

The Effect of Internal Marketing on Job Satisfaction in Case of Zemen Bank

Mekdes Ayenalem

Department of Business Management

School of Graduate Studies, St. Mary's University Addis Ababa, Ethiopia

Article DOI: 10.48028/ijprds/ijasbsm.v12.i1.06

Abstract

The objective of this study was to examine the effect of internal marketing on employee's job satisfaction in the case of Zemen Bank. The population of interest in this study was employees of Zemen bank operating in Addis Ababa. Four dimensions of internal marketing namely: training, empowerment, motivation and internal communication was the independent variables, on the other hand job satisfaction was the dependent variable. The study employed a quantitative study with explanatory research design. Probability sampling (stratified) method was used and employees were selected from each stratum with a random sampling technique. A structured questionnaire on five Likert scale bases was used to collect data and 199 employees were sampled from which 180 respondents returned fully completed questionnaires (90.45% response rate). Both descriptive and inferential (correlation and regression) statistics were utilized using SPSS version 20 to analyze the data. The results indicate that all selected dimensions of internal marketing (training, empowerment, motivation and internal communication) significantly and positively affect job satisfaction. Therefore, if the bank desires to ultimately provide a better service experience for their employees, it is recommended that more attention should be directed toward enhancing employees' job satisfaction. by focusing on these four internal marketing dimensions (training, empowerment, motivation and internal communication).

Keywords: *Internal marketing, Training, Empowerment, Motivation, Internal communication, Job satisfaction*

Corresponding Author: **Mekdes Ayenalem**

First Published: <http://repository.smuc.edu.et/bitstream/123456789/6075/1/Final%20Paper%20Mekdes.pdf>

<https://internationalpolicybrief.org/international-journal-of-advanced-studies-in-business-strategies-and-management-volume-12-number-1/>

Background to the Study

In the present era, the world economy is increasingly characterized as a service economy. This is primarily due to the increasing importance and share of the service sector in the economies of most developed and developing countries. In fact, the growth of the service sector has long been considered as an indicator of a country's economic progress. Service organizations which are huge corporations operating in such industries as airlines, banking, insurance, telecommunications, and hotels has led to a rigid and intensified competition among various businesses (Kameswari and Rajyalakshmi, 2012). Consequently, working in such changing environment requires the accurate sort of staff to survive. It is at this point that the concept of internal marketing and internal customer satisfaction arises. Internal marketing refers to all the actions that an organization has to perform in order to develop, train and motivate its employees, so to enhance the quality of the services provided to its customers (Chen et al, 2006). Internal marketing was first proposed as a solution to the problem of delivering high quality service.

According to this concept, the human resource of an organization which affects the quality of customer service being delivered. Internal marketing is part of the marketing strategy with the employee's themselves act as internal customers. It is used as a philosophy for managing human resource of the firm by satisfying their necessities so that they work with utmost dedication and devotion and pave way for the company's success. The fifth "P" in services marketing mix is People who are a vital constituent to any service provision. If an organization wants to obtain a form of competitive advantage, it needs to recruit the right staff and train them effectively in their service delivery. Recently more emphasis is laid on providing good services to the employees of the organization than its customers. Now-a-days, employees play a critical role in the achievement of the organizational goals, especially in promoting the quality of services. Internal Marketing (IM) should be a priority before external marketing (Kotler, 2000). IM starts with the organization recruiting the right people in the right position to reach the point where these employees are satisfied and willing to do their job and accomplish customer satisfaction (Al-Hawary, Al-Qudah & Abutayeh, 2013). The key aims of IM are the development of internal and external customer awareness and the removal of functional barriers to achieve organizational effectiveness. This is because lack of commitment from employees can be harmful to an organization, resulting in poorer performance arising from inferior services offerings and higher costs (Payne, 1993).

Internal marketing is a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and inter-functionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies, in order to deliver customer satisfaction through a process of creating motivated and customer orientated employees (Ahmed, 1995). According to Christopher (2011), effective internal communications can help to ensure efficient and satisfactory service delivery, achieve productive and harmonious working relationships, and build employee trust, respect, and loyalty. Lings (2004) provided the IM orientation that emphasizes on the contact between customers and employees and makes the philosophy of taking employees as

customers working at the company as the foundation of creating internal market orientation. He further states that it plays a role to improve the relationship between the company and its employees and also to enhance the quality of relationship between employees and customers. Furthermore, Lings also pointed out that IM orientation has two important implications. One is the perspective of organization's internal performance that includes employees retaining, motivation and morality, employees' satisfaction and organization's commitment. The other is the perspective of organization's external performance, such as service quality, customers' satisfaction and financial performance (Lings, 2004).

Company Background

Zemen Bank S.C. based in Addis Ababa – Ethiopia, was established in 2006 and has been in operation since 2008. It was founded with 3000+ shareholders with a view to attend to the gap in the market and address the needs of corporate, institutional and high net-worth Individuals in the country. Zemen Bank is the first bank in Ethiopia to offer multi-channel banking (one branch strategy) and become one of the innovative and new dynamic banks of the financial sectors and the banking business in Ethiopia. Trying to change the banking sector way of doing business for good, introducing innovative product and services tailored to the need of the customer with superior customer services backed by advanced technology regardless of what channel the customer choose to use. Zemen bank had branded its products and services in the market place by addressing corporate, institutions & high net worth individuals for the past ten years with limited branches the bank has become one of the profitable and successful financial sectors. The initial paid-up capital of the Bank was approximately Birr 95 million which currently reached more than 300 million. Now a day the bank single branch strategy has been changed to multi branch strategy the very reason of shifting from single to multi banking branch system was the new national bank directive which state that each private banks have to increase their branches by 25% of the base year (Directive No. NBE/40/2016). Currently it has 52 branches, spanning the breadth and width of the country, including more than 28 branches in Addis Ababa.

Statement of the Problem

Internal Marketing helps to ensure that employees are effectively carrying out the organization's programs and policies. An informed staff means one that's more engaged and invested in the organization's outcomes. According to the Annual Report of National Bank of Ethiopia (2017-18), insurance companies, banks and microfinance institutions are the major financial institutions operating in Ethiopia. Thus, in this profitable industry, it is obvious that companies seek to acquire highly qualified employees, so as to stay profitable in the industry. Capability to retain efficient and experienced workforce in an organization is very crucial for the overall performance of the organizations. The highly satisfied employee serves as the competitive advantage for companies because their performance leads an organization to well accomplishment of its goals. Consequently, the organization should plan a suitable internal marketing strategy to gain better results. There are many ways to gain satisfaction and different people opted for different ways to search for job satisfaction. Moreover, it is challenging to achieve job satisfaction, because human beings are known for their nature of being difficult to

please. Besides, it is also important to evaluate the employees' perception towards the prevailing internal marketing practices currently adopted in the Company, in order to verify that whether the internal marketing is, indeed, valued by the respective employees.

The researcher made a discussion with staffs of Zemen bank S.C thus, their dedication and motivation has decreased in variety of reasons moreover some of employee's reasons associated with internal marketing practice. The lack of work commitment and loyalty resulting from ineffective approach in motivating and developing internal communication as well as empowerment is the major factor for reducing the job satisfaction level of employees. Currently, Zemen bank employs Internal Marketing elements (Training, Internal Communication, employee empowerment and developing employee motivation) in place as a means of satisfying employees. But the problem is while the researcher checked if any research has been conducted by the bank in the area internal marketing and its effect on the job satisfaction of employees previously, however according to Human Resource Division/ Department archive no research has been conducted regarding which type of internal marketing practice is appropriate and which is not until present day, these might highly impact organizational effectiveness and excellence. Hence, this study aims to fill the gap by examine the effect of internal marketing on employee job satisfaction in case of Zemen Bank S.C.

Specific Objectives

The specific objectives include:

1. To identify the effect of training on employee job satisfaction.
2. To examine the effect of empowerment on employee job satisfaction.
3. To determine the effect of motivation on employee job satisfaction.
4. To examine the effect of internal communication on employee job satisfaction.

Research Hypotheses

After going through related literatures that connect the dimensions of internal marketing to employee's job satisfaction the following hypotheses were formulated and had been tested.

- H1: Training has a positive and statistically significant effect on employee's job satisfaction.
- H2: Empowerment has a positive and statistically significant effect on employee's job satisfaction.
- H3: Motivation has a positive and statistically significant effect on employee's job satisfaction.
- H4: Internal communication has a positive and statistically Significant effect on employee's job satisfaction.

Significance of the Study

This study helps the management of Zemen Bank to evaluate their internal marketing strategy and fill the gap in order to improve employee Job Satisfaction and retain employees which in return contribute a lot to achieve the overall company objectives and enable the company to obtain competitive advantage. Personnel can be an important differentiation

Theoretical Review

The Origins of the Internal Marketing

The concept of internal marketing was first derived from the work of Sasser and Arbeit (1976) who stated “personnel is the first market of a service company”. Berry (1981) was the first to give a definition of internal marketing by defining internal marketing as “viewing employees as internal customers, and jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization”. The development of theory on internal marketing can be categorized into three phases (Rafiq & Ahmed, 2000).

Phase 1: Employee motivation and Satisfaction

In the early developmental phase, the majority of the literature on internal marketing focused upon the issue of employee motivation and satisfaction. The major reason behind this was the fact that the roots of the internal marketing concept lie in efforts to improve service quality. Not being automatons, individuals exhibit inconsistencies in the performance of service tasks and as a consequence cause variation in the level of delivered service quality. The problem of “Variability” focused organizational efforts on getting employees to deliver consistently high-quality service. The overall effect of this was to bring to the fore the issue of employee motivation and satisfaction. Viewing Employees as Internal Customers as Berry's (1991) defined internal marketing is viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization. Viewing their Job Offerings as Product and their Employees as Customer forces Managers have to devote the same care to their jobs as they devote to the purchases of their services (Sasser & Arbeit, 1996).

Phase 2: Customer Orientation

This phase was initiated by Gronroos (1981), he suggested that the main aim of internal marketing is to create customer orientation among service employees. He argued that internal marketing should “create an internal environment which supports customer consciousness among the personnel”. Gronroos (1985) advocated that “an organization's internal market of employees can be influenced most effectively and hence motivated to customer consciousness, market orientation and sales-mindedness by a marketing-like internal approach and by applying marketing-like activities internally”. Johnson and Seymour (1985) state “internal marketing deals with creating customer-oriented behaviors among employees”. Kotler (1991) mentions that “internal marketing is about building customer orientation among employees by training and motivating both front-line and support staff to work as a team”. Papasolomou (2006) stated that internal marketing aims to develop customer orientation among employees by defining internal marketing as “a mechanism for instilling a people orientation within an organization as a prerequisite for instilling and strengthening the service, customer, and marketing orientation among organizational personnel”. The key difference between the theories of the two phases is that customer orientation conceptualization focuses attention on creating customer orientation in employees through a process of influencing, rather than satisfying and motivation employees (Rafiq & Ahmed, 2000).

Phase 3: Strategy implementation and Change management

Winter (1985) was the first to give direction to the third phase of development of internal marketing theory; he recognized the role of internal marketing as a technique for managing employees towards achievement of organizational goals. Winter (1985) mentions that the role of IM is that of “aligning, educating and motivating staff towards institutional objectives, the process by which personnel understand and recognize not only the value of the program but their place in it”. George (1990) states that internal marketing is “as a holistic management process which can be used to integrate the multiple functions”. According to Rafiq and Ahmed (1993) IM is “a planned effort to overcome organizational resistance to change and to align, motivate and integrate employees towards the effective implementation of corporate and functional Strate Taking into account the above-mentioned three phases and the concepts related to it, employee motivation and satisfaction, customer orientation and strategy implementation and change management stating, different authors propose different definition of internal marketing.

Table 1: Internal Marketing Definitions

Author	Definition
Qayum and Sahaf (2013:50)	Internal marketing is concerned with viewing employees as internal customers, and jobs as internal products that
Al-Hawary et al. (2013:813).	Internal marketing can be defined as a planned effort using a marketing-like approach to overcome organizational resistance, to change and align, motivate, and inter functionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through the process of creating motivated and customer-oriented employees
Kameswari and Rajyalakshmi (2012:47)	Internal marketing is the application of marketing inside an organization to enhance customer focused and customer-oriented employees.
Gronroos (2007:389)	Internal marketing is involved with the establishment, maintenance and growth of internal relationships between employees despite their position within the business. Through this process employees must be motivated to deliver a quality service to both internal and external customers of the business.
Kotler and Armstrong (2006:300)	Marketing by a service organization to train and effectively motivate its customer-contact employees and all the supporting service people to work as a team to provide customer satisfaction.
Coper and Cronin (2000)	Internal marketing as the organization’s attempts for education, reward and generally management of human resources for better service offering.

Source: Various Sources (2021).

Internal marketing for the purpose of this study can thus be defined as: In this case Zemen Bank employees are viewed as an internal customer market. Internal marketing includes

marketing tactics geared towards the attraction, development, retention and inter-functional coordination of employees with the overall objective of enhancing service quality to the customer, even as creating value and satisfaction for the employee.

Elements of Internal Marketing

Scholars have given various variables on the dimension of internal marketing. There is much debate as to the elements that constitute an internal marketing mix and authors cannot agree as to what constitutes internal marketing with elements. There are many proposals about the IM elements provide for the academic literature. Below is dimension of internal marketing used by different scholars.

- i. Rafiq and Ahmed (1993): Employee motivation and satisfaction; Customer orientation and Customer satisfaction; Inter-functional coordination and integration; Marketing like approach; and Implementation of specific corporate or functional strategies.
- ii. Lings (2004): Employee empowerment, Employee training and skills development, internal communication and Reward.
- iii. Barnes, Fox, and Morris (2004): Knowledge management, Communication, Training and staff retention, Rewards, Leadership and management.
- iv. Gounaris (2006): Selection, Training and development, Incentive systems or Empowerment.
- v. Ali (2010): Internal communication, Employee recruitment, Employee training, Employee empowerment, internal market research and segmentation and Motivation/rewards.

For the purpose of this study four dimensions which were the most repeatedly stated by the scholars and the relevance of the study are selected.

Training

“Training is the process of preparing employees to perform their tasks efficiently by providing them with the right knowledge and developing their marketing skills” (Ali, 2010). The studies show that the investment in training will have tangible results including the improvement of the attitudes, increase of the skills for promoting the quality of services, and the employees' satisfaction and loyalty (Dubrin, 2004). Training can assist employees in developing a holistic view of a service strategy by providing them with an understanding of the role of each individual in relation to other individuals, the various functions within the firm, and the customers (Cronin & Taylor, 1992). Foreman and Money (1995) define 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. Piercy and Morgan (1991) say that in order for internal marketing to be effectively employed within an organization, employees must be trained and properly developed to fulfill its service role. With a well-developed workforce, an organization will exploit the full potential of its resource (the employees) thus improving business performance. Those companies failing to offer employees career opportunities,

room for advancement and enhancement of skills and knowledge may find it difficult to retain qualified employees.

Empowerment

Empowerment refers to the practice of enabling an individual to think, behave, take action, control work and make decisions in autonomous ways (Samen & Alshurideh, 2012). Through empowerment, employees can make faster decisions which in turn increase productivity, enhance the service experience and improve overall performance (Ueno, 2010). Accordingly, empowerment has received significant attention from scholars due to its impact on organizational effectiveness and competitive advantage in the service industry. Hamborstad and Perry (2011) argue that empowerment should be directed toward enriching employees with the abilities and skills to fulfill customers' requests and needs. When this is done, customer satisfaction can be obtained and linked to organizational success. Consequently, service organizations and practitioners should make more and better efforts toward providing customer-contact employees with enough empowerment by increasing their information, training, knowledge, and trust. Many organizations have discovered that to be truly responsive to customer needs, providers need to be empowered to accommodate customer requests and to recover on the spot when things go wrong. Zeithaml, Bitner, Gremler, and Pandit (2006), argue that while the key to empowerment is giving employees authority to make decisions on customer's behalf, it is insufficient when exercised solely. Employees need the knowledge and tools to be able to make these decisions and they need incentives to encourage them to make the right decisions. Flexibility, quick decisions and authority given to staff characterize an empowered organization.

Motivation

In most organizations, the situation is that the customers are highly demanding of employees even as the employees in turn hold high expectations from their jobs as sources of self-actualization and self-development (Rafiq & Ahmed, 1998). Here, internal marketing sought to increase employee motivation by focusing on treating the job as an internal product and try to "sell" it to the employees. This inward-looking philosophy is enhanced by steps which motivate employees to try out the product first. The term motivation has been defined variously by different authorities in the study of Psychology, Management and allied disciplines. According to Cole (2009), motivation is essentially about what drives a person to work in a particular way and with a given amount of effort. To Buford (1995), motivation is a pre-disposition to behave in a purposive manner to achieve specific needs. Obviously, there are divergences in these definitions, though some common threads seem to exist. What is common to the foregoing definitions, among others, is that something has to trigger an employee to perform in an exceptional way. For purpose of this paper, motivation is operationally defined as a set of indefinite factors that cause a person (an employee) to perform his or her duties in a special way. The factors are described as indefinite because they constantly change with time, as pointed out by Kovach (1987). What is implicit in this definition is that an employee will not work in that special way if he or she is not encouraged (motivated) to do so. An understanding of this definition depends on the appreciation of some existing theories of motivation.

Theories Of Motivation

Among the earliest and well-known researchers in the motivation domain were Homans (1950) and Maslow (1954). The former identified three key elements (activities, interactions and sentiments) as the controlling factors of members in an informal group. Homans (1950) defines activities as the task performed by the members of an informal group. He refers to interactions as the relationship among the members; and explains sentiments as the individual and collective attitudes of these members. Homans regards these three elements as independent because, according to him, a change in any one of them affects the other two elements. Maslow (1954) on the other hand developed the need hierarchy theory. In his theory, Maslow postulated that people's (employees') needs are arranged in a hierarchy in which basic needs generally have to be satisfied before higher needs come to play. Maslow's idea did not escape criticisms and has hence been modified by other theorists notably Alderfer (1969) who introduced the idea of need along a continuum rather than in a hierarchy. Herzberg et al (1987) view motivation with different lenses. Their idea is today known as the Herzberg two-factor theory as it reduces the factors of motivation to two namely intrinsic and extrinsic factors. The former, which includes achievements and recognition, produces job satisfaction, whilst the latter comprising Pay and Promotion and job security is often a source of lack of motivation on the part of employees.

There is also the McClelland Achievement Theory which is based on the idea that the single most important motive is the need for achievement. McClelland (1961) suggests that the need for achievement is a key human motive, which responds to, and is a product of, personal experience and cultural background. This can be indoctrinated by means of training and other attitude-forming activities. The theory advocates that the three most important employee motivational factors are the need for achievement, the need for power or authority, and the need for affiliation or belonging, in that order. One other theory of motivation which seems to be accepted by most scholars in the present century is the Adam's Equity Theory. The basis of this theory, in the work context, is that people make comparisons between themselves and others in terms of their inputs and what outcomes they receive from their inputs. The theory states that when employees perceive an unequal situation, they experience equity tension which they attempt to reduce by appropriate behavior. Employees may either act positively to improve their performance and /or seek improved rewards, or may act negatively (show lackadaisical attitude to work) on grounds of being under-paid. Logical as they may be, all these theories and several others have their loopholes and are hence seen as inconclusive in contemporary literature, but they provide some interesting insight into employee motivation. They are, in fact, relevant and a useful way to understand employee motivation.

Internal Communication

Ahmed and Rafiq (2003) identify internal communication as the dissemination of information within the organization to enable the creation of employees with a greater sense of ownership, accountability and responsibility. They further state that when employees are well-informed about the expectations of its customers as well as the condition and health of the organizations, they are more willing to dispense their duties diligently which in turn

improves the business performance. They also believe that internal communication is an important element of internal marketing as it is the key factor in creating understanding among employees. Internal communication is a complex and continuous process through which organizational members create, maintain, and exchange information in the organization. Two important issues need to be addressed with this definition. First, it is important to note that all organizational members participate in this process. Communication is not the sole responsibility or privilege of managers. Even if managers create and send most of the messages, their subordinates and peers create meaning from those messages. Second, while the process is said to be transactional in which all parties enact both sender and receiver roles to create mutual and shared meanings of messages, shared meaning is not always achieved in organizational settings. An effective internal communication is very important tool for the internal marketing, it helps the management to ensure service delivery with high satisfactory level and build employee trust, respect and loyalty (Lovelock & Wright, 1999).

Job Satisfaction

The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction, Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). It can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. The research tells us that job satisfaction is the level of “favorableness or unfavorableness with which workers view their job (Werther & Davis, 1999).” It refers to an employee's general opinion towards his/her job, such as; a person with high degree of job satisfaction has a positive feeling towards his job, whereas one who is unhappy with the job can grip a negative attitude (Robbins & Coulter, 2005). Some scholars argue that job satisfaction is an emotive reaction to a job condition, which is often decided by how nicely results meet up or exceed expectations, for example, if workers think that they are treated unjustly, receive less remunerations, they are more probably to have a negative feeling toward their work, supervisor or coworkers (Luthans, 2005; Manzoor, Usman, Naseem, & Shafiq, 2011).

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

Internal Marketing and Job Satisfaction

The relation between internal marketing and job satisfaction had been the concern of many researchers. If an organization implements internal marketing then the organization is upgrading job satisfaction for employees which will lead definitely to enhancing the performance of the organization (Al-Hawary, Al-Qudah, Abutayeh, Abutayeh, & AlZyadat, 2013).

Review of Empirical Studies

Previous studies have identified in the context of the internal marketing. Table 2.2 below presents a comprehensive summary of studies into internal marketing with different variables. The model developed in the context of one country may not be applicable in other countries as the institutional, economic and socio-cultural factors may different from region to region or from one sector to another within the same region

Table 2: Internal marketing variables.

Research & years of publication	Research Title	Research Result
Mohammad i et al. (2012).	Internal marketing, job satisfaction, organizational Commitment and customer orientation.	The studied showed that there was significantly positive correlation between internal marketing and customer orientation, and given indirect effect internal marketing has on customer orientation through affecting organizational commitment as a mediatory variable as well as significant positive correlation among them
Tortosa et al. (2009).	Internal marketing and organizational performance	Internal marketing has an impact on the understanding of the employees and such an understanding can leads to the increase of the quality of services and the increase of the customer satisfaction for received services.
Zaman et al. (2012).	Internal marketing, organization commitment, market orientation and Business performance.	The findings of the study suggested that internal marketing had a significant impact on employees' commitment, their market orientation and overall profitability of the firm. In addition, the mediating relationship of organization commitment with internal marketing and market orientation was not supported.
Vazifehdo ost (2012).	Market orientation, Internal marketing, organizational commitment and organizational Performance.	Empirical findings confirmed that internal marketing, organizational commitment and market orientation have positive direct and indirect effects on bank's both market performance (customer satisfaction and customer loyalty) and financial performance.

Source: Various sources (2021).

Several studies on internal marketing have proved that internal marketing has resulted in the development of job satisfaction among employees. This research focuses on the link between IM (training, empowerment, motivation and internal communication) and job satisfaction.

Training And Employee Job Satisfaction

Training is one of the most repetitively mentioned dimensions of Internal Marketing; Ahmed and Rafiq (2003), Gounaris (2006) and Tsai and Tang (2008) are among the scholars that identified training is one of the dimension internal marketing can be explained. According to Karen (2007), employee development is defined as a system for assisting employees to develop within their current jobs or advance to fulfill their goals for the future. In the study conducted on the effect of employee development program on employee satisfaction and by Karen (2007), employee satisfaction came from when employees are provided growth and development opportunities and when they are supplemented through fair and equitable human resource practices. All employees should be given equal opportunities for development if they each take ownership for their goals and action plans. It shows a clear link between training and employee job satisfaction, i.e. when people receive relevant and valuable training, they are generally happier in their jobs. Based on the above explanation, training effect can be drawn as;

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

Empowerment And Employee Job Satisfaction

Empowerment is an inner incentive state which is defined in relation with jobs and professions including 4 inner imaginations which show people's desires towards their professional roles. These inner imaginations are: meaning, competency, effectiveness, and choice (Thomas & Velthouse, 1990). Based on the above explanation, empowerment effect can be translated as:

H3: There is a significant positive relationship between employee empowerment and employee job satisfaction.

Motivation And Employee Job Satisfaction

Motivation can be defined as the development of a desire within an employee to perform a task to his/her greatest ability based on that individual's own initiative (Rudolph & Kleiner, 1989). In the case study conducted on Relationship between Motivation and employee job satisfaction, there is a positive correlation between motivation and employee job satisfaction. That is, motivation increases with increase in employee commitment and vice versa. (Prof.S.K. & Viveki, 2011). Based on the above explanation, motivation effect can be translated as;

H3: There is a significant positive relationship between employee motivation and employee job satisfaction.

Internal Communication and Employee Job Satisfaction

Internal Communication is processing whereby people within an organization give and receive messages; it is a vital prerequisite for a well-functioning internal marketing culture.

Without people being able or prepared to communicate with each other, there will be no interdepartmental or inter functional co-ordination (Naude & Murphy, 2003). Researches indicate that internal communication is one of the factors which influence employee job satisfaction. With active and assessable communication, employees are better able to understand their job and are more connected to it. This leads to better performance and higher job satisfaction. Anderson and Martin (1995), Downs and Hazen (1977), Madlock (2008), Orpen (1997) and Varona (1996) are among the researchers who studied the relation between communication and employee job satisfaction. With regard to the literature review that has been presented, the following hypotheses can be developed

H4: There is a significant positive relationship between employee communication and employee job satisfaction.

Conclusions

As discussed in the summary of the finds, all the research questions are addressed in the study. The study has shown that, the four internal marketing variables considered in the study affect employee job satisfaction of Zemen Bank. However, as the finding indicates, the most dominant variable to influence employee job satisfaction has come out to be motivation. All organizational facilities go to waste in lack of motivated people to utilize the facilities. Attractive motivational schemes bring about satisfaction to employees and by this their commitment to organization increases. It is not an easy task to increase employee motivation because employees respond in different ways to their jobs and their organization practices. And training is a systematic development of employee knowledge, skills and attitudes required by employees to perform adequately on a given task or job. The more competent and capable the employees are the more satisfied external customers. Inter-functional coordination and integration talks about how the different departments are working as one and thus flow of communication takes place smoothly. The findings that can be conclude from the statistics provided above is that training is positively and significantly related to job satisfaction in Zemen bank. When people receive relevant and valuable training, they are generally happier in their jobs. When that training is carried to the next level and becomes overall In regard to empowerment and internal communication they are positively and significantly related to job satisfaction in Zemen bank. Hence, Empowerment is an extremely effective management control tactic, which significantly influences the behavior and attitudinal character of employee's job satisfaction that when employees feel that they are good contributors, they will be encouraged to get involved and participate more for the sake of the organization.

Recommendation

Employees are internal customers, satisfying the needs and wants of these internal customers will enable the company to address the objective of the firm. Even if Zemen bank has joined the industry for over ten years, with a good reputation and goodwill, it's impossible to survive the competitive environment without adequate performance of its employees and which can be achieved by satisfied need and want. Therefore, this study recommends;

- i. Motivation is one of internal marketing element which has a strong influence on employee job satisfaction. Therefore, Zemen bank should periodically assessed employee's performance, rewarding system and on incentives to encourage employees like, bench marking international carrier practices on salary scales and other benefits.
- ii. Continuous training needs to be further practiced. Newly employed as well as those who change their position need to be trained and upgraded for the smooth performance of the job they are assigned.
- iii. Internal communication also has significant effect on employee performance; immediate bosses have to keep on to communicating with their subordinates in order to make the employee fully aware of internal and external changes in the industry. Situations to communicate must be available like weekly meetings or notice board where daily updates will be written. This will enable the employee to perform knowing basic changes around them and also, in order to achieve satisfied employee's managers should make regular meetings with the frontline employees to hear their opinions and feedbacks about the job.
- iv. Moreover, Employee empowerment is mandatory therefore, Zemen bank should keep on empowering its employees so as the employees participate in decision making process and contribute in routine and easy cases, so as they will be able to perform better. Instead of taking each and every decision-making situation to the managers, the employees should be given the chance to make decisions so that they will be able to have better job satisfaction.

References

- Ahmed, P. K., & Rafiq, M. (2003). Internal marketing issues and challenges. *European Journal of marketing*, 37(9), 1177-1186.
- Alderfer, C. P. (1969). An empirical test of a new theory of human needs. *Organizational behavior and human performance*, 4(2), 142-175.
- Al-Hawary, S. I. S., Al-Qudah, K. A., Abutayeh, P. M., Abutayeh, S. M., & Al-Zyadat, D. Y. (2013). The impact of internal marketing on employee's job satisfaction of commercial banks in Jordan. *Interdisciplinary Journal of Contemporary Research in Business*, 4(9), 811-826.
- Anderson, C. M., & Martin, M. M. (1995). Why employees speak to coworkers and bosses: Motives, gender, and organizational satisfaction. *The Journal of Business Communication* (1973), 32(3), 249-265.
- Armstrong, M. (2006). *A handbook of human resource management practice*. Kogan Page Publishers.

- Barnes, B., Fox, M., & Morris, S. (2004). Exploring the linkage between internal marketing, relationship marketing and service quality. *Total Quality Management & Business Excellence*, 15(5/6), 593-601.
- Berry, L., & Parasuraman, A. (1991). *Marketing Services: competing through quality*. New York: The Free Press.
- Berry, L.L. (1981). The employee as customer. *Journal of retail banking*, 3(1), 33-40.
- Buford, T. O. (1995). *In search of a calling: The college's role in shaping identity*. Mercer University Press.
- Christopher, L. et al. (2011). *Services Marketing: People, Technology, Strategy*, New York: Prentice-Hall, Pearson Education, Inc.
- Cole, S. A., & Shastry, G. K. (2009). *Smart money: The effect of education, cognitive ability, and financial literacy on financial market participation*. Boston, MA: Harvard Business School.
- Cronin Jr, J. J., & Taylor, S. A. (1992). Measuring service quality: a reexamination and extension. *Journal of marketing*, 56(3), 55-68.
- Downs, C., & Hazen, M. (1977). A Factor Analytic Study of Communication Satisfaction. *Journal of Business Communication*.
- DuBrin, J. (2004). *Applying psychology, individual and organizational effectiveness*. New Jersey: Pearson, Prentice Hall.
- Foreman, S. K., & Money, A. H. (1995). Internal marketing: concepts, measurement and application. *Journal of marketing management*, 11(8), 755-768.
- George, R. (1990). Internal marketing and organizational behavior: a partnership in developing customer-conscious employees at every level. *Journal of Business Research*, 20(1), 63-70.
- Gounaris, S. (2006). Internal-Market Orientation and Its Measurement. *Journal Of Business Research*, 59(4), 432-448.
- Gronroos, C. (1981). Internal marketing: an integral part of marketing theory. *American Marketing Association Proceedings Series*, 236–248.
- Hamborstad, S. & Perry, C. (2011). Employee empowerment, job satisfaction and organizational commitment: an in-depth empirical investigation. *Chinese Management Studies*, 5(3), 325-344

- Herzberg, F. (1987). Workers' needs: the same around the world. *Industry week*, 21(9), 29-30.
- Homans, G. C. (1950). *The Human Group*. New Brunswick. Hrund, S. (2011). *The Relationship Between Internal Communication & Job Satisfaction A Case Study*. Master's thesis Copenhagen Business School Marketing Communications Management
- Johnson, M., & Seymour, T. (1985). The impact of cross selling on the service encounter in retail banking. *The Service Encounter*, 225-239.
- Kotler, P. (2000). *Marketing management analysis, planning, implementation and Control*. 7th ed. Englewood Cliffs, NJ: Prentice Hall.
- Kovach, K. A. (1987). What motivates employees? Workers and supervisors give different answers. *Business Horizons*, 30(5), 58-65.
- Lovelock, C. H., & Wright, L. (1999). *Principles of Services Management and Marketing*. Prentice Hall.
- Luthans, F., Avolio, B. J., Walumbwa, F. O., & Li, W. (2005). The psychological capital of Chinese workers: Exploring the relationship with performance. *Management and Organization Review*, 1(2), 249-271.
- Madlock, P. E. (2008). The link between leadership style, communicator competence, and employee satisfaction. *The Journal of Business Communication* (1973), 45(1), 61-78.
- Manzoor, M. U., Usman, M., Naseem, M. A., & Shafiq, M. M. (2011). A Study of Job Stress and Job Satisfaction among Universities Faculty in Lahore, Pakistan *Global Journal of Management and Business Research*, 11(9):1 September 2011.
- Maslow, A. H. (1954). *Motivation and personality*. New York: Harper.
- McClelland, D. C. (1961). *Achieving society*. University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship.
- Naude, P., Desai, J., & Murphy, J. (2003). Identifying the Determinants of Internal Marketing Orientation. *European Journal of Marketing*, 37(9), 1205-1220.
- Orpen, C. (1997). The Interactive Effects of Communication Quality and Job. *Journal of Psychology*, 131(5), 519.

- Papasolomou, I. (2006). Can internal marketing be implemented within bureaucratic organizations? *International Journal of Bank Marketing*, 24 (2/3), 194-212.
- Payne, J. W., Bettman, J. R., & Johnson, E. J. (1993). *The adaptive decision maker*. Cambridge University Press.
- Piercy, N. & Morgan, N. (1991). *Internal Marketing - The Missing Half of the Marketing Programme*, Long Range Planning, Vol. 24 No. 2, 82-93.
- Prof. S., Singh & Vivek, T. (2011). *Relationship between Motivation and Job Satisfaction of the White-Collar Employees*. (Unpublished Graduate Essay). Banaras Hindu University, Varanasi, India. Qayum,
- Rafiq, M., & Ahmed, P. (2000). Advances in the internal marketing concept: Definition, Synthesis and Extension. *Journal of services marketing*, 14(6/7), 449- 462.
- Robbins, S., & Coulter, M. (2005). *Menadžment, data status*. Rudolph P., Kleimer B. (1989). *The Art of Motivating Employees*. *Journal of Managerial Psychology*, 4 (5): 1 – 4.
- Samen, A., & Alshurideh, M. (2012). The impact of internal marketing on internal service quality: A case study in a Jordanian pharmaceutical company. *International journal of business and management*, 7(19):84-96.
- Sasser, W. E., & Arbeit, S. P. (1976). Selling jobs in the service sector. *Business horizons*, 19(3), 61-65.
- Ueno, A. (2010). What are the fundamental features supporting service quality? *Journal of Services marketing*, 24(1):74-86.
- Varona, F. (1996). Relationship between Communication Satisfaction and Organizational Commitment in Three Guatemalan Organizations. *Journal of Business Communication*, 33(2), 111 -140.
- Werther, W. B., & Davis, K. (1999). *Human Resources & Personnel Management, (International Edition)* McGraw-Hill Inc. USA, 501.
- Winter, P. (1985). Getting your house in order with internal marketing: A marketing prerequisite. *Health Marketing Quarterly*, 3(1), 69-77.
- Zaman, K., Javaid, N., Arshad, A., & Bibi, S. (2012). Impact of internal marketing on market orientation and business performance. *International Journal of Business and Social Science*, 3(12).
- Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (2006). *Services marketing: Integrating customer focus across the firm*.