



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
GRADUATE PROGRAM UNIT

THE EFFECT OF MARKETING MIX ELEMENTS ON
ORGANIZATIONAL PERFORMANCE, THE MODERATING ROLE OF
JOB SATISFACTION
(THE CASE OF DASHEN BANK S.C, LIB S.C AND ABBAY BANK S.C)

RESEARCH SUBMITTED TO SCHOOL OF GRADUATE STUDIES OF ADDIS ABABA
UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS DEPARTMENT OF
MANAGEMENT FOR THE PARTIAL FULFILLMENT FOR THE DEGREE OF
INTERNATIONAL BUSINESS (STRATEGIC INVESTMENT)

BY: AZEB TOLERA LEMESSA

ADVISOR: YOHANNES W. (PHD)

May, 2025

Statement of Certification

This is to certify that AZEB TOLERA LEMESSA has carried out her research work on the topic entitled —the effect of marketing mix elements on organizational performance, the moderating role of job satisfaction (the case of Dashen Bank, LIB and Abay Bank S.C) in her original work and is suitable for submission for the award of Msc in International Business.



YOHANNES W. (PHD)

(Advisor)

May, 2025G.C

THE EFFECT OF MARKETING MIX ELEMENTS ON ORGANIZATIONAL
PERFORMANCE, THE MODERATING ROLE OF JOB SATISFACTION (THE CASE
OF DASHEN BANK, LIB AND ABAY BANK S.C)

(Approval sheet)

BY: AZEB TOLERA LEMESSA

APPROVAL BOARD COMMITTEE

Research Advisor

YOHANNES W.(PHD)

June, 2025

Signature



Internal Examiner

Tewodros W. (Asst Prof)

signature



External Examiner

Saleamlak Mola (PhD)

signature



Declaration

I, Azeb Tolera Lemessa, hereby declare that the thesis entitled —the effect of marketing mix elements on organizational performance, the moderating role of job satisfaction on the case of *DASHEN BANK, LIB S.C and ABAY BANK S.C.* submitted in partial fulfillment of the requirements for Masters of science in International Business to Addis Ababa University, is the outcome of my own effort and that all sources of materials used for the thesis have been duly acknowledged.

This thesis has not been submitted for any degree in this University or any other University.

Name: Azeb Tolera Lemessa

Signature_____

Date_____

ACKNOWLEDGEMENT

First and foremost, I am deeply grateful to the **Almighty God** for guiding me throughout my academic journey and for His countless blessings at every stage of my life.

I would like to express my sincere appreciation to my advisor, **Dr. Yohannes Workeferahu**, for his unwavering support, insightful guidance, and constructive challenges throughout the course of this study. His dedication and leadership have been instrumental in the completion of this work.

My heartfelt thanks go to my parents: my mother **W/ro Senait Abebe** and my father, **Ato Tolera Lemessa** for their unconditional love, moral support, and for laying the foundation for my education. I am also profoundly grateful to my husband, **Ato Anteneh Gebeyehu**, for his constant encouragement, prayers, and for lovingly caring for our two beautiful angels, **Ruth** and **Liya**, throughout this journey. **Amelework Yinesulhi**, my dear friend and sister since childhood, means the world to me, and I am so thankful for her unwavering presence in my life.

Finally, I would like to extend my special thanks to all the **employees of the marketing departments** who took the time to respond to the study. Your participation was invaluable.

Additionally, I would like to acknowledge the **professionals in the Department of Management** for their continuous support throughout my academic career.

This study would not have been possible without the cooperation and contributions of many individuals. Though too numerous to mention individually, I am truly thankful to everyone who, in one way or another, played a part in helping me complete this work.

Table of Contents

Contents	Page
Chapter 1	- 1 -
INTRODUCTION.....	- 1 -
1.1. Background of the study	- 1 -
1.2. Background of the Companies under Study	4
1.3. Statement of the problem	6
1.3.1. Research Questions.....	8
1.4. Research objective	8
1.4.1. General objective.....	8
1.4.2. Specific objectives.....	8
1.5. Scope of the Study	12
1.6. Limitation of the study	13
Chapter 2	15
REVIEW OF RELATED LITRATURE.....	15
2.1. Theoretical Literature	15
2.2. Marketing strategy Development.....	16
2.3. Elements of marketing Strategy	17
2.4. Marketing Mix Strategies	18

2.5. Pricing Strategies	22
2.6. Promotion Strategies	26
2.7. Place Strategy	30
2.8. People strategies	31
2.9. Process strategies	32
2.10. Physical Evidence strategies.....	34
2.11. Job Satisfaction.....	37
2.12. Empirical study	39
2.12.1. Hypotheses	43
2.12.2. Conceptual framework	44
Chapter 3	45
RESEARCH DESIGN AND METHODOLOGY	45
3.1. INTRODUCTION	45
3.2. Research design.....	45
3.3. Population and sampling technique.....	46
3.4. Methods of data Analysis.....	48
3.5. Validity and Reliability of Research Instruments.....	49
Chapter 4	51
DATA PRESENTATION, ANALYSIS AND INTERPRETATION	51

4.1. Introduction	51
4.2. Regression analysis	70
4.2.1. Classical linear regression model (CLRM) assumptions	70
4.2.2. Normality test	71
4.2.3. Linearity test	72
4.2.4. Correlation	76
4.2.5. Model Summary	78
4.2.6. Analysis of variance	81
4.2.7. Regression result	84
4.2.8. Discussion of the results	88
4.2.9. Summary of hypothesis result	92
Chapter 5	94
CONCLUSION AND RECOMMENDATIONS	94
5.1. Summary	94
5.2. Conclusion	94
5.3. Recommendations	96
REFERENCES	99
APPENDIX: 1 QUESTIONNAIRES	102
APPENDIX: 2 THE EFFECT OF JOB SATISFACTION ON ORGANIZATIONAL PERFORMANCE.....	109

List of tables

Table 1 Reliability Test	50
Table 2 Gender.....	52
Table 3 Age.....	53
Table 4 Education Background.....	54
Table 5 Work experience	55
Table 6 Name of the Bank.....	56
Table 7 Job position	57
Table 8 Product Descriptive Statistics	58
Table 9 Price Descriptive Statistics	60
Table 10 Place descriptive statistics.....	62
Table 11 Promotion Descriptive Statistics.....	64
Table 12 People Descriptive Statistics	65
Table 13 Process Descriptive Statistics	66
Table 14 Physical evidence Descriptive Statistics	67
Table 15 Job Satisfaction Descriptive Statistics	68
Table 16 Collinearity Statistics	73
Table 17 Correlations.....	76
Table 18 Model Summary	78
Table 19 ANOVA	81
Table 20 Coefficients	84
Table 21 Summary of Hypothesis result	92

List of figures

Figure 1: Product Life Cycle.....	22
Figure 2: - Conceptual Framework of Marketing Mix Strategy and Employee satisfaction.....	44
Figure 3 NORMALITY TEST.....	71
Figure 4 LINEARITY TEST.....	72

List of Acronyms and Abbreviations

OP- Organizational performance

STP- Segment, Target and Positioning

7P- Product, Price, Place, Promotion,
people, process and physical evidence

SPSS - Statistical Package for Social

Science

REFERENCES

Abstract

The purpose of this study was to examine if the effect of marketing mix elements on organizational performance the moderating role of job satisfaction using DASHEN BANK, LIB S.C and ABAY BANK S.C. as a context. This examination is important because even though many firms invest money to develop and implement effective marketing strategy -the effect of this investment on organizational performance could be undermined if employees are not satisfied. Thus, this research sought to show how firms could benefit from investment on marketing strategy by paying attention to job satisfaction. The thesis used both descriptive and explanatory research design. Primary and secondary data was also used. A quantitative research method using modified and structured closed ended questionnaires from previous studies was employed in order to determine whether the effect of the marketing mix elements (i.e., price, product, place, promotion, people, process and physical evidence) on organizational performance is moderated by job satisfaction. Self-administered questionnaire collected from 150 members of the marketing department of DASHEN BANK S.C, LIB S.C and ABAY BANK S.C randomly. The collected data was analyzed using hierarchical regression analysis via SPSS. This study reveals that all 7Ps marketing mix elements have a significant direct effect on organizational performance. Notably, Product, Promotion, and Physical Evidence exert a direct influence independent of job satisfaction. Conversely, the impact of Price, Place, People, and Process on organizational performance is significantly moderated by job satisfaction, meaning their effectiveness varies depending on employee satisfaction levels. Furthermore, job satisfaction itself is a significant direct predictor of organizational performance and plays adulating role in the relationships between Price, Place, People, and Process with organizational outcomes. In essence, the findings underscore the pervasive influence of the marketing mix on performance, while highlighting job satisfaction as a critical factor that either directly contributes to or alters the impact of other key organizational drivers. Based on these insights, selected banks should strategically leverage promotion and ensure high product quality, while also prioritizing initiatives that boost employee job satisfaction. Future research could further explore the intricate relationships between these variables in different organizational contexts.

Key words: Price, Product, Place, Promotion, people, process, physical evidence, Job Satisfaction, Marketing Strategy, organizational performance, Dashen Bank, LIB and Abay Bank

Chapter 1

INTRODUCTION

1.1. Background of the study

Global economic challenges and resource shortages are placing greater pressure than ever on businesses' competitive advantages in the modern world (Leavy, 2004). Furthermore, the proliferation of businesses operating in the same sector has created a critical need for understanding the techniques they employ to outperform rivals in meeting customer demands. To navigate this difficult environment, businesses must develop solid strategies. Numerous aspects, including productivity, cost effectiveness, and effective strategic management, are crucial to the success of commercial organizations. With a dynamic environment, fierce competition, and many competitors, marketing strategy becomes a crucial component of the strategic management of a company (Charles and Jones, 2010).

In countries such as Ethiopia, the financial sector is primarily dominated by the banking industry, and the successful and efficient operation of this sector plays a critical part in accelerating and maximizing economic growth. Competition is vital in enhancing the performance of banks in the economy. It, the attainment of financial sector efficiency and growth cannot be achieved. In simpler terms, inadequate banking services can lead to significant social harm due to high transaction costs, limited credit availability, lack of innovation, and suboptimal quality of service (Zerayehu et al., 2013).

Traditionally, banking has operated in a stable environment for many years. However, due to significant changes in the economic and political landscapes, coupled with the severe impacts of the global financial crisis, the industry is now functioning in a new and more challenging environment. Banks are now required to

establish new avenues for competition in order to strengthen their positions in the market and defend against potential threats (Yonatan, 2019).

A marketing strategy refers to the various promotional initiatives undertaken by a company on multiple platforms and channels to increase sales and remain competitive in its targeted market. Strategic marketing emerged in the 1970s and 1980s as a subfield of strategic management. The role of marketing as a bridge connecting a company and its customers is emphasized by marketing strategy, which employs the company's internal resources and competencies to gain a competitive advantage (Cacciolatti & Lee, 2016).

The preparation and execution of corporate policies in support of anticipated corporate goals in line with the corporate vision is the process of marketing strategy. There are many broad marketing strategies, such as price reduction for increased market share, product differentiation, and market segmentation, as well as various specialized methods for specialized fields of marketing. Because of this, marketing strategy has emerged as a crucial tool for every firm looking to grow and survive in a cutthroat market. Marketing strategy is a method for allocating resources throughout a firm. This encompasses both desired objectives and viewpoints on what methods are most importantly acceptable and unsuitable for achieving them. According to strategy, the market and its environment, consumer purchasing patterns, competitive activity, and the demand for and capacity of marketing intermediaries are all studied (Aremu and Lawal ,2015).

As banks compete with each other, there is a need for effective implementation of marketing mix strategy tools to attract and retain customers in a sustainable manner. These banks face challenges in finding management and marketing mix strategies that can improve their performance and increase shareholder value (Agus Mulyana, 2022).

Marketing mix strategy has been a key focus for banks and has served as a tool for enhancing overall business performance. Ferrell et al. (2011) conducted a study on marketing mix strategies and established a relationship between marketing mix factors, the seven Ps, and overall organizational performance.

Businesses devote significant resources to the development of effective marketing strategies. They have come to realize that these strategies have a substantial impact on their ability to remain operational (Loseb and Gabelaia,

2022). However, the effectiveness of a marketing strategy may be undermined by employee dissatisfaction. The "service profit chain" theory confirms that an employee's satisfaction influences customer satisfaction and loyalty. Employees who are more content in their jobs believe they can deliver better services. Happy employees are expected to display positive emotions and share them with customers (Grandey, 2000). If employees are unhappy, customer satisfaction and loyalty are compromised. This effect on business performance could result from employee satisfaction since employees are the ones responsible for implementing marketing strategies. Kuluk (2021) reports that customer satisfaction, staff satisfaction, and corporate performance are all positively correlated. Furthermore, staff happiness is significantly associated with their commitment to implementing the marketing strategy (Chijioke Nwachukwu, 2018).

Ensuring that employees are satisfied is crucial for the success of any business. When employees are happy, turnover rates decrease. Therefore, it should be a top priority for employers to keep their employee's content. Despite being a well-known management technique, economic downturns have led some employers to neglect job satisfaction, which directly affects their organization's performance (Gregory 2016, and Závadsky 2005). The value of a company is determined by its performance, so improving performance is necessary to increase its value. This entails enhancing core business process performance.

A company's overall performance is determined by the effectiveness of its personnel. Employee evaluation is based on their roles, actions, workplace accessibility, success in achieving company goals, and performance in carrying out critical business functions (Peter Harsanyova, 2016).

The study is crucial because, despite the fact that many businesses spend a lot of money developing and implementing their marketing strategies, the impact of this investment on their ability to perform could be diminished if their staff is dissatisfied. This study aimed to demonstrate how businesses can profit from spending money on marketing strategy by focusing on job satisfaction.

1.2. Background of the Companies under Study

Ethiopia has a more than 2000-year-old tradition of utilizing modern money, dating back to the Axumite era from 1000 BC to about AD 975, according to Pankhrust (1968), as cited in Belay (1990). Apart from that, the initiation of modern banking in Ethiopia can be traced back to the establishment of the Abyssinian Bank in 1905, which was founded based on a five-year contract with the Anglo-Egyptian National Bank.

In 1905, the Ethiopian government entered into an agreement with the British-owned National Bank of Egypt to establish the Bank of Abyssinia. This institution was granted a 50-year concession, monopolizing banking operations in the country. The bank was authorized to issue currency notes, collect deposits, and provide loans, primarily serving foreign nationals and a select group of wealthy Ethiopians. It commenced operations in 1906, with its headquarters in Addis Ababa and branches in Harar, Dire Dawa, Gore, and Dembi Dolo, as well as an agency in Gambela and a transit office in Djibouti. Now let us briefly look into the background of the three studied banks.

Dashen Bank: The Bank was established under the committee of the new policy and the Ethiopian Investment Code, and officially began operating on September 20, 1995. Its establishment is in accordance with the Commercial Code of Ethiopia, 1960, and the Licensing and Supervision of Banking Business Proclamation No.84/1994. The bank's founding members were 11 businesspersons and professionals who pooled their financial resources and expertise with the aim of creating this new private bank.

Dashen bank started its operation with an authorized capital of Birr 14.9 million, and with only 11 shareholders and 11 fully fledged branches. Since its establishment Dashen Bank has registered a significant growth in paid up capital and total asset.

Currently the Bank has over 2000 shareholders and the total authorized and paid-up capital has reached Birr 14.38 billion, a total deposit balance of Birr 91.2 billion and a total loans and advances of Birr 79.2 billion, which in effect enhance the risk absorbing and the lending capacity of the Bank. (Annual report ,2021/22)

Dashen bank has 12,406 staff and 3,921,000 account holders and works with known money transfer agents such as Western Union, Express Money, Turbo Cash, Ria international, Transfast, Dahabshiil and Money Gram.

Dashen bank has maintained correspondent bank accounts with well-known international foreign banks operated in USA, EUROPE, MIDDLE EAST, AND AFRICA (Annual report ,2021/22).

Lion International Bank (LIB) : The Bank was established on October 2, 2006 G.C and went operational on 6, January 2007 having 3,739 founding shareholders, subscribed capital of Birr 432.5 million and paid-up capital of Birr 108.2 million.

Currently, LIB has over 12,855 shareholders, and over Birr 3.05 billion paid-up capital. The bank's total asset has reached over Birr 41.8 billion, mobilized a total outstanding deposit of Birr 34.7 billion and granted a total outstanding loan of over 31.9 billion to customers. Having 315 branches across the country, the bank is able to attract and retain over 1.99 million customers. Lion International Bank has also created job opportunities for 6,168 individuals at various capacities.

LIB is the frontier financial institution in the introduction and provision of late hour service until 7:00 PM and provision of agency banking digital service to the economy through Anbesa HelloCash platform. At present, the bank has over 2,502 Anbesa HelloCash agents and about 438,466 agent banking customers. It is also providing state of the art mobile, internet and card banking services. Our Card banking, Mobile banking, and Internet banking users have reached to 277,592, 576,211 and 62,165 respectively.

The bank has upgraded its IT system to the latest technology, known as fetan ATM card and POS services. This decision was made in response to increased demand for better service and products, as well as advancements in ICT. To further improve its services, the bank has introduced American Express debit cards and mobile banking.

Abay Bank: The Bank has fulfilled all the necessary requirements of the National Bank of Ethiopia to set up a bank, and officially established on July 14th 2010 and started full-fledged banking operations on November 3, 2010. Currently, paid up-capital of the bank is Birr 4.733 Billion/ Four Billion Seven Hundred Thirty three Million Birr as of June 30, 2023, and the number of shareholders reached 4,437/ Four Thousand Four Hundred Thirty Seven. The Bank is poised to serve all economic sectors through its network of branches. It extends its services to domestic trade and services, international trade, agriculture, industry, transportation, construction and real estate sectors.

1.3. Statement of the problem

For a company to be prosperous and stay in business, profitability is the ultimate goal. The success or failure of a business largely depends on its marketing techniques. Marketing is a continuously evolving lesson, meaning it is not stagnant and changes over time. As such, marketers should be adaptable to changing market conditions by utilizing the controllable and tactical elements of the marketing mix as stated by Woldegebrel (2011).

The marketing mix strategy plays a crucial role in a company's overall strategy, as it involves creating effective tactics to determine customers' needs and fulfilling them. It is widely recognized that the marketing mix strategy plays a significant role in a company's ability to generate profits and remain operational (Ferrell, O.C., Michael, D., & Hartline, 2011).

In reality, running a business can make it difficult to complete every task. Any company's survival depends on its marketing efforts. Everyone is aware that a company's capacity to generate profits or continue operating depends on its marketing mix approach.

Because of the business, opportunities, trait, and the economic expansion of the country and the growing number of private banks that enter to the market and the government willingness to open the sector to foreign banks the competition among the financial sector will become more intense. Competition among banks has called for intense application of marketing mix strategy tools that will appeal to customer for sustainable patronage by each bank. Challenges are facing these banks to seek the best management and marketing mix strategies to grow the banks performance and increase shareholders value.

Marketing mix strategy adopted by those banks to stay viable includes the decision and exercise of price, promotion, place, product, people, process and physical evidence. Therefore, this study sheds light on, how incorporated marketing strategy practices in Ethiopia related to the employed service marketing mix have led to a good performance of the banks.

Job satisfaction is a critical component in defining organizational performance, particularly in the service industry. Improving employee happiness is necessary for achieving successful business operations, as it

enhances long-term employee productivity and helps to retain lucrative clients according to Barween Al Kurdi (2020). A contented workforce results in greater levels of productivity, lower absenteeism, increased morale, and higher employee retention rate as noted by Moodley (2008). Furthermore, Ahmad et al. (2012) suggest that satisfied employees deliver better customer service, leading to higher external service quality. In order to ensure long-term prosperity, banks must recognize the importance of job satisfaction and the variables affecting it. The paper focuses on the significance of the internal marketing mix and how these elements affect job satisfaction.

Therefore, the goal of the issue statement was to ascertain how the traditional internal marketing mix components affected job satisfaction in the Ethiopian retail banking sector.

Satisfied employees are more effective and efficient than dissatisfied employees; therefore it is important that the employees of a company are satisfied within their role. It results in higher employee performance, lower levels of employee turnover and lower costs for the company.

Thus, it is important to examine what effect job satisfaction has on the relationship between marketing strategy and organizational performance. Even if many studies have investigated the effect of marketing strategies on firm performance. The moderating effect of job satisfaction on the relationship between marketing strategies and firm performance is not well addressed. Without employee is well satisfied it is difficult to apply marketing strategies at determined level.

Considering these factors, Dashen bank, LIB and Abay bank are currently experiencing intense competition, and with new entrants joining in, the competition is becoming even more intense. This research aimed at exploring the level of implementation of marketing mix strategies to mitigate competition while simultaneously enhancing job satisfaction to improve the bank's performance. To the best of the researcher's knowledge, no research has been conducted on the effectiveness of these strategies on organizational performance moderated by job satisfaction in the context of this three banks. For instance, Fekadu (2018) studied the impact of the marketing mix elements solely on small and medium enterprises' performance, focusing only on the relationship between the 4 Ps and business performance. However, this study further considers organizational performance as an important factor in moderating the relationship between marketing mix elements and job satisfaction.

1.3.1. Research Questions

The study tried to assess if the effect of the marketing mix elements on organizational Performance in the case of Dashen bank, LIB and Abay bank S.C has been moderated by job satisfaction. Specifically, the thesis is designed to address the following basic questions;

1. What is the moderating role of job satisfaction on the relationship between product strategies and organizational performance?.
2. What is the moderating role of job satisfaction on the relationship between price strategies and organizational performance?.
3. What is the moderating effect of job satisfaction on the relationship between place strategies and organizational performance?.
4. What is the moderating effect of job satisfaction on the relationship between promotion strategies and organizational performance?.
5. What is the moderating effect of job satisfaction on the relationship between people strategies and organizational performance.?
6. What is the moderating effect of job satisfaction on the relationship between process strategies and organizational performance?.
7. What is the moderating effect of job satisfaction on the relationship between physical evidence strategies and organizational performance?.

1.4. Research objective

1.4.1. General objective

The general objective of the study is to assess whether the effect of marketing strategy on organizational performance is moderated by job satisfaction on the case of Dashen bank, LIB and Abay bank.

1.4.2. Specific objectives

- To investigate the moderating effect of job satisfaction on the relationship between product strategies and organizational performance
- To explore the moderating effect of job satisfaction on the relationship between pricing strategies and organizational performance

- To identify the moderating effect of job satisfaction on the relationship between place strategies and organizational performance
- To examine the moderating effect of job satisfaction on the relationship between promotion strategies and organizational performance
- To investigate the moderating effect of job satisfaction on the relationship between people strategies and organizational performance
- To explore the moderating effect of job satisfaction on the relationship between process strategies and organizational performance
- To examine the moderating effect of job satisfaction on the relationship between physical evidence strategies and organizational performance

Significance of the Study

Having an effective marketing mix strategy is one of the main tasks of a firm. This study was primarily intended to address the ways in which marketing mix strategies are applied to improve, retain, and attract customers as well as to determine how those tools are matched with marketing mix strategy. The study is expected to give both practical and theoretical significance. It will be worth doing because it helps the companies to look at their problems and will provide additional input for top management in designing ways to improve the current gaps in order to satisfy the required organizational performance.

Additionally, the study could help the banks' management by determining the relative relevance of the 7Ps in terms of their impact on company success, and job satisfaction surveys help organizations understand the needs and expectations of their workforce. They get to know that their satisfaction is getting evaluated and valued. Also, many studies have explored the effect of marketing strategies on firm performance. But, the moderation of the effect of marketing strategies on firm performance by job satisfaction is not well addressed. Without employees' satisfaction it is difficult to apply marketing strategies at a determined level. It is challenging to boost corporate performance using simply aspects of the marketing mix, which is why it is crucial to also consider the impact of job satisfaction. If the company increases job satisfaction it in turn directs attention to customer satisfaction so as to implement the marketing mix effectively in order to increase maximum organizational performance. Thus, the study will help the concerned managements to know which element of the marketing mix needs to be emphasized relative to the other elements, the level of job satisfaction the company has and the relationship between the marketing strategy and organizational performance. In line with this, the study could serve as an input for higher officials of the companies and concerned government bodies to look into designing the strategy competitive in the future and competition in the sector. The study is also expected to contribute towards the advancement of theoretical knowledge and serves as a reference material for similar studies in the future.

Definition of terms

Marketing: is the delivery of customer satisfaction at a profit.

Market Position: is the development of a service and a marketing mix to occupy a specific place in the minds of customers within target markets.

Market segmentation: is a strategy that uses customized marketing mixes for each of the target markets that the firm has chosen, and it is also referred to as a differentiation strategy.

Target Market: is a market segment selected by an organization for marketing attention.

Marketing strategy: refers to a structured plan that combines all elements of the marketing mix—product, pricing, place, promotion, people, process, and physical evidence—to align with the bank's strategic objectives. It is designed to attract and retain customers, strengthen competitive positioning, and enhance organizational performance through tailored financial solutions and superior customer service.

Marketing Mix: are those controllable factors that have been chosen to satisfy customer needs. The seven controllable factors are product, price, place, promotion, people, process and packaging are also known as the 7Ps.

Job satisfaction: is a term used by an organization to describe how satisfied or content employees are with elements like their jobs, their employee experience and the organizations they work for.

Organizational Performance: is considered to be the company's ability to profit from the resources and achieve its objectives.

Moderating Variable: A variable that can enhance, weaken, negate, or otherwise change the association between independent and dependent variables is referred to as a moderating variable. Moderating factors can also alter this relationship's direction

1.5. Scope of the Study

This study specifically honed in on the marketing mix strategies employed by three prominent Ethiopian banks: Dashen Bank, Lion International Bank (LIB), and Abay Bank. The core objective was to understand how these banks strategically utilize their marketing mix – the blend of product, price, place, promotion, people, process, and physical evidence – to achieve their overarching vision, mission, and stated goals.

A key distinguishing feature of this research was its investigation into the moderating role of job satisfaction. This means the study didn't just look at the direct impact of marketing mix strategies on organizational performance, but also examined how employee job satisfaction might influence or change that impact. For instance, do great marketing strategies work even better when employees are happy, or can low job satisfaction hinder their effectiveness?

To gather this nuanced understanding, the research deliberately focused its attention on the marketing department staff and management within these banks. This targeted approach ensured that the insights were derived directly from those individuals most involved in developing and implementing the banks' marketing strategies, providing a practical and informed perspective on the subject. By limiting the scope to these three banks and their marketing departments, the study aimed for an in-depth analysis rather than a broad, superficial overview, allowing for a more focused exploration of the intricate relationship between marketing strategy, job satisfaction, and organizational performance within the Ethiopian banking sector.

1.6. Limitation of the study

The primary limitation is the narrow scope of the study, which focused exclusively on Dashen Bank, Lion International Bank (LIB), and Abay Bank S.C. While these are certainly prominent institutions, they represent only a fraction of the diverse and rapidly evolving Ethiopian banking sector. Each bank operates with its own unique corporate culture, market segment focus, and strategic approaches. Therefore, the findings, conclusions, and recommendations drawn from analysing only these three banks cannot be universally applied or generalized to all other banks in Ethiopia (e.g., state-owned giants like Commercial Bank of Ethiopia, other private banks, or newly emerging ones). This means that while the study offers valuable insights into the practices of the selected banks, its applicability to the entire industry is inherently limited.

A significant hurdle encountered was the limited collaboration and engagement from respondents. This manifested in several ways: * **Time Constraints/Reluctance:** Many participants were either too busy or unwilling to dedicate sufficient time to provide thorough and thoughtful responses. This can lead to hurried answers, incomplete information, or a lack of depth in the data collected. * **Impact on Accuracy:** The reluctance to engage fully directly impacts the accuracy and comprehensiveness of the data. If respondents are not fully invested in providing information, the reliability of the study's empirical foundation can be compromised. * **Framework Limitation:** The reliance on the 7Ps marketing mix framework, while broadly accepted, might not fully capture the nuances or specific strategic innovations employed by these banks, especially in the unique Ethiopian context. Some strategic elements might exist outside the strict confines of this framework, which this study might have missed due to its pre-defined structure.

A particularly challenging limitation stemmed from respondents' fears regarding confidentiality and competitive advantage. During interviews, some bank officers were hesitant to disclose sensitive or detailed information about their marketing strategies, fearing that such insights might be inadvertently or directly exploited by rival banks. This apprehension led to: * **Guarded Responses:** Participants might have offered generalized or sanitized answers rather than specific, in-depth details. * **Information Withholding:** Crucial pieces of information, perhaps those deemed most strategic or proprietary, might have been intentionally withheld. * **Impact on Qualitative Reliability:** Since qualitative research relies heavily on the richness and depth of information provided by participants, this reluctance directly impacted the reliability and validity of the qualitative findings. It means the insights might not fully reflect the true picture of their strategies due to self-censorship.

The study's literature review was significantly hampered by a lack of recent or locally-based empirical studies on marketing mix strategies specifically within Ethiopian banks. This limitation meant: * **Limited Contextual Comparison:** It was challenging to compare the study's findings with existing research directly relevant to the Ethiopian banking landscape. Most available literature might be from different economic or cultural contexts, making direct comparisons less meaningful. * **Reduced Theoretical Depth:** The absence of a robust local empirical base limited the ability to build upon existing theories or critically evaluate them within the specific Ethiopian context. It potentially made it harder to identify unique strategic variations or challenges particular to Ethiopian banks. * **Difficulty in Identifying Gaps:** A strong local literature base helps in identifying existing research gaps. Its absence might mean some unique aspects or unexplored areas within Ethiopian banking marketing were not fully identified or addressed by this study.

Organizations of the Thesis

The paper is arranged under five chapters. Chapter one deals with introductory aspects namely, back ground of the study, research problem, research questions, objective of the study, definition of terms, significant of the study, scope of the study and limitations the study. Chapter Two focuses on literature review that could give theoretical and empirical basis to the study. Chapter Three is about the design and methodology of the study. Chapter Four introduces the result of the study finding following by d discussion. Chapter Five, which is the closing chapter, provides the summary of the findings, conclusions and recommendations.

Chapter 2

REVIEW OF RELATED LITRATURE

Introduction

Understanding the concepts of marketing strategy, organizational performance, and job satisfaction on a theoretical and empirical level is the main goal of this chapter. It will first go over various scholars' definitions of the terms "marketing strategy," "marketing mix," "job satisfaction," and "organizational performance." The assessment also noted and discussed the many strategic components of each marketing mix aspect as well as employee happiness. Third, empirical research on marketing tactics for the marketing mix with an eye towards organizational performance was examined. The research model has also presented in order to provide a clear understanding of the study. .

2.1. Theoretical Literature

Marketing Strategy Overview

Banking marketing strategy involves **long-term planning and execution of policies** to align financial services with corporate vision, customer needs, and competitive dynamics (Kotler & Keller, 2022)

Marketing strategy is a **systematic, long-term approach to aligning financial products, customer experiences, and competitive positioning with corporate vision and market demands**

Marketing strategy involves the planning and implementation of corporate policies to achieve corporate objectives in with company's vision. This includes a range of general marketing techniques such as market differentiation, market segmentation, and price reductions to increase market share. Additionally, there are specific targeted strategies (reference Zelalem and Negi, 2009).

Although there is not a standardized meaning for the term "marketing strategy" within the marketing industry, it generally refers to a business plan that employs resources to position products or services for specific consumer

groups in order to generate profits. Developing marketing initiatives to align with a company's long is a vital element of marketing strategy. Companies use marketing tactics to promote both new and existing products and services. Marketing strategy influences the selection of target market segments, positioning, marketing mix, and allocation of resources. In addition, it includes choosing, evaluating, and maintaining an effective marketing mix that meets the goals of the company and satisfies the target market (reference Cacciolatti & Lee, 2016).

According to Kotler(2009), a marketing strategy is the logic employed by a business unit to fulfill its marketing goals. Marketing strategy comprises of choices made by the company regarding its marketing budget, marketing mix, and allocations in light of anticipated market and competitive conditions. , and brand identity.

2.2. Marketing strategy Development

Following the selection of a product concept for development, the new product manager must create a preliminary three-part marketing strategy plan to introduce the product into the market. The first section will cover details on the target market's size, structure, and behavior, along with the planned product positioning, sales, market share, and profit goals to be pursued in the initial years. The second section will contain discussion on the expected price, distribution plan, and marketing budget for the first year. Finally, the third section will outline the long-term sales, profit, and marketing mix targets. This strategy serves as a foundation for a business analysis that must be conducted before management can make a final decision on the new product (Ranchhod A., 2007).

2.3. Elements of marketing Strategy

In order to achieve marketing goals, a strategy with multiple components is necessary. The literature highlights four main components to explain the details of marketing strategy - marketing mix, target market, segmentation, and positioning. (Roger Brooks bank, 1994, pp.1014).

Segmentation

Target markets and marketing segmentation are critical elements in every marketing plan. These aspects serve as the groundwork for creating an effective marketing mix. "Market segmentation" refers to dividing a market based on commonalities, such as resemblances or similarities. For instance, participants within a market segment share something in common. Segmentation focuses marketing efforts and resources on the particular segment to attain a competitive advantage. It is a conceptual tool employed to achieve this focus. The primary objective of a marketing strategy is to direct marketing energy towards a particular market segment. Market segmentation is necessary because customers have individual needs, preferences, resources, and behaviors. As a result, marketers categorize clients into market groups based on shared qualities.

Similar characteristics allow for the development of a standardized marketing mix for all customers within that segment (Anderson, Carol H.,2000).

Target Market

After segmentation, the next step in the process is targeting, which involves a company deciding which segments to allocate its resources toward. The firm selects the actual segment during the targeting process. Target marketing is a strategy that companies use to cater to specific markets characterized by "a set of buyers sharing common needs or characteristics that the company decides to serve." The three primary targeting methods are undifferentiated, concentrated, and differentiated. During this process, the business must balance the attraction of various segments with its resources and capabilities (Kotler, 2007, pp.360).

Positioning

"Positioning in banking refers to strategically shaping customer perceptions of a financial institution's brand by emphasizing trust and security as core competitive advantages. This involves differentiating the bank from rivals by consistently communicating its reliability, data protection measures, and fraud resilience to align with customer priorities in an increasingly digital and risk-sensitive financial landscape." (Mishra, 2021)

2.4. Marketing Mix Strategies

The marketing mix is a set of variable factors that businesses can modify to meet customer demands and needs while remaining profitable in the long and short term (McCarthy, 1964). To address changing customer needs, these components should be adjusted holistically without focusing too much on one or two factors. Therefore, the marketing mix serves as a set of tools companies can use to achieve specific goals such as profitability, customer satisfaction, market share, and survival (Pour et al, 2013). The marketing mix is a critical component of marketing and forms the basis of every marketing strategy (Ziethaml et al., 2006). Having a fundamental understanding of the classic marketing mix concept is crucial in developing and maintaining connections clients, according to Akroush (2011).

In Ergen's (2011) perspective, the term "marketing mix" pertains to the grouping of activities undertaken to meet the needs of a particular market. Therefore, the marketing planning process should not solely rely on the marketing mix. Employing a set of marketing mix is essential in developing a sound marketing strategy and gaining a competitive advantage for the organization. Thus, the marketing mix is considered part of the marketing planning process. The marketing mix was developed to establish a framework for incorporating various marketing activities. These activities are categorized into subgroups such as price, promotion, place, and product (Kotler, 2003). It is a tactical approach used to plan and manage marketing initiatives for businesses, as described by Kotler. However, Kotler's view is limited to product promotion and lacks service orientation.

The traditional marketing mix has been scrutinized by various scholars in the service marketing industry for its shortcomings (Zeithaml et al., 200). Consequently, to address this, additional Ps like People, Process, and Physical evidence were introduced by Goi (2009), resulting in the expansion of the original 4Ps to 7Ps, which is now widely known as the Service Marketing Mix. The objective of the marketing mix is to balance supply and demand and Kotler et al. (2010) emphasized the importance of understanding marketing mix for corporate activity planning. This highlights the marketing mix's utility in managing demand and supply fluctuations that are difficult to control in the service sector due to the intangible nature of services. The marketing mix is particularly crucial for service providers like banks in enhancing their marketing strategies. Therefore, the marketing mix's components are outlined below.

Product strategy

In a marketing plan, strategic decisions concerning product design, development, branding, and placement are arguably the most significant. Generally, products fall into two broad categories. Consumer products are purchased for personal use and enjoyment, while commercial products are purchased for resale, to produce other products, or for a company's operations (Ferrell and Hartline, 2011).

Dashen bank, LIB and Abay bank offers different type of Products/Services that examined below:
www.anbesabank.com, www.abaybanksc.com www.dashenbanksc.com Saving account, Checking account

- Other Special Deposit. Loan. Consumer Loan. Business Loan. Export. Guarantee. Saving Account. Investment Account. Other Special Deposit. Export. Financing. Pre-shipment Export Financing.
 - Export. Guarantee. International [Foreign] Guarantee. Local Guarantee (One time and Facility) Loan.

The Effect of Product Life cycle on Marketing strategy

Marketing Product through the Product life Cycle

The product life cycle is typically divided into four stages: introduction, growth, maturity, and decline, though there are variants on the notion.

Marketing strategy at Introduction stage

In the early stages of a product life cycle, a financially stable company with weaker competition will usually employ a penetration strategy. This approach involves an aggressive marketing mix, which often includes a simple product, low pricing, extensive advertising and promotion, and intensive distribution, to target a mass or broad market sector (Pfahlen, 2019). During the introduction phase, marketing techniques such as fast skimming (introducing the product with high prices and extensive advertising) or slow skimming (launching the product with high prices and minimal promotion) can be used. Alternatively, fast penetration could be employed, which involves offering goods at a discount and increasing marketing efforts.

Marketing strategy at Growth stage

An expansion strategy can be implemented at any point in a product's life cycle, including the rejuvenation of a mature or declining product. However, it is most often used during the growth phase. Businesses have two types of growth strategies namely, client-centered or product-centered. Companies can expand by targeting new customer segments or by broadening their geographic reach from local to regional, national, and even international, as per Shaw (2011). Incorporating additional product lines is another way in which a company can expand its business.

In the expansion stage, marketing tactics are mostly utilized to boost earnings. Improving product quality is one of the common tactics to try. Increasing market share by introducing new product features or assistance services.

Marketing strategy at Maturity Stage

In the maturity stage of a product's life cycle, businesses have several strategic options to consider, including maintenance, differentiation, and harvesting tactics. A maintenance strategy aims to maintain current market conditions without making any changes. However, as a product nears maturity, companies often shift towards a harvesting strategy, treating the product as a "cash cow" by reducing marketing efforts in exchange for a slight decline in market share, according to Shaw (2011). Conversely, a differentiation strategy is employed to sustain an aggressive firm during the maturity stage of the life cycle. Differentiation involves creating a unique brand identity in the minds of consumers.

Your marketing initiatives during the mature stage emphasize difference over awareness. Key marketing strategies for navigating the mature period include proper differentiation, improved pricing, brand preference, and ongoing innovation.

Marketing strategy at Decline stage

At some point during the decline stage of a product's life cycle, a divestment strategy becomes necessary, as it consumes an excessive number of resources such as time, effort, and money for marketing purposes, especially for products or services with falling sales. In such cases, it is recommended to withdraw the item from the market. However, if most competitors are the market, it may be feasible to remain the only player and reap profits for a limited period, as mentioned by Eric H. Shaw (2005).

Marketing tactic at decline stage mainly is reduce marketing assistance, "harvest" the product, coast until profits run out, and then stop selling the product. When your profit runs out or a replacement product is introduced, stop selling the current one.

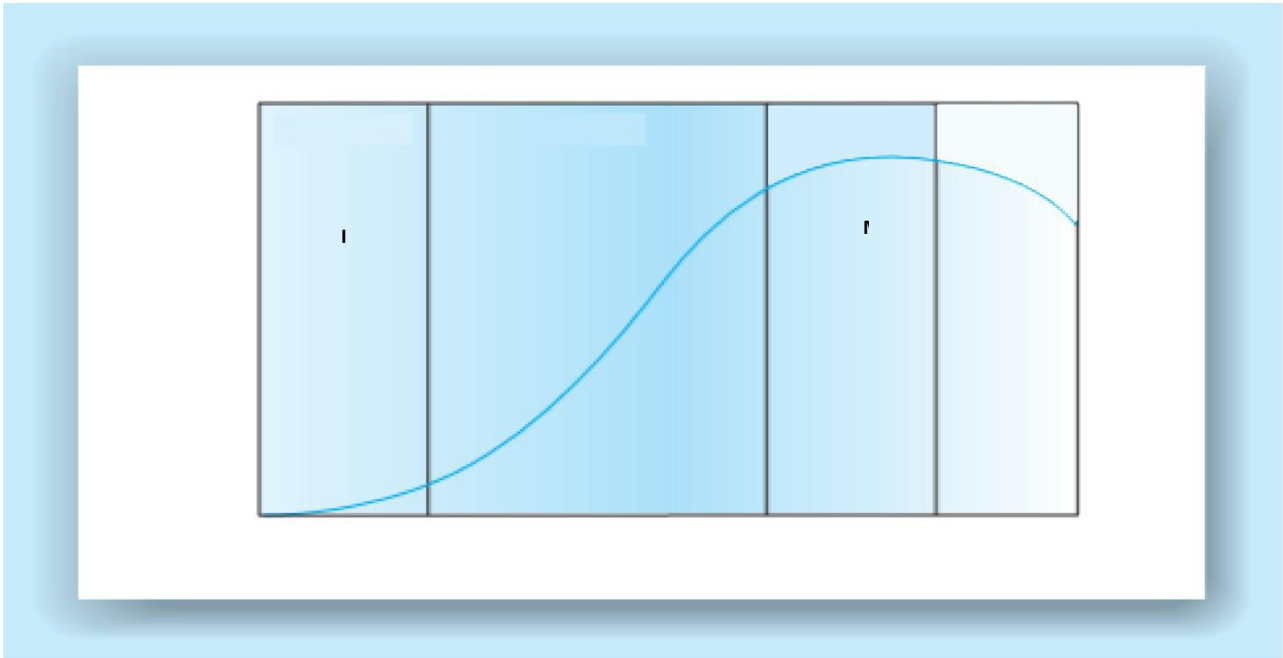


Figure 1: Product Life Cycle

Source: Bowie and Buttle (2004; pp.122)

2.5. Pricing Strategies

When discussing pricing, it is essential to consider the justification for the price along with any discounts, allowances, trade margins, or modifications. There are three generic approaches to pricing, which are known as the 3 C's: customer (or demand), competitor, and cost-oriented pricing. The maximum price a customer is willing to pay is the highest price a business can charge them. On the other hand, the lowest possible price that a firm can charge without incurring losses is the sum of its cost of goods and running expenditures. Usually, the prices are set between these two extremities based on competitor prices.

The first is demand-oriented pricing, where customers are charged the greatest price that each market segment will bear. An illustration of demand-oriented pricing is price skimming. Skimming involves an initial high cost. The price is reduced to the next segment, and the process is repeated once those who are willing to pay the most do so and sales start to level off.

Second, competitor-oriented pricing is particularly common in industries known as oligopoly. If a firm charges a higher price than competitors, no one buys from them.

Third, cost oriented pricing relates the price to cost. This approach is especially well-liked in industries like wholesale and retail where a set markup, such "keystone" pricing with a 100% markup above cost, is typical. (Shaw, 2011)

Selecting a pricing method

The cost of production serves as the minimum price level, and it is one of the three essential factors involved in determining the price. Competitor prices and alternative products also play a crucial role in setting the price, acting as a guide. The upper limit of the price is determined by how customers value the unique characteristics of the product or service. Businesses employ a pricing strategy that considers one or more of these factors. As noted by Kotler and Keller (2012), various approaches are employed to set prices, which include:

Markup pricing: - The simplest way to price a thing is to increase its cost by a set markup. Construction businesses estimate the overall project cost and include a typical profit margin when submitting work bids. Pricing for accountants and lawyers is often done by adding a certain markup to their time and expenses.

Target-return pricing – In target-return pricing, the business chooses the cost that will produce its desired rate of return on investment. This approach is frequently used by public utilities because they have to achieve a reasonable return on investment.

Perceived –value pricing- More businesses are increasingly basing their price on the perceived value of the consumer. The buyer's perception of the product's performance, the channel deliveries, the warranty quality, customer service, and softer factors like the supplier's reputation, trustworthiness, and regard all contribute to perceived value.

Value pricing- Value pricing is a strategy used by many businesses in recent years to retain customers by charging a reasonable price for a high-quality good or service. Value pricing, then, involves reengineering a company's processes to become a low-cost manufacturer without compromising quality in order to appeal to a broad number of customers that are value conscious.

Going-rate pricing – The company relies a major portion of its price on going-rate pricing. on the cost of rivals. All businesses often charge the same price in oligopolistic industries that sell a commodity like steel, paper, or fertilizer. Smaller businesses "follow the leader," altering their prices in response to price changes made by the market leader rather than changes in their own demand or expenses. Some might offer a slight reduction or premium, but they keep the difference.

Auction-type pricing- As businesses get rid of surplus inventory or used products, auction-style pricing is becoming more and more common, especially with the proliferation of electronic markets that sell everything from pigs to secondhand vehicles. (Kotler and Keller, 2012).

Pricing Strategies for New Products

It is important to design pricing strategies for new products that will have the desired effect on the market while discouraging the creation of competitors.

Lion International Bank has a pricing strategy that uses dynamic pricing to hyper-personalize its products and price its product array based on the needs of its customers. The bank employs three different pricing strategies: value-based pricing, market-based pricing, and cost-based or cost-plus pricing

Skimming pricing and penetration pricing are two fundamental techniques that can be applied when pricing new products.

Skimming pricing; is the practice of setting an initial price for a product with the intention of capturing the top end of the market. It is accompanied by significant promotion spending. A skimming tactic might be suggested;

- When the nature of demand is uncertain,
- When a company has expended large sums of money on research and development for a new product,
- when a rival company is anticipated to create and sell a comparable product soon or when the product is so novel that the market is anticipated to mature very slowly. In these situations, a skimming approach provides many benefits.

Two further examples of price skimming are premium and umbrella prices. Some goods have premium prices (high prices) that are fixed and foster a sense of superiority in the consumer. In order to protect tiny, expensive competitors, higher pricing is occasionally maintained. Limitation rules that establish minimum pricing for a range of goods, including milk, have helped to reduce umbrella prices.

Penetration pricing; when an elite market does not exist and demand appears to be elastic over the whole demand curve, even in the early stages of product introduction, a bigger strategy is adopted. This method is called penetration pricing. The most significant justification for using a penetration strategy is likely the high price elasticity of demand. In order to prevent new competitors from entering the market, the penetration strategy is also employed. According to Paul Fifield (1994), penetration pricing is a long-term strategy that sacrifices short-term gains in order to build a lasting competitive advantage.

2.6. Promotion Strategies

Promotion refers to all forms of marketplace methods used by marketing professionals. Vardarajan (2010), author of the book "Strategic Marketing," suggests that promotion encompasses all the tools marketers can use for marketing communication. Like the marketing mix, marketing communication has a separate promotion mix that allows combining various elements of the promotions mix to create a unique campaign.

Promoting a bank involves making clients feel as though they are getting the best value for their money and persuading them to trust the bank with their money. After clients invest with a bank, that institution must endeavor to retain them and persuade them to use other products. Banks can use offline media to reach a new audience or a different segment of their current audience. To increase awareness, response rates, and visibility, banks can use a variety of marketing strategies, including newspapers, magazines, direct mail, television, radio, and billboards.

Dashen bank, LIB and Abay bank S.C uses a variety of promotional strategies, including advertising, sales promotion, public relations, and trade shows and exhibits, to market its goods and service www.anbesabank.com, www.dashenbanksc.com and www.abaybanksc.com

The elements of the promotions mix are: - Personal selling, Sales promotion, Public relations, Direct mail Trade fairs and exhibitions and Advertising. The components of the promotional mix are combined to create a cohesive campaign in reference to the STP-developed plan.

Personal Selling

Personal selling is an effective strategy for managing one-on-one customer interactions, where a salesperson represents the company. Salespersons typically undergo extensive training on the techniques and tactics of personal selling. Personal selling is highly influential and is commonly utilized in markets where personal preference plays a critical role in purchasing, as per Vardarajan (2010).

Compared to other forms of promotion, personal selling is the most precise type as it provides businesses with direct contact to potential customers. While there are numerous benefits to one- on-one communication, there are also several drawbacks. The primary disadvantage of personal selling is the cost per contact. This is because finding, selecting, training, and motivating sales representatives requires a financial investment, making personal selling an expensive option (Ferrell and Hartline, 2011).

Sales Promotion

Sales promotion is a crucial aspect of marketing campaigns and comprises various incentives intended to encourage customers or the trade to purchase specific goods or services more rapidly or in larger quantities, primarily on a short-term basis. In contrast, advertising provides a reason to purchase. Sales promotion comprises several tools for consumer promotion such as discounts, samples, coupons, cash refund offers, tie-in promotions, cross promotions, free trials, patronage rewards, warranties, premium prizes, point-of-purchase displays, and demonstrations. Additionally, it includes trade promotion (prices off, advertising and display allowances, and free goods) and business and sales force promotion (contests for sales reps, trade shows and conventions, which can generate a high sales response). Sales promotion activities can alter market shares permanently in markets with substantial differences between brands. Kotler and Keller (2012) describe sales promotion as activities that encourage consumers to purchase products or generate value for the consumer or the trade. Sales promotion targets include consumers, channel intermediaries, or sales representatives.

According to (Ferrell and Hartline, 2011) Sales promotion comprises efforts other than advertising, public relations, and personal selling; therefore, it includes a wide range of promotional components.

Public Relations

The Institute of Public Relations defines public relations as a deliberate, organized, and ongoing effort to establish and maintain a mutual understanding between an organization and its audiences. Proactive messages aimed at fostering comprehension and reactive messages designed to dispel misunderstanding can be distinguished in public discourse (Whalley, A., 2010). Apart from clients, suppliers, and retailers, the corporation must engage positively with a diverse range of interested parties, considered part of the public, who could have an actual or potential effect on the corporation's ability to achieve its objectives. Public relations entail a variety of efforts to promote or safeguard a brand's reputation or specific products. Smart businesses handle relationships with their primary audiences in a practical manner, as emphasized by (Keller and Kotler, 2012).

Direct Mail Marketing

Because it may be personalized, versatile, and enables for early testing and response evaluation, direct mail is a popular medium. Despite having a higher cost per thousand than mass media, the prospects for the people who are reached are significantly better. However, the popularity of direct mail has also become its drawback since so many marketers are sending out direct-mail pieces that mailboxes are overflowing and some customers are choosing to ignore the barrage of solicitations they get. Direct marketers must determine their objectives, target audiences and prospects, offer components, means of testing the campaign, measures of testing the campaign and measurements of campaign success when building an effective direct-mail campaign (Keller and Kotler, 2012).

The use of direct marketing has now spread to include telemarketing, cataloguing, door-to-door leafleting, e-mail marketing, broadcast facing, and other activities. As a result, direct marketing stands as a sizable subset of marketing in and of itself (Vardarajan, R. 2010).

Trade Fairs and Exhibitions

Trade shows and exhibits aim to increase awareness and promote trials, mainly through direct engagement between a provider and a customer. These events provide businesses with opportunities to engage with both trade and consumers in settings other than typical sales meetings. In business-to-business marketing, they are frequently used, especially for products with a focus on engineering technology (Vardarajan, R. 2010).

Advertising

According to Shimp (2019), advertising can be defined as a compensated, non-personal form of communication that is broadcasted through various mediums like radio, television, newspapers, magazines, billboards, and online platforms. Advertising is utilized to promote a wide range of products and services, ideas, individuals, and any other products that the marketing wants to communicate to potential buyers. The two main categories of advertising are institutional and product advertising, which are utilized in both the consumer and corporate sectors, as highlighted by Jansen, Zlatoper, and De Pelsmacker (2019). Therefore, advertising plays a significant role in selling products and services, building brand awareness, and shaping public opinions.

Institutional Advertising: In order to establish or preserve a company's overall corporate image, institutional advertising promotes a company's ideas, culture, and image.

Product Advertising Product advertising promotes a product's image, benefits, usage, and other characteristics. Products are advertised in a variety of ways (Ferrell and Hartline, 2011).

Marketing managers must always begin by determining the target market and the motivations of the consumer when developing an advertising program. They can then decide on the "five M's," or major decisions. What is the purpose of our advertising? Money: How much can we spend and how can we allocate our expenditure among media types? What should we say in our message? Which forms of media should we employ? Measuring: How should we assess the outcome? Keller and Kotler (2012).

2.7. Place Strategy

Place is more than simply the point of sale; it also takes into account the entire route of distribution and the entire value chain, from the raw materials to the final consumer. As a result, it is one of the most functionally diverse sectors of marketing and one of the most important in terms of the extended marketing mix's process component. With regard to customer demand and shareholder profitability,

Most representative banking distribution channels

The face-to-face channel: This is the most conventional way to help the public. It speaks of the assistance offered at the counter of every bank branch.

Agent: These are service stations set up in various businesses that are not affiliated with the financial institution, such a supermarket. Customers are spared the trip to the bank branch as a result. To do various tasks, they instead go to the closest agent.

ATMs: These self-service devices allow users to perform a variety of transactions, primarily bank transfers and cash withdrawals. Even some ATMs currently accept deposits. The fact that they can work nonstop for 24 hours a day is one of their key advantages.

Telephone banking: The public can call the bank's customer service line at the specified number. When you call, a voice mailbox typically provides you with options based on the action or question you wish to ask. An advisor might get in touch with the user if necessary. This channel is often useful, for example, in the event of loss or theft of the debit or credit card, since the call may be placed from anywhere and the opening hours typically cover 24 hours a day.

Online or online banking: Financial organizations have developed virtual platforms to manage a range of transactions. This is done using a computer and may be done from any place with an internet connection. For internet banking, more security measures are often required than for traditional banking. For example, a new password may need to be added in lieu of the customer's current one on his card. Through this, it seeks to stop fraud.

Mobile apps: They act partly as an expansion of internet banking. In this case, we're talking about programs that a user can download on their smartphone and use to carry out financial transactions.

The usage of text messages is part of telephone banking, it is worth noting. They permit the financial institution, for instance, to extend the client's line of credit.

Dashen bank, LIB and Abay bank S.C opens bank branches and conducts business with customers directly. Internet and database information systems are also used by these three banks to connect with clients.

2.8. People strategies

A people strategy is a comprehensive framework that guides how the organization manages and develops its workforce to achieve strategic business goals. It's not just about traditional HR functions but rather a broader approach that integrates people practices with the overall business strategy. This includes attracting, developing, engaging, and retaining talent to support the bank's mission and vision. Here's a more detailed look at the key aspects of a people strategy in a banking context:

Talent Acquisition and Development:

This involves attracting and hiring the right people with the skills and knowledge needed to meet the bank's strategic objectives. It also includes developing existing employees through training, mentorship, and other development programs.

Employee Engagement:

Creating a positive and engaging work environment where employees feel valued and motivated is crucial. This can involve fostering a culture of open communication, recognizing employee contributions, and providing opportunities for growth and development.

Performance Management:

Implementing clear performance expectations and providing regular feedback to employees is essential for driving results. This also involves establishing a system for rewarding top performers and addressing areas where improvement is needed.

Diversity and Inclusion:

Building a diverse and inclusive workforce is not only ethically sound but also beneficial for business success. This involves attracting and retaining talent from a variety of backgrounds and creating a work environment where everyone feels welcome and respected.

Strategic Alignment:

A strong people strategy must be closely aligned with the bank's overall business strategy. This means understanding the skills and capabilities needed to achieve the bank's goals and developing a workforce that can deliver on those objectives.

Change Management:

Banks operate in a dynamic environment and need to be able to adapt to change quickly. A people strategy should include plans for managing transitions and ensuring that employees are prepared for new challenges.

2.9. Process strategies

Process strategies refer to the operational and tactical plans banks use to manage and improve their internal processes, with the aim of enhancing efficiency, customer satisfaction, and overall financial performance. This includes strategies for handling transactions, managing customer relationships, optimizing operations, and adapting to new technologies and regulations. Key Aspects of Process Strategies in Banks:

Operational Efficiency: Banks use process strategies to streamline workflows, automate tasks, and reduce costs through process optimization.

Customer Experience: Process strategies are crucial for improving customer service, ensuring smooth transactions, and creating a positive customer experience.

Risk Management: Banks develop process strategies to manage risks associated with fraud, non-compliance, and operational disruptions, including cyber security measures.

Technological Adoption: Process strategies guide the implementation and integration of new technologies, such as digital banking platforms and automation tools, to improve efficiency and reach.

Adaptability and Innovation: Banks need to adapt their process strategies to changing market conditions, regulations, and customer preferences. This includes embracing innovation and exploring new ways of doing business.

Strategic Alignment: Process strategies should be aligned with the overall strategic goals and objectives of the bank, ensuring that operational improvements contribute to the achievement of those goals.

Examples of Process Strategies in Banks:

Automation of loan applications: Using digital platforms to streamline loan application processes and reduce turnaround time.

Implementation of a customer relationship management (CRM) system: To manage customer interactions, personalize services, and improve customer retention.

Developing new payment systems: Implementing digital payment solutions to enhance convenience and efficiency for customers.

Optimizing branch operations: Streamlining branch processes, optimizing staffing levels, and improving customer service.

Enhancing cyber security measures: Implementing robust security protocols to protect customer data and prevent fraud.

2.10. Physical Evidence strategies

Physical evidence strategies relate to the tangible, visible elements customers interact with during their banking experience, shaping their perceptions and building trust. This includes the physical environment of the bank branch, as well as the visual communication conveyed through materials like brochures, forms, and signage. Effective packaging strategies in banking aim to create a positive and memorable customer experience, differentiating the bank from competitors and influencing customer satisfaction.

1. Physical Environment:

Branch Design: The layout, interior design, lighting, colours, music, and overall ambiance of the bank branch significantly impact customer perceptions. A well-designed branch can create a welcoming and professional atmosphere, fostering trust and confidence.

Equipment: ATMs, teller stations, and other equipment used in the branch also contribute to the overall physical evidence. Modern, well-maintained equipment can signal efficiency and reliability, while out-dated or poorly maintained equipment can negatively impact customer perceptions.

Parking and Accessibility: Parking availability and accessibility of the branch are crucial for customer convenience. A convenient and accessible location can attract more customers and make it easier for them to conduct their banking business.

2. Visual Communication:

Brand Identity: Packaging should be aligned with the bank's brand identity, reinforcing its message and values. Consistent branding across all materials helps build brand recognition and strengthen customer loyalty.

Informative Materials: Brochures, forms, and other written materials should be clear, concise, and easy to understand, ensuring customers are well-informed about the bank's products and services.

Signage: Clear and prominent signage within the branch helps customers navigate the space and find what they need. Effective signage also enhances customer flow and efficiency.

3. Service Environment:

Atmosphere: The overall atmosphere of the bank branch, including the friendliness and helpfulness of staff, contributes to the physical evidence. A positive and welcoming atmosphere can significantly impact customer satisfaction.

Employee Appearance: The dress code and overall appearance of bank employees can also convey professionalism and reliability. Well-groomed and professional-looking employees can build trust and confidence in the bank.

4. Impact on Customer Perceptions:

Service Quality: Customers often make inferences about the quality of a bank's service based on its physical evidence. A well-maintained and attractive branch can signal quality and professionalism.

Trust and Confidence: Physical evidence plays a crucial role in building trust and confidence in a bank, particularly for services that are intangible.

Customer Satisfaction: A positive and memorable banking experience, influenced by the physical evidence, can increase customer satisfaction and loyalty.

Basic Factors considered in formulating the Marketing Mix strategy

The situation analysis is one of the primary factors taken into account while drafting the marketing mix plan, according to Feral and Hartline (2011). The internal environment, the customer environment, and the external environment are the three primary environments that the situation analysis aims to describe as they affect each.

Major Challenges in Implementing the Marketing Strategy

In his article on the difficulty of properly implementing a plan, Perry (2008) claimed that this work is extremely difficult. Big strategic ideas abound, but only a small number of them can truly be said to have revolutionized the entire organization. The five stages of strategy were also discussed by Perry. Grand Strategy, focusing on the big picture, developing creative marketing activities, Organizational functional realignment and improved implementation According to Perry (2008), the following are the pitfalls of executing strategy: -

Not clearly identifying which of the above five levels of strategy the debate should be focused upon: The first step is decide this to ensure that the debate stays focused. Companies usually need focus on only one or two these in a given planning period.

1. Increasing misinterpretation of the big strategic idea vision as it moves out of the executive suite in to the organization. A quick survey by people who understand your strategy and how this
2. Not starting the process with a thorough unpacking of the detailed changes required to implement the new strategy. Often this is hindered by the “not knowing what we don’t know” syndrome.
3. Inadequate realignment of company resource with the new strategy.
4. It's hard to break old behaviors! For instance, the sales team might focus on clients who have historically been important. However, strategy may call for substantial investments in fresh consumer markets; in order to successfully "break with the old," fundamental concerns about how to do so must be resolved, which is challenging for the current management to do.
5. Leaving the brand/product portfolio untouched.

Choosing the best products and brands to reposition, sell, and where to locate new ones must all be carefully addressed when creating new strategies. For instance, selecting to lead in low cost would simplify the portfolio, but typically, "old favorites" are permitted to persist at the expense of effectiveness.

2.11. Job Satisfaction

The common misunderstanding that has persisted is that an employee's level of contentment is directly related to their perception and value of their work (Spector, 1997). There are numerous assumptions surrounding the cause-and-effect relationship between intentions, actions, and outcomes. Job satisfaction is a vital metric for assessing an individual's general level of happiness in their job and work environment. The degree to which the workplace meets the employee's needs is measured in conjunction with their behavior and attitude towards work. Scholars have found that employee satisfaction is utilized to determine how individuals feel about their employment status. In addition, researchers have identified multiple other aspects related to hygiene, the workplace environment, and managerial accountability.

Several studies have been conducted on Job satisfaction, with Maslow's hierarchy of needs being the most significant. According to this theory, individuals' needs start with their most basic requirements (food, clothing, and shelter) and end with self-actualization. Scholars have Primarily relied on the necessity theory to identify factors that influence job satisfaction (Yousaf et al., 2013).

The performance of any organization is dependent on job satisfaction. Higher employee happiness is often correlated with lower turnover rates. Therefore, employers should prioritize efforts to increase job satisfaction. Neglecting job satisfaction can be detrimental to a company. High levels of responsibility, lack of empowerment, inadequate recognition, limited opportunities for growth, and poor communication with immediate supervisors are common contributors to employee turnover. Managers must closely monitor these factors and their employees' attitudes to minimize staff turnover. Empowering job satisfaction is the main focus of the study. Does the work environment affect job satisfaction? Is employee happiness linked to wages or promotions? How does job satisfaction impact turnover likelihood? Several theories have been proposed to define job satisfaction, including Herzberg's theory, which highlights the differences between elements that contribute to job satisfaction and those that do not (Herzberg, 1968).

Job Satisfaction and Organizational Performance

Employees are a valuable asset to any company. Research has consistently shown that organizations prioritizing human resources or job satisfaction tend to perform better (Denison, 1990; Ostroff, 1992; Harter et al., 2002; Koys, 2001).

Schneider et al. (2003) evaluated 35 companies over eight years and found that positive job satisfaction relating to work environment, salary, and job security is linked to higher returns on assets (ROA) and earnings per share (EPS). Edmans (2011) noted that companies listed on the stock market report greater long-term returns than the general market when using the "100 Best Companies to Work for in America" survey as an indicator of job satisfaction. Using data from the Great Place to Work® Institute (GPTWI) survey, Guiso et al. (2014) discovered that a one standard deviation increase in integrity is associated with a 0.19 standard deviation rise in Tobin's Q. Rubera and Kirca's (2012) meta-analysis found that innovation directly contributes to company's value. Using survey data from 32 high-tech companies, O'Reilly et al. (2014) demonstrated that a CEO's personality influences company culture, which, in turn, can impact revenue growth and Tobin's Q. Based on employee feedback gathered through surveys by career intelligence firms, Popadak (2013) found a positive correlation between corporate culture and long-term firm value. However, the data source may be biased as the average user is 43 years old and earns \$106,000 annually. Surveys and publicly available databases such as GPTWI and "Best Companies" rankings are currently the most common methods for measuring employee satisfaction, but they have limitations due to selection bias and inadequate analysis of the underlying mechanisms for employee satisfaction. Using data from social media could offer a potential solution to ease these constraints.

2.12. Empirical study

A number of studies examined the relationship between marketing strategy and organizational performance. Kebede Dechassa (2014) carried out an empirical investigation in Ethiopia. The study outlines the marketing tactics used by Awash International Bank. This study uses a combination of primary and secondary sources for its data. Through the use of a questionnaire and in-person interviews, the primary data is gathered. The sampling strategy is purposive sampling. The finding of the study revealed that as the following: -

- There is significant influence of 7p's on the marketing strategy of the company.
- Product/service is as a service giving industry, it is very easy to adapt by the competitor immediately. In this situation it is difficult to get special and different product/ service in our country's banking industry.
- Pricing is based on the service and different scenario such as level of risks on loan and deposit, level of profitability, types of product/service and other dimension.
- Place is affected by something. When discussing banking, there are three different types of distribution channels that can be distinguished: 1) traditional distribution, which occurs at bank headquarters and in their branches; 2) non-stationary to customers mobile point of sales; and 3) electronic distribution, which includes cash ATMs machines, phone banking, home banking, and Internet banking.
- According to the study's findings about promotion, the promotion mix is crucial for the service sector.
- In the context of banks, a people guides how the bank manages and develops its workforce to achieve strategic business goals. It goes beyond traditional HR functions and focuses on how people contribute to the bank's overall success.
- Process focus on how the bank functions internally, ensuring efficiency, effectiveness, and compliance with regulations.
- Physical evidence strategies relate to the tangible, visible elements customers interact with during their banking experience, shaping their perceptions and building trust.

In most cases, the researcher discovers that marketing strategy components like the 7ps have a major impact on organizational performance.

Product

According to Ali and Kaldenn (2017), a product's value and variety significantly impact its performance. Previous research has highlighted the importance of the product's ranking in comparison to other factors in determining organizational performance.

Price

According to a study conducted on a sample of Kenyan banks, pricing is the only component of the marketing mix that actually results in revenue generation. Price also had a favorable and statistically significant impact on the banks' growth (Wangui, et al, 2018).

Promotion

According to Masadeh et al. (2018), there is a considerable effect of the bank's advertising and sales promotion on the bank performance. This suggests that a few components of the promotion mix may have had a big impact.

Place

The placement of the Banks, the display of product information, the use of an online distribution channel, and the incorporation of various technologies, such as mobile plate forms, have all been factors in the Banks' efforts to increase performance (Ali and Kaldenn,2017)

People

Customer service teams, and any individuals interacting with customers on a brand's success. Employees are not just service providers; they represent the brand's values and can directly impact customer satisfaction and loyalty. For instance, well-trained staff who exhibit excellent communication skills and a customer-centric attitude can foster positive relationships, leading to increased customer retention and

satisfaction. In contrast, poorly trained or disengaged employees can have the opposite effect, harming the brand's reputation and reducing customer loyalty (Berry, 2000).

Process

Efficient processes are crucial in ensuring that customers receive consistent, high-quality service in a timely manner. For instance, in the banking industry, the implementation of streamlined online banking systems, automated teller machines (ATMs), and mobile banking applications has significantly enhanced the customer experience by offering greater convenience and accessibility. Additionally, clear and efficient processes for handling customer inquiries, processing transactions, and resolving issues can lead to increased customer satisfaction and loyalty. Banks have leveraged advanced technologies such as chatbots, data analytics, and artificial intelligence to optimize these processes, ensuring faster and more accurate service delivery (Nguyen, 2018)

Physical evidence

A well-designed package can influence a customer's perception of the product's quality, its sustainability, and the brand itself. Companies often incorporate sustainable packaging materials or innovative designs to differentiate themselves in a crowded market. For instance, eco-friendly packaging has become a key factor for many brands in attracting environmentally-conscious consumers (Smith and Brower, 2012)

Job satisfaction and organizational performance

The study's findings showed that satisfied respondents were more productive in comparison to unsatisfied respondents and made better use of their personal resources. (Wasaf Inayat and Muhammed Iahanzeb khan,2021).

Marketing strategy on organizational performance is moderated by job satisfaction

Expanding and enhancing the existing market and strategy will have a significant positive impact on customer satisfaction levels, according to Zhalla Farwaq Hamadamin and Uma Shankar Singh (2019).

All examined research revealed that marketing element is the significant determinant of marketing strategy. Marketing strategy affects organizational performance positively. In addition, we in else shown that job satisfaction positively affects organizational performance. In this study, I seek to examine whether the effect of marketing strategy on organizational performance is moderated by job satisfaction.

Barween Al Kurdi, Muhammad Alshurideh and Ahmad Alnaser (2020) state that, in accordance with the service profit chain concept, customer satisfaction is profoundly impacted by employee satisfaction. Heskett and Sasser (2010) also confirm that content employees lead to higher levels of customer satisfaction and loyalty. Job satisfaction has been shown to have a direct correlation with customer satisfaction and, consequently, overall organizational performance. It can be inferred that a company's performance will be adversely affected if its employees are dissatisfied. In a recent Study by Wasaf Inayat and Muhammed Iahanzeb (2021), it was found that happier and more productive workers made more efficient use of their personal resources compared to their less satisfied counterparts.

In accordance with Goldratt (1994), maintaining a safe and fulfilling work environment for employees and enhancing job satisfaction are two essential characteristics that a successful business mindset must embody without neglecting either. If employees are unhappy, the marketing strategy of a company will suffer. For businesses with a large number of staff, job satisfaction trends have a significant impact on customer satisfaction (Jeremys.walter,2019). Conversely, the development and expansion of an existing market and strategy impact customer satisfaction considerably and positively (Zhalla Farwq hamadamin, uma shankar singh, 2019). Ultimately, it is the employees who must put the marketing strategy of a company into practice; if they are dissatisfied a good marketing strategy may fail due to

poor implementation by unhappy employees. However, compared to other factors related to strategy implementation, employee commitment to strategy implementation has received less attention from researchers and practitioners. Employee dedication, though, is a crucial element for successful strategy implementation (chijioke E Nwackwu,2018). Based on the above argument, we make the following

2.12.1. Hypotheses

H1: Job satisfaction moderates the relationship between product strategy and organizational performance in the selected three private banks.

H2: Job satisfaction moderates the relationship between pricing strategy and organizational performance in the selected three private banks.

H3: Job satisfaction moderates the relationship between place strategy and organizational performance in the selected three private banks.

H4: Job satisfaction moderates the relationship between promotion strategy and organizational performance in the selected three private banks.

H5: Job satisfaction moderates the relationship between people strategy and organizational performance in the selected three private banks.

H6: Job satisfaction moderates the relationship between process strategy and organizational performance in the selected three private banks.

H7: Job satisfaction moderates the relationship between packaging strategy and organizational performance in the selected three private banks.

2.12.2. Conceptual framework

Thomas (2010) explains that a conceptual framework is a collection of broad concepts and principles drawn from relevant fields of inquiry and used to organize a subsequent presentation. The purpose of a conceptual framework is to help researchers gain a comprehensive understanding of the situation being studied and to communicate that understanding in a broad perspective. It identifies the research variables and illustrates the connections between them (Thomas, 2010). In this case, the inputs are considered independent variables, while the outputs are dependent variables. Any changes made to the inputs via implementation of marketing mix elements and employee happiness measures will affect the outputs. The independent variables of the study are the marketing mix elements (product, price, promotion, place, people, process and physical evidence), while the dependent variable is organizational performance (measured by market share growth, continual profits, sales revenue growth, return on assets, increased customer satisfaction, and increased number of new customers). Job satisfaction measures (employee empowerment, workplace environment, pay, and promotion system) play a moderating role only.



Figure 2: - Conceptual Framework of Marketing Mix Strategy and Employee satisfaction

Source: Own design

Chapter 3

RESEARCH DESIGN AND METHODOLOGY

3.1. INTRODUCTION

In this chapter, we will introduce the research methodology that will be adopted in the study. A detailed explanation is provided regarding the research approach used in view of the study's objectives. The chapter highlights various methods and activities used in the research design, including instrument creation, data collection, sampling design, data processing, and analysis. Additionally, reliability and validity issues are discussed before concluding with an overview of ethical concerns related to the study.

3.2. Research design

The research topic, which focuses on —the effect of marketing mix elements on organizational performance, the moderating role of job satisfaction (the case of Dashen bank, LIB and Abay bank S.Cl, employs both descriptive and explanatory research designs. Descriptive graphs and tables are utilized to present the raw data collected. It is worth noting that the nature and purpose of different studies necessitate employing different research methods.

Research approach

The research approach encompasses three categories, namely mixed, qualitative, and quantitative methodologies. For this particular study, a case study design will be employed in combination with a quantitative method to achieve the objectives of the bank and explore the topic in greater depth. The quantitative approach leverages statistical techniques to depict patterns of behavior and extrapolate findings from a sample to the targeted population. Surveys and experiments are examples of research methods commonly utilized in quantitative analysis, as highlighted by Creswell (2003).

According to Zikmund (2003), in order to test relationships utilizing hypotheses and research questions, a quantitative research approach was deemed appropriate and subsequently adopted.

3.3. Population and sampling technique

This study utilized a stratified random sampling method to ensure targeted and balanced representation from the marketing departments of three private banks. The population was first divided into strata based on organization and department — specifically, the marketing departments of Dashen bank, LIB, and Abay bank S.C. From each stratum, 50 employees were randomly selected, resulting in a total sample size of 150 respondents. This method was chosen to ensure that insights are drawn from a key functional area relevant to the study's objectives, while also allowing for structured comparisons across organizations.

Source and tools of data collection

Both primary and secondary data collecting tools will be utilized to acquire the data from the pertinent sources. The staffs of the marketing departments received the closed-ended questionnaires in order to collect the primary data. The researcher will consult the selected three private banks Strategic Marketing Document, as well as several encyclopedias, scholarly papers, and websites, as secondary sources.

Conferring to the performance literature, there is neither a single criterion nor a set of criteria that marketing strategy experts have agreed upon for performance evaluation (Venkatraman and Ramanujam, 1986). Different metrics, including financial, market, customer, and overall performance, can be used to measure performance.

The selected banks performance is evaluated in terms of market share expansion, profitability, sales, client happiness, return on assets, and efficiency of service delivery.

There are 4 sections in the questionnaire portion. The first portion, under "General Information," contains the respondents' general information, including their gender, age, educational background, employment history, and position within the company. The study topic:-'The effect of marketing mix elements on organizational performance, the moderating role of job satisfaction (The case of Dashen bank, LIB and Abay bank S.C.)' was addressed in the second, third, and fourth portions, which served as the vital information section.

The created questionnaire will be adapted from several sources obtained from internet pages from same topic with d/t service organizations. The 7Ps marketing mix—product, price, place, promotion, people, process, physical evidence and job satisfaction—were employed as the study variable

Procedures of Data Collection

The data collection process was carried out in several sequential steps to ensure consistency, ethical integrity, and relevance to the research objectives. The following procedures were followed:

1. **PermissionandAccess**

Prior to data collection, formal permission was obtained from the management of each of the three selected private banks to access employees in their marketing departments. Ethical clearance was also secured from the relevant academic or institutional review board, where applicable.

2. **IdentificationofSamplingFrame**

Lists of employees working in the marketing departments of each bank were requested to establish a sampling frame. These lists served as the basis for selecting the sample using stratified random sampling.

3. **SampleSelection**

Using a randomization process (e.g., random number generator or lottery method), 50 employees were selected from the marketing department of each bank. The selection ensured that the sample was representative of each bank's marketing team and free from researcher bias.

4. **DistributionofDataCollectionTools**

Structured questionnaires were developed based on the study's objectives and validated through a pilot test. The finalized tools were then distributed to the selected respondents either via online survey platforms.

5. **DataCollectionPeriod**

Data was collected over a period of 2 weeks, during which regular follow-ups were conducted to encourage response and address any clarifications needed by participants.

6. **ConfidentialityandVoluntaryParticipation**

Participants were informed of their rights, including confidentiality, anonymity, and the voluntary nature of participation. Informed consent was obtained before participation.

7. DataCompilation

After collection, responses were compiled and reviewed for completeness. Incomplete or invalid responses were excluded from the final dataset before analysis.

3.4. Methods of data Analysis

Quantitative methodologies will be used to examine and analyze the data in this study. The information collected utilizing closed-ended surveys underwent quantitative analysis. Regression and hierarchical multiple regression statistical techniques were utilized to measure the variables in the study. SPSS, a software program for statistical analysis in the social sciences, was employed to analyze the primary data sources. Descriptive statistics were used to interpret the research results. The response characteristics were described using mean and standard deviation, and the interdependence of the independent and dependent variables was illustrated using Pearson correlation coefficient.

In accordance with Sekaran (2000), utilizing inferential statistics enables one to draw accurate conclusions about the relationship between multiple variables and how each independent variable may affect the variance in the dependent variable. In this study, to evaluate the significance of each independent variable in influencing company success, regression analysis was conducted.

3.5. Validity and Reliability of Research Instruments

Validity

Hair et al. (2010) defined validity as the extent to which a measure accurately represents what it is supposed to represent. The extent to which the measures define the concept at hand is a crucial consideration for validity. Hair also identified three other types of validity: construct, content, and prediction. Content validity involves assessing the correlation between individual items and the concept being studied. This study addressed content validity by conducting a literature review and employing instruments from previous studies that focused on service marketing.

Reliability

Kothari (2004) highlighted reliability as the consistency of measurement. He explained that the higher the reliability of a data collection instrument, the more dependable the measurement would be. Measurement stability and consistency in research instruments are referred to as reliability, as stated by Sekaran (2003). Cronbach's alpha was utilized to test the internal reliability of each variable in the study. The alpha coefficient ranges between 0 and 1. An alpha coefficient greater than 0.70 indicates the reliability of the instrument (Bryman, 2008). The table below presents the Cronbach's alpha result for each item in the questionnaire.

Table 1 Reliability Test

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Product	.870	.870	4
Price	.912	.912	5
Place	.934	.934	4
Promotion	.845	.845	5
People	.851	.851	3
Process	.895	.895	3
Physical Evidence	.938	.938	3
Job Satisfaction	.922	.922	5
Organizational Performance	.932	.932	5
Total	.981	.981	37

Source: Own Survey SPSS result, 2025

Ethical Consideration

The study maintains the confidentiality of the data shared by the research participants, protects the anonymity of the respondents, and ensures that participants provide their consent voluntarily without coercion. The research is conducted independently and disclosed any conflicts of interest or bias to ensure that no harm is caused to the participants.

Chapter 4

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter deals with the analysis, interpretation and discussion of the data collected through questionnaire. Responses for measures on the questionnaire the researcher summarized and analyzed by using SPSS version 26 software

Response rate

The study targeted a sample size of 150 questionnaires were distributed to the managers and employees of marketing department in the banks. From 150 questionnaires a total 150 (100%) questionnaires were returned and valid to be analyzed.

Descriptive analysis

In this analysis, the essential focus is to describe specific views or opinions. Therefore, what kind of marketing mix elements has been utilized and demographic information of the respondents they are described in this section.

Respondents' profile

The study sought to find the demographic characteristics of the respondents. This included gender, age and number of years the respondent has spent.

Gender

Table 2 Gender

Part 1– General Information					
1.Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	72	48.0	48.0	48.0
	Male	78	52.0	52.0	100.0
	Total	150	100.0	100.0	

Source: Own Survey SPSS result, 2025

The gender distribution of the sample in this study consists of 150 respondents. Among them, 78 respondents (52%) identified as male, while 72 respondents (48%) identified as female.

These percentages indicate that males make up a slightly larger portion of the sample compared to females

Age

Table 3 Age

2. Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 to 30 years	73	48.7	48.7	48.7
	31 to 40 years	50	33.3	33.3	82.0
	41 to 50 years	18	12.0	12.0	94.0
	above 51 years	9	6.0	6.0	100.0
	Total	150	100.0	100.0	

Source: Own Survey SPSS result, 2025

The age distribution of the sample in this study consists of 150 respondents. The majority of the participants, accounting for 48.7% (73 respondents), and fall within the age range of 20-30. This indicates that a significant proportion of the sample comprises individuals in their late twenties, who are likely to be in the early to early stages of their careers.

Additionally, 50 responders, or 33.3% of the sample, are between the ages of 31 and 40, indicating the possibility of professional involvement. Since they are in the middle of their careers and may have insightful opinions, it is noteworthy to include individuals from this age group.

The remaining respondents are distributed among the age ranges of 41-50 and above 51, with 12.0% (18 respondents) and 6.0% (9 respondents), respectively. These age groups likely consist of more experienced professionals and individuals nearing or in the later stages of their careers. Their perspectives and insights can contribute a different set of experiences and considerations to the study.

Education level

Table 4 Education Background

3. Education Background					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA/BSC degree	87	58.0	58.0	58.0
	MSc/MA	63	42.0	42.0	100.0
	Total	150	100.0	100.0	

Source: Own Survey SPSS result, 2025

The education background distribution of the sample in this study consists of 150 respondents. The largest proportion of participants, accounting for 58.0% (87 respondents), holds a degree-level education, indicating that a significant portion of the sample has completed undergraduate studies. These individuals have acquired a foundational level of education and knowledge in their respective fields.

Furthermore, 42.0% (63 respondents) of the sample have completed a master's degree. Participants with a master's degree have pursued further specialization and advanced studies in their field of interest, indicating a higher level of education and expertise.

Work experience

Table 5 Work experience

4.Work experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	> 2 years	18	12.0	12.0	12.0
	2-5 years	46	30.7	30.7	42.7
	5-10 years	68	45.3	45.3	88.0
	above 10years	18	12.0	12.0	100.0
	Total	150	100.0	100.0	

Source: Own Survey SPSS result, 2025

The work experience distribution of the sample in this study consists of 150 respondents. Among them, 12.0% (18 respondents) have less than 2 years of work experience, indicating a relatively small portion of participants who are new to their respective fields or have recently entered the job market.

A significant portion of the sample, 30.7% (46 respondents), falls within the work experience range of 2-5 years. This suggests the presence of professionals who have gained a few years of experience in their chosen fields.

Furthermore, 45.3% (68 respondents) of the sample have work experience ranging from 5-10 years. These individuals have accumulated a substantial amount of professional experience and likely possess a deeper understanding of their respective industries.

A smaller proportion of the sample, 12.0% (18 respondents), have over 10 years of work experience. This group consists of individuals with extensive professional backgrounds, signifying a tie of industry knowledge and expertise. Their inclusion in the sample enriches the study by providing insights based on their long-term exposure and career progression within their fields.

Name of the Bank you are working in

Table 6 Name of the Bank

5. Name of the Bank you are working in:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ABAY BANK	50	33.3	33.3	33.3
	DASHEN BANK	50	33.3	33.3	66.7
	LIB	50	33.3	33.3	100.0
	Total	150	100.0	100.0	

Source: Own Survey SPSS result, 2025

ABAY BANK: 50 respondents indicated they work at ABAY BANK, representing 33.3% of the total sample. DASHEN BANK: Another 50 respondents are employed at DASHEN BANK, also accounting for 33.3% of the total sample. LIB: The remaining 50 respondents work at LIB, which constitutes the final 33.3% of the sample.

The "Cumulative Percent" column shows the progressive accumulation of percentages. By the second bank (DASHEN BANK), 66.7% of the respondents have been accounted for. By the final bank (LIB), the cumulative percentage reaches 100.0%, encompassing all respondents.

Current job position

Table 7 Job position

6. Your current job position:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Creative & Content Roles	36	24.0	24.0	24.0
	Digital & Media Roles	18	12.0	12.0	36.0
	Managerial Roles	68	45.3	45.3	81.3
	Strategic & Analytical Roles	28	18.7	18.7	100.0
	Total	150	100.0	100.0	

Source: Own Survey SPSS result, 2025

The majority of the 150 respondents hold Managerial Roles (45.3%). The second largest group is in Creative & Content Roles (24.0%), followed by Strategic & Analytical Roles (18.7%), and the smallest group is in Digital & Media Roles (12.0%).

Product

Table 8 Product Descriptive Statistics

Product			
	N	Mean	Std. Deviation
1. The Bank offers high quality service consistently	150	3.75	.926
2.The Bank introduce and develop new products/services based on customer's needs.	150	3.97	.718
3.The service portfolio of the Bank is up to the customers' expectations.	150	3.57	1.019
4.The bank has a distinctive brand compared to competitors.	150	3.54	1.288
Valid N (listwise)	150		

Source: Own Survey SPSS result, 2025

The descriptive statistics reveal valuable insights about the perceptions of the Bank's product-related attributes based on the provided data. The respondents, consisting of 150 individuals, provided ratings for these statements pertaining to the Bank's products and services.

1. The Bank offers high-quality service consistently: The mean score is 3.75 with a standard deviation of 0.926. This suggests that, on average, respondents tend to agree with this statement, although there is some variability in their opinions.

2. The Bank introduces and develops new products/services based on customer's needs: This statement has the highest mean score of 3.97 with the lowest standard deviation of 0.718. This indicates a general agreement among respondents that the bank is responsive to customer needs in its product/service development.

3. The service portfolio of the Bank is up to the customers’ expectations: The mean score for this statement is 3.57 with a standard deviation of 1.019. This suggests a slightly lower level of agreement compared to the previous statement, with a bit more dispersion in opinions around whether the service portfolio meets expectations.

4. The bank has a distinctive brand compared to competitors: This statement has the lowest mean score of 3.54 and the highest standard deviation of 1.288. This indicates the least agreement among respondents regarding the distinctiveness of the bank's brand, with the widest range of opinions.

In short, respondents generally perceive the bank as being good at introducing customer-driven products/services and offering consistent high-quality service. However, there's less strong agreement regarding whether their service portfolio fully meets customer expectations and whether the bank possesses a truly distinctive brand compared to its competitors. The higher standard deviations for statements 3 and 4 suggest more diverse opinions among the respondents on these aspects.

Price

Table 9 Price Descriptive Statistics

Price			
	N	Mean	Std. Deviation
1.The bank has a knowledge of competitors pricing Tactics	150	3.91	.754
2. The bank service prices are reasonable	150	4.30	.576
3.The Bank has a capability to monitoring competitors’ prices and price changes	150	3.99	.959
4.The pricing strategy helps the Bank to maximizing the profit.	150	4.15	.745
5. The Bank has using pricing skills and systems to respond quickly to market changes.	150	4.11	.886
Valid N (listwise)	150		

Source: Own Survey SPSS result, 2025

“The bank has a knowledge of competitors' pricing Tactics’’: The mean score is 3.91 with a standard deviation of 0.754. This suggests that respondents generally agree that the bank possesses knowledge of its competitors' pricing strategies.’’ The bank service prices are reasonable’: This statement shows the highest mean score of 4.30 with the lowest standard deviation of 0.576. This indicates a strong consensus among respondents that the bank's service prices are perceived as reasonable.

“ The Bank has a capability to monitoring competitors' prices and price changes’’: The mean score is 3.99 with a standard deviation of 0.959. This suggests a general agreement that the bank is capable of monitoring competitor pricing, although there is a bit more variability in opinions compared to the reasonableness of prices. ‘’The pricing strategy helps the Bank to maximizing the profit’’: The mean score is 4.15 with a standard deviation of 0.745. This indicates that respondents tend to agree that the bank's pricing strategy is effective in maximizing profit. The Bank has using pricing skills and systems to respond quickly to market changes: The mean score is 4.11 with a standard deviation of 0.886. This suggests that respondents generally agree the bank utilizes pricing skills and systems to adapt to market changes.

In short, respondents hold a positive perception of the bank's pricing practices. They strongly agree that the service prices are reasonable and generally believe the bank understands competitor pricing, monitors price changes, and employs a pricing strategy that helps maximize profit and allows for quick responses to market shifts. The relatively low standard deviations across most items suggest a good level of agreement among the respondents.

Place

Table 10 Place descriptive statistics

Place			
	N	Mean	Std. Deviation
1.The bank seeks to apply modern technology in the service transaction and delivery of information.	150	3.75	.926
2.The physical location of the Banks branch is convenient for access of customers	150	3.63	1.071
3. The banks Place strategy is able to serve the customers well in time.	150	3.63	1.071
4. The Bank is linked to a global financial system with chain Banks.	150	4.03	.759
Valid N (listwise)	150		

Source: Own Survey SPSS result, 2025

The descriptive statistics provide valuable insights into the perceptions of the Bank's technology and location-related attributes based on the provided data. The sample consists of 150 respondents who provided ratings for these statements related to the Bank's technology adoption, physical branch location, and global connectivity.

“ The bank seeks to apply modern technology in the service transaction and delivery of information”: The mean score is 3.75 with a standard deviation of 0.926. This suggests that respondents generally agree that the bank is trying to incorporate modern technology in its service delivery and information dissemination, although there's some variation in this perception.

“The physical location of the Banks branch is convenient for access of customers”: The mean score is 3.63 with a standard deviation of 1.071. This indicates a moderate level of agreement regarding the convenience of the bank's branch locations for customers, with a relatively high spread of opinions.

‘ The banks Place strategy is able to serve the customers well in time’: The mean score is also 3.63 with a standard deviation of 1.071. Similar to the convenience of physical locations, respondents show a moderate level of agreement, with considerable variability in their assessment of the bank's place strategy in terms of timely customer service.

‘The Bank is linked to a global financial system with chain Banks’: This statement has the highest mean score of 4.03 with a standard deviation of 0.759. This suggests a strong level of agreement among respondents that the bank is connected to a global financial network.

In short, respondents generally agree that the bank is leveraging modern technology and is connected to a global financial system. However, there's less strong and more varied agreement on the convenience of physical branch locations and the effectiveness of the bank's place strategy in ensuring timely customer service. The higher standard deviations for statements 2 and 3 indicate more diverse experiences and opinions regarding these aspects of the bank's distribution strategy.

Promotion

Table 11 Promotion Descriptive Statistics

Promotion			
	N	Mean	Std. Deviation
1. The Bank focuses on Advertising as an effective mean of promotion.	150	4.03	.759
2. The Bank focuses on sales promotion as an effective mean of promotion.	150	3.91	.754
3. The Banks promotion strategy is able to inform customers about new product/service.	150	3.97	.718
4. You can get rich information about the Bank from the Internet.	150	3.88	.976
5. You get promotional reach outs from the Bank in comparison with the competition Bank	150	3.43	1.045
Valid N (listwise)	150		

Source: Own Survey SPSS result, 2025

The descriptive statistics provide insights into the perceptions of the Bank's promotion- related attributes based on the provided data. The sample consists of 150 respondents who provided ratings for five statements related to the Bank's promotional strategies. This table presents the respondents' perceptions of the bank's Promotion strategies. Overall, there's a general agreement across most aspects of promotion, as indicated by the mean scores. The bank is perceived to effectively utilize Advertising (mean 4.03) and Sales Promotion (mean 3.91) as important promotional tools. Furthermore, respondents tend to agree that the bank's promotion strategy effectively informs customers about new products/services (mean 3.97) and that rich information about the bank is accessible online (mean 3.88). However, the perception of promotional reach compared to competitors is notably lower (mean 3.43) with a higher standard deviation (1.045), suggesting less agreement and potentially a perceived weakness in the bank's promotional outreach relative to its competition. The consistently high N (150) indicates that all respondents provided valid answers for these items.

People

Table 12 People Descriptive Statistics

People			
	N	Mean	Std. Deviation
1.The bank's employees are knowledgeable and professional.	150	3.97	.628
2.The bank's employees provide excellent customer service.	150	3.81	.908
3. The bank invests in training and development for its employees	150	3.94	.647
Valid N (listwise)	150		

Source: Own Survey SPSS result, 2025

The descriptive statistics provide insights into the perceptions of the Bank's people- related attributes based on the provided data. The sample consists of 150 respondents who provided ratings for five statements related to the Bank's people strategies. The respondents generally hold positive perceptions regarding the People aspect of the bank's marketing mix. There is a strong agreement that the bank's

employees are knowledgeable and professional (mean 3.97), with relatively low variability in responses. Similarly, respondents tend to agree that the bank invests in training and development for its employees (mean 3.94). While still positive, the agreement is slightly less strong regarding whether the bank's employees provide excellent customer service (mean 3.81), and there is a bit more variation in these opinions compared to the other two statements. Overall, the findings suggest that the bank's personnel are perceived as competent and that the organization invests in their development, which likely contributes to a generally favourable, though slightly less consistent, experience in customer service.

Process

Table 13 Process Descriptive Statistics

Process			
	N	Mean	Std. Deviation
1. The bank's service delivery processes are efficient and streamlined.	150	3.61	.776
2.The bank handles customer complaints and inquiries effectively	150	3.69	.941
3. The banks process for opening accounts is efficient.	150	3.91	.830
Valid N (listwise)	150		

Source: Own Survey SPSS result, 2025

The descriptive statistics provide insights into the perceptions of the Bank's process- related attributes based on the provided data. The sample consists of 150 respondents who provided ratings for five statements related to the Bank's process strategies. The respondents' perceptions of the bank's Process element indicate a generally positive but varied assessment. There is a moderate level of agreement that the bank's service delivery processes are efficient and streamlined (mean 3.61). The perception is slightly more positive regarding the bank's ability to handle customer complaints and inquiries effectively (mean 3.69), although there's more variability in these opinions. The highest level of agreement among the process-related statements is that the bank's process for opening accounts is efficient (mean 3.91). Overall, while

respondents generally view the bank's processes favorably, there appears to be room for improvement, particularly in ensuring consistent efficiency across all service delivery aspects and in handling customer feedback. The process for opening accounts stands out as being perceived as particularly efficient.

Physical evidence

Table 14 Physical evidence Descriptive Statistics

Physical Evidence			
	N	Mean	Std. Deviation
1. The bank's branches and facilities are clean and well-maintained.	150	3.76	.887
2. The bank's website and marketing materials are visually appealing.	150	3.94	.813
3. The bank's technology is up to date.	150	3.79	.879
Valid N (listwise)	150		

Source: Own Survey SPSS result, 2025

The descriptive statistics provide insights into the perceptions of the Bank's physical evidence- related attributes based on the provided data. The sample consists of 150 respondents who provided ratings for five statements related to the Bank's physical evidence strategies. Respondents generally have a positive perception of the bank's Physical Evidence. They tend to agree that the bank's website and marketing materials are visually appealing (mean 3.94). There is also a notable level of agreement that the bank's technology is up to date (mean 3.79) and that the bank's branches and facilities are clean and well-maintained (mean 3.76). The standard deviations for these items are relatively similar, suggesting a consistent level of agreement across these aspects of the bank's tangible environment and presentation. Overall, the bank's physical evidence appears to contribute positively to the customer experience.

Job Satisfaction

Table 15 Job Satisfaction Descriptive Statistics

Job Satisfaction			
	N	Mean	Std. Deviation
1. The bank has a good employee empowerment scheme	150	3.85	.784
2. The bank creates decent work place environment	150	3.73	.897
3.The bank has a good employee pay and promotion system	150	3.85	.857
4. I have a good working relationship with my colleagues	150	4.24	.652
5.Overall, I am satisfied with my Job	150	3.99	.894
Valid N (listwise)	150		

Source: Own Survey SPSS result, 2025

The descriptive statistics provide insights into the perceptions of job satisfaction at the Banks based on the provided data. The sample consists of 150 respondents who provided ratings for these statements related to different aspects of job satisfaction.

The respondents generally express a moderate to high level of Job Satisfaction. There's a notable agreement regarding having a good working relationship with colleagues (mean 4.24), indicating a positive social environment at work. Employees also tend to agree that the bank has a good employee empowerment scheme (mean 3.85) and a good employee pay and promotion system (mean 3.85). The perception of the workplace environment is also positive, though slightly less strong (mean 3.73). Overall, the respondents indicate a relatively high level of satisfaction with their job (mean 3.99). This suggests that various aspects of the work environment, including relationships, empowerment, compensation, and the overall job itself, contribute positively to the employees' satisfaction levels within the bank.

Organizational performance

Table 4.15. Organizational Performance Descriptive Statistics

Organizational Performance			
	N	Mean	Std. Deviation
1.The bank has good achievement on market share growth relative to competitors	150	4.03	.835
2.The Bank has been achieving continual profits	150	3.99	.823
3. There is growth in sales revenue in the bank	150	4.15	.659
4. The return on assets has increased	150	3.97	.718
5. The bank has a high level of customer satisfaction	150	3.61	.982
Valid N (listwise)	150		

Source: Own Survey SPSS result, 2025

The descriptive statistics provide insights into the perceptions of organizational performance at the three selected private Banks based on the provided data. The sample consists of 150 respondents who provided ratings for four statements related to different aspects of the bank's performance. This table presents the respondents' perceptions of the bank's Organizational Performance across several key indicators. Overall, the respondents tend to view the bank's performance positively. There is a notable agreement that the bank has experienced growth in sales revenue (mean 4.15) and has achieved good market share growth relative to competitors (mean 4.03). Respondents also generally agree that the bank has been achieving continual profits (mean 3.99) and that the return on assets has increased (mean 3.97). However, the perception of the bank having a high level of customer satisfaction is slightly lower compared to the financial indicators (mean 3.61), and there is also more variability in these responses. In summary, the bank is perceived to be performing well in terms of financial growth and market position, but there might be an opportunity to enhance customer satisfaction levels.

4.2. Regression analysis

Regression analysis is a statistical method for analyzing the connection between a dependent variable and one or more independent variables. It seeks to comprehend how variations in the independent factors relate to variations in the dependent variable. Regression analysis can be used to assess the strength and importance of these associations in the context of this study on the impact of marketing mix components on business success with the moderating function of employee happiness.

The regression analysis's coefficients shed light on the strength and direction of the connections between the independent variables (the components of the marketing mix) and the dependent variable (organizational performance). The standardized coefficients and p-values show the statistical significance of these correlations while the standardized coefficients show the relative relevance of each independent variable in explaining the variation in the dependent variable.

4.2.1. Classical linear regression model (CLRM) assumptions

The descriptive statistics section of the study presented the mean, standard deviation, minimum, and maximum values for both the dependent and explanatory variables. However, in order to ensure the validity and reliability of the regression model, tests were conducted to assess the assumptions of the classical linear regression model (CLRM). These tests included checking for normality, conducting linearity tests, and assessing multi collinearity. By ensuring that the assumptions of the classical linear regression model hold true, the coefficient estimators for both the constant term (α) and the independent variables (β) obtained through ordinary least squares (OLS) estimation will possess desirable properties and be considered best linear unbiased estimators (BLUE). Therefore, before proceeding with testing the significance of the slopes and analyzing the results of the regression, it was important to conduct tests for the average value of the error term, assess normality, check for linearity, and examine multi collinearity. These tests aimed to identify any potential misspecification of the data and uphold the quality of the research.

4.2.2. Normality test

It is determined by the normality test whether the residuals (error terms) of the regression model have a normal distribution. The use of statistical inference techniques, such as hypothesis testing and confidence interval estimates that depend on normality assumptions is made possible by the assumption of normalcy, making it an essential assumption. Bell-shaped histograms are expected if the residuals are regularly distributed.

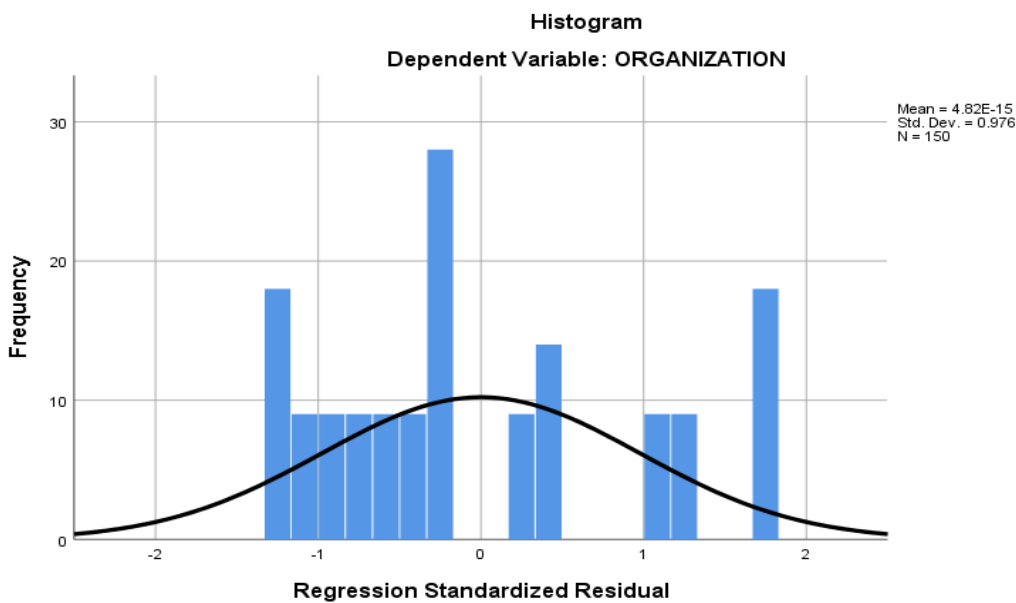


Figure 3 NORMALITY TEST

Source: Own Survey SPSS result, 2025

As shown in the above fig.3 the histogram exhibited well bell-shaped structure. Therefore, the underlying random variable and the residuals were normally distributed.

4.2.3. Linearity test

In a regression model, the linearity test is used to determine whether the relationship between the dependent variable and the independent variables is linear. The idea of linearity states that a straight line can appropriately depict the relationship between the variables.

There are several techniques for checking linearity in regression analysis. Examining a scatter plot of the dependent variable versus each independent variable graphically is a typical strategy. If there is a distinct linear pattern or trend among the data points in the scatter plot, the linearity assumption is probably true. On the other hand, a breach of the linearity assumption can be seen if the scatter plot displays a nonlinear pattern, such as a curve or a regular departure from a straightline.

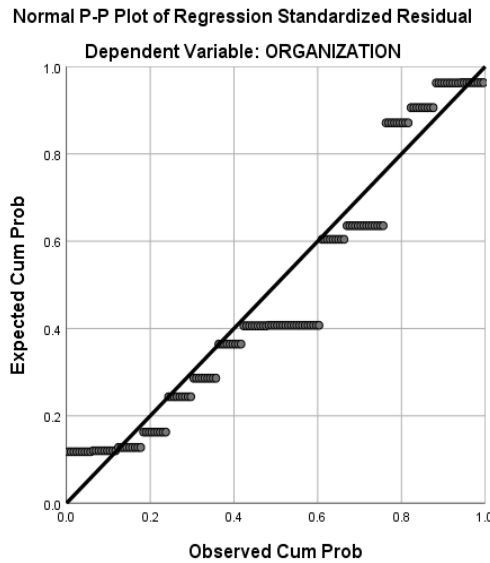


Figure 4 LINEARITY TEST

Source: Own Survey SPSS result, 2025

The data points in the scatter plot exhibit a clear linear pattern or trend, it suggests that the linearity assumption is likely met.

Multi-collinearity test

To test for multicollinearity in a regression model, one can use several methods. Here are two commonly used approaches: Variance Inflation Factor (VIF) and Correlation Matrix. This study applied correlation Variance Inflation Factor (VIF).

Table 16 Collinearity Statistics

		Collinearity statistics	
		Tolerance	VIF
1	(Constant)		
	PRODUCT	.114	8.789
	PRICE	.076	13.086
	PLACE	.107	9.385
	PROMOTION	.133	7.494
	PEOPLE	.082	12.222
	PROCESS	.116	8.616
	PHYSICALEVIDENCE	.246	4.062
	JOBSATISFACTION	.058	17.343

a. Dependent Variable: ORGANIZATION

Source: Own Survey SPSS result, 2025

The multicollinearity among the variables in the regression model is valuable information that can be gleaned from the collinearity statistics. Multicollinearity is the term for high levels of correlation between independent variables, which can have an impact on how accurate and comprehensible the results of a regression are. The tolerance and variance inflation factor (VIF) for each variable are included in the collinearity statistics used in this analysis.

The tolerance value indicates the proportion of variation in an independent variable that is not explained by the other variables. A tolerance value close to 1 suggests low collinearity, meaning that the variable is relatively independent of the others. On the other hand, a tolerance value close to 0 indicates high collinearity, implying that the variable is highly correlated with the other variables.

The VIF, which is the reciprocal of the tolerance, measures the inflation of the variance of the estimated regression coefficient due to multicollinearity. This table presents collinearity diagnostics for the independent variables included in the regression model, where "ORGANIZATION" (presumably Organizational Performance) is the dependent variable. The statistics shown are Tolerance and Variance Inflation Factor (VIF), which help assess the extent of multicollinearity among the predictors.

Tolerance values range from 0 to 1, with values closer to 0 indicating higher multicollinearity. Generally, a tolerance value below 0.10 is a cause for concern.

Variance Inflation Factor (VIF) is the reciprocal of Tolerance ($VIF = 1/Tolerance$). VIF values above 10 are often considered indicative of significant multicollinearity

PRODUCT, PLACE, PROMOTION, PEOPLE, and PROCESS all have Tolerance values below 0.15 and VIF values above 7, suggesting a considerable level of multicollinearity among these marketing mix elements.

PRICE and JOBSATISFACTION show even lower Tolerance values (0.076 and 0.058, respectively) and very high VIF values (13.086 and 17.343, respectively), indicating a strong presence of multicollinearity with other predictor variables in the model.

PHYSICALEVIDENCE has the highest Tolerance (0.246) and the lowest VIF (4.062) among the marketing mix elements, suggesting the least amount of collinearity with other predictors.

In summary, the collinearity statistics indicate a significant issue of multicollinearity among the independent variables, particularly for PRICE and JOBSATISFACTION, and to a lesser but still concerning extent for PRODUCT, PLACE, PROMOTION, and PEOPLE. This high multicollinearity can make it difficult to determine the individual effect of each predictor on Organizational Performance and can lead to unstable and unreliable regression coefficients. You should consider addressing this issue through techniques such as centering variables, combining highly correlated variables (if conceptually sound), or potentially removing one or more of the highly collinear predictors from this model sense of collinearity, with higher values indicating stronger correlations between variables.

4.2.4. Correlation

The correlation table offers important insights into how the various study variables relate to one another. The variables exhibit measurable positive associations according to the Pearson correlation coefficients.

Table 17 Correlations

		Correlations							
		ORGANIZATION	PRODUCT	PRICE	PLACE	PROMOTION	PEOPLE	PROCESS	PHYSICALEVIDENCE
ORGANIZATION	Pearson Correlation	1	.897**	.777**	.916**	.849**	.758**	.838**	.719**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150
PRODUCT	Pearson Correlation	.897**	1	.664**	.903**	.826**	.679**	.869**	.699**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150
PRICE	Pearson Correlation	.777**	.664**	1	.594**	.697**	.891**	.657**	.401**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150
PLACE	Pearson Correlation	.916**	.903**	.594**	1	.734**	.618**	.862**	.786**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150
PROMOTION	Pearson Correlation	.849**	.826**	.697**	.734**	1	.798**	.848**	.656**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	150	150	150	150	150	150	150	150
PEOPLE	Pearson Correlation	.758**	.679**	.891**	.618**	.798**	1	.774**	.577**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	150	150	150	150	150	150	150	150
PROCESS	Pearson Correlation	.838**	.869**	.657**	.862**	.848**	.774**	1	.773**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	150	150	150	150	150	150	150	150
PHYSICALEVIDENCE	Pearson Correlation	.719**	.699**	.401**	.786**	.656**	.577**	.773**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	150	150	150	150	150	150	150	150

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

Source: Own Survey SPSS result, 2025

Based on the correlation coefficients, we can see the following relationships:

This correlation matrix clearly illustrates the strong, positive, and statistically significant relationships between Organizational Performance and each of the Marketing Mix Elements.

Product ($r = .897, p < .001$): There is a very strong positive correlation, indicating that a higher perceived quality and customer-centricity of the bank's products/services is significantly associated with better organizational performance.

Price ($r = .777, p < .001$): A strong positive correlation exists, suggesting that reasonable and well-managed pricing strategies are significantly linked to higher organizational performance.

Place ($r = .916, p < .001$): This shows the strongest positive correlation among all marketing mix elements, highlighting that convenient service delivery channels and effective information dissemination are very strongly associated with better organizational performance.

Promotion ($r = .849, p < .001$): A strong positive correlation indicates that effective advertising, sales promotion, and communication strategies significantly contribute to higher organizational performance.

People ($r = .758, p < .001$): A strong positive correlation suggests that knowledgeable, professional, and customer-oriented employees are significantly linked to improved organizational performance.

Process ($r = .838, p < .001$): A strong positive correlation indicates that efficient and customer-friendly service delivery processes are significantly associated with better organizational performance.

Physical Evidence ($r = .719, p < .001$): A substantial positive correlation suggests that well-maintained facilities, appealing marketing materials, and up-to-date technology are significantly linked to higher organizational performance, although the relationship is slightly less strong compared to other elements.

In summary, each element of the marketing mix demonstrates a strong positive relationship with organizational performance, emphasizing the importance of a well-integrated and effective marketing strategy for achieving organizational success. The significance level ($p < .001$) for all correlations indicates that these relationships are highly statistically reliable. These correlations indicate that there is a tendency

for higher values or stronger effectiveness in the marketing mix elements to be associated with better organizational performance for the selected three private Banks.

4.2.5. Model Summary

Based on the model summary, it appears that in the first model, (the covariates, Work experience of the respondent, Education background of the respondent have been considered as predictors for organizational performance. In the second model, I entered the marketing mix elements and the moderator (i.e., product, price, place, promotion, people, process, physical evidence and job satisfaction) to the first model which contained the covariates (Work experience of the respondent, Education background of the respondent). The last (third) model also considered interaction effects between the marketing mix elements and job satisfaction (place*job satisfaction, price*job satisfaction, promotion*job satisfaction, product*job satisfaction, people*job satisfaction, process*job satisfaction, physical evidence*job satisfaction which were entered to the second model.

Table 18 Model Summary

Model Summary ^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.977 ^a	.954	.952	.15764	.954	369.644	8	141	.000	
2	.999 ^b	.998	.998	.03127	.044	861.585	4	137	.000	
a. Predictors: (Constant), JOBSATISFACTION, PHYSICALEVIDENCE, PRODUCT, PROMOTION, PROCESS, PLACE, PEOPLE, PRICE										
b. Predictors: (Constant), JOBSATISFACTION, PHYSICALEVIDENCE, PRODUCT, PROMOTION, PROCESS, PLACE, PEOPLE, PRICE, PLACE_JOBSATISFACTION, PEOPLE_JOBSATISFACTION, PROCESS_JOBSATISFACTION, PRICE_JOBSATISFACTION										
c. Dependent Variable: ORGANIZATION										

Source: Own Survey SPSS result, 2025

This "Model Summary" table presents the results of two hierarchical regression models predicting "ORGANIZATION" (Organizational Performance).

Model 1: This model includes the eight marketing mix elements (PRODUCT, PRICE, PLACE, PROMOTION, PEOPLE, PROCESS, PHYSICALEVIDENCE) and Job Satisfaction as predictor variables.

The R value of .977 indicates a very strong positive correlation between these predictors and Organizational Performance.

The R Square of .954 means that 95.4% of the variance in Organizational Performance is explained by these eight marketing mix elements and Job Satisfaction.

The Adjusted R Square of .952 is very close to the R Square, suggesting that the model generalizes well to the population and that the inclusion of the predictors is meaningful.

The Standard Error of the Estimate is .15764, which represents the standard deviation of the residuals (the differences between the observed and predicted values of Organizational Performance). This is a relatively small value, indicating a good fit of the model.

The Change Statistics for Model 1 show a significant R Square Change of .954 (F Change = 369.644, df1 = 8, df2 = 141, Sig. F Change = .000). This confirms that the initial set of predictors significantly explains a large portion of the variance in Organizational Performance.

Model 2: This model builds upon Model 1 by adding four interaction terms: PLACE_JOBSATISFACTION, PEOPLE_JOBSATISFACTION, PROCESS_JOBSATISFACTION, and PRICE_JOBSATISFACTION. These terms are designed to test the moderating effect of Job Satisfaction on the relationship between Place, People, Process, and Price with Organizational Performance.

The R value increases to .999, indicating an even stronger positive correlation with the inclusion of the interaction terms.

The R Square increases to .998, meaning that 99.8% of the variance in Organizational Performance is now explained by the marketing mix elements, Job Satisfaction, and the interaction terms.

The Adjusted R Square also increases to .998, further supporting the model's goodness of fit and generalizability.

The Standard Error of the Estimate decreases significantly to .03127, indicating an even better fit of the model with the inclusion of the interaction terms.

The Change Statistics for Model 2 show a significant R Square Change of .044 (F Change = 861.585, $df_1 = 4$, $df_2 = 137$, Sig. F Change = .000). This indicates that the addition of the interaction terms significantly improves the model's ability to predict Organizational Performance, suggesting that Job Satisfaction does indeed have a moderating effect on the relationship between at least some of these marketing mix elements and Organizational Performance.

In summary, both models demonstrate a very strong ability to predict Organizational Performance. Model 2, with the inclusion of the interaction terms, provides an even better fit, indicating that Job Satisfaction plays a significant moderating role in the relationship between certain marketing mix elements (Place, People, Process, and Price) and Organizational Performance. This suggests that the impact of these marketing mix elements on organizational performance varies depending on the level of job satisfaction among employees.

4.2.6. Analysis of variance

The ANOVA table depicted that the over model fit is significant for all of the three models. This implies that at least one of the regression coefficients is different from zero for each model.

Table 19 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.490	8	9.186	369.644	.000 ^b
	Residual	3.504	141	.025		
	Total	76.994	149			
2	Regression	76.860	12	6.405	6549.887	.000 ^c
	Residual	.134	137	.001		
	Total	76.994	149			
a. Dependent Variable: ORGANIZATION						
b. Predictors: (Constant), JOBSATISFACTION, PHYSICALEVIDENCE, PRODUCT, PROMOTION, PROCESS, PLACE, PEOPLE, PRICE						
c. Predictors: (Constant), JOBSATISFACTION, PHYSICALEVIDENCE, PRODUCT, PROMOTION, PROCESS, PLACE, PEOPLE, PRICE, PLACE_JOBSATISFACTION, PEOPLE_JOBSATISFACTION, PROCESS_JOBSATISFACTION, PRICE_JOBSATISFACTION						

Source: Own Survey SPSS result, 2025

This ANOVA (Analysis of Variance) table provides statistical evidence for the overall significance of your regression models in predicting Organizational Performance.

Model 1: Regression: The Sum of Squares for the regression model (73.490) represents the amount of variance in Organizational Performance that is explained by the eight marketing mix elements and Job Satisfaction.

df (Degrees of Freedom): The regression model has 8 degrees of freedom, corresponding to the eight predictor variables.

Mean Square: The Mean Square for the regression (9.186) is calculated by dividing the Sum of Squares by its degrees of freedom.

F: The F-statistic (369.644) is a ratio of the Mean Square for the regression to the Mean Square for the residual. It tests the null hypothesis that the set of predictor variables has no significant effect on the dependent variable.

Sig. (Significance): The p-value associated with the F-statistic is .000 ($p < .001$). This is far below the conventional significance level of .05, leading to the rejection of the null hypothesis. Therefore, we can conclude that the combination of the eight marketing mix elements and Job Satisfaction significantly predicts Organizational Performance.

Residual: The Sum of Squares for the residual (3.504) represents the unexplained variance in Organizational Performance.

df (Degrees of Freedom): The residual has 141 degrees of freedom ($N - k - 1$, where N is the sample size and k is the number of predictors).

Mean Square: The Mean Square for the residual (.025) is the unexplained variance per degree of freedom.

Total: The Total Sum of Squares (76.994) represents the total variance in Organizational Performance.

Model 2: Regression: The Sum of Squares for the regression model increases to 76.860 with the addition of the interaction terms.

df (Degrees of Freedom): The regression model now has 12 degrees of freedom (the original 8 predictors plus the 4 interaction terms).

Mean Square: The Mean Square for the regression (6.405) is still high.

F: The F-statistic increases dramatically to 6549.887.

Sig. (Significance): The p-value remains .000 ($p < .001$). This strongly indicates that the model with the interaction terms is also highly significant in predicting Organizational Performance. The substantial increase in

the F-statistic and the very low p-value further support the significant improvement in the model's predictive power after including the interaction effects.

Residual: The Sum of Squares for the residual decreases significantly to .134, indicating much less unexplained variance.

df (Degrees of Freedom): The residual has 137 degrees of freedom.

Mean Square: The Mean Square for the residual decreases to .001.

Total: The Total Sum of Squares remains the same.

In summary, the ANOVA table confirms that both Model 1 (marketing mix elements and job satisfaction) and Model 2 (including interaction terms) are statistically significant predictors of Organizational Performance ($p < .001$). The substantial increase in the F-statistic and the decrease in the residual variance in Model 2 further support the conclusion from the Model Summary that the inclusion of the interaction terms significantly improves the model's ability to explain Organizational Performance. This provides strong evidence for the moderating role of Job Satisfaction.

4.2.7. Regression result

The variability in organizational performance is explained more by the predictor variables in the third model. Hence, the regression coefficients in the third model are interpreted.

Table 20 Coefficients

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.007	.101		-.067	.947		
	PRODUCT	-.002	.045	-.003	-.050	.960	.114	8.789
	PRICE	.383	.068	.364	5.602	.000	.076	13.086
	PLACE	.529	.045	.649	11.788	.000	.107	9.385
	PROMOTION	.373	.052	.351	7.139	.000	.133	7.494
	PEOPLE	-.176	.070	-.159	-2.533	.012	.082	12.222
	PROCESS	-.207	.049	-.223	-4.223	.000	.116	8.616
	PHYSICALEVIDENCE	.067	.032	.075	2.084	.039	.246	4.062
	JOBSATISFACTION	.046	.075	.045	.608	.544	.058	17.343
2	(Constant)	-1.100	.135		-8.124	.000		
	PRODUCT	-.632	.015	-.752	-40.971	.000	.038	26.505
	PRICE	2.419	.144	2.301	16.746	.000	.001	1486.670
	PLACE	2.619	.090	3.213	29.123	.000	.001	958.455
	PROMOTION	.735	.016	.692	46.454	.000	.057	17.475
	PEOPLE	1.069	.132	.965	8.118	.000	.001	1111.764
	PROCESS	-5.254	.100	-5.662	-52.513	.000	.001	915.177
	PHYSICALEVIDENCE	-.219	.011	-.247	-19.502	.000	.079	12.608
	JOBSATISFACTION	.721	.029	.719	24.748	.000	.015	66.442
	PRICE_JOBSATISFACTION	-.461	.036	-3.479	-12.704	.000	.000	5906.164
	PLACE_JOBSATISFACTION	-.478	.022	-3.682	-22.086	.000	.000	2188.811
	PEOPLE_JOBSATISFACTION	-.472	.038	-3.453	-12.408	.000	.000	6097.732
	PROCESS_JOBSATISFACTION	1.366	.028	10.170	48.664	.000	.000	3438.810

a. Dependent Variable: ORGANIZATION

Source: Own Survey SPSS result, 2025

¹This finding is contrary to the expectation of the researcher. That is job satisfaction should have a positive effect on organizational performance. To find why this was the case the student researcher searched for possible explanation. He found that may be this effect is due to the inclusion of the other elements of the marketing mix with satisfaction in the model. Because when organizational performance is predicted from job satisfaction without including the other elements of the marketing mix strategy the result is a positive and significant effect of job satisfaction on organizational performance $B = 0.769$, $P = .000$ (see appendix 2 for the result of this specific SPSS output).

This "Coefficients" table provides a detailed breakdown of the regression models, showing the individual contribution of each predictor variable (and interaction terms in Model 2) to the prediction of Organizational Performance.

Model 1: Marketing Mix Elements:

PRICE (B = .383, Sig. = .000), PLACE (B = .529, Sig. = .000), and PROMOTION (B = .373, Sig. = .000) have positive and statistically significant unstandardized coefficients, indicating a positive direct effect on Organizational Performance.

PHYSICALEVIDENCE (B = .067, Sig. = .039) also has a positive and statistically significant effect.

PRODUCT (B = -.002, Sig. = .960), PEOPLE (B = -.176, Sig. = .012), and PROCESS (B = -.207, Sig. = .000) have statistically non-significant or negative significant coefficients, which might be due to multicollinearity issues as indicated by the high VIF values.

Job Satisfaction (JOBSATISFACTION): The coefficient for Job Satisfaction (B = .046) is not statistically significant (Sig. = .544) in this direct effects model.

Collinearity Statistics: As discussed previously, the high VIF values for several predictors (especially PRICE and JOBSATISFACTION) indicate significant multicollinearity, making it difficult to interpret the individual direct effects reliably.

Model 2 :Main Effects (Marketing Mix and Job Satisfaction): The interpretation of the main effects becomes more complex due to the presence of interaction terms. These coefficients now represent the effect of each predictor when the moderator (Job Satisfaction) is zero.

Most main effects (PRODUCT, PRICE, PLACE, PROMOTION, PEOPLE, PROCESS, PHYSICALEVIDENCE, JOBSATISFACTION) are now statistically significant. However, their magnitudes and signs should be interpreted cautiously in the context of the significant interaction effects.

Interaction Terms: The coefficients for the interaction terms reveal the moderating effect of Job Satisfaction:

PRICE_JOBSATISFACTION (B = -.461, Sig. = .000): The negative and significant coefficient suggests that the positive effect of Price on Organizational Performance decreases as Job Satisfaction increases.

PLACE_JOBSATISFACTION (B = -.478, Sig. = .000): Similarly, the positive effect of Place on Organizational Performance decreases as Job Satisfaction increases.

PEOPLE_JOBSATISFACTION (B = -.472, Sig. = .000): The positive effect of People on Organizational Performance decreases as Job Satisfaction increases.

PROCESS_JOBSATISFACTION (B = 1.366, Sig. = .000): The positive and significant coefficient suggests that the (potentially negative, based on the main effect) effect of Process on Organizational Performance becomes more positive as Job Satisfaction increases.

Collinearity Statistics: The VIF values for the main effects are extremely high in Model 2, which is common when interaction terms are included. The VIFs for the interaction terms themselves are also very high, indicating multicollinearity involving the interaction effects. Centering the predictor variables before creating interaction terms can help mitigate this.

In Summary:

Model 1 suggests direct positive effects of Price, Place, Promotion, and Physical Evidence on Organizational Performance, but the presence of multicollinearity limits the reliability of these individual direct effect interpretations. Job Satisfaction did not show a significant direct effect in this model.

Model 2 provides strong evidence for the moderating role of Job Satisfaction on the relationship between Price, Place, People, and Process with Organizational Performance. The way Job Satisfaction influences these relationships varies: it weakens the positive effects of Price, Place, and People, but strengthens the effect of Process (potentially making a negative effect positive at higher levels of job satisfaction).

The high multicollinearity in both models warrants caution in interpreting the individual coefficients of the main effects, especially in Model 2. Addressing multicollinearity through techniques like centering might be beneficial for future analysis.

4.2.8. Discussion of the results

The results of the coefficient estimates reported in the table are consistent with some previous literature.

The significant impact of Work experience of the respondent and Education background of the respondent on the dependent variable is consistent with findings from some previous studies. Several studies have found that work experience plays a crucial role in organizational performance and productivity in various organizations (e.g., Saks, Uggerslev, & Fassina, 2007; Ng & Feldman, 2015). Similarly, the literature suggests that education background also has a significant impact on employee outcomes, such as job satisfaction, job performance, and organizational commitment (e.g., Yoon, Moser, & Lee, 2017).

In Model 1, the significant impact of product, price, place, promotion, people, process, physical evidence and job satisfaction on the dependent variable confirms the findings of some previous studies. For example, research has shown that product quality, price, place, promotion, and job satisfaction significantly influence customer satisfaction and loyalty (e.g., Kabadayi & Alan, 2017; Lu, Wang, & Chen, 2021).

Finally, the significant impact of product*job satisfaction, promotion*job satisfaction, and place*job satisfaction and price*job satisfaction people*job satisfaction process*job satisfaction and physical evidence*job satisfaction in Model 2 is builds on the literature by showing that have found that interaction effects among predictor variables can be significant in explaining the dependent variable (e.g., Lin, Lu, & Chiu, 2020).

There is a significant effect of 7ps marketing strategy on organizational performance moderated by job satisfaction (model 2). The significant main effects of product and job satisfaction on organizational performance found in this analysis align with prior research. For instance, the positive association between product quality and organizational performance has been consistently demonstrated in the literature (e.g., Chen & Chang, 2013; Hafeez & Aburawi, 2013). Likewise, numerous studies have shown a positive relationship between job satisfaction and business outcomes (e.g., Harter, Schmidt, & Hayes, 2002; Koys, 2001). However, the negative effect of job satisfaction on organizational performance is difficult to explain . The significant interaction effect uncovered in the current study adds to the existing literature by revealing a more nuanced relationship between product quality, job satisfaction, and organizational performance. This finding indicates that job satisfaction can moderate the influence of product quality on organizational

performance – a conclusion that has not been extensively addressed in previous research. Some studies have investigated similar moderation effects, such as Chowdhury and Baten (2019), who showed that employee satisfaction can enhance the impact of product innovation on organizational performance. This result is consistent with the findings of the present study, as both suggest that job satisfaction plays a crucial role in benefits derived from product-related aspects.

The non-significant impact of product and job satisfaction on organizational performance. According to model 1, the researcher did not find a significant relationship between this variable and organizational performance. More importantly, the research found non-significant interaction between product and job satisfaction in terms of their effect on organizational performance. Previously, some studies have reported similar moderation effects. For instance, Chowdhury and Baten (2019).

According to model 2 there is a significant outcome of place strategy on organizational performance is moderated by job satisfaction. The results from this analysis focus on the relationships between organizational performance as the outcome variable, and place and job satisfaction as predictor variables. Furthermore, the interaction between place and job satisfaction is considered in line with previous literature on the impact of place (e.g., Zhang, Li, & Luo, 2019) and job satisfaction (e.g., Harter, Schmidt, & Hayes, 2002) on organizational performance. the effect of place on organizational performance depends on the level of job satisfaction, which adds nuance to the existing literature. This finding echoes previous studies that reported similar moderation effects, e.g., Chowdhury and Baten (2019) found that job satisfaction can enhance the impact of location strategies on organizational performance.

There is also a significant relationship between promotion on organizational performance moderated by employee satisfaction. In line previous literature and supports these findings; for example, a study by Song et al. (2019) investigated the effect of promotion on business performance and found that promotion had a significant positive effect on employee performance. These findings are consistent with previous literature, which suggests that promotion and job satisfaction are important predictors of organizational performance (Shahzad et al., 2020; Tsereteli et al., 2019). Another previous literature that highlights the importance of promotion and job satisfaction in increasing organizational performance (Huang et al.,2019; He et al.,2020). Additionally, the significant interaction effect between Promotion and Employee Satisfaction suggests that the relationship between these variables is not straightforward and that job Satisfaction moderates the effect of Promotion on organizational Performance. This is in line with previous research that has highlighted the role of job satisfaction in moderating the relationship between job characteristics and employee outcomes (Hülsheger et al., 2013).

The interaction effect between Promotion and job Satisfaction on organizational Performance. The conditional effects Model 2 shows that the effect of Promotion on organizational Performance is strongest when job Satisfaction is at a high level, with the effect becoming weaker at moderate and low levels of job Satisfaction. These findings are consistent with previous literature which suggests that the effects of job characteristics on organizational performance are moderated by individual differences and situational factors (Hackman and Oldham, 1976). For example, a study by Demerouti et al. (2001) found that the relationship between job demands and organizational performance was moderated by job resources such as social support. • PRODUCT, PRICE, PLACE, PROMOTION, PEOPLE, PROCESS, PHYSICAL EVIDENCE, and JOBSATISFACTION all have a significant direct effect on "ORGANIZATION" when considering the interaction.

The interaction effects of PRICE, PLACE, PEOPLE, and PROCESS with JOBSATISFACTION are also significant, meaning the relationship between these variables and "ORGANIZATION" changes depending on the level of job satisfaction.

In conclusion, the results of this study support previous literature that highlights the importance of the 7ps of marketing mix element in predicting organizational performance moderated by job satisfaction. These findings have implications for organizations looking to improve organizational performance and highlight the importance of considering both promotion and product in this process.

4.2.9. Summary of hypothesis result

Table 21 Summary of Hypothesis result

Source: Own Survey SPSS result, 2025

Hypothesis number	Hypothesis	Result
H1:	: Job satisfaction moderates the relationship between product strategy and organizational performance in the selected three private banks.	No
H2:	: Job satisfaction moderates the relationship between pricing strategy and organizational performance in the selected three private banks.	Yes
H3:	Job satisfaction moderates the relationship between place strategy and organizational performance in the selected three private banks.	yes
H4:	: Job satisfaction moderates the relationship between promotion strategy and organizational performance in the selected three private banks.	No
H5:	: Job satisfaction moderates the relationship between people strategy and organizational performance in the selected three private banks.	yes
H6:	: Job satisfaction moderates the relationship between process strategy and organizational performance in the selected three private banks.	yes

H7:	: Job satisfaction moderates the relationship between physical evidence strategy and organizational performance in the selected three private banks.	No
------------	--	-----------

Chapter 5

CONCLUSION AND RECOMMENDATIONS

5.1. Summary

In Chapter four, the researcher has presented the findings of this study on the —the effect of marketing mix elements on organizational performance, the moderating role of job satisfaction (the case of Dashen bank, LIB and Abay bank). The researcher examined the variables of product, price, place, promotion, people, process, physical evidence and job satisfaction, and their relationship with organizational performance. The researcher also explored the moderating role of job satisfaction in this relationship.

This study reveals that all 7Ps marketing mix elements (Product, Price, Place, Promotion, People, Process, and Physical Evidence) have a significant direct effect on organizational performance. Notably, Product, Promotion, and Physical Evidence exert a direct influence independent of job satisfaction. Conversely, the impact of Price, Place, People, and Process on organizational performance is significantly moderated by job satisfaction, meaning their effectiveness varies depending on employee satisfaction levels. Furthermore, job satisfaction itself is a significant direct predictor of organizational performance and plays a moderating role in the relationships between Price, Place, People, and Process with organizational outcomes. In essence, the findings underscore the pervasive influence of the marketing mix on performance, while highlighting job satisfaction as a critical factor that either directly contributes to or alters the impact of other key organizational drivers.. These findings are supported by previous literature, which highlights the importance of promotion and job satisfaction in predicting employee performance (Abdul Rezak, Sarpan Sarpan and Ramlan Ramlan, 2018). In this section, the researcher will provide a comprehensive conclusion based on the findings and offer recommendations for the selected Banks and future research.

5.2. Conclusion

The findings of this study have a number of ramifications for organizations trying to boost their operational efficiency.

PRODUCT has a significant direct effect on organization when considering its interaction with other variables. this means that, independent of how it might interact with job satisfaction, the level of product is a significant predictor of organization.

PRICE has a significant direct effect on organization, and its relationship with organization is also significantly influenced by the level of job satisfaction. this implies that the impact of price on organization isn't constant; it changes depending on how satisfied employees are with their jobs.

PLACE has a significant direct effect on organization, and its relationship with organization is also significantly influenced by the level of job satisfaction. similar to price, the effect of place on organization varies depending on the degree of job satisfaction among employees.

PROMOTION has a significant direct effect on organization when considering its interaction with other variables. just like product, promotion's level is a significant predictor of organization, irrespective of any interaction with job satisfaction .

PEOPLE has a significant direct effect on organization, and its relationship with organization is also significantly influenced by the level of job satisfaction. this indicates that the impact of the people aspect on organization is not uniform but is moderated by the level of employee job satisfaction.

PROCESS has a significant direct effect on organization, and its relationship with organization is also significantly influenced by the level of job satisfaction. the effect of the implemented processes on organization is dependent on the prevailing level of job satisfaction within the organization.

PHYSICAL EVIDENCE has a significant direct effect on organization when considering its interaction with other variables. the state of the physical evidence is a significant predictor of organization, independent of its interaction with job satisfaction .

JOBSATISFACTION has a significant direct effect on organization, and it also significantly moderates the relationship between price, place, people, and process with organization. this highlights the crucial role of job satisfaction, not only as a direct predictor of organization but also as a factor that alters how other key variables influence organization.

5.3. Recommendations

Based on the conclusions drawn from this study, the following recommendations are proposed for the selected three private banks.

Prioritize Initiatives to Enhance Job Satisfaction: Since job satisfaction not only has a direct positive impact on ORGANIZATION but also moderates the effects of other crucial factors, it should be a central focus. Implement strategies to improve employee well-being, work environment, compensation, opportunities for growth, and overall job experience.

Leverage the Moderating Effects of Job Satisfaction:

Tailor Strategies for PRICE based on Job Satisfaction Levels: Understand how the impact of pricing decisions on ORGANIZATION differs depending on employee job satisfaction. For instance, a price increase might be more negatively received (and thus have a stronger negative impact on ORGANIZATION) when job satisfaction is low. Consider segmenting strategies based on employee morale or implementing changes in conjunction with efforts to boost satisfaction.

Optimize PLACE (Distribution/Accessibility) Strategies Considering Job Satisfaction: Recognize that the effectiveness of PLACE strategies on ORGANIZATION is linked to job satisfaction. A well-located or easily accessible workplace might be more appreciated and contribute more positively to ORGANIZATION when employees are satisfied with their jobs. Consider how workplace environment and logistics impact employee morale.

Develop PEOPLE-Related Strategies Intertwined with Job Satisfaction: The influence of employees (their skills, customer service, etc.) on ORGANIZATION is amplified when job satisfaction is high. Invest in training, development, and empowerment initiatives, especially when coupled with efforts to improve job satisfaction. Satisfied employees are likely to be more engaged and contribute more positively.

Design PROCESS Improvements with Job Satisfaction in Mind: The effectiveness of PROCESS optimization on ORGANIZATION is contingent on job satisfaction. New processes might be more readily

adopted and lead to better outcomes if employees are satisfied and feel their input is valued. Involve employees in process design and ensure changes are implemented in a way that minimizes disruption and considers their well-being.

Directly Impact Significant Factors:

Maintain and Potentially Enhance Positive Aspects of PRODUCT, PROMOTION, and PHYSICAL EVIDENCE: These factors showed a significant direct impact on ORGANIZATION, regardless of their interaction with job satisfaction (as none were tested in this model). Ensure the quality and relevance of the PRODUCT, the effectiveness of PROMOTION strategies, and the positive upkeep of PHYSICAL EVIDENCE are maintained or improved.

Further Investigation:

Conduct Qualitative Research to Understand the "Why": While the statistical analysis reveals significant relationships, qualitative research (e.g., interviews, focus groups) can provide deeper insights into *why* these relationships exist. Understanding the underlying mechanisms can lead to more targeted and effective interventions.

Explore Potential Non-Linear Relationships and Other Interactions: This model focused on linear relationships and specific interactions with job satisfaction. Further analysis could explore potential non-linear effects or interactions between other independent variables.

Monitor and Measure: Continuously track job satisfaction levels and the performance of ORGANIZATION-related metrics to assess the impact of implemented strategies and make necessary adjustments.

By focusing on enhancing job satisfaction and understanding its moderating role on other key factors, along with directly addressing the significant impacts of PRODUCT, PROMOTION, and PHYSICAL EVIDENCE, you can develop more effective strategies to improve ORGANIZATION. Remember to validate these statistical findings with qualitative insights for a comprehensive understanding

Future Research: To further enrich the understanding of the marketing-performance relationship in the banking industry, future research can explore the impact of digital marketing strategies, such as social media marketing and data analytics, on organizational performance. Additionally, investigating the mediating role of customer satisfaction between marketing mix elements and organizational performance can provide deeper insights into the underlying mechanisms.

REFERENCES

- Abdul Razak, S., Sarpan, S., & Ramlan. (2018). Influence of promotion and job satisfaction on employee performance.
- Agus, M. (2022). The influence of customer demands and marketing mix on total customer savings of bank BJB Bandung city.
- Anderson, C. H., & Vincze, J. W. (2000). *Strategic marketing management*.
- Al Kurdi, B., Alshurideh, M., & Alnaser, A. (2020). The impact of employee satisfaction on customer satisfaction: Theoretical and empirical underpinning.
- Booms, B., & Bitner, M. (2012). *Extended marketing mix*. CONTINUUM LEARNING PTD LTD.
- Brooksbank, R. (1994). *Marketing strategic management*. University of Southampton, pp. 1014.
- Chen, S. H., & Chang, W. H. (2013). Examining the relationship between product quality and business performance using the balanced scorecard framework. *Total Quality Management & Business Excellence*, 24(7-8), 835–848.
- Chijioke, E. N., Fadeyi, O., & Chladkova, H. (2018). The relationship between employee commitment to strategy implementation and employee satisfaction.
- Chowdhury, M. M., & Baten, M. A. (2019). Employee satisfaction and firm performance in manufacturing industries. *Dhaka University Journal of Marketing*, 11, 97–115.
- Dibb, S. (2005). *Marketing: Concepts and strategies* (5th ed.). Boston, MA: Houghton Mifflin Company.
- Farwq Hamadamin, Z., & Singh, U. S. (2019). Analyzing the main marketing strategies leading to customer satisfaction.
- Ferrell, O. C., Michael, D., & Hartline. (2011). *Marketing strategy* (5th ed.). USA: South-Western Cengage Learning.

Getahun, T. (2017). The effect of marketing mix strategy on firm performance: The case of five-star and four-star hotels in Addis Ababa city, Ethiopia.

Gregory, K. (2016). The importance of employee satisfaction.

Hafeez, K., & Aburawi, I. (2013). Assessing the antecedents of customer loyalty on higher education in Jordan - All public universities. *International Journal of Quality & Reliability Management*, 30(6), 690–705.

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268–279.

Hitesh, B. (2012). Three factors to consider before formulating a marketing strategy. Retrieved from <http://www.marketing91.com/factors-formulatingmarketing-strategy>

Jain, S. C. (1997). *Marketing planning and strategy*. Houghton Mifflin Company, Boston, MA.

Jeremys, S., Bock, D., Mackey, J., Xu, P., & Smith, J. S. (2019). Employee satisfaction trajectories and their effect on customer satisfaction and repatronage intentions.

Kebede, D. (2004). An assessment of marketing strategy practices on Awash International Bank. St. Mary's University.

Kotler, P. (2007). *Marketing management* (12th ed.). Prentice Hall Inc.

Kotler, P., & Keller, K. L. (2009). *Marketing management* (13th ed.). Pearson Education International.

Kotler, P., & Keller, K. L. (2012). *Marketing management* (14th ed.). Upper Saddle River, NJ: Prentice Hall.

Koys, D. J. (2001). The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study. *Personnel Psychology*, 54(1), 101–114.

- Loseb, A., & Gabelaia, T. (2022). The significance of digital marketing strategies for continuity of SMEs.
- Lovelock, C., & Wirtz, J. (2004). *Service marketing*. USA: Pearson Prentice Hall.
- Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods*. Acts Press, Nairobi.
- Perry, M. (2008). The challenge of successfully implementing strategy. *Journal of Marketing*, pp. 12.
- Pfahler, K. (2019). Exploring fields of additive manufacturing along the product life cycle.
- Ranchhod, A., & Gurau, C. (2007). *Marketing strategies: A contemporary approach* (2nd ed.). Prentice Hall.
- Rizwan, M. (2014). Preceding to employee satisfaction and turnover intention.
- SBDC (Small Business Development Corporation). (2011, June). *Biz Guides: Product strategy*.
- Shaw, E. (2011). *Marketing to win: A guide to strategic planning*. Florida: Boca Raton.
- Vardarajan, R. (2010). Strategic marketing and marketing strategy: Domain, definition, fundamental issues and foundational premises. *Journal of the Academy of Marketing Science*, 38, 119–140.
- Wasaf, I., & Khan, M. J. (2021). A study of job satisfaction and its effect on the performance of employees working in private sector organizations. Retrieved from www.dashenbanksc.com , www.anbesabank.com and www.abaybanksc.com
- Yang, J. H., & Lee, H. (2021). The impact of price competition on business performance: Exploring the moderating effects of business factors. *Journal of Business Economics and Management*, 22(2), 557–574.
- Zelalem, Z., & Negi, R. (2009). An assessment of the marketing strategy for mobile services of Ethiopian Telecommunication Corporation. *Services Marketing Quarterly*, 30(4).
- Zhang, H., Li, J., & Luo, R. (2019). Location strategies and firm performance in China: An empirical study based on manufacturing industries. *Journal of Business Economics and Management*, 20(3), 517–537.

APPENDIX: 1 QUESTIONNAIRES

The Effect of the marketing mix elements on Organizational Performance, the moderating role of job satisfaction (The case of Dashen bank, LIB and Abay bank S.C)

(To be filled by Employees of Marketing departments).

This survey's objective is to help me conduct research as part of my Master's in International business (strategic investment) degree requirements. The study examines "The Effect of the Marketing Mix Elements on organizational performance, the moderating role of job satisfaction" with regard to Dashen bank, LIB and Abay Bank S.C as its primary subject. Questionnaires on marketing strategies are methods for gathering information from you about marketing. Therefore, I respectfully ask for your help in answering to the questions mentioned below so that I can gather information. Any information you provide will be kept completely private and used only for educational purposes. Your assistance and promptness will be much valued.

Put —√/ for your choice in the box provided

Part 1– General Information

1. Gender? A. Male
- B. Female
2. Age A. 18-28 B. 29-39
- C. 40-50 D. over 51
3. Education Background A. Diploma B. degree
- C. Masters D. PHD
4. Work experience A. under 2 years B. 2-5 years
- C. 5-10 years D. over 10 years

5. Name of the Bank you are working in:

- Dashen Bank LIB Abay Bank

6. Your current job position:

- Managerial Roles Strategic & Analytical Roles
- Creative & Content Roles **Digital & Media Roles**

Part 2 : The 7ps Marketing Mix Elements (Product, Price, Promotion, Place, People, Process and Physical evidence) Please Indicate your option as per the level of disagreement or agreement with the out-line statement using 1-5 scale guideline.

1=Strongly disagree 2=Disagree 3=undecided 4=Agree 5=Strongly agree

Please encircle among the choices that the degree to which you agree with the following Statements concerning marketing mix elements.

S . N o .	PRODUCT	Strongly disagree	Disagree	Undecided	Agree	Strongly Agree	
	1	The Bank offers high quality service consistently	1	2	3	4	5
	2	The bank introduce and develop new products/services based on customer's needs.	1	2	3	4	5
	3	The service portfolio of the Bank is up to the customers' expectations.	1	2	3	4	5
	4	The bank has a distinctive brand compared to competitors.	1	2	3	4	5
	PRICE	Str on gly dis agree	Disagree	Neutral	Agree	Str on gly A gr ee	
1	The bank has a knowledge of competitors pricing Tactics	1	2	3	4	5	
2	The bank service prices are reasonable	1	2	3	4	5	
3	The Bank has a capability to monitoring competitors' prices and price changes	1	2	3	4	5	
4	The pricing strategy helps the Bank to maximizing the profit.	1	2	3	4	5	
5	The Bank has using pricing skills and systems to respond quickly to market changes.	1	2	3	4	5	

	PLACE	Str on gly dis agr ee	Disagree	Neutral	Agree	Str on gly A gr ee
1	The bank seeks to apply modern technology in the service transaction and delivery of information.	1	2	3	4	5
2	The physical location of the Banks branch is convenient for access of customers	1	2	3	4	5
3	The bank Place strategy is able to serve the customers well in time.	1	2	3	4	5
4	The Bank is linked to a global financial system with chain Banks.	1	2	3	4	5
	PROMOTION	Str on gly dis agr ee	Disagree	Neutral	Agree	Str on gly A gr ee
1	The Bank focuses on Advertising as an effective mean of promotion.	1	2	3	4	5

2	The Bank focuses on sales promotion as an effective mean of promotion.	1	2	3	4	5
3	The Banks promotion strategy is able to inform customers about new product/service.	1	2	3	4	5
4	You can get rich information about the Bank from the Internet.	1	2	3	4	5
5	You get promotional reach outs from the Bank in comparison with the competition Bank	1	2	3	4	5
	PEOPLE	Str on gly dis agr ee	Disagree	Neutral	Agree	Str on gly A g r e e
1	The bank's employees are knowledgeable and professional.	1	2	3	4	5
2	The bank's employees provide excellent customer service.	1	2	3	4	5
3	The bank invests in training and development for its employees	1	2	3	4	5
	PROCESS	Str on gly dis agr ee	Disagree	Neutral	Agree	Str on gly A g r e e
1	The bank's service delivery processes are efficient and streamlined.	1	2	3	4	5
2	The bank handles customer complaints and inquiries effectively	1	2	3	4	5
3	The banks process for opening accounts is efficient.	1	2	3	4	5
	PHYSICAL EVIDENCE	Str on gly	Disagree	Neutral	Agree	Str on gly

		dis agr ee				A g r e e
1	The bank's branches and facilities are clean and well-maintained.	1	2	3	4	5
2	The bank's website and marketing materials are visually appealing.	1	2	3	4	5
3	The bank's technology is up to date.	1	2	3	4	5

Part 3: Job Satisfaction

Please Indicate your option as per the level of disagreement or agreement with the out-line statement using 1-5 scale guideline.

1=Strongly disagree 2=Disagree 3=undecided 4=Agree 5=Strongly agree

Please encircle among the choices that the degree to which you agree with the following Statements concerning Employee Satisfaction.

	Job Satisfaction	Str on gly dis agr ee	Disagree	Neutral	Agree	Str on gly A gr e e
1	The bank has a good employee empowerment scheme	1	2	3	4	5
2	The bank creates decent work place environment	1	2	3	4	5

3	The bank has a good employee pay and promotion system	1	2	3	4	5
4	I have a good working relationship with my colleagues	1	2	3	4	5
5	Overall, I am satisfied with my Job	1	2	3	4	5

Part 4: Organizational Performance Dimension

Please Indicate your option as per the level of disagreement or agreement with the out-line statement using 1-5 scale guideline.

1=Strongly disagree 2=Disagree 3=undecided 4=Agree 5=Strongly agree

Please encircle among the choices that the degree to which you agree with the following Statements concerning Business performance.

No.	ORGANIZATIONAL PERFORMANCE	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	The bank has good achievement on market share growth relative to competitors	1	2	3	4	5
2	The Bank has been achieving continual profits	1	2	3	4	5
3	There is growth in sales revenue in the bank	1	2	3	4	5
4	The return on assets has increased	1	2	3	4	5
5	The bank has a high level of customer satisfaction	1	2	3	4	5

Thank you for your participation!!!

APPENDIX: 2 THE EFFECT OF JOB SATISFACTION ON ORGANIZATIONAL PERFORMANCE

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Jobsatisfaction ^b	.	Enter

a. Dependent Variable: Organizationalperformance

b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769 ^a	.592	.589	.46076

a. Predictors: (Constant), Jobsatisfaction

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	45.574	1	45.574	214.664	.000 ^b
Residual	31.421	148	.212		
Total	76.994	149			

a. Dependent Variable: Organizationalperformance

b. Predictors: (Constant), Jobsatisfaction

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.917	.210		4.361	.000
Jobsatisfaction	.771	.053	.769	14.651	.000

a. Dependent Variable: Organizationalperformance