



**ADDIS ABEBA UNIVERSITY
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DEPARTMENT OF MARKETING MANAGEMENT

**Effect of Internal Marketing on Employees' Customer Orientation and
the mediating role of Job Satisfaction and Organizational Commitment:**

The case of Commercial Bank of Ethiopia

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ID NO. GSD/9149/10

September, 2020

Addis Ababa, Ethiopia

**Effect of Internal Marketing on Employees' Customer Orientation and
the mediating role of Job Satisfaction and Organizational Commitment:
The case of Commercial Bank of Ethiopia**

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**A thesis Submitted to the School of Graduate Studies of Addis Ababa
University in Partial Fulfillment of the Requirements for the Award of Master
of Arts in Marketing Management**

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DECLARATION

I hereby declare that this study entitled “Effect of Internal Marketing on employees’ customer orientation and the mediating role of Job satisfaction and Organizational Commitment in the case of Commercial Bank of Ethiopia” is my original work prepared under the guidance of my advisor Andinet Worku (PhD). This paper is submitted in partial fulfillment of the requirement for the award of Master of Arts Degree in Marketing Management and it has not been previously submitted to any diploma or degree in any college or university.

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LETTER OF CERTIFICATION

This is to certify that Meron Getachew carried out her study on the topic entitled “Effect of internal marketing on Employees’ Customer orientation and the mediating role of Job satisfaction and Organizational Commitment: The case of Commercial Bank of Ethiopia”. This work is original in nature and suitable for submission for the award of the Master’s Degree in Marketing Management.

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ACKNOWLEDGMENT

First of all, I am grateful to praise God Almighty for helping me throughout the preparation of this thesis paper which would have been impossible without his divine aid. My sincere acknowledgement goes to my advisor, Andinet Worku (PhD), for his valuable feedbacks and intense encouragement during the whole research period.

I am also grateful for all the assistance I received from my family, and my friends who supported me at a time when I need them and their encouragement. Thank you so much for being there whenever I needed support.

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ABSTRACT

The purpose of this paper is to explore the relationships among the most commonly used dimensions of internal marketing (i.e. motivation, communication, and training and development), job satisfaction, organizational commitment and employees' customer orientation. This study tested the effect of internal marketing on employees' customer orientation as well as the mediating role of job satisfaction and organizational commitment on the relationship between internal marketing and employees' customer orientation. The research is designed as descriptive and explanatory and structured questionnaire was used to collect data from a sample of 381 employees from the selected branches of the Commercial Bank of Ethiopia by using convenient sampling technique. SPSS was used to conduct the statistical analysis of all data in this study. Multiple regression analyses were conducted to examine the postulated hypothesis and test the direct and mediated relationships among variables. From the study finding, the Pearson correlation coefficient of internal marketing variables shows that there is a positive correlation between Internal marketing variables, job satisfaction, organizational commitment and employees' customer orientation. In addition to correlation analysis, regression analyses were conducted to examine the direct effect of internal marketing on employees' customer orientation and the mediation role of job satisfaction and organizational commitment on the relationship between internal marketing and customer orientation. The results indicate that from the selected dimensions of internal marketing Motivation and Communication has significant effect on employees' customer orientation. However Training and development has a non-significant effect on employees' customer orientation. In addition, job satisfaction and organizational commitment partially mediates the relationship between internal marketing variables and employees' customer orientation. Commercial Bank of Ethiopia is recommended to fully implement internal marketing practices to increase employees' job satisfaction and organizational commitment and to have a significant effect on employees' customer orientation.

Key Words: *Internal Marketing, Motivation, Communication, Training and Development, Job Satisfaction, organizational commitment and employees' customer orientation.*

CHAPTER ONE

1. INTRODUCTION

1.1. Back Ground of the Study

In today's competitive world, service giving organizations seek to attract and maintain customers. One of the most important factors influencing the achievement of this goal is improving service delivery to customers (Awwad and Agti, 2011). This is because companies that care about their customers and meet their needs can maximize their long-term profitability (Deshpandé, Farley and Webster, 2000). A principle that considers the significance of improving service delivery to customers is customer orientation (Lam, Kraus and Ahearne, 2010; Tsai and Tang 2008). According to Awwad and Agti (2011) customer orientation is the principle of readiness to meet and respond promptly to the needs and wants of customers. . In order to implement customer orientation the role of internal marketing cannot be undermined (Wu, Tsai and Fu, 2012).

Internal marketing is creating employees with customer oriented behavior which will help the organization to achieve service quality (Mainardes, Rodrigues and Teixeira, 2019). The term internal marketing is used to explain the application of marketing internally within the organization. According to the concept of internal marketing, every department and every person in an organization is both a supplier and a customer, and the organization's staff works together in a manner supporting the company strategy and goal. It relates to all functions within the organization, but it is vitally concerned with the management of human resource (Kotler and Armstrong, 2004). The principles of internal marketing is also applied in human resource management to motivate, mobilize, nominate, and manage employees at all levels of the organization to continuously improve the way they serve external customers (Boone & Kurtz 2005).

An industry which can greatly benefit from the application of internal marketing is the banking industry (Olanrewaju Yusuf, 2014). This is due to the fact that the banking industry is operating under increased competition due to major changes in the economic conditions and increasing expectation of customers. To gain a competitive advantage in the banking industry the role of employees is very critical (Allen and Meyer 1990). Past studies have shown that internal marketing can significantly influence the motivation in staff, improve their competitiveness,

promote their competence, so as to obtain higher degree of job satisfaction and customer based behavior of the employee (Ahmed and Rafiq 2003).

In this study the most frequently used dimensions of internal marketing are used in order to examine the effect of internal marketing on employee customer orientation (Ahmed & Rafiq 2003; Ali 2010; Alhadid and Barween 2015; Lings 2004). These dimensions are training and Development, Communication, and Motivation. In addition to examining the direct effect of internal marketing on employee customer orientation, this study also seeks to examine the indirect effect of internal marketing through job satisfaction and organizational commitment. In the next paragraphs a description of these dimensions of internal marketing as well as the mediators are provided starting with training and development.

Training and Development is outlined as a system for aiding staff to develop inside their current jobs or advance to meet their goals for the longer term (Karen, 2007). Training and development is often selected as a dimension to study the effect of internal marketing on employees customer orientation by many researchers (e.g., Tsai and Tang 2008; Gounaris 2006; Bansal, Mendelson, and Sharma 2001; Ahmed and Rafiq 2003). As a consequence, the researcher selected this dimension to study when considering the effect of internal marketing on employee's customer orientation in the case of the Commercial Bank of Ethiopia.

As for the communication dimension of internal marketing it may be outlined as correct and open flow of data between employees and management. Internal communication is regarding relationships and making a revered atmosphere for all the folks inside the organization (Argenti, 2009). For workers to feel that they're an important part of the organization communication is extremely vital (Dunmore, 2002). People should be able to raise queries and expect to be answered and conjointly they must be able to recommend improvements or return up with new ideas. Communication is a necessary part of worker assurance, commitment and participation.

The motivation dimension of internal marketing is an act or a process that gives a person a reason to do something in a particular way, or an explanation for the repeated behaviors, needs, and desires (Elliot & Covington 2001). In short, it describes why a person does something. To create an environment that motivates employers may use rewards, incentives, feedbacks and appraisals (i.e., psychological and financial rewards)

With regard to the indirect effect of internal marketing on customer orientation, research shows the existences of factors that mediate its effect on customer orientation among these factors are job satisfaction and organizational commitment (Tae and Sung 2018; Suleiman Awwad and Mohammad Agti, 2011). Job satisfaction is the extent to which people like or dislike their jobs (Spector, 1997) while organizational commitment is ‘typically formed of as a person's psychological bond to the organization, as well as a way of job involvement, loyalty, and a belief within the values of the organization’. Organizational commitment is characterized by three factors: a powerful belief in and acceptance of the organization’s goals and values, a disposition to exert considerable effort on behalf of the organization and an exact need to keep up structure membership (Porter, Streers&Boulian, 1973).

One of the competitive advantages in banking industry is having customer oriented front line employees. This is because the banking industry is almost characterized by homogenous products and services as a result employees which cannot be copied by competitors can be a source of differentiation (Papasolomou and Vrontis, 2006; Narteh and Odoom, 2015). The purpose of this study is to look at the effect of internal marketing dimensions in employees’ customer orientation and the mediating role of job satisfaction and organizational commitment in the relationship between internal marketing and customer orientation using Commercial Bank of Ethiopia as a context.

Though past studies have shown that the dimensions of internal marketing have an effect on employee customer orientation (Mahlet, 2018; Tsai and Tang, 2008), less research has explored how internal marketing affects employee customer orientation in the context of financial institutions in Ethiopia. Thus, the objective of this study is to contribute to this line of research on internal marketing by showing how job satisfaction and organizational commitment help explain the effect of internal marketing on employee customer orientation.

Background of the Organization

Commercial bank of Ethiopia (CBE) is the leading bank in Ethiopia, established in 1942, the Pioneer to introduce modern banking to the country. CBE was legally established as a share company in 1963. In 1974, CBE merged with the privately owned Addis Ababa Bank. Since then, it has been playing significant roles in the development of the country. It has more than 1456 branches stretched across the country as of June 30, 2019. Besides it has two branches in south

Sudan and it is one of the leading African banks with assets of 711.96 billion Birr as on June 30th 2019. It plays a catalytic role in the economic progress & development of the country. The bank is also the first bank in Ethiopia to introduce ATM service for local users. Currently CBE has more than 22 million account holders and the number of Mobile and Internet Banking users also reached more than 2.5 million as of June 30th 2019. Active ATM card holders reached more than 8 million. In addition, it has strong correspondent relationship with more than 50 renowned foreign banks like Commerz Bank A.G., Royal Bank of Canada, City Bank, and others. CBE has a SWIFT bilateral arrangement with more than 700 others banks across the world.

CBE combines a wide capital base with more than 37,894 talented and committed permanent employees and its vision is to become a world-class commercial bank by the year 2025 and its mission is committed to best realize stakeholders' needs through enhanced financial intermediation globally and supporting national development priorities, by deploying highly motivated, skilled and disciplined employees as well as state-of-the-art technology.

1.2. Statement of the Problem

According to Yusuf, Indasukati and Chin, (2014), internal marketing is a compelling business strategy towards the success of an organization especially Banks. Internal marketing is particularly geared towards perceiving the employees of an organization as internal customers thereby contributing meaningfully to their welfare in all ramifications. This is based on the notion that internal marketing has a direct effect on a company's ability to improve service delivery to its customers (Awwad and Agti, 2011). Besides, one other method to achieve the goal of an organization is through customer orientation which is focused primarily on satisfying the needs and desires of the customers based on their demands and needs by the organization.

Commercial Bank of Ethiopia is operating in a very competitive banking sector. For example, according to Cephues Invest Advisory the share of commercial bank as opposed to the share of private banks is declining, in that private banks have steadily increased their share of the market (Ethiopia's private banks profit exceeds state giant CBE – New Business Ethiopia, 2020). This shows the importance of internal marketing as this has a strong impact on organizational performance (Kanyurhi and Bugandwa Mungu Akonkwa, 2016).

Prior literature suggests that one way of improving organizational performance is through internal marketing (Kanyurhi, 2016; Frye, Kang, Huh and Lee, 2020). Thus, it is imperative that the

internal marketing practice of the commercial bank of Ethiopia be examined in view of its effect on job satisfaction, organizational commitment and employee customer orientation. In this regard, studies conducted in Ethiopia use different internal marketing related factors as a measure of customer satisfaction and customer related facts. For example, Binyam, (2017) examined the effect of internal marketing on employees' customer orientation in Commercial Bank of Ethiopia. To this effect he used the most commonly used dimensions of internal marketing which are training and development, communication and motivation. The study by Mengistu, (2017) explores the effect of internal marketing dimensions (empathy and consideration, benchmarking of benefit package, job quality and reward, upward communication, value and information sharing and promotional activities) on customers' satisfaction using the Commercial Bank of Ethiopia as a context. The study by Mahlet, (2018) used five dimensions of internal Marketing (training and development, communication, motivation, job satisfaction and organizational commitment) to examine the effect of internal marketing on employees' customer orientation in CBE Nefas Silk sub city branch.

Even though several significant studies in Ethiopia have used the different internal marketing dimensions to evaluate their effect on employee consumer orientation, these studies are limited in scope in that they mostly investigated the direct effect of internal marketing (e.g., Mahlet, 2018). Thus, taking into account the idea that there is a need to know how internal marketing affects customer orientation in the case of the Commercial Bank of Ethiopia, this study attempted to investigate the direct and indirect effect of internal marketing on employees' customer orientation. This research tried to provide useful information for improving the internal marketing activities of the Commercial Bank of Ethiopia.

1.3. Basic Research Questions

This study tries to answer the following research questions:

1. What is the effect of the three dimensions of internal marketing (Training and development, communication and Motivation) on employees' customer orientation?
2. What is the effect of the three dimensions of internal marketing (Training and Development, communication and Motivation) on job satisfaction?
3. What is the effect of the three dimensions of internal marketing (Training and Development, communication and Motivation) on organizational commitment?

4. Does job satisfaction mediate the relationship between the three dimensions of internal marketing and employees' customer orientation?
5. Does organizational commitment mediate the relationship between the three dimensions of internal marketing and employees' customer orientation?

1.4. Objectives of the Study

1.4.1. General Objective

The general objective of this study was to investigate the direct effect internal marketing on the employees' customer orientation and the indirect effect of internal marketing on employee customer orientation thorough job satisfaction and organizational commitment using the Commercial Bank of Ethiopia as a context.

1.4.2. Specific Objective

The specific objectives of the study are:

- To investigate the effect of the three dimensions of internal marketing on employees' customer orientation.
- To investigate the effect of the three dimensions of internal marketing on job satisfaction.
- To identify the effect of the three dimensions of internal marketing on organizational commitment.
- To assess the mediation effect of job satisfaction in the relationship between the three dimensions of internal marketing and employees' customer orientation.
- To point out the mediation effect of organizational commitment in the relationship between the three dimensions of internal marketing and employees' customer orientation.

1.5. Hypothesis of the Study

H1. Internal marketing variables examined in this study (Training and Development, communication and motivation) have a significant effect on employees' customer orientation.

H2. Motivation has a significant effect on job satisfaction.

H3. Communication has a significant effect on Job satisfaction.

H4. Training and Development has a significant effect on job satisfaction.

H5. Motivation has a significant effect on organizational commitment.

H6. Communication has a significant effect on organizational commitment.

- H7. Training and Development has a significant effect on organizational commitment.
- H8. The relationship between internal marketing variables examined in this study and employee customer orientation is mediated by job satisfaction.
- H9. The relationship between internal marketing variables examined in this study and employee customer orientation is mediated by organizational commitment.

1.6. Significance of the Study

Since banking industry is emerging and becoming more competitive, assessing the factors enhancing employee's customer orientation will help in inducing superior banking business and innovative action by concerned parties that create packages of benefits to their employees and customers. This study, therefore, will have the following immense importance.

First, even though there are studies related to the effect internal marketing on the employees' customer orientation, there are limited studies conducted in the context of the financial system of developing countries. This study, therefore, attempts to contribute to this scant body of literature by investigating the effect internal marketing on employee's customer orientation and the mediating role of job satisfaction and organizational commitment using the Commercial Bank of Ethiopia as a context.

Last but not least, this study will be an input to the Commercial Bank of Ethiopia management to understand the role of internal marketing in influencing employees' customer orientation. This information will help the bank to increase its competitiveness so that it will be able to maintain its market share in the Ethiopian banking environment by vigorously implementing internal marketing practice.

1.7. Scope of the Study

The scope of the study is restricted to investigate the effect internal marketing on employees' customer orientation and the mediating role of job satisfaction and organizational commitment in the case of Commercial Bank of Ethiopia. The study considered three determinants of internal marketing such as, training and development, motivation and internal communications as independent variables and as the mediating variable or intervening variables job satisfaction and organizational commitment and employees customer orientation as the dependent variables. The study is limited to Commercial Bank of Ethiopia judgmentally selected branches that is found in Addis Ababa and surrounding city under four districts South, East, North and West.

1.8. Organization of the Paper

The study is divided into five chapters in order to provide clarity and coherence on the discussion of the study. The first part of the study includes the background, problem statement, questions and objectives and the significance and limitations. The second chapters include the relevance of the study in the existing literature. The third part of the study includes the methods and procedures used in the study. This chapter comprises the presentation of the utilized techniques for data collection and research methodology. The fourth chapter includes the results of the study. The last chapter comprises three sections: the summary of the major findings, conclusions of the study, and the recommendations. Reference and annex is provided in the final part of the paper.

1.9. Definition of Key Terms

Communication: A general concept that covers the communication and feedback between executives and employees, horizontal and vertical communications, work related information and communication among departments (Davoudi&Kaur, 2012).

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

Job Satisfaction: is the feelings and evaluations that an individual has for his or her work in the company (Bettencourt and Brown, 1997).

Motivation: The development of desire within an employee to perform a task to his/her greatest ability based on that individuals own initiatives (Ahmed &Rafiq, 2003).

Organizational Commitment: is an individual belief in and acceptance of the organization's goals and values and his or her willingness to exert considerable effort on behalf of the organization (Spector, 2003).

Training and Development: Designed activities from the environment that provides employees the opportunity from employers side with the purpose of enhancing the level to develop and learn new skills for their development of knowledge and skills or to modify the behaviors (Boone & Kurtz 2005).

CHAPTER TWO

2. REVIEW OF THE RELATED LITRATURE

This chapter reviews appropriate literature from referenced books, journals, magazines, newspapers, reports, dissertations and other publications. The chapter is arranged under three sections that include the theoretical review, empirical review and conceptual framework. The theoretical review looks into the definition, explanation of the importance and the implementation of the three variables: the independent variable internal marketing dimensions (training and development, communication and motivation); the mediating variable (or intervening variable) job satisfaction and organizational commitment; the dependent variable employee customer orientation. In the empirical review section citations of past research concerning the job satisfaction and organizational commitments as consequences of internal marketing and job satisfaction and organizational commitment as antecedents of employee customer orientation and also relation of internal marketing and employees customer orientation are discussed in detail. The third part discuss about conceptualization for the study is developed through the exploration and definition of the constructs of conceptual model that describes the relationship between dependent, independent and mediating variables.

2.1 Theoretical Review

2.1.1 Internal Marketing

2.1.1.1 Meaning of Internal Marketing

Though internal marketing lacks a widely accepted definition (Rafiq and Ahemed, 1993), it usually encompasses three main themes: 1. service-mindedness and customer-oriented behaviors, 2. focusing staff attention on the internal activities that need to be changed in order to enhance marketplace performance and 3. Creating motivated and customer oriented employees (Boone and Kurtz, 2005; Mosley, 2007).

One source defined internal marketing as a critical and fundamental activity to create customer focused organizational culture with an aim to establish internal and external awareness of

customer by removing barriers which are obstacles of organizational effectiveness (Christopher, Payne and Ballantyne, 1991).

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

Internal marketing concept of employees treated as external customers leads to the premises that just as external customers, internal customers desire to have their needs satisfied. Fulfilling employee needs enhances employee satisfaction, the higher the employees' satisfaction the higher the possibility of generating external satisfaction and loyalty (Ahmed&Rafiq, 2003).

2.1.1.2 Why Internal Marketing is important

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

Internal marketing aims to enhance the awareness among the employees about their roles and make the organization more market-oriented by active participation in marketing (Varey, 2000).

Anosike and Ahmed (2006) evaluated the benefits of internal marketing into two categories. At the individual level, internal marketing develops work motivation as it links employees' goals with the organization's goals. At the organizational level, it helps the implementation of cross-functional activities effectively by creating inter-departmental awareness among the personnel within the organization.

2.1.1.3 Internal Marketing and Banking Industry

The banking industry of any nation in the world plays more significant roles in economic growth and development of the country, in fact, how healthy the banking system of the nation is will determine the well-being of the economy of that nation (Osaze, 2000). Today banking industries are facing dramatically aggressive competition.

Banking customers are expecting better choice in operation with enhanced human and materials facilities to facilitate service delivery and build strong loyalty with a deep commitment to re-buy or re-patronize a preferred product/services consistently in the future time. Research has also proved that customer loyalty is an important element of banking success in today's increasingly competitive environment (Mukhiddin, Dileep & Jalal 2012). Most of the core product/service in banking industry is generic, and it is difficult for most industries to compete purely on this core product/service (Panda, 2003). Grönroos (1990) mentioned that the emerging importance of services in almost every business has led to the recognition that well-trained and service-oriented employees are the most important resource of a company, rather than raw materials, production technology or the actual products. In the increasingly competitive global world, internal marketing has been advocated as an excellent way for banking industry to establish a unique long-term relationship with their customers. Internal marketing also builds and create internal relationship between people of all levels in an organization through the development of service and customers oriented mindset of individual employees (Kelemen & Papasolomou-Doukakis 2004,).

2.1.1.4 Dimension of Internal Marketing

Scholars have given several variables on the dimension of internal marketing. Accordingly, the following section shows some of the dimensions of internal marketing used by different authors,

- Tsai and Tang (2008): Service training programs, Performance incentives, and Vision for service excellence.
- Gounaris (2006): Selection, Training and development, Incentive systems or Empowerment
- Bansal, Mendelson, and Sharma (2001): Employment assurance; Broad training; abundant salary determined according to organizational performance; Information.
- Barnes et al. (2004): Knowledge management, Communication, Training and staff retention, Rewards, Leadership and management
- Ahmed & Rafiq (2003): Strategic rewards; Internal communications; Training and development; Organizational structure; senior leadership; Physical environment; Staffing; Selection and succession; Inter-functional coordination; Incentive systems; Empowerment; and Operational/process changes.
- Lings (2004): Employee empowerment, Employee training and skills development, internal communication and Reward.
- Alshurideh, Alhadid and Barween (2015): motivation, communication, empowerment and training and development.
- Ali (2010): Internal communication, Employee recruitment, Employee training, Employee, empowerment, internal market research and segmentation and Motivation/rewards

Internal Marketing can be explained by the above stated dimensions, even if it was recommendable to analyze internal marketing using all the dimensions, for the purpose of this study, three dimensions (training & development, motivation and internal communication) which were frequently used in many research were selected assuming the most common ones can explain internal marketing well enough: Alshurideh, Alhadid and Barween (2015), Lings (2004), Ali (2010) and Ahmed & Rafiq (2003) are among the scholars that identified and used training & development, motivation and internal communication to explain internal marketing.

2.1.2 Training and Development

2.1.2.1 Training

Training is the act of increasing the knowledge and skill of an individual for doing a particular job. Similarly, Ngirwa (2009), defined training as a learning process in which employees acquire knowledge, skills, experience and attitudes that they need in order to perform their job better for the achievements of their organizational goals. It is the bridge between job requirements and employee present specifications. This means that changing what employee knows how they work, or their attitudes towards their jobs and organization. Today training is increasingly viewed as a means of not only fostering the growth of the individual employee but as an integrated part of organizational growth.

According to Papasolomou&Vrontis (2006), the training and education helps employees to understand the importance of striving to meet the internal service standards in their internal interactions as a prerequisite for achieving high-quality customer service.

Currently most organizations in Ethiopia understand this essence of training and they make the favorable condition for their workers both within the country and abroad because of technology progresses need for a skilled and highly trained workforce (Abeba, Mesele, Lemessa, 2015).

2.1.2.2 Development

According to Armstrong (2006), development is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required. It takes the form of learning activities that prepare people to exercise wider or increased responsibilities. It does not concentrate on improving performance in the present job. Harrison (2000) defined development as a learning experience of any kind whereby individuals or groups acquire knowledge, skills, values and behaviors. It is more career than job oriented and is concerned with the longer-term development and potential of the individual.

2.1.2.3 Purpose of the Staff Training and Development

The purpose of training is mainly to improve knowledge and skills, and to change attitudes or behavior. It is one of the most important potential motivators which can lead to many possible

benefits for both individuals and the organization. According to Adams (2002), training makes employees feel that they are part of the organization's family. Training creates the sense of belonging in all employees. It creates the professional development and enhances the employee's skills. It also makes knowledgeable workforce with fewer mistakes. McNamara (2010) added that training increasing job satisfaction and employee morality, enhancing the employee motivation, improving the efficiencies in processes and financial gain, raising the ability to obtain new technologies, developing the innovation in strategies and products and reducing employee turnover are other important benefits of training.

Banks use education programs, which are the principal tool of training and development, in order to create knowledge and understanding among staff of how their attitudes and behavior towards customers form an integral part of the overall service offering.

In essence, banks appear to use personnel development in order to potentially change staff attitudes to the organization's advantage. The research supports that banks use personnel development in order to improve staff competencies, such as determining the external customers' needs and matching them with the right products in order to improve customer service. This will enable employees to become more efficient and effective in their role as service providers and will consequently, increase customer satisfaction.

2.1.2.4 Training and Development Process

According to Armstrong (2006), training and development program should be systematic in that it is specifically designed, planned and implemented to meet defined needs. Thus a good training and development program should involve the following fundamental steps: determining training needs assessment, developing training objectives and plan, developing training methods, identifying the trainees and finally, evaluating the effectiveness of training development program.

2.1.3. Communication

Beattie & Ellis (2014) defines communication as the human language that is used to transmit information, whilst the Hellriegel& Slocum (2002) define communication as that instrument which leaders use to direct the activities of others .On the other hand, Barnlund (2008) explains that communication is the exchange process in which the parties send and receive messages simultaneously.

Despite these different definitions, the main point in communication lies within sharing. It is, therefore, the process of sharing emotions, thoughts and information between two or more parties and thus, uncovering common meanings Karakütük (2011). After this brief introduction to communication, it would be appropriate to revert to the concept of organizational communication. Organizational communication is a complex and continuous process through which organizational members create, maintain, and exchange information in the organization. Organizational communication denotes the communication occurring in organizational environment and the main objectives thereof are to communicate organizational policies, establish a continuous coordination among organizational members, solve the organizational problems and share information (Karakütük, 2011).

2.1.3.1. The Benefit of Communication

Communication within an organization is important since employees need information to be able to perform their tasks as service providers. Having a two-way communication where employees are able to talk to managers about their findings regarding the customer needs. This can enhance the support from the managers' in order to improve the employees' performance. The information is required in order for employees to understand customer needs and how they as individuals are contributing to the organization. (Conduit & Mavondo, 2000)

The importance of internal communication stems from its ability, through using marketing-like techniques, to create effective links between the efforts of senior management and staff and to facilitate employees' understanding of how individual objectives align with organizational goals, both of which are necessary conditions for achieving organizational success in its external markets (Grunig, L., Grunig and Dozier, 2002; Keller et.al., 2006).

2.1.3.2. Effective Communication

Information sharing is effective when systems and networks enable managers and employees to have the right information at the right time to do their jobs, to share opinions and discuss ideas, and to circulate best practices and learn from each other. The level of trust and openness in various key activities is also critical for success as it enables employees at all levels to ask for information and receive honest, useful answers (Finch et al, 2010). Communication is effective when employees have access to all information that is useful for the accomplishment of their

tasks. Varttala et al, (2010) posit that without excellent internal communication across all borders and cultures within the organization, it is difficult for organizations to execute consistent and effective corporate messages to external stakeholders.

2.1.4. Motivation

The word “motivation” was originally derived from the Latin word “mover” which means “to move”. However, over time various researchers have attempted to have a more comprehensive definition of the word and motivation has been defined in different ways. Most of them agree that it is a goal directed behavior. Motivation is a psychological process that gives behavioral purpose and direction. We can define motivation as “internal and external factors that stimulate desire and energy in people to be continually interested in, and committed to a job, role or subject and to exert persistent effort in achieving a goal”, Shafiq , Maria and Raza, (2011).

As quoted in the works of Sharma and Sharma (2011), motivation is “The willingness to exert high levels of effort towards organizational goals, conditioned by the effort’s ability to satisfy some individual needs.” Motivation is concerned with energizing and directing behavior. Thus, by motivation we usually think of what is that volunteers a person to act. Motivation is the force that makes us do things; this is, a result of our individual needs being satisfied or met so that we have inspiration to complete the task. These needs vary from person to person as everybody has their individual needs to motivate themselves (Shafiq, Maria and Raza, 2011).

2.1.5. Job Satisfaction

Job satisfaction can be defined as a positive emotional state resulting from evaluating one’s job experiences (Mathis and Jackson 2003). Feelings of satisfaction in the workplace are frequently associated with behaviors that reflect interpersonal sensibility and kindness such as listening to others, worrying for the needs and feelings of others, tact, emotional control and acceptance of criticism, and all of those behaviors that one could hope to find in an employee customer oriented, Malhorta and Mukherjee, (2004).

The importance of job satisfaction relies on the argument that it is very difficult for a service employee that is unhappy or unmotivated to deliver an exceptional service that satisfies the customer, Wilson and Frimpong, (2004).

Malhorta and Mukherjee, (2004) have even gone a step further arguing that customers' needs must be after the needs of the employees, because the needs of customers only will be satisfied if the needs of the employees are satisfied. This higher level of satisfaction will lead to loyal customers with repeated purchases and to a positive word of mouth among actual and potential customers, causing in turn the achievement of a greater market quota and a higher company performance (Harris et al., 2005).

2.1.5.1. Similarities and Differences between Job Satisfaction and Motivation

There are definite links between motivation and Job satisfaction (Aziri, 2011). The linkage of Job Satisfaction and Motivation may due to their close related factors. Organizational factors that individuals' experienced may motivate them to exert additional efforts, at the same time fulfill their emotional demand that leads to Job Satisfactions. According to Chess (1994), certain motivation factors are contributing to the prediction of Job Satisfaction. Specifically, previous studies have identified some common factors of motivation and job satisfaction including power (Hoole&Vermeulen, 2003), job security (Davy, Kinicki, & Scheck, 1997; Ritter & Anker, 2000), financial rewards (Thomson, 2003), and promotion (Hoole&Vermeulen, 2003; Moynihan & Pandey, 2007). Summarize from above statements, it is possible that same input factors will turn up both Motivation and Job Satisfaction.

According to Hersey and Blanchard (1988), motivation and satisfaction are quite different from each another in terms of return and performance. Motivation is a payout for an individual to do something to satisfy his or her needs (Whiseand& Rush, 1988); whereas job satisfaction is a simple positive emotional state about the job (Locke, 1976). Motivation is influenced by current interpretation or forward-looking perceptions about the relationship between performance and return; whereas job satisfaction involves how people feel about the returns or rewards they have received for their current past performance. In other words, motivation is a result of future expectations while satisfaction is a result of past events and experiences (Carr, 2005), and definition of motivation claimed that it is an inverse relationship where employees' feeling towards jobs will decide quality of the jobs (Wregner and Miller, 2003; Fuller et.al. 2008). In contrast, definitions of Job Satisfaction were discovered a reverse relationship where job itself decide employees' positive or negative feeling towards the particular job (Megginson et. al., 1982; Sempene et. al., 2002; Robbins & Judge, 2010).

2.1.6. Organizational Commitment

Organizational commitment is defined as the commitment and/or loyalty of employees with the firm as if they feel obliged to stay and to work for it in the future as well (Cichy, Cha, & Kim 2009).

Meyer and Allen's (1991) cited by Erdheim et al., (2006) three-component model of organizational commitment has been the dominant framework for organizational commitment research in the past decade because it is based on a more comprehensive understanding of organizational commitment, Erdheim et al., (2006). The three-component model consists of:

(1) Affective commitment – refers to the employee state of emotional attachment to the organization and is especially sensitive to work experiences such as organizational support. This emotional response has also been described as a linking of the individual identity with the identity of the organization and as an attachment to the organization for its own sake, apart from its purely instrumental worth; it results in a situation where the employee wants to continue his or her association with the organization.

(2) Normative commitment – refers to an employee's belief that he or she ought to stay with the organization and develop, because of socialization experiences that emphasize the appropriateness of remaining loyal to one's employer. Individuals having a high degree of normative commitment feel that they are obliged to continue employment.

(3) Continuance commitment – might consist of two sub-constructs – one based on the degree of personal sacrifice associated with leaving the organization, and the other based on individuals' recognition of the availability of alternatives if they were to leave the organization, often referred to as sunk costs.

Individuals with higher levels of organizational commitment have a sense of belonging and identification with the organization that increases their desire to pursue the organization's goals and activities, and their willingness to remain a part of the organization, Riketta (2002). Organizational commitment has been conceptualized in terms of the strength of an employee's involvement in and identification with an organization. Depending on the attitudinal approach, commitment is a positive feeling toward the organization which depends on what employees experience on the job and how they perceive the organization, Riketta (2002).

2.1.7. Customer Orientation

Customer orientation is the degree to which salespeople practice marketing concepts so that customers can make a satisfactory purchase decision. Customer orientation is the most effective and efficient way to create the necessary action to create the organizational culture (Zhou, Brown & Dev, 2009). Thus, a salesperson with high customer orientation tends to take actions that increase customer satisfaction in the long run and avoid actions that can cause dissatisfaction even if they could increase sales in the short term.

In the service industry, customer orientation plays a very important role, because the positive appraisal of the service provider is usually made according to the customer's orientation of the service provider (Tsai & Tang, 2008). Customer orientation builds a long-term relationship with potential customers and company, and it is beneficial to both parties (Kotler, 2008).

According to Singh & Vivek, (2011) the selling orientation and customer orientation have the following six characteristics; trying to help the customers in deciding which one to purchase; helping the customers in determining their needs; providing such products to satisfy the customers' needs; describing the product correctly and truthfully; avoiding lies and manipulations, and avoiding tyrannous actions.

2.2. Empirical Review

2.2.1. Internal Marketing and Customer Orientation

Researches in the service sector shows that internal marketing has significant influence on internal customers (employees) which in turn influence their customer orientation behaviour and organizational profits (Awwad and Agti, 2011). Nwora and Uzoamaka (2017), examined effects of Internal Marketing on Customer Orientation behaviour of Selected Hotels' Employees in Nigeria. The objectives of the study were to determine the effect of internal marketing on customer orientation behaviour of hotel employees. The result revealed that the four dimensions of internal marketing i.e. training and development, internal communication, empowerment and reward and recognition has significant influence on customer orientation behavior of hotels' employees. Gafar, Indasukati & Thoo (2014), also examines the relationship between Internal Marketing and Customer Orientation in Nigerian Banking Industry. The findings reveal that the four components of internal marketing examined in their study namely - Training and

Development, Reward, Internal Communication and Empowerment have significant impact on consumer orientation. Based on the above explanation, this study developed the following hypothesis.

H1: Internal marketing variables (Training and Development, communication and motivation) have a significant effect on employees' customer orientation

2.2.2. Job Satisfaction and Organizational Commitments as Consequences of Internal Marketing

The growing acknowledgment of the importance of the employees' role has led service organizations to adopt internal marketing and hence, treat their employees as internal customers (Mishra 2010). Previous researches have shown that successful application of internal marketing could result in positive job attitudes of employees such as job satisfaction, job involvement and organizational commitment (Makanjee et al 2006). Likewise Lings (2004) in his study of internal market orientation illustrates that considering the employees as internal market through internal marketing could improve internal aspects of organizational performance such as job satisfaction, employees' retention and employees' organizational commitment.

In fact, a number of studies have shown that internal marketing has a significant impact on job satisfaction (Chang and Chang 2007; Mainardes et al, 2016; Rafiq and Ahmed's 2000; Shiu and Yu 2010; Ting, 2010). For example, Shiu and Yu (2010) conduct an investigation into the non-life insurance industry in Taiwan, exploring the correlation between internal marketing, organizational culture, and job satisfaction and organization performance. Their findings supported the idea that there are significant correlations among internal marketing and job satisfaction.

Internal marketing has also significant impact on organizational commitment and could be tested as one of antecedents of organizational commitment (Kyriazopoulos et al. 2007 and Abzari et al. 2011). Organizational commitment differs from job satisfaction in that organizational commitment is a much broader concept. It reflects one's feelings toward an entire organization, not just a specific job (Garland et al. 2009). Organizational commitment refers to the level of an individual's identification with and involvement in his or her organization.

A research done by Souchon & Lings (2001) suggested that one of the key means of enhancing commitment of employees towards their organization is the application on internal marketing approach. Studies in commercial banks found that organizational commitment was greater in organizations where employees were sensitized by internal marketing (Javaid, Arshad and Bibi 2012; Awwad and Agti 2011). For example, Javaid, Arshad and Bibi (2012) in their study of 12 commercial banks of Pakistan proved that internal marketing programs had a significant impact on employees' commitment. Similarly using commercial banks as a context Awwad and Agti (2011) showed that internal marketing has a direct effect on organizational commitment. Their research shows that the higher the internal marketing philosophy adopted within the bank, the higher the "commitment" of employees will be.

Motivation and Job Satisfaction

Past studies have shown that there is a relationship between Motivation and Job satisfaction (Singh. K. & Viveki, 2011). For example, Singh & Viveki, (2011) using data collected from 45 white color employees of one of the public sector giants of India, BSNL showed that there is a strong positive correlation between Motivation and Job Satisfaction.

Another empirical research conducted by Nadia and Shagufta (2011) on the relationship between work motivation and job satisfaction concludes with the same findings. Sample of the study that consist of 80 middle managers from different banks in Pakistan have reported a positive correlation between work motivation and Job Satisfaction. These two finding have indicated that changes of the value of motivation have positive significant impact on the value of Job satisfaction. In addition, studies have also shown that motivation has a significant effect on employees job satisfaction (Metabis and Hawary, 2013; Kanyurhi and Bugandwa Mungu Akonkwa, 2016). Based on the above analysis, motivation effect can be can be hypothesized as

H2: Motivation has a significant effect on job satisfaction.

Relationship between Communication and Job Satisfaction

Internal Communication is the process whereby people within an organization give and receive messages, it is a vital prerequisite for a well-functioning internal marketing culture. Without people being able or prepared to communicate with each other, there will be no inter-departmental

or inter functional co-ordination (Naude & Murphy, 2003). Researches indicate that internal communication is one of the factors which influence job satisfaction (Hrund, 2011; Yammarino & Naughton, 1988) with active and assessable communication; employees are better able to understand their job and are more connected to it. This leads to better performance and higher job satisfaction. Based on the above evaluation, the following hypotheses can be developed.

H3: Communication has significant effect on job satisfaction

Training and development and Job Satisfaction

Research shows that training and development has a significant effect on job satisfaction (Rahayu, Rasid and Tannady, 2019). According to Karen (2007), employee development is defined as a system for assisting employees to develop within their current jobs or advance to fulfill their goals for the future. Researchers define job satisfaction as the extent of affective reaction to which employees like their jobs (Rahayu, Rasid and Tannady, 2019). In the study conducted on the effect of employee development program on job satisfaction and employee retention by Karen (2007), job satisfaction came from when employees are provided growth and development opportunities and when they are supplemented through fair and equitable human resource practices. Based on the above explanation, the effect of training can be hypothesized as,

H4: Training and development has a significant effect on job satisfaction.

Motivation and Organizational Commitment

Both motivation and organizational commitment are psychological states, based on internalized values, external rewards, and moral involvement. Both have been described as energizing forces with implications for behavior (Meyer, Becker & Vandenberghe 2004). Sahney, Banwet and Karunes, (2003) also further explained the relationship between motivation and organizational commitment as “Whether a member decides to commit himself or herself to the group depends on the relationship between the individual’s motivational tendencies and the type of organizational incentive system. In addition Akinyele and Olorunleke (2011) examined the relation of motivation and organizational commitment on their study titled an empirical analysis of internal marketing on organizational commitment: a study of Banks in Lagos- Nigeria. And they found

that motivation has a positive and statistically significant effect on organizational commitment. In addition, a study by Farzad, Nahavandi, and Caruana (2008) using Iranian Banks as a context, asserted that motivation has positive effects on organizational commitment of employees. Thus, in light of the above explanation, the following hypothesis is posed;

H5. Motivation has a significant effect on organizational commitment.

Communication and Organizational Commitment

Communication is a broad term that covers the communication between and among the executives and the employees in a corporation, the communication between the departments and cooperation and feedback between units (Kilter, 2008). Organizational commitment expresses the employees' sense of belonging, commitment towards the corporation and efforts towards the continuation of their existence in the corporation (Shane et al. 2003). Communication and commitment with organization are very closely related to each other. Postmen, Tanis & Wit (2001) concluded that employee feel committed with their organization when they communicate with their coworkers. Allen (1992) described that the quality of communication between top management, supervisors and subordinates is strongly and positively related to the organizational commitment. As could be discerned from the above analysis, the following hypothesis is drawn;

H.6.Communication has a significant effect on organizational commitment.

Employee Training and Development and Organizational Commitment

Training and development represents an area within human resource practices that can have a significant impact on employee commitment to the organization. The practices employed by organizations helps to enhance employee skills and performance hence increases employee commitment (Saks 2001).

Training is expected to reduce turnover, and increase employee's commitment, which will result in longer employment duration. Keep, Mayhem, Scope and M.C. consulting, (2002) argue that investing in training constitutes a powerful signaling device to reassure employees that they are valued by their employers, which in turn enhances their commitments to the organization.

Investment by the organization in employee training is intended to send a commitment message to its employees that individual development is a valued goal of the organization (McElroy, 2001). Training is used to enhance specific skills and correct performance issues to empower employees with the skills needed for the current and future job requirement (Gold, 2001). The levels of training and development activities among the employees influence employee commitment (Ivancevich 2010). In view of the explanation given above, the following premises are hypothesized;

H.7. Training and development has a significant effect on organizational commitment.

2.2.3. Job Satisfaction and Organizational Commitment as Antecedents of employee Customer Orientation.

Past research shows that job satisfaction and organizational commitment are antecedents of employee customer orientation and they have a mediation role on the relationship between internal marketing and employees' customer orientation (Tae & Sung 2018; Awwad and Agti 2011).

Generally, employee customer orientation researchers have conducted several studies in order to identify the causes of employee customer orientation performance. Many of the studies focused on attitudes as predictors of employee customer orientation. Among the attitudinal variables found to be related to employee customer orientation are job satisfaction and organizational commitment (Blakely, Andrews and Moorman, 2005).

Job Satisfaction and Customer Orientation

A number of researchers have obtained empirical support for the antecedent role of job satisfaction on customer orientation. For instance, Shekary (2012) in an empirical research with a sample of 114 home health care representatives conclude that higher levels of job satisfaction will lead to superior levels of customer orientation. Moreover, Pettijohn, Pettijohn and Taylor, (2002) in another research with a sample of 109 salesmen turn up to a similar conclusion. Scholars Siguaw, Brown & Widing (1994) and Hoffman and Ingram (1992) also conducted study on relation between job satisfaction and customer orientation and proved that there is a relationship between Job Satisfaction and Customer Orientation..

Organizational Commitment and Customer Orientation

Committed employees within the organization would have a higher tendency to conduct beneficial behaviors that would sometimes go beyond the formal job tasks or organizational expectations (Wang & Wong, 2011). Also, Compared to the less committed employees, highly-committed employees are more likely to contribute to their organization with positive behaviors and help organization's develop (Greenfield, Norman and Wier, 2007). It means that another important antecedent of employee customer orientation is organizational commitment.

Internal elements of each organizations performance i.e. Job satisfaction, employee retention and organization commitment influence the tendency of external marketing (intersegment coordination, competition, and customer orientation) (Lings, 2004). This sheds light that there is a relationship between Organizational commitment and Customer orientation.

2.2.3. Mediation role of Job satisfaction and organizational commitment on the relation of internal marketing and employees' customer orientation.

Tae and Sung (2018) investigated the impact of internal marketing of beauty shops on the customer orientation of employees through the mediating effect of job satisfaction. The results revealed that Management support, education and training, the compensation system, and internal communication were found to be the internal marketing factors affecting job satisfaction and also job satisfaction plays a significant mediating role in the relationship between internal marketing and customer orientation among beauty shop employees, and this study has established that job satisfaction is a mediating variable that can increase customer orientation. Yibeltal and Yanet (2018) also examined the effect of internal marketing on customer orientation in the context of Ethiopian Airlines. The result indicates that both job satisfaction and organizational commitment have significant mediation effect on the relationship of internal marketing and customer orientation.

The above studies showed internal marketing has an effect on job satisfaction and organizational commitment and others find job satisfaction and organizational commitment are antecedent of employees' customer orientation. Thus, we propose that the effect of internal marketing on

employees' customer orientation is mediated by job satisfaction and organizational commitment. Based on the above explanation, this study developed following hypotheses.

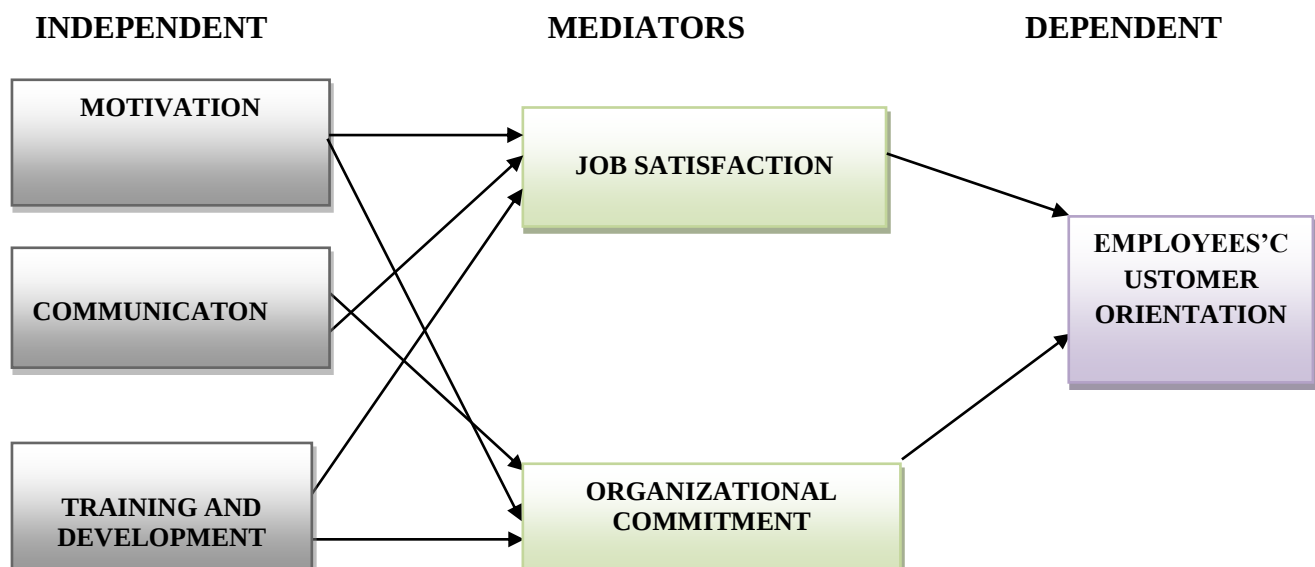
H8. The relationship between internal marketing variables examined in this study and employee customer orientation is mediated by job satisfaction.

H9. The relationship between internal marketing variables examined in this study and employee customer orientation is mediated by organizational commitment.

2.3. Conceptual Framework

The conceptual framework or model of the study adopted from Yibeltal and Yanet, (2018) with amendment to suit for this study by the researcher.

Figure. 2.1 Conceptual Framework



Source: Yibeltal and Yanet, (2018) with amendment to suit for this study.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Research Design

3.1.1. Types of Research based on the nature of enquiry

Based on the nature of the research enquiry, research design is classified as exploratory, descriptive, explanatory (causal) or predictive research. This study used descriptive research as well as explanatory design.

3.1.2. Types of research based on the type of data

Based on the type of research data collected researches are classified as qualitative and quantitative. This study collected quantitative data that are the numeric values that indicate how much or how many of something. Quantitative researches are based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity. Quantitative research is a means for testing objective theories by examining the relationship among variables. Quantitative research is often regarded as being purely scientific, justifiable, and precise and based on facts often reflected in exact figures. This approach often appears when the audience consists of individuals or readers with a quantitative orientation. This quantitative research approach can be further sub classified into inferential (survey research), experimental and simulation approaches to research. This research used inferential approach to form a database from which to infer characteristics or relationships

3.2. Population, Sample Size and Sampling Technique

According to Hair et al. (2010), target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information. Therefore, for this study, the target populations are 12,189 employees from the four districts of CBE in Addis Ababa (North Addis District, West Addis District, South Addis District and East Addis District).

CBE in Addis Ababa had 501 Branches and 9 Special Branches (East Addis Ababa District 132 Branches, North Addis Ababa District 128 Branches and 5 Special Branches; South Addis Ababa District 110 Branches and 4 Special Branches; West Addis Ababa District 131 Branches). For the purpose of this study the branches from the four districts of CBE are selected by non-probability sampling approach and simple judgmental sampling technique. On-probability sampling approach relies on the personal judgment of the researcher rather than on chance to select sample elements. The researcher can arbitrarily or consciously decide what elements to include in the sample. Judgmental sampling technique is a form of convenience sampling in which the population elements are selected based on the judgment of the researcher.

For populations that are large, Cochran (1963) developed the equation yields a representative sample for proportions. Which is valid where n_0 is the sample size, Z is the abscissa of the normal curve that cuts off an area α at the tails ($1 - \alpha$) equals the desired confidence level, e.g., 95%) e is the desired level of precision, p is the estimated proportion of an attribute that is present in the population and q is $1-p$. The value for Z is found in statistical tables which contain the area under the normal curve e.g. $Z = 1.96$ for 95 % level of confidence.

$$n_0 = \frac{Z^2 pq}{e^2}$$

Accordingly, the researcher uses the recommendation of (Yamanie, 1967) and formula by Cochran (1963) determined the sample size as follow. Taking 95% confidence level Z to be 1.96 precision of ± 5 and assuming $p=0.5$ and q is 0.5 putting the figures in the equation the sample size was determined 384. Accordingly, 384 respondent employees are taken as the sample size in order to have sufficient data.

Finally, the number of employees participating in each districts determined using the population proportionate sampling (PPS).

$$n = \frac{nf * N \text{ in a Addis district}}{N_{\text{total}}}$$

$$N_{\text{total}}$$

Where, n = Proportion of employees participate in the study in a given district, nf = Final sample size obtained using correction formula (384), N =is the total number of employees of four Addis Ababa districts (12,189) i.e. N_{total} = Total number of employees in the selected branches.

Table 3.1. Population Proportionate Sampling

No	Districts	Employees' Population	PPS	Sample Size
1	East Addis Ababa District	3,084	0.253	97
2	North Addis Ababa District	3,176	0.261	100
3	South Addis Ababa District	2,986	0.245	94
4	West Addis Ababa District	2,943	0.241	93
	Total	12,189		384

Source: Own Survey, 2020

Accordingly the 384 respondent employees from the selected branches from each district's selected by using non probability sampling approach specifically convenient sampling technique. Convenience sampling technique attempted to obtain a sample of convenient elements. Often, respondents are selected because they happen to be in the right place at the right time. Convenience sampling is the least expensive and least time-consuming of all sampling techniques.

3.3. Data Type and Source of Data

Both primary and secondary sources of data collection employed in the study. Well designed and structured questionnaire are utilized. It is completed by employees of CBE. Secondary data obtained from annual report used to provide additional information where appropriate. Besides, variety of books, published and/or unpublished government documents, reports and newsletters will be reviewed to make the study fruitful.

3.4. Data Gathering Technique and Instruments

The primary data gathered particularly using survey questionnaire. The researcher distributed the questionnaire to sampled respondents. For the purpose of this study a quantitative methodology involving a close-ended questionnaire adapted from (Yanet 2015) used as the measuring instrument. The close-ended questionnaires administered to groups of people simultaneously, since they are less costly and less time consuming than other measuring instruments. The Likert-type scale method used a range of responses: 'Strongly Disagree', 'Disagree', 'Neutral', 'Agree', and 'Strongly Agree' and the 5-point rating scale also used a range of responses. The usage of this particular scaling method ensured that the research study will be illustrated the ability to assess

the responses and measure the responses quantifiably so that a pattern or trend will be produced in order to assess research objective. Pilot studies were conducted to refine the methodology and test the questionnaire before administering the final phase. Questionnaires are tested on potential respondents to make the data collecting instruments objective, relevant, suitable to the problem and reliable.

3.5. Method of Data Analysis

The data that collected and edited, coded and entries made into statistical software (Statistical Package for Social Sciences, SPSS version 20). That involved converting quantitative (nominal and ordinal data) into numerical codes. Descriptive statistics then run which consist of frequencies, percentages, means and standard deviation to summarize the data. The study adopted multiple linear regression and Pearson correlation analysis to establish the relationship between variables of interest. This helps in establishing the inferential significance of the relationship direction and magnitude between variables.

Pearson correlation analysis if there is a relationship between the variables. This includes the nature, magnitude and significance of such relationship. Pearson Correlation analysis conducted at 95% confidence level ($\alpha = 0.05$).

3.6. Validity and Reliability

3.6.1 Validity

Yilmaz (2013) and Denscombe (2014) described the term ‘validity’ as the appropriateness and accuracy of collected data. There are different tests of Validity for example, construct validity, criterion related validity and content validity. To establish the validity of my instrument, I asked feedback on my questionnaire from experts in academia and industry. This has helped me to establish the content validity of the data collection instrument.

3.6.2. Reliability

Reliability means that the process (such as data collection procedures) of the study can be repeated to obtain the same results (Yin, 2014). The cronbach’s coefficient alpha is a scale that is used to measure the reliability of measures. The alpha coefficient scale ranges from 0 to 1 and according to the scale the higher the score, the more reliable the generated scale is. Nunnally, J. &

Bernstein, I. (1994) has indicated 0.7 values to be the minimum acceptable reliability coefficient. For this research, In order to measure the consistency of the questionnaire and the overall reliability of constructs that it is measuring, the reliability test carried out based on Cronbach's Alpha coefficient and as the table below indicated, all of the scales used for this study were found to be reliable as their respective alpha values were higher than 0.7.

Table 3.2. Reliability test

Variables	Cronbach's Alpha	N of Items
Motivation	.775	6
Communication	.702	9
Training and Development	.721	10
Job Satisfaction	.739	9
Organizational Commitment	.728	9
Employees Customer Orientation	.856	8
All Variables	.923	51

Source: Own Survey, 2020

The overall item or variables Cronbach's Alpha reliability test results .923 which is an acceptable range.

3.7. Ethical Considerations

This study is devoted to identify the effect internal marketing on the employees' customer orientation through the mediating role of job satisfaction and organizational commitment in the case of Commercial Bank of Ethiopia and determine how these factors significantly affect the success of their businesses so as to forward possible recommendation for future improvements and maintain marketing efficiency. It is not interested to defame or abuse or expose secrets (if any) in any way to the public. The study participants are informed about the purpose of the study and the informed verbal consent obtained from each participant before data collection. The effect internal marketing on employees' customer orientation measured objectively, based on information collected from respondents. Finally confidentiality is assured and the data made to be kept by avoiding personal identifiers.

CHAPTER FOUR

4. DATA ANALYSIS AND DISCUSSION OF RESULTS

This chapter analyzes and presents the data collected for the purpose of studying the effect of internal marketing on employees' customer orientations well as the mediating role of job satisfaction and organizational commitment on the relationship between internal marketing and employees' customer orientation. The following are the main headings: response rate of participants, demographic characteristics, descriptive analysis, test of assumption, Pearson correlation analysis and regression analysis. Both descriptive and inferential analysis are made. The descriptive analysis focuses on the description of the sample population whereas inferential statistics makes inferences about the population based on the data from the sample population. The statistical package SPSS (version 20.0) was used for data analysis.

4.1. Response rate of participants

To collect the data and extract findings, structured questionnaires were prepared and distributed to selected sample employees of Commercial Bank of Ethiopia. From the total 384 questionnaires distributed, a total of 381(99%) was returned. However 3 questionnaires were not filled correctly so that 381 were used for the data analysis of the study, which gives a response rate of 99%.

4.2. Demographic characteristics

Observing the demographic trend or characteristics of the sample population before starting the data analysis would be useful to make the analysis more meaningful for the reader. This part of the questionnaire requested limited amount of information related to personal and demographic status of respondents. The importance of demographic examination in this research was to describe the characteristics of the sample, like proportion of male and female, duration of employment with the company and educational level of respondents. Accordingly these variables are summarized and described in tables shown below.

Table 4.1 Gender Profile of Employees

	Frequency	Percent	Cumulative Percent
Valid Male	244	64.0	64.0
Female	137	36.0	100.0
Total	381	100.0	

Source: Own Survey, 2020

The above table illustrates that 244 or 64% of respondents were males and 137 or 36% of respondents are females. Hence the majority of the respondents were male. Thus, there may be gender imbalance at the branches of the Commercial Bank of Ethiopia which were the source of data for this project.

Table 4.2. Educational Qualification

	Frequency	Percent	Cumulative Percent
Valid High School completed	8	2.1	2.1
Diploma	20	5.2	7.3
First Degree	294	77.2	84.5
Second Degree and above	59	15.5	100.0
Total	381	100.0	

Source: Own Survey, 2020

Table 4.2 shows the educational level of the employees' which participated in this study. Table 4.2 indicates that 8 or 2.1 % of the respondents have completed high school. 20 or 5.2 % of the respondents have diploma. Among the total of 381 employees who participated in the study, 294 or 77.2% have first degree. While 59 or 15.5 % of the respondents have second degree and above. The educational background of the participants revealed that most of them (i.e., 92.7%) are first and second degree holders.

Table 4.3. Years Working in the Commercial Bank of Ethiopia

	Frequency	Percent	Cumulative Percent
Valid Under 3 years	22	5.8	5.8
3 to 6 years	113	29.7	35.4
6 to 9 years	196	51.4	86.9
Over 9 years	50	13.1	100.0
Total	381	100.0	

Source: Own Survey, 2020

Almost half of the respondents (i.e., 51.4%) have been with the bank between 6 to 9 years. While 113 or 29.7% of the respondents have been with the bank between 3 to 6 years. 50 or 13.1% of the respondents have work experience of more than 9 years and the least percentage of respondents (i.e., 5.8%) were with the bank for less than 3 years. Therefore, one can infer that the experience of the employees is moderate and the bank has to work on its ability to retain employees through the practice of proper internal marketing.

4.3. Descriptive Statistics of the independent and dependent variables

Descriptive analysis was used to present the data collected in relation to the demographic factors for more clarification. The detailed information on the main characteristics of the sample used in the study is gained from descriptive analysis.

In this section, the answers of the respondents are present in the form of descriptive table. The tables contain mean and standard deviation of their response. Mean value provides the idea about the central tendency of the values of a variable. Standard deviation is to give the idea about the dispersion of the values of a variable from its mean value. All of the variables were measured using five point Likert scale ("1" Strongly disagree; to "5" Strongly agree). The interpretations of the Likert scale results are: scores of 1 to 2.32 indicate low level, scores of 2.33 to 3.65 indicate medium level, and scores of 3.66 to 5 indicate high level (Alhakimi and Alhariry, 2014).

Table 4.4.Descriptive Statistics for the independent and dependent variables

	N	M	SD
Motivation	381	3.5796	.75263
Communication	381	2.9883	.70609
Training and Development	381	3.4504	.51884
Job Satisfaction	381	3.4631	.67690
Organizational Commitment	381	3.5424	.50132
Employees Customer Orientation	381	3.3304	.71897
Valid N (listwise)	381		

Note: N = number of respondents; M = Mean; SD = Standard deviation

Source: Own Survey, 2020

Table 4.4 indicates the means and standard deviations for the independent and dependent variables examined in this study. As can be seen from Table 4.4 above all the internal marketing dimensions examined in this study have a mean score that could be considered as moderate level (Alhakimi and Alhariry, 2014). This suggests that the respondents included in this study were moderately satisfied with the internal marketing practices of the bank. Similarly, the mean of the mediating variables - job satisfaction ($M = 3.46$, $SD = 0.68$) and organizational commitment ($M = 3.54$, $SD = 0.50$) can be considered as moderate level. This implies that the respondents included in the study are about medium in terms of their job satisfaction and organizational commitment. Finally, employees' customer orientation has a mean value of $M = 3.33$ and $SD = 0.72$. This indicates that employees' perception about customer orientation is moderate level.

4.4. Test of Assumptions

Statistical assumptions that must be met for the analysis of correlation and regression are tested and the results are presented in this section. Accordingly, basic assumptions were checked and found acceptable and their results are discussed as follows.

4.4.1 Multi-Colinearity Test

Multi-Colinearity refers to the case in which two or more explanatory variables in the regression model are highly correlated, making it difficult or impossible to isolate their individual effects on

the dependent variable (Salvatore and Reagle, 2002). Tolerance and variance inflation factor or VIF are the two collinearity diagnostic factors that can be used to assess Multi-Collinearity problem among explanatory variables. If the value of tolerance is less than 0.1 and simultaneously, the value of VIF 10 and above, then the multi-collinearity is problematic.

Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model and is calculated using the formula $1 - R^2$ for each variable. If this value is small (less than 0.10) it indicates that the multiple correlation with other variables is high, suggesting the possibility of multi-Collinearity. In the present study the tolerance value for each independent variable was not less than 0.10 therefore, this also suggests that the assumption of multi-Collinearity was not violated (see table 4.5). The other value given is the VIF (Variance inflation factor), which is just the inverse of the Tolerance value. VIF values above 10 would indicate multi-Collinearity. Again in the present study the VIF value was less than 10 for all independent variables (see table 4.5). This also indicates that the assumption of multi-Collinearity was not violated.

Table 4.5. Multi-Collinearity test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Motivation	.158	6.335
Communication	.882	1.133
Training and Development	.201	4.984
Job Satisfaction	.391	2.561
Organizational Commitment	.348	2.872

a. Dependent Variable: Employees Customer Orientation
Source: Own Survey, 2020

4.4.2 Normality Test

Normality test is used to determine whether sample data has been drawn from a normally distributed population or the population from which the data came is normally distributed. Normality was checked by two terms by kurtosis and skewness by using SPSS so there exist normal values for kurtosis as well as skewness. For kurtosis the normal value is less than 3 whereas for skewness the normal value is supposed to be less than 6 (Asghar and Saleh, 2012). According to the table below, both the standardized skewness and kurtosis results fall in the given range. Hence the data is normally distributed.

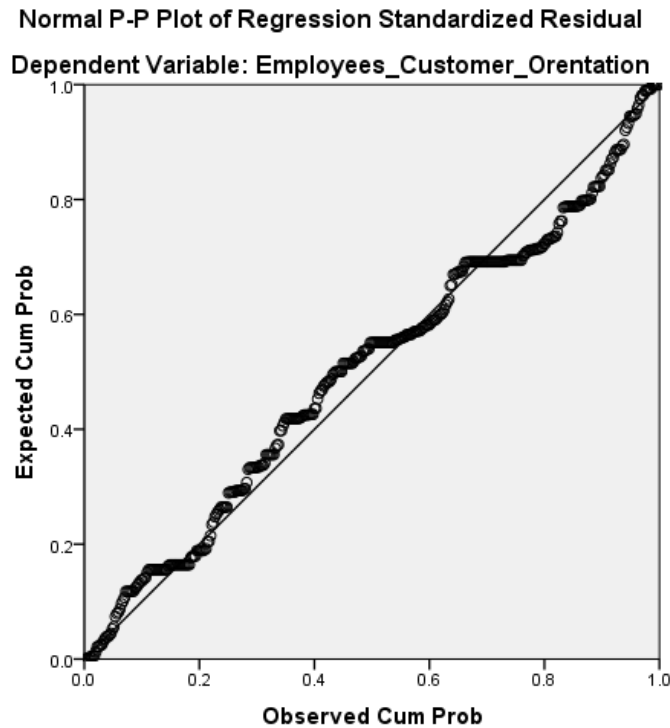
Table 4.6. Normality of Variable

	Motiv ation	Commu nication	Training and development	Job Satisfaction	Organizational Commitment	Employees Customer Orientation
N Valid	381	381	381	381	381	381
N Missing	0	0	0	0	0	0
Skewness	-.167	-.057	-.112	-.131	-.341	-.660
Std. Error of Skewness	.125	.125	.125	.125	.125	.125
Kurtosis	-.495	-.479	-.129	-.658	.470	-.756
Std. Error of Kurtosis	.249	.249	.249	.249	.249	.249

Source: Own Survey, 2020

4.4.3 Linearity test

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables.



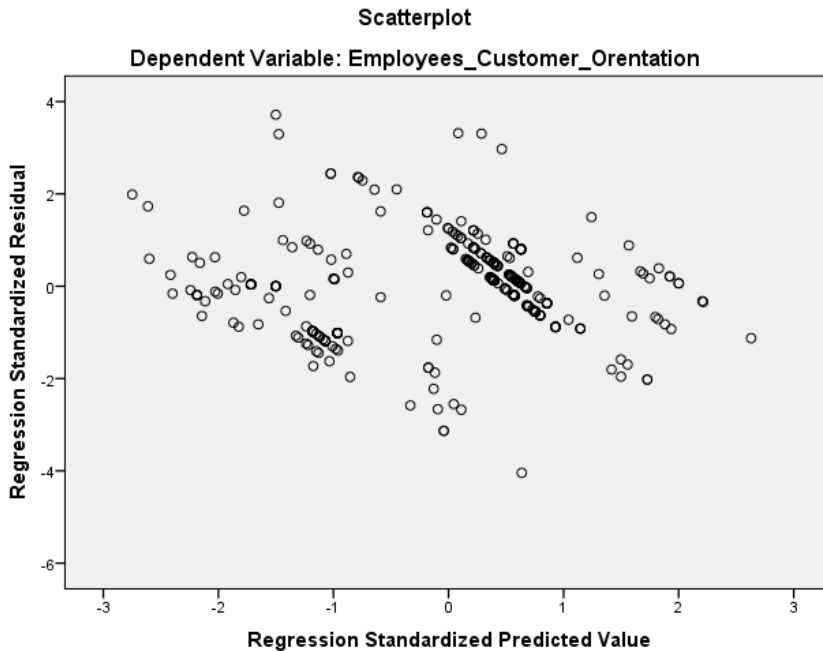
Source: Own Survey, 2020

Figure 4.1: Normal P-P plot graph

The p plot of residuals discloses that there is no large deviation in the range of the residuals. As we look from left to right on the figure it looks like almost all residuals lay on the linear straight line. Therefore, this tells us the relationships of independent variable with the dependent variable are linear.

4.4.4. Test of Homoscedasticity

At each level of the predictor variables, the variance of the residual terms should be constant. This just means that the residuals at each level of the predictors should have the same variance (homoscedasticity); when the variances are very unequal there is said to be heteroscedasticity (Field 2009).



Source: Own Survey, 2020
Figure 4.2 Homoscedasticity Variance

For this study, as can be seen in Figure 4.2. Plot, the response seems concentrated and balanced with few outliers depicting constant error throughout the observations; this indicated that data is homoscedastic.

4.5. Correlation Analysis

Correlation is used to express a relationship between two variables that one could usually compute the correlation coefficient. A correlation coefficient is a single number that represents the degree of association between two sets of measurements. It ranges from +1 (perfect positive correlation) through 0 (no correlation at all) and to -1 (perfect negative correlation).

The value of coefficient of correlation indicates both the strength and direction of the relationship. If it is -1 there is perfectly negative correlation between the variables. If it is 0 there is no relationship between the variables and if it is +1 there is perfectly positive relationship between the variables.

The correlation between dependent and independent variables along with the causal effect was analyzed using Statistical Package for Social Science (SPSS 20). The below correlation matrix

shows correlation between variables in the questionnaire with a Pearson Correlation coefficient to show the strength of relationship among the variables considered in the questionnaires.

Table 4.7. Correlations among the studied variable

		Motivation	Communication	Training and Development	Job Satisfaction	Organizational Commitment	Employees Customer Orientation
Motivation	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	381					
Communication	Pearson Correlation	.276**	1				
	Sig. (2-tailed)	.000					
	N	381	381				
Training and Development	Pearson Correlation	.886**	.256**	1			
	Sig. (2-tailed)	.000	.000				
	N	381	381	381			
Job Satisfaction	Pearson Correlation	.768**	.294**	.685**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	381	381	381	381		
Organizational Commitment	Pearson Correlation	.776**	.326**	.763**	.672**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	381	381	381	381	381	
Employees Customer Orientation	Pearson Correlation	.427**	.261**	.401**	.550**	.794**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	381	381	381	381	381	381

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

Source: Own Survey, 2020

The above correlation matrix indicates, all values of internal marketing dimensions were found to be positively and significantly correlated with job satisfaction and organizational commitment as well as employees' customer orientation. The coefficient of correlation between internal marketing dimensions and job satisfaction ranged from 0.294 to 0.768. Job satisfaction has a strong and positive correlation with Motivation $r(381) = 0.768$, $p = .000$ followed by a moderate and positive correlation with Training & Development $r(381) = 0.685$, $p = .000$ but a weak and positive correlation with Communication $r(381) = 0.294$, $p = .000$.

The coefficient of correlation between internal marketing dimensions and organizational commitment ranged from 0.326 to 0.776. Organizational commitment has a strong and positive correlation with Motivation $r(381) = 0.776$, $p = .000$ followed by a strong and positive correlation with Training and Development $r(381) = 0.763$, $p = .000$ and a weak and positive correlation with Communication $r(381) = 0.326$, $p = .000$.

Job satisfaction is moderately and positively correlated with Customer Orientation $r(381) = 0.550$, $p = .000$. With regard to organizational commitment it is strongly and positively correlated with customer orientation $r(381) = 0.794$, $p = .000$. Thus, the above correlation matrix shows that all the independent variables are positively and significantly correlated with the dependent variable customer orientation and with the mediators - job satisfaction and organizational commitment.

4.6. Regression Analysis

Multiple regression analysis was conducted to examine the effect of internal marketing on customer orientation. In this survey, nine hypotheses were developed to study the impact of internal marketing dimensions on customer orientation and the mediating role job satisfaction and organizational commitment.

To test the conceptual model three analyses are needed (Baron and Kenny 1986). The first analysis examines the effect of the internal marketing on the dependent variable (i.e., employee customer orientation). The second analysis examines the effect of the internal marketing variables on the mediator variables. In this second analysis, the effect of the internal marketing variables on the first mediator (i.e., job satisfaction) will be examined first. Then the effect of internal marketing variables on the second mediator (i.e., organizational commitment) will be examined.

In the third analysis the prediction of dependent variable from the internal marketing variables and the mediator will be presented.

First, the result of the analysis which predicts the dependent variable (employee customer orientation) from the independent variables (i.e., internal marketing) is presented below.

4.6.1 Relationship between Internal Marketing Elements and employees' customer orientation (H1)

Different scholars have stated various variables as dimension of internal marketing, among those variables, for the purpose of this survey, only three were selected as dimension of internal marketing. The impact of these three independent variables; Motivation, Communication and Training and development on customer orientation were examined.

Table 4.8 Model Summary employees customer orientation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.455 ^a	.207	.201	.64286

a. Predictors: (Constant), Training and development, Communication, Motivation

Source: Own Survey, 2020

The above regression model presents how much of the variance in the measure of employees customer orientation is explained by the underlying internal marketing elements. The predictor variables i.e., motivation, communication and training and development have accounted 20.1 % of adjusted R square which indicates that 20.1% of the variance is explained by the predictors whereas the remaining 79.9% are affected by other variables that are not included under this model estimations.

Table 4.9 Enova for employees customer orientation

Model		Sum of Squares	Do	Mean Square	F	Sig.
1	Regression	40.625	3	13.542	32.767	.000 ^b
	Residual	155.804	377	.413		
	Total	196.429	380			

a. Dependent Variable: Employees Customer Orientation

b. Predictors: (Constant), Training and development, Communication, Motivation

Source: Own Survey, 2020

The above ANOVA table shows the acceptability of the model. The p-value is less < 0.05 i.e. 0.000 which indicates that the variation explained by the model is not due to chance.

Table.4.10.Summary of Coefficient of employees' customer orientation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.380	.255		5.417	.000
	Motivation	.288	.095	.301	3.024	.003
	Communication	.157	.049	.154	3.222	.001
	Training and Development	.131	.137	.095	.957	.339

Dependent Variable: Employees Customer Orientation

Source: Own Survey, 2020

From the above table, we can have the following general formula for the first regression equation

$$ECO = 0.288(MO) + 0.157(CO) + 0.131(TR \& DV) + 1.380$$

Where: ECO= Employees' customer orientation, MO= Motivation, CO= communication, and TR & DV= Training and Development.

The above regression analysis shows that the significance level (p-value) and the contribution of each predictor Beta value (β). This Beta value means that, the variation in outcome variable due to a unit change in the independent variable. Accordingly, as it can be seen on table 4.10 above, as Motivation of employees increases by 1 unit then employee customer orientation increases by

0.288 and this is significant at $p < .05$. With regard to communication, a unit increase in this variable leads to a 0.157 increase in employee customer orientation and this is significant at $P < 0.05$. However, Training and Development has no significant effect on employees customer orientation ($\beta = 0.131$, $p > 0.05$). Therefore, H1 was partially supported.

Next, the second analysis which predicts the mediators from the internal marketing variables are presented, starting from the prediction of the first mediator (job satisfaction) from the internal marketing variables.

4.6.2 Relationship between Internal Marketing Elements and Job Satisfaction (H2, H3, H4)

Table 4.11. Model Summary for Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	.598	.595	.43097

- a. Predictors: (Constant), Training and development, Communication, Motivation
- b. Dependent variable: Job satisfaction

Source: Own Survey, 2020

The above regression model presents how much of the variance in the measure of Job satisfaction is explained by the underlying internal marketing dimensions. The predictor variables such as, Motivation, Communication and Training and Development have accounted for 59.5 % of adjusted R square which indicates 59.5% of the variance is explained by the predictors whereas the remaining 40.5% are explained by other variable of this model.

Table 4.12 Enova for job satisfaction

Model	Sum of Squares	Do	Mean Square	F	Sig.
1 Regression	104.090	3	34.697	186.804	.000 ^b
Residual	70.024	377	.186		
Total	174.114	380			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Training and development, Communication, Motivation

Source: Own Survey, 2020

The above ANOVA in table 4.12 shows the acceptability of the model. The p-value is < 0.05 i.e., p = 0.000 which indicates that the variation that is explained by the model is not due to chance

Table.4.13. Summary of Coefficient of Job Satisfaction

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.787	.171		4.610	.000
Motivation	.656	.064	.729	10.291	.000
Communication	.085	.033	.088	2.601	.010
Training and development	.021	.092	.016	.233	.816

Source: Own Survey, 2020

From the above table, we can have the following general formula for the regression equation

$$JS = 0.656(MO) + 0.085(CO) + 0.021(TR \& DV) + 0.787$$

Where: JS= job satisfaction, MO= Motivation, CO= communication, and TR & DV= Training and Development.

As it can be seen on table 4.13, as Motivation of employees increases by 1 unit then employee job satisfaction increases by 0.656 and this is significant at p<.05. With regard to communication, a unit increase in this variable leads to a 0.085 increase in job satisfaction and this is significant at

$P < 0.05$. However, Training and Development had no significant effect on job satisfaction ($\beta = 0.021$, $p > 0.05$).

Accordingly, H2, which states there is a significant relationship between motivation and Job satisfaction is supported by the data collected on this survey as $p = .000$. Therefore we conclude that H2 is supported.

Second, H3, states; there is a significant relationship between Communication and Job satisfaction. The hypothesis is supported by the data collected on survey as $p = .000$. Therefore, we conclude that that H3 is supported.

Third, H4, states; there is a significant relationship between Training development and Job satisfaction. The hypothesis is not supported by the data collected on survey as its p-value is greater than 0.05. Therefore, we conclude that Training and Development does not have significant effect on job satisfaction. Therefore, H4 is not supported.

Next, the result of the analysis which predicts the second mediator organizational commitment from the internal marketing variables will be presented.

4.6.2 The relation between internal marketing and organizational commitment (H5, H6, H7)

Table 4.14. Model Summary for organizational commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801a	.641	.639	.30138

- a. Predictors: (Constant), Training and Development, Communication, Motivation
- b. Dependent variable are Organizational commitment

Source: Own Survey, 2020

The above regression model in table 4.14 presents how much of the variance in the measure of Organizational commitment is explained by the underlying internal marketing dimensions. The

predictor variables such as, Motivation, Communication and Training and Development have accounted 63.9 % of adjusted R square which indicates that 63.9 % of the variance is explained by the predictors whereas the remaining 36.1 % are explained by other variable of this model.

Table 4.15 ANOVA for organizational commitment

Model		Sum of Squares	Do	Mean Square	F	Sig.
1	Regression	61.260	3	20.420	224.823	.000 ^b
	Residual	34.242	377	.091		
	Total	95.502	380			

a. Dependent Variable: Organizational Commitment

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

Source: Own Survey, 2020

The above ANOVA in table 4.15 shows the acceptability of the model. The p-value is less < 0.05 i.e. p = 0.000 which indicates the variation is explained by the model is not due to chance.

Table 4.16. Summary of coefficient of organizational commitment

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.103	.119		9.233	.000
	Motivation	.294	.045	.442	6.599	.000
	Communication	.083	.023	.117	3.649	.000
	Training and development	.330	.064	.341	5.131	.000

Source: Own Survey, 2020

From the above table, we can have the following general formula for the regression equation

$$OC = 0.294(MO) + 0.083(CO) + 0.330(TR \& DV) + 1.103$$

Where: OC= Organizational commitment, MO= Motivation, CO= Communication, and TR & DV= Training and Development.

As it can be seen in table 4.16, as Motivation of employees increases by 1 unit then employees organizational commitment increases by 0.294 and this is significant at $p < .05$. With regard to communication, a unit increase in this variable leads to a 0.083 increase in organizational commitment and this is significant at $P < 0.05$. Also as Training and Development increases by 1 unit then employees organizational commitment increases by 0.330 and this is significant at $P < .05$.

Accordingly, H5, states there is a significant relationship between motivation and Organizational Commitment is supported by the data collected on this survey as its p-value is .000. Therefore we conclude that H5 is supported.

H6.States there is a significant relationship between Communication and organizational Commitment. The hypothesis is supported by the data collected on survey as its p- value is .000. Therefore, we conclude that H6 is supported

H7. States there is a positive relationship between Training development and organizational commitment. The hypothesis is supported by the data collected on survey as its p- value is .000. Therefore, we conclude that H7 is supported

In the third analysis prediction of dependent variable from the internal marketing variables and the mediator will be presented.

First, the prediction of dependent variable from the internal marketing variables and the first mediator (job satisfaction) will be presented. Finally, the prediction of the dependent variable from the internal marketing variables and the second mediator (organizational commitment) will be presented.

4.6.3The relationship between internal marketing variables examined in this study and employee customer orientation is mediated by job satisfaction. (H8)

The ultimate goal of this study was to examine if internal marketing has effect on customer orientation through job satisfaction and organizational commitment; consequently, further regression analysis was conducted taking customer orientation as dependent variable and job satisfaction as predictors.

Table 4.17 Summary coefficient of Job Satisfaction and Customer Orientation

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.946	.244		3.883	.000
Motivation	-.074	.100	-.077	-.739	.460
Communication	.110	.046	.108	2.409	.016
Training and development	.119	.128	.086	.936	.350
Job Satisfaction	.551	.071	.519	7.710	.000

Source: Own Survey, 2020

From the table 4.17, we can have the following general formula for the regression equation

$$ECO = -0.074(MO) + 0.110(CO) + 0.119(TR\&DV) + .551(JS) + 0.946$$

Where: ECO= Employees' customer orientation, MO= Motivation, CO= communication, TR & DV= Training and Development and JS=Job satisfaction

The above coefficient table shows the constant, beta value and p-value of the variables to examine the significance of set hypothesis when the mediator job satisfaction exist. The significance level of each independent variable is, Motivation (p = .460, unstandardized coefficients = -.074), Communication (p = .016, unstandardized coefficients = .110), and Training and development (p = .350, unstandardized coefficients =.119)

According to Baron& Kenny (1986) complete mediation is present when the independent variables no longer influence the dependent variable after the mediator has been controlled and the following conditions are met. That is first, the independent variable is shown to significantly influence the dependent variable in the first regression equation. Second, independent variable is shown to significantly influence the mediator in the second regression equation and third, mediator must significantly influence the dependent variable in third equation. Partial mediation occurs when the independent variable's influence on the dependent variable is reduced after the mediator is controlled.

Accordingly, as can be seen in table 4.17 above, motivation no longer influences the dependent variable employees' customer orientation since the P-value become insignificant and their relation is reduced to ($\beta = -.074$) from ($\beta = .288$) after the mediator job satisfaction exists. This implies that job satisfaction has a complete mediation effect on the relationship between motivation and employee customer orientation.

Second, the independent variable Communication influence on the dependent variable employees' customer orientation is reduced to ($\beta = .110$) from ($\beta = .157$) and P-value is significant .016 after the mediator job satisfaction exists. This implies that job satisfaction has a partial mediation effect on the relationship between communication and employee customer orientation.

Third Job satisfaction does not have a mediation effect on the relation between Training and development and employees customer orientation. This is since Training and Development does not show significant influence on employees' customer orientation in the first regression equation.

H8.Analyzes if the effect of internal marketing on employee customer orientation is mediated by job satisfaction. The mediation effect of job satisfaction is supported by the data collected on survey in the case of the relationship between independent variables motivation and the dependent variable employees' customer orientation. The job satisfaction has a complete mediation effect on the relationship of motivation and employees' customer orientation since motivation no longer influences employees' customer orientation after job satisfaction is included in the model. The mediation effect of job satisfaction is also supported by the data collected on survey in the case of the relationship between communication and employees' customer orientation since their unstandardized coefficient is reduced after job satisfaction is mediated. And also the mediation effect of job satisfaction is not supported in the case of the relationship between Training and Development and employees' customer orientation as Training and Development does not show significant influence on employees' customer orientation in the first regression equation. Therefore, H8 was partially supported.

Finally, the prediction of the dependent variable from the internal marketing variables and the second mediator (organizational commitment) will be presented.

4.6.4. The relationship between internal marketing variables examined in this study and employee customer orientation is mediated by organizational commitment. (H9)

Table 4.18. Summary coefficient of Organizational commitment and Customer Orientation

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.550	.162		-3.404	.001
Motivation	-.227	.057	-.238	-3.951	.000
Communication	.011	.028	.011	.392	.695
Training and Development	-.446	.081	-.322	-5.493	.000
Organizational Commitment	1.750	.063	1.220	27.823	.000

Source: Own Survey, 2020

From the above table, we can have the following general formula for the regression equation

$$ECO = -0.227(MO) + 0.011(CO) - .446(TR\&DV) + 1.750(OC) - 0.550$$

Where: ECO= Employees' customer orientation, MO= Motivation, CO= communication, TR& DV= Training and Development and OC=Organizational commitment

The above coefficient table shows the constant, beta value and p-value of the variables to examine the significance of set hypothesis when the mediator organizational commitment exist. The significance level of each independent variable is, Motivation (p=.000, unstandardized coefficients = -.227), Communication (p =.695, unstandardized coefficients = .011), and Training and development (p = .000, unstandardized coefficients = -.446)

Accordingly, we can conclude that the influence of Motivation on the dependent variable employees' customer orientation is reduced to ($\beta = -.227$) from ($\beta = .288$) and P-value is significant .000 after the mediator organizational commitment is included in the model. This implies that organizational commitment has a partial mediation effect on the relationship between motivation and employee customer orientation.

Second, the independent variable Communication no longer influence the dependent variable employees' customer orientation since P-value become insignificant and their relation is reduced to ($\beta = .011$) from ($\beta = .157$) after the mediator organizational commitment is included in the model. This implies that organizational commitment has a complete mediation effect on the relationship between communication and employee customer orientation.

Third, Organizational commitment does not have a mediation effect on the relationship between Training and development and employees customer orientation. This is because Training and Development does not show significant influence on employees' customer orientation in the first regression equation.

H9. Analyzes if the effect internal marketing on employee customer orientation is mediated by organizational commitment. The mediation effect of organizational commitment is supported by the data in the case of the relationship between the independent variable motivation and the dependent variable employees' customer orientation. Organizational commitment has a partial mediation effect on the relationship between motivation and employees' customer orientation since their unstandardized coefficient is decreased after organizational commitment is included in the model. And also the mediation effect of organizational commitment is supported by the data collected in the case of the relationship between communication and employees' customer orientation. Organizational commitment has a complete mediation effect on the relationship between communication and employees' customer orientation since communication no longer influences employees' customer orientation after job satisfaction is included in the model. On the other hand the mediation effect of organizational commitment is not supported by the data collected in case of the relationship between Training and Development and employee customer orientation since this independent variable does not show significant influence on employees' customer orientation in the first regression equation. Therefore, H9 was partially supported.

4.7. Discussions of Results with Related Literatures

H.1.Intenal Marketing has a significant effect on employees' customer orientation.

The research finding shows motivation and communication have positive and significant relationship with employees' customer orientation in commercial bank of Ethiopia. Giving the employees sense of achievement, providing them with new opportunities for advancement and

promotions are key motivator that creates positive customer serving attitudes. Also Managers communication with employees to inform them about the new plans, strategies and the company's strategic objectives and to provide them with constructive feedbacks about their work and understand their wants and need has an impact on employees' customer orientation. This result is also consistent with the finding of Mohammadi, Hashemi and Moradi (2012) which showed that motivation and communication have a positive effect on customer orientation.

However, training and development has positive but no significant relationship with employees' customer orientation. This insignificant relationship between training and development and customer orientation could be due to the reason that the training and development program offered by the banks is not effective in making the employees of the bank customer oriented. This result is consistent with the findings of Conduit and Mavondo, (2001) who showed that training has no significant impact on market orientation.

H.2. Motivation has a significant effect on employees' job satisfaction.

The study result has proven that motivation is significantly related with job satisfaction of the Commercial Bank of Ethiopia Employees. The level of balance between employees work and personal life, the benefit package the organization offers and the fair payment for the work employees do, are key motivator that lead to job satisfaction. This finding is supported by recent study conducted on The Impact of Internal Marketing on Employee's Job Satisfaction of Commercial Banks in Jordan which found that motivating employees should be one of the main roles of the manager in the organization (Suliman et al, 2013). It explained that, the manager must acknowledge his/her employees as the most important asset she or he has in order to have distinctive output- whether it is a tangible product or an intangible service- and costs of investing in this asset will always be for the benefit of the organization.

H.3. Internal communication has significant effect on employees' job satisfaction.

The research result indicated that there is significant relationship between internal communication and employees Job satisfaction. When employee's ideas are getting attention by management and are considered as valuable it makes the employees feel that they are part of the organization. And

this has a positive impact on their satisfaction and also they are encouraged to get involved and participate more for the sake of the organization. Once more, the accurate and open flow of information between departments, effective communication of manager with the employees, listening to employee's complaints, answering their questions has a positive impact on their work and it makes employees feel satisfied about their jobs. The result of hypothesis 3 is consistent with the findings of previous studies who have argued that internal communication has a strong influence on job satisfaction (Wu et al., 2012).

H4: Training and development has significant effect on employee's job satisfaction.

The research finding shows that there is a positive but no significant relationship between training and development and Job satisfaction. Based on the respondent response this may be caused by the training and development program offered by the banks does not enable employees to improve their interpersonal and technical skills and give them the adequate knowledge and ability to be problem solvers. The result is supported by Sumaiya and Sahibzada, (2017) who studied the effect of training and development on employees' performance in private company in Malaysia, they stated that training and development had an insignificant impact on employee performance.

H5: Motivation has significant effect on Organizational Commitment

The study result has proven that motivation have a significant relation with organizational commitment. The reasonable workload and the competitive fringe benefits package and incentives increase employees' organizational commitment. This finding is supported by the study conducted by Idris & Wan, (2011) who found that motivated employees are satisfied and will increase their inputs to the highest level, and they will also contribute to the overall success of the organization. The authors explained that motivation which includes financial reward and benefits attached to job well done, increases employees' organizational commitment (Idris& Wan, 2011). Accordingly by motivating employees, organization can increase employee's organizational commitment.

H6: Communication has significant effect on organizational commitment

The result was also supported by a case study which was conducted on effect of internal marketing on nurse Job satisfaction and organizational commitment by Chang & Chang (2009) which showed that availability of internal communication channels influenced employees' commitment. Once more, the result agrees with other study on internal marketing and organizational commitment which proves internal communication strategies encourages employees' commitment (Hsu, 2003). The study surveyed employees from several hotels and restaurants and found a positive relationship between communication and organizational commitment (Hsu, 2003). Employee communication and organizational commitment were strongly related to the degree to which goals and values were communicated to the employees (Hsu, 2003).

H7.Training and development has significant effect on organizational commitment.

The research finding shows that there is a significant relation between employees training and development and organizational commitment. Constant training, learning among employees and training linked to the roles employee plays have significant impact on employee commitment. This finding is supported by recent study conducted on internal marketing and employee commitment in the hospitality industry (Hsu, 2003). The study found that training and development is positively related to employee commitment (Hsu, 2003). It explained that, well trained employees tend to develop further skills and knowledge which helps them understand current and future needs of customers and how to satisfy them, generally enhance their job performance and impacts positively on employee commitment to the organization.

Previous studies such as a case study conducted on employee's belief regarding training benefit and organizational commitment also proved there is significant positive relationship between employee training and development with organizational commitment (Riaz, Idrees and Imran, 2013; Rahayu et al., 2019). Most successful training programs result in some intangible benefits. Intangible benefits are those positive results that either cannot be converted to monetary values. Increased level of employees' organizational commitment is one of the intangible benefits of employee training. Based on the research result, organizations can improve their training and development program so as to enhance organizational commitment (Riaz et al, 2013)

H8. The relationship between internal marketing variables examined in this study and employee customer orientation is mediated by job satisfaction.

The study result shows that Job satisfaction has a mediation effect on the influence of motivation and communication on employees' customer orientation. On the other hand job satisfaction does not have mediation effect on the influence of training and development on employees' customer orientation. This finding is similar to the findings of past research which showed that job satisfaction mediates the relationship between internal marketing variables and customer orientation (Sanei1 and Poursalimi, 2018; Tae and Sung, 2018; Bailey, Albassami and Al-Meshal, 2016). For example, Tae and Sung (2018) investigated whether the impact of internal marketing on the customer orientation is mediated by job satisfaction. The results revealed that job satisfaction plays a significant mediating role in the relationship between internal marketing and customer orientation among beauty shop employees.

H9. The relationship between internal marketing variables examined in this study and employee customer orientation is mediated by organizational commitment.

The study result shows that organizational commitment has a mediation effect on the influence of motivation and communication on employees' customer orientation. On the other hand it does not have mediation effect on the influence of Training and development on employees' customer orientation. The result of this study is supported by previous studies which have identified the mediating role of organizational commitment (e.g., Bailey et al., 2016). For example, Bailey et al., (2016) conducted a study in order to examine the mediating effects of organizational commitment on the relationship between internal marketing and employee bank identification, the authors found that organizational commitment mediates the relationship between internal marketing and employee bank identification (Bailey et al., 2016)

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

In this chapter of the study, summary of major findings, conclusion drawn, recommendations and limitation of the study are stated. The purpose of the study was to examine the direct effect of internal marketing on employees' customer orientation as well as its indirect effect through job satisfaction and organizational commitment.

5.2. Summary of major findings

This study was done in order to examine the direct effect of internal marketing variables (motivation, communication, training & development) on employee customer orientation as well as the indirect effect of the internal marketing variables on employee customer orientation. To achieve the objective of the study data was collected from employees of the commercial bank of Ethiopia at selected four branches. The data was analyzed by using descriptive and inferential statistics. To evaluate the level of internal marketing variables as well as the mediating and employee customer orientation descriptive statistics such as mean and standard deviation were used. To examine the direct and indirect effect of internal marketing variables on employee customer orientation the procedure recommended by Baron and Kenny (1986) was followed. Based on the result of these analyses the following major findings were reached.

The first regression obtained from the model summary showed that, the predictor variables i.e. motivation, communication and training and development have accounted for 20.1 % of the variation in employees' customer orientation whereas the remaining 79.9% of the variations in employees' customer orientation are due to other variables that are not included under this model estimations. These results are statistically significant at $P < 0.05$. This implies that the internal marketing variables motivation and communication have significant relation with employees' customer orientation. But The P- value of Training and Development is above 0.05 which implies that this element of internal marketing does not have significant relation with employees' customer orientation.

The next regression analysis obtained from model summary of Table 4.11 showed that, the predictor variables i.e. motivation, communication and training & development have accounted for 59.5% of the variation in job satisfaction whereas the remaining 40.5 % of the variations are explained by other variables that are not included in this model. These results are statistically significant at $P < 0.05$. Therefore the result supported the initial hypothesis and infers that motivation has a significant effect on job satisfaction of commercial bank of Ethiopia employees. With regard to communication, P value is significant ($P < 0.05$). Therefore the result supported the initial hypothesis and infers that communication has a significant effect on job satisfaction of commercial bank of Ethiopia employees. But the P- value of Training and Development is above 0.05 which implies that it does not have significant effect on job satisfaction of commercial bank of Ethiopia employees.

Next regression analysis obtained from the model summary of Table 4.14 showed that, the predictor variables i.e. motivation, communication and training and development have accounted for 63.9% of the variation in organizational commitment whereas the remaining 36.1 % of the variation in the outcome variable are explained by other variables which are not included in this model. Accordingly the Motivation, P value is significant ($P < 0.05$) and therefore the result supported the initial hypothesis and infers that motivation has a significant effect on organizational commitment. With regard to communication, P value is significant ($P < 0.05$), the results supports the initial hypothesis and infers that communication has a significant effect on organizational commitment. In addition, training and development P value is significant ($P < 0.05$). Therefore the results supported the initial hypothesis that training and development has significant effect on organizational commitment of employees.

The summary of the analysis at Table 4.17 indicates that Motivation no longer influence the dependent variable employees' customer orientation since p value became insignificant and their relation is reduced to ($\beta = -.074$) from ($\beta = .288$) after the mediator job satisfaction is included in the model. This infers that job satisfaction has a complete mediation effect on the relationship between motivation and employees customer orientation. The analysis also indicates that the independent variable Communication influence on the dependent variable employees' customer orientation is reduced to ($\beta = .110$) from ($\beta = .157$) and P-value is significant = .016 after the mediator job satisfaction is included in the model. This implies that job satisfaction have partial

mediation effect on the relation between communication and employee customer orientation. Finally the analysis indicates Job satisfaction does not have a mediation effect on the relationship between Training and development and employees customer orientation. This is due to the fact that Training and Development does not show significant influence on employees' customer orientation in the first regression equation.

The summary of the analysis at Table 4.18 indicates that Motivation influence on the dependent variable employees' customer orientation is reduced to ($\beta = -.227$) from ($\beta = .288$) and P-value is significant .000 after the mediator organizational commitment is included in the model. This implies that organizational commitment has a partial mediation effect on the relationship between motivation and employees customer orientation. It also indicates that the independent variable Communication no longer influence dependent variable employees' customer orientation since its p value become insignificant and their relation is reduced to ($\beta = .010$) from ($\beta = .157$) and after the mediator organizational commitment is included in the model. This implies that organizational commitment has a complete mediation effect on the relationship between Communication and employees customer orientation. At last organizational commitment does not have a mediation effect on the relation between Training and development and employees customer orientation. This is due to the fact that Training and Development does not show significant influence on employees' customer orientation in the first regression equation.

5.3. Conclusions

The main purpose of the study was to investigate the direct effect of internal marketing on employees' customer orientation as well as the indirect effect of internal marketing on employees' customer orientation through job satisfaction and organizational commitment. The study was conducted using Commercial bank of Ethiopia as a context. Commercial bank of Ethiopia has a vision to become a world-class commercial bank by the year 2025. In an effort to attain its vision, managers and policy makers in the bank need to give more emphasizes to this idea of internal marketing and apply this concept in a more focused and thorough manner. Management of CBE must consider the organizations' employees as its first market and satisfy the needs of its internal customers. It must also establish an internal marketing program for CBE on the basis of those internal marketing dimensions which enhance employees' customer orientation, namely motivation and communication.

Initially, three internal marketing dimensions (motivation, communication, and training and development) were hypothesized to influence employees' customer orientation. From the selected internal marketing dimensions motivation and communication have significant impact on job satisfaction and organizational commitment. And also the internal marketing variables have an indirect effect on employees' customer orientation through job satisfaction and organizational commitment.

The regression result shows that Job satisfaction has a mediation effect on the influence of motivation and communication on employees' customer orientation. However, job satisfaction does not have a mediation effect on the influence of Training and development on employees' customer orientation.

In addition, the regression result shows that organizational commitment has a mediation effect on the influence of motivation and communication on employees' customer orientation. However, organizational commitment does not have mediation effect on the influence of Training and development on employees' customer orientation.

5.4. Recommendations

In order to be competitive in banking industry, it is very important for banks to have customer oriented employees. One of the most effective ways of achieving employees' customer orientation is through the implementation of internal marketing. As internal marketing is the process of attracting, developing, motivating, and retaining qualified employees through job-products that satisfy their needs. The first recommendation given is, for Commercial Bank of Ethiopia to enable Human Resource Department to deal with employees as internal customers and their job as a product which they use to achieve the objectives of the bank.

Based on the finding of the study motivation is the most significant factor that affects employees' customer orientation as well as job satisfaction and organizational commitment. Therefore, the researcher recommends that motivation is one of the internal marketing elements that the Commercial bank of Ethiopia should give due attention to when dealing with its employees; hence, Commercial Bank of Ethiopia should periodically assess its rewarding system and the incentives it gives to its employees. It should implement benchmarking practices by observing the best practices of its competitors on salary scales and other benefits.

Based on the findings of the study communication is another significant factor that affects employees' customer orientation as well as job satisfaction and organizational commitment. Therefore, it is recommended that the commercial bank of Ethiopia develop a communication system that allows an accurate and open flow of information to pass between top management and employees and across departments. Commercial Bank of Ethiopia should also encourage their employees to forward their constructive opinions and ideas and the bank should value them. So in order to have a well-functioning working environment, the bank should strive to achieve a quality interrelationship between employees and encourage employees to forward their constructive ideas. Moreover, before any policy and procedures are changed managers should inform them phase to phase in advance to the employees of the bank.

Since Training and development does not have an effect on employees' customer orientation and job satisfaction, the bank should find out why they are not effective. This is because may be the bank is investing money on Training and development which are ineffective and hence it should find out why they are not effective. May be doing qualitative study to find out the reason for the lack of effect of training and development on employees customer orientation and job satisfaction is necessary.

Based on the finding of the study job satisfaction has a mediation effect on the influence of motivation and communication on employees customer orientation. Considering the above results, it is recommended for commercial bank management to improve the organization by providing appropriate medium to increase job satisfaction. It would be important to apply motivational factors that provide job satisfaction by giving opportunities to get promoted in the organizational chart, recognizing their achievements on behalf of management, rewarding employee for good services and also giving management support that encourage employees to share what they say about their job and the problem they face and the solution they suggest.

In this study organizational commitment also has a mediation effect on the influence of motivation and communication on employees' customer orientation. Therefore, the commercial bank of Ethiopia top level management should emphasizes on motivational factors to encourage organizational commitment of employees by establishing creative/favorable climate and producing creative work in the bank, ultimately to achieve its purpose to increase organizational and individual level performance and also involvement of the organization.

5.5. Limitations and directions for future researches

5.5.1 Limitations

This study was conducted only in Commercial Bank of Ethiopia branches using non-probability sampling technique that are found in Addis Ababa and this means it is difficult to generalize the study to all other private banks or industries. Next, the dimension selected for internal marketing was limited to communication, motivation, training and development even if it was selected after reviewing the most quoted ones, in order to fully examine internal marketing all dimensions should be included to investigate its effect.

5.5.2. Directions for future researches

Future researches should apply the study's model on a larger population of CBE, other private banks and other service and manufacturing industries to increase its external validity. It is also possible to include additional dimensions of internal marketing, other factors and constructs that can be included in a comprehensive model.

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APPENDIX I

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE DEPARTMENT OF MARKETING MANAGEMENT MASTERS PROGRAM

Questionnaire to be distributed for the Employees of Commercial Bank of Ethiopia

Dear Respondents;

This questionnaire is developed for an academic effort planned for the collection of data to conduct a thesis paper on the title *“Investigating the Effect of Internal marketing on the Employees Customer Orientation through the mediating role of job satisfaction and Organizational commitment in the Case of Commercial Bank of Ethiopia”*, in order to fulfill the University’s (Addis Ababa University) requirement set for awarding of Master of Marketing Management. The information obtained from this questionnaire will be kept confidential and will not be used for any other purposes. Hence, I am kindly asking respondents to give your candid information.

NB:

- It is not necessary to write your name
- Try to address all the question given below
- For the closed ended questions use (✓) mark for your choice in the given box

Contact Address

If you have any query, please do not hesitate to contact me and I am available as per your convenience at (Mobile: **0911168726**)

Thank you for your cooperation!

PART 1: DEMOGRAPHIC INFORMATION

1. Gender

Male ☐ Female ☐

2. Educational Qualification:

High School ☐ College diploma ☐ First Degree ☐ Second Degree and above ☐

3. Years Working in the Commercial Bank of Ethiopia:

Under 3 years ☐ 3–6 years ☐ 6–9 years ☐ over 9 years ☐

PART 2: QUESTIONS DIRECTLY RELATED WITH THE STUDY

2.1. Here under the questions with regard to the Employees Motivation in your organization therefore, you are kindly requested to put “√ ” “X” mark on the box which represents your degree of agreement.

1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree,

	Statements of Motivation	5	4	3	2	1
1	When I do something extra ordinary I know that I will receive some kind of reward					
2	The incentive given to employees are motivating and on competitive basis					
3	I receive feedback from my supervisor on my job performance regularly					
4	The performance measurement reward system encourages employees to work hard.					
5	My income and the annual increment are based on periodic performance evaluation and the preset Key Performance indicator fulfillment					
6	My needs and wants are well understood by management					

2.2. Here under the questions with regard to Communication in your organization therefore, you are kindly requested to put “√ ” “X” mark on the box which represents your degree of agreement.

1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree,

	Statements of Communication	5	4	3	2	1
1	The managements of the bank communicate employees’ duties and control responsibilities in an effective manner.					
2	The communication channels of the bank established for people to report suspected improprieties.					
3	The communication flow across the bank adequately (e.g. from department to department) to enable people to discharge their responsibilities effectively.					
4	The managements of the bank take timely and appropriate follow-up action on communications received from customers, vendors, regulators, or other external parties.					
5	The bank subject to monitoring and compliance requirements imposed by legislative and regulatory bodies.					
6	There is accurate and open flow of information in our department					
7	Supervisors are keenly interested in listening to what I say about my job, the problem I face and the solution I suggest					
8	Before any policy or procedure changes, my supervisor informs me about the change phase by phase					
9	I feel like I am part of the organization because my ideas are given attention and considered valuable by management					

2.3. Here under the questions with regard to Training and Development in your organization therefore, you are kindly requested to put “√ ” “X” mark on the box which represents your degree of agreement. 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree,

	Statements of Training and Development	5	4	3	2	1
1	I am given opportunities to improve my professional skills					
2	I believe my career aspirations can be achieved at this organization.					
3	I receive training in the skills that are critical for me to succeed.					
4	Opportunities to receive training are distributed fairly.					
5	I understand the career path in my organization, and promotions are granted fairly.					
6	I receive well organized basic and refresher training which helps me determine to fulfill my future goal					
7	When an employee is reassigned to another department, the section supervisor trains the employee for pre specified period time					
8	My knowledge, skill and experience fit to the job being performed day to day					
9	Before implementation of major change in service delivery rules and regulations, we always					

	get pertinent training to align to the changes on our daily activities					
10	I have all the required skills to serve customers					

2.4. Here under the questions with regard to Job Satisfaction in your organization therefore, you are kindly requested to put “√ ” “X” mark on the box which represents your degree of agreement. 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree,

	Statements of Job Satisfaction	5	4	3	2	1
1	Considering everything, I am satisfied working for this bank at the present time					
2	I am committed to seeing this organization succeed					
3	I am satisfied with the level of balance between my work and personal life					
4	Working for this organization will help me reach my personal and professional goals.					
5	My work is important to my organization, my community, and my country.					
6	My work has a real, positive impact on the people we serve in the community.					
7	I am satisfied with the benefits package (e.g., housing, travel allowance, medical) this organization offers					
8	This organization pays me fairly for the work I do					
9	I feel safe traveling daily from my home to my work place					

2.5. Here under the questions with regard to Organizational Commitment in your organization therefore, you are kindly requested to put “√ ” “X” mark on the box which represents your degree of agreement. 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree,

	Statements of Organizational Commitment	5	4	3	2	1
1	I am devoted to performing the tasks associated with my job.					
2	I identify with the type of tasks I perform					
3	I believe the type of tasks I perform at work represent something about me personally					
4	I try to show that I am dedicated when performing on the job tasks					
5	I am trying to find a job that allows me to perform tasks other than those I perform on this job.					
6	I stay at this job because I am dedicated to the tasks I perform.					
7	I feel no personal attachment to the tasks I perform on the job					
8	I would be more committed to this job if the tasks were more meaningful to me.					
9	The tasks I perform on the job are not personally important to me.					

2.6. Here under the questions with regard to Employees Customer Orientation in your organization therefore, you are kindly requested to put “√ ” “X” mark on the box which represents your degree of agreement. 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree,

	Statements of Employees Customer Orientation	5	4	3	2	1
1	Serving customers gives me satisfaction					
2	I am fully mandated to deliver all the required customer service					
3	I give genuine care for customers to ensure customer satisfaction					
4	I don't mind taking much time to support/ assist customers					
5	I usually go extra mile to assist customers					
6	I always start conversation with customers by pleasant and welcoming gesture					
7	I set aside my personal priorities to give solution to customer challenges					
8	I am able to manage multiple customer enquires					

“THANK YOU”

APPENDIX II

Appendix 2.1 Correlation

		Motivation	Communication	Training and Development	Job Satisfaction	Organizational Commitment	Employees Customer Orientation
Motivation	Pearson Correlation	1	.276**	.886**	.768**	.776**	.427**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	381	381	381	381	381	381
Communication	Pearson Correlation	.276**	1	.256**	.294**	.326**	.261**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	381	381	381	381	381	381
Training and Development	Pearson Correlation	.886**	.256**	1	.685**	.763**	.401**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	381	381	381	381	381	381
Job Satisfaction	Pearson Correlation	.768**	.294**	.685**	1	.672**	.550**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	381	381	381	381	381	381
Organizational Commitment	Pearson Correlation	.776**	.326**	.763**	.672**	1	.794**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	381	381	381	381	381	381
Employees Customer Orientation	Pearson Correlation	.427**	.261**	.401**	.550**	.794**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	381	381	381	381	381	381

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