

UNIVERSITY OF CAPE COAST

EFFECT OF INTERNAL MARKETING ON EMPLOYEE JOB  
SATISFACTION IN COMPASSION INTERNATIONAL – GHANA  
ASSISTED PROJECTS IN THE CENTRAL REGION

BY

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of Master of Business Administration in Marketing

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**DECLARATION**

**Candidate's Declaration**

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature: ..... Date: .....

Name: Daniel Mensah

**Supervisor's Declaration**

I hereby declare that the preparation and presentation of the dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: ..... Date: .....

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## ABSTRACT

Traditionally, the primary focus and objective of most organisations were skewed towards serving and satisfying its external customers. However, in today's turbulent, competitive and dynamic business environment, organizations are gradually appreciating that human resources are the conduit through which external customers could be satisfied, hence the need to satisfy employees first. Consequently, internal marketing has become a growing concept in organizations. The primary purpose of this study was to examine the effect of internal marketing on employee job satisfaction in Compassion International – Ghana Assisted Projects in the Central Region. The causal research design was adopted for the study. Stratified sampling technique was used in selecting the respondents for the study. Questionnaire was the main data collection instrument for the study. The Statistical Package for Social Sciences (SPSS) was the main analytical tool for the study. The findings of the study revealed that internal marketing was practiced in the organization. It was also found that employees were generally satisfied with their job, yet, their level of satisfaction was considered slightly high. Furthermore, it was found that internal marketing had an effect on employee job satisfaction. Finally, it was found that among the internal marketing elements, motivation had a positive but insignificant effect on employee job satisfaction. The study, therefore, concluded that motivation as an element of internal marketing must be critically looked at. The study therefore recommended management to have a careful look at the motivation element of internal marketing because the premise of internal marketing is the 'motivation' of employees.

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**DEDICATION**

To my dear wife, Elizabeth, my children: Daniel, Benedict & David and finally  
to my mother Victoria.

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## CHAPTER ONE

### INTRODUCTION

#### **Background to the Study**

Over the past few decades, internal marketing has received extensive attention and has become a topic of growing debate in the public domain of both profit making and non-profit making organizations. This, according to Barnes, Fox, and Morris (2004) is due to the fact that, traditionally, the primary focus and objective of most organisations was skewed towards serving and satisfying its external customers. However, Barzoki and Ghujali (2013) believe that employees (human resources) are the most valuable asset of every organization; hence it is very imperative to satisfy their needs.

This means that it is important for organisations to consider employees as their internal customers whose needs must be equally met like external customers. Given this assertion, Gounaris (as cited in Kozarić, 2016) and Braimah (2016) allude that the organization must satisfy its external customers by initially meeting the needs of its internal customers (employees). In short, it can be stated that "the organizations cannot have satisfied customers with disgruntled and unhappy employees" and this statement is rooted in the concept of internal marketing.

Internal marketing concept was first introduced by Berry and Gronoroo in the 1980s. It was originally defined as “making internal products (jobs) available to satisfy the needs of internal market (employees) so that it satisfies organizational objectives” (Berry, 1981). Iliopoulos<sup>1</sup> and Priporas (2011) also

maintains that internal marketing simply refers to all the necessary actions that an organization (i.e. non-profit making organization) has to implement so as to develop, motivate and train its employees in order to improve the service quality provided to its external customers. It has been argued that the core of internal marketing is to create 'spirited', educated and customer-conscious employees so as to achieve excellence in serving external customers and this is very important for non-profit making organizations (Papasolomou, 2006).

Many researchers have pointed out that there are several benefits associated with internal marketing. For instance, Khaled (2013) indicates that internal marketing enables organizations to gain competitive advantage as well as achieve its stated objectives. Iliopoulos<sup>1</sup> and Priporas (2011) and Narteh (2012) also state that internal marketing enhances employees' productivity and further improves the satisfaction of customers which in the long-run increases the organization's earnings. Besides, Evanschitzky, Wangenheim and Wunderlich (2012) believe that internal marketing helps organisations to invest in their employees. Kessuwan and Muenjohn (2010) also stated that managers tend to understand how employees work while studying general organizational behavior via internal marketing practices. Moreover, organizations that adopt internal marketing find it relatively easy to communicate their corporate values and non-profit organisations are by no means an exception (Shah, 2014).

Job satisfaction has been identified as one of the important employee related attitudes. This is because the success of most, if not all organisations, largely depends on a 'happy' workforce (Ismaila & Sheriff 2016). Job satisfaction

is defined as “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating one’s job values” (Locke 1979, as cited in Al-Hawary et al., 2013). Shiu and Yu (2010) explain employee job satisfaction as the general feelings an employee has about his job and how he reacts to it. It worth pointing out that job satisfaction reflects in the behavior of employees. This assertion is reinforced by Ishaque and Shahzad (2016) who averred that a higher job satisfaction signifies that employees are exhibiting better behaviors.

The relationship between internal marketing and job satisfaction has been broadly acknowledged in several studies. Ogunnaike, Oyeniya, and Adeniji, (2012) disclosed that there is strong and positive relationship between internal marketing and job satisfaction in Nigerian university environment. A positive relationship was also found between internal marketing and employee satisfaction by Huang and Rundle-Thiele (2014). Similarly, Ismaila and Sheriff (2016) revealed in their study that the effective implementation of internal marketing practices by organizations lead to positive attitudes among employees, hence signifying that internal marketing has a positive effect on job satisfaction.

### **Statement of the Problem**

In today’s competitive world of business, all organisations (both profit-making and non-profit making) have realized that attracting and retaining external customers is paramount to their survival, sustenance, and growth. However, it is believed that in order to attract and satisfy external customers, it is very important for an organization to fulfill the needs of its employees. This means that for organisations to thrive, employees must be treated as important as

customers (Al-Hawary et al, 2013). In this regard, the adoption of internal marketing has become of great importance in contemporary times for all organisations. Iliopoulos and Priporas (2011) however indicate that, in spite of the growing importance of internal marketing and its positive impact on organisations, relatively few organisations implement internal marketing in practice, and this, according to Joshi (2007) is due to the fact that most organisations perceive internal marketing as a vague concept.

Again, the expansive studies conducted on internal marketing indicate that most of the researchers are inconsistent regarding the conceptualization of the dimensions of internal marketing. This sentiment is reinforced by Braimah (2016) who claimed that there is little consensus on the mix of elements that should be adopted and implemented by organisations that attempt to achieve the overall objectives related to internal marketing. For example, while Chang and Chang (2009) considered employee-oriented measures, internal communication and external activities as the dimensions of internal marketing, Narteh (2012) conceptualized the dimensions of internal marketing to include empowerment, reward systems, communications and employee training and development. Poor, Akhlaq and Akhavan (2013) investigated job security, generous rewards, sharing information, extensive training, leadership and reduced status distinctions as the dimensions of internal marketing. Evidently, there is no agreement in so far as the elements of internal marketing are concerned.

Moreover, several studies (Ahmad & Al-Borie, 2012; Khaled, 2013; Baran & Arabelen, 2017) have investigated the effects of internal marketing on

employee behavior such as job satisfaction. But, most of these studies have generally been confined to public and private profit making businesses such as banks (Barzoki & Ghujali, 2013), insurance companies (Shiu & Yu, 2010), hotels (Kim, Knutson & Han, 2015) and education (Yıldız, 2011) with very limited studies with respect to non-profit making organisations. This indicates that there is a research gap with respect to non-profit making organisations. For this reason, the researcher therefore seeks to examine the effect of internal marketing on employee job satisfaction in non-profit making organizations.

### **Purpose of the Study**

Generally, the purpose of this study is to examine the effect of internal marketing on employee job satisfaction in Compassion International – Ghana Assisted Projects in the Central Region. Specifically the following research objectives are pursued:

### **Research Objectives**

1. To identify the extent to which internal marketing dimensions is practiced by Compassion International - Ghana Assisted Projects in the Central Region
2. To determine the level of satisfaction among employees at Compassion International – Ghana Assisted Projects
3. To assess the effect of internal marketing on employee job satisfaction

## **Research Questions**

Based on the specific objectives stated above, the following specific research questions are asked.

1. To what extent are internal marketing dimensions practiced by Compassion International - Ghana Assisted Projects in Central Region?
2. What is the level of satisfaction among employees in Compassion International – Ghana Assisted Projects in Central Region?
3. What is the effect of internal marketing on employee job satisfaction?

## **Hypotheses**

Based on research objective three (3), the following hypotheses were formulated:

- H<sub>1</sub>: ‘Training and development’ has a positive significant effect on employee job satisfaction
- H<sub>2</sub>: Empowerment has a positive significant effect on employee job satisfaction
- H<sub>3</sub>: Communication has a positive significant effect on employee job satisfaction
- H<sub>4</sub>: Motivation has a positive significant effect on employee job satisfaction.

## **Significance of the Study**

The findings of this study will be of immense value to certain classified stakeholders. This study will contribute to the existing knowledge on the effect of internal marketing on employee job satisfaction. Most importantly, the findings of the study will increase the knowledge of managers of non-profit making organisations regarding the importance of the implementation of internal



marketing practices so as to enhance or increase the level of job satisfaction of employees. This knowledge will further help managers to plan, execute and evaluate internal marketing practices in a more effective way. Policy makers will also rely on the findings of the study to make informed decisions. The findings will help them to come out with concrete policies geared towards ensuring that internal marketing practices become integral to the policies of non-governmental organizations. Moreover, apart from the practical contributions which the study will provide, students, academicians and other researchers can also exploit the gaps in the study to conduct further research.

### **Delimitations of the Study**

The study seeks to assess the effect of internal marketing on job satisfaction. The study was conducted in the Mfantseman, Swedru, Ajumako, Breman, Cape Coast, Kasoa and Assin clusters all in the Central Region of Ghana as defined so appropriate by Compassion International – Ghana. Causal design will be used and questionnaire will be the main instrument that will be used to solicit primary data from respondents. A target population of 366 workers will be considered. The population included 354 workers who are permanently employed. Based on the population, 188 respondents will be surveyed through stratified sampling technique. The choice of the sampling size was influenced by Slovin (1973) population-sample size formula which serves as a guide in sample selection in Social Science Research. Data will be analyzed through the use of Statistical Package for Social Sciences (SPSS version 22.0).

### **Limitations of the Study**

It would have been appropriate for the study to cover all Cluster of Compassion Assisted Projects nationwide since it would have given total insights regarding the effect of internal marketing practices on employees' job satisfaction. However, due to resource constraints (time, monetary challenges, etc.), the study was limited to only the Central Regional area and this means that the findings of the study in the given area will be generalized.

### **Definition of Terms**

Internal Marketing: deals with treating both employees (internal customers) and external customers with equal importance via implementing proactive programs so as to provide excellence service and achieve the objectives of an organization.

Job satisfaction: An attitudinal reflection regarding the extent to which people (employees) like or dislike their jobs

### **Organisation of the Study**

The study was organized into five (5) chapters. Chapter One covered the Introduction and was subdivided into these central themes: background to the study, statement of the problem, purpose of the study, research objectives, research questions, hypotheses, significance of the study, delimitations, and organization of the study. Chapter Two dealt with the Literature Review. The chapter covered the review of related but relevant literature on the thematic areas of the study. Principally, the chapter was subdivided into three main headings,

namely the theoretical framework, empirical review and conceptual frame work. The literature review also provided a solid ground for discussion and made appropriate conclusions.

Chapter Three covered the methodological approach to the study. The chapter dealt with the research design, study area, population, sampling procedure, data collection instrument, data collection procedure, data processing and analysis and chapter summary. Chapter Four presented information on the results and discussions aspect of the study. The presentation and discussion of the research findings of the study was in sequence to meet the chronological arrangement of the specific research objectives. The last chapter of the study was Chapter Five and this chapter was dedicated to the presentation of the summary, conclusions and recommendations.

## CHAPTER TWO

### LITERATURE REVIEW

#### **Introduction**

The purpose of this chapter was to undertake both theoretical and empirical review of literature that relates to the topic. The chapter starts with the social exchange theory and further concentrates on other thematic areas such as: concept of internal marketing, benefits of internal marketing, elements of internal marketing, concept of job satisfaction and determinants of job satisfaction. The chapter concludes with a conceptual framework which encompasses the empirical and theoretical review.

#### **Social Exchange Theory**

Social exchange theory is one of the theories that best explains employee behaviour in organizations. Over the years, many researchers (Thibaut & Kelley, 1959; Bambacas & Kulik, 2013; Ishaque & Shahzad, 2016) have adopted and applied the social exchange theory as the theoretical underpinning for explaining employment relationship. The social exchange theory can be traced to Homans (1961). Homans defined social exchange as ‘the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons’.

Several researchers have defined social exchange in diverse ways since it was proposed by Homans. For instance, Blau (1964) defined a social exchange relationship ‘as concerning undetermined obligations in which there are “favours that create diffuse future obligations, not precisely defined ones, and the nature of the return cannot be bargained about but must be left to the discretion of the

one who makes it". Martin (2011) also defines social exchange as an indefinite relationship between two or more parties (employer and employee) which ends up in a mutual benefit for all parties.

According to the social exchange theory, what is exchanged can either be tangible or intangible (Aselage & Eisenberger 2003). Blau (1964) also hypothesizes that the social exchange theory provides a chain of relations that are contingent on the actions of other partner in the social interaction process which subsequently generates some level of satisfaction. Consequently, the theory holds that when employees receive favour or support from management of organisations via the implementation of proper internal marketing practices, their behaviour is likely to be affected positively, which will be channeled to providing excellent customer service (Punjaisri & Wilson, 2007). It can therefore be deduced from the theory that, when employers are aware of the needs of employees and subsequently provide them, the satisfaction of employees will be enhanced which will later translate into customer satisfaction.

The basis of the social exchange theory is the norm of reciprocity (Zhang & Jia 2010). Thus, the exchange starts when one party (organization) provides benefit for another (employee), where the latter reciprocates the benefits. Coyle-Shapiro and Shore (2007) point out that a chain of exchange is established when the recipient or receiver of a benefit returns the favour than him or her, thereby, creating a common feeling between the parties concerned in the exchange. Research has shown that the exchange between parties heightens when both parties to the exchange have valuable resources that are deemed important to one

another (Aselage & Eisenberger, 2003). Hence, it has been established that the social exchange theory consists of relationships which develop over time into trusting, mutual commitments of the parties to an exchange (Tanova & Holtom, 2008).

In recent times, the question of who begins the exchange process has attracted attention by several researchers. However, some studies (Wayne, Shore, & Liden, 1997; Eisenberger, et al., 2001; Kaur, and Bedi, 2017) have highlighted that it is appropriate for the organization to start the exchange process. This means that it behooves the organization (employers) to take the initiative in so far as the exchange process is concerned. Zhang and Jia (2010) hypothesize that benefits or favourable outcomes (training, rewards, empowerment, etc.) provided to employees by their employers have the tendency to generate high exchange relationships which later becomes the chronological order of the exchange process.

### **Criticism of the Social Exchange Theory**

Akin to any other theory, the social exchange theory is not without some constructive criticisms. Miller (2005) revealed that there are some challenges connected to the social exchange theory. The challenges according to Miller (2005) include: i) the social exchange theory limits human relations to a wholly simple process that arises from economic theory, ii) the theory supports openness as it was developed in the 1970s when ideas of freedom and openness were favoured, but there may be times when openness is not the best alternative in human interactions, iii) the theory proposes that the decisive goal of human

interactions is intimacy, but this might not always be the case, iv) the theory puts human relationships in a linear structure, yet some human relationships might skip steps or go backwards when it comes to intimacy.

Regardless of the relatively few constructive criticisms leveled against the social exchange theory, its significance, application and effect on explaining employee behaviour in organizational setting cannot be underrated when the issue of employee job satisfaction is discussed. For instance, Thibaut and Kelley (1959) and Ishaque and Shahzad (2016) have relied on the social exchange and norm of reciprocity in developing hypotheses about the relationships between internal marketing and employee behaviour such as job satisfaction.

This therefore guided the researcher's decision to adopt the social exchange theory for the study. Thus, the social exchange theory serves as the framework that explains the mechanism regarding the relationship between internal marketing and employee behaviour like job satisfaction. When organisations (non-profit making organisations) understand the needs of their employees and adopt internal marketing practices (training and development, empowerment, communication and motivation) on their employees, the employees will become satisfied and reciprocate the 'favour' by way of understanding the needs of external customers, hence, enhancing customer satisfaction. Conversely, when employees feel unsatisfied due to the practices of the organization, they are likely to engage in counterproductive behaviours that may lead to customer dissatisfaction which may eventually harm the organization.

## Concept of Internal Marketing

Internal marketing is not a novel concept because it can be traced as far back as the 1970s. The concept of internal marketing can be traced to the United States when Berry et al. (1976) suggested that organizations can consider their employees as their internal customers and that their jobs could be perceived as the organization's products. Hence, Berry et al. (as cited in Ishaque & Shahzad, 2016) posited that it is very important for organizations to treat employees in ways which enforce job satisfaction and motivate them to be more productive.

This assumption on the part of Berry et al (1976) received backing from other researchers such as Gronroos (1984; 2008) who disclosed that employees were an important part of the overall product or service offered by the organisation and that they should be trained as marketers with customer retention skills that would enable the building of ongoing customer relationships. It can therefore be inferred that the concept of internal marketing affirms the fact that human resource continues to be an organisation's most valuable resource.

Internal marketing has received considerable attention from several researchers and has been defined in diverse ways. Woodruffe (1995) as cited in Khaled (2013) defined internal marketing as treating both employees and external customers of an organization with equal importance via the implementation of proactive programs so as to achieve the overall objectives of the organization. Shah (2014) also explained internal marketing is an approach which considers employees as internal customers of organization and states that the organization will be in a better situation for offering services to external customers by



satisfying needs of its internal customers. For the purpose of this study, the researcher explains internal marketing as the long-term proactive, strategic and sound practices implemented by organisations that are geared towards satisfying external customers by first creating a satisfied workforce (employees).

Papasolomou (2006) points out that the objective of internal marketing is to create motivated, satisfied and customer-oriented employees in order to achieve service excellence. Thus, the essential concept of internal marketing is to treat employees at all levels of the organization as internal customers (Iliopoulos and Vasilios Priporas, 2011). This statement is echoed by (Ballantyne, 2003) who averred that the satisfaction of the internal customer is of critical importance as satisfaction will ultimately affect the satisfaction of the external market. The general idea is that in order to have satisfied customers, a company has to have satisfied employees first. It can therefore be said that the concept of internal marketing is rooted in the premise that ‘an organization can have satisfied customers when it has satisfied employees’.

Shah (2014) claims that internal marketing is not the same as managing human resource instead it seeks to develop human potential so that organizational and individual goals are fulfilled. The internal marketing concept must be adopted as a long-term management philosophy by all organisations rather than regarded as a short-term practice to engage the attention of customers Sinčić & (PološkiVokić 2007). Due to this claim, it is important for that management to make regular as well as conscious effort to communicate internal marketing practices by deeds instead of speech to employees. .

### **Benefits of Internal Marketing**

There are several benefits associated with internal marketing practices. Parallel to this assertion, several researchers have identified that organisations that adopt and implement internal marketing practices enjoy enormous benefits. For instance, Kessuwan and Muenjohn (2010) state that managers of organisations tend to understand the behaviour of employees via the implementation of internal marketing practices. Again, Evanschitzky, Wangenheim and Wunderlich (2012) believe that internal marketing helps organisations to invest in their employees.

Shah (2014) also points out that organizations that adopt internal marketing find it relatively easy to communicate their corporate values and non-profit organisations are by no means an exception. Iliopoulos and Priporas (2011) and Narteh (2012) further state that internal marketing enhances employees' satisfaction and productivity while improving the satisfaction of external customers which in the long-run increases the organization's earnings. Most importantly, Khaled (2013) indicates that internal marketing enables organizations to gain competitive advantage as well as achieve its stated objectives.

### **Elements of Internal Marketing**

The review of extant literature has revealed that internal marketing has been measured using several dimensions or elements. While Hogg et al., (1998) measured internal marketing by adopting elements such as staff training, communication, appraisal and feedback; and customer consciousness, Tsai and

Tang (2008) on the other hand proposed performance incentives, vision for service excellence, training and development programmes as the critical elements of internal marketing. Narteh (2012) also conceptualized the dimensions of internal marketing to include empowerment, reward systems, communications and employee training and development.

Job security, generous rewards, sharing information, extensive training, leadership and reduced status distinctions were identified by Poor, Akhlaq and Akhavan (2013) as the dimensions of internal marketing. For the purpose of this study, training and development, empowerment, communication, and motivation are considered as the key elements of internal marketing and therefore serve as the basis for which internal marketing is measured. These elements were serve as the basis for this study because they have been validated by other researchers as important variables for measuring internal marketing (Evanschitzky, Wangenheim & Wunderlich 2012; Narteh 2012; Shah 2014)

### **Training and Development**

Training and development is considered as a critical element of internal marketing because employees meet customers from different backgrounds. Employees are regarded as the 'bedrock' of every organisations whose knowledge, skills and competencies need to be updated regularly. This statement receives backing from Jimenez and Valle (2013) who indicate that organizations need to invest in the training and development of their human capital to enhance their capabilities and abilities. Abiodun (as cited in Saleem et al, 2011) explains training as 'a systematic development of the knowledge, skills and attitudes

required by employees to perform adequately on a given task or job'. Training and development can be viewed as an effort and initiative by the employer of an organisation geared towards upgrading the existing skills, competencies, and knowledge of an employee.

Training and development has been found as an internal marketing element that leads to increase in employee job satisfaction. When employees believe that employers have invested in them through training and development, they become satisfied and subsequently cultivate a sense of belonging to the organization as well as become content with their job which manifests in treating customers with care (Watkins and Marsick, 2003; Martin, 2011; Mahama Braimah, 2016). Byju (2013) further argues that training and development helps the employee to acquire knowledge and skills which repositions the employee to adjust to the necessary demands of a job. It can therefore be inferred that job satisfaction is enhanced when employees understand the nature of their job demands.

The findings of a study conducted by Martensen and Grønholdt (2006) found that, employees who have undergone training and development exhibit high competence and satisfaction on the job and provide better service to customers as compared to employees who have inadequate training. Khan et al, 2011 also highlighted that internal marketing provides higher degree of training and development that enables employees to improve their technical and functional knowledge. Managers of non-profit making organisations are entreated to organize regular training and development programmes so as to increase the

level of satisfaction of their employees. This is because, if employees of non-profit making organisations get the needed training and development with respect to their jobs, they will be better equipped and feel satisfied in order to treat external customers properly.

### **Empowerment**

Employee empowerment is another key element of internal marketing. Empowerment as an internal marketing element occurs when employees of an organisation are made to participate in the decision making process and allowed to take full responsibility for their actions. Al-Hawary et al (2013) explain empowerment as a participation process whereby influence is shared among individuals who are not equal with respect to the positions they hold in an organisation. Parallel to this explanation, Kozaric (2015) describes employee empowerment as a relational construct where those with managerial power within the organization share formal authority and power with other employees who do not have managerial power.

Employee empowerment yields enormous benefits for both the employer and employee. When everyone in an organisation participates in the decision-making process, they become satisfied and produce effective and efficient results (Walker, 2007). Empowering employees via decision making and the taking of responsibility is a necessary tool to instill in employees a sense of belonging to an organisation. Sarbapriya and Ishita (2011) claim that, organisations that create participatory systems contribute to a motivated, satisfied and dedicated workforce.

## Communication

Communication is regarded as the 'lifeblood' of every organisation and non-profit organizations are by no means an exception. Thus, communication is a necessity for all organizations that wish to ensure well-functioned internal marketing culture. Dwyer (2005) defines communication as "the process whereby people within an organization give and receive messages". Without communication, the coordination of activities within various departments in the organisation will not be possible.

For communication to be effective, it must involve a two-way exchange of information (that is, between managers and employees) where feedback is provided. Kozaric (2015) claims that communication within organisations builds trust between managers and employees and helps employees to seek further clarification with respect to their given tasks or job. Employees tend to be less vulnerable, more satisfied and rely on superiors (managers) or colleagues when they realize that the information they receive is timely, relevant and accurate (Thomas, Zolin & Hartman, 2009). Communication is an important component of internal marketing and Khaled (2013) advises that presentations, reports and formal meetings should be adopted by organisations to enhance internal communication.

Mishra and Sinha (2014) claim that, the benefits of communication within organizations include:

- a) Communication makes employees happy
- b) Communication improves work environment

- c) Communication provides timely, accurate and reliable information
- d) Communication builds trust between employees of organisations
- e) Communication enhances team work.

### **Motivation**

Motivation is another important element of internal marketing. Mishra and Sinha (2014) claim that, the implementation of internal marketing in organisations will be relatively difficult if employees are not adequately motivated. In fact, the premise of internal marketing is to provide motivated and satisfied employees who will satisfy external customers. This means that motivating employees is a prerequisite for the successful implementation of internal marketing. Motivation can be explained as the tangible and intangible rewards that are given to employees so as to enhance their satisfaction levels and subsequently lead to superior performance on the part of these employees. Mitchell (as cited in Rajan, 2015) defines motivation as “the psychological processes that determine the onset, directing and maintaining voluntary actions oriented towards a goal”.

A good motivation criterion is one that recognizes the needs of employees. Aydinalp (2012) therefore avers that internal marketing continues to be the best available option to identify the needs of employees. This statement is supported by Kaur (2012) who pointed out that internal marketing is the practice through which employees of organisations can be motivated. Employee motivation can be intrinsic or extrinsic in nature. Extrinsic motivation manifests in the form of

higher salaries, pay and provision of fringe benefits. Providing higher pay is a way of telling employees that they are valued in the organisation. Extrinsic rewards are perceived to have a strong impact on the attitudes of employees, especially with respect to their jobs. This therefore shows that if employees are adequately motivated, they will feel satisfied with their job (Ishaque & Shahzad, 2016).

### **Concept of Job Satisfaction**

Extant literature proves that employee job satisfaction continues to be one of the job-related attitudes that has been comprehensively researched and this is due to the fact that, the success and survival of organisations (both profit and non-profit making organisations) are dependent on satisfied workforce. This claim is supported by Ismaila and Sherifb (2016) who indicated that “the success of most, if not all organisations, largely depends on a ‘happy’ workforce”.

There is no universal definition for job satisfaction. However, the diverse definitions provide a parallel meaning to the concept of job satisfaction: the general content is the happiness employees have about the job. Locke (1979) fundamentally defined job satisfaction as "a pleasurable or positive emotional state resulting from the evaluation of job or job experience". Job satisfaction has also been defined as an attitudinal reflection of the degree to which individuals (employees) like or dislike their jobs (Spector, 1997 as cited in Adiko, 2012). Shui and Yu (2010) further explain employee job satisfaction as the general feelings an employee has about his job and how he reacts to it. This study defines job satisfaction as a multidimensional concept which deals with the positive



perception and feelings of employees towards organisations that stem from several workplace demands and contribution of employees.

Employees are said to be more satisfied with their job when they exhibit positive behaviours and attitudes towards their job. This is an indication that job satisfaction is more of an attitudinal predisposition. Without any doubt, job satisfaction can be considered as a relative rather than absolute concept. This sentiment is reinforced by Pool and Pool (2007) who averred that an individual can be relatively content with one aspect of his or her job but may be dissatisfied with other aspects of the job. Consequently, Nelson (2006) states that whether an employee will stay with an organisation or quit is highly dependent on the level of satisfaction of the employee (that is, whether the employee is satisfied or dissatisfied).

A report by ADP Research Institute (2012) showed that the measurement of employee satisfaction deals with measuring employee's happiness with current job and conditions. As a result of this, it can be stated that, the satisfaction levels of employees is dependent on factors such as co-worker and workplace factors (superior's style), organizational policies and procedures, promotion and empowerment opportunities, career opportunities like training and development working conditions, social relationship with work groups and the provision of fringe benefits (Salanova & Kirmanen, 2010; Zargaran, Sarmadsaidi, & Esmailpour, 2013). It can therefore be inferred that the level of employee job satisfaction is also affected by both intrinsic and extrinsic motivational factors.

The level of employee satisfaction hinges on the difference between actual gains (what the employee actually receives) and predictable gains (what the employee anticipates to get). Supporting this claim, Castle et al (2007) opine that employees will feel satisfied when the organisation meets their expectation with respect to their needs. Employees tend to exhibit a better behaviour when they have high levels of satisfaction with respect to their jobs (Iliopoulos & Vasilios Priporas, 2011). Generally, it is perceived that employees who are satisfied provide excellent services to customers, thereby, increasing customer satisfaction. This sentiment receives backing from Porter and Lawler (1968) who found a positive relationship between job satisfaction and customer satisfaction. Job satisfaction can be divided into two construct, namely; a) internal satisfaction b) external satisfaction.

Internal satisfaction can be explained as those factors that create job satisfaction which are closely connected to the job itself. This means that internal satisfaction is directly linked to the job itself. Shimizu, Horiguchi, Obata, Feng and Nagata (2005) state that internal satisfaction is the level of satisfaction that is derived from the job itself and includes factors such as independence and autonomy, achievement, growth, self-esteem, personal development and creativity. Unlike internal satisfaction, external satisfaction is indirectly connected to the job and includes factors such as high salary, promotion opportunities, welfare for employees, interpersonal relations between colleagues and good working environment (Ala'Eddin, 2012).

## **Determinants of Job Satisfaction**

Information gathered from several studies indicates that there are many determinants or factors relating to employee job satisfaction. Parallel to this claim, Zaim, Kurt and Tetik (2012) opine that employee job satisfaction has many aspects and it is influenced by various factors. Notable among the factors that affect employee job satisfaction are: working condition, rewards, self-improvement, communication, relationship with co-workers.

### **Working Condition**

All individuals (employees) want to work in an environment that is safe and secure, comfortable to work in, and equipped with modern but less sophisticated equipment. Working condition could be described as the physical and social conditions at the workplace. Unutmaz (2014) is of the view that employees prefer working in good conditions like proper lighting, appropriate temperature, and a working environment devoid of noise. This is because working in an uncondusive environment (example, a working environment full of noise) has the tendency to distract the employee which may have a negative effect on the employee's behaviour (Bridger & Brusher, 2011).

### **Rewards**

Employees exert their efforts in the production of the goods and services of organizations, and in return expect to receive rewards for their efforts. Rewards can be explained as the compensation given to employees in return for their

efforts. Rewards are linked with employee desire, motivation and have been found to be closely related to employee job satisfaction (Javed, Rafiq, Ahmed, & Khan, 2012). Rewards can be categorized into intrinsic and extrinsic. Intrinsic rewards comprise feeling, recognized, and being appreciated by superiors (managers) as a result of providing superior performance, having a sense of achievement and being part of team success. On the other hand, extrinsic rewards include promotion, money, and benefits. Başar (2011) disclosed that both intrinsic and extrinsic rewards are influencers of employee job satisfaction.

### **Self-Improvement**

Providing employees with the needed skills, knowledge and competencies is related to their job satisfaction levels. Unutmaz (2014) states that employees want to improve their knowledge, competencies and skills so as to enhance their personal growth. By inference, it can be said that training and development provides the right avenue for employees to enhance their skills and improve their competencies. Jin & Lee (2012) claim that training and development programmes improve the satisfaction levels of employees because such programmes give employees the needed confidence, provide them with control over their lives, and further increase the positive feelings they have about the job.

### **Communication**

Effective communication is essential in improving employee job satisfaction, especially in organization. Communication can either be formal or informal. Formal communication includes oral presentation and giving feedback.

Conversely, informal communication deals with the communication among employees that is out of the formal means. Undoubtedly, lack of communication causes employee dissatisfaction but effective communication improves employee job satisfaction (Ozturk, Hancer, & Im, 2014). This means that communication between managers and employees determines the attitudes that will be exhibited by employees.

### **Relationship with Co-workers**

Employees tend to have a positive feeling and perception about the organisation and their job if they have a positive relationship with their colleagues. This sentiment is echoed by Yang et al (2011) who averred that employees who have cordial relationship with their co-workers tend to be satisfied with their job. Locke (as cited in Başar, 2011) states that, most employees prefer working with individuals who are supportive, friendly, and cooperative. This means that employees will generally feel happy about their jobs when they spend majority of their time with colleagues who make them happy.

### **Relationship between Internal Marketing and Job Satisfaction**

It is believed that internal marketing is a management tool that when implemented in organisations, fulfills employee needs. That is, employee job satisfaction can be enhanced via the adoption of internal marketing practices. This sentiment is vehemently supported by several researchers. For instance, Baran and Arabelen (2017) claimed that internal marketing activities which are

effectively performed by organisations (non-profit making organisations) have positive influences on the employees' attitudes such as job satisfaction.

Ibrahim et al (2010) also acknowledged that elements of internal marketing such as recruitment, development, internal communications, incentives and demographic factors (gender, age, experience and education) have a positive effect on employee job satisfaction. Additionally, Al-Hawary et al (2013) widely claim that an organisation that implements internal marketing invariably upgrades job satisfaction levels for all employees. Mishra (2010) further states that treating employees as internal customers through the establishment of internal marketing practices has a positive impact on their job satisfaction. Lings and Greenly (2005) strongly highlight that, the core of internal marketing lies in motivating and satisfying employees as well as encouraging them to provide superior services to customers so as to enhance customer satisfaction of the organisation. It can therefore be stated that internal marketing is a driver of employee job satisfaction.

### **Empirical Review**

Baran and Arabelen (2017) conducted a study to investigate the effects of internal marketing activities on employees' job satisfaction. The study adopted a quantitative approach. The survey method was used for the study. Questionnaire was the main data collection instrument for the study. A total of 157 of employees were selected for the study using the non-probability sampling method, precisely, the judgmental sampling technique. The research findings revealed that the internal marketing (development, vision and communication, and reward system)

has a positive effect on job satisfaction of the office employees of container line ship agents in İzmir.

In another important and related study, Al-Hawary et al (2013) conducted a study on the impact of internal marketing on employee's job satisfaction of commercial banks in Jordan. The study was aimed at examining the impact of internal marketing practices (empowerment, training, leadership and motivation) on job satisfaction. The targeted population of the study consisted of employees. Simple random sampling technique was used to select 203 respondents (employees) for the study. The study adopted questionnaire as the main data collection instrument. The findings of the study revealed that internal marketing has a significant effect on employee job satisfaction. The findings of the study further revealed that training and development had the highest impact on employee job satisfaction, followed by Motivation, Empowerment, Communication, respectively.

Moreover, Khaled (2013) conducted a study on the role of internal marketing in job satisfaction of employees in the national bank of Egypt. The purpose of the study was to examine the impact of internal marketing on job satisfaction of the employees of the National Bank of Egypt. The study employed a non-probability sampling technique and a total number of 119 employees were selected for the study. Questionnaire was used to collect data from the employees. The research findings revealed that internal marketing (training and development, organizational support, incentives and motivation, and retention policy) had a positive effect on the National bank of Egypt employees' job satisfaction.

Ogunnaike, Oyeniyi and Adeniji (2012) investigated internal marketing practice and its relationship with job satisfaction in a Nigerian university environment. The researcher resorted to convenience sampling in selecting 230 respondents. Questionnaire was used as the main data collection instrument. The findings established that there was strong and positive relationship between internal marketing and job satisfaction. The study recommended that the university should promote extrinsic job satisfaction among its staff in order to enhance internal marketing.

Elsewhere in Northern Greece, Iliopoulos and Priporas (2011) undertook a study to explore the effect of internal marketing on job satisfaction in health services, particularly in public hospitals. The population of the study comprised doctors, nurses and paramedics. The convenience sampling technique was used to select 450 respondents for the study. A structured questionnaire was adopted as the main data collection instrument for the study. The findings of the study disclosed that internal marketing has a positive effect on the job satisfaction of hospital staff. It was further found that doctors, young staff, staff with time-defined work contracts and male personnel seem to have greater levels of job satisfaction



## Conceptual Framework

The research is based on the premise that, internal marketing affects the satisfaction levels of employees. This is demonstrated in Figure 1.

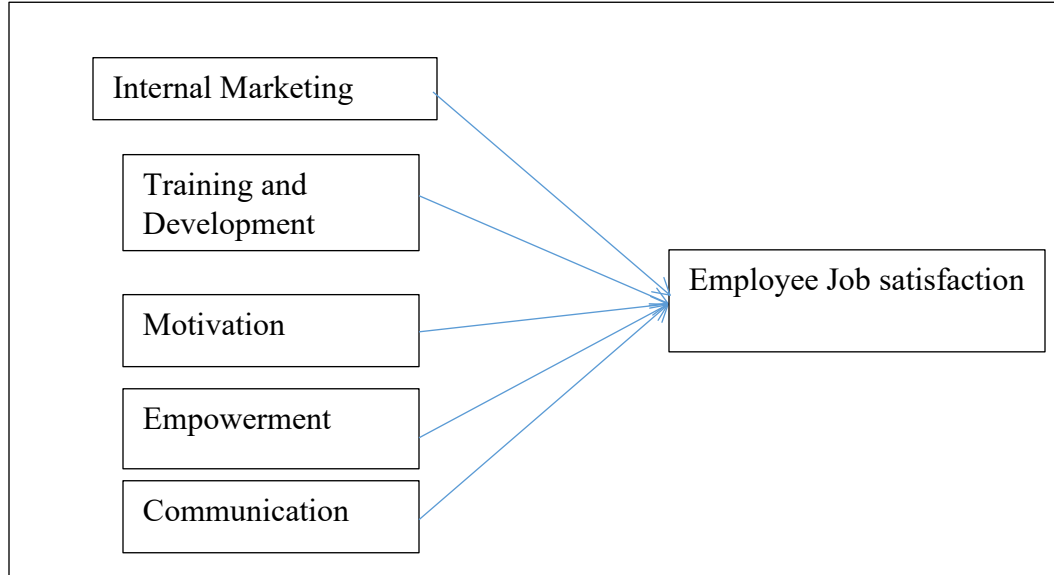


Figure 1: Effect of internal marketing on Job satisfaction

Source: Author's Own Construct (2018)

From Figure 1, the internal marketing variables which are independent variables (training and development, empowerment, communication and motivation) influence employee behaviour and attitudes such as job satisfaction (dependent variable). Conceptually, it is expected that employee job satisfaction will be positively affected and enhanced when organisations (non-profit making organisations) adopt and implement concrete, better, and diverse internal marketing practices.

## CHAPTER THREE

### RESEARCH METHODS

#### **Introduction**

The purpose of this study is to examine the effect of internal marketing on employee job satisfaction in Compassion International – Ghana Assisted Projects in the Central Region. This chapter deals with the research methods that were employed for the study. Research methodology provides a detailed description of how a research is carried out systematically; thus, it is a way of solving a research problem by rationally adopting diverse sequence through a systematic approach (Huber, 2009). Hence, this chapter describes the research methodology used in the study and specifically considers thematic areas such as the research design, study area (organization), population, sample and sampling procedure, data collection procedure, data collection instrument, and data analysis.

#### **Research Design**

A research design is considered as a plan, structure and strategy of investigation so conceived as to obtain answers to research questions or problems (Kumar, 2012). The study adopted the causal research design. Causal research is used to identify the cause and effect relationship between variables under study. The aim of causal research design is to predict phenomena. These variables are classified as the dependent and independent variables. It explains the reason behind a phenomenon and how a change in an independent variable affects a dependent variable.

The advantages of causal design according to Zickmund Babin, Carr and Griffin (2012) include: helps the researcher to control variables, helps in the manipulation of variables so that cause and effect can be determined, and also provides the researcher with better results. However, its disadvantage is that the manipulation of the variables of interest may be subject to human error and subjectivity. The design is causal because it seeks to explain the cause and effect relationship that exists between the variables: internal marketing and employee job satisfaction.

### **Research Approach**

The quantitative research approach was adopted for the study. The quantitative approach is used where information can be numerically measured and answers “How many?” and “How often?” questions (Leedy & Ormrod, 2010). Various data collection techniques can be used under this approach including questionnaires, personality tests and standardized research instruments. As aforementioned, this study adopted the quantitative approach because it present ease and speed in conducting research (Musah, Mumuni, Abayomi, & Jibrel, 2013) and provide specific facts for decision makers to make accurate predictions about relationships between factors and behaviors, gain meaningful insights into those relationships and verify or validate the existing relationships (Hair, Wolfenbarger, Ortinau & Bush, 2008).

### **Study Area**

The study was conducted in Compassion International – Ghana Assisted Projects in the Central Region. Compassion International Ghana is a Non-

Governmental Organisation that has been in existence since 1952. However, it started operating in Ghana in July 2004 with the aim of bringing hope to all children and to ensure that they became responsible adults in the future. The organization is located across the nation and has over the years done a lot to protect vulnerable children, ranging from education, health, social protection and other social intervention activities. Compassion International Ghana, as an NGO, partners with some local churches through which they execute their programmes and projects for needy children. Currently, the organization has 287 church partners across the country. Since its inception and operation in Ghana, the organization has supported more than 70,000 children through its activities.

### **Population**

The population of a research is generally a large collection of individuals or objects that represents the main focus of a scientific research (Taylor, Sinha & Ghoshal, 2011). The population of the study included all permanent workers of Compassion International – Ghana Assisted Projects in the Central Region. A population of 354 permanent workers was targeted for the study. Table 1 shows the population distribution of the respondents as in clusters defined as appropriate by Compassion International - Ghana.

*Table 1: Population Distribution of Respondents*

<b>Category</b>	<b>Number of employees</b>
Mfantseman	56
Cape Coast	59
Ajumako	48
Breman	42
Swedru	54
Kasoa	53
Assin	42
<b>Total population</b>	<b>354</b>

Source: Field Survey, Mensah, 2018

### **Sample and Sampling Procedure**

A sample size is sub set of the population drawn to represent the entire population or any combination of sampling units that does not include the entire set of sampling units that has been defined as the population (Garson, 2012). On the other hand, sampling is the process of selecting a representative few or unit from a larger group or population, which is used as a basis of estimating certain characteristics or elements about the group or population (Malhotra & Birks, 2007). The stratified sampling technique was used to select 188 respondents for the study. The selection of the sample size of 188 respondents was based on the Population-Sample Size formula designed by Slovin (1973) which is used in selecting respondents for a given population in social sciences research.

Saunders, Lewis, and Thornhill (2009) argue that the stratified sampling technique is used to select samples in situations where the population is heterogeneous but has definite strata or classes which are homogenous. The stratified sampling technique was employed for the study because it ensures that each of the strata is represented more proportionately within one's sample frame and it shares many of the advantages of the simple random sampling technique. The calculation of the sample is shown below.

The formula for the calculation of the sample size based on the Slovin's formula is given as follows (Slovin, 1973):

$$n = N / (1 + Ne^2)$$

Where:

$n$  is the sample size

$N$  is the size of the target population=354

$e$  is the error tolerance =0.05

Therefore, in substituting the target population into the formula, the sample size was 188. The sample size distribution is presented in Table 2.

*Table 2: Sample Size of Respondents for the Study*

<b>Category</b>	<b>Number of employees</b>
Mfantseman	30
Cape Coast	31
Ajumako	25
Breman	22
Swedru	29
Kasoa	28
Assin	23
<b>Total population</b>	<b>188</b>

Source: Field Survey, Mensah, 2018

### **Data Collection Instrument**

Questionnaire was the main data collection instrument used for the study. Questionnaire is a formalised set of questions for obtaining information from respondents. In the view of Mugenda and Mugenda (2003), a questionnaire is a commonly used instrument to obtain important information about a population. A-closed ended questionnaire was used by the researcher. This was to allow the researcher to obtain clear and concise responses. The close-ended items employed checklist – a list of behaviour, characteristics or other entities that the researcher is investigating – and Likert scale – which is more useful when behaviour, attitude or other phenomenon of interest needs to be evaluated in a continuum (Leedy & Ormrod, 2010).

The researcher's decision to use questionnaire also stemmed from the fact that it is the best method by which reliable information can be obtained in a research of this kind; where the variable under investigation requires statement of fact and high level of confidentiality. Taylor, Sinha and Ghoshal (2011) asserted that the use of questionnaire is a sensible way for data collection if factual information is needed from substantial number of people.

The questionnaire was designed in line with the research objectives. It was subdivided into 3 main sections. Section "A" covers the demographic information of the respondents. Section "B" dealt with constructs on internal marketing practiced in the organisation. Section "C" measured the constructs related to employee job satisfaction. The questionnaire contained 39 items. Section A had five (5) items. Section B had nineteen (19) items while Section C had fifteen (15) items.

### **Data Collection Procedure**

Prior to the collection of data, permission was obtained from the managers of the Compassion International – Ghana Assisted Projects via the presentation of letter of introduction, that was collected from the School of Business, specifically, the Department of Marketing and Supply Chain Management. The instrument was personally administered which is important in order for the researcher to explain issues, as and when they arose. The process started by the clarification of the focus or objectives of the study to the respondents in order to ensure that they attach the needed importance to the study.



The respondents were assured of their anonymity and the confidentiality. In all, respondents were given a maximum of fifteen (15) minutes to complete the questionnaire. Respondents who were unable to complete the filling of the questionnaire within the stipulated time were given extra five minutes to complete. The researcher allocated twenty-five (25) working days for the data collection; however, thirty (30) working days were used to collect the data. During the data collection, the respondents had the opportunity to seek clarifications on issues that were not clear to them.

### **Validity and Reliability**

Reliability and validity are two key components to be considered when evaluating a particular instrument. Reliability, according to Bless and Higson-Smith, (2000), is concerned with consistency of the instrument, and an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value. A Cronbach's Alpha of 0.867 was recorded for the internal consistency and since it is above the standard 0.7, the scale can be considered as being reliable with the sample size (Pallant, 2010).

Auka (2012) define validity as the extent to which the test-items measure what they purport to do. In the same vein, Saunders, Lewis & Thornhill, (2009) refer validity of an instrument as to how well an instrument measures the particular concept it supposed to measure. To ensure validity of questionnaires, the researcher reviewed other relevant literature that served as evidence and supported the answers found using the questionnaire (Saunders, et al., 2009). Further, the designed questionnaire was submitted to the project supervisor for

vetting, correction and approval before distributing it to the respondents. The overall reliability statistics results are presented in Table 3.

*Table 3: Overall Reliability Statistics*

Cronbach's Alpha	N of Items
0.867	39

Source: Field survey, Mensah (2018)

Table 3 presents the reliability statistics related to the study. As aforementioned, the Cronbach alpha reliability method was utilized for the estimation of the overall questionnaire's reliability yielding 0.867. According to Pallant (2010), a reliability co-efficient of 0.70 and above is enough. This indicates that the questionnaire for the study is reliable given that it is above 0.70 as stipulated by Pallant (2010).

### **Data Analysis**

Analysis of data is a process of editing, cleaning, transforming, and modelling data with the goal of highlighting useful information, suggestion, conclusions, and supporting decision making (Adèr & Adèr, 2008). The responses from the questionnaires were edited, coded and entered into Statistical Package for Social Science (SPSS) version 22.0 for the analysis.

Descriptive statistics such as mean, standard deviations and frequency were used to summarize the processed data. Correlation was computed to establish the nature of relationship between the dependent variable and independent variables. Standard multiple regression was conducted to determine the effect of the dependent variable on the independent variable. In order to have

a clear analysis of the available data, results from the analysed data, were tabulated with frequency tables and percentages.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### **Introduction**

The purpose of this study is to examine the effect of internal marketing on employee job satisfaction in Compassion International – Ghana Assisted Projects in the Central Region. The preceding chapter looked at the research methods employed for the study: research design, population, sample and sampling technique, data collection instrument. However, the focus of this present chapter is to provide the results of the analyses from field data and assess its related findings taking into consideration the objectives and hypothesis of the study. The chapter is organised into two main parts. The first part deals with the demographic information of respondents while the second part covers analysis related to the objectives and hypothesis of the study.

#### **Demographic Information of Respondents**

The findings on the demographic information of the respondents surveyed for the collection of primary data are presented with frequencies and respective percentage in Table 4.

Table 4: Demographic Information of Respondents

Demographic variables	Frequency	Percentage
<b>Age range</b>		
18-25 years	8	4.3
26-35 years	96	51.1
36-45 years	81	43.1
46-55 years	2	1.1
56 years and above	<u>1</u>	.5
	<b>188</b>	<b>100</b>
<b>Sex distribution</b>		
Male	113	60.1
Female	75	39.9
	<b>188</b>	<b>100</b>
<b>Education level</b>		
SHS	6	3.2
HND/Diploma	19	10.1
First Degree	106	56.4
Postgraduate	57	30.3
	<b>188</b>	<b>100</b>
<b>Employment Status</b>		
Permanent	188	100.0
Voluntary	0.0	0.0
	<b>188</b>	<b>100</b>
<b>Length of Service</b>		
Less than 2 years	3	1.6
2-5 years	35	18.6
6-9 years	149	79.3
10 years and above	1	0.5
<b>N</b>	<b>188</b>	<b>100</b>

Source: Field survey, Mensah (2018)

The demographic information of the respondents is detailed in Table 5. A good look at Table 4 shows that the findings on the age distribution of the respondents, it was discovered that majority (51.1%) of the respondents fell into the age category of 26-35 years. This was followed by those between the ages 36-45 years and is represented by 43.1%. Those who fell between the age ranges of

18-25 years and 46-55 years had 4.3% and 1.1% respectively. Only 0.5% of the respondents was 56 years and above. Concerning the sex distribution of the respondents, it was discovered that 60.1% of the respondents were males whilst the remaining 39.9% were females. This therefore implies that the organization is male dominated.

On the educational level of the respondents, it was discovered that majority of the respondents, representing 56.4% had First Degree Certificate, followed by those with Post Graduate Degree Certificate (30.3%) whilst the 10.1% had Diploma Certificates. Only 3.2% of the respondents had SHS certificates. On the employment status of the respondents, it was further discovered that all (100%) of the respondents were permanent workers.

The study in addition sought to find out the length of service of the respondents and it was found that 79.3% of the respondents have worked for a period between 6-9 years. Also 18.6% had work between 2-5 years. Again, 1.6% of the respondents indicated that they had worked for the organization for less than a year. Only 0.5% of the respondents stated that they have worked for 10 years and above. This implies that majority of the workers have worked for relatively longer period of time, hence, it can be concluded that they have enough working experience that will inform their decisions with respect to providing the researcher with accurate information for the study.

### Internal Marketing Dimensions Practiced by Compassion International - Ghana Assisted Projects in the Central Region

The opinion of the respondents was sought to identify the extent to which respondents agree that internal marketing is practiced in the organization. The internal marketing variables measured included training and development, empowerment, communication and motivation. A 5-point Likert scale was used to measure the attitude of the respondents, rated as follows: 1=Least in agreement; 2=Slightly high; 3= Somewhat High, 4=High and 5= Highest in agreement. The findings were descriptively summarised with mean scores as well as the respective standard deviation scores for all the individual indicators of the construct-internal marketing. The findings are presented on Table 5.

*Table 5: Training as a Practiced Internal Marketing Variable*

Training	Mean	Std. Deviation
Training is closely related to the individual needs of each employee	3.7181	.64608
Employees find their own answers to the requirements of the job	1.8617	1.15718
Before a major change, employees always get significant training regarding its impact on their job description.	3.9947	.58040

Table 5 continued

If one is employed, the supervisors personally train them for a pre-specified period of time.	3.0160	.58021
The organisation sets aside adequate resources to train employees	3.6489	.82355
Training and development programme is clearly directed at creating the competencies that are important to our core business	3.6543	.91490
<b>Weighted Mean</b>	<b>3.3156</b>	

Source: Field survey, Mensah (2018)

The findings from Table 5 revealed that the respondents agreed that training is closely related to the individual needs of each employee ( $M=3.7181$ ,  $SD=.64608$ ). The respondents also agreed that employees find their own answers to the requirements of the job but this was 'least in agreement' ( $M=1.8617$ ,  $SD=1.15718$ ). Again, it was found that the respondents agreed that before a major change, employees always get significant training regarding its impact on their job description ( $M= 3.9947$ ,  $SD= .58040$ ). Furthermore, it was found that the respondents agreed that if one is employed, the supervisors personally train them for a pre-specified period of time ( $M= 3.0160$ ,  $SD= .58021$ ).

Moreover, it was found that the respondents agreed that the organisation sets aside adequate resources to train employees ( $M= 3.6489$ ,  $SD= .82355$ ). Finally, it was found that training and development programme is clearly directed at creating the competencies that are important to their core business ( $M= 3.6543$ ,



SD= .91490). Overall, the weighted mean of 3.3156 is an indication that training as an internal marketing element is practiced in the organization.

This findings is consistent with the findings of Martensen and Grønholdt (2006) who revealed that training and development is one of the key elements of internal marketing practiced in organizations which enable employees to exhibit high degree of competence on the job and subsequently lead to the provision of better customer service. Similarly, the findings is in tandem with that of Khan et al, (2011) who disclosed that training and development as an internal marketing elements practiced in organizations enable employees to improve their technical and functional knowledge.

*Table 6: Empowerment as a Practiced Internal Marketing Variable*

Empowerment	Mean	Std. Deviation
Our supervisors allow us to use our own judgment in solving problems	3.1809	.58434
Our supervisors encourage us to take initiatives	3.3085	.63795
Our supervisors allow us a high degree of initiative	3.1968	.64467
Our supervisors trust us to exercise good judgment	3.3085	.70182
<b>Weighted Mean</b>	<b>3.2486</b>	

Source: Field survey, Mensah (2018)

The findings from Table 6 shows that the respondents agreed that their supervisors allow them to use their own judgment in solving problems (M=3.1809, SD=.58434). It was also revealed that the respondents agreed that

their supervisors encourage them to take initiatives ( $M=3.3085$ ,  $SD=.63795$ ). Moreover, it was found that the respondents agreed that their supervisors allow them a high degree of initiative ( $M=3.1968$ ,  $SD=.64467$ ). Lastly, it was found that the respondents agreed that their supervisors trust them to exercise good judgment ( $M=3.3085$ ,  $SD=.70182$ ). More importantly, the weighted mean of 3.2486 signifies that empowerment as an internal marketing element is practiced in the organization.

This finding is parallel to that of Al-Hawary et al (2013) who disclosed that empowerment as an internal marketing element practiced in organisations is a necessary tool to instill in employees a sense of belonging to an organization. Also, the finding is in agreement with the assertion of Sarbapriya and Ishita (2011) who claimed that organisations instill empowerment by creating a collaborative environment where decision making and participatory system is encouraged. Moreover, the finding is supported by the assertion of Walker (2007) who highlighted that empowerment is a critical element practiced by organisations which yields enormous benefits for both the employer and the employee.

Table 7: Communication as a Practiced Internal Marketing Variable

Communication	Mean	Std. Deviation
Before any policy change, our supervisors inform us face-to-face in advance	3.4415	.92602
Supervisors show interest in listening to what subordinates have to say about their job related issues	3.3351	.83981
Employees are encouraged to discuss personal problems that negatively influence their job with their supervisors	1.7500	1.03740
Supervisors are never too busy if a subordinates wish to meet them personally	3.1223	.70212
Supervisors are expected to spend time with subordinates, explaining company objectives and how these objectives affect their jobs	3.5266	.75596
<b>Weighted Mean</b>	<b>3.0351</b>	

Source: Field survey, Mensah (2018)

The finding from Table 7 indicates that the respondents agreed that before any policy change, their supervisors inform them face-to-face in advance (M=3.4415, SD=.92602). Similarly, it was found that the respondents agreed that supervisors show interest in listening to what subordinates have to say about their job related issues (M=3.3351, SD=0.83981). Again, it was found that the

respondents agreed that employees are encouraged to discuss personal problems that negatively influence their job with their supervisors ( $M=1.7500$ ,  $SD=1.03740$ ). However, this was 'least in agreement'.

Additionally, it was found that the respondents agreed that supervisors are never too busy if subordinates wish to meet them personally ( $M=3.1223$ ,  $SD=0.70212$ ). Finally, it was found that the respondents agreed that, supervisors are expected to spend time with subordinates, explaining company objectives and how these objectives affect their jobs ( $M=3.5266$ ,  $SD=0.75596$ ). Overall, the weighted mean of 3.0351 is an indication that communication as an internal marketing element is practiced in the organization.

The current finding is consistent with the assertion of Kozaric (2016) who claimed that communication within organizations builds trust between managers and employees and helps employees to seek further clarification with respect to their given tasks or job. Also, in tandem with this finding is that of Khaled (2013) who disclosed that, communication is an important component of internal marketing and further advised that presentations, reports and formal meetings should be adopted by organizations to enhance internal communication.

Table 8: Motivation as a Practiced Internal Marketing Variable

Motivation	Mean	Std. Deviation
When we exceed our targets, we expect to receive some financial bonus/reward	4.3670	1.05890
Our income is very closely tied to our qualifications and our performances	3.0266	.74168
Everyone gets an annual bonus regardless of their performance	4.3617	1.03780
Our annual increment is much related to people with similar qualifications working in this or any other industry	2.4415	.89669
<b>Weighted Mean</b>	<b>3.5492</b>	

Source: Field survey, Mensah (2018)

The finding from Table 8 shows that the respondents agreed that when they exceed their targets, they expect to receive some financial bonus/reward (M=4.3670, SD=1.05890). Again, it was found that the respondents agreed that their income is very closely tied to their qualifications and their performances (M=3.0266, SD=0.74168). Likewise, it was found that the respondents agreed that everyone gets an annual bonus regardless of their performance (M=4.3617, SD=1.03780). Lastly, it was found that the respondents agreed that their annual increment is much related to people with similar qualifications working in this or any other industry (M=2.4415, SD=.89669). Overall, the weighted mean of 3.5492 shows that motivation is an internal marketing element practiced in the organization.

The finding of the study is congruent with the assertion of Mishra and Sinha (2014) claim that, the implementation of internal marketing in organisations will be relatively difficult if employees are not adequately motivated. This is an indication that motivation is an important element of internal marketing that must be practiced in organizations. Again, supporting this finding is the finding of Kaur (2012) who disclosed that motivating employees is a prerequisite for the successful implementation of internal marketing in organizations. The findings also corroborates with the assertion of Aydinalp (2012) who highlighted that the premise of internal marketing is to provide motivated and satisfied employees who will satisfy external customers. This therefore makes motivation an important element of internal marketing practiced in organizations.

### **Level of Satisfaction among Employees at Compassion International – Ghana Assisted Projects**

The opinion of the respondents were sought to assess their level of satisfaction regarding their job. The level of employee satisfaction was based on some key thematic constructs. Therefore, measurement of the level of satisfaction was based on these individual constructs for clearer understanding of the state of affairs. The opinion of the respondents was measured on a forced 5-point Likert scale rated as follow: 1=Least in agreement; 2=Slightly high; 3= Somewhat high, 4=High and 5=Highest in agreement. The findings are presented and discussed in Table 9.

*Table 9: Job Satisfaction*

Job Satisfaction	Mean	Std. Deviation
The job gives us the prestige we desire	2.5904	.92921
The job gives us a feeling of success	2.2713	1.15431
We feel we are a vital part of this organization	2.7713	1.03718
We like the job because of the way our superiors relate with staff	2.5426	.80990
The job provides a chance of Professional growth.	3.2979	2.37108
We get on well with other staff(employees) of this organization	3.4521	.94944
We feel a sense of pride in doing my job	3.1862	.77558
Our work gives us a feeling of personal accomplishment.	3.0160	.89249
We like the job because superiors treat us with respect	2.9894	.94778
Our job gives us chance to execute tasks that make use of our abilities	2.9468	.82562

Table 9 continued

We like the way employees cooperate and get along friendly with each other in this organization.	3.2926	1.01040
The job we do provides us with the opportunity to work independently	3.0053	.79097
The general physical, social and working conditions in the organization are good.	2.9734	.79728
Our job provides us with the chance to attend in-service training courses from time to time.	3.5426	1.04615
We like our job because we feel the salary we receive at present is adequate	2.7606	.81506
<b>Weighted Mean</b>	<b>2.9759</b>	

Source: Field survey, Mensah (2018)

The findings from Table 9 show that the respondents agreed that their job gives them the prestige they desire ( $M=2.5904$ ,  $SD=.92921$ ). It was also found that the respondents agreed that their job gives them a feeling of success ( $M=2.2713$ ,  $SD=1.15431$ ). Again, it was found that the respondents agreed that they feel they are a vital part of the organization ( $M=2.7713$ ,  $SD=1.03718$ ). Similarly, it was found that the respondents agreed that they like the job because of the way their superiors relate with staff ( $M=2.5426$ ,  $SD=.80990$ ). Likewise, it was found that the respondents agreed that the job provides a chance of professional growth ( $M=3.2979$ ,  $SD=2.37108$ ). Furthermore, it was found that



the respondents agreed that they get on well with other staff (employees) of the organization ( $M=3.4521$ ,  $SD=.94944$ ). More so, it was found that the respondents agreed that they feel a sense of pride in doing their job ( $M=3.1862$ ,  $SD=0.77558$ ).

The findings further revealed that the respondents agreed that their work gives them a feeling of personal accomplishment ( $M=3.0160$ ,  $SD=0.89249$ ). Still, it was found that respondents agreed that they like the job because superiors treat them with respect ( $M=2.9894$ ,  $SD=0.94778$ ). Moreover, it was found that the respondents agreed that their job gives them chance to execute tasks that make use of their abilities ( $M=2.9468$ ,  $SD=0.82562$ ). In addition, it was found that the respondents agreed that they like the way employees cooperate and get along friendly with each other in this organization ( $M=3.2926$ ,  $SD=1.01040$ ). Besides, it was found that the respondents agreed that the job they do provides them with the opportunity to work independently ( $M=3.0053$ ,  $SD=0.79097$ ).

Again, it was found that the respondents agreed that their job provides them with the chance to attend in-service training courses from time to time ( $M=3.5426$ ,  $SD=1.04615$ ). The findings also revealed that the respondents agreed that the general physical, social and working conditions in the organization are good ( $M=2.9734$ ,  $SD=0.79728$ ). Finally, it was found that they like their job because they feel the salary they receive at present is adequate ( $M=2.7606$ ,  $SD=0.81506$ ). Overall, the weighted mean of 2.9759 is an indication that the respondents generally agree to being satisfied with the job. Although the weighted mean shows that the respondents are generally content with their job, their level of satisfaction is considered as slightly high.

In support of these findings, Salanova and Kirmanen (2010) and Zargarani, Sarmadsaidi and Esmailpour (2013) disclosed that the satisfaction level of employees is dependent on factors such as co-worker and workplace factors (superior's style), organizational policies and procedures, promotion and empowerment opportunities, career opportunities like training and development working conditions, social relationship with work groups and the provision of fringe benefits. The present finding is an indication that the organization needs to adopt concrete and holistic strategies that will increase employees' level of satisfaction. Increase in employee satisfaction has a tendency to cause employees to exhibit better behaviour with respect to their jobs and this has a positive effect on customer satisfaction as disclosed by Iliopoulos and Vasilios Priporas (2011).

### **Effect of Internal Marketing on Employee Job Satisfaction**

The study further sought to assess the effect of internal marketing and employee job satisfaction. In order to ascertain the effect of internal marketing and employee job satisfaction, standard multiple regression was computed. Composite variables were created for both the independent variable (internal marketing) and individual constructs of the dependent variable (job satisfaction). The findings are presented in the subsequent paragraph.

*Table 10: Model Summary<sup>b</sup>*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617 <sup>a</sup>	.381	.378	7.86894

a. Predictors: (Constant), Internal Marketing

b. Dependent Variable: JS

Source: Field survey, Mensah (2018)

Table 10 shows the model summary of the standard simple regression. The findings from the Model Summary show that the model (Internal marketing) 37.8% (adjusted R) explains the variation in the dependent variable (Job Satisfaction) that is being explained by an adjustment in the independent variables in the regression model. This means that the more Compassion International – Ghana Assisted Projects adopt and promote internal marketing in the organisation, the more job satisfaction of the employees would be enhanced.

*Table 11: ANOVA<sup>a</sup>*

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7088.238	1	7088.238	114.474	.000 <sup>b</sup>
	Residual	11517.166	186	61.920		
	Total	18605.404	187			

a. Dependent Variable: JS

b. Predictors: (Constant), Internal Marketing

Source: Field survey, Mensah (2018)

The result of the ANOVA component of the standard multiple regression analysis is presented in Table 11. A close observation of the Sig. value indicates that the model is statistically significant in that that the p-value (0.000) is less than 0.05. Meaning, statistically, the model could be relied on to positively alter job satisfaction of workers in Compassion International – Ghana Assisted Projects.

Table 12: Coefficients

Model		Standardized	t	Sig.
		Coefficients		
		Beta		
1	(Constant)		-2.712	.007
	Internal Marketing	.617	10.699	.000

Source: Field survey, Mensah (2018)

On assessing the contribution of the individual independent variable contribution to the prediction of the dependent variable, the standardized coefficient Beta value for each of the independent variables was computed. The findings are provided in Table 12. The findings indicate that the level of satisfaction with internal marketing has strongest unique but statistically significant contribution to explaining the dependent variable when all the other variables in the model are controlled for, with Beta value of 0.617 and corresponding Sig value of 0.000. This means to improve job satisfaction at Compassion International – Ghana Assisted Projects, internal marketing practices of the firm must be critically looked at and implemented efficiently by management with direct involvement of all staff.

### **Relationship between Internal Marketing and Employee Job Satisfaction**

As part of research objective three, the study further sought to assess the relationship between internal marketing and employee job satisfaction. The findings of the study concentrated on the composite relationship between internal marketing and job satisfaction and further looked at the various components of internal marketing (training and development, empowerment, communication,

and motivation) and their relationship with job satisfaction. The findings are presented in Table 13 and Table 14.

*Table 13: Correlations for Internal Marketing with Job Satisfaction*

		Job Satisfaction	Internal Marketing
Job Satisfaction	Pearson Correlation	1	.617**
	Sig. (2-tailed)		.000
	N	188	188
Internal Marketing	Pearson Correlation	.617**	1
	Sig. (2-tailed)	.000	
	N	188	188

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

Source: Field survey, Mensah (2018)

Table 13 indicates the Pearson Product Moment Correlation Coefficient results for the relationship between internal marketing and job satisfaction. From the analysis, it is clear that internal marketing has a strong positive relationship ( $r=0.617$ ) on employee job satisfaction. This implies that the more the organization adopts internal marketing practices, the more employees become satisfied with their work. The findings of the study also show that the relationship is statistically significant because  $p < 0.005$ .

The finding is consistent with the findings of Ogunnaike, Oyeniyi and Adeniji (2012) who found a strong and positive relationship between internal marketing and job satisfaction. The finding is also in congruence with the findings of Ismaila and Sheriff (2016) who revealed in their study that the effective implementation of internal marketing practices by organizations lead to positive attitudes among employees, signifying that internal marketing has a positive relationship on job satisfaction. Huang and Rundle-Thiele (2014) also found a

strong positive relationship between internal marketing and job satisfaction. Moreover, Ogunnaike, Oyeniyi and Adeniji (2012) found similar results between internal marketing and job satisfaction.

### Individual Constructs of Internal Marketing and their Relationship with Job Satisfaction

Table 14: Correlation between Training and Development, Empowerment, Communication and Motivation and Job Satisfaction

		Trainin g	Empower ment	Communic ation	Motivat ion	JS
Training	Pearson Correlation	1	.465**	.454**	.170*	.653**
	Sig. (2-tailed)		.000	.000	.020	.000
	N	188	188	188	188	188
Empowerment	Pearson Correlation	.465**	1	.541**	-.008	.472**
	Sig. (2-tailed)	.000		.000	.910	.000
	N	188	188	188	188	188
Communication	Pearson Correlation	.454**	.541**	1	.032	.455**
	Sig. (2-tailed)	.000	.000		.666	.000
	N	188	188	188	188	188
Motivation	Pearson Correlation	.170*	-.008	.032	1	.072
	Sig. (2-tailed)	.020	.910	.666		.326
	N	188	188	188	188	188
JS	Pearson Correlation	.653**	.472**	.455**	.072	1
	Sig. (2-tailed)	.000	.000	.000	.326	
	N	188	188	188	188	188

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

\* . Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey, Mensah (2018)

Table 14 shows the relationship between the various components of internal marketing and job satisfaction and was investigated using Pearson Moment Correlation Coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. From the analysis, it is clear that there is a strong positive correlation between training ( $r=0.653$ ) and job satisfaction. However, the findings revealed that there was a medium positive correlation between the other components of internal marketing: empowerment ( $r=0.472$ ), communication ( $r=0.455$ ). Besides, the findings revealed that there was a weak positive correlation between motivation and job satisfaction( $r=0.072$ ).

The present finding is in line with the findings of Al-Hawary et al (2013) who found that internal marketing variables (training and development, empowerment, communication and motivation) have a positive relationship with job satisfaction. Training and development recorded the highest correlation coefficient and this could be attributed to the fact that, the organization realizes that employees are the most valuable resources, hence their competencies, skills and abilities need to be improved so as to provide excellent customer service. Confirming this claim is Khan et al (2011) who found that internal marketing provides higher degree of training and development that enables employees to enjoy higher job satisfaction. The findings of prior studies from Fulford and Enz (1995) and Hancer and George (2003) also revealed that empowerment has positively related to job satisfaction.

Rast and Tourani (2012) disclosed that communication as internal marketing variables has a positive relationship with employee job satisfaction in organisations and this affirms the present findings. The findings also confirm the sentiment of Kameswari and Rajyalakshmi (2012) who disclosed that motivation as an internal marketing variable is positively related to employees' job satisfaction. Furthermore, the finding is parallel with that of Ahmad et al. (2012) who found that there is a positive correlation between motivation and job satisfaction.

### Hypotheses Testing

The hypotheses in the study test the four internal marketing practices (training and development, empowerment, communication and motivation) as the independent variables to determine if there is a significant positive effect on employee job satisfaction. Multiple regression analysis was used to test the following hypotheses which are presented in Table 15.

*Table 15: Hypotheses Testing*

Model	R Square	Sig.	Beta	Findings of Hypotheses Tested
Training and Development	.426	.000 <sup>b</sup>	0.653	Supported
Empowerment	.223	.000 <sup>b</sup>	.472	Supported
Communication	.207	.000 <sup>b</sup>	.455	Supported
Motivation	.005	.326 <sup>b</sup>	.072	Not Supported

Source: Field survey, Mensah (2018)



H<sub>1</sub>: *‘Training and development’ has a positive significant effect on employee job satisfaction*

The Regression analysis from Table 16 indicates that training and development has a positive significant effect on employee job satisfaction ( $R^2=.426$ ,  $p<0.05$ ,  $\beta=0.653$ ). Accordingly, hypothesis 1 which proposes that training and development has a positive significant effect on employee job satisfaction was supported by this study. This finding is consistent with the findings of Baran and Arabelen (2017) who revealed that training and development has significant positive effect on job satisfaction. The result of the hypotheses is also supported by Khaled (2013) who hypothesized and tested that training and development has a positive significant effect on employees’ job satisfaction.

H<sub>2</sub>: *Empowerment has a positive significant effect on employee job satisfaction*

Again, the findings from the regression analysis show that ‘empowerment’ has a positive significant effect on employee job satisfaction ( $R^2=.223$ ,  $p<0.05$ ,  $\beta=0.472$ ). Thus, hypothesis 2 is also supported by this study. This is consistent with the findings of Al-Hawary et al (2013) who revealed that empowerment has significant positive effect on job satisfaction. Ismaila and Sheriff (2016) also found and hypothesized that empowerment has a positive significant effect on employee job satisfaction, thus supporting H<sub>2</sub>.

H<sub>3</sub>: *Communication has a positive significant effect on employee job satisfaction*

Moreover, the findings from the regression analysis show that communication has a positive significant effect on employee job satisfaction ( $R^2=.207$ ,  $p<0.05$ ,  $\beta=0.455$ ). It can therefore be concluded that hypothesis 3 is supported by this study. This is supported by Baran and Arabelen (2017) who found and hypothesized that communication has a significant positive effect on employee job satisfaction. Kozarić (2016) also found and hypothesized that communication has a significant positive effect on employee job satisfaction, hence supporting the third hypothesis of this study. .

H<sub>4</sub>: *Motivation has a positive significant effect on employee job satisfaction*

Finally and in contrast, the regression analysis indicated that motivation has a positive effect on employee job satisfaction but the effect was not significant ( $R^2=.005$ ,  $p>0.05$ ,  $\beta=0.072$ ). Consequently, it can be concluded that hypothesis 4 was not supported by this study. This result is however in sharp contrast with the findings of Al-Hawary et al (2013) who hypothesized that motivation has a positive significant effect on employee job satisfaction.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### **Introduction**

In this chapter, an overview of the purpose of study, the research objectives and the research methods employed are presented. The chapter also presents the summary of findings, conclusion based on findings, recommendations as well as suggestions for further studies.

The study sought to examine the effect of of internal marketing on employee job satisfaction in Compassion International – Ghana Assisted Projects in the Central Region. The causal research design was adopted for the study. Stratified sampling technique was used in selecting the respondents for the study. Questionnaire was the main data collection instrument for data collection.

#### **Summary**

The summary of the key findings of the research are presented alongside the respective specific research objectives and hypotheses. Regarding the research objective which sought to identify the extent to which internal marketing was practiced in the organization, it was found that training and development was an internal marketing element practiced in the organization. It was also found that empowerment was one of the critical internal marketing element practiced in the organization. Likewise, it was found that communication was an internal marketing element practiced by the organization. Finally, it was found that motivation was an essential element of internal marketing practiced by the organization.

Concerning the objective which sought to assess the level of satisfaction regarding employees' job, it was found that the respondents agreed that the job provided a chance of professional growth. It was also found that the respondents agreed that they felt a sense of pride in doing their job. Again, it was found that the respondents agreed that they felt they were a vital part of the organization. Furthermore, it was found that the respondents agreed that their work gave them a feeling of personal accomplishment. Lastly, it was found that despite the fact that employees were generally satisfied with their job, their level of satisfaction was considered slightly high.

Considering the objective which sought to assess the effect of internal marketing and employee job satisfaction, the model summary of the standard multiple regression showed that the model (Internal marketing) explains 38.1% per cent of the variance in predicting the dependent variable (Job Satisfaction).

As part of the objective which sought to assess the effect of internal marketing on employee job satisfaction, it was found that there was a strong positive relationship between training and job satisfaction. It was also found that there was a medium positive relationship between the other components of internal marketing: empowerment, communication. However, it was found that there was a weak positive relationship between motivation and employee job satisfaction. Generally, it was found that there was a strong positive relationship between internal marketing and employee job satisfaction.

The results of the ANOVA showed that a close observation of the Sig. value indicated that the model is statistically significant, in that, the p-value (0.000) is less than 0.05. Moreover, the findings from the standardized coefficient Beta value showed that the level of satisfaction with internal marketing has strongest unique but statistically significant contribution to explaining the dependent variable when all the other variables in the model are controlled for.

Results of the hypotheses that were tested from a regression analysis revealed that training and development has a positive significant effect on employee job satisfaction, hence supporting H<sub>1</sub>. Also, the findings showed that empowerment has a positive significant effect on employee job satisfaction indicating that H<sub>2</sub> is supported. Similarly, the findings of the regression analysis showed that communication has a positive significant effect on employee job satisfaction, thus supporting H<sub>3</sub>. However, the findings from the regression analysis showed that motivation has a positive but insignificant effect on employee job satisfaction, meaning that was not supported H<sub>4</sub>.

## **Conclusion**

Based on the findings of the study, it can be concluded that training and development, empowerment, communication and motivation are the key internal marketing elements practiced at Compassion International – Ghana Assisted Projects. Again, it can be concluded that employees of Compassion International – Ghana Assisted Projects are content or satisfied with the various components of their job.

Moreover, it can be concluded that the model is statistically significant and the level of satisfaction with internal marketing has the strongest unique but statistically significant contribution to explaining the dependent variable when all the other variables in the model are controlled for. Finally, it can be concluded that training and development, empowerment, and communication have a significant positive effect on employee job satisfaction. However, motivation has a positive but insignificant effect on employee job satisfaction. It is therefore important for the organization to take a critical look at factors that motivate employees.

### **Recommendations**

Based on the findings of the study, management of the organization should reconsider their internal marketing practices, particularly in the context of increasing the satisfaction levels of employees. This can be achieved when management finds innovative ways to make the internal marketing activities (training and development, empowerment, communication and motivation) attractive to employees of the organization. Thus, it is very essential for management of the organization to establish effective as well as holistic plans for the smooth integration, development and implementation of internal marketing initiatives. In addition, management can adopt other beneficial internal marketing practices like reward systems, information sharing and leadership geared towards increasing employee satisfaction.

Again, in order to enhance the satisfaction level of employees, management should understand the importance of internal marketing elements

and their influence on employee behaviour. Management can conduct periodic (say quarterly or semi-annually) surveys to find out the various internal marketing strategies that best appeal to employees and implement them in the organization. Engaging employees through regular meetings could be another way that the management and the organization can identify those elements that will improve employee satisfaction. These meetings can help management hear the opinions of employees regarding their work and hence, provide appropriate feedback so as to clarify ambiguity in employees' job.

Management is further encouraged to have a careful look at the motivation element of internal marketing because the premise of internal marketing is the 'motivation' of employees. Thus, it behooves management to expend efforts to motivate their employees. This can be done through initiating and implementing motivation schemes such as providing adequate bonuses, and recognizing superior employee efforts via creating award schemes like 'best worker of the quarter'. These motivational schemes have the tendency to make employees feel that they are valued in the organization. Identifying and satisfying the needs or wants of employees should be used as the appropriate criterion for motivating these employees.

The findings from the standard multiple regression prove that the model was statistically significant. This is really a very useful insight to managers of Compassion International – Ghana Assisted Projects as it shows how important the individual independent variables are to influencing the level of employee job satisfaction. It means management must maintain as well as continuously find

innovative ways to make the independent variables more appealing to their employees and this will increase overall employee job satisfaction for the organization.

### **Suggestion for Further Studies**

The researcher strongly suggests that a replica study be conducted in other sectors; for instance, the educational sector, manufacturing sector or health sector for comparison of results. Likewise, further studies should expand the research in other non-governmental organizations (NGO's) from other parts of the country so as to have a better scope of internal marketing activities and its impact on employee job satisfaction.

It is also recommended for further studies to be carried out to assess the effect of internal marketing practices on other equally important job related attitudes such as turnover intentions, performance, organizational citizenship behaviour and job commitment because they also have traces from extant literature to be influenced by internal marketing practices. Finally, the present study resorted to quantitative research methodology to gather information from employees. However, if this research will be done by using mixed methodology (questionnaires and interviews) more thought-provoking results could be examined from the perspective of employees.



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**APPENDIX**  
**UNIVERSITY OF CAPE COAST**  
**COLLEGE OF HUMANITIES AND LEGAL STUDIES**  
**SCHOOL OF BUSINESS**  
**DEPARTMENT OF MARKETING AND SUPPLY CHAIN**  
**MANAGEMENT**

**Introduction**

This questionnaire is strictly for academic purpose and it is designed to solicit information on the topic ‘Effect of internal marketing on employee job satisfaction in Compassion International - Ghana Assisted Projects in the Central Region’. Your sincere views in answering these questions would help provide first-hand information for conclusions to be drawn. Your privacy is kept intact and any information that you provide would be treated with absolute anonymity.

**SECTION A: Demographic Information of Respondents**

1. Age range of respondents
  - a. 18-25 [ ]
  - b. 26-35 [ ]
  - c. 36-45 [ ]
  - d. 46-55 [ ]
  - e. 56 and above [ ]
2. Sex of respondents
  - a. Male [ ]
  - b. Female [ ]
3. Educational Level
  - a. JHS [ ]
  - b. SHS [ ]
  - c. HND/Diploma [ ]
  - d. First Degree [ ]
  - e. Post Graduate [ ]
4. Employment Status
  - a. Permanent [ ]
  - b. Volunteer [ ]
5. Length of Service
  - a. Less than a year [ ]
  - b. 2-5 years [ ]
  - c. 6-9 years [ ]

d. 10 years and above [ ]

### SECTION B: Internal Marketing

6. To what extent do you agree that the following internal marketing dimensions are practiced in your organisation?

*Where: 1=Least in agreement; 2=Slightly high; 3=Somewhat high; 4=High; 5=Highest in agreement*

No	Constructs	1	2	3	4	5
	<b>Training and Development</b>					
T1	Training is closely related to the individual needs of each employee.					
T2	An employee will have to find his own answers to the requirements of the job					
T3	Before a major change we always get significant training regarding its impact on our job description.					
T4	If one is employed, the supervisor will personally train him/her for a pre-specified period of time.					
T5	The organisation sets aside adequate resources to train employees					
T6	Training and development programme is clearly directed at creating the competencies that are important to our core business					
	<b>Empowerment</b>					
E1	My supervisor allows me to use my own judgment in solving problems					
E2	My supervisor encourages me to take initiatives					
E3	My supervisor allows me a high degree of initiative					
E4	My supervisor trusts me to exercise good judgment					
	<b>Communication</b>					
C1	Before any policy change my supervisor informs me face-to-face in advance					
C2	Supervisors show interest in listening to what subordinates have to say about their job related issues					
C3	An employee is encouraged to discuss a personal problem that negatively influences his/her job with his/her supervisor					
C4	Supervisors are never too busy if a subordinate wishes to meet personally					

<b>C5</b>	Supervisors are expected to spend time with subordinates, explaining company objectives and how these objectives affect their jobs					
	<b>Motivation</b>					
<b>M1</b>	When I exceed my target, I expect to receive some financial bonus/reward					
<b>M2</b>	My income is very closely tied to my qualifications and my performance					
<b>M3</b>	Everyone gets an annual bonus regardless of their performance					
<b>M4</b>	My annual increment is much related to those of people with similar qualifications working in this or any other industry					

### SECTION C: Employee Job Satisfaction

I am interested in finding out your level of satisfaction regarding your job. For this purpose you are required to express your perception regarding the following statements related to your satisfaction, using a five point scale:

*Where: 1=Least in agreement; 2=Slightly high; 3=Somewhat high; 4=High; 5=Highest in agreement*

<b>No</b>	<b>Constructs</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>JS1</b>	My job gives me the prestige I desire					
<b>JS2</b>	My job gives me a feeling of success					
<b>JS3</b>	I feel I am a vital part of this organization					
<b>JS4</b>	I like the job because of the way my superior relates with staff.					
<b>JS5</b>	The job provides a chance of Professional growth.					
<b>JS6</b>	I get on well with other staff(employees) of this organization					
<b>JS7</b>	I feel a sense of pride in doing my job					
<b>JS8</b>	My work gives me a feeling of personal accomplishment.					
<b>JS9</b>	I like the job because superior treats me with respect					
<b>JS10</b>	My job gives me chance to execute tasks that make use of my abilities					
<b>JS11</b>	I like the way employees cooperate and get along friendly with each other in this organization.					
<b>JS12</b>	The job I do provides me with the opportunity to work independently					



<b>JS13</b>	The general physical, social and working conditions in the organization are good.					
<b>JS14</b>	My job provides me with a chance to attend in-service training courses from time to time.					
<b>JS15</b>	I like my job because I feel the salary I receive at present is adequate					