



ADDIS ABABA UNIVERSITY
BUSINESS AND ECONOMICS COLLEGE
SCHOOL OF COMMERCE

**The Effect of Internal Marketing on Customers' Perceived Service
Quality: The Case of Ethiopian Federal Ministry of Revenue**

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February, 2019
Addis Ababa, Ethiopia

**The Effect of Internal Marketing on Customers' Perceived Service
Quality: The Case of Ethiopian Federal Ministry of Revenue**

**A Thesis Submitted to the School of Graduate Studies of Addis Ababa
University in Partial Fulfillment of the Requirement for the Degree of Masters
in Marketing Management**

BY: Getahun Zenebe

**February, 2019
Addis Ababa, Ethiopia**

STATEMENT OF DECLARATION

I, Getahun Zenebe, hereby declare that this Master Thesis titled “*The effect of Internal Marketing on Customers Perceived Service Quality: The Case of Ethiopian Federal Ministry of Revenue*” is my original work and this study has not been submitted for the award of any program or any other institution. I have carried out the present study independently with the guidance and support of the research advisor, Temesgen Belayneh (PhD). Any other research or academic sources used here in this study have been duly acknowledged.

Name Getahun Zenebe

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Date _____

STATEMENT OF CERTIFICATION

This is to certify that Getahun Zenebe has carried out his research work on the topic entitled “*The effect of Internal Marketing on Customers Perceived Service Quality: The Case of Ethiopian Federal Ministry of Revenue*”. The work is original in nature and is suitable for submission for the award of Masters Degree in Marketing Management.

Advisor’s Name: Temesgen Belayneh (PhD)

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Date: _____

ADDIS ABABA UNIVERSITY
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Marketing Management Program Unit

The effect of Internal Marketing on Customers Perceived Service Quality:

The Case of Ethiopian Federal Ministry of Revenue

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List of Acronyms

ANOVA=	Analysis of Variance
CSQ=	Customer service quality
ERCA=	Ethiopian Revenue and Customs Authority
IM=	Internal Marketing
MoR=	Ministry of Revenue
SPSS=	Statistical Package Software for Social Science

ABSTRACT

The idea of satisfied employees for the benefit of satisfied customers is developed through the concept of internal marketing. This research paper was conducted to examine the effect of internal marketing on customers perceived service quality in Ethiopian Federal Ministry of Revenue. The target populations of the study were customers and employees of Ministry of Revenue. The study targets 384 samples of customers based on their convenience and easiness to determine customer service quality they receive from Federal Ministry Revenue. The selected 345 frontline staffs were selected from 4 branches of Addis Ababa randomly to obtain there evaluation of the Federal Ministry of Revenue internal marketing practice. The most commonly used dimensions of internal marketing were identified and used to attest its effect on customers perceived service quality through job satisfaction. The descriptive analysis of the finding dictates that there is lack of adequate employee training & development, employee motivation, internal communication and employee empowerment. From the study finding, the Pearson correlation coefficient of internal marketing variables shows that there is a strong positive correlation between IM variables and job satisfaction and perceived service quality. In addition to correlation analysis, further regression analysis was conducted to examine the effect of internal marketing on customers perceived service quality. The result indicates that the selected dimensions of internal marketing have significant relation with job satisfaction where job satisfaction has significant effect on customers perceived service quality as well. Ethiopian Federal Ministry of Revenue is recommended to fully implement internal marketing practices to increase employees' job satisfaction and to have a positive effect on its customers perceived service quality.

Key Words: *Internal Marketing, Training and Development, Motivation, internal Communication, empowerment, Job Satisfaction, Customer perceived service quality*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The idea of satisfied employees for the benefit of satisfied customers is developed through the concept of internal marketing. According to Berry (1981), the concept of internal marketing is based on viewing employees as internal customers, and jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization.

Many literatures on Internal Marketing suggests that organizations that wants to deliver better quality services to satisfy their external customers should first solve any problems related to internal customer unanswered needs because, fulfilling employees needs enhances employee motivation and retention, and as a consequence the higher the degree of employees job satisfaction, the higher the possibility of generating external satisfaction and loyalty (Zampetakis and Moustakis, 2007).

According to Hartline M. and Ferrell OC (1996) states that, because of a positive correlation between job satisfaction and customer satisfaction satisfied employees produce better quality services. This is true especially in the services industries, where the intangible nature of the services makes employees one of the most crucial parameters in the value generation process of the service organization.

Jeon and Choi (2012) found that employees satisfaction leads to customer satisfaction. Therefore, to have satisfied customers, it is necessary to have satisfied employees. George, (1990) stated that the notion of internal marketing advocates that to have satisfied customers, the firm must also have satisfied employees. Similarly, Varey and Lewis (1999) documented that internal marketing can enhance employee creativity, innovation and performance.

Administering their human resources effectively is very important for organizations that want to provide quality services to their customers. Because the services generated by the organization are produced by the employees directly for the client (Chen & et al., 2006) this necessity led to the development of internal marketing as a distinct field of marketing.

Hung and Lin (2008) reveal that, the majority of service organizations have not been able to successfully develop and implement internal marketing strategies due to a lack of knowledge and understanding of the different components that constitute the internal market environment.

Ethiopian Federal Ministry of Revenue is the responsible organization for collecting revenue from domestic taxes and Customs duties. In addition to raising revenue, Ministry of Revenue is responsible to protect the society from adverse effects of smuggling.

To attain the country's revenue requirement efficiently and effectively Federal Ministry of Revenue was established by Proclamation No. 587/2008 on 14 July 2008, by the merger of the Ministry of Revenue, Ethiopian Customs Authority and the Federal Inland Revenue Authority for the purpose of enhancing the mobilization of government revenues, while providing effective tax and Customs administration and sustainability in revenue collection. The main objective of the establishment of Ministry of Revenue was to streamline the public revenue generation function by bringing the relevant agencies under the umbrella of the central revenue collector body.

Since Ministry of Revenue is responsible to various public services, maintaining a high level of customer service quality is necessary for success. Most of the employees of Ethiopian Federal Ministry of Revenue interact with the majority of the customers it is common knowledge that customer satisfaction mainly depends on the process of quality service delivery and less on its outcome and this highlight the importance of the initiation of internal marketing in revenue sector. This research was found the effect of internal marketing on customers perceived service quality.

1.2 Statement of the Problem

Internal Marketing (IM) has been proposed as a philosophy which focuses on firm's employees with the aim of rendering them more effective to the delivery of superior customer service (George, 1990; Lings and Greenley, 2009). Successful organizations are those that integrate efficient and effective management in internal and external dimensions (Olorunleke, 2000). To Survive and succeed in the modern world, it is necessary to a firm know how to handle its competent employee as they are the crucial factor on service delivery. Internal marketing as a concept of management practice contributes to higher quality services.

According to Kotler (2000), internal marketing should be as a priority to employers before external marketing and IM is the task of successfully recruiting, educating and motivating employees so as to give finest customer service.

Ranker (2002), stressed the importance of revenue as the life blood of the state and that taxation is the primary mechanism of revenue generation. The author further emphasized that, taxation considers as the most economically efficient way of transferring resources from private to publics.

Customers perceived service quality is basically depends on service delivery on how employees go by the laid down process of the company. Similarly available studies (Tewodros, 2015, Demirew G. et al. 2015) and others shows that in many cases the knowledge and attitude of service provider in Ethiopian service providing sector are not at the required level as a result of which customers may lack trust and assurance on the sector. Moreover the employees' willingness to support customers as required by customers is not at the expected level rather in some cases they mistreated their customers. Therefore, there is the need to practice internal marketing in the revenue sector with the intention that satisfied employee can easily satisfy customers who patronize their services. Different scholars (Berry 1984; Johnson et al. 1986; Kotler and Armstrong 1991) addressed that the goal of internal marketing is to identify and satisfy employees' needs so that employees can be retained and provide superior service to external customers.

Ministry of Revenue has been highly affected by staff turnover and has been taking steps to remedy this situation and keep highly skilled professionals as of September 2016; the organization increased its staff salaries by 100 percent. But, Gopal (2006) suggests that, the strategy to retain good employees involves understanding what they want besides a salary and benefits, and emphasizes the importance of internal marketing as effective tools for employees job satisfaction. Gronross (1985) emphasized that loyal staff significantly contributes to reducing the costs for recruitment, selection, formation and integration and ensures continuity even when the organization passes through difficult times.

Though, internal marketing play a vital role for the long success of companies, the area has not been researched in Federal ministry of Revenue. Generally, even though attempts were made to

examine the influence of internal marketing on customers' service quality, (Nardos 2012; Yomiyu 2014 and Mengistu 2017) they only targeted external customers. Hence, there is a great need to establish the internal marketing strategies which leads to satisfied employees and satisfied customers (Pervaiz et al., 2002).

Thus, the research tried to make a contribution towards filling these gaps from the view point of internal marketing and customers' perceived service quality.

1.3 Research Questions

1. How does training and development affect job satisfaction of MoR employees?
2. In what way motivation affects job satisfaction of Ministry of Revenue employees?
3. How does internal communication affect job satisfaction of MoR employees?
4. In what way empowerment affects job satisfaction of MoR employees?
5. What is the effect of MoR employees job satisfaction on customers perceived service quality?

1.4 Objectives of the Study

The study was intended to address the following general and specific objectives.

1.4.1 General Objective

The main objective of the study was to examine the effect of internal marketing on customers' perceived service quality in Federal Ministry of Revenue.

1.4.2 Specific Objectives

Besides the main objective, the researcher conducted the research for the following sub objectives

- To investigate the effect of training and development on job satisfaction of Ministry of Revenue employees.

- To analyze the effect of motivation on job satisfaction of Ministry of Revenue employees.
- To investigate how internal communication affects job satisfaction of Ministry of Revenue employees.
- To determine how empowerment affects job satisfaction of Ministry of Revenue employees.
- To examine the effect of job satisfaction of MoR employees on customers perceived service quality.

1.5 Significance of the study

Any kind of research has something to add to the accumulated body of knowledge of mankind and also used to solve particular problem at hand. This study is useful to the following bodies.

To Institution; this study will be significant for Ministry of Revenue as it give insights about how the internal marketing play critical role in customers perceived service quality. It shows that internal marketing is very beneficial and effective approach towards the customers' service quality. The study will enables the Ministry of Revenue to understand the relation between internal marketing elements and job satisfaction of employees and helps them to know the most important internal marketing elements used to employees' job satisfaction. Therefore, this study will contribute to be a good base for MoR to evaluate its internal marketing practices and its effect on employees' job satisfaction from its own employee's perspectives and to establish the appropriate ways to improve its customers satisfaction.

To Practitioners; the study finding has important implications for the management of market focused service organizations. First, they suggest that, in addition to understanding the external market, services managers must develop a better understanding of the wants and needs of employees.

To Academicians; the study will benefits for university students, marketers, researchers, business planners and policy makers for further reference and future studies regarding to the effect of internal marketing on customers perceived service quality.

1.6 Scope of the Study

Scholars have given various variables on the dimension of internal marketing. Even if it was recommendable to analyze internal marketing using all the dimensions nevertheless, the study was conducted on only four dimensions; training and development, motivation, internal communication and empowerment. The scope of the research method didn't include analysis of mediation effect of mediator job satisfaction. The scope of the study is limited to Ministry of Revenue Addis Ababa branch offices namely East Addis Ababa, West Addis Ababa, large tax payers branch office and the main office contact employees. Due to time, accessibility and resource limitation, the study didn't include Ethiopian Customs commission and Regional Revenue Offices.

1.7 Limitations of the Study

This study has some limitation:

The dimension selected for internal marketing was limited to training and development, internal communication, motivation and empowerment even if this were selected after reviewing the most quoted ones, in order to fully examine internal marketing additional dimensions should be included to investigate its effect.

The study also didn't include Customs Commissions, and regional offices due to time, resource limitation however, effect of internal marketing on customers perceived service quality should be investigated throughout the organization as every unit has its minimum of external customer whose service output is being consumed by customers.

The other limitation of this research paper was, effect of internal marketing on customers perceived service quality was examined through job satisfaction, up on doing so; the researcher didn't include the mediation effect of the mediator in the study.

1.8 Definition of Terms

Internal Marketing: A concept of viewing employees as internal customers, jobs as internal products, and endeavoring to better design this products to meet the needs of this customers. Greene. W.E. Walls G.D. and Schrest, L.J (1994,)

Training and Development: Training and development is designed activities from the environment that provides employees the opportunity from employers side with the purpose of enhancing the level to develop and learn new skills for their development of knowledge and skills or to modify the behaviors. Armstrong (2001)

Motivation: The development of desire within an employee to perform a task to his/her greatest ability based on that individuals own initiatives. Rudolf and Kleiner (1989)

Internal communication: defined as accurate and open flow of information between employees and management. Internal communication is about relationships and creating a respected atmosphere for all the people within the organization. (Argenti, 2009)

Empowerment; empowerment is a motivational concept referring to enabling rather than delegating strategies that create conditions for heightening motivation from tasks through development of personal efficacy and removal of conditions that foster powerlessness (Tómas Bjarnason).

Job satisfaction: refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction, Negative and unfavorable attitudes towards the job indicate job dissatisfaction. (Armstrong, 2006)

Service Quality: Service quality is a critical element of customer perception which influence both customers' evaluation of a service as well as their satisfaction with the overall service delivery process (Zeithaml & Bitner, 2009)

1.9 Organization of the Paper

This paper was organized in the following way. The first chapter covers the introduction part of the paper. It consists of the background of the study, statement of the problem, research questions, and objectives of the study, significance of the study definition of terms, scope of the study, limitations of the study and organization of the paper. The second chapter deals with existing literatures. In this chapter previous works of other researchers related with internal marketing with regard to job satisfaction and customers' service quality were summarized and presented. The third chapter covers methodology of the study. Population, sample frame and samples were discussed in this chapter. In addition to these, sampling techniques, data collection instrument, computational and analysis tools were discussed. Data analysis and presentations presented within chapter four. Conclusion and recommendation part are covered in the last chapter, chapter five. In addition other sections, namely list of references and annexes also parts of the research frame work.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Literatures related to internal marketing and service quality has been reviewed to discuss briefly the concept of internal marketing and customer service quality as the purpose of this study is to analyze the effect of internal marketing on customers' perceived service quality. The major points that have been incorporated in the literature parts are definitions and concepts of internal marketing, internal marketing dimensions, importance of internal marketing, internal marketing in public sectors, employees job satisfaction, relationship between IM elements and employees job satisfaction, relationship between job satisfaction and customers perceived service quality, theoretical frame work and hypothesis development & review of related work. In the Internal marketing part, internal marketing dimension given by various scholars, implementing and measuring internal marketing along with its importance and its challenges has been reviewed.

2.1 Theoretical Review

2.1.1 Concepts of Internal Marketing

The concept of internal marketing was first derived from the work of Sasser and Arbeit (1976) who stated personnel is the first market of a service company. Berry (1981) was the first to give a definition of internal marketing by defining internal marketing as “viewing employees as internal customers, and jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization”.

Lovelock (1984) claimed that by satisfying the needs of its internal customers, the organization upgrades its capability for satisfying the needs of its external customers. Similarly, internal marketing can be defined as promoting of the firm and its products to the firms employees (Greene, Walls, & Schrest, 1994).

In 1989, George and Gronroos, affirmed Internal marketing mainly as “the basic philosophy for managing the organization's human resources based on marketing perspective”. George (1990) consents with this statement by describing internal marketing as a holistic management process to integrate multiple functions of the organization.

On the view of Foreman & Money (1995) stated that firm should be considered as a market and marketing inside the firm is internal marketing and therefore marketing tools that are used for external customers might be used for internal customers and the field of human resource management has started adopting appropriate marketing tools. On the other hand, other researchers (Gronroos 2000; Rafiq and Ahmed 2000; Ewing and Caruana 1999) support that the concept of internal marketing has much in common with HRM concept but they are not the same. In short, internal marketing emphasizes on the need to view people as internal customers. As internal customers, employees should be treated as the way firm treats customer.

Gronroos (1999) showed that internal marketing is a 'holistic approach' and introduced the term 'internal customer' involved in the organizations value chain. Accordingly, the employee is the main resource, creating resources and controlling other resources in creating and delivering value. The quality of the value created and delivered through 'internal supplier relationship' among employees is directly related to customer satisfaction. In other words Rafiq and Ahmed (2000) indicated that there are three separate phases of internal marketing concept development process. These phases are; employee motivation and satisfaction (first phase), customer orientation (second phase) and broadening the internal marketing concept, strategy implementation and change management (third phase). In addition to this, Rafiq and Ahmed (2000), Ahmed et al. (2003), elaborated the holistic approach in terms of the integration of procedures, structure, inter-functional coordination, communication and relationships revolving around the job.

2.1.2 Definitions of Internal Marketing

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

Internal marketing lacks a widely accepted definition, but usually it encompasses three main themes: service-mindedness and customer-oriented behaviors, focusing staff attention on the internal activities that need to be changed in order to enhance marketplace performance and creating motivated (Mosley, 2007).

Generally, the exact definition of internal marketing has not been given by scholars yet but its concept rolls around employees being considered as customers by their employers; it is treating employees as external customers are being treated so as to gain competitive advantage which can't be copied. In the following table 2.1 shows the definition of different scholars for internal marketing presented.

Table 2.1 Definition of internal marketing

Berry (1981)	Considers internal marketing as viewing employees as internal customers, viewing jobs as internal products and then endeavoring to offer internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization.
Ballantyne et al. (1995 cited in Ballantyne, 2000)	Internal marketing is any form of marketing within an organization which focuses staff attention on the internal activities that need to be changed in order to enhance external market place performance.
Greene et al. (1994)	Internal marketing is the key to superior service and the result is external marketing success. Internal marketing can be defined as the promoting of the firm and its product(s) or product lines to the firm's employees.
Joseph (1996)	Internal marketing is the application of marketing, human resources management, and allied theories, techniques and principles to motivate, mobilize, co-opt, and manage employees at all levels of organization to continuously improve the way they serve external customers and each other.
Rafiq and Ahmed (2000)	Internal marketing is a planned effort using marketing like to approach to overcome organizational resistance to change and to align, motivate and inter-functionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies, in order to deliver customer satisfaction through a process of creating motivated and customer orientated employees.
Gronroos (1990)	Internal marketing is a management philosophy that provides managers with an understanding and appreciation for the roles of employees in the corporation, requiring that they have a holistic observation of their jobs.
Varey (2002)	Internal marketing can be seen as a management approach that enables and motivates all members of the corporation to examine their own role and communication competence and to adopt a customer consciousness and service orientation (which requires an interest in the problems of customers), whether front-line service performers or back-office service support workers, to meet the needs of external customers through a commitment to the corporation's goals

Source: Various Sources, 2018

2.1.3 Dimension of Internal Marketing

Scholars have given various variables on the dimension of internal marketing. Below are dimension of internal marketing used by different scholars.

Ansari, Mendelson, and Sharma (2001): Employment assurance; Broad training; Abundant salary determined according to organizational performance; Information sharing; Employee empowerment, and Reducing differences in rank.

Lings (2004): Employee empowerment, Employee training and skills development, internal communication and Reward.

Tsai and Tang (2008): Service training programs, Performance incentives, and Vision for service excellence.

Gounaris (2006): Selection, Training and development, Incentive systems or Empowerment

Varey & Lewis (1999): Dissemination of information from all internal groups; Development of competence, and Development of incentive and motivation systems.

Rafiq and Ahmed (1993): Employee motivation and satisfaction; Customer orientation and Customer satisfaction; Inter-functional coordination and integration; Marketing-like approach; and Implementation of specific corporate or functional strategies.

Parasuraman, Zeithaml & Berry (1991): Compete for talent; offer a vision and provide a purpose to equip employees with skills and knowledge of their roles; bring people together as a team; leverage the freedom factor; nurture achievement through measurements and rewards; and base job design decisions on research

Ahmed & Rafiq (2003): Strategic rewards; Internal communications; Training and development; Organizational structure; senior leadership; Physical environment; Staffing; Selection and succession; Inter functional coordination; Incentive systems; Empowerment; and Operational/process changes.

Bansal and et al (2001)cited in (Esfahani A. and et. al, 2013): Occupational security , expanded education , rewards based on performance , shared information, encouraging system , having ability, decreasing discriminations between situation and position.

Internal Marketing can be explained by the above stated dimensions, even if it was recommendable to analyze internal marketing using all the dimensions, for the purpose of this study, four dimensions (training & development, motivation, internal communication and empowerment) which were the most repeatedly stated by the scholars will be selected assuming the most common ones can explain internal marketing well enough.

2.1.3.1 Training & Development

Training is one of the most repetitively mentioned dimensions of internal marketing; Ahmed and Rafiq (2003), Gounaris (2006) and Tsai and Tang (2008) are among the scholars that identified training is one of the dimension internal marketing can be explained. The psychologist Maslow, (1954) & the theorist Herzberg, (1966) both recognized the importance of development in motivating people. Self-esteem and self-actualization were at the top of Maslow's hierarchy of human needs, while Herzberg identified Responsibility, advancement, achievement, recognition and the work itself all as motivating factors. Training and development will help people to accomplish and to grow and are therefore, powerful forces in motivating people and ensuring that they remain with the organization. (George Green, 2009).

2.1.3.2 Motivation

The word motivation is derived from the Latin word “movere”, which means to “transfer” or “push”. According to Kelly (1974) motivation is defined as any behavior instigated by needs and directed towards the goals that can satisfy these needs. Sansone and Harackiewicz (2000) define motivation as an internal mechanism that guides behavior. This can be referred to the catalyzer for individual employees to enhance their working performance to achieve organizational performance (Sekhar et al., 2013). In other words, motivation is the desire to expend effort. Organizational success depends on how effectively managers motivate their subordinates. It is not easy to motivate employees since it is difficult to understand the reason of people behavior.

It is important for organizations to find the factors to motivate employees to perform to their maximum ability. Employees are assumed to value intrinsic and extrinsic rewards. Both forms of rewards contribute significantly to the levels of employees' motivation to work (Herzberg et al., 1959). Different motivation theories (e.g. content theories and process theories) describe why and how human behavior is activated and directed (Seiler et al., 2012).

1. Intrinsic Rewards

Intrinsic rewards are those that exist in the job itself. Examples are achievement, variety, challenge, autonomy, responsibility, and personal and professional growth. They also include status, recognition, praise from superiors and co-workers, personal satisfaction, and feelings of self-esteem (Mahaney and Lederer 2006). As Honig- Haftel and Martin, (1993) mentions intrinsic rewards increase feelings of self-esteem and accomplishment. Intrinsic rewards are derived from the content of the task itself and include such factors as interesting and challenging work, self-direction and responsibility, variety, creativity, opportunities to use ones skills and abilities, and sufficient feedback regarding the effectiveness of one's efforts (Mottaz 1985).

According to Mahaney and Lederer, (2006) agreed that, employees are thought to be motivated to work hard to produce quality results when they have pride in their work, they believe their efforts are important to the success of the team, and their jobs are fun, challenging, and rewarding.

2. Extrinsic Reward

Extrinsic rewards, on the other hand, are external to the job itself. They comprise such elements as pay, fringe benefits, job security, promotions, private office space, and the social climate. Other examples include competitive salaries, pay raises, merit bonuses, and such indirect forms of payment as compensatory time off (Mottaz 1985; Mahaney and Lederer 2006). Firms are able to improve worker productivity by paying workers a wage premium a wage that is above the wage paid by other firms for comparable labor. A wage premium may enhance productivity by improving nutrition, boosting morale, encouraging greater commitment to firm goals, reducing quits and the disruption caused by turnover, attracting higher quality workers and inspiring workers to put forth greater effort (Goldsmith, Veum and Darity 2000). As a result, people are

attracted to well-paying jobs, extend extra effort to perform the activities that bring them more pay, and become agitated if their pay is threatened or decreased (Stajkovic and Luthans 2001).

2.1.3.3 Internal Communication

Internal communication is concern with transfer of information from sender to receiver between individuals within an organization to achieve a common purpose. As quoted in the works of (john and zahid) internal communication concept seems to incorporate the message sending and message receiving behaviors from the superiors, subordinates, and peers with regard to task, personal, and innovative topics. One way or another this term is identified in many literatures as a relevant construct to measure IM. As it is discussed in (Ahmed & Rafiq, 2003) Communication is an indispensable activity in the functioning of all processes, but it is critical in highly cross functional ones. Undoubtedly, one of the most common IM applications is in the crafting of internal communication strategies. When this is done in parallel with external marketing communications, advertised promises stand better chances of being fulfilled to the required level of performance because staff is better prepared to perform them. As cited in the works of Uchenna (2008) several studies (e.g. Rafiq & Ahmed, 1993; Brooks *et al.*,1999; Lings, 1999; 2000; Conduit & Mavondo, 2001; Ahmed & Rafiq, 2003; Bell *et.al.*, 2004) have explored IM from its close association with internal communication.

2.1.3.4 Empowerment

Empowerment refers to the practice of enabling an individual to think, behave, take action, control work and make decisions in autonomous ways (Samen & Alshurideh, 2012).Through empowerment, employees can make faster decisions which in turn increase productivity, enhance the service experience and improve overall performance (Ueno, 2010).

Recently, empowerment has received significant attention from scholars due to its impact on organizational effectiveness and competitive advantage in the service industry. Hamborstad and Perry, (2011) argued that empowerment should be directed toward enriching employees with the abilities and skills to fulfill customers' requests and needs. When this is done, customer satisfaction can be obtained and linked to organizational success. Consequently, service organizations and practitioners should make more and better efforts toward providing customer

contact employees with enough empowerment by increasing their information, training, knowledge, and trust.

2.1.4 Importance of Internal Marketing

Internal marketing aims to motivate and influence employees towards customer consciousness and sales mindedness using marketing like techniques internally (Gronroos, 1982). The essential role of IM is to encourage and motivate employees towards the cross-functional implementation of organizational objectives (Rafiq & Ahmed, 1993). Through proper internal marketing programs, organizations can attract, recruit, and retain the right mix of employees in order to deliver superior value at all times (Collins et al, 1991). The major task of internal marketing is to successfully hire, train and motivate qualified employees in order to serve the customer well (Kotler, 2008).

Internal marketing is an important part of organizational development and change, moreover, if there is an absence of internal marketing in the given organization, management may face with resistant staff toward change processes and adaptation (Varey & Lewis, 1999). Thus, applying internal marketing, an organization can be able to develop an atmosphere and environment in which workers are appreciated and susceptible to improve business performance and generate long term competitive advantage through the creation of strong organizational cultures. This can be generally attained through developing face-to-face, flexible, also efficient interaction between management and different groups within the given company instead of operating in a rather bureaucratic organization (Ahmed & Rafiq, 2003). Therefore, it is clear that internal marketing is concerned with more than treating the employee as a customer; it signifies that the organization should constantly endure to develop programmes and strategies for enhancing employee satisfaction in much the same way as external marketing plans which are continuously updated and improved to meet external customer demands.

Internal marketing is becoming increasingly important and growing recognition as an implementation tool for adoption by all organizations. Prasad and Steffes (2002) mentioned that internal marketing must precede external marketing, if not the organization may offer a service it is unable to provide. From the organizational perspective, the need of the hour is a well-

structured and rationalized internal marketing approach that can significantly improve employee relations with management and overall organizational competitiveness and performance.

2.1.5 Internal Marketing in Public Sector

Like in the profit sector, public service employees are expected to be customer oriented and prone to deliver high service quality. Moreover, a prerequisite for achieving customer satisfaction is that public sector employees are satisfied with their jobs and highly motivated. Taking into account the proven effects of internal marketing in the profit sector, as well as the multitude of public services and the number of public employees, the potential importance and applicability of internal marketing in the public sector are highlighted.

Based on the above and the evidence from the profit sector (Rafiq and Ahmed, 2002), if applied, IM could have the potential to influence the level of motivation, job satisfaction and customer orientation of public employees.

Furthermore, some authors highlighted the need for applying marketing principles in the public sector (Butler and Collins, 1995). Rao (1989) suggested that the marketing concept is highly applicable in public enterprises, regardless of their specific nature. Customer service management is primarily applied in the private sector (Wagenheim and Reurink, 1991; Chaston (1994) showed that the public health sector outdid the private sector in different areas of internal service quality management. In their research on internal marketing in the public sector, Ewing and Caruana (2000) highlighted the needs for practicing internal marketing in the whole internal market (e.g. not only within the marketing department).

Although Quester and Kelly (1999) highlighted the importance of the internal marketing philosophy in the services field, other authors Pegnato, (1997) pointed out the specificity of the public sector, which includes minor importance of achieving customer satisfaction and loyalty and the multitude of goals (unlike profit organizations whose main objective is profits).

Taking into account the above and the fact IM is not widely accepted in the profit sector (Gounaris, 2008; Ahmed and Rafiq, 2002; Farzad, et.l, 2008), A study in non profit organizations (Bennet, 2005) pointed out the positive correlation between the use of internal marketing and job satisfaction which subsequently leads to high quality service delivery. To the best of our

knowledge, linkages between IM and motivation have not been investigated among public employees.

2.1.6 Employees Job Satisfaction

The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction, Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). It can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations.

Researches mention that job satisfaction is the level of “favorableness or unfavorableness with which workers view their job (Werther & Davis, 1999).” It refers to an employee’s general opinion towards his/her job, such as; a person with high degree of job satisfaction has a positive feeling towards his job, whereas one who is unhappy with the job can grip a negative attitude (Robbins & Coulter, 2005). Some scholars argue that job satisfaction is an emotive reaction to a job condition, which is often decided by how nicely results meet up or exceed expectations, for example, if workers think that they are treated unjustly, receive less remunerations, they are more probably to have a negative feelings toward their work, supervisor or coworkers (Luthans, 2005; cited at Manzoor et al., 2011).

2.1.7 Definition of Service

Several authors have defined service in different ways. Among those definitions, Kotler (2000) has defined Service as an activity or benefit offered for sale that is essentially intangible and do not result in the ownership of anything (Lovelock, 2011) defined service as economic activities offered by one party to another often time based performance that bring about a desired change in the recipient of the service. (Gronroos, 2007) also defined as “A service is a process consisting of a series of more or less intangible activities that normally, but not necessarily always, take place in interactions between the customer and service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems”. It is an act or performance offered by one party to another.

2.1.8 Perceived Service Quality

In today's competitive environment delivering quality service is an essential strategy for success of service industries. Competitive advantage through high quality service is crucial for success and survival of business organizations. Providing high quality service which leads to customer satisfaction is critical for making customers loyal. Quality of service has received more attention and becoming area of research interest as service industry is growing. Many researchers defined service quality in different ways. Gronroos (1984); Parasuraman, *et al*; (1985) and Cronin and Taylor (1992) were among those researchers who conceptualized service quality.

Parasuraman, *et al*; (1988) conceptualized service quality based on disconfirmation paradigm. They defined service quality as a form of attitude related but not equivalent to satisfaction and results from comparison of expectations with perceptions of performance and operationalized it as the gap between customers' expectations of service and their perceptions of the service experience. Customers judge whether an organization provides good quality of service by comparing what they perceive with what they expect.

The customers' judgment of overall excellence of the service given by service provider is termed as perceived service quality. Perceived service quality is a global consumer judgment or attitude, relating to service and results from consumers' comparisons of expectations of service with their perceptions of actual service performance (Parasuraman, *et al*; 1985). This judgment is based on discrepancy between what a customer expects from his service provider and what the actual service he receives from it (Gronroos 1984; Parasuraman, *et al*; 1988). The theoretical conceptualization of perceived service quality indicates that it is a multidimensional, higher order construct and can't be measured in a single dimension (Cronin, 2001). Oliver (1997) defined perceived service quality as a global judgment of the service, thus treating it as a cognitive construct. Perceived service quality refers to the customers' evaluation of an organization's service based on his or her overall experience of the continuous service encounter (Woodruffe 1995).

2.1.8.1 Dimensions of Service Quality

A number of researchers have provided lists of service quality determinants, but the most commonly known determinants radiate from Parasuraman and his colleagues, who found five

dimensions of service quality, namely, Tangibility, Reliability, Responsiveness, Assurance and Empathy (Parasuraman et al.1988; Zeithaml et al., 1990., Santhiyavalli, 2011). A brief explanation of these dimensions is given below

Reliability: This item refers to the ability to perform promised services at the promised time, accurately, and dependably (Arizon, 2010). This means that services should be available as soon as customers supposed to get the service, thus revenue employees should not misuse the tax payers' information and there should be frequent update of new technologies. (Santhiyavalli, 2011).

Assurance: This dimension addresses knowledge and courtesy of employees and their ability to convey trust and confidence (Arizon, 2010). If the employees of financial institutions show trustworthy behavior, the satisfaction level of customers can be enhanced significantly. It may also positively influence repurchase intension of customers (Ndubisi, 2006).

Tangibles: This item refers to the appearance of physical facilities, equipment, employees, and communication materials (Arizon, 2010). In simple words tangibles are about creating foremost impressions. All organizations desire that their consumers get an exceptional and positive foremost impression. Focusing on this particular dimension will help them to gain maximum benefit. (Swar & Sahoo, 2012).

Responsiveness: Responsiveness means the willingness of the organization to assist customers and provide prompt services (Arizon, 2010). It can be measured by the amount of time needed to deal with customers' reported problems and the response duration once the customer filed a service request (Santhiyavalli, 2011).

Empathy: In a word, empathy refers to individual attention and employees' understanding of each customer's needs (Arizon, 2010). Empathy creates an emotional relationship with customer, providing customer a touch of importance for business. This leads to retention and creation of new customer's pool (Wieseke et al., 2012).

2.1.9 Internal Marketing and Job Satisfaction

Based on the concept of internal marketing, an organization that tries its best to apply internal marketing in order to satisfy its employees will provide a positive influence and improve job

satisfaction among employees (Conduit & Mavondo, 2001; Rafiq & Ahmed, 2000). The results of many empirical studies have also found that internal marketing enhances the job satisfaction of employees (Shiu & Yu, 2010; Tansuhaj, Randall, & McCullough, 1991; Trimble, 2006).

Job satisfaction is important as internal marketing will also serve as a tool for organization to attract, retain and motivate its employees. Thus, it is imperative that employees must be able to relate positively to its job and “satisfied” users of the internal product, which is the job itself. Job satisfaction is defined as the content an individual is with his or her job. The underlying view of internal marketing is based on the concept that in order for a service organization to have satisfied customers, it must first have satisfied employees (George, 1990).

2.2 Empirical Review

Below presents a comprehensive summary of studies into internal marketing with different variables. It is known that in the model developed in the context of one country may not be applicable in other countries.

Based on Omar Salem K.M (2013) considering internal marketing (Internal communication, internal response, internal marketing research) as internal marketing dimensions and employee job satisfaction as dependent variable found there is strong relationship between internal marketing and job satisfaction of employees. Similarly Mohammadi et al. (2012) study show that, there was significantly positive correlation between internal marketing and customer orientation, and given indirect effect internal marketing has on customer orientation through affecting organizational commitment as a mediatory variable as well as significant positive correlation among them.

According to Isabella R.et.al, (2005 cited in Nardos 2012) noted greater attention to employee customer interactions can result in an increased in perceived service quality, customer satisfaction and repeated purchase behavior of service customers. Since, customer perceptions, attitudes and intentions are affected by what employees experience in their organizations, if they do not feel valued neither will your customers. Firms could use this assumption hence satisfied employees will result long lasting affiliation.

Havir (2001, as cited in Nardos 2012) support the above notation the higher the level of perceived service quality, the higher the external customer satisfaction. This, in turn, would lead to higher intentions to re patronize the service provider.

Sara Gulelat (2014) she found that customers rating of the overall customer service quality they receive it is above average which shows that most of the customers receives quality service and there is a positive relationship between the dimension of the internal marketing & service quality.

Internal communication for the purpose of study can be defined as accurate and open flow of information between employees and management. Internal communication is about relationships and creating a respected atmosphere for all the people within the organization (Argenti, 2009).

2.3 Conceptual Framework and Hypothesis Development

This research was tried to examine effect of internal marketing on customers perceived service quality through job satisfaction of employees. Based on, most repeatedly stated four major internal marketing dimensions i.e., training and development, motivation, internal communication, and empowerment. The conceptual framework is shown in Figure 1.

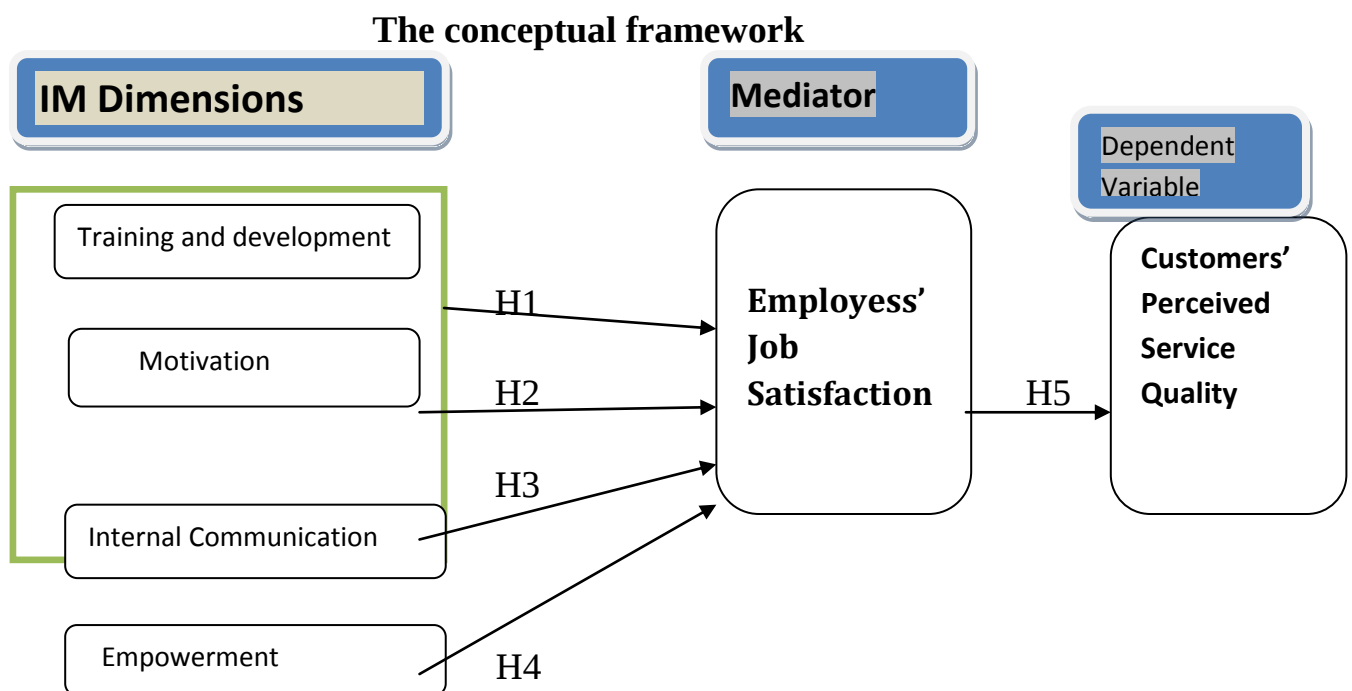


Fig1. Conceptual Framework modified from Ahmed and Rafiq (2000).

Relationship of Training & Development and Job Satisfaction

Rafiq and Ahmed, (2000) highlighted the key role of training in internal marketing, customer satisfaction and employees job satisfaction. They explained that employees also need the right type and level of training to perform their jobs. They also found out that, training help to reduce ambiguity surrounding their role and help employees to meet the needs of customers more effectively (Rafiq and Ahmed, 2000). According to Karen, (2007), employee development is defined as a system for assisting employees to develop within their current jobs or advance to fulfill their goals for the future and different researchers defined job satisfaction as the extent of affective reaction to which employees like their jobs. In contrast to the above finding, Yibeltal and Yanet, (2018) concludes that training and development has no significant relationship with Job satisfaction. However, Liljander (2000) explored the impact of training on employees and found that having employees' individual training needs met led to increased employee commitment, decreased turnover, and decline in training expenditures. Voss et al. (2004), in his study of union and non-union frontline distribution center employees, found that creativity in training was strongly applicable for instilling satisfaction in employees. It is therefore, hypothesized that

H1: Training and development has a positive and significant effect on employees' job satisfaction.

Relationship of Motivation and Job Satisfaction

Motivation can be defined as the development of a desire within an employee to perform a task to his/her greatest ability based on that individual's own initiative (Rudolph & Kleiner, 1989). In the early development phase of internal marketing consider employee satisfaction and motivation as the objective of internal marketing. Berry (1981) was amongst the first belonging to this school of thought as defined earlier. Berry and Parasuraman (1991) mention that "internal marketing is attracting, developing, motivating and retaining qualified employees through job-products that satisfy their needs.

In the case study conducted on Relationship between motivation and job satisfaction, there is a positive correlation between motivation and job satisfaction .i.e. motivation increase with increase in job satisfaction and vice versa. According to Al-Qudah et al. (2013) conclude that

motivation is positively related to employee's job satisfaction. In addition, they highlighted Motivating employees should be one of the main roles of the manager in the organization; a manager must acknowledge that his/her employees are the most important asset they have in order to have a distinctive output whether it is a tangible product or an intangible service and costs of investing in this asset will always be for the benefit of the organization. Ahmad et al. (2003) confirms the positive correlation between motivation and job satisfaction. Empirical reviews show that implementing motivation as an important dimension of internal marketing.

It is therefore, hypothesized that

H2: Motivation has a positive and significant effect on employees' job satisfaction.

Relationship of Internal Communication and Job Satisfaction

Internal Communication is process whereby people within an organization give and receive messages, it is a vital prerequisite for a well functioning internal marketing culture. Without people being able or prepared to communicate with each other, there will be no inter departmental or inter functional co-ordination (Naude & Murphy, 2003). Researches indicate that internal communication is one of the factors which influence job satisfaction. With active and assessable communication, employees are better able to understand their job and are more connected to it. This leads to better performance and higher job satisfaction. It is therefore, hypothesized that

H3: Internal communication has a positive and significant effect on employees' job satisfaction.

Relationship of Empowerment and Job Satisfaction

Empowerment has been described as a venue to enable employees make decisions (Bowen & Lawler, 1992) and as a personal experience where individuals take responsibility for their own actions (Pastor, 1996). Empowerment has now become an imperative for the organizations, especially for those who want to win external pressures with the help of their workforce support. Until the employees do not feel empowered they are not satisfied with their jobs. Empirical studies have depicted the empowerment as a significant predictor of job satisfaction. Empowered employees are more satisfied with their jobs Spreitzer, Kizilos and Nason, (1997). A number of

researchers have focused on the study of relationship of empowerment and job satisfaction Fuller, (1999).

It is therefore, hypothesized that

H4: Empowerment has a positive and significant effect on employees' job satisfaction.

Relationship of Employees' Job Satisfaction and Customers Perceived Service Quality

According to different studies creating job satisfaction can bring a positive impact on employees to enable them to give a quality service for the customers. This finding supported by many literatures among this results of research conducted by Priyathanalai and Moenjohann (2012) showed a positive and significant relationship between employee satisfaction and service quality. Schlesinger and Zornitsky (1991) also examine job satisfaction and service quality and found that employee perceptions of job satisfaction and the ability to serve has a positive relationship with perceptions of the service quality. In his observations, Bitner (1990) found that low job satisfaction can reduce the performance of services. This suggests a significant correlation between job satisfaction and employee performance and customers' service quality.

It is therefore, hypothesized that

H5: Employees job satisfaction has a positive and significant effect on customers perceived service quality

CHAPTER THREE:

THE RESEARCH METHODOLOGY

3.1 Research Approach and Method

Basically there are three types of research methods; the first one is qualitative research which involves studies that do not attempt to qualify their results through statically summary or analysis. In qualitative research, data are often in the form of descriptions not in numbers.

The second one is quantitative research, which engages in systematic and scientific investigation of quantitative properties and phenomenon and their relationship. The objective of quantitative research is to develop and employee mathematical models, theories and hypothesis pertaining to natural phenomena. The process of measurement is central to quantitative research because it provide the fundamental connection between empirical observation and mathematical expression of an attribute (Abiy et al. 2009; Yalew, 2011). The last one is mixed approach consisted of both qualitative and quantitative approach.

This study pursued both descriptive and quantitative research method. Hence, it involves quantitative analysis method like correlation, regressions, reliability test, one way ANOVA and other quantitative tests.

3.2 Population of the Study

Population is defined as the complete set of units of analysis that are under investigation (Yalew, 2011), Abiy et al. (2009) defines population as the total group to be studied. The study was particularly interested to identify the effect of the internal marketing on customers' perceived quality considering employees job satisfaction as moderator.

Accordingly, the target population of the study was employees and customers of Federal Ministry of Revenue. The study was considered employees working in domestic revenue branches located in Addis Ababa City having different working experience. The study population encompassed both male and female employees working in different departments. The

researcher focused on employees working in branches who have direct contacts with external customers.

In order to assess the customers' perceived service quality, Ministry of Revenue customers were also the target group for this study. Based on the data obtained from Federal Ministry of Revenue there are a total populations of 2,509 employees and 30,415 customers within Addis Ababa. Therefore, the target populations for this study were 2,509 employees and 30,415 customers.

3.3 Sampling Techniques and Procedures

With respect to sampling techniques, the primary data from the employees was collected through probability sampling method stratified sampling techniques to address different branch offices. After the strata is measured the questioners was distributed through simple random sampling method. The questioners for customers were distributed through non probability sampling method convenience sampling technique.

3.4 Sample Size Determination

3.4.1 Sample Size for Employees

The sample size determination of employees considered three branches of Addis Ababa and the main office. 345 employees of the Ministry of Revenue as a sample size in considered. The sample size for the employees was determined by using the Paguso, (1978) sampling formula. According to this formula, the total population and sampling error shall be determined to calculate the sample result. Ministry of Revenue has the total populations of 2,509 employees in Addis Ababa and Main office.

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

Where: N=total population (2509)

e= sampling error (.05)

$$n = 2509 / (1 + 2509(.05)^2) \quad n = 345$$

The total sample size for employees was 345 employees.

By using the sample size obtained from the above formula, the proportion or the strata sample size determined for head office and each Addis Ababa branches. The strata sample sizes determined based on the below mentioned equation:

$$n_h = (N_h / N) * S$$

Where; n_h = Sample size for stratum h ;

N_h = Population size for stratum h ;

N = Total population size;

S = Total sample size

Based on the above formula, the sample size for employees of each branch were 70 employees from East Addis Ababa, 65 employees from West Addis Ababa, 146 employees from Head Office and the rest 64 employees from large tax payer's branch office.

Table 3.1 Target population and sample size for employees.

Branches	Population of employees	Sample size of employees
MoR head office	1063	146
West A.A branch office	475	65
East A.A Branch office	506	70
Large Tax Payers branch office	465	64
Total	2509	345

Source: MoR HR department

3.4.2 Sample Size for Customers

The total number of customers Population study is 30,415 among this Based on Sample Size Table (Krejcie & Morgan, 1970) 384 Customers are selected as a sample size. The sampling Technique for Customers is through Non Probability sampling Method convenience sampling technique.

Table 3.2 Sample size for customers

Branches	Sample size of customers
MoR head office	40
West A.A branch office	131
East A.A Branch office	127
Large Tax Payers branch office	86
Total	384

Source: Own Survey, 2018

3.5 Methods of Data Collection

3.5.1 Primary Method

The present study was to investigate the effect internal marketing on customers perceived service quality. The researcher used questionnaires to evaluate the employees socio-economic characteristics, IM dimensions and for job satisfaction. The questionnaire has been built of the 5 Likert scales in which satisfaction level of the job and IM elements was obtain.

The questionnaire is self-administered. Self-administered questionnaire are useful way of collecting data. Bryman & Bell (2007) hails the self-completion questionnaire for a couple of reasons among which are:

- a) They are cheaper to administer especially when the sample is widely dispersed.
- b) They are quicker to administer since many people can be filling them at the same time
- c) Respondents have some autonomy to respond to questions which avoids biases that come in when you talk a particular individual.

In order to measure the customers service quality the researcher used the five dimensions of service quality used in the modified SERVQUAL Model for measurement of service quality which was developed by Parasuraman et al. (1988).

3.5.2 Secondary Method

Secondary method was used to collect data from different sources that includes mainly past studies, internets, progress report, journal articles, dissertations and published literatures that could support the study from empirical & conceptual backgrounds.

3.6 Validity and Reliability

According to Kothari (2004) Validity refers to the extent to which a test measures what we actually wish to measure. In order to improve validity of the questionnaire, it is necessary that the questionnaire is reviewed and modified through experts and piloting the questionnaires so that the questionnaires were finalized in a defect less version. The questionnaires of this study were developed based on reviewing research literature and then is reviewed and modified by experts for improving its validity.

Reliability is the degree to which measures are free from random error (the difference between the sample value and the true value of the population mean) and, therefore, provide consistent data (McDaniel, 2010) Cronbach's coefficient alpha was assessed to ensure reliability of the measures. Based on the appraisals, this study was verified acceptable in its reliability issue. The reliability of this case study was estimated using internal consistency by applying Cronbach's Alpha method.

3.7 Methods of Data Analysis and Presentation of the Paper

After data collection, the data obtained from the field was filled in and returned questionnaires we recoded and entries made into Statistical package for social sciences (SPSS) version 20.

Descriptive analysis was involved the use of frequencies in their absolute, relative forms (percentage) and means. The purpose of conducting descriptive statistics is to reduce, summarize data and analyze items and constructs. This provides insights into the characteristics of the samples. Descriptive statistics provide a basis for inferential statistics using correlation and multiple regressions.

Inferential analysis was conducted to determine the effect of internal marketing on customers perceived service quality. Thus, testing the hypotheses of the study would come in. Multiple

Regression and correlation analysis was used to assess the strength of the relationships between the specified variables.

The Multiple Regression analysis was carry out, with the assumption that: variables are normally distributed to avoid distortion of associations and co linearity tests; a relationship between the independent and dependent variables for accuracy of estimation, which is achieved as the standardized coefficients was used in interpretation.

3.8 Ethical Consideration

The study gives value to ethical considerations. Respondents have full liberty in deciding to whether or not participated in the research. They have informed and fully aware of the purpose of the research. In an attempt of assuring the confidentiality of the respondents and their response, the questionnaires not asked their name.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATIONS

This chapter presents the data analysis and discussion of the research findings. Both descriptive, focusing on the descriptions of the sample population as well as inferential statistics, which makes inferences about the population based on the data from the sample population, are presented in this chapter. The data analysis was undertaken with the help of computer statistics package (SPSS version 20).

4.1 Response Rate and Reliability Test

4.1.1 Response Rates

A total of 384 and 345 questionnaires were dispersed to the selected sample customers and employees of Ministry of Revenue respectively. However, from the total 384 questionnaires distributed to customers 362 questionnaires were collected and out of which 354 questionnaires were found usable to measure customers' service qualities. Out of the total 345 questionnaires dispersed to the employees of Ministry of Revenue, 328 questionnaires were returned and out of these 321 were usable to measure job satisfaction and dimensions of internal marketing. Thus, 354 questionnaires measuring customer service quality and 321 questionnaires measuring employees' perception about internal marketing were found to be usable and ready for analysis, which approximately makes 92% and 93% response rates from each respondent group respectively.

Table 4.1 Sample size and Sampling Rates

	Customers	Employees	Total
Questionnaires dispersed to respondents	384	345	729
Questionnaires returned	362	328	690
Usable	354	321	675
Percentage	92%	93%	92.59%

Source: Own Survey, 2018

4.1.2 Reliability Analysis

After coding and entry of data into SPSS version 20, the first analysis conducted was to check the reliabilities of the scales used in the data collection instrument. According to Malhotra & Birks (2007), reliability is the extent to which a measurement reproduces consistent results if the process of measurement were to be repeated. Cronbach alpha, a widely used measure of internal consistency, was run using SPSS version 20 and all of the scales used for this study were found to be reliable as their respective alpha values were higher than 0.7, and for most closer to 1.

The Cronbachs alpha of each scale for items measuring internal marketing constructs was from 0.709 to 0.863, which is greater than 0.7. The value of Cronbach's alpha for job satisfaction of employees was 0.835. The value of Cronbach's alpha for customers perceived service quality was 0.95. Cronbachs Alpha Result for items measuring IM dimensions, Job satisfaction and customers service quality is listed below.

Table 4.2 Cronbachs Alpha Result

Variables	Cronbachs Alpha
Training and Development	0.804
Employee Motivation	0.709
Internal Communication	0.863
Employment Empowerment	0.795
Job Satisfaction	0.835
Customer's Service Quality	0.95

Source: Own Survey, 2018

4.2 Demographic and Socioeconomic Characteristics of the Respondents

4.2.1 Characteristics of Employees

Table 4.3 Gender profile of employees

Valid	Frequency	%	Valid percent	Cumul. percent
Male	172	53.6	53.6	53.6
Female	149	46.4	46.4	100.0
total	321	100.0	100.0	

Source: Own Survey, 2018

Table 4.3 shows that 172 or 53.6 % of the respondents of employees are male and 149 or 46.4 % of respondents are female. This implies that majority of respondents employees are male category.

Table 4.4 Age profile of employees

Valid	Frequency	%	Valid percent	Cumul. Percent
< 25 years	29	9.0	9.0	9.0
25 - 35 years	147	45.8	45.8	54.8
36- 45 years	125	38.3	38.3	93.1
>45 years	20	6.9	6.9	100.0
Total	321	100.0	100.0	

Source: Own Survey, 2018

Table 4.4 depicts that, 29 or 9.0 % of the employees were below the age of 25 years. While 147 or 45.8% of the employees were 25-35 years old and 125 or 38.3% of the respondents were the age interval of 36-45 years. The rest 20 or 6.9 % of the respondents of employees were above 45 years old. This implies that as shown in the table 4.4, the majority of the employees' of Ministry of Revenue age were from 25-35 years old.

Table 4.5 Educational level of employees

Valid	Frequency	%	Valid Percent	Cumul. Percent
< Secondary school	7	2.2	2.2	2.2
High school/diploma	38	11.8	11.8	14.0
First Degree	227	70.7	70.7	84.7
Above First degree	49	15.3	15.3	100.0
Total	321	100.0	100.0	

Source: Own Survey, 2018

Table 4.5 depicts that, the number of educational level of employees category respondents. There by as of the table 4.5, 7 or 2.2% of the respondents have below secondary school education status, and 38 or 11.8% of the respondents has high school or diploma status. Among the 321 employees, the majority 227 or 70.7% of employees has first degree. The remaining 49 or 15.3% of the respondents have above first degree. This implies that among 321 respondents, the majority of employees' has completed their first degree.

Table 4.6 Work experience of employees

Valid	Frequency	%	Valid Percent	Cumul. Percent
< 2 Years	34	10.6	10.6	10.6
2 - 5 Years	98	30.5	30.5	41.1
6 - 10 Years	112	34.9	34.9	76.0
10 -15 Years	57	17.8	17.8	93.8
> 15 Years	20	6.2	6.2	100.0
Total	321	100.0	100.0	

Source: Own Survey, 2018

Table 4.6 shows that, number of work experience of employees. Thereby as of the table 4.6, 34 or 10.6% of employees have less than 2 years' work experience and 98 or 30.5% of the employees have 6-10 years' work experience. The majority 112 or 34.9 % of the employees' respondent have 6-10 years' work experience. 57 or 17.8% of the respondent have 10-15 years' work experience. The remaining 20 or 6.2% sample respondents have greater than 15 years' work experience in MoR.

4.2.2 Characteristics of Customers

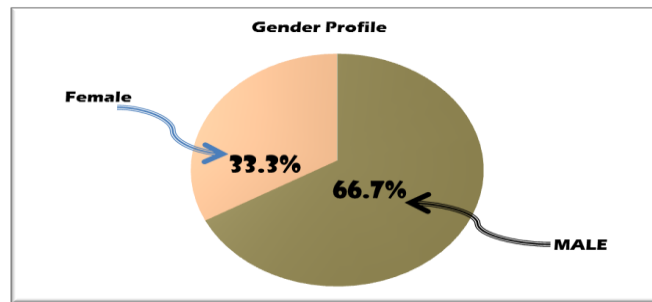


Figure.2 Gender profile of customers

Source: Own Survey, 2018

The pie chart 4.1 shows that, among 354 sample customers 236 or 66.7 % of the respondents of customers are male and 118 or 33.3 % of respondents are female. This implies that majority of respondents are male category. As the result as shown in the pie chart compare to male respondent, almost one-third of customers respondents are female while the remaining two-third of the customers respondents are male. Hence, male involvement to the MoR Customers is better than female.

Table 4.7 Age profile of Customers

Valid	Frequency	%	Valid percent	Cumul. Percent
< 25 years	27	7.6	7.6	9.0
25 - 35 years	65	18.4	18.4	26.0
36- 45 years	148	41.8	41.8	67.8
>45 years	114	32.2	32.2	100.0
Total	354	100.0	100.0	

Source: Own survey, 2018

Table 4.7 depicts that, 27 or 7.6% of the customers were below the age of 25 years. While 65 or 18.4% of the customers were 25-35 years old and 148 or 41.8% of the respondents were the age of 36-45 years. The rest 114 or 32.2% of the respondent were above 45 years old. This implies that as shown the table the majority of the customers respondents' age were from 36-45 years old.

Table 4.8 Educational level of customers

Valid Responses	Frequency	Valid Percent	Cumul. Percent
< Secondary school	51	14.4	14.4
High school/diploma	171	48.3	62.7
First Degree	107	30.2	92.9
Above First degree	25	7.1	100.0
Total	354	100.0	

Source: Own Survey, 2018

Table 4.8 demonstrates that, the number of educational level of customers category. There by as of the table, 51 or 14.4 % of the respondents have status of below secondary school education, and the majority 171 or 48.3 % of the respondents has high school or diploma status. Among the 354 customers, 107 or 30.2% were having first degree. The rest 25 or 7.1 % of the respondents have above first degree. This implies that among 354 respondents, the majority 171 of customers have educational level of high school or diploma.

Table 4.9 Years of customers experience as customer of MoR

Valid	Frequency	%	Valid Percent	Cumul. Percent
< 5 Years	30	8.5	8.5	8.5
5 - 7 Years	64	18.1	18.1	26.6
8 - 10 Years	137	38.7	38.7	65.3
> 10 Years	123	34.7	34.7	100.0
Total	354	100.0	100.0	

Source: Own Survey, 2018

Table 4.9 illustrates, the numbers of years customers stayed as customer of MoR, 30 or 8.5% have Less than five years of experience as a customer, 64 or 18.1% have a customer relationship from 5-7 years, the majority 137 or 38.7% had been customers 8-10 years and 123 or 34.7% had been customers for more than 10 years in MoR. This calls for proper customers' service strategy to make them satisfied on MoR services.

4.3 Descriptive Statistics

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

4.3.1 Descriptive Statistics Analysis for the IM Variables and Job Satisfaction

Table 4.10 indicates that, based on 321 responses of employees of Ministry of Revenue perception of internal marketing dimensions, employee empowerment $M = 3.03$ was the leading internal marketing practice. These indicate employees are moderately agreed with the empowerment program of the organization. The second scored internal marketing variable is internal communication with the mean value of $M = 2.82$ which also indicates a medium level of perception. The third scored mean value is training and development with a mean value of $M=2.56$. The least scored among the independent variable is motivation with the mean value of 2.33. The mean level for employees job satisfaction is $M=2.70$ which is moderate level. This further indicates that employees are moderately satisfied with the training and development program of Ministry of Revenue. The general respondents mean rate were moderate which shows us employees of the ministry of revenue were not that much satisfied with the internal marketing practices.

Table 4.10 Mean Level of Employee's perception on IM variables and job satisfaction

	Mean	Std. Deviation
Training and Development	2.56	.68
Employee Motivation	2.33	.52
Internal Communication	2.82	.62
Employee Empowerment	3.03	.66
Job Satisfaction	2.70	.77

Source: Own Survey, 2018

4.3.2 Descriptive Statistics Analysis for Service Quality Dimensions

Table 4.11 indicates, mean score of the general perceived service quality which measures the 354 customers overall service perception related to the service performance of the Ministry of Revenue. According to the survey customers of Ministry of Revenue perceived the total servqual dimension of the company with the Mean value range from 3.0195 to 2.8048 this indicate that the customer perceived the service performance of the organization at moderate level & they are not reach at the strong & very strong satisfaction level towards the five dimension of the company service quality delivery.

Table 4.11 Mean Level of Customers perception on service quality dimensions

Service quality dimensions	Mean	Std. Deviation
Tangibility	2.80	.77
Reliability	2.82	.92
Responsiveness	2.99	.89
Assurance	2.96	.79
Empathy	3.02	.85

Source: Own Survey, 2018

4.4 Test of Assumptions

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

4.4.1 Multi-Collinearity Test

In order to model customer service quality as a function of the independent variables (internal marketing and job satisfaction of employees at MoR), a multi-collinearity test was carried using a tolerance and variance inflation factor (VIF) measurements which is portrayed below.

Table 4.12 Multi-Collinearity Test

Variables	Tolerance	VIF
Training and Development	.688	1.453
Employee Motivation	.686	1.457
Internal Communication	.574	1.741
Employee Empowerment	.562	1.780
Job Satisfaction	.504	1.984

Source: Own Survey, 2018

The tolerance values (or VIF values) of independent variables in the linear regression model fit model CSQ against internal marketing dimensions was found to vary from the lowest 0.504 (VIF = 1.984) for the item Job satisfaction to 0.686 (VIF = 1.453) for the item training and development. The tolerance values which is greater than 0.20 (VIF < 5) guarantees that, the assumptions of multi-collinearity in a multiple linear regression would not be violated. Besides, to these statistics measuring multi-collinearity the correlation matrix among the independent variables is used. To simplify the regression model only the main effects of independent variables (training and development, employee motivation, internal communication and employee empowerment, and job satisfaction) was considered assuming that the interaction effect would complicate the model.

4.4.2 Normality Test

Normality of the dependent and independent variables (training and development, employee motivation, internal communication and employee empowerment, and job satisfaction) and the dependent variable (customer service quality) was also carried out in order to determine the regression model that is fit for dependent variable against the independent variables. The normality of each of the variables was tested using the P-P plot and basic statistics shown below. The observed points are aligned to the diagonal line indicating that the distribution of scores in

the linear model of customer perceived service quality against internal marketing dimensions is close to normal.

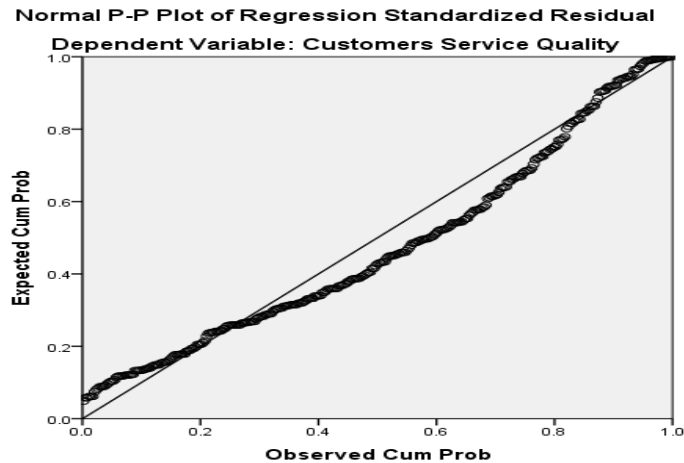


Figure 3: Normality Test

Source: Own Survey, 2018

To numerically test whether or not each of the variables in the model (customer's perceived service quality as a linear function of employees perception on internal marketing (training and development, employee motivation, internal communication and employee empowerment, and job satisfaction) of MoR is attainable. Basic descriptive statistics (mean, median, skewness and kurtosis index) were derived and displayed below.

Table 4.13 Normality of Variables in the Model for Customer service quality.

Statistics	Customers Service Quality	Training and Development	Employee Motivation	Internal Communication	Employee Empowerment	Job Satisfaction
N	354	321	321	321	321	321
Mean	2.9207	2.5618	2.3287	2.8171	3.0343	2.7002
Median	2.7500	2.6250	2.2500	3.0000	3.0000	2.7500
Std. Deviation	.72197	.68338	.52472	.61677	.66369	.77020
Skewness	.677	.219	.384	-.024	.280	-.105
Kurtosis	-.049	-.778	-.973	-.369	-.393	.006

Source: Own Survey, 2018

The mean and median values for each variable is more or less equal and the absolute values of both skewness and kurtosis are very close to 0 indicating that the scores (level of agreement) in each of the variables is normally distributed.

4.5 Correlation Analysis

Correlation analysis investigates the strength and direction of relationship of the variables under the spotlight. Pearson correlation was used to provide evidence of convergent validity. The Pearson correlation coefficient measures the degree of linear association between two variables. It varies between -1.00 and $+1.00$, with 0 representing absolutely no association between two variables, and -1.00 or $+1.00$ representing a perfect link between two variables. The higher the correlation coefficient is the stronger the level of association (Hair, Jr., Robert P. Bush, & David J. Ortinau, 2003). According to Gupta (1999) take as a guide line, correlation coefficient (r), 0.1-0.29 is low, 0.3-0.49 is medium and $r > 0.5$ show high relationship.

The correlation between dependent and independent variables along with the causal effect was analyzed using Statistical Package for Social Science (SPSS 20). The below correlation matrix shows correlation between variables in the questionnaire with a Pearson Correlation coefficient to show the strength of relationship among the variables considered in the questionnaires.

Table 4.14 Correlations

		Training and Development	Employee Motivation	Internal Communication	Employee Empowerment	Job Satisfaction	Customers Service Quality
Training and Development	R	1	.444**	.469**	.211**	.281**	.191**
	Sig. (2-tailed)		.000	.000	.000	.000	.001
	N	321	321	321	321	321	321
Employee Motivation	R	.444**	1	.364**	.330**	.449**	.174**
	Sig. (2-tailed)	.000		.000	.000	.000	.002
	N	321	321	321	321	321	321
Internal Communication	R	.469**	.364**	1	.495**	.522**	.134*
	Sig. (2-tailed)	.000	.000		.000	.000	.016
	N	321	321	321	321	321	321
Employee Empowerment	R	.211**	.330**	.495**	1	.630**	.225**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	321	321	321	321	321	321
Job Satisfaction	R	.281**	.449**	.522**	.630**	1	.318**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	321	321	321	321	321	321
Customers Service Quality	R	.191**	.174**	.134*	.225**	.318**	1
	Sig. (2-tailed)	.001	.002	.016	.000	.000	
	N	321	321	321	321	321	354

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Own Survey, 2018

The above correlation matrix indicates that internal marketing practices were positively correlated with job satisfaction. The highest coefficient of correlation in this research lay between internal marketing dimensions and job satisfaction is .630. There is a significant positive relationship between empowerment and job satisfaction ($r = 0.630$ $p \leq 0.01$).

The second highest coefficient of correlation in internal marketing dimensions and job satisfaction is 0.522. Hence, there is a significant positive relationship between internal communication and job satisfaction ($r = 0.522$ $p \leq 0.01$).

The Third scored coefficient of correlation in internal marketing dimensions and job satisfaction is employee motivation is 0.449. Hence, there is moderately a significant positive relationship between employee motivation and job satisfaction ($r = 0.449$ $p \leq 0.01$).

There is a weak positive correlation between training and development and Job satisfaction ($r = 0.281$ $p \leq 0.01$).

There is a medium positive correlation between Job satisfaction and service quality ($r = 0.318$ $p \leq 0.01$). The above correlation matrix also shows that all variables are positively and significantly correlated with the dependent variable; customers service quality which implies that the increase of the independent variables will also enhance customers' service quality.

4.6 Regression Analysis

A two stage linear regression model was fit to determine the magnitude and significance of the effects of internal marketing factors (training and development, employee motivation, internal communication and employee empowerment, and job satisfaction) on customers perceived service quality. First the effects of internal marketing dimensions on the level of employee's job satisfaction were modeled using a multiple linear regression. Second a simple regression model for the perception of customers' service quality was fit against the level of job satisfaction of employees in MoR.

4.6.1 Relationship between Internal Marketing Elements and Job Satisfaction

In the model, the coefficient of determination (R^2) indicates the degree of the goodness of fit for the estimated multiple regression equation. It can be interpreted as how good a predictor the multiple regression equation is likely to be (Saunders, et al., 2009). According to McDaniel & Gates (2013), the adjusted R^2 statistic is preferred by some researchers as it helps to avoid overestimating the impact of adding an independent variable on the amount of variability explained by the estimated regression equation.

4.6.1.1 Model Summary for Job Satisfaction

Different scholars have stated various variables as dimension of internal marketing, among those variables, for the purpose of this survey, only four were selected as dimension of internal

marketing. The impact of these four independent variables; Training and development (TD), Motivation (EM), internal communication (IC) and empowerment (EM) were examined on job satisfaction using multiple regressions.

Table 4.15 Model Summary for Job Satisfaction

Model	R	R ²	Adjusted R ²	SE
1	.704 ^a	.496	.490	.55020

- a. Predictors: (Constant), Empowerment, Training and Development, Motivation, Internal Communication
- b. Dependent Variable: Job Satisfaction

Source: Own Survey, 2018

The above regression model presents how much of the variance in the measure of Job satisfaction is explained by the underlying internal marketing dimensions. The predictor variables Such as, Training and Development, Motivation, internal Communication & empowerment have accounted 49 % of adjusted R square which indicates 49 % of the variance is explained by the predictors whereas the remaining 51% are explained by other variable of this model.

4.6.1.2 ANOVA for Job Satisfaction

ANOVA tests whether the model is significantly better at predicting the outcome than using mean as a “best guess” (Field 2013); and it also shows the main and interaction effects of categorical independent variables (Garson 2002). Put it in other words, ANOVA tells us whether the model, overall, is acceptable from a statistical perspective i.e. whether the independent variables are in a significantly good degree of prediction of the outcome variable (Hair et al., 2004). In multiple regression analysis, the *t*-test is used to find out the probability of the relationship between each of the individual independent variables and the dependent variable occurring by chance (Saunders et al, 2009). In contrast, the *F*-test is used to find out the overall probability of the relationship between the dependent variable and all the independent variables occurring by chance (Saunders, et al., 2009). If *F* test is greater than one, $F > 1$, and larger enough, the variable under study is considered significant (Field 2013).

The ANOVA table 4.16 shows a very large F statistics and a very small Sig value actually F = 77.77 and Sig. 0.001 which is very small compared to the acceptable sig value (level of error) of less than 0.05 or 5%. This indicates that the model fit for level of job satisfaction of employees against internal marketing dimension (TD, EM, IC and EE) is significantly acceptable or exists to the error level less than 1%.

Table 4.16 ANOVA of Job Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.169	4	23.542	77.771	.000 ^b
	Residual	95.658	316	.303		
	Total	189.827	320			

a. Dependent Variable: Job Satisfaction

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

Source: Own Survey, 2018

4.6.1.3 Coefficients of the Regression for Job Satisfaction

Despite the fact that ANOVA is a useful test of the model's ability to explain any variation in the dependent variable, it does not directly address the strength of that relationship (Hair et al., 2004). Thus it is better to see coefficients of the regression to explain the strength of relationship among each dimension of internal marketing and job satisfaction. The sign of the coefficient indicates whether the predicted response increases or decreases when the predictor increases, keeping all other predictors constant (Hair et al., 2004). As per Field (2013), beta values indicate the individual contribution of each predictor to the model. Similarly, standardized coefficient (beta value) indicates the degree of importance of each of independent variables dimensions i.e., training and development, motivation, internal communication, and empowerment to employees' job satisfaction of Ministry of Revenue.

Table 4.17 Summary of Coefficient on Job Satisfaction

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.390	.186		-2.099	.037
	Training and Development	.024	.054	.021	.436	.663
	Employee Motivation	.334	.068	.228	4.897	.000
	Internal Communication	.286	.064	.229	4.475	.000
	Employee Empowerment	.517	.055	.446	9.477	.000

a. Dependent Variable: Job Satisfaction
Source: Own Survey, 2018

Table 4.17 shows the constant, beta value and P-value of variables to examine the significance of set hypothesis. According to the coefficient of regression result shows that the dimensions of internal marketing empowerment is found to be the largest predictor ($\beta=0.517$) followed by employee motivation ($\beta=0.334$) and internal communication ($\beta=0.286$) and last training and development ($\beta=0.024$).

Remaining all things constant as EE, EM, and IC increases by one unit the level of JS of employees increases by 0.517, 0.334, and 0.286 times. Even if it is not significant a one unit increase in the level of TD causes a 0.024 times increase in the level of job satisfaction of Federal Ministry of Revenue employees. Therefore, it can be concluded that the proposed internal marketing dimensions positively affect job satisfaction of employees in Ministry of Revenue. Consequently, the following model is developed from the above regression analysis.

$$JS = -0.390 + 0.024*TD + 0.334*EM + 0.286*IC + 0.517*EE.$$

Where,

JS- Job Satisfaction

TD- Training and Development

EM- Employees Motivation

IC- Internal Communication

EE- Employee Empowerment

The significance level of each variable shows that, all factors except training and development measuring internal marketing dimensions significantly influences the level of job satisfaction of employees in Federal Ministry of Revenue.

H1. Training and development has a positive and significant effect on employees' job satisfaction.

There is a strong and significant (actually to the error level 1%) was found in the direct relationship (Correlation matrix) between training and development and job satisfaction derived in this study. However, in the combined multiple linear regressions to fit for JS against all the IM dimensions derived in this study, training and development has been found insignificantly related to job satisfaction. Since p value = 0.663 is larger than the error level 0.05 (5%). This implies to affect job satisfaction the contribution of training and development is swallowed by the other significant factors (empowerment, motivation and internal communication). The insignificant contribution of training and development implies that in the presence of (EM, IC and EE) whether its level increase or decrease doesn't bring any significant change on job satisfaction of employees. Therefore, the first hypothesis which states there is a positive relationship between training and development and employees job satisfaction is not supported by the data collected on this survey as its p -value is 0.663 which is greater than 0.05.

H2. Motivation has a positive and significant effect on employees' job satisfaction.

As it is observed in both correlations matrix (direct relationship) and multiple regression table derived in this study employee motivation and job satisfaction have become positively and significantly related to each other. The hypothesis has been accepted as its p -value is no different than zero. Hence, we conclude that motivation has significant relation with job satisfaction.

H3. Internal communication has a positive and significant effect on employees' job satisfaction.

Based on the finding of correlations matrix (direct relationship) and multiple regression table 4.16 derived in this study internal communication and job satisfaction have become positively and significantly related to each other. The hypothesis has been accepted as its p-value is no different than zero. Hence, we conclude that internal communication has a positive significant relation with job satisfaction supported.

H4. Empowerment has a positive and significant effect on employees' job satisfaction.

Through the result finding of correlations matrix (direct relationship) and multiple regression table derived in this study empowerment positively and significantly related to employees job satisfaction. Thus, empowerment has a positive and significant effect on job satisfaction of MoR employees is supported.

4.6.2 Relationship between Job Satisfaction and Customers Perceived Service Quality

The Main purpose of this study was to examine if internal marketing has effect on customers perceived service quality through job satisfaction, further regression analysis was conducted taking customers perceived service quality as constant variable and job satisfaction as predictors.

Table 4.18 Summary of Coefficient for Customers perceived service quality

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.119	.139		15.241	.000
	Job Satisfaction	.297	.050	.318	5.996	.000

Dependent variable: customer perceived service quality

Source: Own Survey, 2018

Based on the finding job satisfaction has a positive medium significant relationship with Customers perceived quality to the error level less than 0.05 (5%). The model mathematically expressed as $CSQ = 2.119 + 0.297JS$

Where,

SERVIQUAL= Customers service quality

JS= job satisfaction of ministry of revenue employees.

As it is seen in the table 4.18 the absence of the job satisfaction the average level of perception of customers service quality is 2.119 (1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree). A change in the level of Job satisfaction brings a significant and positive change on customers perceived service quality. As the level of job satisfaction of employees increases by one unit, the level of Customers perceived service quality increases by 0.297 times.

H5. Employee's job satisfaction has a positive and significant effect on customers perceived service quality

A simple regression model fit for Customers perceived quality against the job satisfaction has been found to be strongly significant with a p value 0.01. This indicates that customers perceived service quality positively and significantly related with Jobs satisfaction and that is a change in the level of employees job satisfaction brings a significant and positive change on customers perceived service quality.

Table 4.19 Summary of hypothesis testing

Hypothesis	Beta	P<0.05	Result	Reason
Training and development has a positive and significant effect on job satisfaction.	.024	0.663	Not supported	$\beta = 0.663$ p <.05
Motivation has a positive and significant effect on job satisfaction.	0.334	0.000	Accepted	$\beta = 0.000$ p <0.05
Internal communication has a positive and significant effect on job satisfaction.	0.286	0.000	Accepted	$\beta = 0.000$ p <0.05
Empowerment has a positive and significant effect on job satisfaction.	0.517	0.000	Accepted	$\beta = 0.000$ p <0.05
Employees Job satisfaction has a positive and significant affects on Customers service quality.	0.297	0.000	Accepted	$\beta = 0.000$ p <0.05

Source: Own Survey, 2018

4.7 Discussions of Results with Related Literatures

H1: Training and development has a positive and significant effect on employees job satisfaction.

According to the test result of this study, the data collected didn't support the hypothesis developed and showed training and development has no significant relationship with Job satisfaction, however many researchers studied the effect of training and development on employee's job satisfaction and how the job training and development related to job satisfaction and proved the theory to be true. Among the studies conducted, a study conducted on the effect of employee development program on job satisfaction and employee retention by Karen (2007) was taken as example.

When people receive relevant and valuable training, they are generally happier in their jobs. When that training is carried to the next level and becomes overall development, employees tend to feel even more valued by their employers. They are not only given the tool to do their jobs well, but they are also given opportunities to develop new skills and attain career goals. Companies that invest on their employees and clearly communicate the importance of employees may keep employees (Karen, 2007). The most likely explanation for the result of this study is due to most training programs apart from the basic training given by the company for new comers, are refresher trainings which are limited in number has no addition to the job satisfaction of employees considering the training program as part of the job not as personal development program and also the mechanism of delivering the training is not adult learning style. Hence, employee's job satisfaction drawn from the training could be insignificant for ministry of revenue employees.

H2: Motivation has a positive and significant effect on employees job satisfaction.

One of the research findings that can be concluded from the statistics provided in the regression table is that motivation is positively and significantly related with job satisfaction of Ministry of Revenue Employees. Giving the employees sense of achievement, providing them equal opportunities for advancement and promotions are key motivator that creates positive job attitudes which in turn lead to satisfied employees. In addition this finding is supported by

Ahmad et al. (2003) saying that, there is positive correlation between motivation and job satisfaction of employees and having satisfied and motivated employees will influence positively customer satisfaction.

H3. Internal communication has a positive and significant effect on employees job satisfaction.

The data collected supports the third hypothesis which states, there is a positive and significant relationship between internal communication and employees Job satisfaction. Researches indicate that internal communication is one of the factors which influence job satisfaction. This was supported by a case study which was conducted on the relationship between internal communication and job satisfaction by Hrund (2011) which showed that with active and assessable internal communication, employees are better able to understand their job and are more connected to it. This leads to better performance and higher job satisfaction.

H4: Empowerment has a positive and significant effect on employees job satisfaction.

According to statistics result empowerment has a positive and significant relationship with job satisfaction of employees of MoR. Giving employees some degree of authority and discretion to influence decisions over certain related tasks, especially, during employees' interactions with customers improve their service performance. This result was supported by Ning et al. (2009) they found a statistically significant positive correlation between empowerment and job satisfaction. Heather (2015) concluded that, authentic leaders played an important role in creating empowering professional practice environments that fostered high quality care and job satisfaction and also by empowering employees feel the responsibility to lead and control the organization.

H5: Employee's job satisfaction has a positive and significant effect on customers perceived service quality

The finding articulates that job satisfaction employees have a positive and significant relationship with the service quality of the Ethiopian Ministry of Revenue Customers. As the result, the job satisfaction of MoR employees plays significant role on customers service quality. Creating job satisfaction can bring a positive impact on employees to enable them to give a

quality service for the tax payers. This finding supported by many literatures among these results of research conducted by Priyathanalai and Moenjohn (2012) shows a positive and significant relationship between employee satisfaction and service quality. Schlesinger and Zornitsky (1991) also examine job satisfaction and service quality and found that employee perceptions of job satisfaction and the ability to serve has a positive relationship with perceptions of the service quality. In his observations, Bitner (1990) found that low job satisfaction can reduce the performance of services.

CHAPTER FIVE

CONCLUSSIONS AND RECOMMENDATIONS

This last chapter provides a discussion of the summery of the findings; overall conclusion reached from conducting the research and Recommendations for future results and identified limitations of the research and future study close the chapter. The purpose of the study was to examine the effect of internal marketing on customers perceived service quality, indirectly through job satisfaction.

5.1 Summary of Major Findings

The major findings of this study are summarized as below.

- From data analysis the Cronbach's Alpha of this study for internal marketing scales was ranging from .709 - .863 and for customer perceived service is .95 which shows that there is internal consistency among the variables.
- From the data analysis found that empowerment has high effect on job satisfaction followed by motivation and internal communication and last training and development.
- Motivation has very significant effect on employees' job satisfaction.
- Job satisfaction of employees has a positive and significant effect on customers perceived service quality.
- The result of the descriptive analysis showed that, majority of the employees have low level of understanding of internal marketing concept. Hence, they have little awareness about their being internal customers of the company
- The result of the descriptive mean & standard deviation of analysis of service quality dimension showed that the customers perception towards the company service quality delivery was not satisfactory.

5.2 Conclusions

The main purpose of the study was to investigate the effect of internal marketing on customers perceived service quality. The study was conducted on Federal Ministry of Revenue where service is delivered directly to external customers in person. In order to answer the research question questionnaire containing questions on dimension of internal marketing were developed and distributed to the contact of employees of the organization & in order to know the customer perception towards the company service quality questioners that contain dimensions of modified SERVIQUAL were distributed to the customers of the organization. In deed to link internal marketing dimensions which are responded by employees and customers service quality which is responded by customers' job satisfaction of employees was used as moderator.

The entire research objective for this study was attained; the general objective of this study was to investigate the effect of internal marketing on customers perceived service quality in federal ministry of revenue. All selected internal marketing dimensions except training and development have significant relation with job satisfaction and job satisfaction has significant effect on customer perceived service quality which implies internal marketing indirectly have effect on customers perceived service quality.

Correlation analysis was conducted to analyze if there is relation between variables used, the correlation matrix revealed that all coefficient of correlation were positive and significant.

In addition when we see the mean score of employees overall evaluation of the company internal marketing practice which is found to be unsatisfactory where one can conclude that there are problems in the organization internal marketing program which is related to inadequate availability of employee training, employee motivation, internal communication and employee empowerment.

According to the findings indicate that all the selected four internal marketing variables except training and development have direct impact on employees job satisfaction and job satisfaction has a direct impact on customers perceived service quality.

5.3 Recommendations

Employees who are satisfied will have the resources and the responsibility to understand and meet the customer's demands and needs. Employees who are satisfied assessed as having emotional resources sufficient to show empathy, understanding, respect, and attention to the customer. Because employees job satisfaction has effect on customers perceived quality, employees need to be given due attention by the management to avoid any discouragement to naturally demonstrate quality service to customers.

Managers and decision makers should focus on designing valuable development programs and short term training to tailor the present gap of knowledge, ability, and skills that enable employees encourage and to be creative.

Motivation is one of internal marketing element an organization to give due attention to encourage employees; Hence, MoR should improve understanding on employees needs and wants, should apply to strengthen performance rewarding system and on incentives and compensation competitiveness to encourage employees.

Since internal communication has a significant impact on job satisfaction of employees, MoR should develop an open internal communication system between management and subordinates and also among employees to create connection, and to encourage employees forward their constructive ideas, and suggestions freely through organizing both formal and informal meetings.

Managers also have to communicate with their subordinates effectively in order to make them satisfied about their jobs. So, in order to achieve employees' satisfaction managers have to make assessment with the employees to hear their opinions and feedbacks about their job and let them to forward their opinion freely in order to gather valuable information from them for further considerations that could be also one way how the organization show them its support.

Moreover, managers should empower employees because as it is proved that when the employees are participated in the decision making process and empowered they provide a high job satisfaction a satisfied employees gives a much better service to customers.

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ANNEXS

Questionnaires for employees



ADDIS ABABA UNIVERSITY, BUSINESS & ECONOMICS COLLEGE SCHOOL OF COMMERCE

Questionnaires to be filled by Ministry of Revenue Employees

Dear Participant:

I am a graduate student in the department of marketing management, Addis Ababa University School of Commerce. Currently, I am undertaking a research entitled *'The effect of internal marketing on customer's perceived service quality'*. You are one of the respondents selected to participate on this study. Please assist me in giving correct and complete information to present a representative finding. Finally, I confirm you that the information that you share me will be kept confidential and only used for the academic purpose. Thank you in advance for your kind cooperation and dedicating your time.

Your opinion matters so please share it and add value to this study! Sincerely, *Getahun Zenebe*

Instruction: No need of writing your name

Part I: Personal Information

Direction: This first part inquires your personal information so please marking ☒ the box provided exactly fits with your back ground

1. Sex A. Male ☐ B. Female ☐
2. Age A. Below 25 years ☐ B. From 25 - 35 years ☐
 C. From 36 - 45 years ☐ D. Above 45 years ☐
3. Educational Level A. Below High school ☐ B. High school Diploma ☐
 C. First Degree ☐ D. Above First Degree ☐
4. For how many years you are an Employee of MOR
 A. Below 2 years ☐ B. from 2 - 5 years ☐ C. From 6-10 years ☐
 D. From 10 - 15 years ☐ E. Above 15 years ☐

PART2. Questions Related to Internal Marketing and Job Satisfaction

Internal marketing views employees as customers that satisfy their needs and wants fulfilled while addressing the objectives of the organization. Please consider each question carefully to determine how you feel about the subject matter personally as a customer of your organization. Please **circle** it any of the numbers in the middle that show how strong your feelings are.

The **SCALES** are described as:

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5 Strongly Agree

Item	Questions	Scales				
		1 =SDA	2 =DA	3 =N	4 =A	5 =SA
	1. Training and Development					
1	I have the training that I need to do my job	1	2	3	4	5
2	I receive training continuously to provide good service	1	2	3	4	5
3	There is a system in your organization that helps to develop employees career	1	2	3	4	5
4	I receive well organized basic and refresher training which helps me determine to fulfill my future goal	1	2	3	4	5
5	Your organization gives continual training that helping you and other colleagues to develop a “sense of confidence”, “reassurance”, and “satisfaction” in service delivery process.	1	2	3	4	5
6	If one moved from one task to another, the manager will facilitate to train him/her for a pre-specified period.	1	2	3	4	5
7	in our organization Employees are selected for training in fair manner	1	2	3	4	5
8	I have all the required skills to serve customers	1	2	3	4	5
	2. Employee Motivation					
1	When I do something extra ordinary I know that I will receive some kind of reward.	1	2	3	4	5
2	Praise and recognition are given individually to employees who have performed well and exceeded management's expectations.	1	2	3	4	5
3	The incentive, bonus, given to employees are motivating and on competitive basis.	1	2	3	4	5
4	My needs and wants are well understood by management.	1	2	3	4	5

5	There is an annual increment of my income based on periodic performance evaluation fulfillment.	1	2	3	4	5
6	I am satisfied with the salary I get at present.	1	2	3	4	5
7	Job promotions are awarded fairly	1	2	3	4	5
8	There is a motivating environment to work on your organization.	1	2	3	4	5
	3. Internal Communication					
1	There is good communication from managers to employees.	1	2	3	4	5
2	Managers communicate frequently and honestly about issues affecting employees	1	2	3	4	5
3	Supervisors are keenly interested in listening to what I say about your job, the problem you face and the solution you suggest	1	2	3	4	5
4	Employees are free to express their concerns and complaints	1	2	3	4	5
5	Information is naturally exchanged throughout the entire department	1	2	3	4	5
6	My supervisor gives me feedback most of the time	1	2	3	4	5
7	I am satisfied with the communication I have with my supervisor and higher management.	1	2	3	4	5
	4. Employee Empowerment					
1	My manager allows me to take a high degree of Initiative.	1	2	3	4	5
2	My managers allows me to use my own judgment in solving problems	1	2	3	4	5
3	I am empowered to make decision in relation to my job	1	2	3	4	5
4	Leaders are developed from within the Company	1	2	3	4	5
	5. Job satisfaction					
1	I love my job and I am satisfied with my current carrier	1	2	3	4	5
2	The employees in the organization feel secured in their job	1	2	3	4	5
3	I am satisfied with my job because there is equal growth and development opportunity	1	2	3	4	5
4	I am satisfied with the responsibility and role that I have in my work	1	2	3	4	5

አዲስ አበባ ዩኒቨርሲቲ ንግድ ሥራ ት/ቤት

የተከበሩ ደንበኛ፤ የዚህ መጠይቅ ዓላማ በ ኢትዮጵያ ገቢዎች ሚኒስትር ባሉ የተያያዩ ቅርንጫፎች እስካሁን ሲገለገሉ ያሎትን ልምድ መሰረት በማድረግ የውስጥ ግብይት ደንበኞች ባገኙት የአገልግሎት ጥራት ላይ ያለውን ውጤት ለመለካት በተመረጡ ናሙና አካባቢዎች የሚደረግ ጥናት ሲሆን የምዘናውም ውጤት ሙሉ በሙሉ በአዲስ አበባ ዩኒቨርሲቲ የንግድ ስራ ትምህርት ቤት በገበያ አመራር ድህረ ምረቃ መመረቂያ ፅሁፍ ማሟያ ብቻ የሚውል መሆኑን አረጋግጣለሁ። መጠይቁ 2 ክፍል ያለው ሲሆን በጠቅላላው በኢትዮጵያ ገቢዎች ሚኒስትር አገልግልት እርካታ ሊይ እርስዎ ሊሆን ይገባል ብለው በሚያምኑትና እስካሁን ባሎት ትክክለኛ ልምድ ላይ መሰረት ያደረጉ ጥያቄዎችን የያዘ ነው።

ክፍል 1: የመላሹ/ሷ ግላዊ መረጃ

1. 紹介

1. ወንድ



2. ၵၢ်

10

2. **ဝိသေသနာယက:**

1. ከ25 ዓመት በታች



2. ከ 25 — 35 ዓመት

9

3. 36 — 45 ዓመት

10

4. ከ45 ዓመት በላይ

10

3. የትምህርት ደረጃ:

1. ከሁለተኛ ደረጃ ትምህርት በታች

3

2. ሁለተኛ ደረጃ ትምህርት ዲፕሎማ

11

3. የመጀመሪያ ደግሪ

7

4. ከመጀመሪያ ዲግሪ በላይ

☐

4. እርስዎ በገቢዎች መስሪያ ቤት በደንበኝነት የተገለገሉበት ጊዜያት፡

1. 5 ዓመት በታች ☐



2. ከ 5-7 ዓመት

10

3. ከ8- 10 ዓመት.

☐

4. ከ10 ዓመት በላይ

1

ክፍል 2: አጠቃላይ የደንበኞች እርካታ ደረጃ

በኢትዮጵያ ገቢዎች ሚኒስትር በደንበኞች እርካታ ሊይ ያለውን አመለካከት የሚወክል መግለጫን አንብበው መስማማትዎን / አለመስማማትዎን ትክክለኛው ምላሽ ላይ ያክብቡ፡፡

1-በጣም አልስማማም 2- አልስማማም 3-መካከለኛ 4-እስማማለሁ 5-በጣም እስማማለሁ

ተ.ቁ	አረፍተ ነገሮች	በጣም አልስማማም 1	አልስማማም 2	መካከለኛ 3	እስማማለሁ 4	በጣም እስማማለሁ 5
1	የመስሪያ ቤቱ ህንፃዎች ቢሮዎች ንፁህ ለአይን ሳቢ ማራኪ እና ደንበኞችን ለማስተናገድ ምቹ ናቸው	1	2	3	4	5
2	መስሪያ ቤቱ ዘመናዊ መሳሪያዎች እንደ ኮምፕዩተር፣ ኢንተርኔት መገናኛ በበቂ ሁኔታ አሉት	1	2	3	4	5
3	የመስሪያ ቤቱ የኔትዎርክንግ ስርዓት በአብዛኛው የማይቆራረጥ ነው	1	2	3	4	5
4	ገቢዎች የሚጠቀሙባቸው መሳሪያዎች በተደጋጋሚ ብልሽት አያጋጥማቸውም	1	2	3	4	5
5	የገቢዎች ሰራተኞች ስራቸውን ቃል በገቡት መስርት ይፈጽማሉ	1	2	3	4	5
6	የገቢዎች ሰራተኞች ለሁሉም ግብር ከፋዮች ተመሳሳይና አስተማማኝ አገልግሎት ይሰጣሉ	1	2	3	4	5
7	ግብር ከፈዩ ችግር ካጋጠመው ሰራተኞቹ ችግሩን ለመፍታት ቀና ፍላጎት ያሳያሉ	1	2	3	4	5
8	መስሪያ ቤቱ ከስህተት የጸዳ አገልግሎት ለመስጠት ይተጋል	1	2	3	4	5
9	የመስሪያ ቤቱ ሰራተኞች ስራን መጀመሪያ በተያዘለት የጊዜ ገደብ ያለምልልስ ይሰራሉ	1	2	3	4	5
10	መስሪያ ቤቱ ፈጣን አገልግሎት ለግብር ከፋዩ ይሰጣል	1	2	3	4	5
11	የመስያቤቱ ሰራተኞች ግብር ከፋዩን ለመርዳት ዝግጁ ፈቃደኛና ተነሳሽነት አላቸው	1	2	3	4	5
12	ሰራተኞቹ ለግብር ከፋዩ አገልግሎቱ መቼ እንደሚሰጥ መረጃ ይሰጣሉ	1	2	3	4	5
13	የመስሪያ ቤቱ ሰራተኞች የእርሶዎን ጥያቄ በፍጥነት ይመልሳሉ	1	2	3	4	5
14	የመስሪያ ቤቱ ሰራተኞች የግብር ከፋዩን ችግር ለመፍታት እውቀቱና ክህሎቱ አላቸው	1	2	3	4	5

15	የመስሪያ ቤቱ ሰራተኞች ለግብር ከፋዩ በትህትና መልካም አገልግሎት ይሰጣሉ	1	2	3	4	5
16	የመስሪያ ቤቱ ሰራተኞች የሀገሪቱን የገቢ ህጎች፣ ደንቦች እና የአሰራር ሂደቶች የሚረዱ ናቸው	1	2	3	4	5
17	ግብር ከፋዮች የሚሰጣቸው አገልግሎት በትክክል እየተደረገላቸው እንደሆነ መተማመን ያሳድርባቸዋል	1	2	3	4	5
18	የገቢዎች ሰራተኞች የግብር ከፋዩን ስሜት ፍላጎት እና ጥያቄዎች ይረዳሉ	1	2	3	4	5
19	የመስሪያ ቤቱ ሰራተኞች ለግብር ከፋዩ በግል ደረጃ ትኩረት /እንክብካቤ/ ይሰጣሉ	1	2	3	4	5
20	የመስሪያ ቤቱ ሰራተኞች እና ሀላፊዎች ግብር ከፋዩን ክልብ ተቀብለው ያስተናግዳሉ	1	2	3	4	5
21	ገቢዎች ለደንበኛው ምቹ የሆነ የስራ ሰዓት አለው	1	2	3	4	5

ANNEX 3- Questionnaires' for Customers

Questionnaires to be filled by Ministry of Revenue Customers

Dear Respondent, I would like to share your wonderful insights on this questionnaire with regards to your service experience you have had in the past within Federal Ministry of Revenue. The questionnaire is designed to measure *“the effect of internal marketing on customers perceived service quality in the case of Ministry of Revenue”* within the sampling area and the consumption is purely for academic research purpose for partial fulfillment of a post graduate program in Marketing Management at Addis Ababa University School of Commerce. Thank you for sharing your valuable time in filling this questionnaire. The questionnaire has 2 parts each referring to you to identify your view on the service quality.

Your opinion matters so please share it and add value to this study!

Sincerely, *Getahun Zenebe*

Instruction: No need of writing your name

Part I: Personal Information

Direction: This first part inquires your personal information so please marking ☒ the box provided exactly fits with your back ground

1. Sex A. Male ☐ B. Female ☐
2. Age A. Below 25 years ☐ B. From 25 - 35 years ☐
 C. From 36 - 45 years ☐ D. Above 45 years ☐
3. Educational Level A. Below High school ☐ B. High school Diploma ☐
 C. First Degree ☐ D. Above First Degree ☐
4. For how many years you being served as customers of MOR
 A <5 years B. from 5 - 7 years ☐
 C. From 8-10 years D. > 10 years

Part II Service Quality items

Direction: Please indicate your level of agreement by circling the numbers in the box for an alternative you think is right based on the five point scale given below:

The **SCALES** are described as:

1 Strongly disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

No.	Questionnaire items	1 =SDA Strongly disagree	2 =DA Disagree	3=N Neutral	4 =A Agree	5 =SA Strongly agree
1	MoR's building and offices are neat inviting and comfortable to tax payers	1	2	3	4	5
2	MoR has modern looking equipment	1	2	3	4	5
3	Network of the office not always interrupted and fast enough to give service	1	2	3	4	5
4	The organizations service equipment are not frequently broken down	1	2	3	4	5
5	Employees provide service as the time it promised to do so.	1	2	3	4	5
6	MoR employees consistently perform their service correctly to all tax payers	1	2	3	4	5
7	When you have problems MoR employees show genuine interest to solve the problem	1	2	3	4	5
8	MoR committed to provide error free service	1	2	3	4	5
9	Employees consistently respond within promised time frame for tax payers' complaint.	1	2	3	4	5
10	MoR provides prompt service to the tax payers	1	2	3	4	5
11	Employees are ready and Eager to support tax payers	1	2	3	4	5
12	Employees tell you exactly when the service is provided	1	2	3	4	5
13	Employees respond your request as fast as possible.	1	2	3	4	5
14	Employees are knowledgeable and skillful to solve the tax payers	1 ix	2	3	4	5

	problem					
15	Employees are polite and courtesy when providing service to tax payers.	1	2	3	4	5
16	Employees of MoR knows well the nations revenue rules regulations and procedures	1	2	3	4	5
17	Tax payers have confidence and feel safe on the service provided by the authority	1	2	3	4	5
18	Employees can easily understand tax payers' interest and feeling	1	2	3	4	5
19	Employees give individual attention to the tax payers	1	2	3	4	5
20	Employees and management treat their tax payers' with respect.	1	2	3	4	5
21	MoR has convenient working hour to all tax payers'	1	2	3	4	5

ANNEX4 CORRELATIONS

		Training and Development	Employee Motivation	Internal Communication	Employee Empowerment	Job Satisfaction	Customers Service Quality
Training and Development	R	1	.444**	.469**	.211**	.281**	.191**
	Sig. (2-tailed)		.000	.000	.000	.000	.001
	N	321	321	321	321	321	321
Employee Motivation	R	.444**	1	.364**	.330**	.449**	.174**
	Sig. (2-tailed)	.000		.000	.000	.000	.002
	N	321	321	321	321	321	321
Internal Communication	R	.469**	.364**	1	.495**	.522**	.134*
	Sig. (2-tailed)	.000	.000		.000	.000	.016
	N	321	321	321	321	321	321
Employee Empowerment	R	.211**	.330**	.495**	1	.630**	.225**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	321	321	321	321	321	321
Job Satisfaction	R	.281**	.449**	.522**	.630**	1	.318**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	321	321	321	321	321	321
Customers Service Quality	R	.191**	.174**	.134*	.225**	.318**	1
	Sig. (2-tailed)	.001	.002	.016	.000	.000	
	N	321	321	321	321	321	354

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4.16 Summary of Coefficient on Job Satisfaction

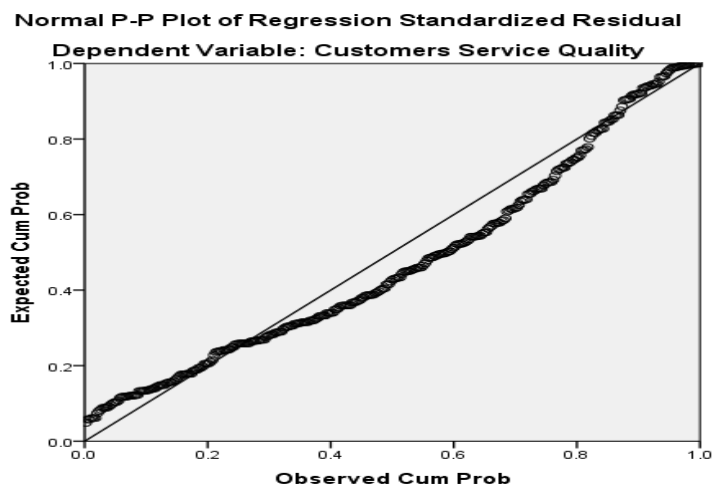
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.390	.186		-2.099	.037
	Training and Development	.024	.054	.021	.436	.663
	Employee Motivation	.334	.068	.228	4.897	.000
	Internal Communication	.286	.064	.229	4.475	.000
	Employee Empowerment	.517	.055	.446	9.477	.000

a. Dependent Variable: Job Satisfaction

Job Satisfaction and Customers perceived service quality

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.119	.139		15.241	.000
	Job Satisfaction	.297	.050	.318	5.996	.000

Dependent variable: customer perceived service quality



Required Sample Size[†]

Population Size	Confidence = 95%				Confidence = 99%			
	Margin of Error				Margin of Error			
	5.0%	3.5%	2.5%	1.0%	5.0%	3.5%	2.5%	1.0%
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	160	177	196	154	174	186	198
250	152	190	215	244	182	211	229	246
300	169	217	251	291	207	246	270	295
400	196	265	318	384	250	309	348	391
500	217	306	377	475	285	365	421	485
600	234	340	432	565	315	416	490	579
700	248	370	481	653	341	462	554	672
800	260	396	526	739	363	503	615	763
1,000	278	440	606	906	399	575	727	943
1,200	291	474	674	1067	427	636	827	1119
1,500	306	515	759	1297	460	712	959	1376
2,000	322	563	869	1655	498	808	1141	1785
2,500	333	597	952	1984	524	879	1288	2173
3,500	346	641	1068	2565	558	977	1510	2890
5,000	357	678	1176	3288	586	1066	1734	3842
7,500	365	710	1275	4211	610	1147	1960	5165
10,000	370	727	1332	4899	622	1193	2098	6239
25,000	378	760	1448	6939	646	1285	2399	9972
50,000	381	772	1491	8056	655	1318	2520	12455
75,000	382	776	1506	8514	658	1330	2563	13583
100,000	383	778	1513	8762	659	1336	2585	14227
250,000	384	782	1527	9248	662	1347	2626	15555
500,000	384	783	1532	9423	663	1350	2640	16055
1,000,000	384	783	1534	9512	663	1352	2647	16317
2,500,000	384	784	1536	9567	663	1353	2651	16478
10,000,000	384	784	1536	9594	663	1354	2653	16560
100,000,000	384	784	1537	9603	663	1354	2654	16584
300,000,000	384	784	1537	9603	663	1354	2654	16586

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