of this work was study the effect of different aspects of internal marketing on employee job satisfaction, therefore both qualitative and quantitative approach were used for this study.

#### 3.3. Target Population of the Study

Population of the study refers to the population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications [105]. The target population of the study was employees who were working in selected hospitals. This employees were selected from Silte Zone’s which are from Worabe town (Werabe comprehensive and specialized Hospitals, Silti Hospital & Sankura Hospital). Accordingly, 1000 employees from Werabe comprehensive and specialized Hospitals, 530 employees from Sankura Hospital, 500 employees from Silti Hospital. Accordingly the total numbers of employees of selected public hospital are 2030 persons.

Table 1. Target population According to their Profession.

Nam of selected City/town	Medical Doctor	Other Health worker	Supportive Staff
1 Werabe comprehensive and specialized Hospitals	100	400	500
2 Sankura Hospital	50	250	230
3 Silti Hospital	50	220	230
Total	200	870	960
Grand Total			2030

Source: Respective Hospitals office report, 2022.

#### 3.4. Sampling Techniques and Sample Size

##### 3.4.1. Sampling Technique

A sampling technique in which researchers use both probabilistic (stratified sampling) and non-probability (convenience sampling) techniques. The sampling method used for quantitative research in this study is often related to survey-based research, so it is a stochastic sampling method. If the population to be sampled is non-uniform and consists of multiple subgroups, stratified samples can produce more representative samples than simple random samples. The population of this study is not homogenous because of differences in educational background, physical environment, institutional conditions, etc. Thus, stratified

sampling is used to select the target employees from all the selected hospitals (namely Werabe Specialized Hospital, Sankura Hospital and Silti Hospital and further categorization were made as Medical Doctors, Other health workers and supportive or administrative workers. Convenience sampling was used because some health workers like medical doctors may be busy for access due to the nature of their job because of this reason the above mentioned technique was used.

In order to do so, proportionate stratified sampling this formula ( $n_i = N_i/N * n$ ) was used. Where:  $n_i$ = represents sample size taken from each stratum/sector,  $N_i$ = total no. of population of each stratum/sector,  $n$ = total sample size of the study, and  $N$ = total population size.

Table 2. Representative of selected hospital sample size.

Strata	Total no. Of employee in professions	Sample From each $n_i = N_i/N * 400$
Werabe Comprehensive specialized Hospital	Medical Doctor	20
	Other Health worker	79
	Supportive Staff	99
Total	1000	198

	Strata	Total no. Of employee in professions	Sample From each ni=Ni/N*400
Sankura Hospital	Medical Doctor	50	10
	Other Health worker	250	49
	Supportive Staff	230	45
Total		530	104
Silti Hospital	Medical Doctor	50	10
	Other Health worker	220	43
	Supportive Staff	230	45
Total		500	98
Grand Total		2030	400

Source: Respective Hospitals office report and computed by researchers, 2022.

**3.4.2. Sample Size**

This refers to the number of items to be selected from the universe to constitute a sample. The size of sample should neither be excessively large, nor too small, it should be optimum. While deciding the size of sample, researcher must determine the desired precision as also an acceptable confidence level for the estimate. The size of population variance needs to be considered as in case of larger variance usually a bigger sample is needed. Therefore, budget constraints should always be considered when setting the sample size [106]. The sample size formula was used to extract the sample size from the identified finite population [107]. Most commonly, formulas are calculated based on a 95% confidence interval for sample size accuracy. Currently, the number of employees in selected hospitals 2030; therefore, in this study 400 questionnaires were distributed to meet up to the required level of number of responses from employees at HCIs at three Silte Zones selected city Administration. For a given population size of 2030 at the confidence level of 95% and a margin of error of 5% can be calculated as

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

Where; n=required sample size.  
 N=number of people in the population.  
 e= allowable error (0.5).  
 Therefore,

$$n = \frac{2030}{1+2030(0.5)^2} = \approx 400$$

Accordingly, the selected representatives of employees of selected hospitals are 400 employees.

**3.5. Type and Sources of Data**

The study was employed both primary and secondary sources of information from selected hospitals of three Silte Zones selected city Administration. The primary sources of data include information that was gathered from the questionnaires, interviews with management bodies, Focus Group Discussion (FDG) aims to obtain data from a purposely selected group of individuals. Secondary data was used to collect data from different sources that include mainly respective hospitals minute, progress report and annual report of respective hospital those could support the study from empirical & conceptual backgrounds.

**3.6. Data Collection Instrument**

It is the most convenient when the sample size was large, because it limits in consistency and also saves time. To gather primary data, the researcher was used questionnaires, interviews and Focus Group Discussion (FDG). Therefore, numbers of booklets of questionnaire were distributed and filled by employees and interview questioner was asked and filled by managers. To gather relevant information regarding each aspect of internal marketing and employee job satisfaction, the researcher was used valid questionnaires. Accordingly, a five-point likert-type scale ranging from “Strongly agree” to “Strongly disagree”.

**3.7. Method of Data Analysis**

After the data was collected from the primary source, the data was internally reviewed and edited to reveal the mistakes made by the respondents. Moreover, in order to analyze the data, the one sets of Statistics: Descriptive and inferential statistics were used.

**3.8. Model Specification**

In order to examine the relationship between the dependent variables and independent variables, the following model was applied.

$$Y = \alpha + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 \dots \dots \dots + \beta_nx_n + \epsilon_i \quad (1)$$

Where:

Y: is dependent variable:-variable which is affected by other variables or explained by the independent variables.

α: An intercept, where the regression line crosses the y-axis.

β1...βn are the coefficient of the independent variables X1 to Xn. Substituting both dependent and independent variables in equation (1) above, we have the following equation Specifically, for the current study this expression is appropriate:

$$EJS = \alpha + \beta_1TRD + \beta_2Mot + \beta_3Com + \beta_4Rw + \epsilon_i$$

Where,

EJS=employee job Satisfaction (as dependent Variable).

TRD=Training and Development, Mot= Motivation and CO=Communication and Rw= reward were Independent Variable.

## 4. Data Analysis, Discussion, and Interpretation

### 4.1. Descriptive Statistics

From descriptive statistics, frequencies with their respective percentages in a simplified tabulated format were used to discuss demographic profile of the respondents. Those variables were analyzed using descriptive statistics of frequency and the mean was presented and summarized by using tables and analyzed and interpreted with simplified statements with tables and percentages followed by discussions.

### 4.2. Response Rates

From the 400 questionnaires distributed to the respondents (employees) of the selected hospitals, 373 were returned out

of which 6 were incomplete so they were eliminated and 21 were unreturned. Finally, 373 (93.2%) completed and useable questionnaires. This indicates that the existence of good response rate.

### 4.2.1. Descriptive Analysis of the Variables

From descriptive statistics, frequencies with their respective percentages in a simplified tabulated format were used to discuss demographic profile of the respondents. Those variables were analyzed by using descriptive statistics of frequency and the mean was presented and summarized by using tables and analyzed and interpreted with simplified statements with tables and percentages followed by discussions. The demographics factors used in this research are gender, age, education qualification, monthly income, marital status, occupation, experience of the respondents giving health care services.

Table 3. The Respondents Demographic profile.

S.No	Variables	Classification of Variables	Frequency	Percentage (%)
1	Gender	Male	264	70.8
		Female	109	29.2
Total			373	100.0
2	Age	<24	108	29.0
		24-34	184	49.3
		34-44	55	14.7
		44-54	15	4.0
		54-64	9	2.4
		>=65	2	.5
Total			373	100
3	Education levels	High school	12	3.2
		Certificate	10	2.7
		Preparatory school	9	2.4
		Diploma	35	9.4
		Bachelor Degree	224	60.1
Total			83	22.3
Total			373	100
4	Monthly Income	Below 1000 birr	107	28.7
		1000-2999	30	8.0
		3000-4999	62	16.6
		5000 and above	174	46.6
Total			373	100.0
5	Work experience	<4 year	68	18.2
		4-8 year	111	29.8
		8-12 year	116	31.1
		12-16 year	26	7.0
		16-20 year	26	7.0
Total			26	7.0
Total			373	100.0

Source: Own survey data, 2022.

The above Table shows that, the demographic characteristics of the respondents. As it is shown 70.8 percent were male and 29.2 percent were female. Regarding for the Age distribution shows that 184 (49.3%), & 108 (29%) percent were age range falls between 24-34 and less than 24 years respectively. And also about the respondents educational qualification the majority of the respondents 224 (60%) and 83 (22.3%) were bachelor degree holder and

masters degree holder respectively. With regarding to monthly income of the respondents the majority of the respondents 174 (46.6%) and 107 (28.7%) percent of respondent earns 5000 and above and below 1000 birr ETB respectively. And as well as considering the work experience status of the respondent the majority were fall years of experience between 4-8 years and 8-12 years 111 (29%), and 116 (31.1%) respectively.

#### 4.2.2. Descriptive Analysis of Internal Marketing Dimensions

**Table 4.** Descriptive statistics For Training & Development N=373.

Item	Mean	Std. Deviation
I believe my career aspirations can be achieved at this organization.	3.2	1.3
I receive training in the skills that are critical for me to succeed.	4.0	.89
Opportunities to receive training & development are distributed fairly.	3.9	.95
I understand the career path in my organization, and promotions are granted fairly.	4.0	1.0
I receive well organized basic and refresher training which helps me determine to fulfill my future goal	3.9	.98
My knowledge, skill and experience fit to the job being performed day to day	4.0	.98
Grand mean/ Std. Deviation	3.8	1.0

From the above six items of training & development dimension shown on table 4, I receive training in the skills that are critical for me to succeed, I understand the career path in my organization, and promotions are granted fairly & My knowledge, skill and experience fit to the job being performed day today with the highest mean score (4.0) followed by Opportunities to receive training & development are distributed fairly & I receive well organized basic and refresher training which helps me determine to fulfill my future goal (3.9). I believe my career aspirations can be achieved at this organization scores the

lowest mean (3.2). This indicates that the overall perception of the employee on this particular dimension is good. Standard deviation shows that how diverse are the responses of respondents for a given construct. High Standard Deviation means that the data are wide spread, which means that respondents give variety of opinion and the low standard deviation means that respondents express close opinion. A training & development dimension has scored 3.8 grand mean and 1.0 standard deviation. The overall mean shows perception of employee about training & development is good.

**Table 5.** Descriptive Statistics for Communication N=373.

Item	Mean	Std. Deviation
The communication channels of the HCIs established for people in proper manner	3.8	.90
The communication flow across the HCIs adequately (e.g. from department to department) to enable people to discharge their responsibilities effectively.	3.8	.97
The managements of the Hospitals take timely and appropriate follow-up action on communications received from patient, vendor, regulators, or other external parties.	3.4	1.1
The Hospitals subject to monitoring and compliance requirements imposed by legislative and regulatory bodies.	3.5	1.1
There is accurate and open flow of information in our department	3.6	1.0
Grand mean/ Std. Deviation	3.6	1

From the above five items of communication dimension shown on table 5, The communication channels of the HCIs established for people in proper manner and the communication flow across the HCIs adequately (e.g. from department to department) to enable people to discharge their responsibilities effectively both of them with the same highest mean score (3.8) followed by There is accurate and open flow of information in our department, The Hospitals subject to monitoring and compliance requirements imposed by legislative and regulatory bodies and The managements of the Hospitals take timely and appropriate follow-up action on communications received from patient,

vendor, regulators, or other external parties with scores the mean (3.6), (3.5) and (3.4) respectively. This indicates that the overall perception of the employee on this particular dimension is good. Standard deviation shows that how diverse are the responses of respondents for a given construct. High standard deviation means that the data are wide spread, which means that respondents give variety of opinion and the low standard deviation means that respondents express close opinion. A communication dimension has scored 3.6 grand mean and 1.0 standard deviation. The overall mean shows perception of employee about communication is good.

**Table 6.** Descriptive Statistics for Motivation N=373.

Item	Mean	Std. Deviation
The incentive given to employees are motivating and on competitive basis	3.7	1.0
I receive feedback from my supervisor on my job performance regularly	3.5	1.0
The performance measurement reward system encourages employees to work hard.	3.7	1.0
My needs and wants are well understood by management	3.8	.98
My income and the annual increment are based on periodic performance evaluation and the preset Key Performance indicator fulfilment	3.6	1.1
Grand mean / Std. Deviation	3.66	0.99

The study sought to analyze the relationship between motivation strategy and employee job satisfaction. The mean

and the standard deviation scores have been computed for all five sub constructs of motivation dimensions. As shown in table 6 above, the average scores of the motivation construct of all items are between 3.8 and 3.5, and the standard deviations are 0.9 and 1.0 respectively, which indicates that the magnitude of these motivation construct have a high degree of influence on employee job satisfaction and it was higher for the item is My needs and wants are well understood by management the mean score of 3.8; and

similarly it is high for The incentive given to employees are motivating and on competitive basis and The performance measurement reward system encourages employees to work hard with the same mean score of 3.7. This result implies that the majority of hospital’s responses to the sub constructs indicate the construct was influencing the employee job satisfaction based on the respondent’ response. And the standard deviation indicates that, the degree of no variation among the respondents’ response.

**Table 7.** Descriptive Statistics for Reward N=373.

Item	Mean	Std. Deviation
My health care institution tries to make work content interesting.	3.7	1.0
My health care institution offers good fringe benefits	3.8	.94
My health care institution offers many opportunities for promotion	3.7	1.0
My health care institution respect sits employees	3.6	1.1
My health care institution tries its best to give us a comfortable work environment.	3.8	.91
My health care institution rewarding employees based on their performance without discrimination	3.6	1.0
Grand mean / Std. Deviation	3.7	0.97

The study sought to analyze the relationship between reward strategy and employee job satisfaction. The mean and the standard deviation scores have been computed for all five sub constructs of reward dimensions. As shown in table 7 above, the average scores of the reward construct of all items are between 3.8 and 3.6, and the standard deviations are 0.9 and 1.0 respectively, which indicates that the magnitude of these reward construct have a high degree of influence on employee job satisfaction and it was higher for the item is My HCIs tries to make work content interesting and My HCIs offers good

fringe benefits have the same mean score 3.8; and My HCIs respects its employees 3.7. And the minimum mean score for this construct were My HCIs tries its best to give us a comfortable work environment and My HCIs offers many opportunities for promotion have the same mean score (3.6). This result implies that the majority of hospital’s responses to the sub constructs indicate the construct was influencing the employee job satisfaction based on the respondent’s response. And the standard deviation indicates that, the degree of no variation among the respondents’ response.

**Table 8.** Descriptive Statistics for Employee Job Satisfaction N=373.

Item	Mean	Std. Deviation
I am committed to seeing this organization succeed	3.8	.99
I am satisfied with accessibility of the Hospitals service	3.8	.97
I am satisfied with the level of balance between my work and personal life	3.6	1.0
I am satisfied with the benefits package (e.g., housing, travel allowance, medical) this organization offers	3.7	1.1
Considering everything, I am satisfied working for this bank at the present time	3.6	1.2
Grand mean / Std. Deviation	3.7	1.0

The study sought to analyze the employee satisfaction strategy. This means that the respondents feeling towards the given six dimensions of employee satisfaction rating items almost ‘agree’. That all of the statements revealed that respondents response of above average and the overall mean score value for the entire six items was computed to be 3.7. The standard deviation result of all items under employee job satisfaction indicates that it is 0.99. This indicates that the lower the standard deviation the lower variation in the respondents response. This confirms that there is no great variation with in the respondent’s response and it practiced by the hospitals in well manner.

**4.2.3. Inferential Statistics**

In contrast to the above descriptive analysis is for part one on the survey questionnaire; the second part contains some five-point Likert scale questions under each underpinning of internal marketing, and for employee’s job satisfaction. The relationship

between independent variable of internal marketing (Training & Development, Communication, Motivation and Reward) and the dependent variable employee’s job satisfaction were analyzed using correlation and regression analysis.

**(i). Correlation Analysis**

A correlation is perhaps the most basic and most useful measure of association between two or more variables. Expressed in a single number called a correlation coefficient (r), correlations provide information about the direction of the relationship (either positive or negative) and the intensity of the relationship (-1.0 to +1.0) [107].

Furthermore, tests of correlations were providing information on whether the correlation is statistically significant [106]. Correlation coefficients range from -1.0 to + 1.0. The sign of the coefficient represents the direction of the relationship. In general, correlations of .01 to .30 are considered weak, correlations of .30 to .70 are considered

moderate, correlations of .70 to .90 are considered strong, and correlations of .90 to 1.0 are considered very strong. Importantly, these are only rough guidelines.

In this study, Pearson correlation coefficient is used to measure the strength of the association between internal marketing dimensions and employee job satisfaction.

**Table 9.** Correlation of the variable construct N=373.

Correlations		T&D	CO	MO	RW	EJS	Mean	Std. Deviation
1. T&D	Pearson Correlation	1					3.8	1.0
	Sig. (2-tailed)							
2. CO	Pearson Correlation	.606**	1				3.6	1.0
	Sig. (2-tailed)	.000						
3. MO	Pearson Correlation	.518**	.726**	1			3.6	0.9
	Sig. (2-tailed)	.000	.000					
4. RW	Pearson Correlation	.464**	.486**	.526**	1		3.7	0.9
	Sig. (2-tailed)	.000	.000	.000				
5. EJS	Pearson Correlation	.516**	.596**	.637**	.711**	1	3.7	1.0
	Sig. (2-tailed)	.000	.000	.000	.000			

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

Correlations can demonstrate whether and how strongly variables are related. To examine the relationship among the dependent variable (Employee job Satisfaction) and the independent variable (Training & development, Communication, Motivation and Reward), Pearson correlation were calculated. Of all the predictors or independent variables used in the study are positively correlated with independent and dependent correlation statistically with significant at the (Sig. (2-tailed) = 0.000).

Accordingly, Pearson correlation test was also conducted to know the degree of relationship between the independent variable- training and development and the dependent variable-employee job satisfaction. As it is indicated in the above table, there is appositve correlation between training and development and employee job satisfaction. In other word training and development dimensions and employee job satisfaction are strongly positive correlated relationship exists (r=0.516).

The result also shows that, there is appositve correlation between communication dimensions and employee job satisfaction, meaning communication dimensions and employee job satisfaction have strong positive relationship (r=0.606). As it is clearly indicated in the table, there is also

appositve correlation between motivation and employee job satisfaction. In other words motivation dimension and employee job satisfaction have strong positive relationship or correlation (r=0.637). Accordingly, the correlation analysis result with regard to reward dimension and employee job satisfaction have strong positive relationship or correlation (r=0.711). Generally, all internal marketing constructs are statistically positive significant correlated with the dependent variable of employee job satisfaction. And as well as all constructs of internal marketing positively correlated with each other.

**(ii). Regression Analysis**

Similar to correlation, statistical regression examines relationships or relationships between variables. However, unlike correlation, the main purpose of regression is prediction [106]. Therefore, you can use regression analysis to find out how the independent variable, or internal marketing, explains or influences employee satisfaction, which is the dependent variable. Multiple linear regressions were used in this study. Multiple regressions use any number of independent variables to predict the dependent variable [107].

**Table 10.** Model summary.

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	.787 <sup>a</sup>	.620	.615	.49960	.620	149.800	4	368	.000

a. Predictors: (Constant), Reward, Training Development, Motivation, Communication.

The results in table above show that there is a significant effects between internal marketing dimension and employee job satisfaction with significant level (P<0.05). The value of Rsquare 0.62 was obtained indicating that all four internal marketing variables jointly can explain by 62% of employee job satisfaction. So, it implies that the variance independent variable (employee job satisfaction) can be

predicted from internal marketing variables. In this model, R value is which does suggest that the predictors are good at predicting employee job satisfaction. From the model summary in Table above, R- values. 787, indicates correlation of the four independent variables (internal marketing variables) with the dependent variable (employee job satisfaction).

Table 11. ANOVA table.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	149.561	4	37.390	149.800	.000 <sup>b</sup>
	Residual	91.853	368	.250		
	Total	241.414	372			

a. Dependent Variable: Employee Job Satisfaction

b. Predictors: (Constant), Reward, Training & Development, Motivation, Communication.

The above table presents the ANOVA it indicates the general significance of the model. As p is less than 0.05, the model is significant. Thus, the combination of the variables significantly predicts the dependent variable (F=37.390/.250; p<0.05).

Table 12. Coefficient table.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.252	.165		1.529	.127
	Training & Development	.106	.051	.087	2.081	.038
	Communication	.137	.052	.135	2.644	.009
	Motivation	.244	.049	.243	4.965	.000
	Reward	.442	.036	.477	12.130	.000

Accordingly to the above table the regression coefficients (Beta Coefficients) between the internal marketing variables and employee job satisfaction all the variables have positive beta values. B-values tell us about the relationship between IM dimensions on employee job satisfaction. If the value is positive there is a positive effect between the predictor and the outcome variables, where as a negative coefficient represents a negative effects (Field, 2009).

Besides, the correlation coefficient above table shows that one unit change in training & development will cause .087 times change in employee job satisfaction, one unit change in communication will cause increases .135 times change in employee job satisfaction and one unit change in motivation will cause (.243) times change in employee job satisfaction. One unit change in reward (.477) time change in employee job satisfaction. This shows that internal marketing (training and development, communication, motivation and reward) have the most significantly influence on employee job satisfaction. The beta coefficient indicates that all proposed hypothesis were accepted.

## 5. Summary, Conclusion and Recommendation

### 5.1. Summary of Major Finding

The research examined investigating the effects of internal marketing on employee job satisfaction of health care service institution of Ethiopia. The study revealed the following important findings that were derived from quantitative and qualitative analysis: Then, reliability and validity test was conducted in order to check the inconsistency of the data. As the validity was enhanced through discussion of the questionnaire contents of employees worked in public hospital services. The reliability was tested through statistical package for social sciences (SPSS) and Cronbach alpha was

tested to satisfy the reliability tests. The result shows 0.892 for employee Job satisfaction constructs with a total of 5 items. For Training and development, Communication, Motivation, and Reward constructs Cronbach alpha results were 0.70, 0.82, 0.82 and 0.87 respectively.

From descriptive analysis it was found out that the mean score value obtained for the four components of internal Marketing and employee job satisfaction is as follows: Training and development=3.8, communication=3.6, motivation=3.66, reward=3.7, and the mean for the dependent variable (employee job satisfaction) was 3.7. All grand mean values, falls between range from 3.8 to 3.6. This indicate that all the mean score were above average and it suggested that respondents were agreed on those constructs were highly influence employee job satisfaction.

Subsequently, regarding to inferential analysis was used to examine the association between independent variables and dependent variable. Using Pearson’s correlation to investigate the strength and direction of the independent variables, training and development, communication, motivation, and reward with dependent variable employee job satisfaction, the findings confirmed that of the independent variables had strong positive correlation (ranging from .596 to .711) with dependent variable employee job satisfaction;

Training and development r=0.516, Communication r = .596, Motivation r = .637 and Reward r = .711 with employee job satisfaction respectively have strong and positive.

With regarding to multiple Regression analysis result of the study shows that internal marketing explains employee job satisfaction. The regression analysis indicated that 62% employee job satisfaction was explained by internal marketing variables and the remaining 38% of employee job satisfaction was explained by other variables. Regression analysis was also used to testing the hypothesis. The major

finding was that amongst all the variables of IM dimension reward, motivation and communication have the greatest impact on employee job satisfaction.

### 5.2. Conclusion

The prime purpose of the research was to analyze the relationship between internal marketing practices and employee job satisfaction. This research has fulfilled the objectives as a mentioned earlier above. The first objective is to identify the relationship between training and development and employee's job satisfaction. Finding dictates that there was a significant relationship. The second objective was to find out the relationship between communication and employee's job satisfaction. The finding reveals that there is positive correlation between communication and employee job satisfaction. Another objective was to examine the relationship between motivation and rewards and employee's job satisfaction. The findings depicted that there is appositive relationship between them. The regression result shows that the motivation and rewards are the most important factor to evaluate the employee's job satisfaction in the public hospitals of Silte Zone. In conclusion, this research has successfully attended the four research objectives and proved that internal marketing is positively related with employee job satisfaction.

### 5.3. Recommendation

External customer satisfaction is a mirror image of internal customer satisfaction. Based on analysis and conclusions, the following recommendations were forwarded with the aim of improving job satisfaction of public hospital service workers when applied to real-life scenarios.

The regression analysis performed highlighted the relative importance of the internal marketing aspect. This can be used as an indicator to identify which areas to focus on when considering the application of internal marketing concept. According to the results of regression analysis, the four dimensions have a positive statistical impact on employee job satisfaction. Therefore, the service department (hospital) is advised to do the following in this regard:

- 1) Organize training programs both inside and outside the work, especially when hiring new employees, introducing new technologies, or applying new equipment and methods. Management also needs to offer new training programs to all departments and employees. It is designed to help employees stay on top of the latest developments in the financial business and acquire knowledge, skills, attitudes, and other performance-related indicators.
- 2) In addition, to this these practices help motivate employees and open up new opportunities for career development. It is very important that management listens to employees, accepts them, and believes in building trust. This is an important measure of employee satisfaction in public health facilities. This helps hospitals achieve excellent differentiation and retain existing

professionals.

- 3) HCI management needs to develop strategies with this sense in mind and make those strategies more effective in the form of external benefits to employees, especially bonuses, monetary compensation, and awards. Hospitals develop and apply a variety of motivational factors, both economical (attractive salaries, benefits, etc.) and uneconomical (recognition, employment security, promotion, participation in decision making, etc.) and employees. Need to increase employee satisfaction.
- 4) Public hospital ultimately wants to provide a better service experience for its patients; it will focus more on training and development, communication and motivation, and more attention to improving staffs' satisfaction.

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