



**Addis Ababa University**

**School of Commerce**

**Marketing Management Graduate Program**

**Effects of Internal Marketing on Organizational Commitment of**

**Employees: *The Case of Awash Bank***

**By:**

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**June, 2019**

**Addis Ababa, Ethiopia**

**Effects of Internal Marketing on Organizational Commitment of  
Employees: *The Case of Awash Bank***

*A Thesis Submitted To Addis Ababa University School of Commerce in  
Partial Fulfillment of the Requirements for the Degree of Masters of  
Marketing Management MA Graduate Program*

**By:**  
**NAOL ADERE**

**June, 2019**  
**Addis Ababa, Ethiopia**

## **DECLARATION**

I hereby declare that this study entitled “Effect of internal marketing on organizational commitment: The case of Awash Bank of Addis Ababa Northern and Western districts” is my original work prepared under the guidance of my advisor Temesgen Belayneh (PhD). This paper is submitted in partial fulfillment of the requirement for the award of Master of Arts Degree in Marketing Management and it has not been previously submitted to any diploma or degree in any college or university.

By: Naol Adere

Signature -----

Date-----

## LETTER OF CERTIFICATION

This is to certify that Naol Adere carried out his study on the topic entitled “Effect of internal marketing on organizational commitment: The case study on Awash Bank”. This work is original in nature and suitable for submission for the award of the Masters Degree in Marketing Management.

Dr. Temesgen Belayneh

(The research advisor)

\_\_\_\_\_

Signature

\_\_\_\_\_

Date

## **LETTER OF APPROVAL**

This is to certify that the thesis prepared by Naol Adere entitled Effect of internal marketing on organizational commitment: The case of Awash Bank of Addis Ababa Northern and Western districts, which is submitted in partial fulfillment of the requirements for the Degree of Master in Marketing Management, complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

### **APPROVED BY EXAMINING BOARD:**

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## ***Executive Summary***

*The purpose of this study is to assess the effects of internal marketing on organizational commitment of employees in Awash Bank Northern and Western districts of Addis Ababa. Some of the scholars come up with a lot of factors of internal marketing that could have impact on organizational commitment such as motivation, communication, training and job satisfaction. For the sake of achieving the objectives of the study both explanatory and descriptive research were used. The research was conducted through mixed research approach that means both quantitative and qualitative research approaches were used. The quantitative data was collected through using both primary and secondary source of data. The sample techniques employed was simple random sampling techniques. The information used for the study was gathered through self administered questionnaire from a sample of 105 employees of Awash Bank Northern and Western districts of Addis Ababa. The researcher used questionnaires to collect primary data and relevant documents to collect secondary data from the data sources. The data was collected by distributing the questionnaire and analyzed by statistical analysis of both descriptive analysis and inferential statistical analysis such as correlation and multiple regression analysis. The study results revealed that from the internal marketing dimensions constructed have a significant and positive effect on the commitment of employees to the organization. Based up on the findings the researcher recommended the bank needs to give emphasis on practicing internal marketing in order to enhance employee commitment.*

*Key words: Awash Bank, internal marketing, organizational commitment, motivation, communication, training and job satisfaction*

# CHAPTER ONE

## INTRODUCTION

This chapter possesses an introductory section which includes the background of the study, background of the bank, statement of the problem, hypothesis, objectives, and significance of the study, scope, limitations and organization of the study.

### **1.1. Background of the Study**

A wide range of critical business challenges characterizes the dynamic and rapidly changing environment in which organizations operate today (Higgins, 1989). The powerful forces of globalization have yielded significant effects on the levels of competition, efficiency and productivity of many companies in the world (Lings, 2004). According to Ulrich (1998), successful organizations will be those that are able to quickly turn strategy into action manage processes intelligently and efficiently, maximize employee contribution and commitment and create the conditions that are seamless for change. Changing customer values and orientations, economic stagnation, environmental decline, increased global competition and a host of other economic, political and social problems (Kotler, 2000) means that it is no longer enough to concentrate all efforts on products and marketing activities. In order to survive in the midst of all the intensive competition, companies have been forced to develop strategies that will help them maintain profitability and retain their share of the market. According to Chaston (1993), the linearization of the banking industry has led to many banks to merging, making strategic alliances, forming partnerships, making acquisitions and even taking to the drastic measures such as downsizing. Evidently, the market has now been flooded with file entry of many new products that have been introduced to the market vide intensive and extensive promotional strategies (Cahill, 1996). For most industries, it is no longer enough to concentrate all marketing efforts on the external customers. Companies are spending large sums of money in training programs meant to improve their competitiveness and ability to deliver high quality service through their staff (Lings, 2005). However, according to Farzad (2006), successful organizations are those that integrate efficient and effective management in internal and external dimensions through external customer relationship management and enhancement of organizational

commitment among internal customers. Among the key strategies banks will use to meet the challenges of the next decade will be effective markets and low products positioning, low cost funding, effective use of technology, the measurement and management of risks, changes in internal organization and management policies.

Internal marketing is defined as ‘applying the philosophy and practices of marketing to the people that serve customers so that the best people can be employed and retained and they will do best possible work (Berry, 1991). He defined internal marketing as viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization. Berry and Parasuraman (1991) have defined Internal Marketing as a Human Resource Management concept whereby internal customer satisfaction is key to achieving external customer satisfaction.

Organizational commitment emerged in the 1970's and 1980's as a key factor of the relationship between individuals and organizations (Mowday, 1979). The commitment is the state of intellectual and emotional adherence to some political, social or religious theory or action or practice (Weiner, 1982) or” the state of being obligated or bound” (as by intellectual or emotional ties) or “engagement or involvement” (Brown, 1996).

Organizational commitment has been operationally defined as multi-dimensional in nature involving employees’ loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value, congruency with the organization and desire to maintain membership (Piercy and Morgan, 1991).

Awash bank is pioneer, leading private commercial bank in Ethiopia with dependable and reputable private bank with strong capital base for sustainable and significant growth in all operational and financial areas almost for 22 years. The bank has 187 branches and more than one million customers and its deposit exceeded 16 billion birr in 2013/14. Awash bank provides personal and business banking products and services. It offers deposit services, credit facilities, international banking, e-banking, and money transfer services as well as online banking services. (www.awash.bank.com.2013)

Awash Bank also has not been able to implement internal marketing concepts at its full capacity despite being the largest private commercial bank in Ethiopia in terms of capital and customer base and also there is no sufficient research done exclusively on internal marketing implementation and its effects on organizational commitment of the bank. Therefore, the study was focused on effects of internal marketing on organizational commitment of Awash Bank.

## **1.2. Statement of the Problem**

Private commercial banks occupy a key position in the Ethiopian economy, creating deposits that act as the effective money supply for business activities, carrying the overriding responsibility of deposit safety and fulfilling the role of financial intermediaries besides provision of numerous financial services and ultimately creation of employment. The last ten years the private commercial banks have seen a rapid progress in delivering service using new technologies, opening new branches and employing more qualified personnel to create strong human power. However, to deliver the service the banks have not used much of the potential that internal marketing has on organizational commitment and achieving the desired customer satisfaction level.

On the other hand, recently based on recorded turnover data of the bank and personal observation of the researcher there is a significant number of turnover in Awash Bank. This implies the employees in the banks are not committed enough to stay in one bank for a longer period of time and the researcher believes internal marketing can contribute in tackling employees' turnover by creating organizational commitment. Therefore, based on these reasons there is a need to assess the extent to which the concept of internal marketing is being practiced and to determine the effects of the dimensions of internal marketing on organizational commitment of employees in Awash Bank.

Some researchers who have done their studies on effects of internal marketing on organizational commitments of employees includes Gad (2013); Abra (2012); Rafeq and Ahmed (2003); and Piersy and Morgan (1991). Gad (2013) studied the role of internal marketing in job satisfaction and organizational commitment of employees in the National bank of Egypt and found that unlike to other organizations stated in this review the national

bank of Egypt adopted internal marketing very well in order to influence the attitude and behavior of the employees with achieving service quality as an end goal as a result it is observed that the commitment level of the employees under the study is found to be higher. Abra (2012) also discovered that the successful application of internal marketing concept translate into positive employee attitudes towards their work including organizational commitment, job involvement, work motivation and job satisfaction. Piersy and Morgan (1991) say that in order for internal marketing to be effectively employed within an organization employee must be trained and properly developed to fulfill its service role. Rafeq and Ahmed (2003) agreed that internal marketing is concerned with helping the employees to become more committed and motivated to the organization, and to retain qualified employees, considering the employees in an organization as the internal market. It includes the ability of being able to convince employees to work together for the success of the organization.

However, the studies of different researchers were more focused on the effects of internal marketing on organizational commitment of employees prevalence in abroad countries, it is important to study extent to which the concept of internal marketing is being practiced and to determine the effects of the dimensions of internal marketing on organizational commitment of employees based on motivation, training, communication and job satisfaction in private commercial banks of Ethiopia mainly Awash Bank. Therefore, the main purpose of this study was to address the following basic research questions:

1. Does the internal marketing being exercised have impact on organizational commitment of employees of Awash Bank?
2. What is the effect of motivation as internal marketing dimension on organizational commitment of employees of Awash Bank?
3. What is the effect of internal communication as internal marketing dimension on organizational commitment of employees of Awash Bank?
4. What is the effect of training as internal marketing dimension on organizational commitment of employees of Awash Bank?
5. What is the effect of job satisfaction as internal marketing dimension on organizational commitment of employees of Awash Bank?

### **1.3. Objectives of the study**

#### **1.3.1. General Objective**

The general objective of this study is determining the effects of various aspects of internal marketing on organizational commitment of employees of Awash Bank.

#### **1.3.2. Specific Objectives**

1. To examine effects of internal marketing on organizational commitment exercised in Awash Bank.
2. Determining the effects of motivation on organizational commitment of employees
3. Determining the effects of training on organizational commitment of employees
4. Determining the effects of communication on organizational commitment of employees
5. Determining the effect of job satisfaction on organizational commitment of employees

### **1.4. Significance of the Study**

The expected benefit of this research project is to make possible suggestions, which would be believed to improve the present internal marketing situation prevailing in the banking sector in Ethiopia by determining the effects of internal marketing on employees' organizational commitment of Awash Bank. Therefore, this thesis helps to understand the role of internal marketing on organizational commitment of employees under the bank being considered. It can also create awareness on importance of having a proper plan and actual implementation of internal marketing.

### **1.5. Scope of the Study**

The spatial and temporal coverage of this study was only limited to the internal marketing of employees' on organizational commitment of Northern and Eastern districts of Awash Bank in Addis Ababa. The sample of respondent comprised all employees of the two districts of the bank. There are different variables of internal marketing such as motivation, training, communication, job satisfaction, empowerment, service quality and strategic reward. However, for purpose of this study the variables of internal marketing was used are

motivation, training, communication and job satisfaction against organizational commitment at selected districts of the bank.

## **1.6. Limitations of the Study**

The following are some limitations faced on the study.

- The thesis was conducted only in Awash Bank as a result the conclusion based on this study may not entirely reflect situations other banks in Ethiopia.
- In Ethiopia, there is no adequate literature on internal marketing concept.

## **1.7. Organization of the Paper**

The study was composed of five chapters. The first chapter is introductory chapter which includes the background, statement of the problem, scope, significance and limitations of the study. The second chapter includes the analysis of relevant literature with both theoretical and empirical concepts in the area as well as hypothesis along with the objectives. The third chapter possesses the methodology used in the research activity. Data analysis and interpretation of the research result were discussed in chapter four. The final chapter covers the discussion of results, conclusion and recommendation of the study.

# **CHAPTER TWO**

## **REVIEW OF RELATED LITERATURE**

### **2.1. Introduction**

This chapter deals with the issue of internal marketing and its effects on organizational commitment of employees. It emphasizes the review of related literatures from various sources. This is to mean different published materials and books were investigated to conceptualize the issue of internal marketing. To make it sensuous various empirical and conceptual evidences are critically reviewed and presented. It is also identified past research gaps that have not been tackled so that a solution for the same may be sought. It was also helped shed some light on important areas that have been ignored by previous researchers and that are a major barrier to organizational commitment of employees of the banks. Furthermore, this literature depicts the theoretical review and empirical review framework on the assessment of effects of internal marketing on organizational commitment of employees in Awash Bank at Northern and Western districts of Addis Ababa.

### **2.2. A Theoretical Review**

Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchange that satisfy individual (customer) and organizational objectives (Burnett, 2014).

Classical definition of marketing was performance of business activities in directing flow of goods and services from producers (James, and George, 1984). Currently in simpler terms marketing is considered as the achievement of corporate goals through meeting and exceeding customer needs and expectations better than the competition (Cundiff, 2012)

In both the classical and the recent definitions, we can understand that marketing emphasizes on the function of exchanging the goods and services between the manufacturer or service provider and customers which can be termed as external marketing. Compared to the external marketing internal marketing concept is new and started to get attention almost 40 years ago.

### **2.2.1. Internal Marketing Concept**

There was a great deal of confusion in the literature as to understand exactly what internal marketing is. In respect to its historical development process, the concept of internal marketing was viewed in different ways. Initially, Berry (1981) defined internal marketing as viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization. The fundamental tool for achieving satisfaction of employees in this approach is to treat employees as customers. Therefore, it is aimed at finding solution to the problem of providing high service quality.

The second major step in the development of internal marketing was undertaken by (Gronroos, 1981), whose starting point was the concern that because contact employees in service become involved in what he termed as “interactive marketing”, it is essential that they are responsive to customers’ needs.

Gronroos (1981) recognized that not only do buyer-seller interactions have an impact on purchasing and repeat purchasing decisions but also crucially that buyer-seller interaction provide a marketing opportunity for the organization. Hence, the objective of internal marketing is getting motivated and customer conscious employees. Gronroos also views internal marketing concept as a means of integrating the different functions that are vital to customer relations with service companies.

Internal marketing is a planned effort of using marketing like approach to overcome organizational resistance to change and to align, motivate and inter-functionally coordinate 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 (Rafiq and Ahmed, 2000).

### **2.2.2. Relationship – Mediated Theory of Internal Marketing**

This theory postulated by Ballantyne (2003) argues that internal marketing requires a relationship mediated approach where planned phases of learning activity in volunteer groups generates new internally valid knowledge critical to the improvement of the external

market performance. Thus, according to Ballantyne, internal marketing is defined as a relationship development strategy for the purpose of knowledge renewal.

Inkpen (1996) and others in the emerging knowledge management literature have argued that organizational knowledge creation occurs when the knowledge held by individuals is amplified and internalized as part of an organization's knowledge base. However, unless the means are in place whereby this knowledge can be shared, reflectively challenged and renewed it will have only a limited impact on improving that organizational knowledge base.

### **2.2.3. Internal Marketing Dimensions**

According to Hog et al. (1998) there are a set of international marketing dimensions which are: motivation, communication, empowerment as well as training and development. While Elsamien and Al-Shuriden (2012) stated that internal marketing dimensions are motivation, communication, training and development, employee selection, work environment and support system. Rafiq and Ahmed (2000) postulated five dimensions related to Internal Marketing (IM). These dimensions were job satisfaction, understanding and differentiation, training, inter-functional coordination and integration and motivation. Ching and Kim (2007) also implied that the five aspects of internal marketing are training of employees, communication (both internal and external), administrative support, human resource management and development. Based on reviewing these literatures this study will consider only motivation, communication, training and job satisfaction due to the selected dimensions are common dimensions to all researchers cited here.

#### **2.2.3.1. Motivation**

Motivation can be defined as the self-generated factors, that affect people to behave in a particular way or to move in a particular direction includes responsibility, freedom to act, scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement (George and Sabapathy, 2011).

Mohsan et al. (2004) found, a significant relationship between employee motivation and employee commitment. Warsi et al. (2009) indicated that the work motivation is strongly

associated with organizational commitment. George and Sabapathy (2011) also argued that organizational commitment and work motivation are interrelated.

### **2.2.3.2. Internal Communication**

According to Aeeni et al. (2013), the manner of applying of communicative mechanisms is essential in order to enhance knowledge, skill and awareness of employees from issues related to their jobs. Communication is the field of work in an organization that makes or changes the work-related connection among the members of the organization such as from employee-to-employee and line manager to subordinate to achieve a business goal (Zolin and Hartman, 2010). Galpin (1997) ascertains the importance of communication to measure the internal marketing which includes the management style in providing information to its employees, facing any difficulties in performing tasks; employees know to whom they will report.

In addition, Dirks and Fernin (2012) have confirmed the relationship between communications – feedback effects on organizational commitment. Communication approaches and ways in any organization may vary while the main point is not discussing such approaches but in how an organization should have the ability to communicate are values and strategic points that fit accurately to their employees and can be acknowledged smoothly (Deckop et al 1999).

### **2.2.3.3. Training**

According to Al-Hawary et al. (2013), training is defined as the accusation of skills and attitudes required to perform specific tasks. The employees should be trained and developed in such way that they get to understand the organization's objectives so that they can handle the tasks delegated to them perfectly. According to previous researches continuous efforts are needed to ensure effective and adequate training is provided to employees in order to achieve organizational goals with higher degree of commitment, confidence and satisfaction towards their organization (Bulut & Culha, 2010).

According to (Dowlig and Welch, 2004), found this dimension of internal marketing has effect on employees' commitment as employees feel that they work for providing more

trainings and development programs concerned about their future capacity and make them up-to-dated to the current and future demands of the work they do and will do. Therefore, according to Dowlig and Welch study, this dimension of internal marketing has effect on organizational commitment of the employees.

#### **2.2.3.4. Job Satisfaction**

Job satisfaction is, in a general sense, considered as the positive impact that the worker's experiences in the job environment have on him/her and the positive behaviors resulting from these experiences (Currivan, 1999; Weiss, 2002). The traditional model of job satisfaction focuses on one's all feeling about his/her own profession. However, the thing what makes the job satisfactory or unsatisfactory does not only depend on the quality of the job, but also the expectations of the individuals about their job (Lu, While & Barriball, 2005). Participation in the decision-making process, job autonomy, integration, job diversity, satisfaction with pay, availability of incentive program, training, perceptions of equitable treatment, and quality of supervision and formalization have been to lead to higher levels of job satisfaction (Lambert, Hogan & Griffin, 2007). Herzberg formulated the two-factor theory of job satisfaction, one refers to "hygiene" factors that are extrinsic to the job (company policy and administration, supervision, relationship with supervisor, work conditions, salary, relationship with peers, personal life, relationship with subordinates, status, security) and the other one is known as "motivators" that are intrinsic to the job (growth, advancement, responsibility, work itself, recognition, achievement) (Güteryüz et al., 2008). Therefore, this dimension of internal marketing has effect on organizational commitment of the employees.

#### **2.2.3.5. Strategic Reward**

Strategic reward is a system designed to motivate behaviors, actions and accomplishments that help to advance the organization towards specific business goals. Rafiq and Ahmed (2003) believe the inclusion of strategic reward in implementing internal marketing is important as it will help in accomplishing other goals of internal marketing such as motivation and employee satisfaction. They also add in order for strategic reward to work in

the ambit of internal marketing employees must be informed about how and why they are rewarded.

#### **2.2.3.6. Empowerment**

Employee empowerment is giving employees a certain degree of autonomy and responsibility for decision making regarding their specific organizational tasks (Murari, 2015). Berry and Parasuraman (1991) believe that empowerment should be an essential aspect of internal marketing. By allowing empowerment employees can make faster decisions which in turn increase productivity and enhance the service experience and improve performance.

#### **2.2.4. Coordination for Effective Internal Marketing**

The development of cross functional units appears to be a major reason for internal marketing due to its ability to remove departmental barriers and allow for better communication. The increase of communication allows for the creation of a collective unit through individuals that provide a foundation for knowledge renewal and transfer among organizational members. It shifts the focus of the employee from a self-centered perspective to a mindset that strives for the achievement of company goals (Davis, 2005).

Internal marketing can further be used as a strategic tool to enhance inter-functional coordination within the organization. Rafiq and Ahmed (2000) are the supporters of using internal marketing as a strategic tool to achieve inter-functional coordination. They proposed that internal marketing should take the broad view and used as a tool to implement strategy and change rather than focusing solely on employees as internal customers. They argued that internal marketing could be treated as an implementation mechanism which will treat all employees as a resource for the marketing function. This broadening of internal marketing shows that it could be used as a general tool for any kind of strategic implementation either internal or external as it has been able to reduce departmental isolation, inter-functional friction and overcome resistance to change (Rafiq and Ahmed, 2000).

Participative approach of management can be used in implementing internal marketing programs as different management style and behavior cast significant influence over internal

marketing. It has been argued internal marketing can be used by general managers, department managers and individuals through participative management approach (Davis, 2005).

It is quite evident from these literatures that the concept of internal marketing can be implemented as a comprehensive solution for the improvement of employees' relation within an organization. Once implemented, internal marketing can be used as an effective tool to formulate marketing strategies and plans that establish coherence between internal and external activities. Therefore, apart from gaining improved customer conscious employees and ensuring customer satisfaction internal marketing can be implemented as a tool to achieve inter-functional/departmental cooperation and coordination.

### **2.2.5. Characteristics of Internal Marketing Oriented Companies**

According to many literatures the following stated points are the main characteristics of internal marketing-oriented organizations.

#### **2.2.5.1. Inter-Functional Coordination and Integration**

The concept is defined as the coordinated utilization of an organization's resources in creating superior value for target customers (Narver and Slater, 1990). When an organization is able to use its resources effectively to create value it will ensure long term profitability thus improving business performance. The role of internal marketing is integrating marketing and personnel functions to the extent in which personnel become a resource for the marketing function (Glassman and Mcfee, 1992).

#### **2.2.5.2. Customer Orientation**

This is especially important for service organizations when the most crucial part of the business occurs during employee-customer contact. Hence, internal marketing's aim is to get motivated and customer-oriented employees.

### **2.2.5.3. Marketing-like Approach**

Internal marketing holds that employees are best motivated for service mindedness and customer oriented behavior by an active marketing-like approach where marketing-like techniques are used internally (George, 1990).

Marketing-like approach is defined as a business management philosophy based on the need for customer orientation, profit orientation and recognition of the role of marketing to communicate the needs of the market to all major corporate departments. Thus, the adaptation of marketing behavior lies at the heart of internal marketing. (Ha, Bakar and Jafaar, 2007).

### **2.2.5.4. Quality of Service**

Quality of service is defined as a form of attitude related but not equivalent to satisfaction which results from the comparison of expectation with performance. Service quality is an important element in internal marketing because high quality will make it easier for employees to identify themselves with the service they are selling to the customer.

### **2.2.5.5. Employee Motivation**

In most organizations the situation is that the customers are highly demanding of employees while the employees in turn hold high expectations from their jobs as sources of self-actualization and self-development (Rafiq and Ahmed 1995). Here internal marketing sought to increase employee motivation by focusing on treating the job as internal product and try to sell it to the employees. This logic is behind the importance of addressing employees' motivation as an important aspect of internal marketing.

### **2.2.5.6. Employee Training and Development**

Employee development is defined as a strategic investment by an organization in training its members (Foreman and Money 1995). If employees are required to perform their tasks well they must be armed with the necessary skill and knowledge that is required of them. Piersy and Morgan (1991) say that in order for internal marketing to be effectively employed

within an organization employee must be trained and properly developed to fulfill its service role. With a well-developed workforce an organization will exploit the full potential of its resource (the employees) thus in turn improving business performance.

### **2.2.5.7. Internal Communication**

Internal communication is identified as the dissemination of information within the organization to enable the creation of employees with a greater sense of ownership, accountability and responsibility. When employees are well informed about the expectations of the customers as well as the conditions and health of the organization they are more willing to dispense their duties diligently which in turn improves the business performance. Internal communication is an important element of internal marketing as it is the key factor in creating understanding among employees.

### **2.2.6. Organizational Commitment**

Organizational commitment has been the subject of several critical reviews beginning from the 1980s. Ahmad & Oranye (2010) considered organizational commitment as an individual's emotional, rational and moral commitment to the goals and ideals of an organization that he or she belongs to whatever maybe the source of this feeling of commitment.

According to Mowday (1979) conceptually organizational commitment can be characterized by strong belief in and acceptance of the organization's goals and values, willingness to exert considerable effort on behalf of the organization and strong desire to maintain membership in the organization. Similarly, Nongo and Ikyanyon (2012) summarized the three stated characteristics of organizational commitment devised by Mowday.

According to O'reilly (1989) organizational commitment is typically individual's psychological bond to the organization including a sense of job involvement, loyalty and a belief in the values of the organization. In addition, O'reilly explained the three processes or stages of commitment which compliance, identification and internalization are.

In the first stage, compliance, a person accepts the influence of others mainly to obtain something from others, such as pay. The second stage is identification in which the

individual accepts influence in order to maintain a satisfying, self-defining relationship. The final stage of commitment is internalization in which the individual finds the values of the organization to be intrinsically rewarding and congruent with personal values.

### **2.2.6.1. Side-bet Theory of Organizational Commitment**

Meyer and Allen (1991) formulated the side-bet theory to further explain commitment as a psychological state that has three components consists of affective commitment, normative commitment and continuance commitment.

Affective commitment refers to the employees' emotional attachment to, identification with and involvement in the organization. According to Meyer and Allen (1991) an employee who has a strong Affective commitment to an organization stays with the organization because he or she needs to continue working in the organization. Affective Commitment involves three aspects such as the formation of an emotional attachment to an organization, identification with and the desire to maintain organizational membership (Beck and Wilson, 2000).

Continuance commitment is the second component which refers to awareness of the cost associated with leaving the organization. Employees with a strong continuance organizational commitment know that leaving the organization may be harmful to them fiscally due to the lack of employment option and a loss of savings. In continuance commitment, the employees consider the disadvantages of leaving the organization and avoid quitting (Meyer and Allen, 1997).

Normative commitment refers to the employees feeling of obligation to remain with the organization. According to Schneider (2003), normative organizational commitment is the ethical Obligation the employee develops after the organization has spent on him or her.

According to (Meyer and Allen, 1997) Antecedents of each types of commitment could be summarized as follows: Affective Commitment is antecedents fall generally into the following four categories: personal characteristics, structural characteristics, job related characteristics and work experience. Continuance commitment includes anything that increases perceived costs can be considered antecedents. The most frequently studied

antecedents have been side-bets or investments and the availability of alternatives. Normative commitment develops when an organization provides the employees with rewards in advance such as paying college tuition or incurs significant costs in providing employment that includes costs associated with job training.

### **2.2.7. Internal Marketing and Organizational Commitment**

The relation and benefit between internal marketing and organizational commitment is shown by many research works. Many scholars such as Aeeni et al. (2013) and Rafeq and Ahmed (2003) agreed that internal marketing is concerned with helping the employees to become more committed and motivated to the organization, and to retain qualified employees, considering the employees in an organization as the internal market. It includes the ability of being able to convince employees to work together for the success of the organization. This eventually helps to meet the need of customers at the desired level.

Regarding the relationship between internal marketing and organizational commitment many scholars have examined and stated that there is a relationship between the two. Internal marketing directly affects organizational commitment as evidenced by Ting (2011). In his study conducted on teachers he used training, support, communication and motivation as dimensions of internal marketing and he showed training, support, communication and motivation could be used to improve the organizational commitment among teachers. In the context of Thailand Chotechuong and Vesdapunt (2015) found internal marketing to have significant and positive direct effect on the organizational commitment of the insurance industry's agents. Shekary et al. (2012) examined the award system, empathy, supervisor support, appraisal method and empowerment as factors of internal marketing, and their findings showed that internal marketing positively and directly affect organizational commitment, which was consistent with a previous study by Abzari et al.(2011).

## **2.3. Empirical Review**

### **2.3.1. Internal Marketing**

In Ethiopia context even though there is not much research done on the topic, Addisu (2010) conducted research for assessing internal marketing practices in case of Ethiopian telecommunication corporation and found that not only the practice of internal marketing is low but also the employees of the corporation have low to average level of understanding of internal marketing concept. Tewhido (2014) also conducted a study on prevalence of internal marketing as a strategy implementation tool in selected Ethiopian banks and found that the overall prevalence of internal marketing is very weak and also internal marketing has a significant impact on organizational commitment.

In Kenya, Omar (2010) did a research on the effect of internal marketing on organizational commitment in multinational commercial banks in Kenya and found that although internal marketing strategies are being used in all commercial multinational banks under the study, it was still noticed that all internal marketing strategies were not used to a very large extent as a result the organizational commitment is also observed to be low. In addition to that Omar's research concluded motivation, training and job satisfaction have a positive effect on organizational commitment. Other research done in Kenya by Kamau (2016) to study internal marketing practices, organizational size and performance of non-governmental organizations also show that internal marketing practice is low and managers in those organizations must integrate aspects of internal marketing in the strategy formulation and implementation for a better performance.

A study by Olorunleke (2009) on empirical analysis of internal marketing on organization commitment of bank employees in Lagos-Nigeria provided yet another result on the low practice of internal marketing lead to low level of employee commitment by indicating even further that the people in the management positions in the banks under the study do not have high familiarity with the concept of internal marketing.

A study by Caruna and Calleya (1998) to analyze the effects of internal marketing on organizational commitment in the banking sector they found that internal marketing does

have impact on organizational commitment of employees and hence, enhances staff commitment levels towards achieving organizational goals and targets. A study by Davis and Nance (2001) on integrating internal marketing in to management shows how management may recourse the internal marketing to boost employee's involvement in decision-making, raising the level of commitment to the actions there by decided up on. Davis and Nance also warn that some organizations invest millions of Euros in external marketing campaign while all but ignoring the scope for internal marketing. They even go a step further in stating that the non-existence of internal marketing initiatives may prove to be fatal to the organization.

Gilanina et al. (2013) research on the relation between internal marketing and organizational commitment in the hotel service industry of turkey also show that internal marketing has a positive effect on organizational commitment and development and rewards has effect on organizational commitment.

Sadeghloo et al. (2014) are the other researchers who agree with the previous stated researchers since their research conducted on assessing the relationship between internal marketing and organizational commitment in Golestan city sports and youth offices found that a significant and positive relationship between internal marketing and organizational commitment from the viewpoint of employees and concluded that organizational problem are internal, not external therefore, implementation of internal marketing program will eliminate departmental wall, integrate organization members wide and this creates the opportunity to improve quality through inside the organization and to provide this quality service to external customers the organization needs to have committed employees.

### **2.3.1.1. Employee Motivation**

Internal marketing sought to increase employee motivation by focusing on treating the job as internal product and try to sell it to the employees (Rafiq and Ahmed, 1995). Mohsan et al. (2004) found, a significant relationship between employee motivation and employee commitment. Warsi et al. (2009) indicated that the work motivation is strongly associated with organizational commitment. George and Sabapathy (2011) also argued that organizational commitment and work motivation are interrelated.

### **2.3.1.2. Employee Training**

Piersy and Morgan (1991) say that in order for internal marketing to be effectively employed within an organization employee must be trained and properly developed to fulfill its service role. With a well-developed workforce an organization will exploit the full potential of its resource (the employees) thus in turn improving business performance.

### **2.3.1.3. Internal Communication**

According Braimah (2016), who conducted a study on internal marketing and employee commitment in the hospitality industry of Ghana using the dimensions of internal marketing observed that internal marketing practice is not prevalent in the hospitality industry and in effect the lower practice of it showed the consequence of lower organizational commitment. Internal marketing dimensions are observed to be relevant in influencing desired employee behavior (commitment) especially the communication dimension of internal marketing was found to be highly influential on organizational commitment compared to the other dimensions.

### **2.3.1.4. Employee Job Satisfaction**

In other Ghanaian research done on the effect of internal marketing on job satisfaction and employee commitment in the case of electricity company of Ghana Volta regional office by Abra (2012) which also discovered that the successful application of internal marketing concept translate into positive employee attitudes towards their work including organizational commitment, job involvement, work motivation and job satisfaction. In the banking sector also (Narteh and Odoom, 2015) in their study to find out if internal marketing influence employee loyalty in Ghana banking industry also show the positive and significant relation between internal marketing and loyalty but still the level of application of internal marketing is low and the level of commitment measured by the researchers is also low according to their finding.

In Egypt, Gad (2013) studied the role of internal marketing in job satisfaction and organizational commitment of employees in the National bank of Egypt and found that unlike to other organizations stated in this review the national bank of Egypt the bank

adopted internal marketing very well in order to influence the attitude and behavior of the employees with achieving service quality as an end goal as a result it is observed that the commitment level of the employees under the study is found to be higher. Job satisfaction is, in a general sense, considered as the positive impact that the worker's experiences in the job environment have on him/her and the positive behaviors resulting from these experiences (Currivan, 1999; Weiss, 2002).

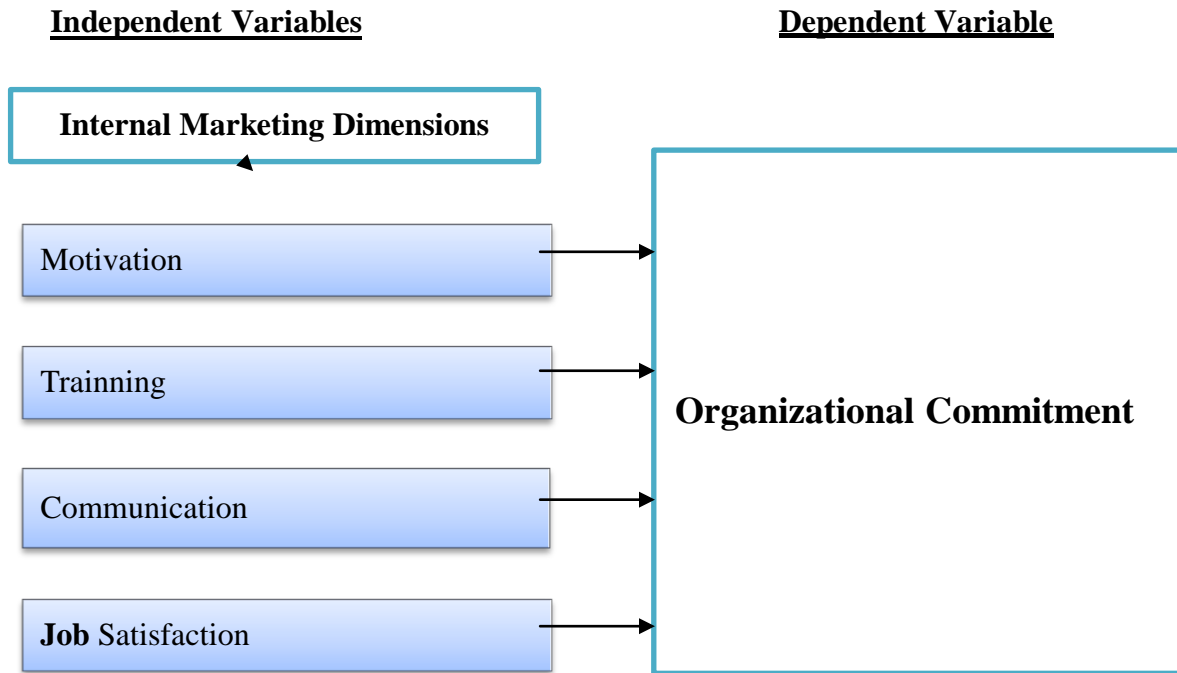
Generally the researcher note that the results of all aforementioned studies almost unanimously demonstrate that internal marketing is important and it is positively associated with organizational commitment, thus equally reflecting the priority that should be given to internal marketing practices in the organizations.

### **2.3.2. Research Gap**

Even though the studies of different researchers were more focused on the effects of internal marketing on organizational commitment of employees prevalence in abroad countries, it is important to study extent to which the concept of internal marketing is being practiced and to determine the effects of the dimensions of internal marketing on organizational commitment of employees based on motivation, training, communication and job satisfaction in private commercial banks of Ethiopia mainly Awash Bank. Therefore, the main purpose of this study was to examine the effects of the dimensions (motivation, communication, training and job satisfaction) of the internal marketing on organizational commitment of employees of Awash Bank particularly Northern and Western districts in Addis Ababa.

## 2.4. Conceptual Framework

As discussed on the literature review, dimensions of properly implemented plan of internal marketing can affect the employees' organizational commitment as presented as follows:



*Source: Adapted for this research, 2019*

*Figure 1: Conceptual frameworks of effects internal marketing on organizational commitment*

## 2.5. Research Hypotheses

Based on the stated objectives the following hypotheses are provided:

**Hypothesis 1:** Motivation has a positive and statistically significant effect on organizational commitment of employees

**Hypothesis 2:** Training has a positive and statistically significant effect on organizational commitment of employees

**Hypothesis 3:** Communication has a positive and statistically significant effect on organizational commitment of employees.

**Hypothesis 4:** Job satisfaction has a positive and statistically significant effect on organizational commitment of employees.

# **CHAPTER THREE**

## **RESEARCH DESIGN AND METHODOLOGY**

### **3.1. Introduction**

This chapter presents the methodological concerns that used in conducting the research and provides a justification for each step to be taken. It includes research design, data sources, target population and sampling techniques, methods of data collection, scale of measurement, validity and reliability, methods of data processing and analysis.

### **3.2. Research Design and Approach**

A research design is a conceptual structure that shows how all the major parts of the research project come together. According to C. R. Kothari (1985), the research design constitutes the blueprint for the collection, measurement and analysis of data. In this study, both descriptive and explanatory types of the research were used in order to describe the effects of internal marketing on organizational commitment of employees' Awash Bank at Northern and Western districts.

In the study a mixed research approach were used which are appropriate when either qualitative or quantitative approach by itself is inadequate to understand the research problem. The reason of using a mixed methods approach is to gather data that could not be obtained by adopting single method (Creswell, 2003). In the study both the qualitative and quantitative research approach were used. In the qualitative part, the data regarding the objectives was analyzed thoroughly. These data was mainly obtained through review of documents. On the other hand, quantitative data was obtained through questionnaires.

### **3.3. Target Population**

Sampling design is the plan and technique of selecting the appropriate sample from the population identified. The plan consists of the components identifying the population, sampling frame, sampling unit, sample size and sampling technique (Kothari, 2004).

Awash Bank has 187 branches and four district offices exist in Addis Ababa as of April, 2018. The target population of this study was comprised from two districts of Northern and Western districts of Addis Ababa Lideta sub-city. Accordingly, target population of this study was comprised all employees of the two districts that means 77 from Northern and 65 from Western. Therefore, target populations were 142 in number as the information gathered from each districts’.

### 3.4. Sample Size and Sampling Techniques

#### 3.4.1. Sample Size

In this research to find representative sample size of the study population of Awash Bank on the Northern and Western districts of Addis Ababa Lideta sub-city, the researcher has used the formula and by slightly adjusts the fraction into significant digit to calculate the actual sample size out of the total as a sample frame. According to Yemane T. (1967), sample size is computed as follows:

$$n = \frac{N}{1 + N(e^2)}$$

Therefore, this formula should be used to calculate the sample size

Where, N - Target population Awash Bank of Northern and Western districts of Addis Ababa

n - Sample size that represents the total population of Awash Bank Northern and Western districts of Addis Ababa

e - Level of statistical significance (marginal error at 5%).

So, as the estimated populations of Awash Bank Northern and Western districts of Addis Ababa employees were 142 and the sample size become

$$n = \frac{N}{1 + N(e^2)} = \frac{142}{1 + 142(.05^2)} = 105$$

Therefore, the sample size used for this study was 105 employees of Awash Bank Northern and Western districts of Addis Ababa.

### **3.4.2. Sampling Techniques**

In this study, both probability and non- probability sampling techniques were used to select representative samples. From probability sampling technique, a simple random sampling technique was used to select respondents of Awash Bank Northern and Western districts of Addis Ababa. The reason why the researcher selects simple random sampling technique is a trustworthy method of obtaining information where every single member of a population was chosen randomly, merely by chance and each individual has the exact same probability of being chosen to be a part of a sample.

On the other hand, from non- probability sampling techniques, purposive sampling was used to select the employees based on knowledge of their works which help us to include the employees directly related to the internal marketing activities. Accordingly within the sample determined twelve managers of different department of both districts were involved in sample taken.

## **3.5. Sources of Data and Data Collection Method**

### **3.5.1. Sources of Data**

In this study the researcher used both primary and secondary data to collect necessary information from respondents.

### **3.5.2. Data Collection Procedures**

The primary data was collected through self-administered questionnaires. For primary data collection a questionnaire had two sections such as demographic questionnaire and basic survey (assessment of effects internal marketing on organizational commitment) questionnaire were distributed to the target respondents. The questionnaire comprises both close ended and open-ended questions. Closed ended questions which was prepared by using a five-point Likert scale response scale which includes strongly agree (5), agree (4),

uncertain (3), disagree (2) and strongly disagree (1) for respondents. The open-ended questionnaire might be provided to get the opinion of respondents that cannot be described in closed ended questionnaires.

Mainly the survey was conducted by distributing questionnaires to predetermined respondents of Awash Bank Northern and Western districts of Addis Ababa. To collect the data from respondents, the questionnaire were prepared in English.

### **3.6. Methods of Data processing and Analysis**

#### **3.6.1. Methods of Data processing**

Method of data processing in this study was both manual and computerized system. In the data processing procedure editing, coding, classification and tabulation of the collected data were used. The researcher had edited the collected raw data to detect errors, omissions, checking that there is an answer for each question and the questions are answered accurately and uniformly. The process of assigning numerical or other symbols was come next which is used by researchers to reduce into a limited number of categories or classes. After this the process of classification or arranging large volume of raw data into classes or groups on the bases of common characteristics was applied. Data having the common characteristics were placed together and, in this way, the entered data were divided into a number of groups. Finally, tabulation was used to summarize the raw data and displayed in the compact form (in the form of statistical table) for further analysis.

#### **3.6.2. Methods of Data Analysis**

The data analysis is the further transformation of the processed data to look patterns and relationships between data groups. Therefore, the data used for this study was analyzed by using both inferential and descriptive statistical analysis. Inferential statistical data analyses used were regression and correlation to analyze the data. Descriptive statistical analysis such as averages, percentages, frequencies and tables were used to analyze and present the data. Generally both data processing and analysis procedures were undertaken by computer using Microsoft excel (version IBM SPSS Statistics version 20) program.

### 3.6.2.1. Descriptive Analysis

The researcher used descriptive analysis to reduce the data into a summary format by:

- ☞ Tabulation – the data arranged in the table format.
- ☞ Measure of central tendency – minimum and maximum values, mean and standard deviation were used to describe the data obtained from the respondents.
- ☞ Histogram, tables and Charts like pie chart were used to describe the demographic characteristics of respondents.

### 3.6.2.2. Inferential Statistics Analysis

According to Sekaran (2000), “inferential statistical analysis allows researchers to infer from data through analysis the relationship between two variables; differences in a variety among different subgroups; and how several independent variables might explain the variance in a dependent variable.” The following inferential statistics analysis methods are used in this research.

#### **The Pearson Product Moment Correlation Coefficient**

The Pearson Product Moment Correlation Coefficient is a widely used statistical method for obtaining an index of the relationship between two variables when the relationship between two variables is linear and when the variables correlated are continuous. For the purposes of analyzing whether a statistically significant relationship exists between dimensions of internal marketing and organizational commitment, the Pearson Correlation Coefficient was used. To ascertain whether there is a statistically significant relationship exists between;

- ☞ Motivational aspects of internal marketing and organizational commitment of employees
- ☞ Communication aspects of internal marketing and organizational commitment of employees
- ☞ Training aspects of internal marketing and organizational commitment of employees

☞ Job satisfaction aspects of internal marketing and organizational commitment of employees

According to (Mc Daniel and Gates, as cited by Adam Martin, 2007), Correlation Coefficient can range from -1.00 to +1.00. The value of -1.00 presents a perfect negative correlation. While a value of +1.00 presents a perfect positive correlation. A value of 0.00 correlations presents no relationship. The results Correlation Coefficient may be interpreted as follows:

<b>Correlation Coefficient</b>	<b>Interpretation</b>
(-1.00 to -0.8)	High
(-0.8 to -0.6)	Substantial
(-0.6 to -0.4)	Medium/ Moderate
(-0.4 to -0.2)	Low
(-0.2 to 0.2)	Very Low
(0.2 to 0.4)	Low
(0.4 to 0.6)	Medium/ Moderate
(0.6 to 0.8)	Substantial
(0.8 to 1.00)	High

### **Multiple Regression Analysis**

Multiple regression analysis takes into account the inter correlations of all variables involved. Sekaran (2000) adds that in multiple regression analysis more than one predictor is jointly regressed against the criterion variable. This method is used to determine if the independent variables would explain the variance in dimensions of internal marketing and organizational commitment of Awash Bank of Addis Ababa northern and western districts.

### **Description of Variables & Model Specification**

Multiple linear regression analysis was used to study the effect of the independent variable on the dependent variable. In this study, the dependent variable organizational commitment of employees and independent variable is effects of dimensions of internal marketing. The basic objective of using the regression equation in this study was to make

the researcher more effective at describing, understanding, predicting and controlling the stated variables.

## 🕯 **Independent Variables**

### 👉 **Dimensions of Internal Marketing**

- Motivation of employees (Me)
- Training of employees (Te)
- Communication of employees (Ce)
- Job satisfaction of employees (JSe)

## 🕯 **Dependent Variables**

### 👉 **Organizational Commitment of Employees (Y)**

Regress effects of organizational commitment on the selected dimensions of internal marketing:

The equation of multiple linear regression formula expression is presented as:

$$Y = \beta + \beta_1 Me + \beta_2 Te + \beta_3 Ce + \beta_4 JSe + \epsilon$$

This study contains both dependent and independent variables. The dependent variable is organizational commitment of employees; while independent variable is dimensions of internal marketing (Motivation, Training, Communication and Job satisfaction). These variables were analyzed by using a linear multiple regression model which can be specified as follows:

$$Y = \beta + \beta_1 Me + \beta_2 Te + \beta_3 Ce + \beta_4 JSe + \epsilon$$

Where:  $\beta$  is the intercept term – it gives the mean or average effect of Y of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set equal to zero.

**Y** - Dependent variable - organizational commitment of employees

**Me, Te, Ce, and JSe** - the explanatory variables (the regressors)

$\beta_1$ ,  $\beta_2$ ,  $\beta_3$ , and  $\beta_4$  refers to the coefficient of their respective independent variables which measures the change in the mean value of Y, per unit change in their respective independent variables

### 3.7. Validity and Reliability

Validity is the extent to which a test measures what it is supposed to measure. Cronbach's alpha coefficient was also employed to measure the reliability of the data.

Validity is the extent to which differences found with a measuring instrument reflect true differences among those being stated. Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (C.R. Kothari, 2004). In order to test the validity of data, collection instrument researcher conducted pilot study by distributing 30 questionnaires of effects of internal marketing on organizational commitment with in four branches of Awash Bank in Addis Ababa to 20 employees that means 5 employees on each branches.

According to Gay (1987), Reliability is the degree to which a test consistently measures whatever it measures. The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. The reliability of data was found a Cronbach's alpha coefficient for all factors as computed below.

*Table 1: Cronbach Alphas' Result of Reliability Test*

<b>No.</b>	<b>Factor</b>	<b>No. of Items</b>	<b>Cronbach Alpha</b>
1.	Motivation	5	0.813
2.	Communication	6	0.729
3.	Training	5	0.835
4.	Job Satisfaction	6	0.773
5.	Organizational Commitment	8	0.847
	<b>Over All Factors</b>	<b>30</b>	<b>0.781</b>

*Source: Computed for the research, 2019*

As it can be seen from the above table, all the factors have satisfactory reliability coefficients in excess of the required 0.70. Therefore, the value of Cronbach's alpha in this study indicates that the scales used in the instrument are adequate and suitable.

### **3.8. Ethical Consideration**

- ☞ All research participants should be given enough information/explanation about the research;
- ☞ All potential research participants will have to know that they have the right not to partake in the interview or to withdraw at any stage of the research; and
- ☞ The privacy of the informant and the confidentiality of the information provided by respondents shall be respected.

# **CHAPTER FOUR**

## **DATA PRESENTATION, ANALYSIS AND DISCUSSION**

### **4.1. Introduction**

This chapter presents the assessment made to evaluate the effects of internal marketing on employees' organizational commitment of Awash Bank at North and Western Addis Ababa Districts. The first section of this chapter provides the demographic characteristics of employees which participated in the survey. Then an assessment is made on the factor analysis used as data reduction method and the validity and reliability testes conducted on the constructed factors. The correlation and regression analysis on the study factors is presented afterwards. Finally, a discussion is given on the major findings of the data analysis.

### **4.2. Descriptive Statistics**

This section provides quantitative and qualitative analyzed data in the study. Quantitative data analyzed involves demographic data; dimensions of internal marketing on organizational commitment of employees and results of measures of central tendency and dispersion. Whereas, Qualitative data analyzed comprises content analysis of open ended questions.

#### **4.2.1. Demographic Data**

The descriptive analysis of the data on the demographic characteristics of the sampled employees of the Awash Bank at North and Western Addis Ababa Districts presented in Table 4.1 as below.

*Table 2: Demographic Characteristics of Respondents*

<b>Demographic Variable</b>	<b>Description</b>	<b>Frequency</b>	<b>Valid Percentage</b>
<b>Gender</b>	Female	37	37.8%
	Male	61	62.2%
<b>Age</b>	20-30	37	37.8%
	31-40	28	28.6%
	41-50	21	21.4%
	Above 50	12	12.2%
<b>Educational Status</b>	Diploma	8	8.2%
	First Degree	49	50.0%
	Second Degree and Above	41	41.8%
<b>Working Experience</b>	Less than 3 Years	19	19.4%
	3-5 Years	29	29.6%
	6-8 Years	34	34.7%
	Above 8 Years	16	16.3%
<b>Current Position</b>	Managerial	12	12.3%
	Professional	36	36.7%
	Clerical	50	51%

*Source: Survey Results, 2019*

According to the above table 2, among the 105 employees which the questionnaire was distributed 98 were able to respond which makes the response rate 93.3%. Out of the total 98 survey participants 61(62.2%) were male and 37(37.8%) were female employees. The majority of the respondents were in the age group of 20-30 years making 37 (37.8%) of the respondents, followed by age groups of 31-40 years, 41-50 years and above 50 years making 28 (28.6%), 21(21.4%) and 12 (12.2%) of respondents respectively.

Educational status can influence ones understanding and proper implementation of the required task with regard to organizational objectives. The educational qualification of the surveyed employees is sufficiently high i.e. 49 (50%) of respondents have first degrees

while 41 (41.8%) of the respondents have second degree and above holders. And only 8 (8.2%) of respondents have diploma level educational qualification.

The above demographic table also reveals that 19 respondents representing 19.4% of the sample have less than 3 years of experience, while 29 respondents representing 29.6% of the sampled staff have work experience that lies between 3-5 years and 34 respondents representing 34.7% of the sampled staff have experience of 6-8 years of experience. And the remaining 16 employees representing 16.3% of the sample have more than 8 years of experience.

Furthermore, table 2 also shows the current position of sampled employees. Accordingly, 12 respondents (12.3%) were managerial level staffs, 36 respondents (36.7%) were professional employees and 50 respondents (51%) were clerical employees.

#### **4.2.2. Descriptive Statistics of Dimensions of Internal Marketing and Organizational Commitment**

Descriptive statistics in the form of arithmetic means and standard deviations for respondents were computed for the selected dimensions of internal marketing and Organizational Commitment. The descriptive statistics of the factors is presented in table 3 as below.

*Table 3: Descriptive Statistics for Dimensions of Internal Marketing and Organizational Commitment of respondents*

<b>Factors</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Motivational	98	2.74	4.52	2.64	.714
Communication	98	1.95	4.69	2.58	.629
Training	98	2.87	5.00	3.00	.722
Job satisfaction	98	2.00	4.38	2.35	.666
Organizational Commitment	98	1.88	4.23	1.93	.641
Valid N (list wise)	98				

*Source: Survey Results, 2019*

According to the table 3 above, the mean and standard deviation organizational commitment of the Employee indicates that the employees of the bank have generally low intention towards the option of long term commitment to the organization as demonstrated by the mean value which was 1.93 with standard deviation of 0.64. The mean and standard deviation of the communication aspect dimension (Mean= 2.58 and Std. Deviation= 0.629) and job satisfaction aspect dimension (Mean= 2.35 and Std. Deviation= 0.666). These results also indicate that employees of the banks perceived that the bank is not fully utilizing the communication and job satisfaction aspects of internal marketing which could be implemented to enhance employee commitment. On the other hand, the bank is relatively stronger in motivational and Training provision as shown by mean value of 2.64 and 3.00 as well as standard deviation 7.14 and 7.22 respectively.

#### **4.2.3. Content Analysis of Open Ended Questions**

The respondents were also given opportunities to indicate their comments on five open ended questions and to give general comment on the effects of internal marketing on organizational commitment of employees. Accordingly 79 (80.6 percent) of respondents issued comments. These comments were categorized and listed as below:

Some respondents commented on each selected explanatory variables to indicate the effects on organizational commitment of employees. Accordingly, 67 (68.4 percent) of respondents responded that offering competitive salaries and fringe benefit to employees are the main motivating factors. Therefore, the bank should make an effort on offering competitive salaries and fringe benefit to employees in order to increase their levels of commitment towards the organization.

72 (74.5 percent) of respondents responded that banks operating in a clean and an appropriately decorated work place/atmosphere and also addition bank pays employees' competitive salary and fringe benefits. It is what makes employees satisfied on their jobs.

From the whole respondents, 70 (71.4 percent) of respondents also commented that effective employee training can bring about a permanent change in employee behavior and it is an important internal marketing practice that can influence committed employee behaviors.

The study result shows that the Awash Bank can improve internal communication to foster employee commitment by selecting communication channels and their combinations that satisfy employees. Communication within the organization has become an essential prerequisite for the well-functioning of internal activities in the organization.

### **4.3. Results of Inferential Statistics**

In this section, the results of inferential statistics employed in the study are presented. For the purposes of assessing the objectives of the study, Pearson's Product Moment Correlation Coefficient was computed and multiple regression analysis was also performed. With the aid of these statistical techniques, conclusions are drawn with regard to the sample and decisions are made.

#### **4.3.1. The Pearson Product Moment Correlation Coefficient**

In order to determine whether there are significant relationships between the dimensions of internal marketing and organizational commitment of employees, Pearson's Product Moment Correlation Coefficient was computed.

Accordingly table 4 presents the Correlation between the dimensions of internal marketing and organizational commitment of employees Awash Bank of Addis Ababa of northern and western districts. The correlation coefficient indicates that there is a positive relationship between dimensions of internal marketing and organizational commitment of employees ranging from moderate to substantial.

Table 4: The results of Pearson Product Moment Correlation Coefficient

		Correlations				
		Organizational commitment	Motivational	Communication	Training	Job satisfaction
Organizational commitment	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	98				
Motivational	Pearson Correlation	.641**	1			
	Sig. (2-tailed)	.000				
	N	98	98			
Communication	Pearson Correlation	.543**	.498**	1		
	Sig. (2-tailed)	.002	.001			
	N	98	98	98		
Training	Pearson Correlation	.617**	.525	.467	1	
	Sig. (2-tailed)	.000	.000	.001		
	N	98	98	98	98	
Job satisfaction	Pearson Correlation	.530**	.501	.597**	.653**	1
	Sig. (2-tailed)	.000	.001	.002	.000	
	N	98	98	98	98	98

*Source: developed for this research, 2019*

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

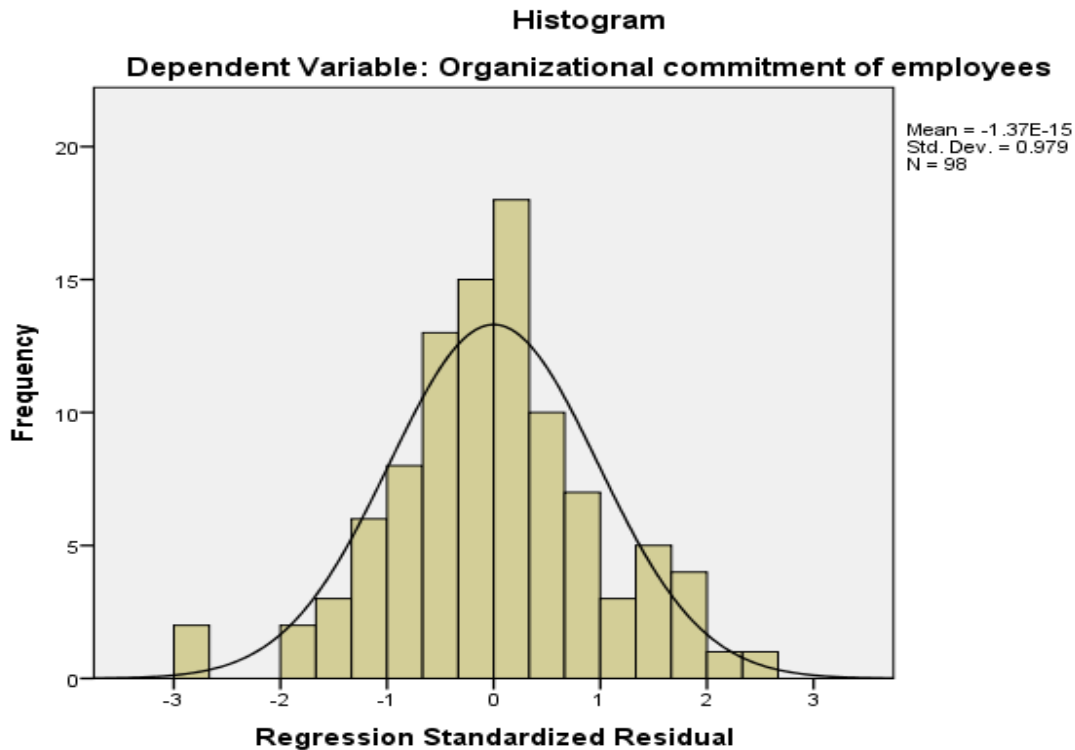
As shown in table 4 the relationship between dimensions of internal marketing and organizational commitment of employees, here the correlation coefficient indicates a positive relationship exists, ranging from medium/moderate to substantial. Substantial/strong relationship exists between motivational aspect and organizational commitment of employees as well as training aspect and organizational commitment of employees .641 and .617 correlation coefficient value respectively, while moderate /average positive relationship exists between communication aspects and organizational commitment of employees as well as job satisfaction and organizational commitment of employees .543 and .530 correlation coefficient value respectively. The correlation coefficient value of (r =.641, .617, .543, .530, p < 0.01) respectively which is statistically significant at 99% confidence level.

### 4.3.2. Test for Multiple Regression Model Assumptions

Different tests were run to make the data ready for analysis and to get reliable output from the research. These tests were intended to check whether the multiple regression model assumptions are fulfilled when the explanatory variables are regressed against dependent variables. Accordingly, the following assumption presents tests of the multiple regression model assumption.

#### Assumption 1: Test for Normality

The normality tests in this study as shown in figure 2 of histogram shows that the data were consistent with a normal distribution assumption.



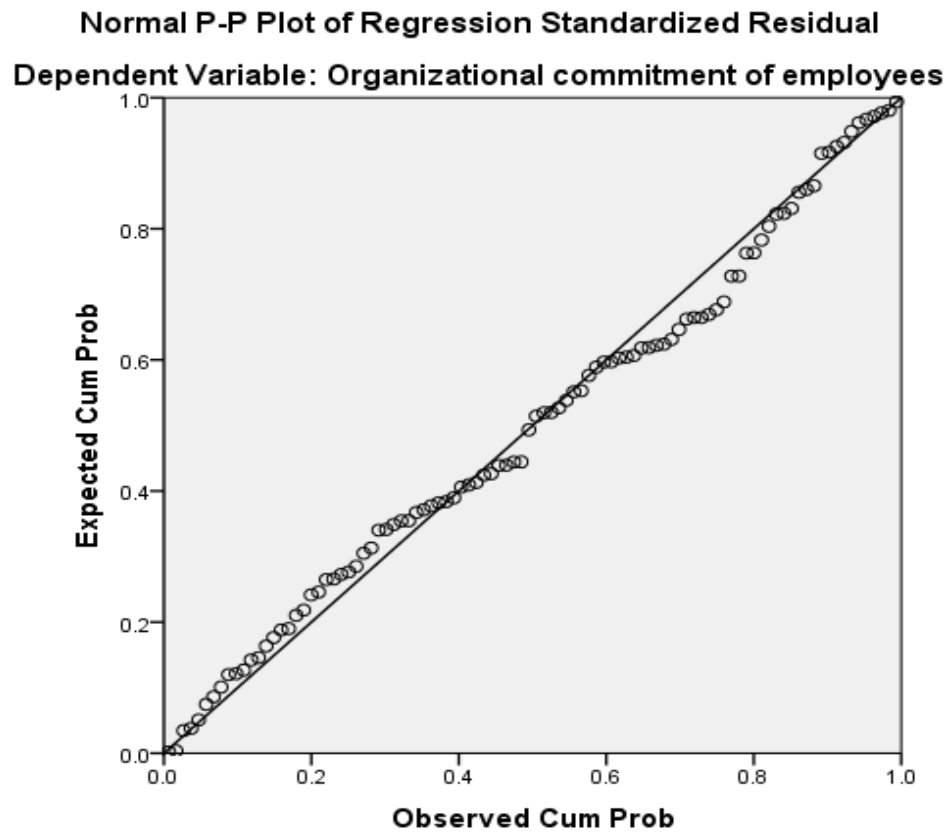
*Source: developed for this research, 2019*

*Figure 2: Histogram that shows a normality test for the multiple regression model assumption*

The researcher used histogram to test the normality of predictor and predicted variables. As Fig. 2 shows, both test of normality of variables are normally distributed because the skewness indicates both positive and negative (skewed to both directions from 0).

### Assumption 2: Test for Linearity

The linearity assumption predicts that the relationship between the independent variable and the dependent variable is linear in nature. Examination of the residual plots can help to identify the presence of linear relationships between the dependent variable and the independent variables. The plotted point on figure 3 illustrates a straight line stretching diagonally from the bottom left to the top right. Therefore, the linearity assumption is not violated and the variables in the model have more or less linear relationship.



*Source: developed for this research, 2019*

*Figure 3: Test for Linearity*

### Assumption 3: Multicollinearity Test

Multicollinearity happens when one or more explanatory variables are highly linearly related to each other. Perfect multicollinearity means one explanatory variable is a perfect linear function of any other explanatory variables, which is fairly easy to avoid. Multicollinearity

will cause the variances and standard errors of the estimates to increase and the t-scores to decrease. However, it will not bias the estimate and the overall fit of the equation (Studenmund, 2011). Presence of Multicollinearity can be detected by examining the correlation matrix of dependent and independent variable. If the researchers found that there is any correlation between two variables to be more than 80%, automatically the suspicions for the existence of Multicollinearity problem is derived. By referring back to the correlation matrix provided in table 4, we can observe that the highest correlation among the dependent and independent variable is 0.641 which is the correlation between Internal Marketing dimension which is motivation and organizational commitment of employees. Considering that 0.641 is less than 0.8, we conclude that there is no problem of multicollinearity among the variables in the model.

### **4.3.3. Multiple Regression Analysis**

For the purposes of determining the extent to which the explanatory variables explain the variance in the explained variable, multiple regression analysis was performed. The results of the multiple regression analysis are narrated as under.

Regress organizational commitment employees (as the dependent variable) on dimensions of internal marketing (as independent variables) for Awash Bank of Addis Ababa northern and western districts.

Table 5: Results of multiple regressions

<b>Model summary</b>					
Multiple R	.740 <sup>a</sup>				
R Square	.523				
Adjusted R Square	.520				
Std. Error of the Estimate	.346				
Degree of freedom					
Regression	4				
Residual	93				
F	97				
Sign F	.000				
Variables	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(constant)	-.116	.127		-.913	.362
Motivational Aspect	.236	.047	.235	5.016	.000
Communication Aspect	.562	.044	.588	12.729	.000
Training Aspect	.090	.035	.103	2.576	.011
Jab Satisfaction Aspect	.113	.038	.125	2.942	.004
P < 0.01					

*a. Predictors: (Constant), Job satisfaction , Communication , Motivational, Training aspects of internal marketing*

*b. Dependent Variable: Organizational commitment of employees*

*Source: developed for this research, 2019*

The coefficient of multiple correlations which is the degree of association between dimensions of internal marketing and organizational commitment employees, as indicated by multiple R in table 5, is .740<sup>a</sup>. Given the R Square value of .523 and adjusted R Square of .520, the model summary revealed that the proportion of the variation in dimensions of internal marketing explained by the four predictors jointly is 52.3 percent. The remaining 47.7 percent of the variance is explained by variables not included in this

study. The unstandardized regression coefficients of the bivariate association between the focal independent variables and the dependent variable are explained in the form of the following equation. As shown in table 5 Predicted (organizational commitment of employees score) =  $-.116 + .236$  (motivation aspect) +  $.562$  (communication aspect) +  $.090$  (training aspect) +  $.113$  (job satisfaction)

$$\text{I.e. } Y = - .116 + .236 Me + .562Ce + .090Te + .113JSe.$$

The intercept organizational commitment of employee (- 0.116) shows the predicted value of the dependent variable when all of the independent internal marketing dimensions have a value of 0. The  $\beta$  coefficient represents the amount of change in the dependent variable (organizational commitment of employee) for a one-unit average score change in the independent variable (internal marketing dimensions). For instance, if we take the coefficient of Me, for every one average score increase in the scale of Me, it is predicted that the magnitude of score of Y would change by 0.236.

Table 5 further shows that, F statistics value 97 at 4 and 93 degrees of freedom indicates all the explanatory variables – internal marketing included in this study can significantly explain at 99 percent confidence level to the variation in the dependent variable – organizational commitment of employees. The effect of explanatory variables on organizational commitment of employees has been presented in their order of importance along with beta value.

- ☞ Communication with a (Beta = .588)
- ☞ Motivation with a (Beta = .235)
- ☞ Job satisfaction with a (Beta = .125) and
- ☞ Training with a (Beta = .103)

The variable communication aspect of internal marketing with a Beta value .588 is the best predictor of organizational commitment of employees. This is followed by motivation aspect with a Beta value of .235 and job satisfaction aspect with a Beta value .125. On other hand training aspect of internal marketing with a Beta value .103 is the poorest

predictor organizational commitment of employees when it is compared with the other selected explanatory variables in this study.

#### **4.4. Discussion of Results**

This study is aimed to examine the effects of Internal Marketing through the constructed four dimensions; i.e. Motivation Aspects (Me), Communication aspects (Ce), Training aspects (Te) and Job satisfaction aspects (JSe) on Organizational Commitment of employees in North and Western Addis Ababa Districts of Awash Bank. The study tested four hypotheses regarding the effect of internal marketing dimensions and all of the hypotheses were accepted. Brief discussion is provided for each internal marketing dimension effects on organizational commitment of employees.

##### **4.4.1. Motivation and Organizational Commitment**

The results of the study revealed that Motivational aspect of internal marketing has a significant and positive impact on organizational commitment of employees in selected districts of Awash Bank. The finding of the study is consistent with the previous studies. For example, Mohsan et al. (2004) and Warsi et al. (2009) found, a significant relationship between employee motivation and employee commitment. George and Sabapathy (2011) also argued that organizational commitment and work motivation are interrelated.

Similarly, Pappasolomou (2006) argues that a lot of companies set a systematic reward system to motivate its employees to improve their service quality and delivery. The challenge in the reward system is management's inability to ascertain the differences that exist between good, average, and poor performers. But, contrary to this study result, some studies have stated that the motivational aspect of internal marketing to be insignificant in the organizational commitment of employees. A study by Mahama (2016) on internal marketing and employee commitment in the hospitality industry in Ghana concluded that motivation was not statistically significant in influencing organizational commitment. Thus, he suggested that, though the need for motivational aspects including good salary and benefits are relevant to meet the basic needs of employees in developing countries, other internal marketing dimensions are more relevant in influencing desired employee commitment in the hospitality industry. However, the majority of literatures affirm the

positive correlation between the motivational aspect of internal marketing and organizational commitment of employees.

#### **4.4.2. Communication and Organizational Commitment**

The study results revealed that internal communication has a significant and positive impact on the commitment of employees. The study result shows that the Awash Bank can improve internal communication to foster employee commitment by selecting communication channels and their combinations that satisfy employees. Communication within the organization has become an essential prerequisite for the well-functioning of internal activities in the organization and the importance of internal communications as employee commitment and motivation device within the internal marketing campaign has also been assessed by several studies.

For instance, Hayase (2009) proved that internal communication is positively related to employee engagement (commitment, effort, and meaningful work). Ahmed and Rafiq (2003) posit that, communication should be featured at all levels of the organizational hierarchy so that the behavior of all employees can be influenced. Communication approaches and ways in any organization may vary while the main point is not discussing such approaches but in how an organization should have the ability to communicate the organizational values and strategic points that fit accurately to their employees and can be acknowledged smoothly and motivate employees to be more engaged and committed to the organization.

Furthermore, Galpin (1997) ascertains the importance of communication to measure the internal marketing which includes the management style in providing information to its employees, facing any difficulties in performing tasks; employees know to whom they will report. According to Lombard (2010) organizations, as part of their priorities should improve communication with employees through different means such as internal newsletter and team work discussion sessions. The power of an effective internal communication should not be undermined because it serves as a vital tool as far as internal marketing practices are concern.

### **4.4.3. Training and Organizational Commitment**

The study results also supported that quality of training provision has a significant positive impact on organizational commitment of employee. In general, since employees are the greatest resources of the bank and effective training can enhance the development of the knowledge, skills and attitudes required by employees to perform adequately on a given task, the organization should give proper emphasis in providing adequate training and staff development programs and thereby positively affect the effectiveness of employees as well as their commitment level.

According to previous researches continuous efforts are needed to ensure effective and adequate training is provided to employees in order to achieve organizational goals with higher degree of commitment, confidence and satisfaction towards their organization. The study of Dowlig and Welch (2004), found the training dimension of internal marketing to have significant effect on employees' commitment as employees feel that they work for providing more trainings and development programs concerned about their future capacity and make them up-to-dated to the current and future demands of the work they do and will do. Therefore, according to this study, this dimension of internal marketing has effect on organizational commitment of the employees. Similarly, Waris (2005) argues that when employees believe employers have invested in them through training and development, they become satisfied and subsequently cultivate a sense of belonging to the organization.

### **4.4.4. Job satisfaction and Organizational Commitment**

The study results also supported that job satisfaction has a significant positive impact on organizational commitment of employee. Therefore, the findings of this research prove that job satisfaction highly associated with organizational commitment in the studied organizations.

In the context of this research, majority of respondents view that the levels of employee job satisfaction and organizational commitment are moderate. This situation posits that the administrators should have to provide sufficient job satisfaction to enhance employee commitment to support organizational goals and strategies.

According to Wilmark J. Ramos (2018), the level of employees' job satisfaction generated from their work varied greatly. The banks' atmosphere, methods, security and operations affected how employees feel satisfied with their jobs, which in turn was significantly related to employees' organizational commitment. In addition, the involvement of employees in the decision making processes and their initiative were also significant for their continuous organizational commitment. Their individual suggestions, recommendations and complaints were also important.

# CHAPTER FIVE

## SUMMARY, CONCLUSION AND RECOMMENDATION

This final chapter presents the conclusion of the whole thesis and highlight future research directions. Accordingly, the first section presents an overview of the thesis and its major findings. The second section discusses the implications of effects of internal marketing on organizational commitment in Awash bank particularly at Northern and Western districts of Addis Ababa. Finally, the limitations of the thesis and future research directions are presented.

In addition, to achieve the intended objectives, both primary and secondary sources were used for gathering relevant information for the study. The primary data was collected through structured questionnaire distributed directly to the employees and a total of 98 employees participated in the survey. Based on the literature review, the questionnaire consists of all variables of the constructs mentioned above were prepared and measured on 5- point Likert scale. The secondary data was collected using various books and articles.

### 5.1. Summary of Major Findings

In this section, the finding from the respondents is presented in a summarized and informative manner. The respondents were asked the effect of internal marketing on organizational commitment of employees of Awash Bank of Addis Ababa at Northern and Western districts in a five point Likert scale where the extent of its application is derived from the questionnaire made on the four dimensions of internal marketing therein. Accordingly, as it is depicted in table 4.2 in the previous section the resultant sample statistics for respondent's shows that the effect of internal marketing on organizational commitment of employees is at the medium level.

The correlation analysis results show that there is a positive and significant correlation among the constructs. The results indicated that the constructed internal marketing dimensions have a significant positive correlation with organizational commitment. Test for

Multiple Regression Model Assumptions such as Normality, Linearity and Multicollinearity testes have been made.

The results of regression analysis showed that 52.3% of the observed variance in employees' organizational commitment is explained by internal marketing dimensions constructed and the p-value of the model indicates that the overall model is highly significant at 1% and that all the independent variables are jointly significant in causing variation in the dependent variable. The regression result also reveals that all the internal marketing dimensions have a positive and significant influence on organizational commitment of employees in the bank.

On the basis of the research results obtained through quantitative and qualitative data analyses, the following major findings are identified.

- ☞ Motivational aspect of internal marketing has a significant and positive impact on organizational commitment of employees in selected districts of Awash Bank.
- ☞ Internal communication has a significant and positive impact on the commitment of employees.
- ☞ Quality of training provision has a significant positive impact on organizational commitment of employee.
- ☞ Job satisfaction has a significant positive impact on organizational commitment of employee.

## **5.2. Conclusion**

This study was conducted to investigate the effects of internal marketing on organizational commitment of employees in Awash Bank at Northern and Western districts of Addis Ababa. The explanatory variables that were conducted on this research to investigate effects of internal marketing on organizational commitment of employees were comprised motivation, communication, training and job satisfaction. According to this conducted research, all of the selected explanatory variables are statistically significant and direct relationship with the organizational commitment of employees. Therefore, based on the result from data analysis and findings of the research, the researcher has concluded the following points.

The descriptive statistics of the internal marketing application also indicate that employees of the banks perceived that the bank is not fully utilizing the internal marketing aspects which could be implemented to enhance employee commitment which indicate the practice of internal marketing is medium.

From the assessment on the descriptive statistics of the constructed dimensions, it was found that employee commitment indicates that employees of the bank generally have a medium intention towards the option of long term commitment. The major finding of this study is that the various dimensions of internal marketing practice have a positive and significant effect on enhancing employee attitude on organizational commitment of Awash Bank employee.

The study results revealed that internal marketing dimension, including employee motivation, internal communication, job satisfaction and quality of training provision by the organization has a significant and positive impact on the organizational commitment of employees. Therefore, through successful application of the internal marketing concepts by the Awash bank can be translated into positive employee attitudes towards their work dedication and organizational commitment. The bank can improve internal communication and quality of training provision to foster employee commitment by selecting effective communication channels and appropriate training programs for employees.

### **5.3. Recommendation**

Based on the findings of the study, the following recommendations are provided.

- The result of the regression analysis indicated that there was a positive significant relationship between internal marketing dimensions and employee commitment in the Awash Bank. It commonly witnessed that internal marketing components are frequently overlooked and more efforts are concentrated on external marketing instead of putting the internal customer in the focus of attention. Therefore, it is worth paying due attention to the internal marketing application because the bank is highly dependent in the intangible knowledge resource of its employees. Managers and human resource department of the bank are advised to be properly educated about the importance, application and outcomes of internal marketing activities, which can have an impact in

making employees to be more committed, customer-orientated and care for organization's goals and put extra efforts to achieve them.

- The study result shows that the Awash Bank can improve internal communication to foster employee commitment by selecting communication channels and their combinations that satisfy employees. Communication within the organization has become an essential prerequisite for the well-functioning of internal activities in the organization. The managerial staff of the bank can play a critical role in connecting employees to organizational goal, communicating the strategy and translating it into appropriate actions. Therefore, managers of the organization should put more emphasis to the communication of organizational strategies and objectives to employees so that the employees would understand their role and importance in the implementation of the organizational objectives. In addition, it is important to establish a two-way communication as it allows the employee to suggest ideas, while at the same time keep employees informed about the things that are relevant to them.
- Effective employee training can bring about a permanent change in employee behavior and it is an important internal marketing practice that can influence committed employee behaviors. One of the study finding is that the perceived quality of training provided by the organization have a positive and significant impact on employees' commitment at the sampled districts of the bank. Therefore, it is important for the bank to identify what training and development programs should be offered to their employees in order to strengthen the organizational commitment and extra efforts that they put in their work. In addition, the organization should create such training and development programs that would be personalized to different employees and enhance the development of the knowledge, skills and attitudes required and thereby positively affect the effectiveness of employees as well as their organizational commitment level.
- In addition, the study found a positive and significant effect of motivational factors of internal marketing on employee commitment of the staff of Awash Bank. Therefore, the bank should make an effort on offering competitive salaries and fringe benefit to employees in order to increase their levels of commitment towards the organization.

#### **5.4. Recommendation for Future Studies**

This study only covered 98 employee participants from North and Western Addis Ababa Districts of Awash Bank. Future researches can be done by incorporating a larger sample taken from various Awash Bank in order to have a clearer knowledge about implementation of internal marketing and its impact on employees' commitment on the banking sector of the country. In addition, this study took four dimensions of internal marketing, future research can adopt additional dimensions of internal marketing including education, leadership, human resources management, strategic rewards and inter-functional co-ordination.

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# Appendix 1- Questionnaire

## Addis Ababa University

### School of Commerce

#### MA Program

Dear respondent, this questionnaire is designed to collect data to examine the effect of internal marketing on organizations commitment of employees of Awash Bank. The data will be used as an input for a thesis in a partial fulfillment at Masters of marketing management. Your response will be used only for academic purpose.

The researcher would like to thank you in advance for your cooperation.

#### Part 1

#### General Information

Please indicate your response by ticking (X) on your choice

1. Gender      Female          Male
2. Age            20-30       31-40       41-50       >50
3. Educational Status  
Diploma       First degree       second degree and above
4. Work experience  
Less than 3years       3-5years       6-8years       8 years & above
5. Current position  
Managerial       Professional       clerical

## **Part 2**

**Please indicate your response by using “X” according to your choice**

Strongly Agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly Disagree (1)

### 1. Motivational aspects of internal marketing application questions

Internal marketing dimensions and organizational commitment motivation aspects	Likert's Rating scale				
	5	4	3	2	1
- The performance measurement system motivates employees to stay in the bank					
- The Reward system is fair and motivates employees to keep working in the bank					
- The growth prospects of the bank are motivating factor to stay in the bank					
- Job security offered by the bank is a motivating element to stay committed to the bank					
- The public image of the bank is a motivating element in commitment to the bank					
- Management of the bank is really interested in motivating the employees					

### 2. Communication aspects of internal marketing application questions

Internal marketing dimensions and organizational commitment Communication aspects	Likert's Rating scale				
	5	4	3	2	1
- The way of communication on performance measurement system has effect on organizational commitment of the bank					
- Constant feedback to employees has effect on organization commitment of the bank					
- Communication with employees on what is expected of them has effect on organizational commitment of the bank					

- Employees are committed about the information they receive					
- Providing recommendation to bank executives about how to improve customer satisfaction					
- Impression of communications within the bank makes you committed					

### 3. Training aspects of internal marketing application questions

Internal marketing dimensions and organizational commitment Training aspects	Likert's Rating scale				
	5	4	3	2	1
- Comprehensive training opportunities has effect on organizational commitment of the bank					
- Coordination between training and needs of employees has effect on organizational commitment					
- Having capable and experienced instructors in training has effect on organizational commitment					
- The use of latest educational tools and methods on training by the bank has effect on organizational commitment					
- Appropriate time for training has effect on organizational commitment					
- The training provided by the bank makes me believe In the value of remaining loyal to the bank					

### 4. Job satisfaction aspects of internal marketing application questions

Internal marketing dimensions and organizational commitment Job satisfaction aspects	Likert's Rating scale				
	5	4	3	2	1
- There are adequate tools and resources needed to do the job.					
- The amount of work expected of me is reasonable.					
- Your work is according to your qualification and skills.					
- Employees in the organization have necessary authority to perform their duties effectively					

- Employees get appreciation and rewards if the desired work / targets are accomplished.					
- Company has good career prospect for its employees.					

5. Organizational commitment application questions

Organizational commitment questions	Likert's Rating scale				
	5	4	3	2	1
- I would be happy to spend the rest of my career in this bank					
- I feel as if this organizations objectives are my own					
- I have many alternatives to consider leaving this organization.					
- I feel an obligation to remain in this organization					
- This organization deserves my loyalty					
- I enjoy discussing about my organization with people outside it					

**Part 3**

6. How does internal marketing influence organizational commitment of employees?.....  
 .....  
 .....

7. What are the factors motivates you to be committed for the bank?  
 .....  
 .....  
 .....

8. Overall, how satisfied and committed are you working for the bank?  
 .....  
 .....  
 .....

9. Does the training have effects on organization commitment? If your answer is yes, write some explanation? .....
10. Does internal communication have effect on organization commitment? If your answer is yes, write some explanation? .....
- .....
- .....