

**THE EFFECT OF INTERNAL MARKETING ON JOB SATISFACTION IN THE
HEALTH SERVICE (IN CASE OF WOLKITE UNIVERISTY GENERAL HOSPITAL)**



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Abstract

Quality employee's issue has received much attention in organizations due to high costs associated with them especially in services sectors. Internal marketing (IM) enhances the success of the marketing practices internally towards achievement of objectives. The satisfaction and retention of quality employees is an essential component of organizational success. Hence, the purpose of this study is to examine the effect of internal marketing on employees job satisfaction in. Data were collected from 180 employees through questionnaire based surveys to investigate the effect of internal marketing on employees' job satisfaction. The respondents were chosen using convenience sampling method. The four internal marketing factors which are motivation, training and development, communication and reward were used in the questionnaire. After collecting the data, different statistical tests including descriptive statistics (mean, frequency and percentage), The results of the descriptive statistics indicated that the level of internal marketing practices is on average and there is a significant gap of internal marketing practices in Wolkite generalize d hospital university. Therefore the, manager should be try to make every effort to prioritize the important dimensions while practicing internal marketing activities so as to achieve the highest level of employees' job satisfaction.

KEY WORDS: Internal marketing, Job satisfaction

CHAPTER ONE

1. INTRODUCTION

This chapter introduces the phenomenon under study. It consists of the background of the study, problem statement, research questions, objectives of the study, the importance of the study, scope of the study. Limitation of study the chapter finally outlines the structure of the report.

1.1 Background of the study

Marketing has been defined in various ways. Different scholars defined marketing as in to two perspectives. Social and managerial

- Social definition, marketing is a social process by which individuals and group obtain what they need and want through creating offering and exchanging product and service of value with other.
- As managerial definition, marketing has often been described as the art of selling product
- Marketing is Social and managerial process by which individuals and group obtain what they need and want through creating offering and exchanging product and service of value with other.(Philip Kotler)
- Marketing is the process of planning and exchanges the conception, pricing, promotion and distribution of ideas, goods, services to create exchanges that satisfy individual and organizational goal.(AMA)

During the past two decades, the term 'internal marketing' has been widely used by academics in portraying an emphasis on viewing employees as partners to an organization's efforts at achieving organizational success rather than as a cost. The underlying assumption is that, by viewing employees as the organization's most valuable asset and treating them as internal customers, the organization will gain a competitive advantage and achieve its objectives (Varey and Lewis, 1999).

At the Heart of the internal marketing concept is the notion that employees represent an internal market within an organization. This internal market can be regarded as a segment(s) that needs to be informed, educated, developed and motivated in order to achieve the organizational goals. Effective marketing to this market will contribute significantly towards achieving success in the external market Internal marketing has 'communication' as a core element, since it can be perceived as a dialogue intended to convey managers' and employees' feelings, perceptions and intentions regarding different organizational issues. Internal marketing was first proposed within the services literature in the 1970's as a solution to the problem of delivering high quality service (Varey and Lewis, 1999).

Internal marketing is a Concept aimed at developing customer conscious employees that will consistently deliver Superior quality service to the external marketplace (Papasolomou-Doukakis, 2002). Internal Marketing depends on a variety of individual activities throughout the organizations and it Attempts to inform and educate the employee regarding the organization's mission the benefits of the product or service being sold, and the expectations of the organizations customers (Varey and Lewis, 1999); such program is aimed at generating employee commitment and it is not new as it is inherent in the total quality management literature. According to Ahmed and R. sfiq, (2002, p.1) internal marketing requires: The acceptance of marketing techniques and philosophy within an organization, Customer orientation and a market orientation, a participative approach to management, a strategic approach to human resources management and the coordination of all management activity to achieve customer or market orientation or Customer focused management.

In conclusion we can state that internal marketing as a concept or management practice contributes to higher quality services. Ahmed and Rafiq stress that though the need for internal marketing is understood, the reality unfortunately demonstrates that only a few organizations implement internal marketing in practice. This is largely due to the lack of an agreed definition of internal marketing by researchers, and due to the fact that many service organizations consider it to be a vague concept, and thus they fail to understand the importance and meaning of internal marketing and to address organizational level issues and challenge,

1.2 Statement of the problem

Employees were an important part of the overall product or service delivered. Therefore, they shall be trains ask marketers with customer retention skills that would enable the building of ongoing customer relationships. Employees as internal customers have to be satisfied with their job first before they can satisfy the customers of the organization.

Carina and Calleya (1998) stated that to have satisfied customers, the firm must have satisfies employees. According to them employees are the first customers of an organization that an organization focuses on people inside business boundaries, and places emphasis on the satisfaction of employee. They emphasized that satisfied customer can be achieved if the employees are satisfied. In other word, firms need happy employees to make happy customers.

It is important that service companies' including hospital measure and monitor internal marketing practices and employees' job satisfaction. Employees are being the judge of internal marketing practice. Understanding employees' needs and assessing level of internal marketing practice and employees' job satisfaction allowed the management of the hospital to develop effective strategies. And there are some researcher previous studies on internal marketing and job satisfaction in Hawassa University and university of Gonder general hospital.

That researcher tries to study by using regression and correlation model under data analysis technique. However, the researcher want to study on the effect of internal marketing on job satisfaction in health service in the case of Wolkite university generalized hospital based on descriptive research using percentage, men and frequency.

1.3 Research question

This study was intend to answer the following questions

- ✓ What is the level of internal marketing practice in wolkite univeristy general hospital?
- ✓ What is the level of job satisfaction in wolkite univeristy general hospital?
- ✓ What is the effect of internal marketing on job satisfaction?

1.4 General objective of the study

The general objective of the study was to assess the effect of internal marketing on job satisfaction in the case of wolkite general hospital.

1.4.1 Specific objective of the study

The study was addressed the following Specific objectives

- To assess the level of internal marketing practice in wolkite univeristy general hospital.
- To assess the level of job satisfaction in wolkite univeristy general hospital.
- To examine the effect of internal marketing on job satisfaction.

1.5 Significance of the study

This study was significance for many users like the researchers, employees and to the organization. For the organization, the outcome of this study will allow the hospital identified means to improve employees' job satisfaction and the organization shall gain a competitive advantage and achieve its objectives.

The study was significance for overall the participant employees will satisfy with their job while their perceptions of the quality of care would the greatest impact on explaining differences in employees' level of job satisfaction.

The study also beneficiary for those researchers who investigate their research on the same or related topics and also increase the knowledge of acquaintance of the researcher in relation to how to conduct a research. It could be as a base for further studies in the area of internal marketing.

1.6 Scope of the study

The geographical scope of the study is going to study only on the health services in Wolkite university generalized hospitals. The researcher is going to assess the study at the given crashed time from December 2023 up to April 2023. In order to identify the best result of the study the researcher mainly would be use both qualitative as well as quantitative approach. More specifically data could be collect from the employee of the hospital.

1.7 Limitation of the study

Limitations exist throughout this study that must be identified. The results of this study were interpreted with several limitations in mind. The geographical scope of the study is going to study on the health services only in Wolkite University generalized hospitals, lack of lab class

lack of connection, lack of computer knowledge and finally constrain of time and budget were other limitation of study

1.9 Definition of Core term

- ✓ **Internal marketing;** refers to all the actions that an organization (i.e., health care organizations, hospitals) has to perform in order to develop, train and motivate its employees, so to enhance the quality of the services provided to its customers.
- ✓ **Job satisfaction;** is defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job.

1.10 origination of the study

The study was including five chapters. The first chapters would deal about introduction, which consists of background of the study, background of organization , scope of the study, definition of the study, general verses specific objectives of the study, limitation of study and. The second chapter is emphasis on the review literature which is briefly discus about the concept of internal marketing chapter three research methodology, which include research design, population of the study, sampling technique and sample size will include chapter four includes data presentation, analysis and interpretation. The last chapter five contains summary of major conclusion and recommendation and and reference.

CHAPTER TWO

2. LITURATURE REVIEW

Introduction

This section would include literature review which is very pertinent for the study Literature in relation with among other effect of internal marketing on job satisfaction of employee. This were the main issue utilized extensively form the work of in different authors for the purpose to develop the analysis section.

◆ Core term in relation to the study issue

- **Internal marketing;** refers to all the actions that an organization (i.e., health care organizations, hospitals) has to perform in order to develop, train and motivate its employees, so to enhance the quality of the services provided to its customers.
- **Job satisfaction;** is defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job.

2.1 Theoretical literature review

2.1.1 Internal marketing

Internal marketing is an ambiguous concept. The term internal marketing is used widely as a means of highlighting commitment to improving the effectiveness of the services offered by Organizations' resources. Internal marketing is not a departmental function; Rather it is an organizational activity as the entire resources within the organization must be Coordinated (Hogg and Carter, 2000).

The definitions reviewed within the literature highlight the ability possessed by internal marketing to improve service quality through an organizational effort. The definitions encountered within the literature can be categorized according to three perspectives: the internal customer, the development of a customer orientation and the theory of internal marketing as an implementation mechanism. Internal marketing has been defined as the approach employed by

the organization to advocate the philosophies of customer and service orientation throughout the organization through the motivation of employees.

In this context, the organization attempts to install a set of values related to achieving a superior service climate within the employees' belief systems (Varey, 1994). Barnes (1998) approaches internal marketing in a similar manner by defining it as actions taken by the organization to ensure that customers receive the highest standard of service in return for the employees' commitment to service quality. The organization cultivates employee commitment by encouraging the use of customer focused quality techniques.

In the context of customer orientation, internal marketing considers the attraction, retention and motivation of service-minded employees. The motivation of employees is not enough in itself; as the customer orientation must be communicated into the external marketplace through employee action (Rafiq and Ahmed, 2000). George (1990) illustrated that relational exchanges between employees within an organization should be considered as a prerequisite for successful exchanges with external markets. The satisfaction of the internal customer is of critical importance as satisfaction will ultimately affect the satisfaction of the external market. Internal marketing is a technique implemented by the organization in an attempt to ensure the provision of excellent service. Woodruffe (1995) defined internal marketing as treating both employees and customers with equal importance through proactive programs in order to achieve the objectives of the organization. Internal marketing is the application of marketing inside an organization to enhance customer focused and customer oriented employees. It also takes into consideration the human resources perspective so as to instill a more motivated customer contact employee because finally it is the customer contact front-line employees of the service organization who interact with the majority of customers and generally handle a wide range of customer transactions.

Preston and Steel (2002) addressed issues related to internal marketing. They opined that recruiting, training, developing and motivating staff are the important components of internal marketing and felt that it is the external marketing impact of each member of the staff that is the essential focus of an internal marketing strategy. Tested a model comparing overall and customer-linked antecedents and consequences of employee affective organizational

commitment and indicated that co-worker support and the perception of fair treatment are the precursors of customer-linked job satisfaction.

Panigyrakis and Theodoridis (2009) examined a synthesis of Internal Marketing and investigated its effect on business performance in a retail context and developed a Structural Equation Model that indicated five dimensions of the Internal Market construct: formal interaction, reward systems, feedback, internal procedures and policies and internal customer orientation (ICO). the effectiveness of the various facets of training (i.e. employee's attitude towards training inputs; quality of training programs and application of training inputs to the actual job). Philosophy of human resources management has proposed a new subject in service section which is called internal marketing.

Internal marketing concept originates from studies about quality of service section and Mechanisms of service offering by employees in the 1990's. Coper and Cronin (2000) consider internal marketing as the organization's attempts for education, reward and generally management of human resources for better service offering. They believe that employees constitute primary tools of the organization.

Parasuraman (2000) also believes that jobs are internal products especially in service section which satisfy employees' needs and demands and result in recognizing of the organization's purposes and employees are considered as primary customers of the organization. Performed researches in the field of internal marketing are dividable in the form of four categories. The first viewpoint is human resources' viewpoint. Internal marketing should be integrated with theories, strategies and principles of human resources with due attention to this viewpoint. In second viewpoint internal marketing is developing and improving of customer-oriented behavior with employees.

In this viewpoint the organization should adopt a framework like the external market and establish a Comprehensive program in order to improve and attract free will of employees in the internal market or the organization

In the third viewpoint, the products and employees are internal customers of the organization in internal marketing of jobs. The fourth viewpoint is entitled internal transaction. Based on this

viewpoint internal marketing is an exchange relation between the organization and Employees for gaining of the organization's purposes in a business environment.

Anselmo (2008) argues organizations that are really committed with their workforce' happiness can enjoy the internal marketing strengths. As it was remarked through, such management tool can be very useful in fulfilling Employees' needs by several broader IM approach, namely:

- 1- Putting people in the first place
- 2- Providing as high as possible employees' work satisfaction.
- 3- Developing jobs as products in a wider perspective.

Ahmed and Rafiq have introduced internal marketing as the introduction of executing of the organizations Strategies and have used the combined word of internal marketing. Price or payments, promotion or progress (Education, empowering, and communications), working place or environment and processes (job products) are applied as indexes of internal marketing in this study. a study in the field of internal marketing in Malaysia and has applied indexes of Organizational plans in the form of, strategic rewards, internal communications, education and development, Employment, reward systems, empowerment and processes in order to measure and evaluate internal marketing.

2.2 Empirical review

2.2.1 Job Satisfaction

Job satisfaction in general refers to the emotions the employee feels about his job and how he reacts to them (Tadeka et al., 2005; Shin and Yu, 2010). Job satisfaction is a broadly studied concept in numerous occupational fields, including the health care industry Robbins (1996).

Job satisfaction refers to a Job or positive emotional state regarding work or the work experience (Shimizu et al, 2005).Suzuki et al, 2006). Porter and Lawler's (1968) definition of job satisfaction includes both Internal and external satisfaction. From the above definition internal satisfaction refers to the Causes that create job satisfaction and are closely related to the job itself. In other meanings, it is the level of satisfaction achieved through the job itself, through facets such as sense of Achievement, growth, self-esteem, independence, and sense of control (Shimizu et al, 2005).

❖ **The five dimensions of Job Satisfaction**

A job is not an entity; instead, it is a notion referring to a mixture of tasks executed by an Individual in certain physical and social context for financial or other compensation. Therefore, job satisfaction is the sum of all job aspects, which indicates that certain aspects alone cannot Cause satisfaction or dissatisfaction (Locke, 1969). In a book by Luthans (2002, pp. 230-232), he has found five job dimensions to represent what employees feel are the most important aspects of a job.

✓ **the work itself:** - Meaning the extent to which the job provides the employee with interesting tasks, opportunities for learning and the chance to accept responsibility. The work itself is one of the most important sources for job satisfaction.

✓ **Pay:**-What employees receive in financial compensation and if they feel that it is equitable to others in the organization. The pay is recognized to be significant but it can be very complex and hard to measure in the context of job satisfaction.

✓ **Promotion opportunities:**-The chance to advance within the organization. Promotions can have a varying effect on job satisfaction. Employees who are promoted on the basis of performance tend to experience a higher degree of job satisfaction than those who are promoted because of seniority.

✓ **Supervision:**- The ability for supervisors to provide technical assistance and behavior support. The leadership skill of a manager can create job satisfaction. There is empirical evidence that suggests lack of supervision can cause an employee to quit.

✓ **Coworkers:** - The degree to which fellow workers is technically proficient and socially supportive. The relationship to other workers will have a modest effect on job satisfaction but Difficulty to get along can have a negative effect on job satisfaction.

2.2.2. Benefits of Job Satisfaction

According to Iliopoulos and Priporas (2011), the positive relation between job satisfaction and customer satisfaction reflects on the better services produced by satisfied employees. Especially in service industries, where employees are one of the most crucial factor in value generation process because of the intangible nature of service.

Gounaris and Boukis (2013) said that employees who are satisfied with their jobs would perform according to the company's service strategy. Employees' service performance affects the customer's perception of service quality. Customers would be more willing to interact with someone experienced, helpful and who act in a good manner instead of someone who lacks knowledge or who has a bad attitude during encounters (Gounaris & Boukis, 2013). Customers' perception of service quality influences customer relationship with the firm and customer satisfaction. The more satisfied employees are with their jobs, the better the customer's perception of service quality, the bond between customers and front line employees becomes stronger. This means front line employees' job satisfaction leads to customer satisfaction (Gounaris & Boukis, 2013).

The level of front line employee job satisfaction does not only influence perceived service quality and customer satisfaction. It also influences customer perceived relational switching costs. The reason is that customers would be willing to keep the relationship that meets their expectations and satisfies them instead of breaking the relationship they hold. Relational switching costs also explain the reason why customers decide to stay with the same service organization even though the service quality is not superior (Gounaris & Boukis, 2013).

❖ Level of Job Satisfaction

Job satisfaction falls into two levels: affective job satisfaction and cognitive job satisfaction.

- **Affective job satisfaction** is a person's emotional feeling about the job as a whole.
- **Cognitive job satisfaction** is how satisfied employees feel concerning some aspect of their job, such as pay, hours, or benefits.

2.2.3 Job satisfaction factors

Job satisfaction is the key to achieve organizations goal. There are various factors which are related to job-satisfaction. These job satisfaction factors may be classified under two groups they are:

- ✓ **Characteristics of the individual and Individual difference**
 - Age
 - Education
 - Sex
- ✓ **Characteristic of the job.**
 - Occupation
 - Job-content
 - Pay and promotion opportunity security of job

2.2.4 Internal Marketing and its Relationship with Job Satisfaction

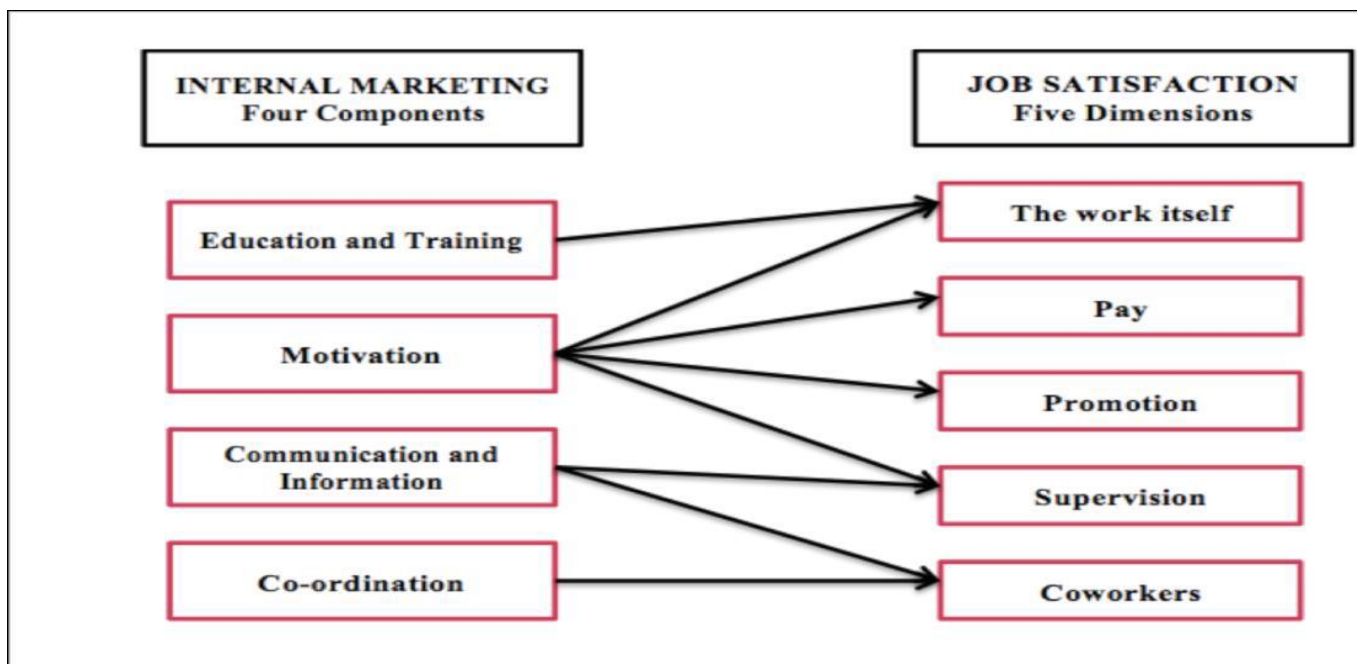
Nikbin Saad and Ismail (2010) proposed that internal marketing is tied up with employees in organizations and is able to raise their level of satisfaction. Once employees are satisfied they will be more motivated to deliver better service and be more customer-oriented (Nikbin et al., 2010). By developing an internal marketing strategy, organizations can increase the degree of the value employees receive in return for the work they perform; hence their satisfaction with their job also increases (Gounaris & Boukis, 2013). Past studies indicated that internal marketing has a positive influence on job satisfaction (Iliopoulos & Priporas, 2011). Successful internal marketing triggers positive attitudes towards employees, motivation and job satisfaction.

It also prompts them to put their maximum effort at work, which will satisfy the external customers by fulfilling their needs and wants in a better way (Abzari, Ghorbani & Madani, 2011). A recent study by Nikbin et al. (2010) also confirms that internal marketing has an effective influence on job satisfaction. If internal marketing is operated successfully, it can positively influence employees' attitudes towards work.

Previous studies showed that internal marketing has a positive effect on job satisfaction. Ibrahim et al (2010) identified that the recruitment, development, internal communications, incentives and

demographic factors (gender, age, experience and education) have impact on job satisfaction. Khan et al (2011) established a link between perceived internal service quality practices with employee retentions in mediating environment of employee job satisfaction. They identified employee selection, training and development, work design; job description, rewards and compensation have positive and significant dimensionality to internal service quality

Figure 2.1 the relationship between Internal Market and job satisfaction



Source: {2006 E, C} Hanan proposal

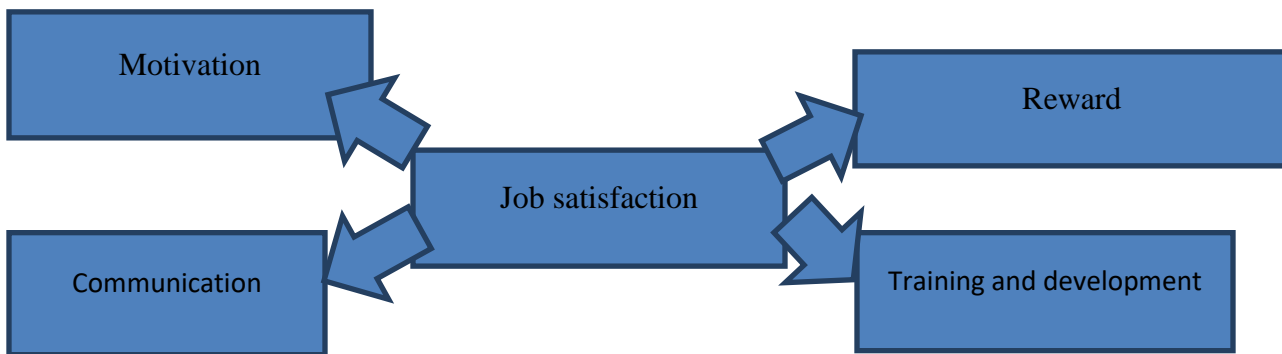
The four components of internal marketing are connected with the five dimensions of job satisfaction because training provides and develops employees' skills and knowledge to perform their job (Bulut & Culha, 2010). This is connected to how Luthans (2002, pp. 230-232) wrote that the work itself such as opportunities for learning is an important element towards job satisfaction.

Motivation has a connection to four of the dimensions of job satisfaction; pay is a way to motivate employees and as Stringer et al. (2011) wrote payment is positively related to job

satisfaction. Intrinsic motivation regards promotion, the work itself and supervision and they all contribute to employee's job satisfaction (Stringer et al., 2011). Promotion contributes by giving the employees the opportunity to advance within the organization, the work itself by learning new skills and supervision by providing support (Luthans, 2002).

By receiving support and feedback from management two-way communication is created between supervisors and employees, which is connected to how well the employees will be able to perform their jobs (Conduit & Mavondo, 2001). According to Rogers et al. (1994) without communication, job satisfaction among the employees will decrease. Lack of supervision and Feedback from supervisors can cause employees to leave their

2.3. Conceptual Framework of the Study



Source: Kotler, P. (12 edition)

2.3.1 Dimension of internal marketing

Finally, by reviewing the different literatures about internal marketing and job satisfaction the possible actual factors that may influence the employee's job satisfaction have been established

as of Figure 1.2 below. The frame work consists of one dependent variable (employees' job satisfaction) and four independent variables (motivation, training and development, communication and empowerment) that affect the employees job satisfaction.

Different scholars discuss the different elements of internal marketing but most of them revolve around the same ideas. As illustrated in the Service marketing book by Woodruffe (1995), the four most important areas within an organization that are essential to an internal marketing element program are education/training, motivation, communication/information and coordination.

2.3. 2 Education and Training

According to Bansal, Mendelson and Sharma (2001) it has been described that internal marketing plays an important role in the training of front line employees because they are in need of the knowledge and ability to ensure service of high quality.

Training programs are essential for providing employees with skills and knowledge about customers' needs and how to satisfy them. (Conduit and Mavondo, 2001). Training refers to structured activities to develop and improve employees' skills, knowledge and behaviors. In an effort to give them the tools to perform job-related duties, accomplish specific tasks and meet the quality requirements of the organization, training is necessary (Bulut & Culha, 2010).

Training is a dimension of internal marketing to equip employees with relevant skills and knowledge to perform their job. Narteh (2012) stated, managers are able to observe and appraise employees' performance and if there are gaps in the skills and knowledge they will be addressed through training programs. He also wrote that employees consider training to be an important element in the work environment, the higher the possibility for competence development, the larger the commitment is among employees. Narteh (2012) continued to write that training is not only a way to ensure that employees perform their job in a satisfying manner, but it also plays a critical role in building feelings of belonging among the employees. 20 Companies can use formal education such as schools and on-the-job training where new recruits.

2.3.3 MOTIVATION

Motivation is considered the major factor that has a huge impact on the employee's productivity and behavior; so managers should understand how to motivate the employees to enhance their performance, motivation is the drive to act or behave in a certain way (Bigley & Steers, 2003). The managers can motivate the employees through appraisals, recognition and rewards. There is a difference between rewards, and wages, as the reward is received for an effective superior performance, and the wages is received for conducting the normal duties that are asked from the 22 employees at a normal standard level (Saadat, 2005).

A study by ELSamen and Alshurideh (2012) is designed to examine the impact of Internal Marketing (IM) on the Perceived Internal Service Quality (ISQ) among employees working in a Jordanian Pharmaceutical company. The results showed that motivated employees tend to have better perception of the ISQ. There is no doubt that the motivation is an important factor, which improves the performance of the employee. Moreover, Eldeen & El-Said, (2001) emphasized on the importance of establishing motivation structures to enhance employee behavior and performance which in turn will be reflected on the organization overall performance. When the employees feel that their good performance earns rewards, productivity will be enhanced, turnover ratio and absenteeism will be decreased, group work will be more coordinated, and their resistance for change will be less. Eventually, employee cooperation towards achieving the organization's objectives will be obvious.

2.3. 4 Communication and Information

Internal marketing communication needs to be managed in order to inform employees with accurate information that is consistent with what customers are hearing and seeing (Wilson et al., 2008,). The strategy of internal marketing must originate from top management of the organization and should be communicated down to the employees working under them (Greene, Walls & Schrest, 1994). Grönroos (2007,) wrote that there is a need of informing employees about new service oriented strategies as well as new ways of performing when interacting with customers.

2.3.5 Reward

Strategic reward is a system designed to motivate behaviors, actions, and accomplishments that help advance the organizations towards specific business goals. Ahmed and Rafiq (2003) believed 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 stake-holder satisfaction.

2.3.5 Levels of Internal Marketing

Internal marketing should take place at two levels. Those are

Initial level: the various marketing functions are sales force, customer service, advertising, product management and marketing research, which should work together.

At other level, the other departments should embrace marketing, they should also think customer. As say, “Marketing is not a department much more a company orientation.

CHAPTER –THREE

3. METHODOLOGY OF THE Study

3.1 INTRODUCTION

This chapter describes the research design that involve in the study and justifies the approach select for this study in the light of the research questions. The chapter also discusses about the sampling method which is use to collect and analyze the data for this study.

3.2 description of the study area

The study is focus in health services found in Wolkite university Gubre town located in south nation National Regional state Guraghe zone, a distance of 158 km away from A, A

3.3 Research Approach

In order to achieve any goal, finding the approach to reach the goal is the most important stage of the work. Doing research is under this rule as well. In order to extract true conclusions from a research it is necessary to use a proper and scientific approach with respect to the subject. Choosing a particular research method depends on the objectives and type of the subject and the researcher's possibilities.

3.4 Research design

There are three types of research design: descriptive research, exploratory research, and causal research (Gilbert A Churchill Jr...1992). among those this study was used descriptive research design for describe the level of internal marketing and the level of job satisfaction. Because of it describes data and characteristic about the population or phenomena that study. Therefore, the researcher would be use descriptive research as descriptive research is appropriate to present phenomena as they exist in present. descriptive study is concerned with condition that exist, opinions that are going, affect that are evident, or trend that are developing. Descriptive research provides answers to these question of who. What when, and how, typically answers to these question is found in secondary data or by conducting surveys.

3.5 Target Population of study

The target population of study was the employee that is holding health professional in wolkite university generalized hospital are 400 employees.

3.6 Sampling technique and Sample size determination

3.6 .1 Sampling technique

A sample refers to the group surveyed any time .The survey is not administered all members of the population. The process of selecting a sample group of people from the total population, which it is drawn, is called sampling (WrennB, et al, 2002). This study would use one of non-probability sampling method known as convenience sampling technique. Because of convenience, sampling technique is the process of selecting subjects or unites for examination and analysis that is based on accessibility, ease, speed, and low cost.

3.6. 2 Sample size

The ever-increasing demand for research has created a need for an efficient method of determining the sample size needed to be representative of a given population. The study would use Confidence interval approach formula for determining sample size, since the population will know.

$$S=x^2NP (1-P)/d^2 (N-1) +x^2p (1-p)$$

s = required sample size.

X2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

$$S=3.841*400*0.5(1-0.5) / (0.05) (400-1) +3.841*0.5(1-0.5) =192$$

There for by using the above formula the sample size of the study was 192 from the total population of (400).

3.7 Source of data

The study was used both primary and secondary data. The primary data was collect from wolkite university general hospital through questionnaire from employees, whereas the secondary data collect from exist documents, published or unpublished materials and from website that are relate to the study.

3. 8 Data collection instrument

Structured self- administered questioners were design which contain three groups of questions distribute to employees in wolkite university general hospital. The first section of the questionnaire was focus on the background information of the respondents and the second group of questions refers to internal marketing, while the third section of the questionnaire was deal with the job satisfaction. Internal Marketing was measure using a valid questionnaire develop by Foreman and Money (1995), and whereas questions from Stamps and Piermont's (1986) questionnaire will use to measure the level of job satisfaction. A five-point Liker scale will use for both internal marketing and job satisfaction questioners.

3.9 Data collection procedure

The study was used the following procedures for data collection. Prepare questionnaires; questionnaires were distributed in the employee collect the response teach question determine the wording of each question, for analysis and then interpret the result.

3.10. Methods of data analysis

The variables of the study were internal marketing and job satisfaction. Internal marketing is the independent variable and job satisfaction is the dependent variable. In order to analyze the results, the researcher had to create scores for these two variables. All questions use a 5-point scale ranging from 1 = strongly disagree to 5 = strongly agree. By adding the points from each

question, a total score for internal marketing was creating for each questionnaire. A similar score system was also develop for job satisfaction. The five-point Liker scales, which was used to measure internal marketing, was also use to measure job satisfaction. The questioner is to analysis by using simple statically tool frequency, percentage and men.

3.11 Ethical considerations

The study was appreciate to use information from Wolkite university generalized hospital. Thus, the study acknowledges the fact and cautions that the data to be obtained from the Wolkite University generalized hospital. Solely used for academic purposes. Having noted this, the study advises that use of the findings without expert advice, is at the peril of the user. The researcher was keeping a high level of confidentiality and integrity throughout the field work and afterwards. Further the study was treating the responses from the respondents with confidentiality it deserves. The researcher pledges that the data and information was solely used for academic purpose.

CHAPTER FOUR

4. DATA INTERPRETATION AND ANALYSIS

4.1 INTRODUCTION

In this chapter the data obtained from respondent has been analyzed using .table, frequency and in percentage. All questionnaires were collect in April 2023.

During data collection a total of 192 questionnaires were distributed. Of these distributed questionnaire a total of 180 were returned which equates a response rate of 93.8%. As a result a total of 192 questionnaires were used in the analysis.

4.1.1 Respondents' Profile

Respondents were asked about their sex, age and education level. Their responses to such questions were summary in the following table

Table 4.1 Demographic data analysis

Variables	Category	N	%
1.Gender	Male	103	57.2%
	Female	77	42.8%
	TOTAL	180	100.0%
2.Age (years)	20-29	91	50.6%
	30-45	86	47.8%
	>45	2	1.1%
	Total	180	100%
3.Marital status	Married	94	50.6%
	Single	86	47.8%
	Total	180	100%
4.Conterat type	Permanent	146	81.1%

	Time-defined	34	18.9%
5.Occupation specialty	Doctor	63	35%
	Nurse	73	40.6%
	Paramedic	18	10%
	care staff	15	8.3%

6.Job experience (years	>4 year	93	51.7%
	2 year	19	10.6%
	1 year	44	24.4%
	3 year	24	13.3%
	TOTAL	180	100%
7.Education	PHD	93	51.7%
	Masters degree	49	27.2%
	University degree	28	15.6%
	Vocational degree	10	5.6%
	TOTAL	180	100%

Source: Own survey (2023)

According to table 4.1 Demographic profiles of respondents shows that the personnel who participated in the survey 42.8% were female (77), and 57.2% were male (103). Nurses made up 40.6 (n = 73), doctors 35% (n = 63), paramedic personnel 10(n = 18), care staff 8.3 %(n=15) and laboratory assistant 6.1 %(n=11) of the total sample. Most of the respondents (50.6 percent) are

in the age group of 20-29 years, 1.1 percent is above 45 years of age, and 47.8 percent are in the age group of 3-45 years.

The age of the personnel who answered the questionnaire varied from 20 to 60 years old, 50.6 %of respondent were under the age of (20-29) and 47.8%, 1.1% of respondent were under the age of 30-40,>45 respectively. One hundred forty six (146) employees had a permanent contract in the hospital (81.1%) and 18 (22.5) had a time-defined contract in the hospital. ninety four (94) were married (50.6%) and educational qualifications of the sample respondents it can be seen from the table that (10) vocational degrees (5.6%), (49) masters degrees,(27.2%), (93) PHD(51.7%)and (28)university degree(15.6%).86(47.8%) were single.

4.2 Descriptive statistics analysis and discussions on level of internal marketing

The study contains four dimensions to measuring the level of internal marketing in the wolkite university generalized hospital. Each of dimensions contains different number of questions, motivation (2), development (7) reward (5) communication the total questioner was (17).

Motivation

Motivation is consider the major factor that has a huge impact on the employee’s productivity and behavior; so managers should understand how to motivate the employees to enhance their performance, motivation is the drive to act or behave in a certain way (Bigley & Steers, 2003).

Table 4.2 .1 motivation

No	Variables		Frequency	%	Mean
1	M1	Strongly disagree	30	16.7%	2.8833
		Disagree	42	23.3%	
		Neutral	36	20%	
		Agree	63	35%	
		Strongly agree	9	5%	
Total			180	100 %	
2	M2	Strongly disagree	45	25%	2.622
		Disagree	38	21.1%	
		Neutral	50	27.8%	
		Agree	34	18.9%	

	Strongly agree	13	7.2%	
Total		180	100%	
Average				2.75256

Source: Own survey(2023)

According to table 4.2.1 For the first item(M1) under the first element of internal marketing a total of 9(5) % of respondents strongly agreed on that the hospital offers employees a vision that they can believe in, and 63(35%) of respondents agree for this item. Furthermore 30(16.7%) and 42(23.3) % of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 36(20%) respondents neither agree nor disagree.

The second item(M2) under the first element of internal marketing a total of 13(7.2) % of respondents strongly agreed on that the administration communicates our hospital’s vision well to employees, and 34(18.9%) of respondents agree for this item. Furthermore 45(25%) and 38(21.1) % of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 50(27.8%) respondents neither agree nor disagree.

The survey is to indicated motivation is less implementation in the hospital

Development

Foreman and Money (1995) defined employee development as a strategic investment by an organization in training its members. If employees are required to perform their tasks well, they must be armed with the necessary skill and knowledge that is required of them.

Table 4.2.2: Development

No	Variables		Frequency	% tags	Mean
3	D1	Strongly disagree	31	17.2%	2.5389
		Disagree	69	38.3%	
		Neutral	41	22.8%	
		Agree	30	16.7%	
		Strongly agree	9	5%	
Total			180	100%	
4	D2	Strongly disagree	33	18.3%	2.4778
		Disagree	69	38.3%	
		Neutral	41	22.8%	
		Agree	33	18.3%	
		Strongly agree	4	2.2%	
Total			180	100%	
5	D3	Strongly disagree	37	20.6%	2.750
		Disagree	50	27.8%	
		Neutral	26	14.4%	
		Agree	55	30.65	
		Strongly agree	12	6.7%	
Total			180	100%	
6	D4	Strongly disagree	24	13.3%	2.7667
		Disagree	52	28.9%	
		Neutral	52	29.0%	
		Agree	46	25.9%	
		Strongly agree	6	3.3%	
Total			180	100%	
7	D5	Strongly disagree	39	21.7%	2.5167
		Disagree	57	31.7%	
		Neutral	45	25%	
		Agree	30	16.7%	
		Strongly agree	9	5%	
Total			180	100%	
8	D6	Strongly disagree	20	11.1	2.7944
		Disagree	55	30.6%	
		Neutral	47	26.1%	
		Agree	58	32.2%	
		strongly agree	0	0%	
Total			180	100%	
9	D7	Strongly disagree	43	23.9%	2.4611
		Disagree	61	33.9%	

	Neutral	31	17.2%	
	Agree	40	22.2%	
	Strongly agree	5	2.8%	
Total		180	100%	
Average				2.615

Source: own survey (2023)

According to table 4.2.2 the third item(D1) under the second element of internal marketing a total of 9(5) % of respondents strongly agreed on that this hospital prepares the employees to perform well, and 30 (16.7%) of respondents agree for this item. Furthermore 31(17.2%) and 69(38.3%) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 41(22.8%) respondents neither agree nor disagree.

The fourth item(D2) under the second element of internal marketing a total of 4(2,2) % of respondents strongly agreed on that our hospital views the development of knowledge and skills in employees as an investment rather than a cost , and 30(18.3%) of respondents agree for this item. Furthermore 33(18.3%) and 69(38.3 %) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 41(22.8%) respondents neither agree nor disagree.

The fifth item(D3) under the second element of internal marketing a total of 12(6.7) % of respondents strongly agreed on that Skill and knowledge development of employees happens as an ongoing process in our hospital, and 55(30.6%) of respondents agree for this item. Furthermore 37(20.6%) and 50(27.8 %) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 26(14.4%) respondents neither agree nor disagree.

The sixth item(D4) under the second element of internal marketing a total of 6(3.3 %) of respondents strongly agreed on that this hospital teaches employees “why they should do things” and not just “how they should do things, and 46 (25.9%) of respondents agree for this item. Furthermore 24(13.3%) and 52(28.9%) of respondent respond to the same item strongly

disagree and disagree respectively, while the rest of respondents 52(28.9%) respondents neither agree nor disagree.

The seventh item(D5) under the second element of internal marketing a total of 9(5 %) of respondents strongly agreed on that in our hospital we go beyond training and educate employees as well, and 30 (16.7%) of respondents agree for this item. Furthermore 39(21.7%) and 57(31.7%) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 45(25%) respondents neither agree nor disagree.

The eighth item(D6) under the second element of internal marketing no anyone of respondents strongly agreed on that in this hospital, the employees are properly trained to perform their services roles, and 58 (32.2%) Of respondents agree for this item. Furthermore 20(11.1%) and 55(30.6%) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 47(26.1%) respondents neither agree nor disagree.

The ninth item(D7) under the second element of internal marketing a total of 5(2.8 %) of respondents strongly agreed on that this hospital has the flexibility to accommodate the differing needs of employees, and 40(22.2%) Of respondents agree for this item. Furthermore 43(23.9%) and 61 (33.9%) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 31(17.2%) respondents neither agree nor disagree .those table indicate that less implementation in the company .

Rewards

Strategic reward is a system designed to motivate behaviors, actions, and accomplishments that help advance the organizations towards specific business goals.

Table 4.2.3: Rewards

No	Variables		Frequency	% percent	Mean
10	R1	Strongly disagree	31	17.2%	2.644
10		Disagree	58	32.2%	
		Neutral	39	21.7%	
		Agree	48	26.7%	
		Strongly Agree	4	2.1%	
	Total		180	100%	
11	R2	Strongly disagree	35	19.4%	2.5276
		Disagree	61	33.9%	
		Neutral	40	22.2%	
		Agree	42	23.3%	
		Strongly Agree	2	1.1%	
	Total		180	100%	
12	R3	Strongly Disagree	34	18.9	2.4722
		Disagree	61	33.9	
		Neutral	55	30.6	
		Agree	26	14.4	
		Strongly Agree	4	2.2	
	Total		180	100%	
13	R4	Strongly Disagree	42	23.3%	2.450
		Disagree	60	33.3%	
		Neutral	42	23.3%	
		Agree	27	15%	
		Strongly Agree	9	5%	
	Total		180	100%	
14	R5	Strongly Disagree	27	15	2.6667
		Disagree	61	33.9%	
		Neutral	44	24.4%	
		Agree	41	22.8%	
		Strongly Agree	7	3.9%	
	Total		180	100%	
Average					2.0413

Source: own survey (2023)

According to table 4.2.3 the tenth item(R1) under the third element of internal marketing a total of 4 (2.1%) of respondents strongly agreed on that in our hospital, those employees who provide excellent service are rewarded for their efforts, and 48(26.7%) Of respondents agree for this item. Furthermore 31(17.2%) and 56(32.2)% of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 39(21.7%) respondents neither agree nor disagree.

The eleventh item(R2) under the third element of internal marketing a total of 2(1.1 %) of respondents strongly agreed on that the performance measurement and reward systems encourage employees to work together, and 42 (23.3%) Of respondents agree for this item. Furthermore 35 (19.4%) and 61(33.9%) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 40(22.2%) respondents neither agree nor disagree.

The 12th item(R3) under the third element of internal marketing a total of 4(2.2 %) of respondents strongly agreed on that the administration measures and rewards employee performance that contributes most to our hospital's vision, and 26 (14.4%) Of respondents agree for this item. Furthermore 34(18.9%) and 61(33.9%) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 55(30.6%) respondents neither agree nor disagree.

The 13th item(R4) under the third element of internal marketing a total of 9(5 %) of respondents strongly agreed on that the administration uses the data gathered from employees to improve their jobs, and to develop the strategy of the hospital, and 27 (15%) Of respondents agree for this item. Furthermore 42(23.3%) and 60(33.3%) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 42(23.3%) respondents neither agree nor disagree.

The 14th item(R5) under the third element of internal marketing a total of 7(3.9%) of respondents strongly agreed on that the administration measures and rewards employee performance that contributes most to our hospital's vision , and 41 (22.8%) Of respondents agree for this item. Furthermore 27(15%) and 61(33.9%) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 44(24.4%) respondents

neither agree nor disagree .Those table indicated that reward is moderate implementation than to development in the hospital b/c of moderately the employee is answer is strongly agree and agree.

Communication

Regarding to Communication as the above statistics imply, communication has a positive relationship and it has significant effect on job satisfaction of wolkity unverstiy generalized hospital

employees.. According to Tourani et al. (2012) many researchers assert that communication in organization has significant effect on employees’ job satisfaction. Results from the analysis also showed that communication is significantly related and in fact contributes to employee satisfaction. This result is in tandem with Al-Hawary et al. (2013) who reported thatssssss communication had a positive relationship with job satisfaction. Also, Marty (2014) confirmed that increases in open channel communication with employees will be followed by increases in employee satisfaction.

Table : 4.2.4 communication

		Disagree	56	31.11	
		Neutral	34	18.88	
		Agree	20	11.11	
		Strongly agree	25	13.88	
		Total	180		2.58
16	C 2	Strongly disagree	55	30.55	
		Disagree	47	26.11	
		Neutral	40	22.22	
		Agree	20	11.11	
		Strongly agree	18	10	
		Total	180		2.44
17	C 3	Strongly disagree	35	19.44	
		Disagree	45	25	

	Neutral	25	13.88	
	Agree	30	16.66	
	Strongly agree	45	25	
TOTAL		180		3.03
AVARAG				2.68

Source: own survey (2023)

According to table 4.2.4 the 15th item(C1) under the Four element of internal marketing a total of 25(13.88%) of respondents strongly agreed on that in our hospital, those employees who provide excellent service are Communication for their efforts, and 20(11.11%) Of respondents agree for this item. Furthermore 45(25%) and 56(31.11%) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 34(18.88%) respondents neither agree nor disagree.

The 16th item(C2) under the Four element of internal marketing a total of 18(10%) of respondents strongly agreed on that the performance measurement and Communication systems encourage employees to work together, and 20 (11.%) Of respondents agree for this item. Furthermore 55(30.55%) and 47(26.77%) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 40(22.2%) respondents neither agree nor disagree.

The 17th item(C3) under the Four element of internal marketing a total of 45(25 %) of respondents strongly agreed on that the administration measures and Communication employee performance that contributes most to our hospital's and 30(16.66%) Of respondents agree for this item. Furthermore 35(19.44%) and 45(25%) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 25(13.88%) respondents neither agree nor disagree. generally the table is indicate communication is to well implement to other variable in the hospital.

4.3 Level of job satisfaction

The study contains four questions for measuring the level of job satisfaction in the wolkitiy university generalized hospital.

Table 4.3.1 descriptive statistics analysis and discussions on level of job satisfaction

No	Variables		Frequency	%	Mean
1	S1	Strongly Disagree	55	30.6%	2.3944
		Disagree	55	30.6%	
		Neutral	24	13.3%	
		Agree	36	20%	
		Strongly Agree	10	5.6%	
Total			180	100%	
2	S2	Strongly Disagree	18	10%	3.7164
		Disagree	24	13.3%	
		Neutral	15	8.3%	
		Agree	57	31.7%	
		Strongly Agree	66	36.7%	
Total			180	100%	
3	S3	Strongly Disagree	23	12.8%	2.922
		Disagree	54	30%	
		Neutral	36	20%	
		Agree	39	21.7%	
		Strongly Agree	28	15.9%	
Total			180	100%	2.4833
4	S4	Strongly Disagree	36	20%	
		Disagree	60	33,3%	
		Neutral	49	21.2%	
		Agree	31	17.2%	
		Strongly Agree	4	2.2%	
Total			180	100%	
Average					2.8795

Source: own survey (2023)

According to table 4.3.1 The first item(S1) under the level of job satisfaction a total of 10(5.6%) of respondents strongly agreed on that my present pay is satisfactory, and (20%) Of respondents agree for this item. Furthermore (30.6%) and (30.6%) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents (13.3%) respondents neither agree nor disagree.

The second item(S2) under the level of job satisfaction a total of 66(36.7 %) of respondents strongly agreed on that i think that an increase at my salary is needed, and 57 (31.7%) Of respondents agree for this item. Furthermore 18(10%) and 24(13.3%) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 15(8.3%) respondents neither agree nor disagree.

The third item(S3) under the level of job satisfaction a total of 28(15.6%) of respondents Strongly agreed on that there is good deal of teamwork and cooperation on my job, and 39(21.7%) Of respondents agree for this item. Furthermore 23(12.8%) and 54(30%) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 36(20%) respondents neither agree nor disagree.

The fourth item(S4) under the level of job satisfaction a total of 4(2.2 %) of respondents Strongly agreed on that compared with other hospital ,where I work our pay is fair, and 31(17.2%) Of respondents agree for this item. Furthermore 36(20%) and 60(33.3%) of respondent respond to the same item strongly disagree and disagree respectively, while the rest of respondents 49(27.2%) respondents neither agree nor disagree.

CHAPTER FIVE

5. SUMMERY OF FINDING, CONCLUSION AND RECOMMENDATIO5

5.1 Summery of finding

Emanating from the foregoing analysis the following findings was emerged:

- a) On the basis of statistical analysis of study result, the following results concerning employee demographic characteristics were concluded:
 - The gender of the respondent of male greater than female
 - Most of the occupation specialist of the employee's was nurse, and laboratory assistant the lowest.
 - The ages of respondents were mostly found from 20-29.
 - The educational level of respondent was the lowest number in vocational degree and most of respondent had PHD.
 - Most of respondent was permanent and the least one is time defined.
 - Most of respondent were married and the rest were single.

- b) On the basis of statistical analysis of study results, the following results concerning about the effect of internal marketing on their job satisfaction were found:

Tendencies employees were positive towards internal marketing dimensions represented in Vision, development and reward, this is an indicator that is somehow accepted that internal marketing has a significant positive effect on job satisfaction of healthcare personnel in wolkite university general hospital.

Generally out of the Four variables communication make the strong contribution to explain the dependent variable (job satisfaction) which followed by development. This study attempted to analyze the level of satisfaction of employees towards their job in the Wolkite University generalized hospital. A general result of the job satisfaction employees in the hospital was not satisfied by their job.

5.2 Conclusions

From the above findings and results we concluded that:

- ✓ The internal marketing has a significant positive effect on job satisfaction of healthcare personnel in Wolkite university generalazed hospital
- ✓ The implementation motivation in the hospital was very less.
- ✓ The implementation communication in the hospital was well.
- ✓ The implementation development in the hospital was very less.
- ✓ The implementation reward in the hospital was moderate .
- ✓ General the level of internal marketing practice in the hospital was less.
- ✓ Our results about level job satisfaction of employees in the hospital were not satisfied by their job.

5.3 Recommendation

All employees must be treated as customers; this means the creation of specifications, the creation of awareness and the identification of expectations through market research. The results of this case study should be allowed the hospital and other organizations to segment the population and tailor specific strategies to each segment.

As we seen from analysis and conclusion part employee were not satisfied by their job, so the researcher tries recommend to hospital as follows.

- The hospital managers must be to re-examine their internal marketing dimension implementation (motivation, communications, development and reward) are particularly in the context of increasing employee satisfaction since the implementation of this dimension was very less, so to increase the level of job satisfaction the hospital must be highly implement the internal marketing in hospital, because of the highly implementation of internal marketing gives high level of job satisfaction to employees whereas thus satisfied employee's perform quality services for the customer .
- The hospital must be studied or acknowledged internal marketing is a prerequisite for successful external marketing.
- All employees must be treated as customers; this means the creation of specifications, the creation of awareness and the identification of expectations through market research.
- The hospital must be adopted internal marketing in order to meet the communications need of primarily influencing the attitudes and behavior of staff towards a service and customer orientation. Improving customer consciousness and service quality among employees is a major step towards the attainment of staff committed to the overall objective of the organization, namely the improvement of the external marketing performance. In order for proper implementation to occur the focus must evolve around frontline employees and the process must start with senior leadership and a proper physical environment. The best method to influence employees involves strategic awards, other incentives, and individual empowerment to make decisions without the assistance of upper management.

5.4. Recommendations for Future Research

Despite its unique contribution, this study has several limitations. So, the researcher recommends the following for future research. The study was based on a convenience sample. Though data collection procedure produced reliable and valid results, use of random sample is essential to determine the generalizability of the results. In addition, future study should use non-volunteers random samples, so it will prevent someone doing the survey for favor. Furthermore, the researcher recommends for future researchers to apply advanced inferential statistics to identify and confirm the results. In addition to the above issues that should be considered by the future researcher's satisfaction to learn what are the needs and wants of its employees and improve its internal marketing activities accordingly.

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Appendix 1

WOLKITE UNIVERSITY

BUSINESS AND ECONOMICS COLLEGE

BA DEGREE PROGRAM IN MARKETING MANAGEMENT

ENGLISH VERSION RESEARCH QUESTIONNAIRES

Dear respondents!

The following question is prepared for research purpose to be under on the effect of internal marketing on job satisfaction in the health service in the case of wolkite university generalized hospitals by Tenagen Dehnenet . I am undergraduate student in university of **WKU** in BA degree of marketing management department your participation is greatly appreciated and all response would be kept confidential.

Instruction:-

- For fulfillment of the purpose of this paper you are kindly requested to answer the entire following questions appropriately as per the requirement listed below.
- Your answers are confidential and only use for this BA degree study.
- No need to write your name.

Part one: demographic characteristics

1. Gender

Male Female

2. Occupation specialty

Physician (Doctor) Nurse Paramedic care staff Laboratory assistant

3. Your Age

4. Work experience in this hospital (in years).....

5. Type of contract

Permanent Time defined

6. Education

PhD Master's Degree

University Degree Vocational Degree (2 year)

7. Family Status Married Single

Part two: Internal Marketing

Please indicate your choice form the five like skill list below about component of internal marketing

No	Item	Likert scale				
		Strongly disagree	disagree	natural	Agree	Strongly agree
	Motivation					
1.	Our hospital offers employees motivation that they can believe in	1	2	3	4	5
2.	The administration communicates our hospital's motivation well to employees	1	2	3	4	5
	Development					
3	This hospital prepares the employees to perform well	1	2	3	4	5
4	Our hospital views the development of knowledge and skills in employees as an investment rather than a cost	1	2	3	4	5
5	Skill and knowledge development of employees happens as an ongoing process in our hospital	1	2	3	4	5
6	This hospital teaches employees "why they should do things" and not just "how they should do things"	1	2	3	4	5
7	In our hospital we go beyond training and educate employees as well	1	2	3	4	5
8	In this hospital, the employees are properly trained to perform their services roles	1	2	3	4	5

9	This hospital has the flexibility to accommodate the differing needs of employees	1	2	3	4	5
	Reward					
10	In our hospital, those employees who provide excellent service are rewarded for their efforts	1	2	3	4	5
11	The performance measurement and reward systems encourage employees to work together	1	2	3	4	
12	The administration measures and rewards employee performance that contributes most to our hospital's vision	1	2	3	4	5
13	The administration uses the data gathered from employees to improve their jobs, and to develop the strategy of the hospital	1	2	3	4	5
14	The administration measures and rewards employee performance that contributes most to our hospital's vision	1	2	3	4	5
	Communication					
15	Before any policy change my supervisor in form to phase to phase advance?	1	2	3	4	5
16	In this company they set said adequate resource to communicate employee ?	1	2	3	4	5
17	The manger is expected to spend time with their subordinate explaining them company objective s affect what the company expects from each individual employee?	1	2	3	4	5

Part three: job satisfaction please indicates your appropriate choice from the five alternatives list below about your job satisfaction.

No	Items	Strongly disagree	Disagree	Natural	Agree	Strongly agree
1.	My present pay is satisfactory	1	2	3	4	5
2.	I think that an increase at my salary is needed	1	2	3	4	5
3.	There is good deal of teamwork and cooperation on my job	1	2	3	4	5
4.	Compared with other hospitals ,where I work our pay is fair	1	2	3	4	5