



**EFFECTS OF INTERNAL MARKETING ON EMPLOYEES
CUSTOMER ORIENTATION: A CASE STUDY ON
ETHIOPIAN AIRLINES**

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LIST OF ABBREVIATIONS

ADD-CBT: Addis Ababa Central Baggage Transfer

ANOVA: Analysis of Variance

ET: Ethiopian Airlines

IM: Internal Marketing

MRO: Maintenance and Repair Overhaul

SPSS: Statistical Package for Social Science

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ABSTRACT

Internal marketing is taking employees as the most invaluable asset of an organization and treating them as internal customers because this result in gaining competitive advantage by organization respected. This research paper was conducted to examine the effect of internal marketing on customer orientation in Ethiopian Airlines. The target population of the study was employees of Ethiopian Airlines assigned in the area where there is a direct contact with customers either in person or through telephone. The most commonly used dimensions of internal marketing were identified and used to attest its effect on customer orientation through job satisfaction and organizational commitment. The data collection resulted from 208 feedbacks received from employees' working at Passenger Service, Ethiopian Cargo, Global Call Center, ADD-CBT and Baggage Service, ADD- Sales office-Passenger, Ticket office and Ethiopian Cargo Sales. In addition to correlation analysis, further regression analysis was conducted to examine the effect of internal marketing on customer orientation. The result indicate that all selected dimensions of internal marketing have significant relation with job satisfaction and organizational commitment where both job satisfaction and organizational commitment have significant effect on Customer orientation as well. Therefore, Ethiopian Airlines is recommended to fully implement internal marketing principles to increase employees' job satisfaction and organizational commitment and have a positive effect on customer orientation as it is one of the competitive advantages of an organization to remain competitive in such dynamic, ambiguous and turbulent business environment.

Key Words: Internal Marketing, Training and Development, Communication, Motivation, Job Satisfaction, Organization Commitment, Customer Orientation

CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND OF THE STUDY

“I have always believed that the way you treat your employees is the way they treat your customers”. Sir Richard Branson.

In today's competitive world, service giving organizations give high value to their customers. In fact, many sayings and proverbs are posted in eye catching way to attract and retain customers. Gaining satisfaction and loyalty of external customers is an impossible task unless the needs and wants of human force (internal customers) in organizations are met; internal marketing being the most important approach that helps organizations in this direction. When an organization considers its employees as a cost related asset, the organization might fail in today's competitive world as employees are one of the competitive advantages to an organization.

The inseparability of production and consumption of service makes service quality of a great value; hence, service giving organizations need to give high emphasis to the quality of service delivered by their front line service personnel. Main assumption of internal marketing is that employees must be viewed as the most invaluable asset of an organization and must be treated as internal customers because this result in gaining competitive advantage by organization respected (Papasolomou, 2002). In addition to this, internal marketing process of attracting, developing, motivating, and retaining qualified employees through job-products that satisfy their needs. Applying internal marketing concepts in service industry helps to create customer oriented service personnel which will in turn helps the organization meet its objectives. Internal marketing aims to improve customer consciousness by changing beliefs of the front line employees (Ahmed & Rafiq, 2003). When employees are treated as internal customers by effective implementation of internal marketing components, customer oriented manner is developed and efficient quality service is delivered to external customers.

Customer orientation means employees' willingness to meet needs and to respond to customers' wants under occupational condition. It is delivering exceptional service through provision of superior value which creates customer satisfaction. Excellent service companies know that

positive employee attitude promotes stronger customer loyalty; hence, installing a strong customer orientation in employees can also increase their job satisfaction and commitment, especially if they have high customer contact (Kotler, 2008). When front line service personnel develop customer oriented manner, they become more customer conscious and give attention to the needs and wants of their customer's by which service giving organizations shall use this opportunity to attract and create customer loyalty. Customer orientation is said to be the principle of readiness to meet and respond promptly to the needs and wants of customers (Suleiman & Mohammad, 2011).

Internal marketing is a planned effort using a marketing-like 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 oriented employees (Ahmed & Rafiq, 2003)

Airline industry is very dynamic where competitions among airlines are very stiff. In order to survive and remain profitable, Ethiopian airlines has set vision 2025 and is working towards its fulfillment to become the most competitive and leading aviation group in Africa by providing safe, market driven Customer Focused Passenger and Cargo Transport, Aviation Training, Flight Catering, Maintenance and Repair Overhaul (MRO) and Ground Service in fifteen years as of 2010. One of the competitive advantages an airline can have is customer oriented front line service personnel. These front line service personnel's customer orientation has a major effect on achieving ET vision 2025; hence, this research aims to study on the effect of internal marketing on customer orientation in Ethiopian Airlines.

1.2 STATEMENT OF THE PROBLEM

Ethiopian Airlines is operating in one of the most challenging operating environment with cut-throat competition, ever increasing cost and uncoordinated continental (African) regulatory frame work. Ethiopian Airlines being a high performance organization succeeds in achieving its objective through effective and efficient employee productivity. As service giving industry Ethiopian Airlines gives high emphasis to its service quality. The very nature of service is vital part of service giving organizations which service providers directly contact with their customers

through frontline staffs as service is one of the competitive advantage which Ethiopian Airlines currently has. In relation to this, front lines employees customer orientation plays great role in rendering the quality of service to external customers. Therefore, the identified shortcomings that led the researcher conduct this study is the minimal understanding of applying the concept of internal marketing to bring positive impact as the sayings goes; treating your employees as you treat your customers on customer orientation.

Internal marketing views employees as internal customers and job as internal products. There are three types of service marketing i.e. internal, external and interactive.

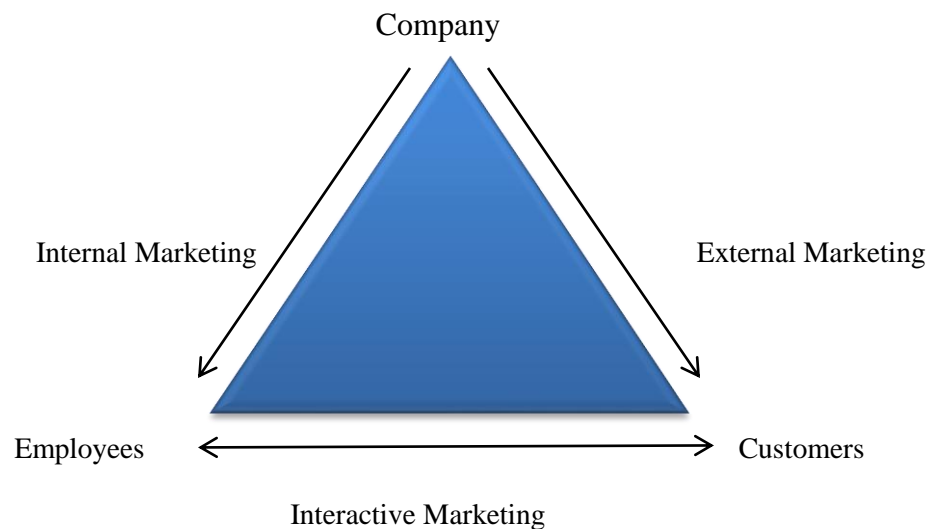


Figure 1: Three Types of Service Marketing

Internal marketing is marketing service firm to train and effectively motivate its customer-contact employees and all supporting service personnel to work as team to provide customer satisfaction (Kotler & Armstrong, 2011). They also stated that service firms have to primarily increase employees’ satisfaction in order to deliver better services; to define that better service is an increase in customer satisfaction.

In this study, effect of internal marketing on interactive marketing, the relationship employees have with customers, has been investigated as stated in the conceptual frame work stated in figure two.

In general, Ethiopian Airlines has seven separate strategic business units. All these units have different nature of business and different types of customers. The company has set its vision

2025 to become the most competitive and leading aviation group in Africa by providing safe, market driven and customer focused passenger and cargo transport, aviation training, flight catering, MRO and Ground Service. In order to realize this vision, Ethiopian Airlines needs to have eligible, hardworking and customer oriented employees, where this starts from recruiting and retaining the most qualified employees, especially for those units whose employees make direct contact with external customers. These departments are Passenger Services, Ethiopian Cargo, Global Call Centre, ADD-CBT and Baggage Service, ADD- Sales office-Passenger, Ticket office and Ethiopian Cargo Sales.

The purpose of this study was to investigate whether internal marketing has relation with employees' customer orientation at Ethiopian Airlines and to assess its effect on service personnel customer orientation in the selected departments.

The second research gap that made this research unique was absence of sufficient research conducted on internal marketing in relation with customer orientation studied on Airline industries.

1.3 RESEARCH QUESTIONS

- Does Internal Marketing have effect on employees' customer orientation?
- What is the effect of job satisfaction and organizational commitment on customer orientation?
- By which mediation factor is customer orientation highly affected?

1.4 RESEARCH OBJECTIVE

1.4.1 GENERAL OBJECTIVE:

The general objective of this study was to investigate the effect of internal marketing on customer orientation in Ethiopian Airlines.

1.4.2 SPECIFIC OBJECTIVE:

- To identify if there is significant positive relationship between internal marketing dimensions and employees customer orientation

- To analyze if internal marketing has effect on service personnel customer orientation
- To identify which mediation factor highly affect customer orientation.

1.5 RESEARCH HYPOTHESIS

The below hypothesis were developed to investigate the effect of internal marketing on customer orientation through job satisfaction and organizational commitment.

H1: There is a positive relationship between Employees' Training and Development and Job Satisfaction.

H2: There is a positive relationship between Employees Training and Development and Organizational Commitment.

H3: There is a positive relationship between Communication and Job satisfaction.

H4: There is a positive relationship between Communication and Organizational Commitment.

H5: There is a positive relationship between Motivation and Job Satisfaction

H6: There is a positive relationship between Motivation and Organizational Commitment

H7: There is a positive relationship between Job Satisfaction and Customer Orientation

H8: There is a positive relationship between Organizational Commitment and Customer Orientation.

In order to identify if internal marketing has effect on employees customer orientation, effect of nominated dimension of internal marketing on job satisfaction and organization commitment was studied which both have effect on customer orientation.

1.6 DEFINITION OF KEY TERMS

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

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

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

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

Job Satisfaction: A set of favorable or unfavorable feelings and emotions with which employees view their work.

Organizational Commitment: A strong desire to remain a member of a particular organization, willingness to exert high level effort on behalf of the organization and belief in and acceptability of the values and goals of the organization.

Customer Orientation: Employees willingness to meet needs and respond to customers wants under occupational condition.

1.7 SIGNIFICANCE OF THE STUDY

This study will be a significant input for Ethiopian Airlines Management in general and Corporate Human Resource Department in particular by indicating the relationship and effect of Internal marketing on the customer orientation and apply marketing like approach on human force management. This study will also help beneficial to implement Ethiopian Airlines' vision 2025 by understanding the need of internal marketing to give excellent service to customers through front line staffs. This study provides recommendations how to enhance customer orientation by implementing internal marketing principles in Ethiopian Airlines. The study also assist middle level management personnel to implement marketing oriented approach on employees under their jurisdiction to acquire satisfied employees which have direct relationship with customer orientation.

1.8 SCOPE OF THE STUDY

The scope of this study is limited to seven different departments in Ethiopian Airlines namely Passenger Services, Ethiopian Cargo Traffic Handling, Global Call center, ADD-CBT and Baggage Service, ADD- Sales office-Passenger, Ticket office and Ethiopian Cargo Sales. The study didn't include in-flight service where cabin crews give direct service to passengers on board aircraft due to time, accessibility and resource limitation. Likewise, the study did not include Flight Operations, Domestic Stations and Out Station offices overseas even if the nature of business has direct contact with external customers due to time and resource limitation.

Internal marketing has various and different dimensions, nevertheless the study was conducted on only three dimensions; Training and Development, Communication and Motivation. The scope of the research method didn't include analysis of mediation effect of mediator's; job satisfaction and organization commitment.

The study is also limited to identifying the relationship and effect of internal marketing on customer orientation through job satisfaction and organizational commitment by analyzing effect each dimension of internal marketing on these mediators and by further investigating effect of the mediators on customer orientation without conducting mediation effect.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

Literatures related to internal marketing and customer's orientation has been reviewed to discuss briefly the concept of internal marketing and customer orientation as the purpose of this study is to analyze the effect of internal marketing on service personnel customer orientation. Four major points have been incorporated in the literature part. These are internal marketing, customer orientation, relationship between internal marketing and customer orientation and finally theoretical frame work and hypothesis development. In the Internal marketing part, internal marketing definition given by various scholars, its dimensions, implementing and measuring internal marketing along with measuring its implementing and its challenges has been reviewed.

Customer orientation part discusses the definition of customer orientation given by different scholars and the behavior demonstrated by customer oriented service personnel. The relationship between internal marketing and customer orientation acknowledged by previous studies conducted in the area is discussed in internal marketing and customer orientation part. At last based on the literatures reviewed, theoretical frame work and hypothesis has been developed and briefly discussed in the last part of literature review.

2.2. INTERNAL MARKETING

2.2.1 DEFINITION OF INTERNAL MARKETING

Gronroos is one of the scholars who first introduced the term internal marketing during 1982s. He defined internal marketing as the behavior of selling a corporation for its internal customers /employees. The term internal marketing is used to describe the application of marketing internally within the organization. Every department and every person is both supplier and a customer, and the organization's staff works together in a manner supporting the company strategy and goal. It relates to all functions within the organization, but it is vitally concerned with the management of human resource.

Internal marketing means applying the philosophy and practices of marketing to the people who serve the external customer as the best possible people can be employed and retained and they will do the best work possible. More specifically, it is viewing employees as internal customers, jobs as internal products, and endeavoring to design these products to meet the needs of these customers better.

The principles of internal marketing is also applied in human resource management to motivate, mobilize, nominate, and manage employees at all levels of the organization to continuously improve the way they serve external customers. There are several forms of internal marketing, what they all share in common is that the customer is inside the organization; it is viewing employees as internal customers, jobs as internal products and offering internal products that satisfy the needs and wants of these internal customers, considering the objectives of the organization.

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 and customer-oriented employees (Mosley, 2007).

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).

People are critical to the success of organizations. Companies that select, develop, manage and motivate their workforce to produce outstanding business results have an extraordinary competitive advantage that others cannot copy. The objective of internal marketing is to get motivated and customer conscious employees in order to achieve service excellence. The use of marketing in the internal marketing context suggests an emphasis on the application of marketing techniques, approaches, concepts, and theories aimed at achieving customer satisfaction in the context of internal customers, in order to achieve success in the external market (Papasolomou, 2006)

Customer service holds great potential as a means for managing the internal work environment. Focusing on people rather than on jobs can be a difficult transition, but it may be critical for the survival and success of the organization (Cardy, 2001).

Internal marketing is also a philosophy for managing the organization's human resources based on a marketing perspective. A market-oriented human resources manager is more likely to make an impact on the success of a company, considering it tends to be more effective in both demonstrating the relevance of human resources to all the company, helping other managers to increase their productivity. Internal marketing operates as a holistic management process to integrate the multiple functions of the organization in two ways: To ensure that the employees at all levels understand and experience the business and its various activities and campaigns. In the context of an environment that supports customer consciousness, and to ensure that all employees be prepared and motivated to act in a service oriented manner.

Internal marketing concept states that the internal market of employees is best motivated for service-mindedness and a customer-oriented behavior by an active, marketing approach, where marketing like activities are used internally. Having satisfied and motivated employees will influence positively customer satisfaction, through more satisfactory encounters with contact personnel. From this viewpoint, "employment" (job description and employee-related policies) is the internal "product" and first-line employees the company's internal "customers" (Gounaris, 2008).

Encouraging the organization's employees to buy their own services and products in both consumption and psychological terms can boost sales and confidence for customer service delivery. It requires considerable co-ordination since promotion to external customers will also largely influence employees (Varey, 1995).

In conclusion, 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. Implementing internal marketing has different dimension, benefit and challenges which will be discussed in detail.

2.2.2 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.

- Tsai and Tang (2008): Service training programs, Performance incentives, and Vision for service excellence
- Gounaris (2006): Selection, Training and development, Incentive systems or Empowerment
- 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.
- Bansal, Mendelson, and Sharma (2001): Employment assurance; Broad training; Abundant salary determined according to organizational performance; Information sharing; Employee empowerment, and Reducing differences in rank.
- Parasuraman, Zeithaml and 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
- Varey and Lewis (1999): Dissemination of information from all internal groups; Development of competence, and Development of incentive and motivation systems.
- Ahmed and 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.

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 ,due to time and resource constraint, three dimensions which were the most repeatedly stated by the scholars were selected assuming the most common ones can explain internal marketing well enough.

2.2.3 IMPLEMENTING INTERNAL MARKETING

The incentive for properly implementing internal marketing is how it will assist in the creation of competitive advantage. Companies that embrace internal marketing understand that taking care of customer's means taking care of employees. They realize that their employees are important because they are responsible for delivering quality products and services to their customers. Sustained delivery of products and services that exceeds customers' expectations will develop customer loyalty, as they become highly satisfied or even delighted (Kotler, 2008).

According to Proctor (2010), there are practical actions that can be taken to implement internal marketing with a focus on preparing employees to build a relationship with customers and deliver a quality service to customers. These includes

- Making sure employees are told about the organization's mission and how they fit into it
- Making sure internal communication channels effectively share information on how to market ideas and services internally
- Apply marketing skills and initiatives internally to understand employees' needs and wants;
- Let employees know why they should do things as well as how to do them; and
- Develop employees' suggestion system to encourage ideas on improving the quality of customer service.

2.2.4 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).

2.2.5 MEASURING INTERNAL MARKETING

It is necessary to measure effectiveness of internal marketing in order to ensure the internal marketing structure is followed through it after it is applied. The success of the internal marketing strategy can be measured as follows:

- ✓ Internal seminars delivered by management services to all staff outlining the skills within the department, its structure, the type of work undertaken and its client base;
- ✓ Improved integration, including the placement of a senior management services director within the offices of the other departments, close to the senior management team and business development staff;
- ✓ Increased involvement and appearances in pan discipline business development activities, key client business to business meetings and corporate hospitality events;
- ✓ Invited attendance at monthly business development seminars/lunches;
- ✓ Increased prominence by management services as leader for internal training and development programs;
- ✓ The development and issue of new departmental and work stream brochures

If businesses are willing to invest in such a thorough process, there is very little chance for it to fail, as it is 'ensuring that there is a sharing of knowledge, expertise, and skills across departments and that there is a process by which departments can be educated in the areas of work and skills of others, the opportunity for cross selling services is increased (Brown et al, 2002)

In terms of the actual effectiveness of internal marketing, methods need to be followed through. Such methods, for example: which aim to motivate employees, demand a decentralization of the decision-making process and motivating personnel policy needs to be logical and just in its nature. If there is an absence of such a policy, it is likely that internal marketing efforts become fruitless

2.2.6 CHALLENGES OF INTERNAL MARKETING

The problem of the concept of Internal Marketing were the job product “sold” to internal customers may be unwanted by them and that unlike in the external market, employees rarely have a choice in terms of product offered and may even be coerced into accepting these (Ahmed & Rafiq, 2003). In addition, the financial implication of having satisfied employees may be substantial and that not all organizations were prepared to invest so heavily in an idea that may only bring results in the long term. For example, in order to satisfy employees, salaries may need to be increased, working environment rebuilt and training heavily invested in; with in return on investment only being shown in the long term (Papasolomou & Vrontis, 2006).

2.3 CUSTOMER ORIENTATION

2.3.1 DEFINITION OF CUSTOMER ORIENTATION

Customer orientation is the principle that addresses the significance of considering customer needs and wishes throughout the organization (Ruizalba, 2014). Based on the study of Awwad and Agti (2011), customer orientation is said to be the principle of readiness to meet and respond promptly to the needs and wants of customers. Customer orientation is a total package of external customer’s welfare within an organization. It is believed that a right approach to customer’s orientation is likely to facilitate better performance and quality delivery services by employees (Auhandmagie, 2007)

2.3.2 CUSTOMER ORIENTATION BEHAVIORS

Customer orientation behavior of frontline employees is an important issue in service industries. The intangible and interactive characteristics of services mean that employees’ behavior plays a key role on customer’s decision making. Customer orientation behavior of frontline employees is important to create long-term profit for service firms.

Customer orientation behavior is a tendency of employees to meet their customer's needs. Therefore, researchers have defined customer orientation behavior as the extent to which frontline employees try to satisfy their customer's needs. (Brown, Mowen, Donavan, & Licata, 2002)

Customer-oriented employee has customer oriented skills, motivation to serve and authority to make decisions. Employees behave in a customer-oriented sense only if all circumstances exist (Hennig-Thurau & Thurau, 2004). On the other hand, Customers rely on the behavior of service employees when evaluating quality of services (Hennig-Thurau, 2004). A customer-orientated employee is extremely important as employees have direct contact with customers (Dimitriades, 2007). Literature shows an in-flight employee of an airline has to be as customer oriented as hotel and bank front-liners. Customer orientation culture influences a service firm's business performance via the development of lasting customer-employee relationships (Bove & Johnson, 2000).

The question of employee customer orientation can be perceived from two perspectives including one that focuses on attitudes and beliefs and the other that focuses on actual behavior. From the point of views of attitudinal perspective, (Zablah, 2012) described customer orientation as "an employee's tendency or predisposition to meet customer needs in the job context." as a belief, customer orientation is held by employee and entails the need to satisfy customer needs (Kirca, Jayachandran & Bearden, 2005). Customer oriented beliefs and attitudes are regarded as an antecedent to related behaviors, thereby making the perspectives to be interconnected (Riketta & Dick, 2005).

Customer service-oriented workers help businesses by providing warm, genuine care for clients to resolve disputes, offer services, answer questions and ensure customer satisfaction. When interviewing candidates for customer service-related jobs, it helps to understand some of the personality characteristics of workers who excel in these positions. Asking worker candidates for examples of how they meet these desired characteristics can be an effective screening tool.

Customer oriented service personnel are well known for on below distinguishing behaviors. They are helpful, considerate, cooperative, communicative, problem solver and organized.

Helpful: Customer-service oriented workers share a common characteristic in that they're naturally helpful people; they don't mind taking time to assist another person, whether it's a client, co-worker or complete stranger, in order to lighten their load.

Considerate: Customer service oriented workers are also considerate. Customers appreciate good manners, whether that includes opening doors, maintaining eye contact throughout the conversation, beginning conversations with a pleasant greeting and avoiding interrupting when customers speak.

Cooperative: Customer service oriented workers are able to set aside ego and personal priorities to generate solutions that work for all involved. Rather than approach customer problems and complaints with a combative attitude, cooperative workers cooperate by listening, identifying customer goals and working to help meet them.

Communicative: Customer oriented service personnel have communication skill. Communication skills include active listening, nonverbal qualities including eye contact and friendly demeanor, and ability to clearly articulate options and information for customers.

Problem Solver: Skilled customer service oriented workers are problem-solvers who are able to quickly identify and suggest workable solutions for customer needs.

Organized: Customer service oriented workers also share the characteristic of organization. Despite their commitment to quality customer service, employees must have time-management skills to juggle multiple client needs simultaneously (Steven, Janet & Victoria, 1999)

2.3.3 IMPACT OF CUSTOMER ORIENTATION

The major impact of customer orientation is the competitive advantage it gives to organizations. Organizations get more benefited when their employees are customer oriented and this results a positive effect on firms performance and increases the overall profit.

Competitive advantage is an advantage over competitors gained by offering consumers greater value, either by means of lower prices or by providing greater benefits and services that justifies a higher price. Competitive advantage along the three dimensions of cost, differentiation and

focus with competitors trying to set themselves apart from those perceived as “stuck in the middle”. Being able to produce an event at a lower cost compared to the competitors is one-way to competitive advantage. Typically, this comes from large-scale organizations developing efficiency due to their repetitive experience of the tasks involved or using their power to leverage lower costs. The other two routes to competitive advantage relate to the value seen by customers who either see specific attractive elements in the offering differentiation or feel that all their needs are being met in the best way by that competitor’s offering focus (Mowday, Porter & Steers 1979)

A firm can differentiate itself in various ways, such as offering innovative features, launching effective promotion, providing superior service, developing a strong brand name, and so on (Li & Zhou, 2010). Hence, by delivering customer oriented service on of the impact gain is acquiring competitive advantage which very hard to copy by other competitors.

The other effect of customer orientation is its contribution to organization innovation differentiation. A customer oriented firm can anticipate its customers' changing needs and respond to them through continuous innovation from its external focus on collecting, analyzing, and disseminating information about customers (Zhou, Brown & Dev., 2009). The competitors and customers of an innovative company perceive the company as being able to utilize the latest technology and introduce new goods or services at an early stage (Gebauer, 2009).

Customer orientation also has a positive impact on market differentiation by creating customer satisfaction. A market differentiation occurs when a firm creates a unique image in the market and achieves customer satisfaction and loyalty through meeting customers' particular needs and desires (Miller, 1987). A customer-oriented firm is able to make its market offerings more differentiate by adjusting its marketing mix through the knowledge of the customers’ needs and desires (Li & Zhou, 2010). In order to distinguish a firm from its competitors, provides a competitive marketing tool, and to be the most preferred firm for a certain given market segment are through the development of marketing mix strategy (Akdag & Zineldin, 2011). Such as, good services, effective processes, qualified staff members, convenient locations, customized and personal solution, which does not imply most up-to-date service for customers.

2.4. INTERNAL MARKETING AND CUSTOMER ORIENTATION

According to Ahmed & Rafiq (2003), in order for an organization to have satisfied clients who receive consistently high service quality, an organization must have satisfied employees. By treating employees as customers, especially those with direct contact to clients, that service quality would increase as these front lines employees would be more likely to be customer conscious if their needs were met (Gounaris, 2006)

An increasingly service-oriented economy asks companies to attract and retain to ensure a sustainable competitive advantage (Bansal, Mendelson & Sharma, 2001). The relationship between buyer and seller not only affects the customer's decision to buy a service or go back for more, but also provides a marketing opportunity for the company. Employees should, therefore, “be sales-minded as well as customer-orientated. The object of IM was therefore to get motivated and customer conscious employees, and to achieve good coordination between employees dealing directly with the customer and the company's support staff.” (Mohammed & Ahmed, 2000).

Christian Gronroos stated that not only do buyer–seller interactions have an impact on purchasing and repeat purchasing decisions but also, crucially, those buyer–seller interactions provide a marketing opportunity for the organization. To take advantage of these opportunities requires customer-oriented and sales-minded personnel. Hence, the object of IM is to get motivated and customer-conscious employees. In this view, it is not sufficient that employees are motivated to perform better, but they must also be ‘sales minded’. Furthermore, effective service also requires effective co-ordination between contact staff and backroom support staff. Gronroos also views the internal marketing concept as a means of integrating the different functions that are vital to the customer relations of service companies. (Grönroos, 1982).

Gronroos extended his original definition of IM as a method of motivating personnel towards customer consciousness and sales mindedness, to include the use of marketing-like activities in this pursuit. Holding an organization’s internal market of employees can be influenced most effectively and hence motivated to customer-consciousness, market orientation and sales

mindedness by a marketing-like internal approach and by applying marketing-like activities internally.

Internal marketing holds that employees are best motivated for service-mindedness and customer-oriented behavior by an active marketing-like approach, where marketing-like activities are used internally. The addition of marketing-like techniques internally moves the need to motivate employees, and advocate the use of 'marketing-like' techniques to do it should be stressed. Gronroos' conceptualization focuses attention on creating customer orientation in employees through a process of influencing, rather than satisfying and motivating employees per se. (Grönroos, 1982)

2.5 THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

The purpose of this study is to examine the effect of internal marketing in employees' customer orientation in Ethiopian Airlines. Internal Marketing has different but related dimensions which were previously stated in the dimension of Internal Marketing part, among stated dimensions, for this study paper purpose the most commonly quoted dimensions were selected. These are Training and Development, Communication, and Motivation.

Training and Development is defined as a system for assisting employees to develop within their current jobs or advance to fulfill their goals for the future (Karen, 2007). Employee development programs should contain the three "Cs: core workplace competencies, contextual framework within which the organization conducts its business, and corporate citizenship. The core competencies are, learning to learn, communication and collaboration, creative thinking and problem solving, and career self-management (Kottke, 1999). The primary goals of many employee development programs is to communicate the vision of the organization, help workers understand the corporate values and culture, and show employees at every level how they can help the company succeed (Gerbman, 2000). They exist in order to support business's strategic goals by providing learning opportunities and engraining the organizational culture (Kottke, 1999). Although the need for technical training in a specific position will never disappear, understanding an organization's culture and fitting into it are becoming increasingly important for employee success. Two factors that are crucial to the success of employee development

programs are keeping them current and putting learning in the hands of employees. (Karen, 2007).

Tsai and Tang (2008), Gounaris (2006), Bansal, Mendelson, and Sharma (2001), Varey and Lewis (1999) and Ahmed and Rafiq (2003) has selected training and development among the dimension where internal marketing can be explained of; hence it has been selected to be included for this case study.

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).

There are three communication types; top-down communication occurs when communication flows from people at higher levels to those at lower levels in the organizational hierarchy, such as tasks like job instructions, providing information and feedback. Upward communication includes messages flowing from subordinates to superiors and continues up the organizational hierarchy. These types of communications convey messages such as what subordinates are doing, unsolved work problems and suggestions for improvements. Horizontal communication consists of messages between employees of the organization with equal power, messages like task coordination, problem solving, sharing information, conflict resolution and building relationships fall under this kind of communication. (Adler & Elmhorst, 1996)

People must be able to ask questions and expect to be answered and also they should be able to suggest improvements or come up with new ideas is an essential part of employee self-confidence, commitment and participation. In order for employees to feel that they are a part of the organization and that they really matter, upward communication is very important (Dunmore, 2002). It has also been selected by different scholars as one of internal marketing dimensions. Below are the lists of scholars Bansal, Mendelson, and Sharma (2001), Varey and Lewis (1999) and Ahmed and Rafiq (2003).

Motivation: Webster's dictionary defined motivation as something that causes a person to act; hence for the purpose of this study any initiation taken by employers to motivate employees is included in motivation. Such features are rewards, incentives, feedbacks, appraisals and

abundant salary. Scholars that stated motivation or imitation taken by employers to motivate employees are Tsai and Tang (2008), Gounaris (2006), Rafiq and Ahmed (1993) Bansal, Mendelson, and Sharma (2001), Parasuraman, Zeithaml and Berry (1991)

Job satisfaction and organizational commitment has been identified as intervening factors between internal marketing and customer orientation. Job satisfaction is defined as job satisfaction as the extent of affective reactions to which frontline employees likes their jobs. It is a positive emotion since frontline employees can benefit from salary or bonuses from satisfying customers. According to the affect theory of social exchange, researchers have suggested that job satisfaction of frontline employees would have positive effect on customer orientation behavior (Rastegar, Reza & Alireza, 2012). Job satisfaction is also defined as the extent people are satisfied with their work or a set of favorable or unfavorable feelings and emotions with which employees view their work (Newstrom & Davis, 1997).

Organizational commitment is identified as one of antecedent of customer orientation. Salespeople who are committed to their employers would be more likely to support the organization's goals regarding the development of customer satisfaction. Those who value organizational membership are willing to exert considerable effort, which in turn translates into high level of focus more on meeting customers' needs (Nor & Noor, 2012).

Organizational commitment is 'typically conceived of as an individual's psychological bond to the organization, including a sense of job involvement, loyalty, and a belief in the values of the organization'. According to another definition, organizational commitment is defined in terms of the strength of an individual's identification with an involvement in a particular organization. Organizational commitment is characterized by three factors: A strong belief in and acceptance of the organization's goals and values, A willingness to exert considerable effort on behalf of the organization and A definite desire to maintain organizational membership (Porter, Streers & Boulian, 1973)

The Conceptual Frame Work

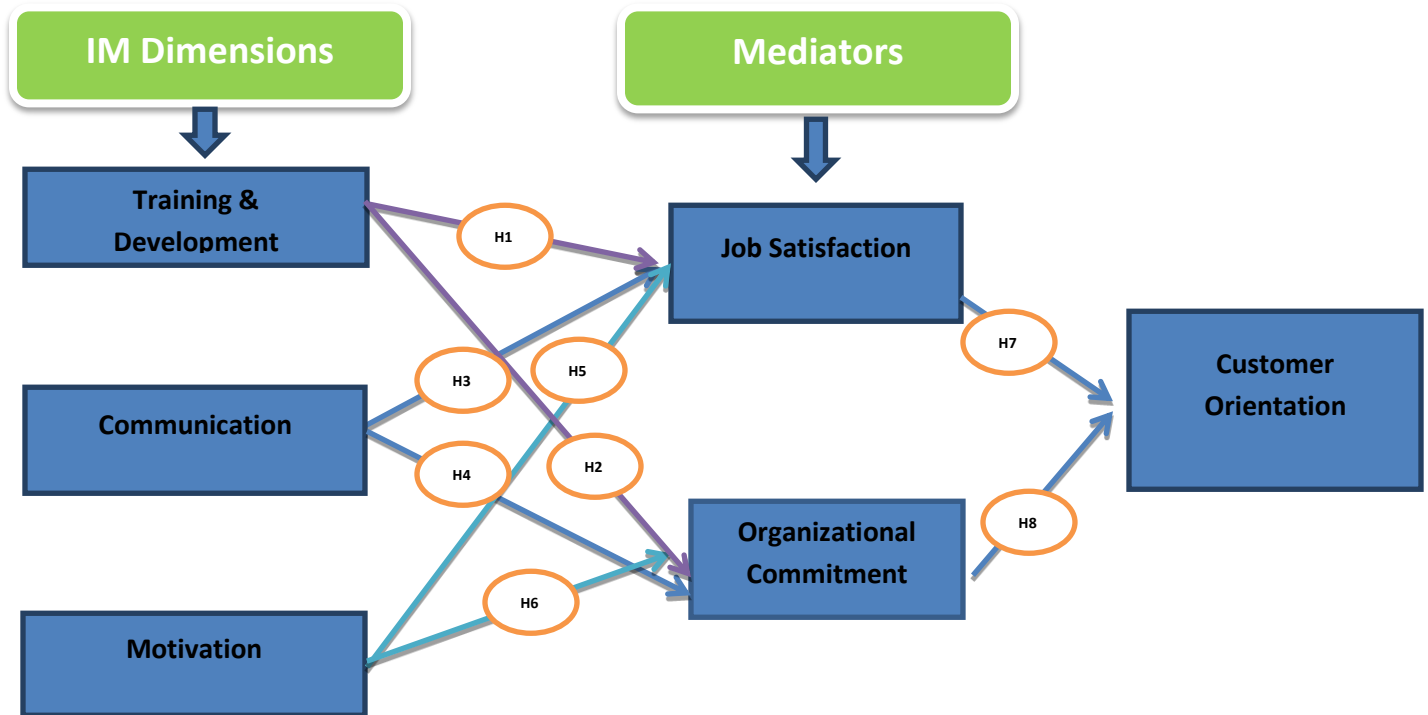


Figure 2: Conceptual Frame Work

Training and development and Job Satisfaction

Training and development 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 and development as one of the dimension internal marketing can be explained. 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 frontline employees like their jobs.

In the study conducted on the effect of employee development program on job satisfaction and employee retention by Karen (2007), Job satisfaction came from when employees are provided growth and development opportunities and when they are supplemented through fair and equitable human resource practices. All employees should be given equal opportunities for

development if they each take ownership for their goals and action plans. It shows a clear link between training and job satisfaction, i.e. 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. Hence, the first hypothesis for this study is

H1: There is a positive relationship between employee training and development and job satisfaction.

Employee Training and Development and Organizational Commitment

Organizational commitment is defined as an individual belief in and acceptance of the organization's goals and values and his or her willingness to exert considerable effort on behalf of the organization (Porter et al, 1973). Considerable work has shown that commitment to one's organization is usually accompanied by greater work motivation and a desire to make the firm more effective and prosperous as well as to exert visible effort beyond what is traditionally expected in their jobs (Mowday, Porter & Steers, 1979).

Monetary rewards of individual skills is an important aspect of doing do not cause organizational commitment, rather employee business today and employee development will likely commitment with organization rely upon the opportunities grow in the future. The benefits of employee given by the employer to conduct important, meaningful development extend beyond the actual skills gained and challenging work (Meyer & Allen, 1977).

In the case study conducted on Employee's Belief regarding training benefit and Organizational commitment by (Amir et al, 2013), there is significant positive relationship between employee This study explored the relationship of organizational perception of training benefits and organizational commitment and employees' perception of training commitment.

H2: There is a positive relation between Employees Training and Development and Organizational Commitment

Communication and Job Satisfaction

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. Anderson and Martin (1995), Downs and Hazen, (1977), Madlock (2008), Orpen, (1997) and Varona, (1996) are among the researchers who studied the relation between communication and job satisfaction.

H3: There is a positive relationship between Communication and Job satisfaction.

Communication and Organizational Commitment

Communication is a broad term that covers the communication between and among the executives and the employees in a corporation, the communication between the departments and cooperation and feedback between units. Individuals' satisfaction with the structure of communication also affects their success in their business lives. In short, it is a natural outcome of the satisfaction with the existing structure of communication within the corporation. Organizational commitment expresses the employees' sense of belonging, commitment towards the corporation and efforts towards the continuation of their existence in the corporation. At the basis of organizational commitment, there is dedication and identification. If the individual are satisfied with the corporation and internal communication, they make an effort to stay in that corporation. According to this study, the relation between communication satisfaction and organizational commitment was examined; it was concluded that communication satisfaction affects the organizational commitment. The effect of communication satisfaction on organizational commitment is at higher levels on normative commitment and affective commitment. (Elif & Burcu, 2013,)

In addition, the study conducted on the relationship between communication satisfaction and organizational commitment in three Guatemalan organizations by Federico (1996) also proved that there was an explicit positive relationship between communication satisfaction and employees' organizational commitment.

H4: There is a positive relationship between Communication and Organizational Commitment.

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 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. (Prof.S.K. & Viveki, 2011),

H5: There is a positive relationship between motivation and Job Satisfaction

Motivation and Organizational Commitment

Based on the study conducted by Idris and Wan (2011) entitled Does motivational factor influence organizational commitment and effectiveness? A literature review, motivation has significance relation with organizational commitment

H6: There is a positive relationship between motivation and Organizational Commitment

Job Satisfaction and Customer Orientation

Scholars conducted study on relation between job satisfaction and customer orientation, from the scholars Sigauw, Brown & Widing,l (1994) and Hoffman and Ingram (1992) among researchers who proved there is a positive relationship between Job Satisfaction and Customer Orientation. Hence, below hypothesis was drawn.

H7: There is a positive relationship between Job Satisfaction and Customer Orientation

Organizational Commitment and Customer Orientation

Internal elements of each organizations performance i.e. Job satisfaction, employee retention and organization commitment influence the tendency of external marketing (intersegment coordination, competition, and customer orientation). This proves there is a positive relationship between Organizational commitment and Customer orientation. The last hypothesis was initiated based on this (Lings, 2004).

H8: There is a positive relationship between Organizational Commitment and Customer Orientation

CHAPTER THREE: RESEARCH DESIGN AND METHODS

This chapter discuss about the methodology used to conduct this study. The general purpose of the study was to examine the effect of internal marketing on customer orientation in Ethiopian Airlines specifically on non-management employees working in department where there is direct contact with external customers either in person or through telephone. Hence, the sample population of this study was employees working in below mentioned seven departments; Passenger Service, Ethiopian Cargo, Global Call center, ADD-CBT and Baggage Service, Ticket office, ADD- Sales office-Passenger, and Ethiopian Cargo Sales.

3.1 RESEARCH DESIGN

Research design is the conceptual structure with in which research is conducted; it constitutes the blue print of what the researcher will do from writing the hypothesis and its operational implications to the final analysis of data

This study is a quantitative research since the collected data were analyzed using quantitative measure. There are three basic research design frameworks: Exploratory, Descriptive and Causal. Exploratory Research focus on gaining ideas and insight, breaking broad, vague problems into smaller, more precise sub problems. Descriptive Research emphasis on determining the frequency with which something occurs or the extent to which two variables correlate and the third research design: Causal Research focuses on determining cause-and-effect relationships.

This study is both descriptive and inferential research. The correlation as well as the effect of internal marketing and customer orientation was analyzed using correlation and multivariate regression.

3.2 DATA SOURCE

There are two type of data sources; primary and secondary data source. Primary data source is information source that need to be gathered from the original source in the other hand secondary data source is the one used from already availed or from source that has been collected for another purpose. The data source used in this study was both primary and secondary data source.

Structured questionnaire was developed and distributed to employees of selected departments in Ethiopian Airlines to collect primary data from service giving personnel and on the other hand, previous studies, literatures, journals and publication are used as secondary data reference.

3.3 POPULATION AND SAMPLE SIZE

3.3.1 POPULATION

The target population of this study was non-management employees of Ethiopian Airlines specifically who are working in areas where there is a direct contact with external customer in person or through telephone. The selected departments were Passenger Service, Ethiopian Cargo, Global Call center, ADD-CBT and Baggage Service, ADD- Sales office-Passenger and Ticket office. The total sum of employees working in these departments is 633.

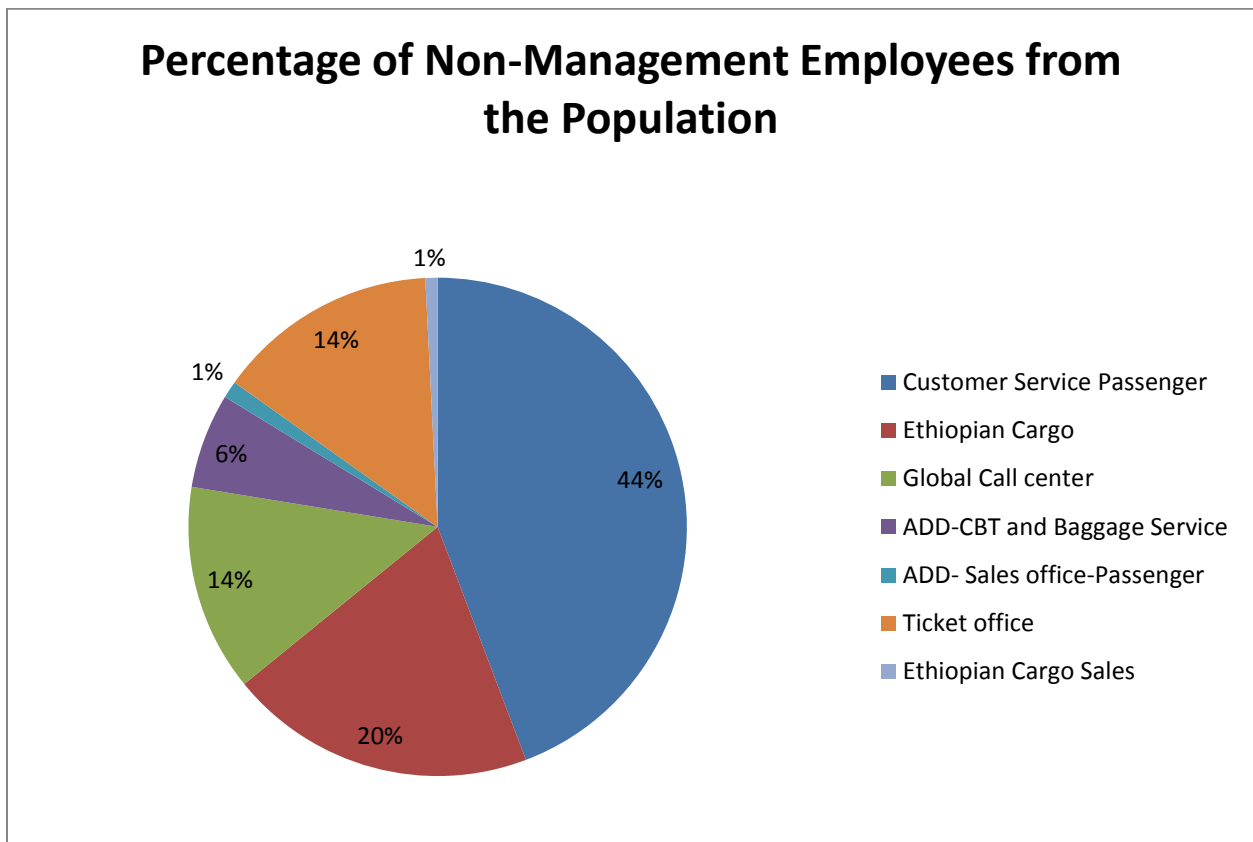


Figure 3: Percentage of Non-Management Employees from the Population

3.3.2 SAMPLE SIZE

Determining the sample size should be done in vigilantly not to make it too small or too large. If sample size is too small, will not represent the population and if it's too large, unnecessary cost will be incurred. Hence, the survey size of this study was determined using indicative table (Sample Size Indicative Table, 2013)

Table 1: Sample Size Indicative Table

Population size	Confidence level = 95%			Confidence level = 99%		
	Margin of error			Margin of error		
	5%	2,5%	1%	5%	2,5%	1%
100	80	94	99	87	96	99
500	217	377	475	285	421	485
1.000	278	606	906	399	727	943
10.000	370	1.332	4.899	622	2.098	6.239
100.000	383	1.513	8.762	659	2.585	14.227
500.000	384	1.532	9.423	663	2.640	16.055
1.000.000	384	1.534	9.512	663	2.647	16.317

Using the above indicative table, the sample size of the study was conducted on 95% Confidence interval which determines the sample size to be 217 as the number of population lye between 500 and 1000 i.e. 633. Accordingly 217 questionnaires were distributed to employees. From these 217 questionnaires, 208 were received complete per below proportion table, 3 were discarded due to high volume missing values and 6 were not returned at all. This made the overall response rate to be 95%.

Table 2: Questionnaire Response Figure

Department	Number	Percentage	Questioner Distributed	Received Complete
Customer Service Passenger	280	34.28%	96	94
Ethiopian Cargo	126	34.28%	43	40
Global Call center	85	34.28%	29	27
ADD-CBT and Baggage Service	39	34.28%	13	13
ADD- Sales office-Passenger	7	34.28%	3	3
Ticket office	91	34.28%	31	29
Ethiopian Cargo Sales	5	34.28%	2	2
Total	633	34.28%	217	208

3.4 SAMPLING TECHNIQUE

Sampling technique is technique used to select suitable sample so as to represent the whole population. There are two common sampling techniques; probability and non-probability sampling.

Probability sampling is where the population has an equal opportunity of being selected but in non-probability sampling method, the probability of being selected is unknown. There are five types of probable sampling method: Simple random sampling, Systematic sampling, Stratified sampling, Cluster Sampling and Multi-Stage Sampling.

The technique selected for this study was stratified random sampling. Stratified random sampling was used when the population is classified into different group/strata. As per Table 1, the population of this study is a combination of different departments which make the group heterogeneous. In case of heterogeneous group, the population should be stratified into strata based on their commonness; in this case each separate department has been defined as strata. This sampling technique was also selected as results are known to be more reliable. Thus, the developed questionnaires were distributed by adopting proportional allocating strategy to each stratum using simple random sampling.

After determining the numbers of questionnaires to be distributed to each department the questionnaire were individually distributed to service personnel in their working area using random sampling method.

3.5 DATA COLLECTION TOOL

The current internal marketing practice and its effect on customer orientation was investigated using structured questionnaire prepared based on 5 point likert scale rating from 1 (strongly disagree) to 5 (strongly agree). The questionnaire included all the selected dimension of internal marketing and customer orientated service personnel behavior to analyze the effect of internal marketing on customer orientation.

The data was collected from 208 employees from selected department as stated in the sample frame by means of stratified sampling method.

3.6 DATA ANALYSIS

This study used IBM SPSS software to conduct a bivariate correlation and standard multiple regression procedures to answer the basic research questions. Preliminary analyses were conducted to indicate if there were any violations of the assumptions of multicollinearity, normality, and reliability test was conducted. To indicate if multicollinearity was violated, the tolerance, VIF and condition indexes were evaluated from a Colinearity Diagnostics table in SPSS (See Appendix B). The tolerance values for each of the variables scales ranged from .540 to .615 which are not less than .20; thus, further verifying that the assumption is not violated. This was verified by the VIF values which ranged from 1.627 to 1.850 which are under 10 suggesting that the assumption of no multicollinearity is tenable (Tabachnick & Fidell, 2007). The condition index indicated values ranging from 1.000 to 22.701. All variables values are below 30 so none of which suggest serious multicollinearity problems. Based on the results of the tests, the assumption of no multicollinearity is tenable.

To test the assumption of normality, a Normal P-Plot of Regression Standardized Residuals was conducted for each of the six variables. For all six, Normal P-Plots of Regression Standardized Residuals were examined. The points lied in reasonably straight lines, therefore, the assumption of normality was found tenable.

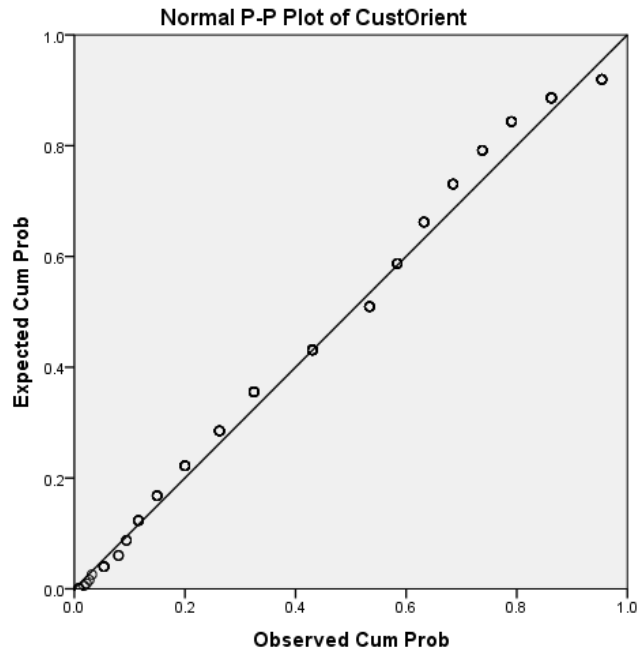


Figure 4: Normal p- plot of the regression standardized residuals

Reliability

The total number of complete feedback received was 208 sample populations. In order to confirm the reliability of the data, Cronbach’s Alpha was calculated for each variable. As below table indicate, all variables Cronbach’s alpha test result shows to be larger than 0.7 which is known to be satisfactory.

Table 3: Cronbach’s Alpha Result

Variables	Cronbach’s Alpha
Training and Development	.790
Communication	.841
Motivation	.741
Job Satisfaction	.807
Organization Commitment	.892
Customer Orientation	.864

Test/Retest is more conservative method to estimate reliability. One should get the same score on test one when test two is done. On the other hand, Internal Consistency estimates reliability by grouping questions in a questionnaire that measure the same concept. It is computing correlation values among the questions by using Cronbach's Alpha. The reliability of this case study was estimated using internal consistency by applying Cronach's Alpha method.

3.7 ETHICAL CONSIDERATION

The study was undertaken after ensuring all ethical consideration is taken. The purpose of the study was explained to each study participants and verbal consent was obtained from all study subjects before distributing the questionnaire. For this purpose the introduction part of the questionnaire stated the purpose and importance of the study, confidentiality. Respondent were informed their full right to fill the questions or to withdraw from the study at any time without any unfavorable consequences, and they are not harmed as a result of their participation or non-participation.

In order to collect primary data, structured questionnaire were distributed. Up on distributing to employees, only general information was written in the paragraph of the questionnaire to protect their response from predisposition. The confidentiality of respondents was protected and respondents' identities were not disclosed.

Finally all research finding has not been obscured and is free from any plagiarism by acknowledging every reference used. In addition to this, the study was done in an open minded manner and attitudes were expressed as they are. Nothing was modified and changed. Hence information going to be collected is presented as they are and all the literatures gathered for the purpose of this study were appreciated in the reference list.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 RESULTS OF THE STUDY

This chapter of the research paper incorporates four parts. The first part discusses about the sample characteristics of the respondents is presented using descriptive statistic. The correlation and regression of the data is also briefly discussed consequently.

4.1.2 DESCRIPTIVE STATISTICS ANALYSIS

A total of 208 questionnaires were completed and used in data analysis representing 95 percent of response rate. In order to generally describe the characteristics of the respondent; gender, educational back ground and job experience were part of demographic questions. Majority of the respondent were males which is 63% and female respondents were 37%.

Table 4: Gender of Respondent

	Frequency	Percent	Cumulative Percent
Female	72	37.1	37.1
Valid Male	122	62.9	100.0
Total	194	100.0	

Educational background was also enquired where most of the respondents of educational background of both sex lye on first degree which is 78.4% of all respondent. The remaining 11.9% are diploma graduate and 7.7% at Masters level.

Respondents' job experiences were also explained. 60.3% of the respondents have job experience less than five years, 15.5% between six to ten years, 17 % eleven to twenty years, 5.7% twenty to 30 years and only 1.5% of respondent have more than 31 years of experience.

4.1.3 CORRELATION ANALYSIS

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

Table 5: Correlations

		TrngDvt	Communication	Motivation	JobSat	OrgComm	CustOrient
TrngDvt	Pearson Correlation	1	.544**	.547**	.469**	.523**	.366**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	208	208	208	208	208	208
Communication	Pearson Correlation	.544**	1	.527**	.521**	.464**	.341**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	208	208	208	208	208	208
Motivation	Pearson Correlation	.547**	.527**	1	.584**	.439**	.267**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	208	208	208	208	208	208
JobSat	Pearson Correlation	.469**	.521**	.584**	1	.524**	.184**
	Sig. (2-tailed)	.000	.000	.000		.000	.008
	N	208	208	208	208	208	208
OrgComm	Pearson Correlation	.523**	.464**	.439**	.524**	1	.498**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	208	208	208	208	208	208
CustOrient	Pearson Correlation	.366**	.341**	.267**	.184**	.498**	1
	Sig. (2-tailed)	.000	.000	.000	.008	.000	
	N	208	208	208	208	208	208

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

The above the correlation matrix indicates that internal marketing practices were positively and moderately correlated with job satisfaction and organizational commitment. The highest coefficient of correlation in this research lay between internal marketing dimensions and job satisfaction is 0.584. There is a significant positive relationship between motivation and job satisfaction ($r = 0.584$, $n = 208$, $p \leq 0.01$).

The second highest coefficient of correlation in internal marketing dimensions and organizational commitment is 0.523. Hence, there is a significant positive relationship between Training and Development and Organizational Commitment ($r = 0.523, n = 208, p \leq 0.01$). There is a weak positive correlation between Job satisfaction and Customer Orientation ($r = 0.184, n = 208, p \leq 0.01$). On the other hand organizational commitment and customer orientation are positively and moderately correlated ($r = 0.489, n = 208, p \leq 0.01$). The above correlation matrix also shows that all variables are positively and significantly correlate with the dependent variable; customer orientation which implies that the increase of the independent variables will also enhance customer orientation.

4.1.4 REGRESSION ANALYSIS

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

4.1.4.1: Relationship between Internal Marketing and Job Satisfaction (H1, H3 & H5)

Different scholars have stated various variables as dimension of internal marketing, among those variables, for the purpose of this survey, only three were selected as dimension of internal marketing. The impact of these three independent variables; Training and development (TD), Communication (CM) and Motivation (MT) were examined on the first dependent variable i.e. job satisfaction using multiple regression.

Table 6: Model Summary for Job Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642 ^a	.413	.404	.88735

a. Predictors: (Constant), Motivation, Communication, TrngDvt

The above regression model presents how much of the variance in the measure of Job satisfaction is explained by the underlying internal marketing elements. The predictor variables

i.e. Training and Development, Communication & Motivation have accounted 40 % of adjusted R square which indicates 40% of the variance is explained by the predictors whereas the remaining 60% are explained by other variable of this model.

Table 7: ANOVA of Job Satisfaction

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	112.818	3	37.606	47.760	.000 ^b
Residual	160.627	204	.787		
Total	273.444	207			

a. Dependent Variable: JobSat

b. Predictors: (Constant), Motivation, Communication, TrngDvt

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

Table 8: Summary of Coefficient on Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
	1 (Constant)	-.071	.366				-.195
TrngDvt	.232	.131	.121	1.767	.079	-.027	.491
Communication	.261	.070	.252	3.727	.000	.123	.399
Motivation	.477	.084	.384	5.670	.000	.311	.642

a. Dependent Variable: JobSat

The above coefficient table shows the constant, beta value and p-value of the variables to examine the significance of set hypothesis. The significance level of each variable is P-value. .079, .000, .000 and their standardized coefficients are 0.121, 0.252 & 0.384. The p-value of training is above 0.05 which implies that it has no significant relationship with the job satisfaction.

Accordingly, the first hypothesis which states there is a positive relationship between employee training and development and job satisfaction is not supported by the data collected on this survey as its p-value is 0.079 which is greater than 0.05.

The second hypothesis developed states; there is a positive relationship between Communication and Job satisfaction. The hypothesis has been accepted as its p- value is no different than zero. Henceforth, we conclude that communication has significant relation with job satisfaction.

The last independent variable that presumed to have relation with job satisfaction is motivation. The fifth hypothesis states that there is a positive relationship between motivation and Job Satisfaction. The p-value of motivation is no different than zero, hence the hypothesis is accepted. The regression equation developed is

$$Job\ Satisfaction = -.071 + 0.232 * TD + 0.261 * CM + 0.477 MT + e$$

4.1.4.2: Relationship between Internal Marketing and Organization Commitment (H2, H4 & H6)

The impact of the above three independent variables; Training and development (TD), Communication (CM) and Motivation (MT) were examined on the second independent variable organizational commitment

Table 9: Model Summary for Organizational Commitment

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.578 ^a	.334	.324	.55030	.334	34.051	3	204	.000

a. Predictors: (Constant), Motivation, Communication, TrngDvt

According to the above regression model, the variance in the measure of organizational commitment explained by the underlying internal marketing elements is 32.4%, the remaining 64.6% are explained by other variable of this model.

Table 10: ANOVA for Organizational Commitment

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.936	3	10.312	34.051	.000 ^b
	Residual	61.778	204	.303		
	Total	92.713	207			

a. Dependent Variable: Organizational Communicate

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

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

Table 11: Summary of Coefficient on Organizational Commitment

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.937	.227		8.533	.000
1 TrngDvt	.366	.081	.329	4.493	.000
Communication	.124	.043	.206	2.861	.005
Motivation	.108	.052	.150	2.081	.039

a. Dependent Variable: Organizational Communicate

The above Table 13 reveals that the significance level of each variable where is P-values are .000, .005, .039 and their standardized coefficients are 0.329, 0.206 & 0.150. The p-value of all the independent variables are below 0.05 which implies all have a significant relationship with the independent variable; Organizational Commitment; hence the second hypothesis which states that there is a positive relation between Employees Training and Development and Organizational Commitment is accepted because the P-value of Training and development is 0.000 which is less than 0.05, hence the independent variable; Training and Development has significant relationship with organizational commitment.

The fourth hypothesis which states, there is a positive relationship between Communication and Organizational Commitment is also accepted because the P-value of communication is 0.005 which is less than 0.05, hence communication has significant relationship with organizational commitment; hence, the null hypothesis is rejected.

The six hypotheses which states, there is a positive relationship between motivation and Organizational Commitment is also accepted due to the P-value of Motivation is 0.039 which is less than 0.05; hence Motivation has significant relationship with organizational commitment.

The regression equation developed is

Therefore, $Organization\ Commitment = 1.937 + 0.329TD + 0.206CM + 0.150MT + e$

4.1.4.3: Relationship between Job Satisfaction and Customer Orientation (H7)

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

Table 12: Summary of Coefficient for Job Satisfaction - Customer Orientation

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.813	.119		32.031	.000
JobSat	.101	.038	.184	2.682	.008

a. Dependent Variable: CustOrient

The regression analysis shows that Job satisfaction has a weak but significant positive effect on Customer orientation ($P < 0.05$; $\beta = 0.184$). Thus, H7, proposing there is a positive relationship between Job Satisfaction and Customer Orientation is accepted due to the fact that the p-value of job satisfaction is 0.008.

4.1.4.4: Relationship between Organizational Commitment and Customer Orientation (H8)

The effect of internal marketing on customer orientation through organizational commitment was also investigated using regression analysis.

Table 13: Summary of Coefficient for Organizational Commitment - Customer Orientation
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.250	.229		9.834	.000
OrgComm	.472	.057	.498	8.243	.000

a. Dependent Variable: CustOrient

The test finding indicates that Organizational Commitment has a significant effect on Customer Orientation ($P < 0.05$; $\beta = 0.498$). Therefore the last hypothesis, hypothesis eight, which states

there is a positive relationship between Organizational Commitment and Customer Orientation is accepted. The regression equation is $Customer\ Orientation = \alpha + \beta_{JS} * JS + \beta_{OC} * OC + e$, where this implies Job Satisfaction and OC shows Organization Commitment.

4.2 DISCUSSION OF THE RESULT

This study was aimed to examine the impact of internal marketing on customer orientation on Ethiopian Airlines through job satisfaction and organizational commitment. Training and Development, Communication and Motivation were selected as internal marketing dimensions because they have been repeatedly used by various researchers as it has been clearly indicated in literature review part. For the purpose of this study eight hypotheses were developed, brief discussion on each hypothesis is given below.

H1. Training and Development is positively related to 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, nevertheless 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 and are highly at technical with a high tendency 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 Ethiopian Airlines.

H2: There is a positive relation between Employees Training and Development and Organizational Commitment

The research finding in table eleven shows that there is a positive relation between employees training and development and organizational commitment. Previous studies such as a case study conducted on Employee's Belief Regarding Training Benefit and Organizational Commitment also proved there is significant positive relationship between employee training and development with organizational commitment. Most successful training programs result in some intangible benefits. Intangible benefits are those positive results that either cannot be converted to monetary values. Increased level of employees' organizational commitment is one of the intangible benefits of employee training. Based on the research result, organizations can improve their training and development program so as to enhance organizational commitment. (Amir et al, 2013)

H3: There is a positive relationship between Communication and Job satisfaction.

As the above statistics Table 8 implies, communication has a positive relation with job satisfaction in Ethiopian Airlines. The study attested that when employees feel that they are good contributors, they will be encouraged to get involved and participate more for the sake of the organization. Yet again, when manager communicates effectively with the employees, listens to their complaints, answering their questions and provide those ways to communicate effectively, the organization will encourage them to enhance their work and feel satisfied about their jobs. The result was also supported by a case study which was conducted on The Relationship between Internal Communication and Job Satisfaction by Hrud (2011) which showed that with active and assessable communication, employees are better able to understand their job and are more connected to it.

H4: There is a positive relationship between Communication and Organizational Commitment.

The data collected supports the hypothesis which states, there is a positive relationship between communication and organizational commitment. The flow of information between management

group and subordinates, as well as among employees have positive moderate impact on employees organizational commitment one have to his/her organization.

By developing well organized and free communication practice within the organization, organizational commitment can be created which have a benefit of increasing employees' sense of belonging, commitment towards the corporation and efforts towards the continuation of their existence in the corporation. This finding is congruent a case study conducted on The Relationship between Communication Satisfaction and Organizational Commitment in three Guatelman Organization by Federico (1996).

H5: There is a positive relationship between motivation and Job Satisfaction

One of the research findings that can be concluded from the statistics provided in table 8 is that motivation is positively related with employee's job satisfaction in Ethiopian Airlines. Giving the employees sense of achievement, providing them with new opportunities for advancement and promotions are key motivator that creates positive job attitudes. In addition, this result is also consistent with Mohammadi, Hashemi and Moradi (2012) finding of the positive correlation between motivation and job satisfaction.

A recent study conducted on The Impact of Internal Marketing on Employee's Job Satisfaction of Commercial Banks in Jordan states that motivating employees should be one of the main roles of the manager in the organization. The 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. (Sulieman et al, 2013).

H6: There is a positive relationship between Motivation and Organizational Commitment

The study result has proven that motivation have a significant positive relation with organizational commitment and also has significance relation with organizational commitment. Motivation includes but not limited to financial reward and benefits attached to job well done, increases employees organizational commitment, accordingly by motivating employees, organization can increase employee's organizational commitment. This finding is also supported by a study conducted on Does motivational factor influence organizational commitment and effectiveness? (Idris & Wan, 2011)

H7: There is a positive relationship between Job Satisfaction and Customer Orientation

The finding articulates there is a weak positive but significant relationship between Job satisfaction and customer orientation where Ethiopian airlines service personnel customer oriented behaviour is positively affected by their job satisfaction. The result found in this study is also similar with a case study conducted on effects of internal marketing on customer orientation (food & drug distribution companies of Kermanshah province) by Rastegar, Reza and Alireza (2012), which also proved that there is a significant positive relationship between job satisfaction and Customer Orientation.

Though, there is a weak link between the two factors, creating job satisfaction can bring a positive impact on employees to enable them to give customer oriented behaviour candidly than non-natural one. The probable reason for the weak positive relationship between two factors could be the fact that Ethiopian service personnel are well trained about customer service and the motto of customer being a king is well addressed to every service personnel. Hence, even if employees are not satisfied with their job, they are obliged to demonstrate customer oriented behaviour.

H8: There is a positive relationship between Organizational Commitment and Customer Orientation

According to statistics result, Organizational commitment has a significant relationship with Customer Orientation. According to the study conducted by Rastegar, Reza and Alireza (2012), it has been proved that there is a significant relation between organizational commitment and customer orientation. The research has shown that those employees who are interested in and loyal to their organization have higher occupational performance, are more willing to survive in their organization, do less back biting, possess higher working motivation, and are more in agreement with their organizations. In this way, organizations can realize their targeted goals by identifying their employees' degree of commitment and by changing factors influencing it (Sa'atchi, 2003). For there is a significant positive relation, employees customer orientation can be increased by improving factors that upsurge organizational commitment. All the independent variables which have a positive impact on organizational commitment have indirectly affected customer orientation.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5. INTRODUCTION

In this chapter of the study, summary of findings, conclusion drawn, recommendations and limitation of the study are stated. The purpose of the study was to examine the effect of internal marketing on service personnel customer orientation, assess the dimension of internal marketing that affect the customer orientation indirectly through job satisfaction and organizational commitment.

5.1 SUMMARY OF FINDINGS

The major findings of this study are summarized as below. The first finding among the selected three dimensions of internal marketing, only two; Communication and Motivation have a significant impact on job satisfaction. Training and Development which is one of internal marketing was found to have no significant relation with job satisfaction. As per the analysis, the overall impression received was employees regarding to training and development program is satisfactory but it has no significant impact on their job satisfaction. On the other hand communication and motivation tend to have high impact on employees job satisfaction

The second major finding was the above three independent variables; Training and Development, Communication and Motivation have a positive significant relationship organizational commitment in Ethiopian Airlines. Accordingly training and development, communication and motivation have impact on creating organizational commitment towards the organization. If the above variables are not to the level of service employees' expectation, it will affect their organizational commitment and vies versa.

The last major finding was the effect of job satisfaction and organizational commitment on customer orientation. The statistical result showed, job satisfaction has no significant relation with customer orientation which implies job satisfactions impact on customer orientation is not significant where organizational commitment has a significant relation with customer orientation. This indicates that by enhancing organizational commitment, organizations can rise customer oriented service personnel.

5.2 CONCLUSION

The main purpose of the study was to investigate the effect of internal marketing on service personnel customer orientation. The study was conducted on Ethiopian Airlines where service is delivered directly to external customers in person or through telephone. In order to meet this general objective, random sampling: stratified sampling method was used. Questionnaire containing questions on dimension of internal marketing, job satisfaction, organizational commitment and customer orientation behaviour were developed and distributed to seven departments namely Passenger Service, Ethiopian Cargo, Global Call center, ADD-CBT and Baggage Service, Ticket office, ADD- Sales office-Passenger, and Ethiopian Cargo Sales.

The entire research objective for this study was attained; the general objective of this study was to investigate the effect of internal marketing on service personnel customer orientation in Ethiopian Airlines. All selected internal marketing dimensions have significant relation with organizational commitment and organizational commitment has impact on customer orientation which implies internal marketing have indirect impact on customer orientation.

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. Further regression analysis was also conducted to verify if the independent variables have impact on customer orientation and that it is not limited to having correlation. For this reason, the impact of independent variables; Training and development, communication and motivation on job satisfaction and organizational commitment on customer orientation was conducted through job satisfaction and organizational Commitment.

According to the findings, Training and development had no significant relation with job satisfaction but communication and motivation has significant impact on job satisfaction; on the other hand, job satisfaction has a significant positive relation with customer orientation. The other mediator between internal marketing and customer orientation were organizational commitment, all three dimension of internal marketing has direct significant relation with organizational commitment and organizational commitment also has positive significant impact on customer orientation. Therefore, all selected dimension of internal marketing have impact on customer orientation through organizational commitment.

5.2 RECOMMENDATION

Ethiopian Airlines has a vision of becoming the most competitive and leading aviation group in Africa by providing safe, market driven and customer focused passenger and cargo transport, aviation training, flight catering, MRO and Ground Service as of 2010. Being in service giving industry, ET has to remain competitive in the market by delivering exceptional service to its customers. In order to do so, as numerous scholars agree, unless the needs and wants of internal customers are met, it is difficult to gain satisfaction and loyalty of external customers.

Accordingly, given the significantly positive correlation between internal marketing and customer orientation, the following recommendation was developed to increase customer orientation by implementing internal marketing principles.

- As internal marketing is the process of attracting, developing, motivating, and retaining qualified employees through job-products that satisfy their needs. The first recommendation given is, for ET to attract, develop, motivate, and retain qualified employees by enabling Human Resource Department implement marketing-like approach.
- The training and development program need to be improved in a way employees get a feeling that trainings is not just a tool to do their job but also a given an opportunity to develop new skill and attain career goals through incorporating various non-technical trainings like leadership and management courses.
- Motivation is one of internal marketing element an organization to give due attention to encourage employees; hence, ET shall improve understanding on employees needs and wants, should apply/strengthen performance rewarding system and on incentives and compensation competitiveness to encourage employees like, bench marking international carrier practices on salary scales and ticket allowances.
- Since communication has a significant impact on customer orientation, ET needs to develop an open communication system between management and sub ordinates 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

- Because employees job satisfaction has effect on customer orientation, employees need to be given due attention by the management to avoid any discouragement to naturally demonstrate customer oriented behavior such as enforcing customer service attitude by strict laws, warnings and punishments for any service failure as it will lead frontline staffs to act unnatural/ give plastic smile

5.4 LIMITATION OF THE STUDY

The dimension selected for internal marketing was limited to Training and development, communication and motivation even if same was 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 in-flight service, domestic and overseas stations due to time and access limitation however effect of internal marketing on customer orientation should be investigated throughout the company as every unit has its minimum of internal customer whose service output is being consumed by other unit.

The other limitation of this research paper was, effect of internal marketing on customer orientation was examined through job satisfaction and organizational commitment, up on doing so, the researcher didn't include the mediation effect of the mediators in the study.

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APPENDIX A



Addis Ababa University School of Commerce



Dear Valued Respondent,

Please take few minutes of your time to fill below questionnaire prepared on the effect of internal marketing on service personnel customer orientation for partial fulfilment of a post graduate program in marketing management at Addis Ababa University School of Commerce. The questionnaire is prepared to assess if Ethiopian employees are treated as customers who deserve extra care and value worthy approach in such a way that it impacts on their willingness to address customers’ needs and wants.

N.B. Your response will remain confidential and will be used for the purpose of academic research fulfilment only.

General Questions

- I. Your Name (Optional)
- II. Gender
 - Female Male
- III. Education background
 - Diploma First Degree Masters Others
- IV. Year of Job Experience In Ethiopian Airlines
 - 1-5 Years 6-10 Years 11-20 Years 21-30 Years More than 30Years

For the below questions, please put checkmark (√) on the point that best suits your agreement level from the adjacent choices.

Item	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Training and Development					
1	I am well aware of Ethiopian Mission and vision statements and how I fit to it					
2	There is a system in Ethiopian that helps develop employees career					
3	I receive well organized basic and refresher training which helps me determine to fulfill my future goal					

4	All employees have a better knowledge about the customer service offering					
5	When an employee is reassigned to another department, the section supervisor trains the employee for pre specified period time					
6	My knowledge, skill and experience fit to the job being performed day to day					
7	Before implementation of major change in service delivery rules and regulations, we always get pertinent training to align to the changes on our daily activities					
8	Our organization views the development of knowledge and skills in employees as an investment rather than a cost					
9	I have all the required skills to serve customers					
	Communication					
1	There is accurate and open flow of information in our department					
2	Supervisors are keenly interested in listening to what I say about my job, the problem I face and the solution I suggest					
3	I can suggest improvement or come up with new ideas for work improvement to Ethiopian management					
4	Before any policy or procedure changes, my supervisor informs me about the change phase by phase					
5	I feel like I am part of the organization because my ideas are given attention and considered valuable by management					
6	I am satisfied with the communication I have with my supervisor and higher management.					
	Motivation					
1	When I do something extra ordinary I know that I will receive some kind of reward					
2	The incentive given to employees are motivating and on competitive basis					
3	I receive feedback from my supervisor on my job performance regularly					
4	The performance measurement reward system encourages employees to work hard.					
5	My income and the annual increment are based on periodic performance evaluation and the preset KPI fulfillment					

6	My needs and wants are well understood by management					
	Job Satisfaction					
1	I love my job and I am satisfied with my current carrier					
2	The employees in the organization feel secured in their job					
3	I am satisfied with my job because there is equal growth and development opportunity					
4	I am satisfied with the salary I draw at present					
5	I am satisfied with the responsibility and role that I have in my work					
	Organizational Commitment					
1	I have a strong belief in ETs goal and value					
2	I am willing to exert considerable effort towards the realization of ETs strategic vision					
3	I have strong desire to maintain my relationship with the organization					
4	I accept ETs value statements and follow it through					
5	I am committed to work hard and achieve the company's goal					
6	I am given important, meaningful and challenging work to excel my personal career development					
	Customer orientation behavior					
1	Serving customers gives me satisfaction					
2	I am fully mandated to deliver all the required customer service					
3	I give genuine care for customers to ensure customer satisfaction					
4	I don't mind taking much time to support/ assist customers					
5	I usually go extra mile to assist customers					
6	I always start conversation with customers by pleasant and welcoming gesture					
7	I set aside my personal priorities to give solution to customers challenges					
8	I am able to manage multiple customer enquires					

I thank you very much and appreciate for the time you spent filling this questionnaire!

APPENDIX B

Correlation With in Variables

Correlations

		TrngDvt	Communication	Motivation	JobSat	OrgComm	CustOrient
TrngDvt	Pearson Correlation	1	.544**	.547**	.469**	.523**	.366**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	208	208	208	208	208	208
Communication	Pearson Correlation	.544**	1	.527**	.521**	.464**	.341**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	208	208	208	208	208	208
Motivation	Pearson Correlation	.547**	.527**	1	.584**	.439**	.267**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	208	208	208	208	208	208
JobSat	Pearson Correlation	.469**	.521**	.584**	1	.524**	.184**
	Sig. (2-tailed)	.000	.000	.000		.000	.008
	N	208	208	208	208	208	208
OrgComm	Pearson Correlation	.523**	.464**	.439**	.524**	1	.498**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	208	208	208	208	208	208
CustOrient	Pearson Correlation	.366**	.341**	.267**	.184**	.498**	1
	Sig. (2-tailed)	.000	.000	.000	.008	.000	
	N	208	208	208	208	208	208

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

Job Satisfaction & Customer Orientation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
	B	Std. Error	Beta			Lower Bound	Upper Bound	
	1	(Constant)	3.813			.119		.000
	JobSat	.101	.038	.184	2.682	.008	.027	.176

a. Dependent Variable: CustOrient

Organizational Commitment and Customer Orientation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
	B	Std. Error	Beta			Lower Bound	Upper Bound	
	1	(Constant)	2.250			.229	9.834	.000
	OrgComm	.472	.057	.498	8.243	.000	.359	.585

a. Dependent Variable: CustOrient

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	JobSat	OrgComm	TrngDvt	Communication	Motivation
1	1	5.793	1.000	.00	.00	.00	.00	.00	.00
	2	.086	8.193	.06	.39	.02	.01	.01	.06
	3	.051	10.701	.02	.36	.01	.00	.68	.05
	4	.046	11.251	.00	.16	.00	.00	.25	.83
	5	.013	21.372	.04	.06	.79	.46	.00	.03
	6	.011	22.701	.87	.03	.18	.52	.06	.04

a. Dependent Variable: CustOrient

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
	1	(Constant)	1.924			.262	7.341	.000
	JobSat	-.121	.044	-.220	-2.744	.007	.542	1.846
	OrgComm	.435	.071	.459	6.093	.000	.615	1.627
	TrngDvt	.127	.084	.121	1.521	.130	.554	1.804
	Communication	.087	.044	.152	1.961	.051	.579	1.726
	Motivation	.033	.055	.048	.594	.553	.540	1.850

a. Dependent Variable: CustOrient