



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

**THE EFFECT OF INTERNAL MARKETING ON EMPLOYEES'
ORGANIZATIONAL COMMITMENT IN (THE CASE OF
KOMARI BEVERAGE PLC)**

BY

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JUNE, 2024

ADDIS ABABA, ETHIOPIA

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EMPLOYEES' ORGANIZATIONAL COMMITMENT IN
(THE CASE OF KOMARI BEVERAGE PLC)**

**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE IN PARTIAL FULFILLMENT
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MARKETING MANAGEMENT.**

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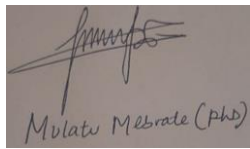
ADDIS ABABA, ETHIOPIA

ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
DEPARTMENT OF MARKETING MANAGEMENT

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APPROVED BY BOARD EXAMINERS

	
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Statement of Declaration

I, Emnet Tadesse, declare that the thesis titled "The Effect of Internal Marketing on Employees' Organizational Commitment in (The Case of Komari Beverage PLC)" is my original work. I have conducted independent research, acknowledging all sources through proper citations. The data collected and analyzed are reliable, and any limitations are addressed within the thesis. This thesis has not been submitted for any other degree. I affirm my adherence to ethical guidelines and academic integrity.

Emnet Tadesse Asefa

Signature

Date

Acknowledgement

Foremost, I express my heartfelt gratitude to Jesus the Lord and my savior for granting me the opportunity to embark on and successfully complete this remarkable journey. I am immensely grateful for the unwavering support of my family and friends, whose encouragement has been invaluable. In particular, I would like to acknowledge my father, Tadesse Asefa, whose actions and constant guidance have been a continuous source of inspiration throughout my endeavors.

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ABBREVIATIONS

IM	Internal Marketing
OC	Organizational Commitment
IC	Internal Communication
TD	Training
MO	Motivation
LM	Leadership
IB	Internal Branding
SPSS	Statistical Package for Social Science
PLC	Private Limited Company
KB	Komari Beverage

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Abstract

This study investigates the effects of internal marketing on employees' organizational commitment in Komari Beverage Plc. The research aims to explore the relationship between internal marketing practices and organizational commitment, identify the key factors influencing commitment, and provide recommendations for enhancing employee engagement and satisfaction.

According to the researcher's preliminary study, the turnover rate at Komari Beverage in 2023 was found to be 12%, as reported in the Komari HR Annual Report for that year. This rate exceeds the threshold of 10%, indicating a high turnover rate that is concerning. As a result, it is imperative for the company to focus on internal marketing strategies, which involve treating employees as external customers and allocating similar attention and resources to them. Additionally, the study revealed that Komari Beverage implements the five variables of internal marketing, namely internal communication, internal branding, training, motivation, and leadership. The researcher's objective is to investigate the impact of these variables and identify areas for improvement in order to mitigate the increasing turnover rate and foster continuous enhancement within Komari Beverage.

The study population consisted of 181 employees, and a mixed methods approach was employed, combining surveys, interviews, and observations. The findings reveal that internal marketing is crucial for enhancing employee organizational commitment. Internal branding, internal communication, and leadership/management were identified as the strongest factors influencing commitment.

Multiple regression analysis demonstrated that collectively, these internal marketing dimensions accounted for 42% of the variation in employee organizational commitment. The study also found significant positive relationships between all five internal marketing factors and organizational commitment.

Additionally, the findings will serve as a benchmark for other businesses operating in the beverage industry, providing valuable insights for enhancing internal marketing strategies and practices industry-wide.

This study contributes to the existing literature by providing empirical evidence and insights specific to the beverage industry. The findings highlight the critical role of effective internal marketing in driving positive employee outcomes and fostering a committed and engaged workforce.

Keywords: internal marketing, organizational commitment, internal branding, internal communication, leadership, motivation, training, employee satisfaction, beverage industry.

CHAPTER ONE

1.1. Background of the Study

Internal marketing encompasses the process of promoting an organization's objectives, principles, and mission to its workforce in order to cultivate a strong internal culture and enhance overall performance. It entails treating employees as internal customers and providing them with the same level of attention and consideration as external customers. The significance of internal marketing lies in its capacity to motivate and engage employees, resulting in heightened levels of job satisfaction, commitment, and productivity. Furthermore, internal marketing nurtures a sense of belonging and identity among employees, establishing a favorable work environment that attracts and retains talented individuals. By aligning employees' values and aspirations with those of the organization, internal marketing contributes to the overall prosperity and expansion of the business (Ahmed & Rafiq, 2002).

Internal marketing, as defined by Zampetakis and Moustakis (2007), refers to the practice of conducting marketing activities within a business organization. This concept is relatively new in the field of marketing. Theorists of internal marketing emphasize the significance of meeting employee needs and view jobs as internal products aimed at developing and motivating highly qualified personnel. The growing recognition of the importance of employee awareness, the significance of managing business change, and effective implementation strategies have led to the adoption of internal marketing. Internal marketing primarily concentrates on individuals within the organization and places a strong emphasis on fulfilling employee needs.

Internal marketing plays a crucial role in establishing a customer-centric organization. Its primary aim is to enhance awareness and understanding of both internal and external customers while addressing operational barriers that could hinder the delivery of value-based services and organizational effectiveness. In the market-oriented literature and strategic management, more attention was paid to the external factors of an organization, although you can see today that a balance should be created between the external and internal factors, as both are critical for a strategy to be successful (Lings, 1999). Foreman and Money (1995) held that when an organization has an internal chain of supply comprising internal customers and suppliers, the organization's management ought to view the organization as a market. This means that meeting the internal

customer needs will put the organization in better conditions to provide high-quality services to the external customers (Foreman and Money, 1995).

Komari, a new entrant in the beverage sector and producer of Arada drinks has introduced new drinks to the Ethiopian market. The company said it has begun making the seltzer drink after collecting input from 10,000 Ethiopians over three years.

The new sugar-free drink with 5% alcohol content has increased the company's products to three flavors. In May, Komari entered the Ethiopian beverage sector with its debut Arada drinks with Lime, Apple, and Pineapple Grapefruit flavors. "We wanted to make drinks with the people who will actually drink them," said Anteneh Tesfaye, Chief Innovation Officer. "Our team started by asking thousands of people what flavors they would want, then we made their top choices," he said, "tested with 1,200 more to select the final three."

The company produces the drinks in its manufacturing plant installed in Amhara Region. Komari came into being in 2018, as the first seltzers producer in the country investing about USD 29 million on a plant in Cheki, in North Shoa Zone of the Amhara region.

After obtaining 26 million USD in funding from domestic and foreign partners, including a German family fund and Dashen Bank a few years ago, the company's executives, the majority of whom are in their twenties, were able to launch the product. As of right now, Komari can make 27,000 bottles of Arada in an hour and employs 132 people in Addis Abeba and at the factory outside of Debre Berhan. <https://komaribeverage.com/>

1.2. Statement of the Problem

Internal marketing, as a concept, emphasizes the notion that all employees within an organization are internal customers who should be served in a customer-oriented manner by both fellow employees and management (Jungsun et al ,2016). It involves treating employees as valuable stakeholders and providing them with the necessary support, motivation, and communication to enhance their job satisfaction, engagement, and overall performance. By building upon and integrating these theories, the study seeks to contribute to the theoretical understanding of how internal marketing practices influence employees' organizational commitment.

In recent years, the Ethiopian beverages industry has witnessed substantial investments from foreign companies, leading to increased competition (Carole, 2016). As a result, manufacturers,

including Komari Beverage PLC, have expanded their installed capacity to meet the growing demand. In this fast-paced and fiercely competitive industry, businesses strive to gain a competitive edge, and one way to achieve this is through effective internal marketing practices.

Based on the researcher preliminary study, the turnover rate at Komari Beverage in 2023 was found to be 12%, as reported in the Komari HR Annual Report for that year. This rate exceeds the threshold of 10%, indicating a high turnover rate that is concerning. As a result, it is imperative for the company to focus on internal marketing strategies, which involve treating employees as external customers and allocating similar attention and resources to them. Additionally, the study revealed that Komari Beverage implements the five variables of internal marketing, namely internal communication, internal branding, training, motivation, and leadership. The researcher's objective is to investigate the impact of these variables and identify areas for improvement in order to mitigate the increasing turnover rate and foster continuous enhancement within Komari Beverage.

Therefore, the purpose of this research is to understand and identify the effects of internal marketing implementation and its various elements on employees' organizational commitment in the context of Komari Beverage PLC. By addressing the research question related to the impact of internal marketing on employees' commitment, this study aims to provide valuable insights and recommendations for organizations operating in the beverages industry and beyond.

1.3. Research Questions

1. How does internal communication impact employees' organizational commitment in Komari Beverage PLC?
2. How does training impact employees' organizational commitment in Komari Beverage PLC?
3. How does motivation impact employees' organizational commitment in Komari Beverage PLC?
4. How does leadership impact employees' organizational commitment in Komari Beverage PLC?
5. How does internal branding impact employees' organizational commitment in Komari Beverage Plc?

1.4. Research Objective

1.4.1. General Objective

The general objective of this study is to examine the effect of internal marketing on employees' organizational commitment in Komari Beverage Plc.

1.4.2. Specific Objective

1. To investigate the influence of internal communication practices on employees' organizational commitment in Komari Beverage PLC.
2. To identify the impact of training on employees' organizational commitment in Komari Beverage PLC.
3. To examine the impact of motivation on employees' organizational commitment in Komari Beverage PLC.
4. To identify the impact of leadership on employees' organizational commitment in Komari Beverage PLC.
5. To identify the effect of internal branding on employees' organizational commitment in Komari Beverage PLC.

1.5. Significance of the Study

By demonstrating the relationship and impact of internal marketing on employees' organizational commitment in using a strategic approach to human resource management, this study has a substantial contribution, especially for Komari Beverage Plc. Middle level managers can also profit from the study by implementing internal marketing elements on employees to gain satisfied workers, as this has a clear correlation with the quality of performance. Furthermore, the results will show steady and healthy workers, who are anticipated to produce long-term organizational productivity or profitability, supporting the economy and enabling citizens to meet their basic needs. In addition, the researcher will feel morally fulfilled by finding solutions to issues. Additionally, scholars interested in doing studies on comparable themes in the future may find it useful as a reference.

1.6. Scope of the Study

The researcher has established a cooperative relationship with the management of Komari Beverage PLC, ensuring access to necessary data, resources, and support throughout the research

process. The organization has expressed a genuine interest in understanding and improving employee commitment, making it an ideal setting for this study, specifically at the head office located around Megenagna and factory located outside Debrebrhan. The analysis primarily considered employees at various levels and departments within the organization.

The study investigated specific internal marketing practices, including internal communication practice, training, motivation, leadership and internal branding.

The study's scope is limited to the employees of Komari Beverage PLC within a specified timeframe.

1.7. Limitation of the Study

The findings of the study may be limited in their generalizability beyond the specific context of Komari Beverage PLC. The unique organizational culture, industry dynamics, and employee demographics may restrict the applicability of the results to other organizations or industries.

The study's timeframe limitation may impact the ability to capture long-term effects or changes in internal marketing practices and employee commitment. It is essential to consider the potential influence of progressive factors that may affect the study's findings.

1.8. Organization of the Study

This study is structured into five chapters. The first chapter provides an introduction to the paper, encompassing the study's background, problem statement, research question, study objective, scope, significance, limitations, organization of the research report, and definitions of key terms.

The second chapter focuses on the relevant literature related to the study. It covers concepts, theoretical frameworks, empirical literature, hypotheses, and the conceptual framework.

The third chapter presents the research design and methodology, including the type and design of the study. It discusses the research method, sampling technique, data collection method, and data analysis method employed in the study.

The fourth chapter presents a summary of the study's findings and provides a detailed discussion of those findings.

Finally, chapter five is divided into three sections. It includes a summary of the findings, conclusions drawn from the study, and recommendations based on the research.

1.9. Definition of Terms

Internal marketing- is one of an important marketing strategy for success of a company where by employees are considered as internal customers and they should be guaranteed and assured in order to satisfy external customers (Berry, 1980).

Organizational commitment- is a concept that involves an employees' commitment to the company, willingness to put up effort on its behalf, degree of objective and value alignment with the organization, and desire to remain a member (Bateman, et al 1984).

Internal Communication- refers to the exchange of information, messages, and ideas within an organization among its employees, departments, and levels of management (Thomas et al, 2009).

Motivation- is recognized as an empowering force and it is what stimulates action in employees Empowerment (John P. and Thomas E, 2004).

Training- is the process of learning the skills that an individual needs for a particular job or activity (Foreman and Money, 1995).

Leadership - leadership refers to the ability to inspire, influence, and guide individuals or groups towards a common vision or goal (Dinvedi, 2004).

Internal Branding- is a subset of internal marketing which focuses on the development, reinforcement, and maintenance of the brand. Internal branding has a great role in influencing employees to deliver the brand promise to meet users brand expectation and which is created through the practice of internal marketing. (Drake et al, 2005)

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Review

2.1.1. Internal Marketing

The concept of internal marketing was introduced by the scholars Leonard L. Berry, A. Parasuraman, and Valarie A. Zeithaml in their seminal article titled "Internal Service Quality: A Multidimensional Concept" published in 1985. While their focus was primarily on the internal service quality within service organizations, their work laid the foundation for the development of the broader concept of internal marketing. Since then, internal marketing has been further explored and expanded upon by various scholars and researchers in the field of marketing and management. The term internal marketing refers to the application of marketing principles within an organization. It recognizes that each department and individual acts as both a supplier and a customer, working together to support the company's strategy and goals. While internal marketing encompasses all functions within an organization, it places particular emphasis on effective human resource management. The principles of internal marketing are also applied in human resource management to motivate, mobilize, nominate, and manage employees at all levels, with the aim of continuously improving their service to external customers (Nadesan et al, 2022)

Internal marketing is also a philosophy for managing the organization's human resources based on a marketing perspective. Internal marketing serves as a comprehensive management process that facilitates the integration of various functions within the organization in two key ways. Firstly, it ensures that employees at all levels possess a comprehensive understanding of the business and actively engage in its diverse activities and campaigns. In the context of an environment that supports customer consciousness, and to ensure that all employees be prepared and motivated to act in a service-oriented manner (Huseyin et.al, 2005).

The concept of internal marketing posits that the most effective way to motivate employees towards service-mindedness and customer-oriented employees' organizational commitments through an active, marketing-oriented approach. This approach involves utilizing marketing-like activities within the internal employee market. The satisfaction and motivation of employees have

a positive impact on customer satisfaction by facilitating more satisfactory interactions with frontline personnel. In this context, the "employment" aspect, including job descriptions and employee-related policies, can be considered as the internal "product," while the company's first-line employees are regarded as the internal "customers" (Huseyin et al., 2005). Encouraging employees within the organization to personally invest in and believe in the services and products they offer, both in terms of consumption and psychologically, can lead to increased sales and confidence in delivering customer service. However, it requires effective coordination, as promotional efforts aimed at external customers will also significantly influence employees (Nelson, 2007).

In conclusion, the internal marketing concept revolves around employers considering employees as customers. It emphasizes treating employees in a manner similar to how external customers are treated, aiming to gain a competitive advantage that is difficult to replicate. By prioritizing employee satisfaction and engagement, organizations can create a unique and positive work environment that sets them apart from competitors. This approach recognizes the value of investing in employees and understanding their needs, ultimately leading to improved performance and organizational success.

2.1.2. Organizational Commitment

Porter et al. (1974), they created The Organizational Commitment Questionnaire (OCQ), which is based on a one-dimensional behavioral definition of organizational commitment, which is defined as "the relative degree of an individual's identification with, and involvement in, a particular organization Due to affective commitment given by Meyer and Allen (1984). In this context, employees are considered to have an emotional attachment to the organization, identifying with its goals and being dedicated to achieving them. The authors introduce a new aspect of organizational commitment called continuation commitment, which is based on Side-Bet theory proposed by Becker (1960). This perspective views employees as being less emotional and more rational when weighing the costs associated with factors like pensions and job security. Measures to assess this type of commitment were initially developed by Ritzer and Trice (1969) and later updated by Hrebiniak and Alutto (1972). Additionally, Allen and Meyer (1990) developed a comprehensive model of organizational commitment that includes normative commitment, as well as affective and continuous commitment. Normative commitment refers to employees' feelings of

obligation to remain with the organization. The internalization of normative pressures can occur either before or after the employee establishes a connection with the organization, resulting in a sense of obligation.

According to Cho and Huang (2012) they explain Affective commitment as commitment which includes emotional attachment to the organization. In more precise terms, affective commitment is the model of the individual's willingness to stay in organization, whereas Normative commitment is a sense of person's moral commitment to remain in the organization Cho and Huang (2012).and also Continuous commitment include commitment and devotion towards work or task that has been formed based on lack of options and other career opportunities (Cho and Huang, 2012).

2.1.3. Internal Marketing and Organizational Commitment

According to service marketing literature, certain dimensions of internal marketing, when examined individually, have a direct or indirect impact on specific categories or dimensions of business performance indicators. These indicators include improving service quality, reducing staff turnover, cultivating customer-focused employees, and increasing employee loyalty to the firm (George, 2009). As a result, the internal marketing concept places a strong emphasis on ensuring that employees perceive that their needs are being met and that management genuinely cares about their well-being. According to Tansuhaj et al. (1991), successful implementation of the notion of internal marketing results in good employee attitudes about their jobs, such as organizational commitment, job involvement, work motivation, and job satisfaction.

According to Berry (1981), the beneficial consequence of internal marketing will be that staff will put up maximum effort rather than minimum effort, resulting in improved fulfillment of external customers' demands and wants. Disengaged employees may not put in the necessary effort or go the extra mile to deliver excellent service to customers. This can impact customer satisfaction, retention, and overall business performance. Moreover, disengagement can also lead to increased absenteeism, turnover, and potential disruptions in team dynamics.

Internal marketing, according to Hogg (1996), could be the response to acquire worker commitment when standard internal communications programmers have failed. Ajay and Sabir (2009) constructed six elements that a person could tell the wellbeing of a working environment,

these includes: A reasonable responsibility, individual authority over the work, support from partners and bosses, positive work relations, an expressed clear job, and thoroughly considering commitment in authoritative changes are generally emphatically related to full of feeling and regularizing responsibility. Schlessenger and Heskett (1991) stress the significance of propelled workers, asserting that this prompts a "pattern of achievement" that remembers upgraded information on representatives' association for client delight, representative mix into beguiling groups, and a longing to offer uncommon assistance. The creators contend that help firm administration needs to break out of a pattern of disappointment.

2.2. Empirical Review

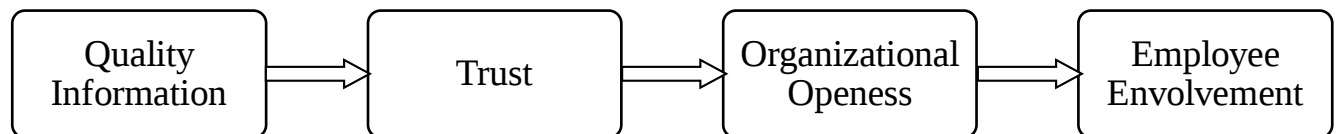
2.2.1. Elements of Internal Marketing

2.2.1.1. Internal Communication and Organizational Commitment

Communication is not a cost item for an organization, but an investment. Since communication is not optional, the opening of communication channels in order for the information to flow in the right direction is critical for the organization's performance as well as the morale of employees (Sinickas 2001). Research presented by Kandlousi et al., (2010), proved that if employees are satisfied with the communication within their organization, they acquire a positive attitude and feel more engaged. Managers have the responsibility of managing and overseeing the communication process within an organization. Effective communication is vital in various types of relationships, including personal, social, and business contexts. Experts have recognized the significance of communication for organizational effectiveness. As organizations become more complex due to technological advancements and globalization, the importance of effective communication in the workplace is further emphasized. According to Applbaum et al. (1973) the communication process in any organization affects many areas of the organization such as customer service, personal development, teamwork, leadership, organizational climate, culture, job satisfaction, and productivity. According to scholars a positive communication environment helps achieve an effective organization (Ahmad, 2006). Thomas et al (2009) have clearly stated that communication is a means to develop trust and cultivate employees' involvement. Trust is defined as the "embedded beliefs about the other party," which are formed through information and communication. In the context of upward communication, the quantity of information shared is crucial. Conversely, in downward and lateral communication, the emphasis is on the quality of

information exchanged. Thomas et al., (2009) presented a theoretical model based on their findings:

Figure 1: Theoretical Model of Perceived Communication, Trust, Experienced Openness, and the Effect of Employee Involvement in Organization Goals



Source: Thomas, Gail Fann et al. (2009). The Central Role of Communication in Developing Trust and Its Effect on Employees Involvement. Journal of Business Communication, 46(3), p. 289).

2.2.1.2. Training Programs and Organizational Commitment

According to (Khan, 2012), training involves providing the employees the knowledge and skills required a given job to perform the present and the future work of the organization to make the company competitive in the market it engaged on. Recruitment and selection managing growth in workforce variety and increasing the representation of women and minorities is a critical.

An organization is only as effective as the people working in it. It is a fact that the provision of quality goods and services by any organization depends on the quality of its workforce. (Cole, 1993) defined training as any learning activity, which is directed towards the acquisition of specific knowledge and skills for the purposes of an occupation or task while (Cascio, 1992) referred to performance as an employees' accomplishment of assigned tasks. Cascio argued that it is essential to establish predetermined standards against which actual performance can be measured. Without a clear set of measurement criteria, it becomes challenging to evaluate performance effectively. In other words, in order to determine whether individuals are underperforming, there must be clear performance expectations in place.

The relationships between training and job performance have been well established in literature. (Abay, 2008) reported that significant relationship was found between the employees training and their resultant performance in accomplishing different tasks. Research has indicated a positive correlation between employee training and their performance. It has been found that employees who have undergone training are more proficient in executing various tasks, and conversely, a lack of training can hinder performance. Therefore, there is a direct relationship between training and employees' performance, suggesting that training initiatives can enhance employees' capabilities and contribute to improved job performance.

(Thomas, 1997) argued that employee training equips employees with skills that enable them to become more efficient and productive workers. Furthermore, well-trained employees tend to exhibit higher levels of motivation and morale. This is because they perceive that the company has made an investment in their skills and professional development. When employees receive training, they feel valued and supported, which enhances their sense of loyalty and commitment to the organization. This also results in lower turnover rates. (Devins, et al., 2012) found that trained employees often work better as teams because everyone is aware of the expectations and can achieve them together smoothly. Trained employees are also more confident in their performance and decision-making skills. Furthermore, employees who receive regular training are more likely to embrace change and generate innovative ideas. Through training, employees acquire new skills, enabling them to adapt to evolving circumstances and contribute fresh perspectives. Furthermore, employees who demonstrate their ability to learn, retain, and apply new knowledge through training become strong candidates for promotions. Moses (2000) noted that organizations can no longer guarantee top-level promotions, emphasizing the importance of training and development in assisting employees with career planning and skills enhancement.

While some organizations may fear that career planning implies job insecurity, it can be reframed to communicate a commitment to helping employees reach their full potential. By integrating career planning as a standard part of the employee development process, companies can alleviate employees' concerns during periods of downsizing or restructuring. When organizations convey to employees that they are valued and invest in their training and development, it sends a powerful message that they are recognized for their marketability both within and outside the organization.

This fosters a sense of commitment among employees, leading to higher levels of engagement and dedication (Devins, et al., 2012).

2.2.1.3. Motivation and Organizational Commitment

Homans (1950) and Maslow (1965) are notable researchers in the field of motivation. Homans (1950) identified three key factors that influence the behavior of individuals within informal groups: activities, interactions, and attitudes. Activities refer to the tasks performed by members of a loosely organized group, interactions pertain to relationships among group members, and attitudes encompass the individual and collective emotions of group members. Homans considered these three aspects as independent variables, suggesting that changes in one aspect can impact overall group interactions.

In contrast, Maslow (1954) developed the need-hierarchy hypothesis, proposing that individuals have a hierarchy of needs, where basic needs must be fulfilled before higher-level needs can be addressed. This concept has been modified by other theorists, such as Alderfer (1969), who presented needs in terms of a range rather than a strict hierarchy.

Motivation, as defined by Aamir et al. (2018), refers to the driving force behind a person's actions and behaviors towards achieving a goal. In a marketing-oriented firm, it is crucial to establish performance criteria and management practices aligned with marketing orientation and internal marketing. To encourage employees, a company implementing an internal marketing program must also design an appropriate reward structure.

2.2.1.4. Leadership and Organizational Commitment

According to Dinvedi (2004), leadership is the process of influencing individuals to mobilize their efforts and work towards specific goals, accomplishing those goals through them. Sekaran (1998:180) defines leadership as the process of effectively influencing people to achieve goals continuously over time. Leaders utilize their attributes, such as values, beliefs, ethics, character, knowledge, and skills, to carry out this process. Mamore and Gabkor (2004) add that leadership involves the ability to inspire others to willingly follow, particularly in initiating change. Initiating change can be achieved through decision-making or by encouraging others to make decisions.

Kim (1998) describes leadership as a process in which one person sets the purpose or direction for others and guides them to move together with competence and full commitment. Georg Binney

(1999) defines leadership as a social process where an individual influences employees' organizational commitment without resorting to threats or violence. Dinivedi (2001) states that leadership is the ability of a superior to influence the organizational commitment of subordinates or a group, persuading them to follow a particular course of action.

Sakaran (2000) defines leadership as the art of influencing and directing people in a way that earns their obedience, confidence, respect, and loyal cooperation in achieving common objectives

2.2.1.5. Internal Branding and Organizational Commitment

Internal brand management (IBM) is a subset of internal marketing that focuses on developing, reinforcing, and maintaining the brand within an organization. The concept of IBM emerged in 1970 by Berry et al., who proposed that employees are internal customers of the organization and their satisfaction is crucial for delivering appropriate service. Drake, Gulman, & Roberts (2005) highlighted the role of internal branding in influencing employees to deliver the brand promise and meet customers' brand expectations, which is facilitated through the practice of internal marketing.

The success of internal branding lies in creating a shared understanding of the brand among employees, leading to a committed workforce that delivers on the brand promise. Previously, internal branding was primarily seen as a task for the marketing department and focused on communication. However, Burmann and Zeplin (2005) argue that internal brand management consists of three levels.

The first level is human resource management (HRM), which emphasizes brand identity and personal identity in the recruitment, hiring, and promotion of employees. Organizational socialization, including orientation, education, and social and educational programs, is vital for ensuring employees understand the brand identity.

The second level is internal communication, which strengthens the brand among employees through creating awareness and fostering consistent messaging. Effective communication ensures that brand promises are realized both internally and externally.

Internal branding plays a significant role in driving brand leadership throughout the organization. By encouraging employees to embody the brand, internal brand management practices lead to

brand communication, brand citizenship, and ultimately influence employees' organizational commitment (Burmam and Zeplin, 2005).

Internal branding is built on three core principles. Firstly, committed employees reflect and deliver the desired brand values. Secondly, effective communication ensures that brand promises are realized both internally and externally. Lastly, internal branding practices need to be implemented across all levels of the organization to align the attitudes of management and staff. The aim of internal branding is not only to foster employees' intellectual and emotional commitment to the brand but also to create influential brands and gain a competitive advantage through employee engagement (Punjaisri & Wilson, 2007).

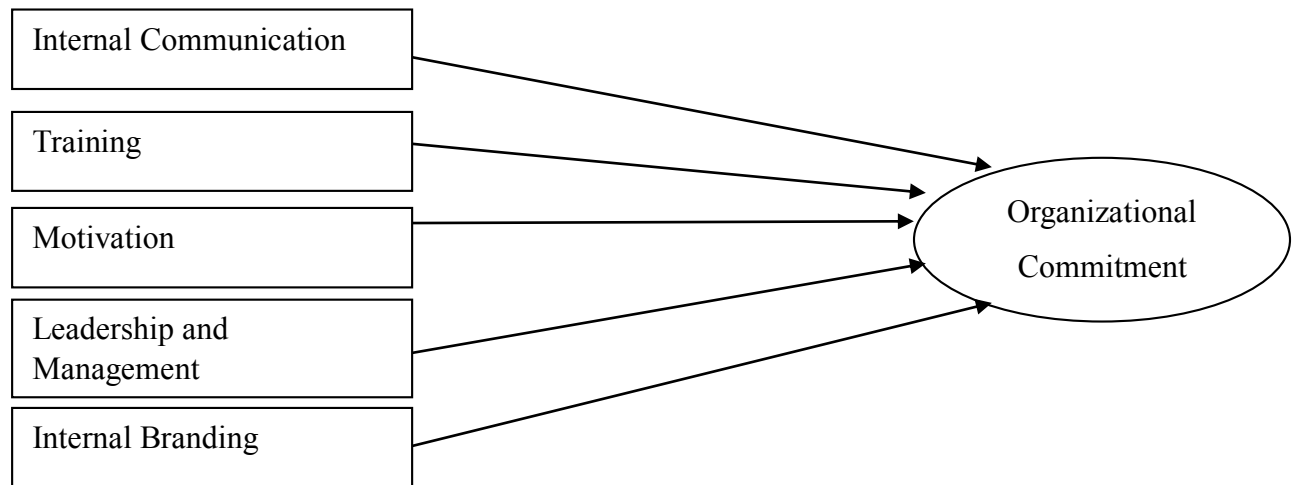
To ensure that employees deliver on the brand promise, they need to have a basic understanding of the brand values, trust, and act consistently with those values (Punjaisri & Wilson, 2011). It is essential to inform and make employees understand the brand values and provide clear directions for them to act accordingly (Burmam & Zeplin, 2005).

Leadership is another crucial element in achieving effective internal branding. Recognizing and rewarding employees can lead to greater commitment, higher retention rates, and longer tenure within the organization. Effective implementation of internal branding can encourage employee brand commitment (Burmam and Zeplin, 2005).

2.3. Conceptual Framework

This conceptual framework outlines the relationship between internal marketing and employee organizational commitment, highlighting the main variables that influence this relationship. It suggests that internal marketing initiatives impact employee commitment through their effects on, internal communication, training and development, motivation, leadership and internal branding practices. The ultimate outcome of these influences is reflected in desirable employee behaviors such as organizational commitment.

Figure 2: Conceptual frame work



Source Modified from Annika R. (2023)

2.4. Hypothesis

Jiang and Messner (2020) examined and found that clear and transparent communication from management led to higher levels of affective, normative, and continuance commitment. Similarly, Welch and Jackson (2007) proposed an internal communication matrix model that highlights the importance of employee-oriented communication in fostering organizational identification and commitment. Therefore, drawing from this empirical review, the hypothesis presented below is formulated;

Hypothesis 1: Internal communication has a significant positive effect on employees' organizational commitment in Komari Beverage Plc.

Boon and Kalshoven (2014) found a positive correlation between training investment and commitment. Additionally, a study by Egan et al. (2004) revealed that perceptions of the organization's commitment to training and development were positively associated with higher levels of organizational commitment. Therefore, drawing from this empirical review, the hypothesis presented below is formulated;

Hypothesis 2: Training has a significant positive effect on employees' organizational commitment in Komari Beverage Plc.

Malik et al. (2011) found that intrinsic and extrinsic motivation were both positively related to commitment. Therefore, drawing from this empirical review, the hypothesis presented below is formulated;

Hypothesis 3: Motivation has a significant positive effect on employees' organizational commitment in Komari Beverage Plc.

Samad (2012) found that transformational leadership behaviors had a significant positive effect. Therefore, drawing from this empirical review, the hypothesis presented below is formulated;

Hypothesis 4: Leadership have a significant positive effect on employees' organizational commitment in Komari Beverage Plc.

Buil et al. (2016) concluded that internal branding initiatives had a moderate to strong positive effect on employee brand attitudes, brand loyalty, and organizational commitment. The researchers emphasized the critical role of internal branding in fostering a committed and engaged workforce that delivers the intended brand experience. Therefore, drawing from this empirical review, the hypothesis presented below is formulated;

Hypothesis 5: Internal branding has a significant positive effect on employees' organizational commitment in Komari Beverage Plc.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

To achieve the research objective which identifies effects of internal marketing on employees' organizational Commitment of Komari Beverage Plc, the researcher used an explanatory research design.

The explanatory research design is well-suited for this study as it allows the researcher to explore and uncover the causal relationships between internal marketing practices and employees' organizational commitment. This design goes beyond just describing the relationship, enabling the researcher to delve into the underlying reasons, mechanisms, and explanations for why and how internal marketing influences the levels of employee commitment and engagement within the organization. The explanatory approach facilitates the formulation and testing of hypotheses about the directional and strength of the effects, providing a more comprehensive understanding of this phenomenon (Creswell & Creswell, 2018).

Thus, by using an explanatory design, the researcher can establish the predictive nature of internal marketing and its impact on enhancing organizational commitment, offering valuable insights that go beyond mere description.

In regard with the research approach, the researcher employed quantitative research approach.

3.2. Data Type and Data Source

In this study, the researcher utilized both primary and secondary data. The primary data was obtained through data collection from employees' and managers. This involved questionnaire distribution to conduct data specifically for this research. On the other hand, secondary data was gathered from various relevant sources such as academic journals, books, reports, or databases. These secondary sources provided additional information and insights related to the research topic. By combining primary and secondary data, the researcher aimed to gather comprehensive and well-rounded data for analysis and interpretation.

3.3. Population of the Study

The target population for this study consists of all employees of Komari Beverage Plc based at the company's head office and factory located in Debrebrhan, Cheki. According to the company's employee records, the total number of employees at these two locations is 181. This appears to represent a census of all employees at the head office and factory the researcher used a comprehensive research design considering it is a relatively small number of employees that does not require sampling.

3.4. Sampling Design and Technique

Since the total population for this study was relatively small, the researcher has opted to use a comprehensive sampling technique to include all the employees of Komari Beverage PLC in the study. The total population size is 181 employees.

The comprehensive sampling, also known as census sampling, involves studying the entire population rather than drawing a sample. This technique is appropriate when the target population is small and accessible, allowing the researcher to collect data from all members of the population.

3.5. Data Gathering Instrument

The data for this study was collected using a structured closed-ended questionnaire. The questionnaire contained two key variables and their corresponding measurement. The first is the independent variable of internal marketing. The internal marketing practices will be measured using a validated scale developed by Ahmed and Rafiq (2003). This scale consists of dimensions such as internal communication, employee training, employee empowerment, and internal market research. Respondents was asked to indicate the extent to which their organization implements these internal marketing practices on a 5-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree".

The second key variable is the dependent variable of organizational commitment. Respondents will be asked to rate their level of agreement with each statement on a 5-point Likert scale from "Strongly Disagree" to "Strongly Agree".

In addition to these key variables, demographic variables such as gender, educational level and tenure in the organization of the respondents were also collected as control variables.

The questionnaire was pre-tested with 34 pilot responses of employees to ensure the clarity and relevance of the items before being administered to the entire population of 181 employees at Komari Beverage PLC. This helped establish the validity and reliability of the data collection instrument. By clearly defining the variables and their measurement, the researcher aims to ensure the data collected is valid, reliable, and appropriate for addressing the research objectives.

3.6. Data Analysis Technique

3.6.1. Quantitative Data Analysis

In this study, the data was processed and analyzed using an explanatory method, employing the Statistical Package for Social Science (SPSS) software version 20. The data analysis involved the use of tables and graphs to present the data, followed by a descriptive analysis. To assess the factors affecting employees' organizational commitment in Komari Beverage Plc, a Likert scale with five stages ranging from "strongly disagree" to "strongly agree" was utilized. It is crucial to maintain a consistent scoring procedure in the Likert scale, where a higher score represents a favorable response and a lower score indicates an unfavorable response. Each item was assigned a score based on the response, and the individual scores were summed to yield the overall score.

3.7. Ethical Consideration

To uphold ethical considerations, the information collected from the employees was treated with confidentiality. The employees were informed about the purposes of the study to ensure transparency. Specifically, for questionnaires, confidentiality and privacy were maintained by using codes instead of the subjects' names. By implementing these safeguards, the research aimed to protect the privacy and ethical value of the participating employees.

3.8. Validity of the Study

In order to ensure the validity of the research findings, the research design and methodology were meticulously developed to accurately capture the intended constructs.

To establish content validity, an extensive literature review was conducted to gain a comprehensive understanding of the constructs under investigation. This review served as a foundation for developing measurement items that effectively captured the key aspects of the constructs.

Furthermore, the researcher conducted multicollinearity regression analysis and assessed multiple regression model assumptions by conducting tests for linear relationship, multicollinearity, outliers, autocorrelation, homoscedasticity, and normality. These tests were performed to ensure the validity and reliability of the data analysis.

3.9. Reliability of the Study

Cronbach's alpha, is a commonly used measure of internal consistency for a set of items within a questionnaire. It assesses how well the items in a scale or construct are positively related to one another. The coefficient is computed based on the average intercorrelations among the items measuring the concept and can range from 0 to 1. A value of 0.7 or higher is generally considered acceptable for internal reliability (Karl, 2012).

If the alpha values for all constructs in the research are higher than the industry norm of 0.70, it suggests that the data can be considered reliable and suitable for valid analysis. Meeting or exceeding this threshold indicates a satisfactory level of internal consistency among the items within each construct, enhancing confidence in the measurement and allowing for meaningful analysis of the data (Karl, 2012).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Response Rate

Table 1: Response rate of respondents

	Correctly filled and returned questionnaires	Neither correctly filled nor returned questionnaires	Total distributed questionnaires	Percentage of correctly filled and returned questionnaires
Number of questionnaires	168	13	181	93%

Before conducting the data analysis, the researcher performed a data screening process to identify any errors or missing values. Out of the total 181 questionnaires distributed to employees of Komari Beverage Plc in Addis Ababa and Debreberhan, a total of 13 questionnaires were excluded from further analysis as they were either improperly answered or not returned.

The final sample size for the analysis was 168 valid questionnaires.

This data screening process ensured the integrity of the data set used for examining the relationship between internal marketing and organizational commitment within the Komari Beverage Plc context.

Table 2: Response Statistics

	Gender of respondents	Education level of respondents	Tenure in the organization
N	Valid 168	168	168
	Missing 0	0	0

The final sample size for the analysis was 168 valid questionnaires.

This data screening process ensured the integrity of the data set used for examining the relationship between internal marketing and organizational commitment within the Komari Beverage Plc context.

4.2. Background of Respondents

Table 3: Gender of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	89	53.0	53.0	53.0
Valid Female	79	47.0	47.0	100.0
Total	168	100.0	100.0	

The Table illustrates the majority of respondents, specifically 89 individuals (53%), were male. On the other hand, the remaining 79 respondents (47%) out of the total 168 participants included in the study were female.

Table 4: Education level of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelor Degree	99	58.9	58.9	58.9
Valid Master's Degree and Above	69	41.1	41.1	100.0
Total	168	100.0	100.0	

From the 168 respondents, 99 (58.9%) are degree holders and 69 (41.1%) are master's degree holders. This indicates that the survey captured a diverse range of educational backgrounds, with

a slightly higher proportion of bachelor's degree holders compared to master's degree holders among the participants.

Table 5: Tenure in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-1	37	22.0	22.0	22.0
2-3	106	63.1	63.1	85.1
4-5	25	14.9	14.9	100.0
Total	168	100.0	100.0	

The frequency distribution shows that there are 37 (22%) of employees who fall within the tenure range of 0-1 years. This suggests that the smaller portion of the workforce is relatively new to the organization, with less than a year of experience. 2-3 years tenure, comprises the largest number of employees, with a frequency of 106 (63.1%). This indicates that a substantial portion of the workforce has been with the organization for a moderate duration, ranging from two to three years. The least range is 25 (14.9%) which represents individuals who have been employed by the organization for a relatively longer period, indicating a degree of stability and experience within the company.

4.3. Reliability

Reliability refers to the consistency of a variable or a set of variables in measuring what they are intended to measure. In this study, the questionnaires were meticulously designed in a straightforward, clear, and interconnected manner to enhance the reliability of the study. To assess the reliability of the questionnaires, Cronbach's alpha was employed, and the results are presented in Table 3.

The findings indicate that the Cronbach's alpha values for all independent variables, including internal communication, training and development, motivation, leadership, and internal branding, surpass the threshold of 0.70. This signifies a high level of internal consistency and reliability of

the items within each variable. The robust reliability of the measures enhances the confidence in the data and supports the validity of the study's findings.

Table 6: Result of reliability test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.922	.935	34

4.4. Correlation Analysis of Internal Marketing Dimensions and Organizational Commitment

Table 7: Correlation Analysis

Correlations							
		IC	TD	MO	LM	IB	OC
IC	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	168					
TD	Pearson Correlation	.767**	1				
	Sig. (2-tailed)	.000					
	N	168	168				
MO	Pearson Correlation	.757**	.534**	1			
	Sig. (2-tailed)	.000	.000				
	N	168	168	168			
LM	Pearson Correlation	.432**	.344**	.308**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	168	168	168	168		
IB	Pearson Correlation	.673**	.646**	.521**	.594**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	168	168	168	168	168	

OC	Pearson Correlation	.511**	.295**	.436**	.509**	.536**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	168	168	168	168	168	168
**. Correlation is significant at the 0.01 level (2-tailed).							

Correlation analysis was performed to investigate the linear relationship between internal marketing elements and organizational commitment. Pearson correlation coefficients were calculated to measure the strength and significance of the correlations. The results of the correlation analysis can be found in Table 7, providing insights into the associations between the internal marketing elements and organizational commitment. The Pearson correlation coefficient (r) values for all internal marketing elements (internal communication, training and development, motivation, leadership and internal branding) shows positive linear relationship. In addition to, the strong positive linear relationship, the result of the correlation analysis presented in Table 7 depicts a significant linear relationship between the dependent and independent variables. The Table shows that there is significant (since all p-values are less than 0.05) positive relationship between the 5 internal marketing elements and employees' organizational commitment. The analysis reveals significant correlations between various factors and employee organizational commitment. The highest correlation (0.536) is found between internal branding and organizational commitment, indicating a strong positive relationship. Following closely is internal communication with a correlation of 0.511, highlighting its positive influence on employee commitment. Leadership also shows a strong correlation (0.509), underscoring their impact on organizational commitment. Motivation shows a moderate positive relationship (0.436), while training and development exhibit the weakest correlation (0.295).

4.5. Test of Multiple Regression Model Assumption

Linear Relationship

The Pearson correlation analysis conducted in Section 4.5 revealed that there exists a linear relationship between each predictor variable and the dependent variable. This finding suggests that the assumption of a linear relationship is met, indicating that changes in the predictor variables are associated with corresponding changes in the dependent variable in a consistent and predictable manner.

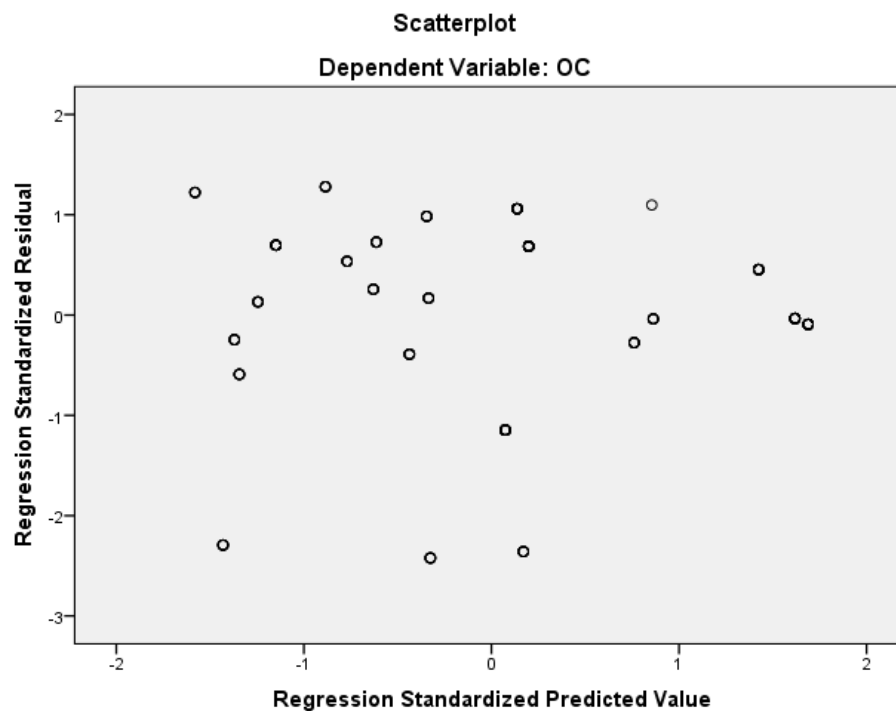
Multicollinearity

Table 10 indicates, the VIF (Variance Inflation Factor) values of all independent variables in the multiple linear regression models were found to be less than 10, indicating that multicollinearity is not a problem. This aligns with the assumption of a lack of significant multicollinearity in the models. The finding is consistent with the guidance provided by Hair et al. (2019), who suggest that VIF values below 10 indicate no substantial multicollinearity concerns and support the inclusion of independent variables in the regression model.

Homoscedasticity

The scatter plot of the regression standardized predicted values and regression standardized residuals reveals a consistent breadth across all projected dependent variable values (Hair et al. 2019). The following scatter plot of the regression standardized predicted values and regression standardized residuals shows the same breadth for all projected dependent variable values. This implies that the assumption of homoscedasticity is met (Hair et al. 2019).

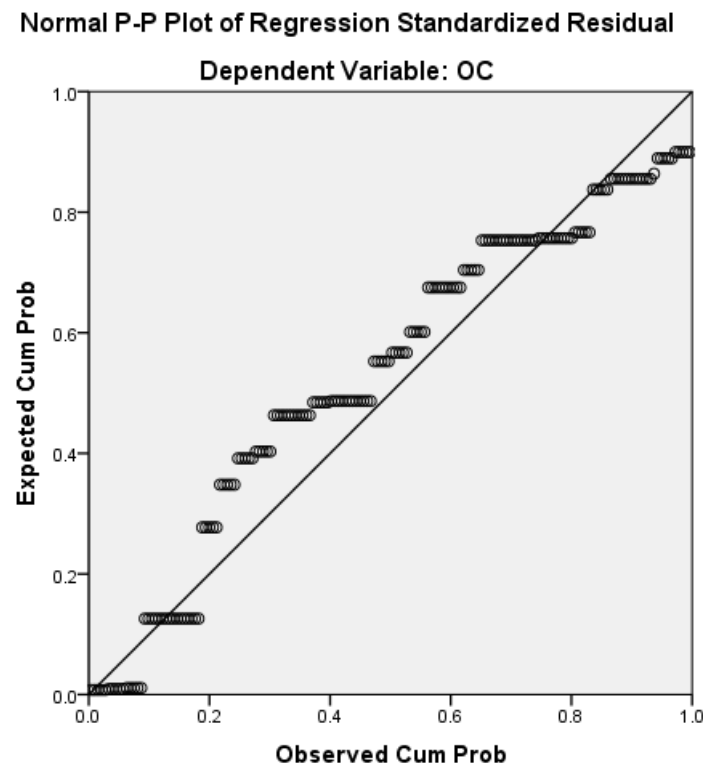
Figure 3: Assumption of homoscedasticity



Normality

The Normal P-P plot displays data points that align closely with the straight line, indicating that the residuals of the model adhere to a normal distribution. This finding is consistent with the assumption of normality, which is essential for making valid statistical inferences. It supports the notion that the residuals follow a normal distribution, further validating the statistical analysis conducted. This observation aligns with the requirement of normality as emphasized by Tabachnick and Fidell (2013).

Figure 4: Normality



No Significant Outliers

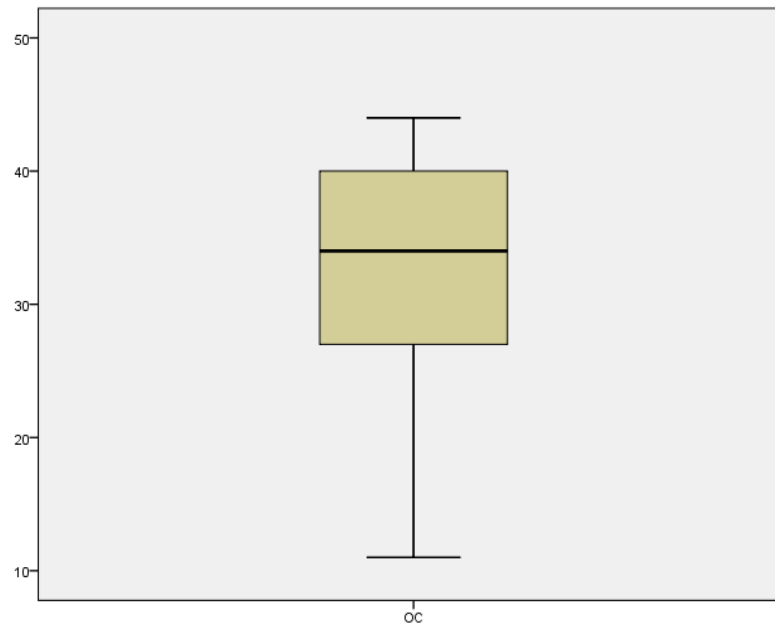
The regression diagnostics conducted as part of the analysis did not identify any significant outliers that would unduly influence the model results. Specifically, the analysis examined the standardized residuals, leverages, and Cook's distances to assess the presence of any extreme or influential data points (Kutner et al., 2005).

The standardized residuals were all within the acceptable range of ± 3 , indicating the model's predicted values aligned well with the observed values in the dataset.

This suggests the regression model was not skewed or biased by the presence of outliers, and the estimated relationships between the internal marketing dimensions and organizational

commitment can be considered robust and representative of the overall sample. The absence of significant outliers lends confidence to the validity and reliability of the study's findings.

Figure 5: Outlier Test



No Autocorrelation

The Durbin-Watson statistic computed for the regression model was 2.156 which the result can be found on Table 9, meaning the result falls within the acceptable range of 1.5 to 2.5 (Gujarati & Porter, 2009). This suggests there is no evidence of autocorrelation, meaning the residuals are independent of one another and do not exhibit any systematic patterns.

The Durbin-Watson test is a common method for detecting the presence of autocorrelation, which would violate the regression assumption of independent errors. A Durbin-Watson value close to 2 indicates the absence of first-order autocorrelation, bolstering confidence in the validity of the regression results (Wooldridge, 2012).

4.6. Multiple Regression Model Result

Multiple regression models were used to examine the significance and extent of the impact of internal marketing on employees' organizational commitment in the specific case of Komari Beverage Plc. The results of these models can be found in Tables 8,9 and 10, which present the overall fitness and significance of the regression models, as well as the significance of the effect

of internal marketing on organizational commitment. Table 9 illustrates the multiple regression analysis result produced an R-value of 0.652, which indicates a moderately strong positive correlation between the internal marketing elements (the independent variables) and organizational commitment (the dependent variable). This suggests the internal marketing dimensions are substantially associated with the level of organizational commitment.

The R-squared value is 0.425, meaning the internal marketing elements explain approximately 42.5% of the variation in organizational commitment. This indicates the model has a reasonably good fit and the independent variables included are meaningful predictors of the dependent variable.

The significance level reported on Table 10 as 0.000 suggests the overall regression model is statistically significant at the $p < 0.001$ level. This means there is less than a 0.1% probability that the observed R-squared value could have occurred by chance if the null hypothesis (no relationship between the variables) were true.

Table 10 additionally displays the outcome of the overall significance (model fitness) test. It is evident from the table that the F test statistic has a value of 23.95, and the corresponding p-value is small (0.000), which is below the significance level of 0.05 (5%). This confirms the overall significance of the model, indicating that at least one of the independent variables included in the multiple regression model has a significant effect on the dependent variable, which in this case is organizational commitment.

Collectively, these results provide strong empirical evidence that the internal marketing dimensions, as a set, are significantly related to and predictive of employees' organizational commitment levels. The moderate-to-strong correlation and substantial explanation of variance reinforce the importance of effective internal marketing practices for fostering greater organizational commitment among employees.

These findings offer valuable insights that can inform organizational strategies and interventions aimed at enhancing employee commitment through the strategic management of internal marketing initiatives. The statistical significance further validates the reliability and generalizability of the study's conclusions.

Table 8: Multiple regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.652 ^a	.425	.407	6.196	2.156

a. Predictors: (Constant), IB, MO, LM, TD, IC

b. Dependent Variable: OC

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4597.978	5	919.596	23.957	.000 ^b
Residual	6218.307	162	38.385		
Total	10816.286	167			

a. Dependent Variable: OC

b. Predictors: (Constant), IB, MO, LM, TD, IC

Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.596	3.293		.485	.628		
IC	.692	.221	.395	3.131	.002	.223	4.480
TD	-.595	.180	-.324	-3.309	.001	.369	2.708
MO	.164	.180	.084	.910	.364	.418	2.392
LM	.611	.180	.255	3.400	.001	.633	1.580
IB	.722	.241	.285	2.998	.003	.393	2.544

a. Dependent Variable: OC

4.7. Test of the Hypothesis of the Study

The hypothesis of the study is tested on 95% confidence level (5% level of significance).

Hypothesis 1

H0: Internal communication has no significant positive effect on employees' organizational commitment in Komari Beverage Plc.

H1: Internal communication has a significant positive effect on employees' organizational commitment in Komari Beverage Plc.

As presented on Table 8, the p-value of internal communication (p-value=0.002) is less than the level of significance (0.05) in which we reject the null hypothesis and at 5% level of significance we conclude that there is significant positive relationship between internal communication and organizational commitment.

Hypothesis 2

H0: Training has no significant positive effect on employees' organizational commitment in Komari Beverage Plc.

H1: Training has a significant positive effect on employees' organizational commitment in Komari Beverage Plc.

As presented on Table 8, the p-value of training and development (p-value=0.001) is less than the level of significance (0.05) in which we reject the null hypothesis and at 5% level of significance we conclude that there is significant positive relationship between training and organizational commitment.

Hypothesis 3

H0: Motivation has no significant positive effect on employees' organizational commitment in Komari Beverage Plc.

H1: Motivation has a significant positive effect on employees' organizational commitment in Komari Beverage Plc.

As presented on Table 8, the p-value of motivation (p-value=0.364) is more than the level of significance (0.05) in which we don't have enough evidence to accept the null hypothesis and at 5% level of significance we conclude that there is no significant positive relationship between motivation and organizational commitment.

Hypothesis 4

H0: Leadership have no significant positive effect on employees' organizational commitment in Komari Beverage Plc.

H1: Leadership have a significant positive effect on employees' organizational commitment in Komari Beverage Plc.

As presented on Table 8, the p-value of leadership (p-value=0.001) is more than the level of significance (0.05) in which we reject the null hypothesis and at 5% level of significance we conclude that there is significant positive relationship between leadership and organizational commitment.

Hypothesis 5

H0: Internal branding has no significant positive effect on employees' organizational commitment in Komari Beverage Plc.

H1: Internal branding has significant positive effect on employees' organizational commitment in Komari Beverage Plc.

As presented on Table 8, the p-value of internal branding (p-value=0.003) is more than the level of significance (0.05) in which we reject the null hypothesis and at 5% level of significance we conclude that there is significant positive relationship between internal branding and organizational commitment.

4.8. Analysis of Questionnaire Response

The survey instrument measured five elements of internal marketing, including internal communication, training, motivation, leadership and internal branding,

The quantitative data collected was analyzed using SPSS statistical software. This section presents the frequency distributions, central tendency measures, and dispersion statistics for the responses to each internal marketing variable. The interpretation of these findings aims to provide insights into the employees' perceptions of the internal marketing practices and their potential influence on organizational commitment.

Table 9: Internal communication response analysis

		There is effective communication between departments in the organization	Employees are kept informed about important changes in the company.	Information and knowledge are shared freely among employees.	The organization encourages open and transparent communication.	Employees have the opportunity to provide feedback and suggestions.
N	Valid	168	168	168	168	168
	Missing	0	0	0	0	0
Mean		3.30	3.71	3.19	3.60	3.96
Median		4.00	4.00	3.00	4.00	4.00
Mode		4	5	3	4	4
Std. Deviation		1.136	1.170	1.199	1.143	.924
Range		4	4	4	4	4

The quantitative data reveals generally positive employee perceptions of the organization's internal communication practices, though with some variability observed. Respondents tend to agree that there is effective communication between departments, employees are kept informed of important changes, and the organization encourages open and transparent communication. The mean scores for these dimensions range from 3.30 to 3.71, with medians of 4.0 indicating the typical response was "Agree." However, the standard deviations of around 1.14 to 1.17 suggest some differences in employee views on these aspects of internal marketing. The data also shows a more neutral stance on how freely information and knowledge are shared among employees, with a mean of 3.19 and standard deviation of 1.20. In contrast, respondents more strongly agree that they have opportunities to provide feedback and suggestions, as evidenced by the higher mean of 3.96 and lower standard deviation of 0.92. Overall, these findings point to strengths in the organization's internal communication while highlighting potential areas for improvement.

Table 10: Training response analysis

		Employees receive adequate training to perform their jobs effectively.	Training programs are available to develop employees' skills.	The organization invests in the professional development of its employees.	Employees are given the opportunity to attend training sessions.	Training helps employees improve their performance .
N	Valid	168	168	168	168	168
	Missing	0	0	0	0	0
Mean		2.72	2.70	2.72	3.01	4.66
Median		3.00	3.00	3.00	3.00	5.00
Mode		4	1	4	3	5
Std. Deviation		1.313	1.396	1.188	1.029	.588
Range		4	4	4	4	2

The data shows a mixed picture regarding the organization's internal marketing efforts around employee training. While respondents strongly agree that training helps improve employee performance, with a mean of 4.66 and mode of 5 ("Strongly Agree"), the findings are less positive for other training-related variables. The mean scores for adequate training to perform jobs effectively, availability of skill development programs, and the organization's investment in professional development all cluster around 2.70 to 2.72, indicating a neutral to slightly negative perception. The median of 3.00 ("Neither Agree nor Disagree") and standard deviations around 1.30 further highlight the variability in employee views on these training aspects of internal marketing. In contrast, respondents seem more positive about having the opportunity to attend training sessions, with a mean of 3.01 and mode of 3 ("Agree"). Overall, the data suggests the organization may need to strengthen its commitment to providing adequate and accessible training programs to better support employee skill-building and performance.

Table 11: Motivation response analysis

		Employees are given the authority to make decisions independently.	Employees are provided with competitive compensation and benefits.	The organization recognizes and rewards high-performing employees.	Employees feel empowered to solve problems and take initiative.	Employees have a sense of control over their work responsibilities.
N	Valid	168	168	168	168	168
	Missing	0	0	0	0	0
Mean		3.10	3.02	3.45	3.24	3.34
Median		3.00	3.00	3.00	3.00	4.00
Mode		3	3	3	4	4
Std. Deviation		.904	1.089	1.054	.949	1.142
Range		4	4	4	4	4

Here, respondents tend to have a neutral to slightly positive perception, with mean scores ranging from 3.02 to 3.45 across the variables measured. The median value of 3.00 ("Neither Agree nor Disagree") for most items indicates the typical response was neutral. However, employees seem to feel more motivated in terms of having a sense of control over their work responsibilities, with a mean of 3.34 and modal response of 4 ("Agree"). The organization's recognition and rewards for high-performing employees also received a relatively higher mean score of 3.45. In contrast, the data shows more neutral perspectives on employees being given the authority to make decisions independently and feeling empowered to solve problems and take initiative, with means around 3.10 to 3.24. The standard deviations of around 0.90 to 1.14 across the variables indicate a moderate level of variability in employee perceptions. Overall, the findings suggest room for improvement in fostering a culture of greater employee motivation within the organization's internal marketing strategy.

Table 12: Leadership response analysis

		My organization's leadership team makes decisions that are in the best interest of employees.	My immediate manager provides clear direction	My manager gives me regular feedback to help me improve my performance .	I have trust and confidence in my organization's senior leadership team	My manager effectively coaches and develops me in my role.
N	Valid	168	168	168	168	168
	Missing	0	0	0	0	0
Mean		3.50	4.26	3.94	3.66	3.75
Median		4.00	4.00	4.00	4.00	4.00
Mode		4	4	4	4	4
Std. Deviation		1.209	.701	.831	1.131	.927
Range		4	3	3	4	3

The data indicates generally positive employee perceptions of the organization's leadership practices. Respondents tend to agree that their immediate managers provide clear direction, with a high mean of 4.26 and median/mode of 4 ("Agree"). Employees also view their managers as effective in providing regular feedback to help improve performance (mean 3.94) and in coaching and developing them in their roles (mean 3.75). Regarding senior leadership, the findings show a moderately positive level of trust and confidence, with a mean of 3.66. However, employees seem to have a slightly more neutral perspective on whether the organization's leadership team makes decisions in the best interest of employees, with a mean of 3.50. The standard deviations around 0.70 to 1.21 suggest a moderate level of variability in employee views across these leadership dimensions of internal marketing. Overall, the data points to strengths in frontline management practices but potential opportunities to further strengthen trust in and alignment with senior leadership.

Table 13: Internal branding response analysis

		The organization has a strong and well-defined brand identity.	Employees are knowledgeable about the organization's brand and values.	Employees are encouraged to be brand ambassadors for the organization.	The organization's brand messaging is effectively communicated to employees.	Employees feel a strong connection to the organization's brand and identity.
N	Valid	168	168	168	168	168
	Missing	0	0	0	0	0
Mean		4.38	3.68	3.49	3.95	3.74
Median		4.00	4.00	4.00	4.00	4.00
Mode		5	4	4	5	4
Std. Deviation		.646	1.005	1.083	.930	.997
Range		2	4	4	3	4

The data suggests the organization has established a strong and well-defined brand identity, as indicated by the high mean score of 4.38 and mode of 5 ("Strongly Agree") for this variable. However, the findings are more mixed when it comes to employee-related aspects of internal branding. While respondents tend to agree that employees are knowledgeable about the organization's brand and values (mean 3.68) and that brand messaging is effectively communicated to them (mean 3.95), the data shows a more neutral stance on whether employees are encouraged to be brand ambassadors (mean 3.49) and feel a strong connection to the brand identity (mean 3.74). The standard deviations around 1.00 across these employee-focused internal branding variables indicate a moderate level of variability in individual perceptions. Overall, the quantitative results suggest the organization has established a strong brand foundation, but may need to focus more on engaging and empowering employees as brand advocates.

Table 14: Organizational Commitment response analysis

	N		Mean	Median	Mode	Std. Deviation	Range
	Valid	Missing					
I am proud to be a part of this organization.	168	0	3.93	4	4	0.98	4
I feel a strong sense of belonging to this organization.	168	0	3.64	4	4	1.118	4
I am willing to put in extra effort to help this organization succeed.	168	0	3.99	4	4	1.092	4
I recommend this organization to my friends as a great organization to work for	168	0	3.2	3	4	1.212	4
I feel loyalty for the organization	168	0	3.95	4	4	1.175	4
This organization really inspires the very best in me in the way of job performance.	168	0	3.46	4	4	1.06	4
I care about the fate of this organization.	168	0	4.11	4	5	1.006	4
I would be very happy to spend the rest of my career with this organization.	168	0	3.2	3	4	1.09	4
I find that my values and the organization's values are very similar.	168	0	3.23	4	4	1.33	4

The data indicates generally positive levels of organizational commitment among the respondents. Employees express a strong sense of pride (mean 3.93) and loyalty (mean 3.95) towards the organization. They also report a willingness to put in extra effort to help the organization succeed (mean 3.99) and a sense of caring about its fate (mean 4.11). However, the findings are more mixed when it comes to employees feeling a strong sense of belonging (mean 3.64), being inspired to their best job performance (mean 3.46), and seeing alignment between their personal values and

the organization's values (mean 3.23). Notably, respondents are neutral about recommending the organization as a great place to work (mean 3.20) and being happy to spend their entire career there (mean 3.20). The standard deviations around 1.00 to 1.33 suggest moderate variability in individual employee perspectives on these organizational commitment measures.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION

5.1. Summary of Major Findings

Internal marketing is a crucial strategy for enhancing employee organizational commitment. It involves treating employees similarly to external customers, seeking a competitive advantage that is difficult to replicate (Tansuhaj et al., 1991).

In the case of Komari Beverage, the researcher examined internal marketing elements such as internal communication, motivation, leadership, and internal branding except training, hypothesizing their positive and significant effects on organizational commitment.

Multiple regression analysis indicated that collectively, these internal marketing dimensions accounted for 42% of the variation in employee organizational commitment at Komari Beverage. This suggests that internal marketing practices significantly influence and predict the organizational commitment levels of the company's workforce, with the remaining 58% of variation attributable to other variables not explored in this study.

Similarly, the beta values for standardization show $\beta=0.692$, $\beta=-0.595$, $\beta=0.164$, $\beta=0.611$ and $\beta=0.722$ for internal communication, training, motivation, leadership and internal branding respectively indicating their direct effect except training which has an inverse effect on organizational commitment.

Furthermore, correlation analysis revealed significant positive relationships between all five internal marketing factors and employee organizational commitment. The strongest correlations were observed with internal branding ($r=0.536$), internal communication ($r=0.511$), and leadership ($r=0.509$). Motivation demonstrated a moderate positive correlation ($r=0.436$), while training exhibited the weakest but still significant correlation ($r=0.295$).

These findings highlight the critical role of effective internal marketing, particularly in branding, communication, leadership, and motivation, in fostering greater organizational commitment among employees at Komari Beverage PLC.

Additionally, the quantitative data analysis indicates generally positive employee perceptions of the organization's internal communication practices, some areas for improvement in training, a

need to enhance employee motivation, opportunities to strengthen trust and alignment with senior leadership, and a focus on engaging and empowering employees as brand advocates. There are positive levels of organizational commitment, although some aspects require attention. Overall, the findings highlight strengths in internal marketing while identifying key areas for improvement in various aspects of employee engagement and satisfaction.

5.2. Conclusions

This study provides empirical evidence that internal marketing practices are instrumental in enhancing employee organizational commitment at Komari Beverage PLC. The comprehensive investigation of the relationships between the five key internal marketing elements (internal communication, training, motivation, leadership, and internal branding) and employee organizational commitment yielded several important insights.

The correlation analysis demonstrated that all five internal marketing factors have a significant positive relationship with organizational commitment. The strongest associations were found with internal branding, internal communication, and leadership underscoring the critical importance of these areas for cultivating greater employee commitment to the organization.

The multiple regression modeling further substantiated the collective impact of the internal marketing dimensions, accounting for 42% of the variation in organizational commitment levels. This highlights the substantial influence that Komari Beverage's internal marketing practices can have in predicting and shaping the commitment of its workforce.

These findings offer valuable guidance for Komari Beverage's management and HR teams. By strategically investing in and optimizing their internal marketing initiatives, particularly around branding, communication, leadership development, and employee motivation, the company can leverage these levers to foster greater organizational commitment among its employees. This, in turn, can yield benefits in terms of enhanced employee retention, productivity, and overall organizational performance.

Overall, this study underscores the critical role of effective internal marketing in driving positive employee attitudinal and behavioral outcomes, which are essential for Komari Beverage to sustain a committed, engaged, and high-performing workforce.

5.3. Recommendations

Enhance Internal Branding Initiatives

- The organization has established a strong brand foundation, however, given the strongest correlation found between internal branding and organizational commitment but needs to focus more on engaging and empowering employees as brand ambassadors. Encourage employees to feel a stronger connection to the brand identity and equip them to effectively represent the brand.
- Initiatives could include regular CEO/leadership town halls, engaging internal marketing campaigns, and the development of branded merchandise or collateral to foster a stronger sense of brand identification and pride among the workforce.
- It will also be critical to ensure all internal processes, policies, and communications are fully aligned with and reflective of the desired Komari Beverage brand image and culture.
- By strengthening the internal brand-building efforts, Komari can help employees develop a stronger emotional attachment and sense of ownership towards the organization.

Improve Internal Communication Channels

- The study findings underscored the importance of effective internal communication in driving higher organizational commitment.
- Komari Beverage should invest in enhancing the frequency, clarity, and transparency of communication between management and employees.
- This could involve implementing regular town hall meetings, monthly/quarterly employee newsletters, and digital feedback forums that provide employees avenues to voice their ideas, concerns, and questions.
- Managers should also be trained on best practices for open, empathetic, and responsive communication with their teams.
- Ensuring timely dissemination of important information and providing multiple communication touchpoints will help foster a more engaged, informed, and committed workforce.

Leadership Development Programs

- Given the strong correlation between leadership and organizational commitment, Komari Beverage should invest in building trust and alignment with the senior leadership team. Ensure leadership decisions are perceived as prioritizing employee interests and improve communication and transparency from the top. This may include designing structured training programs to equip managers with essential skills in areas like emotional intelligence, conflict resolution, employee motivation, and change management.
- Complementary one-on-one coaching and mentoring opportunities should also be provided to help managers apply these learnings in their day-to-day roles.
- By upskilling its managerial talent, Komari can empower leaders who are better equipped to inspire, support, and retain highly committed employees.

Employee Training

- While training and development exhibited the weakest correlation, Komari Beverage employee response show availability of skill development programs, and the organization's investment in professional development all cluster around 2.70 to 2.72, indicating a neutral to slightly negative perception on company's effort on designing and implementing training programs. Thus, Komari Beverage Plc should seek to continuously improve its employee skills and capabilities through training programs.
- Opportunities for job-specific technical training, as well as broader professional development courses, should be made available to all employees. Investing in the growth and capabilities of the workforce can help strengthen the linkage between training and organizational commitment over time.

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APPENDIX
ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE

DEPARTMENT OF MARKETING MANAGEMENT

Questionnaire to be filled by Komari Beverage Employees

Dear respondents,

This questionnaire is designed to conduct research on “Effects of internal marketing practice on Employees Behavior” for the partial fulfillment of Masters of Arts Degree in Marketing Management at AAU School of Commerce Marketing Management Department.

The result of the study will be used in order to suggest possible solutions for problems identified while conducting the study. I kindly request you to spend your precious time to fill the questionnaire. I would like to inform you that the information you provide is confidential and anonymous. Therefore, you are not expected to write your name and other private information.

Thank you in advance for your cooperation

If you face any challenges when filling in the questionnaire, please don’t hesitate to contact the researcher with the below email address and phone number.

Emnetta17@gmail.com

0904050607

General Instruction

- No need to write your name
- Tick “√” on your choice in the space provided

Part one; Back ground of Respondents

1. Gender
 - A. Male ☐
 - B. Female ☐
2. Educational level
 - A. Diploma ☐
 - B. Bachelor Degree ☐
 - C. Master's Degree and Above ☐
3. Tenure in the company
 - A. 0-1 ☐
 - B. 2-3 ☐
 - C. 4-5 ☐

Part Two; Questions Directly Related with the Study

Number in the table represents

(1-strongly disagree, 2-disadree,3-neither agree nor disagree, 4-agree and 5-strongly agree)

	Internal Communication	1	2	3	4	5
IC1	There is effective communication between departments in the organization					
IC2	Employees are kept informed about important changes in the company.					
IC3	Information and knowledge are shared freely among employees.					
IC4	The organization encourages open and transparent communication.					
IC5	Employees have the opportunity to provide feedback and suggestions.					
	Training					
TD1	Employees receive adequate training to perform their jobs effectively.					
TD2	Training programs are available to develop employees' skills.					

TD3	The organization invests in the professional development of its employees.					
TD4	Employees are given the opportunity to attend training sessions.					
TD5	Training helps employees improve their performance.					
	Motivation					
MO1	Employees are given the authority to make decisions independently.					
MO2	Employees are provided with competitive compensation and benefits.					
MO3	The organization recognizes and rewards high-performing employees.					
MO4	Employees feel empowered to solve problems and take initiative.					
MO5	Employees have a sense of control over their work responsibilities.					
	Leadership					
LM1	My organization's leadership team makes decisions that are in the best interest of employees.					
LM2	My immediate manager provides clear direction					
LM3	My manager gives me regular feedback to help me improve my performance.					
LM4	I have trust and confidence in my organization's senior leadership team					
LM5	My manager effectively coaches and develops me in my role.					
	Internal Branding					
IB1	The organization has a strong and well-defined brand identity.					
IB2	Employees are knowledgeable about the organization's brand and values.					
IB3	Employees are encouraged to be brand ambassadors for the organization.					

IB4	The organization's brand messaging is effectively communicated to employees.					
IB5	Employees feel a strong connection to the organization's brand and identity.					
	Organizational Commitment					
OC1	I am proud to be a part of this organization.					
OC2	I feel a strong sense of belonging to this organization.					
OC3	I am willing to put in extra effort to help this organization succeed.					
OC4	I recommend this organization to my friends as a great organization to work for					
OC5	I feel loyalty for the organization					
OC6	This organization really inspires the very best in me in the way of job performance.					
OC7	I care about the fate of this organization.					
OC8	I would be very happy to spend the rest of my career with this organization.					
OC9	I find that my values and the organization's values are very similar.					

አዲስ አበባ ዩኒቨርሲቲ

የንግድ ትምህርት ቤት

የማርኬቲንግ አስተዳደር ክፍል

በኮማንዶ መጠጥ ስራተኞች የሚሞላ መጠይቅ

ውድ ምላሽ ሰጪዎች፤

ይህ መጠይቅ የተዘጋጀው በAAU የንግድ ግብይት አስተዳደር ዲፓርትመንት የማርኬቲንግ ማኔጅመንት ማስተርስ ዲግሪ በክፍል ለማሟላት “የውስጥ የግብይት ልምምድ በስራተኞች ባህሪ ላይ የሚያሳድረው ተጽዕኖ” ላይ ጥናት ለማድረግ ነው።

የጥናቱ ውጤት ጥናቱን በሚመራበት ጊዜ ለተለዩ ችግሮች መፍትሄዎችን ለመጠቀም ጥቅም ላይ ይውላል። መጠይቁን ለመሙላት ውድ ጊዜያችሁን እንድታሳልፉ በትህትና እጠይቃለሁ። ያቀረቡት መረጃ ሚስጥራዊ እና ማንነታቸው የማይታወቅ መሆኑን ላሳውቃችሁ እወዳለሁ። ስለዚህ ስምዎትን እና ሌላ የግል መረጃዎን እንዲጽፉ አይጠበቅቦትም።

ስለ ትብብርዎ በቅድሚያ እናመሰግናለን!

መጠይቁን በሚሞሉበት ጊዜ ማናቸውም ችግሮች ካጋጠሙዎት፤ እባክዎን ከታች ባለው የኢሜይል አድራሻ እና ስልክ ቁጥር ለማነጋገር አያመንቱ።

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0904050607

አጠቃላይ መመሪያ

- ስምዎን መጻፍ አያስፈልግም
- በመረጡት ቦታ ላይ “✓” ላይ ምልክት ያድርጉ

ክፍል አንድ፤ ምላሽ ሰጪዎች የኋላ መሬት

1. ጾታ

ሀ. ወንድ ☐

ለ. ሴት ☐

2. የትምህርት ደረጃ

ሀ. ዲፕሎማ ☐

ለ. ዲግሪ ☐

ሐ. የማስተርስ ዲግሪ እና ከዚያ በላይ ☐

3. በድርጅቱ ውስጥ ያለው ቆይታ

ሀ. 0-1 ☐

ለ. 2-3 ☐

ሐ. 4-5 ☐

ክፍል ሁለት፤ ከጥናቱ ጋር በቀጥታ የተያያዙ ጥያቄዎች

በሰንጠረዥ ውስጥ ያለው ቁጥር የሚወክለው (1 - በጣም አልሰማማም ፣ 2 - አልሰማማም ፣ 3 - አልሰማማም ወይም አልሰማማም ፣ 4 - አስማማለሁ እና 5 - በጣም አስማማለሁ)

	ተግባቦት	1	2	3	4	5
IC1	በድርጅቱ ውስጥ ባሉ ክፍሎች መካከል ውጤታማ ተግባቦት አለ።					
IC2	በኩባንያው ውስጥ ስላሉ አስፈላጊ ለውጦች ሰራተኞች ይነገራቸዋል።					
IC3	መረጃ በሰራተኞች መካከል በነጻነት ይጋራሉ።					
IC4	ድርጅቱ ግልጽ ግንኙነትን ያበረታታል።					
IC5	ሰራተኞች ማንኛውንም አስተያየት ለመስጠት እድሉ አላቸው።					
	ስልጠና					
TD1	ሰራተኞች ስራቸውን በብቃት ለማከናወን በቂ ስልጠና ያገኛሉ።					
TD2	የሰራተኞችን ችሎታ ለማዳበር የሥልጠና ፕሮግራሞች አሉ።					
TD3	ድርጅቱ በሰራተኞቹ ሙያዊ እድገት ላይ ኢንቨስት ያደርጋል።					
TD4	ሰራተኞች በስልጠና ክፍል ጊዜዎች ላይ እንዲሳተፉ እድል ይሰጣቸዋል።					
TD5	ስልጠና ሰራተኞች የስራ አፈፃፀማቸውን እንዲያሻሽሉ ይረዳል።					
	ተነሳሽነት					

MO1	ራሴን ችዬ ያለ ጣልቃ ገብነት ውኔዎችን አስተላልፋለሁ።					
MO2	ከድርጅቱ ተገቢውን ጥቅማጥቅሞች አገኛለሁ።					
MO3	ድርጅቱ ከፍተኛ የስራ አፈጻጸም ያላቸውን ሰራተኞች እውቅና እና ሽልማት ይሰጣል።					
MO4	ችግሮችን ለመፍታት እና ተነሳሽነት ለመውሰድ ስልጣን እንዳለኝ ይሰማኛል።					
MO5	በስራ ኃላፊነቴ ላይ ግላዊ ስሜት አለኝ።					
	አመራር					
LM1	የድርጅቱ አመራር ቡድን ለሰራተኞች የሚበጀውን ውሳኔ ያደርጋል።					
LM2	የእኔ የቅርብ አለቃ ግልጽ መመሪያ ይሰጠኛል።					
LM3	አፈጻጸሜን ለማሻሻል እንዲረዳኝ አለቃዬ መደበኛ ስልጠና ይሰጠኛል።					
LM4	በድርጅቱ ከፍተኛ አመራር ቡድን ላይ እምነት አለኝ።					
LM5	ሥራ አስኪያጄ በውጤታማነት ያሠለጥኛል እናም በኔ ሚና ያሳድገኛል።					
	የድርጅቱ ማንነት እና እሴቶች					
IB1	ድርጅቱ ጠንካራ እና በደንብ የተገለጸ የምርት መለያ አለው።					
IB2	ሰራተኞች ስለ ድርጅቱ የምርት ስም እና እሴቶች ጠንቅቀው ያውቃሉ።					
IB3	ሰራተኞች ለድርጅቱ የንግድ ምልክት አምባሳደሮች እንዲሆኑ ይበረታታሉ።					
IB4	የድርጅቱ የምርት ስም መልእክት ለሠራተኞች ውጤታማ በሆነ መንገድ ተላልፏል።					
IB5	ሰራተኞች ከድርጅቱ የምርት ስም እና ማንነት ጋር ጠንካራ ግንኙነት ይሰማቸዋል።					
	ድርጅታዊ ቁርጠኝነት					
OC1	የዚህ ድርጅት አካል በመሆኔ እኮራለሁ።					
OC2	የዚህ ድርጅት አባል እንደሆንኩ እንዲሰማኝ ያደርገኛል።					
OC3	ይህ ድርጅት እንዲሳካ ለመርዳት ተጨማሪ ጥረት ለማድረግ ፈቃደኛ ነኝ።					
OC4	ስለድርጅቱ መልካም ነገር ለጓደኞቼ እወራለሁ።					

OC5	ለድርጅቱ ታማኝነት ይሰማኛል።					
OC6	ይህ ድርጅት በስራ አፈፃፀም ውስጥ በእኔ ውስጥ ጥሩ ስሜት ይፈጥራል።					
OC7	የዚህ ድርጅት አጣ ፈንታ ያሳስበኛል።					
OC8	ቀሪ ዘመኔን ከዚህ ድርጅት ጋር በማሳለፍ በጣም ደስተኛ ነኝ።					
OC9	የእኔ እሴቶች እና የድርጅቱ እሴቶች በጣም ተመሳሳይ እንደሆኑ ተገንዝቤያለሁ።					