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**ADDIS ABABA UNIVERSITY**

**SCHOOL OF COMMERCE**

**DEPARTMENT OF MARKETING MANAGEMENT**

**Effects of Internal Marketing on Organizational  
Commitment of Employees: The Case of Unilever  
Manufacturing PLC**

**By: Betel Endeshaw**

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**By: Betel Endeshaw**

**A Thesis proposal submitted to the School of Graduate Studies of School of  
Commerce Addis Ababa University in Partial fulfillment of the requirements  
for the Degree of Master of Marketing Management (MA)**

**Advisor: Mesfin Workneh (PhD)**

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**Approved by Board of Examiners**

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### **Statement of Declaration**

I, Betel Endeshaw declare that this research titled “Effects of Internal Marketing on Organizational Commitment of Employees: The Case of Unilever Manufacturing PLC” is done with my own effort. With the help of my research advisor, I carried out the study on my own. This study has not been submitted for any scholarly award at this or any other university, I can assure anyone.

Betel Endeshaw Bekele

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Signature

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Date

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## **Abstract**

*Internal marketing is an ongoing process that occurs strictly within an organization whereby the functional process is to bring into line, motivate and empower employees at all management levels to consistently deliver a satisfying customer experience. The study adopted both descriptive and explanatory research designs. As stated above Descriptive research design was used to describe various variables & explanatory research design is deeper so it will be used to establish the magnitude and effect that internal marketing elements have on the organizational commitment of employees of Unilever Ethiopia. To predict the employees' motivation, empowerment, training, and inter- functional coordination and integration on their organization commitment, a multiple regression data analysis method was performed. The study is mainly concerned about examining the effect of internal marketing elements such as employee training, inter-functional coordination and integration, motivation & empowerment, on organizational commitment in the case of Unilever manufacturing industry. It has been concluded that the analysis concerning the level of organizational commitment of employees in Unilever Ethiopia manufacturing industry highly affected by the employee's motivation, employee's empowerment, training to develop employee's performance and inter- functional coordination. The researcher recommended more researches should be undertaken since undertaken researches are not enough.*

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the study**

Internal marketing is an ongoing process that occurs strictly within an organization whereby the functional process is to bring into line, motivate and empower employees at all management levels to consistently deliver a satisfying customer experience. It has been considered as to build strong relationship and link between the employee brand experience and customer brand experience.

The word internal marketing (IM) was described by Collins B., & Payne, A. (1991) as an act of application of marketing in an organization. Every single individual who works in an association is thought to be the two providers to a client, and the association's staff cooperates such that upholds the organization methodology and objectives.

According to Zampetakis and Moustakis, (2007) internal marketing is performing an act of marketing with in a business entity which is a recent concept. Internal marketing theorists state that the business emphasizes the importance in employee need satisfaction, and approaches jobs as internal products, intended towards the development and motivation of best-qualified personnel Better awareness of employee, importance in business change and implementation has contributed to the adoption of internal marketing. Internal marketing focuses on people inside business boundaries, and places emphasis on the satisfaction of employee needs.

Kotler (2000) identifies marketing triangle as company, customers and employees. And he also explains internal marketing as a task of producing employees who want to serve customers well through hiring, training and through motivation.

International marketing is one of management processes that help to communicate and connect employees at different departments, so as to understand and cope up with activities of the business. George (1990)

Rafiq and Ahmed (1993) classifies the vital components of IM to such an extent that client direction and consumer loyalty, between useful coordination and incorporation, promoting like methodology and execution of explicit corporate or utilitarian systems and furthermore worker inspiration and fulfillment.

Marko Paliage & ZelijikoStrunje (2011) considered the marketing mix basic variables: product, promotion, price and distribution and the other additional three elements: process, personnel and physical environment.

As this mix works at external marketing also works in internal marketing. In this respect this can be considered as Product denotes policy, program and service with which the management tries to act on its internal customers-employees, Price refers to the cost of internal programs, services and policy, Distribution focuses on policies, programs and services, and Promotion refers to internal sales, internal advertising, internal public relations and publicity, internal incentives and disincentives.

According to Bašić(2010) authors illustrated applicable process of internal marketing within a company in different phases where the 1<sup>st</sup> phase is introducing, development the model of internal marketing and developing projects with leader, objective budget and other resources. 2<sup>nd</sup> phase is the implementation of internal marketing through giving continuous support, training for employees and participating actively in internal marketing campaigns. 3<sup>rd</sup> phase is result of the process; this can be: employees become motivated; employees understand their roles this makes them more content to the organization. 4<sup>th</sup> phase is interaction where employees connect with external buyers, improved quality of service, higher buyer satisfaction, profitability finally satisfaction.

Internal marketing oriented businesses is the one organization or a business that have the capability of Creating enabling culture that is performed through empowering employees, practicing participative hiring, ensuring equitable recognition and reward to what it's been achieved , representing fairness during tuff times and creating organization structure that allows learning , total quality management and re- engineering.

Unilever global company Is a British–Dutch multinational consumer goods company, headquartered in London and Rotterdam that manufactures and supplies more than 400 Unilever brands to around 2.5 billion people in 190 countries these products; nutritious foods, household care essentials, indulgent ice-creams, refreshing teas, luxurious shampoos, affordable disease-combating soap and others.

Unilever Manufacturing PLC was established in 2015 in Ethiopia and is already supporting a growing network of Ethiopian suppliers, distributors and traders. The company continues to add capacity in local manufacturing in Ethiopia, after on shoring Soaps, Detergent Powders and Bouillons.

Unilever Manufacturing PLC is located in Addis Ababa, Ethiopia and is part of the Soap & Other

Detergent Manufacturing Industry. Unilever Manufacturing PLC has 200 employees at Ethiopia location and generates \$11.20 million in sales (USD). There are 288 companies in the Unilever Manufacturing PLC corporate family. Locally produced Unilever products include; Signal, Lifebuoy, OMO, Sunlight, Knorr, Geisha and Lux. The CEO of Unilever Mr. Paul Polman stated their plan through conducting feasibility study to engage in the production of tea and also to expanding its investment in production of cleaning agents and personal care products. <https://www.unilever.com/>

## **1.2 Statement of the Problem**

The purpose of the study is to understand and to identify the effect of implementation of the concept internal marketing and its elements among employees of an organization and its impact on organizational commitment. According to Jungsun et al. (2016) Internal Marketing literature recognizes that all employees of an organization are internal customers who must be served in a customer-oriented manner by the employees and management

Allen and Meyer (1990) stated internal marketing as it is a psychological state that drags the individual to the organization. Referring to an employee's emotional attachment, involvement and identification within an organization though considering the commitment based on the cost of leaving an organization. Generally it is an employee's feelings of obligation to remain within the organization set a moral of commitment

Internal marketing is important in making an organization's mission and vision statement to be successful. Moreover internal marketing is important in building corporate image because it creates awareness and appreciation of strengthens opportunities and aims as employees are ambassadors of an organization. In addition when there is new information technology introduced, new working practices and other changes are placed it is easy to get acceptance, therefore there will be effective management of change.

(Martinez & Wang, 2013) stated that internal marketing has been mostly studied and researched in service organizations such as, Oil and Gas industry, Health industry, Hospitality industry, Banking industry, IT industry, Education, Retail industry, Airlines industry, Car rental industry and so. But there is hardly any study done in a manufacturing industry (Martinez & Wang, 2013). In the case of Ethiopia limited researches has been conducted in the field of internal marketing and no study has focused entirely on effects of internal marketing on organizational

commitment of Employees in manufacturing industries. Prior researches in Ethiopia focused on service giving organizations in a manufacturing environment. Therefore, this research intends to explore the status of internal marketing in manufacturing firm with the objectives to explore, if internal marketing occurs in manufacturing organization and if it happens to what extent different dimensions are administered.

## **1.3 Research Question**

### **1.3.1 Main Research Question**

- To investigate in what way internal marketing influences the degree of organizational commitment in the case of Unilever.

### **1.3.2 Sub Research Question**

- How does Employee motivation affect organizational commitment?
- To what extent Employee Empowerment affect organizational commitment?
- Does training have an effect on organizational commitment?
- To what extent inter-functional coordination affect organizational commitment?

## **1.4 Research Objective**

### **1.4.1 General Objective**

The study is intended to inspect the effect of internal marketing on organizational commitment in Unilever, Ethiopia.

### **1.4.2 Specific Objective**

- To determine the effect of inter-functional coordination & integration on organizational commitment in Unilever Ethiopia.
- To find the effect of training & development on organizational commitment in Unilever Ethiopia
- To examine the effect of employee motivation on organizational commitment in Unilever Ethiopia
- To investigate the effect of Empowerment of employees on organizational commitment in Unilever Ethiopia

## **1.5 Significance of the Study**

The result of this study could help Unilever and other manufacturing as well as service giving companies in Ethiopia Helps them to examine the extent of effect of internal marketing elements in bringing organizational commitment.

- Help them to identify which element of internal marketing is more effective for organizational commitment of employees.
- Help management to choose their effective internal marketing strategy and to improve their communications with employees.

## **1.6 Scope of the Study**

The examination is intended to investigate the impact of internal marketing on organizational commitment of workers. The four dimensions to be examined are inter-functional coordination & integration, training, Employee motivation and empowerment of employees. The study didn't cover other dimensions such as reward, job security, trust and others. The research focuses only on organizational commitment as dependent variables even though there are other factors that can be affected such as customer orientation, customer satisfaction and organization performance.

The research only focuses on a single manufacturing company which will be conducted at Unilever Ethiopia head office located at Addis Ababa, Kasanchis and the factory located at Dukem. The target population is 189 employees of Unilever Ethiopia located at both sites. Quantitative method will be used to access the result since questionnaires are used to collect data.

## **1.7 Limitation of the Study**

The research was be conducted only on single manufacturing company; therefore the result and the reflection of the study might not essentially be reflection to other similar company but it can be base for conducting other similar researches. The questionnaire had to cover both dependent variable and independent variable therefore internal marketing & organizational commitment so the questionnaire may be considered as complicated and long, that would take some time but the questionnaire was distributed early and the researcher gave the respondents enough time to complete the questionnaire.

## **1.8 Organization of the Study**

This study is composed of five chapters. The first chapter focuses on introducing the paper including the study background, problem statement, research question, the study objective, the Scope of the study, the Significance of the study, Limitations as well as organization of the research report and definitions of key terms. The second chapter covers the literature relevant to the study .It includes concepts and theoretical framework, empirical literature, as well as Hypothesis and conceptual framework. The third chapter elaborates research design and methodology: the type and design of the study. It includes research method sampling technique, data collection method, and method of data analysis that are used in the study. The fourth chapter summarizes the findings of the study and discusses them in detail. And finally, chapter Five comprised three sections, which include summary findings, conclusions, and recommendation.

## **1.9 Definition of Terms**

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

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

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

**Training-**is the process of learning the skills that an individual needs for a particular job or activity.

**Inter functional coordination-** “Explains regarding how the various departments work together and how well communication flows.” Rafiq& Ahmed (2000)

## **CHAPTER TWO**

### **REVIEW OF RELATED LITRATURE**

#### **2.1 Introduction**

This chapter has three subsections theoretical framework, empirical framework, and conceptual framework. The theoretical framework presents different theories raised about internal marketing, organizational commitment and relationship between internal marketing and organizational commitment. The second subsection, the empirical framework part presents different literatures and models written about dimensions of internal marketing that the paper focuses namely; motivation, empowerment, training and inter functional coordination and the relationship between dimensions of internal marketing that this research focuses and organizational commitment. The final subsection, conceptual framework presents the stated dependent and independent variables diagrammatically. The chapter gives an understanding of what is going to be investigated

#### **2.2 Theoretical Review**

##### **2.2.1 Internal Marketing**

The model projected by Ahmed and Rafiq (2002) is more specific with respect to the practices that can be used as alternatives to have motivated employees and oriented toward the customers, in addition to being satisfied with the work and recognize the importance of their roles. Tansuhaj et al. (1988) planned a model for management of service marketing. This model highlights IM as a first action to achieve customer satisfaction and loyalty. The model proposed by Rafiq et al (2000) includes various items, but it does not directly deal with the activities that can and should be developed to achieve employees' motivation and satisfaction. One of the positive issues of the model is empowerment, although it is only aimed at front- line employees, who need greater autonomy to optimally serve the customers. The model makes a connection between the elements that compose IM and its relationship with external customer satisfaction Rafiq & Ahmed (2000).

Internal marketing can be explained as a means of creating satisfaction to external customers through creating an environment that makes employees belongingness to the company. To make things clearer Internal marketing can be defined as perceiving employees as internal customers, job of an employee as

internal products, and working on creating these products to better fulfill the demands of consumers (Greene et al., 1994).

Internal marketing is applying marketing, human resource management and associated theories principles and techniques to mobilize, motivate and manage a firm Joseph's (1996). It is portrayed that internal Marketing as an arrangement where each division and each representative of an association is both client and provider, in this way both provider and client of an association should cooperate in a way supporting the organization's strategy and goal. Joseph additionally depicts internal marketing as it's anything but an advertising based way of thinking for dealing with an association's human resource. A market-arranged human resource chief is bound to affect an organization's prosperity, as it is more viable in both showing the significance of human resource to all workers and helping different directors in expanding their efficiency. Advertising gives an activity outline and a down to earth approach by which the human asset director can offer compelling answers for key corporate issues.

According to Caruana and Calleya (1998) Employees of an organization are the first customers that must be served before they serve the external market. In other words, initially internal marketing emerged in literature as a concept in service marketing. But not long the idea was included in marketing industry because the basic idea underlying the emergence of the concept of internal marketing is that employees or staff members in the organization should be viewed as a customer as well as those who directly consume the product or service organization Sargeant and Arif (1998).

It is also argued that IM is no different from good HR management practices. While it may be agreed that Internal marketing and HRM represent an interface between marketing and HR from the service management perspective, it is definitely more than good HR. This is simply because the overall responsibility of internal marketing lies with the top management and not with HR department alone. Going a step further neither does the responsibility of internal marketing lies completely with marketing department alone (Grönroos, 1990)

There is a collection of internal marketing dimensions, according to Hog et al. (1998), which are: motivation, communication, empowerment, as well as training and development. While Elsmen and AlShuriden (2012) claimed that motivation, communication, training and development, staff selection, job climate and support system are internal marketing dimensions. Rafiq and Ahmed (2000) posited five internal marketing dimensions (IM). Job satisfaction,

comprehension and distinction, instruction, interfunctional team work and integration and motivation were those measurements.

Ching and Kim (2007) have indicated that recruitment of staff, contact (both internal and external), administrative support, human capital management and development are the five dimensions of internal marketing. Based on reviewing these literatures this study will consider only motivation, empowerment, and training and inter functional coordination due to the selected dimensions are common dimensions to all researchers cited here.

### **2.2.2 Organizational Commitment**

Porter et al. (1974), they created The Organizational Commitment Questionnaire (OCQ), which is based on a one-dimensional behavioral definition of organizational commitment, which is defined as "the relative degree of an individual's identification with, and involvement in, a particular organization Due to affective commitment given by Meyer and Allen (1984). Here, the employee is considered as emotionally tied to the organization, identifies with its goals, and is hence devoted to achieving them. The authors identify a new component of organizational commitment that they call continuation commitment, based on Side-Bet theory Becker (1960). As a result, the employee is viewed as less emotive and more calculative when weighing the expenditures associated with interests such as pensions and security. Ritzer and Trice (1969) devised measures that were later updated by Hrebiniak and Alutto (1972) to measure this form of commitment .Furthermore, Allen and Meyer (1990) constructed a model of organizational commitment that encompasses normative commitment as well as affective and continuous commitment. Employees' sentiments of obligation to stay with the company are referred to as normative commitment. Internalization of normative pressures occurs either before or after connection with an organization, resulting in emotions of obligation.

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

### **2.2.3 Internal Marketing & Organizational Commitment**

According to service marketing literature, some internal marketing concept dimensions (examined in isolation) have a direct or indirect effect on specific categories or dimensions of business performance indicators. The primary indicators include enhancing service quality, lowering staff turnover, developing customer-focused employees, and increasing employee loyalty to the firm. George (2009). Therefore internal marketing concept is primarily concerned about ensuring that employees believe their demands are being addressed and that management cares about them. According to Tansuhaj et al. (1991), successful implementation of the notion of internal marketing results in good employee attitudes about their jobs, such as organizational commitment, job involvement, work motivation, and job satisfaction.

According to Berry (1981), the beneficial consequence of internal marketing will be that staff will put up maximum effort rather than minimum effort, resulting in improved fulfillment of external customers' demands and wants. Employee disengagement can be detrimental to an organization, resulting in subpar performance because of poor service offerings and greater expenditures.

Internal marketing, according to Hogg (1996), could be the response to acquire worker commitment when standard internal communications programmers have failed. Ajay and Sabir (2009) constructed six elements that a person could tell the wellbeing of a working environment, these includes: A reasonable responsibility, individual authority over the work, support from partners and bosses, positive work relations, an expressed clear job, and thoroughly considering commitment in authoritative changes are generally emphatically related to full of feeling and regularizing responsibility. Schlessenger and Heskett (1991) stress the significance of propelled workers, asserting that this prompts a "pattern of achievement" that remembers upgraded information on representatives' association for client delight, representative mix into beguiling groups, and a longing to offer uncommon assistance. The creators contend that help firm administration needs to break out of a pattern of disappointment.

## **2.3 Empirical Review**

### **2.3.1 Elements of Internal Marketing**

#### **2.3.1.1 Motivation**

Homans (1950) and Maslow (1965) were the first and most well-known researchers in the field of motivation (1954). Homans (1950) recognized three essential aspects that influence the behavior of members in an informal group: activities, interactions, and attitudes. Thus he defines activities as a task carried out by members of a loosely organized group. He also defines interactions as the members' relationship with one another, and emotions as the members' individual and collective attitudes. Homans (1950) considers these three aspects to be autonomous since he believes that any variation in one of them impacts the overall interaction. Maslow, on the other hand, developed the need-hierarchy hypothesis in 1954. Maslow (1954) proposed that people's (workers') needs are organized in a hierarchy, with basic requirements generally having to be met before higher needs can be met. Other theorists have modified Maslow's idea, most notably Alderfer (1969), rather than need hierarchy he stated need in terms of range.

Motivation, according to Aamir A. and et al. (2018), could be defined as in a situation and doings that derive a person toward a goal. Thus, performance criteria and display of management conduct that fits with marketing orientation and internal marketing are essential to encourage employees in a marketing-oriented firm. Therefore a company ready to implement internal marketing program must propose an appropriate structure for reward.

#### **2.3.1.2 Empowerment**

According to Tutar et al., (2011) he explained empowerment as authorizing and assigning responsibility or transfer of authority. Stoner et al (1996) define empowerment as the act of delegating power and authority to subordinates so that the goals of the organization are accomplished. They also described that nevertheless, empowerment has to have some aspects of motivation. The empowerment of employees starts from the top management and cascades down to low level management and continues with the understanding of vision, mission and values of the organization and the applications which enables the employees to feel themselves responsible, free and competent for the organization, but consist of taking risks, development and change Tutar et al (2011). In addition, Bowen and Lawler (1992) described empowerment

as a spot to enable employees make decisions. Pastor (1996) characterizes it as a personal experience in which people accept responsibility for their own acts.

Empowerment in terms of job product deals with the extent to which the jobs offered to employees allows and encourages independence and carefulness within the borders of the work (situation.Roberts- Loambard& Steyn , 2007)

According to Ahmed &Rsfq (2002) they argue that there are two types of discretion that should be included and considered when jobs are formulated as products. These are routine discretion and creative discretion. Routine discretion is acceptable when job products are formulated in such a way that the job description allows for a number of alternatives for each possible action within a certain task. Therefore, it is the most basic form of empowerment that needs training regarding organizations offerings and systems in order to allow the freedom of choice within the borders of organizational settings. For example, a sales person or certain officer of an organization is able to recommend different types of services to a client or customer without having to discuss or consult with a supervisor. Whereas creative discretion is the most traditional form of empowerment whereby employees are encouraged and rewarded for developing alternatives in terms of their task. According to Dabholkar &Abston (2007) creative discretion is created by empowerment factors included in job descriptions.

### **2.3.1.3 Training**

When an organizations training is poor, it will be found that to be difficult to go along with technological progress and apparently it will be difficult to prevent entry of leading edge competitors. Aghion et al, (2005) considers that innovation is the organizations weapon against entry and competition, training is the bullets. However, the link between training practices and organizational innovation performance has largely been forgotten Nguyen, et.al (2010) since many studies have focused much on the effects of training on productivity, financial performance, and employee motivation. As Sung and Choi (2013) proposed training investments of an organization create a climate of constant learning that facilitates the exchange of knowledge and ideas among employees, thereby promoting the generation of new knowledge and innovation. This current study is aimed at explaining the relationship that exists between training and innovation therefore it is proposed that the link between learning and innovation is strengthened under an organizational climate that supports and promotes innovation.

In addition, Krueger and Rouse (1998) examined the impact that training and workplace

education programs can have on various organizations. The study included an examination of numerous outcome variables that may be achieved through training. They also said that variables relating to performance, wages, productivity, satisfaction, motivation, and absenteeism were all examined. These variables are equivalent too many of those that are commonly scrutinized in the training and development literature.

After training is completed, worker productivity is expected to increase. It will be the company that benefits, because of an increase in worker output and productivity, and to the worker, as the increase in output should imply into higher wages and opportunities for career advancement. In general, Kaufman & Hotchkiss (2006) proposed that a company will weigh the costs and returns to training to determine the amount of investment it will incur.

### **2.3.2 Inter-Functional Coordination & Integration**

The concept of inter functional coordination 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 literature of Glassman and Mcfee (1992) projected that the role of internal marketing is integrating marketing and personnel functions to the extent in which personnel become a resource for the marketing function.

In accordance with Aeeni et al. (2013), the methods of implementing an inter functional coordination mechanism are critical in order to improve employees' knowledge, competence, and awareness of job- related difficulties. Inter functional coordination which also includes Communication is the field of work in an organization that makes or changes the work-related relationship among the members of the organization, It can be 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 and inter functional coordination to measure the internal marketing which includes the management style in providing information to its employees, facing any obstacle in performing tasks; employees know to whom they will report.

Rafiq & Ahmed (1993) defined the boundary between marketing and human resources management while arguing that companies need to “look at ways of increasing cross-functional

coordination .Rafiq and Ahmed (2000) identified IFC as one of the five major criteria of internal marketing, along with employee motivation and satisfaction, customer orientation and satisfaction, marketing-like approach to the above, and achievement of specific corporate or functional goals, after reviewing conceptual and empirical literature on the definition of internal marketing. As Auh & Menguc (2005) viewed IFC as “a key form of internal social capital” and explained IFC as the ability of different functional areas to accommodate different views and work around conflicting perspectives and mental models.

Locke & Latham (1990, 2002) applied the concept that most probably all consciously motivated behavior is goal-oriented, whether the goals are self-generated or assigned by others. While naturally occurring goals originate from the activation of basic human needs, personal values, personality traits, and self-efficacy perceptions shaped through experience and socialization. They also said that Individuals also set, or accept, goals in response to external incentives. Where by the goals individuals choose can vary in difficulty and specificity, and these attributes, in combination with perceptions of self-efficacy, help determine the direction of behavior, the amount of effort exerted, the degree of determination, and the likelihood that individuals will develop strategies to facilitate goal achievement.

While there is an apparent connection between the notions of motivation and commitment, both have been regarded as energizing forces with implications for conduct. Note, however, that Pinder (1998) described motivation as a set of energizing forces and that Meyer & Herscovitch (2001) Explained commitment is a force that intersects an individual to an activity. This implies that motivation is a wider concept than commitment and that commitment is one among a set of energizing forces that contributes to motivated (intentional) behavior.

Atousa Farzad (2006) conducted a study on effect of internal marketing on organizational commitment investigating among state owned banks in Isfahan, Iran and found out that in an organization motivation is a process of arousing and sustaining goal directed behavior induced by the expectation of satisfying individual need. The result showed that well motivated employees is more productive and creative stated with 95% level of confidence that motivation has positive effect on organizational commitment among state owned banks in Iran.

In contrast to what Yohannes Zeray (2016) found in his research look at the impact of the effect of internal marketing on organizational commitment in Ethiopia focusing on commercial banks, motivation had no significant relationship with organizational commitment in this analysis, and

the researcher didn't try to conclude or interpret such a result, instead inviting other researchers to do so. And as a point of departure for future inquiry

### **2.3.3 Empowerment & Organizational Commitment**

Different Scholars have done several studies regarding the organizational commitment which showed that organizational commitment has significant impact on both employees and organizations. As stated by Mowday (1982), organizational commitment represents the relative strength of the individual's recognition and participation in a certain company. According to Meyer and Allen (1997), a committed employee goes to his/her work often, is productive and effective during the entire working day, stays with the organization.

Through ups and downs, cares for the organization's assets, and ultimately shares the goals and values of the organization. Consequently, organizational commitment affects both job performance and turnover O'Reilly & Chatman (1986). Moreover, given that it affects job association, communication stability, and national productivity, it is also argued that organizational commitment affects all stakeholders that are concerned of the organization directly and indirectly (Porter et al., 1974).

Empowering employees implies providing them the authorities to act, conduct, think, and make decisions that will help them get the task done quicker and simpler. This depends on empowering employees and providing them with the resources they need to apply their own judgment when taking on new responsibilities confidently and successfully (Lovelock and Wright, 1999).

Onne Janssen (2004) conducted a study titled "barrier effect of conflict with superiors in the relationship between employee empowerment and organizational commitment" using a sample of 91 secondary school teachers in the Netherlands. The conducted Pearson correlations and multiple regression analyses result confirmed that teachers with higher authority are expected to be more committed than those with lower authority.

Geleta Mekonnen (2017) conducted research on the impact of employee empowerment on organizational commitment in the context of an Ethiopian commercial bank, and came to the conclusion that Supervisors allowing workers to utilize their own judgment in resolving issues and directors urging them to step up to the plate are two critical strengthening factors that firmly affect work fulfillment.

### **2.3.4 Training & Organizational Commitment**

Rana A. and Mohammed T. (2017) performed research on the effect of internal marketing characteristics on employee organizational commitment in private banks in Faisalabad, Pakistan. The findings revealed that among internal marketing aspects such as work satisfaction, inter-functional coordination & integration, and understanding & differentiation motivation has the lowest rank, and hence is less relevant for increasing organizational commitment among private banks.

Krueger and Rouse (1998) also examined the effect that training and workplace education programs can have on various organizations. According to them the study included an analysis of numerous outcome variables that may be achieved through training. Variables relating to performance, wages, productivity, satisfaction, motivation, and absenteeism were all examined. These variables are analogous to many of those that are commonly scrutinized in the training and development literature.

Geleta Mekonnen (2017) investigated the impact of training on employee organizational commitment and concluded that training for frontline personnel should be a continuous process with no end. Companies should build up both on-the-job and off-the-job training programs when new staff is hired, new technology are introduced, and new methods and ways of operation are established.

### **2.3.5 Inter-Functional Coordination & Organizational Commitment**

Several studies have been undertaken that linked and related Inter functional coordination with organizational commitment. Jaworski & Kohli (1993), using bank managers, investigated the indirect relationship between Inter functional coordination and organizational commitment, putting market orientation in between. The results showed that Inter functional coordination has a positive impact on market orientation, and market orientation is positively related to organizational commitment. Therefore the result showed that there is positive relationship between inter functional coordination and organizational commitment

As the literature on internal marketing is rapidly growing, inter functional coordination (IFC) is also viewed as an important measure of internal marketing. Rafiq & Ahmed (1993) defined the boundary between marketing and human resources management while arguing that

organizations need to “look at ways of increasing cross-functional coordination”. However, as it was stated at early as in 1993, IFC was not officially recognized as one of the criteria of internal marketing until when Rafiq & Ahmed (2000) proposed a comprehensive definition of internal marketing. Inter functional coordination was highlighted as one of the five primary characteristics of internal marketing, with the other four being motivation and contentment, customer satisfaction, a strategic marketing way to deal with the above mentioned, and implementation of explicit corporate or practical initiatives.

Furthermore Auh&Menguc (2005) viewed inter functional coordination (IFC) as “a key form of internal social capital” and described IFC as the ability of different functional areas to accommodate dissimilar views and work around conflicting perspectives and mental models. In a recent study that was conducted by Farzard et al., (2008) examining the effect of internal marketing on Or in Iranian banks, Inter functional coordination was specified as a rapid and coordinated flow of information among different departments and is the adoption between structure and strategy of an organization.

## 2.4 Conceptual Frameworks

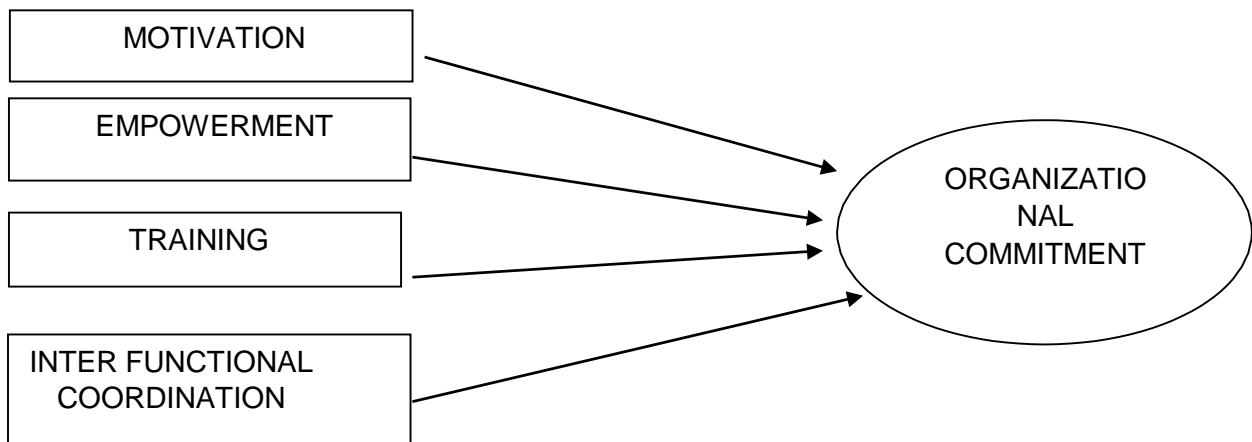


Figure 2.4. Source: Modified from Tegbar N. (2018)

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter covers the design of the study that will be used to achieve the objectives of the study. It also discusses the research design, source of data and population to be used in the study, the data collection instrument and methods of data analysis used in the entire study.

#### **3.2 Research Design**

As stated by Creswell (2003) Research design is the research plans and procedures that range from deciding on a general hypothesis to a detailed method of data collection and analysis. These means design says what data is required, what methods are going to be used to collect and analyze this data, and how all of this is going to answer our research question.

Descriptive research is aimed simply at describing phenomena and is not particularly concerned with understanding why behavior is the way it is regarding the average member of a group. (Creswell & Plano Clark, 2007)

Explanatory research is deeper in the sense that it describes phenomena and attempts to explain why behavior is the way it is (Creswell & Plano Clark, 2007).

The study adopted both descriptive and explanatory research designs. As it is stated above Descriptive research design is used to describe various variables & explanatory research design is deeper so it is used to establish the extent to which internal marketing elements have effect on the organizational commitment of employees of Unilever Ethiopia.

#### **3.3 Data Type & Data Source**

The necessary data for this study were collected from both primary and secondary sources. The primary data was collected through questionnaires distributed to employees of Unilever. Secondary information was gathered from circulation in books, journals published/unpublished materials, company websites and organizations.

### **3.4 Population of the Study**

The target population of the study is all the clerical employees of Unilever manufacturing based at head office and factory at Dukem eastern industrial zone which is a total number of 189 populations. Since the number of population is small, all the employees are included in the study using comprehensive sampling technique.

### **3.5 Data Gathering Instrument**

Structured Questionnaire data collecting instrument is used in this study. Because, primarily, this method is easy to standardize and produce results that are easy to summarize, compare, and generalize. Secondly, it contributes to reliability by promoting greater consistency; since every respondent were asked the same list of questions. In order to obtain correct information from employees, a great number of closed questions are designed.

### **3.6 Data Analysis Techniques**

As Armstrong J.Scott (2012) notes in this statistic, regression analysis contains many methods for modeling and analyzing some variables in cases where the focus is on the relationship between the dependent variable and one or more independent variables. More precisely using regression analysis, you may figure out how the usual value of the dependent variable varies when one of the independent variables changes while the other remains constant. Most commonly, regression analysis estimates the conditional belief of the dependent variable given the independent variables.

Regression analysis is used to examine effect of many different factors on some outcome at the same time. The regression analysis is built based on two variables namely dependent and independent variable. The dependent variable is organizational commitment whereas the independent variables include; motivation, empowerment, training and inter functional coordination. The data that was collected, organized and processed were analyzed using SPSS software program.

**The regression analysis equation will be as follows:**

The regression analysis equation will be as follows:

$$OC = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

OC= Organizational Commitment

a = Y-intercept (it is constant which would be equal to the mean if slope coefficients are zero)

$\beta_1$ = Regression (Beta) coefficient of motivation

$X_1$ = Motivation

$\beta_2$ = Regression (Beta) coefficient of Empowerment

$X_2$ = Empowerment

$\beta_3$ = Regression (Beta) coefficient of Training

$X_3$ = Training

$\beta_4$ = Regression (Beta) coefficient of Inter functional coordination

$X_4$ = Inter functional coordination

### **3.7 Ethical Consideration**

The information that was collected from the employees will be kept confidential in order to keep their ethical value. All the employees were informed about the purposes of the study. In addition to this, in relation to questionnaires, confidentiality and privacy was ensure by using codes instead of subjects' names on the questionnaire to assure that the information given by each respondent be kept confidential.

### **3.8 Reliability & Validity**

#### **3.8.1 Reliability**

Reliability analysis was conducted to check whether a scale used in this paper consistently reflects the subset it measures. For this study, the Cronbach's  $\alpha$  is used as a measure of internal consistency using SPSS (Statistical Package for Social Sciences).As reported by (Hair et al., 2010) Cronbach's alpha value varies in values from 0, therefore inconsistent, to 1, therefore

completely consistent. Cronbach's alpha values of 0.80 or greater are very reliable, values between 0.70 and 0.80 are considered to have good reliability, values from 0.60 to 0.70 are correct, and coefficients less than 0.60 are debatable.

Because the alpha values for all of the builds in the research were higher than the industry norm of 0.70, it's safe to believe that the data can be used for a valid analysis.

**Table 3.1 Reliability statistics of the variables**

Variables	Cronbach's alpha	No.
Motivation	.818	16
Empowerment	.709	3
Training	.711	6
Inter-functional coordination	.716	6

**Source:** survey result, (2021)

### **3.8.2 Validity**

As reported by C.R. Kothari (2004), validity is the degree to which the difference found with a measure reflects the true difference between the people being tested. As the variables of this study have previously been validated and used by different researchers as they were included in the review of the literature. The document covers the relationship between each selected aspect of internal marketing. In addition, the examination utilized a good tool by Meyer and Allen (1997) the surveys were checked and supported by the examiner, so the legitimacy of this tool is dependable.

# Chapter Four

## Results and Discussion

### 4.1 Results

The primary objective of this study was to assess the influence of internal marketing on organizational employee engagement in the context of Unilever's PLC manufacturing organization. Accordingly, to meet the major objective of the study, the following specific research questions were formulated by the researcher.

- Does employees' motivation affect organizational commitment?
- To what extent employee empowerment affect organizational commitment?
- Does training predict the organizational commitment of employees?
- To what extent inter-functional coordination predict the organizational commitment of employees in the Unilever manufacturing PLC context?

Generally, the results of the study were organized and presented with the sequence of the specific research questions. Except for demographic data measures, all of the scales yielded interval or ratio level data. As a result, statistical techniques such as Person Product Moment Correlation Coefficient and multiple regressions were used to analyze the data.

#### 4.1.1 Data Screening and Test of Model Assumptions

Before conducting the actual data analysis, the data were screened to check whether data entered correctly or not, missing values and determine on how to deal with those missing values, extreme values and determine on how to deal with those outliers, and the normality of the data and non-normality.

Therefore, frequency counting was employed to check the accuracy of data entry and some extreme value cases in the data were eliminated to minimize their influence and made the data appropriate for the analysis. Moreover, the assumptions of normality, linearity, homogeneity of variance, and multi co linearity were tested and qualified. First, the assumption of normality was tested and it was normally distributed, skewness tests, resulted in the means were nearly equal and the skewness was within the range of acceptance level (- 1 to +1) for all scales and sub-scales, suggested that the data was reasonably normal and the assumption of normality was satisfied (George, 2009).

Second, the scatter plot analysis and statistical significance of the correlation coefficients between the IVs and DV tests were used to examine the assumptions of linearity and resulted in a significant F value of the ANOVA table and correlation coefficients ( $r_{xy} > .30$ ) between IVs and DVs implied there was a good model fit or non-multi co linearity effect.

Finally, the assumption of homogeneity of variance was tested using Levene's test and resulted that the values of the test statistic were found non-significant ( $> .05$ ), indicating that the assumption of the equality of variances is satisfied for those scales (Auhand Menguc, 2005).

#### 4.1.2 The Background Characteristics of Employees

**Table: 4.1 The Demographic Characteristics of the Employees ( $N=170$ )**

<b>Variable</b>	<b>Label</b>	<b>Figure</b>	<b>Percent</b>
Sex	Female	58	34.5
	Male	112	65.5
Level of education	Diploma	6	3.5
	First degree	132	77.8
	Second degree	32	18.7
Work experience	Less than 1 year	19	11.1
	1 - 3 years	123	72.5
	4 - 6 years	28	16.4
Income Level	1500-3499 birr	9	5.3
	3500-5499 birr	19	11.1
	5500-7499 birr	18	11.1
	7500 and above birr	124	72.5
	<b>Total N</b>	<b>170</b>	<b>100 %</b>

As shown in table above, 59 (34.5 %) of the respondents were males, while the remaining 112 (65.5 %) were females. Concerning the employees' level of education: 133 (77.8 %), 32 (18.7 %), and 6 (3.5 %) have first degree, second degree, and diploma educational levels, respectively. Employees having 1 to 3 years of work experience were the majority of the study respondents (72.5 %) than employees of 4 to 6 years and less than one year of work experiences (16.4 % and 11.1 %) respectively. Regarding the income level: the majority (72.5 %) of employees' income level was  $\geq 7500$  birr, 22.2 % were paid 3500 to 7499 birr, and the remaining 5.3 % of respondents income level was 1500-3499 birr per month. Generally, in proportion to the total population or employees of the organization, more males, first degree holders, 1 to 3 years of work experiences, and higher paid ( $\geq 7500$  birr) employees were participated than females, over and under degree holders, and lower income levels. There for the data collection and population proportion was assumed to be representative to get realistic result.

### 4.1.3 Relationship among the Independent and Dependent Variables

**Table: 4.2 Relationship between Predictor and Dependent Variables**

		Correlations				
		OC	MF	EM	T	IFCI
OC	Pearson Correlation	1	.691**	.569**	.762**	.741**
	Sig. (2-tailed)		.000	.000	.000	.000
	Sum of Squares and Cross-products	38.893	42.479	34.035	35.677	25.205
	Covariance	.230	.251	.201	.211	.149
	N	170	170	170	170	170
MF	Pearson Correlation	.691**	1	.741**	.624**	.418**
	Sig. (2-tailed)	.000		.000	.000	.000
	Sum of Squares and Cross-products	42.479	97.270	70.061	46.213	22.512
	Covariance	.251	.576	.415	.273	.133
	N	170	170	170	170	170
EM	Pearson Correlation	.569**	.741**	1	.450**	.302**
	Sig. (2-tailed)	.000	.000		.000	.000
	Sum of Squares and Cross-products	34.035	70.061	91.963	32.351	15.817
	Covariance	.201	.415	.544	.191	.094
	N	170	170	170	170	170
T	Pearson Correlation	.762**	.624**	.450**	1	.548**
	Sig. (2-tailed)	.000	.000	.000		.000
	Sum of Squares and Cross-products	35.677	46.213	32.351	56.319	22.424
	Covariance	.211	.273	.191	.333	.133
	N	170	170	170	170	170
IFCI	Pearson Correlation	.741**	.418**	.302**	.548**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	Sum of Squares and Cross-products	25.205	22.512	15.817	22.424	29.765
	Covariance	.149	.133	.094	.133	.176
	N	170	170	170	170	170

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

Pearson Product Movement Correlation Coefficient was employed to assess the association between the independent and dependent variables (motivation, empowerment, inter-functional coordination and integration, and organizational commitment). Accordingly, the result showed that all organizational commitment positively and strongly correlated with employee motivation ( $r(169) = .69, P = .00$ ), empowerment ( $r(169) = .57, P = .00$ ), training ( $r(169) = .76, P = .00$ ), and inter-functional coordination and integration ( $r(169) = .74, P = .00$ ). The correlation result implied that employees with higher motivation for work, encouragement by supervisors, fulfillment of training needs, and utilization of different experiences and talents in the same direction leads to higher happiness to spend the rest of their career with the organization in the context of Unilever Ethiopia.

## Predicting the Dependent Variable Using the Independent Variables

**Table: 4.3 Regression Model Summary Table**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.891a	0.79	0.79	0.22	0.79	158.30	4.00	165.00	0.00	2.41

a. Predictors: (Constant), IFCI, EM, T, MF

b. Dependent Variable: OC

**Table: 4.4 Regression ANOVA<sup>a</sup>Table**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.854	4	7.713	158.303	.000 <sup>b</sup>
	Residual	8.040	165	.049		
	Total	38.893	169			

a. Dependent Variable: OC

b. Predictors: (Constant), IFCI, EM, T, MF

In order to examine the effect of independent variables (i.e. employees motivation, empowerment, training, and inter-functional coordination and integration) on the dependent variable (organization commitment) the regression analysis was employed. The result revealed that 79 % of the variance in the organization commitment accounted for by the four independent variables together such as motivation, empowerment, training, and inter-functional coordination and integration ( $R^2 = .79$ ,  $F(4, 165) = 158.30$ ,  $P = .00$ ). However, the remaining 21 % of the variance in the organization commitment accounted for by other variables which are not included in the present study.

**Table: 4.5 Regression Coefficient Table**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF	
1	(Constant)	.504	.156		3.235	.001	.196	.811		
	MF	.120	.038	.189	3.123	.002	.044	.195	.342	2.923
	EM	.094	.034	.145	2.743	.007	.026	.162	.451	2.217
	T	.286	.041	.344	6.944	.000	.205	.367	.510	1.959
	IFCI	.491	.049	.430	10.086	.000	.395	.587	.690	1.448

Furthermore, the organizational commitment of employees independently predicted by motivation, employees empowerment training and inter-functional coordination and integration ( $\beta = .189$ ,  $\beta = .145$ ,  $\beta = .344$  and  $\beta = .654$ ) respectively at  $P = .00$ . This means that working with well-defined tasks, responsibilities, different motivational incentives training and freedom plus the presence of feasible organizational goals significantly maximize employees' commitment with the organization in the context of Unilever Ethiopia manufacturing industry. So, according to the analysis result organization commitment was predicted by the motivational factors, employee's empowerment, training to build the capacity of employees and inter-functional coordination and integration.

## 4.2 Discussion

To examine the relationship between employees' motivation, empowerment, training, and inter-functional coordination and integration, and organization commitment, the Pearson Correlation Coefficient was performed. The result showed that employees' organization commitment positively and strongly related with their motivation, empowerment, training, and inter-functional coordination and integration.

This finding was consistent with previous research works. For instance, Farzad et al. (2008) found a positive relationship among internal marketing elements (e.g., employee motivation, empowerment, training and developments, and inter-functional coordination) and employee

commitment to work long period in the organization. However, this study was conducted in the service delivery organization/Iranian banks rather than the manufacturing industry settings like Unilever Ethiopia. Therefore, the present study can contribute something by bringing the issue in the manufacturing industry and Ethiopian contexts.

To predict the employees' motivation, empowerment, training, and inter-functional coordination and integration on their organization commitment, a multiple regression data analysis method was performed. Hence, the results of the present study revealed that the four predictor variables such as motivation, empowerment, training, and inter-functional coordination and integration accounted for significant variance in the organization commitment ( $R^2 = .79$ ). This illustrated that energizing force of employees for work and better performance, approval, recognition, empowerment, fulfillment of training needs for performing a particular tasks or activities, congruency and proper flow of information or communication tend to significantly improved the employees loyalty to the organization, increased their readiness to apply their optimum effort on behalf of the organization, and developed feeling of organizational membership and ownership.

This finding confirmed the research works of George (2009); Rafiq and Ahmed (2000) that the existence of fair remuneration, benefit; culture of proper acknowledgments for accomplishments among employees', practice of periodic delivery of task specific and skill based trainings, and clear communication on how to perform tasks positively affect staffs sense of obligation to every organizational activities and influence them even to function throughout their career life for the organization. In contrast, the present study was contradicted with the work of Schraeder (2009) particularly in the issues of employee trainings. According to Schraeder, when employees captured various skills through various trainings, they will look advanced and complicated training opportunities that cannot be covered by their previous organizations. Even they may require an additional benefits and salaries as they have better skills, knowledge, and experiences. Therefore, this can be served as a pulling and pushing factors to decrease the employees' commitment to stay long with the organization and energize them to leave it. However, this issue was examined in the western context which his totally different from the Unilever manufacturing industry.

## Chapter Five

### Conclusions and Recommendations

#### 5.1 Conclusion

The major purpose of this study was to survey the effect of employee motivation, empowerment, training, inter-functional coordination, and integration on organizational commitment in the case of Unilever manufacturing industry.

It has been concluded that the analysis concerning the level of organizational commitment of employees in Unilever Ethiopia manufacturing industry highly affected by the employee's motivation, employee's empowerment, training to develop employee's performance and inter-functional coordination.

Employees commitment positively affected by Training of employees, Other variables that addressed employee satisfaction, such as awareness of rules, morale or empowerment , and perceived quality of management, were examined to assess if indirect effects occurred between training and organizational commitment.

First, motivation, empowerment, training, inter-functional coordination and integration were positively, and statistically correlated with the organizational commitment of employees in the context of Unilever Ethiopia ( $r = .691$ , for motivation;  $r = .569$ , empowerment;  $r = .762$ , for training; and  $r = .741$ , for inter-functional coordination and integration). This revealed that employees with strong internal drive and external encouragement, application, and friendly contacts with/by the industry staffs or supervisors; having work related trainings, skill, knowledge, or competency developments; use of continuous, dynamic, and latest training materials; and coordinated application of those skills, knowledge, and experiences to accomplish certain tasks significantly increased the employees sense of belongingness with the Unilever manufacturing industry organization.

Second, employees motivation, empowerment, training, inter-functional coordination and integration together effected 79 % of the variance in their organization commitment ( $R^2 = .79$ ). However, 21 % of the variance in the organization commitment was accounted for by the other unknown variables.

In addition, organizational commitment of employees independently predicted by motivation, empowerment training and inter-functional coordination and integration ( $\beta = .189$ ,  $\beta = .145$ ,  $\beta = .334$  and  $\beta = .430$ ) respectively. Generally, the regression result implied that performance based salaries and equity of benefits among employees, involvement in organizational decision making process, existence of clear advancement policy and procedures, and facing with challenging organizational tasks motivate them to stay and work long with the Unilever Ethiopia manufacturing industry. Being allowed to exercise own better judgment in solving work related problems and taking self-initiative significantly increased the employees' happiness and closeness to the organization. Provision of need based and comprehensive task-related trainings with the allocation of an appropriate time also decreased their rapid turnover and increased their decision to stay and work long with the manufacturing industry. Finally, existence of rapid flow of information, convergence between organizational structure, culture, strategy, and job design significantly improved employees' physical and psychological attachment with the organization, Unilever Ethiopia.

## 5.2 Recommendation

Based on the conclusion of the study, the researcher forwarded the following recommendations.

- Since motivation, empowerment, training, inter-functional coordination, and integration have statistically positive effect on employee's organizational commitment behavior, the staffs, supervisors, or other expected bodies of the Unilever Ethiopia manufacturing
- Even if this study shows the opinion of an organization which is found in Ethiopia but based on the reality on the ground training and their commitment to the organizations and other variables that addressed employee satisfaction, such as awareness of rules, morale, and perceived quality of management, were increase *organizational commitment of employees* . So, employs should have to work on this issue continuously.
- As it is seen from roagation R-squared ( $R^2 = 0.79$ ) and it is a statistical measure that represents the proportion of the variance for a dependent variable that's explained by an independent variable or variables in a regression model mean that those variables used in this paper on average explained 79% of dependent variable. So, still their other variables which determine the organizational Commitment of employees.

## Appendix (SPSS output)

### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	112	65.5	65.5	65.5
	Female	58	34.5	34.5	100.0
	Total	170	100.0	100.0	

### Educational

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	6	3.5	3.5	3.5
	First Degree	132	77.8	77.8	81.3
	Masters and above	32	18.7	18.7	100.0
	Total	170	100.0	100.0	

### Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than one year	19	11.1	11.1	11.1
	1 - 3 years	123	72.5	72.5	83.6
	4 - 6 years	28	16.4	16.4	100.0
	Total	170	100.0	100.0	

## Income Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1500-3499 birr	9	5.3	5.3	5.3
	3500-5499 birr	19	11.1	11.1	16.4
	5500-7499 birr	18	11.1	11.1	27.5
	7500 and above birr	124	72.5	72.5	100.0
	Total	170	100.0	100.0	

## Correlations

		Correlations				
		OC	MF	EM	T	IFCI
OC	Pearson Correlation	1	.691**	.569**	.762**	.741**
	Sig. (2-tailed)		.000	.000	.000	.000
	Sum of Squares and Cross-products	38.893	42.479	34.035	35.677	25.205
	Covariance	.230	.251	.201	.211	.149
	N	170	170	170	170	170
MF	Pearson Correlation	.691**	1	.741**	.624**	.418**
	Sig. (2-tailed)	.000		.000	.000	.000
	Sum of Squares and Cross-products	42.479	97.270	70.061	46.213	22.512
	Covariance	.251	.576	.415	.273	.133
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	Sig. (2-tailed)	.000	.000		.000	.000
	Sum of Squares and Cross-products	34.035	70.061	91.963	32.351	15.817
	Covariance	.201	.415	.544	.191	.094
	N	170	170	170	170	170
T	Pearson Correlation	.762**	.624**	.450**	1	.548**
	Sig. (2-tailed)	.000	.000	.000		.000
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	Sig. (2-tailed)	.000	.000	.000	.000	
	Sum of Squares and Cross-products	25.205	22.512	15.817	22.424	29.765
	Covariance	.149	.133	.094	.133	.176
	N	170	170	170	170	170

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

## Regression

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.891a	0.79	0.79	0.22	0.79	158.30	4.00	165.00	0.00	2.41

a. Predictors: (Constant), IFCI, EM, T, MF

b. Dependent Variable: OC

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.854	4	7.713	158.303	.000 <sup>b</sup>
	Residual	8.040	165	.049		
	Total	38.893	169			

a. Dependent Variable: OC

b. Predictors: (Constant), IFCI, EM, T, MF

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
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	MF	.120	.038	.189	3.123	.002	.044	.195	.342	2.923
	EM	.094	.034	.145	2.743	.007	.026	.162	.451	2.217
	T	.286	.041	.344	6.944	.000	.205	.367	.510	1.959
	IFCI	.491	.049	.430	10.086	.000	.395	.587	.690	1.448

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**Addis Ababa University**

**School of Commerce**

**Department Of Marketing Management**

**Questionnaire to Be Filled By Employees of Unilever Ethiopia**

**Dear respondents**

The objective of this questionnaire is to gather data to make a study on the research titled “the effect of internal marketing on organizational commitment, the case of Unilever Ethiopia” This research is being conducted as a partial fulfillment for masters degree in marketing management and this data will be for research purpose only and your response will be strictly kept confidential. Therefore, I kindly request you to take a fraction of your precious time to fill this questionnaire.

**Please note that:**

1. No need of writing your name.
2. Please fill the answer by putting “√” mark.
3. Please give more attention and return the completed as fast as possible.
4. If you need further explanation, you can contact me on through the address shown below.

**Part I Background of the respondents**

1. Gender: A. Male  B. Female
2. Educational level:  
 Diploma   
 Bachelor degree   
 Master Degree and above
3. Year of work experience in the Company  
 a. 1-3   
 b. 4-6   
 c. 7&above
4. Income: A. 1500-3499 B. 3500-5499  
 C. 5500-7499 D. 7500 and above

**Numbers in the Table Represents**

5= strongly agree 4= Agree 3= Neutral 2= Disagree 1= strongly disagree

**To what extent does each of these internal marketing dimension items have effect on organizational commitment?**

A	Motivational factor items (M)	5	4	3	2	1
1	Job security					
2	Sense of job importance					
3	Task variation					
4	Freedom in job					
5	Growth possibilities					
6	Well defined tasks and responsibilities					

7	Informing employees about their performance results					
8	Payment of salaries and benefits based on employees performance					
9	Equity of salaries and fringe benefits					
10	Involving employees in decision making					
11	Friendly contacts with employees					
12	Appreciation of employees' attempts by managers					
13	Managers view of employee as the main asset of the banks					
14	Clear advancement policy and procedures					
15	Giving self-responsibility of a similar purpose activities					
16	Challenging work					
<b>B</b>	<b>Empowerment (E)</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Being allowed to use own judgment in solving problem					
2	Supervisors encouragement to take initiative					
3	Being allowed to exercise good judgment					
<b>C</b>	<b>Training (T)</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Coordination between training and needs of employees					
2	Comprehensive training of employees					
3	Usage of the latest educational tools and methods					
4	Capable and experienced Instructors					
5	Continuous and dynamic Training					
6	Appropriate time for training					
<b>D</b>	<b>Inter-functional coordination and integration (IFCI)</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

1	Utilization of different experiences and talents in the same direction						
2	Coordination between different levels and branches						
3	True legislation of mission and goal of the organization						
4	Rapid and synchronized flow of information						
5	Synchronization between structure and strategy						
6	Convergence between culture and job design						

**Part II: Survey on Organizational Commitment**

Please read each statement and indicate the extent to which the ideas described by each statement about organizational commitment by putting mark  $\surd$  under a number that represents the view you attach to each statement.

**5= strongly agree 4= Agree 3= Neutral 2= Disagree 1= strongly disagree**

**Please indicate the level to which you agree or disagree to the following statements**

	<b>Organizational Commitment</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	I would be very happy to spend the rest of my career with this organization.					
2	I enjoy discussing About my organization with people outside it.					
3	I really feel as if this organization's problems are my own.					
4	I think that I could easily become as attached to another organization as I am to this one.					
5	I do not feel like part of the family at my organization.					
6	I do not feel emotionally attached to this organization.					
7	This organization has a great deal of personal meaning for me.					
8	I do not feel a strong sense of belonging to my organization.					
9	I am not afraid of what might happen if I quit my job without having another one lined Up.					
10	It would be very hard for me to leave my organization right now, even if I wanted to.					
11	Too much in my life would be disrupted if I decided to leave my organization now.					
12	It wouldn't be too costly for me to leave my organization now.					
13	Right now, staying with my organization is a matter of necessity as much as desire.					
14	I feel that I have very few options to consider leaving This organization.					
15	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.					
16	One of the major reasons I continue to work for this organization is that					

	leaving would require considerable personal sacrifice—another organization May not match the overall benefits I have here.						
17	I think that people these days move from company to company too often.						
18	I do not believe that a person must always be loyal to his or her Organization.						
19	Jumping from organization to organization does not seem at all unethical to Me						
20	One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.						
21	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.						
22	I was taught to believe in the value of remaining loyal to one organization.						
23	Things were better in the days when people stayed in one organization for most of their careers.						
24	I do not think that to be a ‘company man’ or ‘company woman’ is sensible anymore.						