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The Effect of Internal Marketing Practice On Employees' Job Satisfaction: In The Case Of Fagita Lekoma and Banja Woreda Amhara Credit And Saving Institution, Awi Administration Zone, Amhara Regional State 2

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BAHIR DAR UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MARKETING MANAGEMENT

**THE EFFECT OF INTERNAL MARKETING PRACTICE ON
EMPLOYEES' JOB SATISFACTION: IN THE CASE OF FAGITA
LEKOMA AND BANJA WOREDA AMHARA CREDIT AND
SAVING INSTITUTION, AWI ADMINISTRATION ZONE,
AMHARA REGIONAL STATE**

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JULY, 2022
BAHIR DAR, ETHIOPIA

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**The Effect of Internal Marketing Practice on Employees' Job
Satisfaction: In the Case of Fagitalkoma and Banja Woreda Amhara
Credit and Saving Institution Awi Administration
Zone, Amhara Regional State**

By

Baynesagn Amare Tesfa

**Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of
Master of Arts in Marketing Management**

Advisor: Gashaw Moges (PhD)

July, 2022

Bahir Dar, Ethiopia

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DECLARATION

This is to certify that the thesis entitled "The effect of Internal Marketing Practice on Employees' Job Satisfaction: In the Case of Fagitalkoma and Banja Woreda Amhara Credit and Saving Institution" Awi Administration Zone, Amhara Regional State is wholly the original work of Baynesagn Amare. I have carried out the study independently with the guidance and support of my research advisor, Gashaw Mages (PhD). The thesis is unique and hasn't been submitted to any university or other organization for the award of a degree or diploma. Any source of information is duly acknowledged.

Declared by: Baynesagn Amare date-----Signature -----Id-BDU1301720

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Approval of the Thesis for Defense

I hereby certify that I have read, assessed, and overseen this thesis. The entitled “The effect of internal marketing practice on employees' job satisfaction: In the case of Fagitalkoma and Banja woreda Amhara Credit and Saving Institution” Awi administration zone, Amhara regional state by Baynesagn Amare was prepared under my guidance. I recommend presenting the thesis for an oral defense.

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Approval of thesis for defense result

As members of the board of examiners, we examined this thesis entitled “The effect of internal marketing practice on employees' job satisfaction: In the case of Fagitalkoma and Banja woreda Amhara credit and saving Institution” Awi administration zone, Amhara regional state by Baynesagn Amare. By means of this certification, we certify the thesis' acceptance as meeting the criteria for the award of the degree of "Master of Marketing Management` `by board of examiners.

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ACRONYMS

ACSI	Amhara Credit and Saving Institution
IC	Internal communication
IM	Internal marketing
INF	Infrastructure
JOS	Job satisfaction
MFI	Microfinance institutions
REW	Reward
SPSS	Statistical Package for Social Science
TR	Training
WOE	Work environment

ABSTRACT

Internal marketing is the handling of employees of an organization as internal customers and as organizational products that satisfy the needs and desires of external customers. Previously, the primary concerns of many organizations were external customers only. However, in today's world, competition among service companies is high and the company is concerned with internal marketing, or marketing to employees of the organization, in addition to external marketing. The main purpose of the study was to assess the determinants of internal marketing practices on employee job satisfaction in ACSI in the Awi administration zone of Fagitalekoma and Banja woreda ACSI branches. The study used an explanatory, quantitative research design and the data collection method was cross-sectional and used a structured questionnaire for primary data collection. The target populations of the study were 166. Of the 117 selected from the total employees in ACSI at Fagitalkoma and Banja woreda, six branches were selected through a simple random sampling method by Yemen's formula. Statistical Packages for Social Science (SPSS) version 26.0 was used to analyze data using descriptive and inferential statistics. Multiple regression analysis techniques were used to explain the nature and impact of the relationship between employees' job satisfaction and the (internal communication, training, work environment, reward, and infrastructure) factors that affect it. The Pearson correlation result of the study showed that there is a positive relationship among determinants of internal marketing dimensions. Training has a positive and strong relationship with job satisfaction, and internal communication, reward, and infrastructure have positive and moderately relationships with job satisfaction, while the work environment has weak relationships with job satisfaction. The result of the regression analysis showed that training, reward, and internal communication explain 37.9% of the change in employee job satisfaction and the analysis revealed that there are other elements that influence employee job satisfaction in ACSI. In order to attain the highest degree of employee job satisfaction, the head branch of ACSI and Awi district ACSI should make every effort to focus on reward, training, and internal communication while engaging in internal marketing operations. Future studies also focus on large-scale and longitudinal studies on other internal marketing dimensions with related institutions.

Keywords; - *internal communication, internal marketing, infrastructure, reward, training, work environment, and job satisfaction*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Internal marketing (IM) refers to the emphasis on treating employees as internal customers and an organization's efforts to train and inspire its staff to offer superior customer service and view employees as clients and products of the organization (Berry L. , 1981). Internal marketing is based on the notion that employees of an organization should be handled as internal customers and should be presented as internal products that satisfy the needs and desires of external customers (Nebo and Okechukwu, 2017). However, only a few organizations used the concept in practice at the time that it was first developed in the mid-1970s in order to achieve the highest possible service quality, which is considered to be the most important aspect of service management as noted by (Mhamood, 2013).

Internal marketing involves combining pointless offerings with customer-focused staff training and encouraging employees that desire to provide excellent customer service. That enhances the success of the marketing practices internally towards the achievement of institutional goals and objectives through improving employee quality and performance, which will, to a large extent, sustain superiority in service delivery (Ashrafi, Sarker, R., and Mehrab, D., 2018).

A good understanding of customers' needs and the ability to provide consistent and dependable service are achieved through internal marketing and continuous investment in employee quality and performance (Mohamed, 2016).

Job satisfaction is defined as the pleasurable emotional state brought on by the perception that one's work contributes to or facilitates the attainment of one's job value (Ali, 2016).and also job satisfaction, defined as a pleasant or positive emotional state towards the work experience Suzuki et al. (2006).

According to Adino`s (2021) report job satisfaction is doing one`s job while enjoying it, doing it well and being reward for one`s efforts and farther implies interest and happiness with one`s work. Additionally, employees job satisfaction levels can range from extreme satisfaction to

extreme dissatisfaction, and additionally, degrees of attitudes about their jobs as a whole (George et al, 2008).

Job satisfaction is also predisposed by crucial internal marketing elements of salary, reward, working environment, training, communication, and achievement of other goals that lead to emotions of fulfillment (Isik, A. D., and Altunoglu, E. A., 2016): Kaliski (2007).

Improving work conditions and solving work-related problems by the organization leads to increased employee job satisfaction. This will make employees equally satisfied with those who work under normal working conditions, and in return, overall performance will increase (okikola, olanipekun and Lateef, 2021). Organizations are applying traditional marketing concepts related to internal marketing mix to their own employees in order to increase corporate effectiveness (Kanyurhi and Balemba, E., 2016).

As further explained by Shui and Yu (2010), employee job satisfaction refers to the general feelings a worker has regarding his job and how he responds to it. According to this survey, work satisfaction is a multifaceted idea that pertains to workers' positive perceptions and emotions toward organizations that result from a variety of working demands and employee contributions. A worker's sense of accomplishment and success at work is referred to as job satisfaction. Typically, it is thought to be closely related to both personal happiness and productivity. Contentment at work suggests working at a job you enjoy, doing it effectively, and getting paid for it. Contentment at work more suggests joy and excitement about one's task cited (Getachwe, 2020).

Most financial institutions in the world want to become world-class in their quality of products and service delivery in legal ways. They have recognized that they can gain a competitive advantage through the knowledge and skills of their employees. In order to get business success and economic advantage, they are very worried about satisfying and motivating employees (Lydia, 2015).

In Ethiopia, microfinance institutions and service marketing are relatively new phenomena. The country's current political and economic situation has a significant impact on the microfinance industry's development. It was legally established and issued in July 1996 with the purpose of providing microfinance services and charging fees to external customers Wolday (2000). Due to

this, a number of microfinance institutions, as well as a number of employees, are steadily expanding to serve both rural and urban poor populations Getaneh (2005), as cited (Muluken, A., and Mesfin, L., 2014).

1.2 Statement of the Problem

Internal marketing is now a concern for every business. In previous years, most firms were primarily concerned with external marketing or customers. Employees are dissatisfied with the organization's internal marketing practices, which means the company's goal will not be met and will have an impact on the efficiency of the representatives. As a result, the company must carefully apply internal marketing standards and treat employees as customers Berry L.(1981).

Internal marketing has been described as a multidimensional term with three dimensions Gounaris, (2008); (Huang and Rundle-Thiele, 2014), four dimensions (Hogg et al., 1998), or even five dimensions (Hung and Rundle-Thiele, 2014). George, (1990); Ahmed,p.k,and Rafiq,M.,(2000); Conduit and Mavondo, (2001). Due to this, there is no consensus on the dimensions of internal marketing that would characterize the internal marketing construct (Kanyurhi and Balemba, E., 2016). Even though job satisfaction is impacted by a variety of factors, most of the employees were dissatisfied due to the poor practice of work promotion, a poor channel of communication development, high work pressure with risks and insecurity environment, poor on-the-job training and off-the-job training, and also some of the employees were dissatisfied with the poor physical infrastructural accessibility of roads and electricity, housing problems as noted by (Yasin, 2020).

Employees suffer from job stress, low morale, a lack of productivity, employee turnover, slowness, and high absenteeism as a result of a lack of job satisfaction (Zewdu, 2017). And employees that are dissatisfied with their occupations are also prone to being less productive and more disposed to absenteeism and turnover.

In other words, an employee who is happy and content at work is more likely to be satisfied with their employment, which can improve the quality of their work (Achieng, S., and Odembo, 2013). As a result, the existence of job pleasure and the absence of job unhappiness determine work satisfaction for such personnel (Grover, H., &Wahee, S. J. , 2013).

According to Egboosi, G, G. C., Chijionwu, R. O., Enidom, H. T., and Michael O. (2019), as seen in varied research data, previous investigations into internal marketing and job satisfaction have produced contradictory empirical results. The relationship between internal marketing and employee job satisfaction is still a matter of debate.

Despite the scarcity of literatures on service marketing in microfinance, some claims that the main factors of internal marketing dimensions influencing employee satisfaction and the performance of microfinance were lack of experience of employees, and lack of an efficient system to enforce contracts (Melese,C. and Semeneh, B., 2016). Other studies focused on turnover of employees, political factors, lack of effective technologies, and shortage of loan capital but did not have a detailed explanation of internal marketing determinants that affect job satisfaction of employees and affect microfinance performance Muluken, A., and Mesfin, L.(2014): (Roza, 2021).

However, the previous studies about the determinants of internal marketing in microfinance institutions did not agree and considered common internal marketing factors in detail that enhance job satisfaction. This study focuses on internal communication, rewards, work environment, and training, as well as infrastructural impacts on job satisfaction that are limited to the study area.

Therefore, the aim of this study is to assess the determinants of internal marketing practice that influence job satisfaction and fill the knowledge gap due to the inconsistency of variables and contradictory empirical results that have been studied.

1.3 Objectives of the Study

1.3.1 The general objective of the study

The general objective of this study was to analyze the determinants of internal marketing practice as related to employee job satisfaction on the front line and field or satellite worker employees who are currently working in Amhara credit and saving institutions in Awi administration zone Fagitalekoma and Banja woredas elected branches.

1.3.2 The specific objectives of the study

1. To assess the effect of internal communication on employee job satisfaction in Fagitalekoma and Banja woreda ACSI branches,
2. To investigate the effect of reward on employee job satisfaction in Fagitalekoma and Banja woreda ACSI branches,
3. To assess the effect of the work environment on job satisfaction in Fagitalekoma and Banja woreda ACSI branches,
4. To determine the effect of training on employee job satisfaction in Fagitalekoma and Banja woreda ACSI branches,
5. To assess the impact of infrastructure on employee job satisfaction in Fagitalekoma and Banja woreda ACSI branches,

1.4 Basic Research Questions

The following research questions served as a guide for this study:

1. Does internal communication affect employee job satisfaction in Fagitalekoma and Banja woreda ACSI branches?
2. What is the effect of reward on employee job satisfaction in ACSI Fagitalekoma and Banja woreda ACSI branches?
3. Does the working environment affect employee job satisfaction in Fagitalekoma and Banja woreda ACSI branches?
4. Does training affect employee job satisfaction in Fagitalekoma and Banja woreda ACSI branches?
5. What is the effect of infrastructure on employee job satisfaction in Fagitalekoma and Banja woreda ACSI branches?

1.5 Research hypothesis

This research was conducted to address the following hypotheses:

Hypothesis 1. Internal communications have a positive and significant effect on employees' job satisfaction.

Hypothesis 2. A reward has a positive and significant effect on employees' job satisfaction.

Hypothesis 3. Working environment has a positive and significant effect on employees' job satisfaction.

Hypothesis 4. Training has a positive and significant effect on employees' job satisfaction.

Hypothesis 5. Infrastructure has a positive and significant effect on employees' job satisfaction.

1.6 The significance of the study

The study was focused on assessing the determinants of internal marketing practice on employee job satisfaction in the ACSI branches of Fagitalekoma and Banja woredas of the Awi administrative zone. So, the research could assist: head officials and branch managers of ACSI would be used to take corrective actions in the areas having shortfalls by providing justifiable guidelines in designing internal marketing strategies development. Other microfinance institutions can use it for the designing and implementation of internal marketing strategies in their organizations, and the study can pave the way for academicians as aspiring boards to further investigate the impacts of internal marketing on microfinance institutions. Finally, the study assisted policymakers in adjusting the HRM and employee handling structures of organizations in ACSI.

1.7. Scope (Delimitations) of the study

The study covers employees of ACSI who are working at branches that are front-line employees and field or satellite employees and is carried out at Fagitalekoma and Banja woredas 6 branches of ACSI (namely: Banja branch, Fagita branch, Kedamaja branch, Fagitatouge branch, Gubala branch, and Chiguali branch).

Thematically, the study is intended only to assess the determinants of internal marketing practices on employee job satisfaction in the case of ACSI.

Geographically, to make the study manageable and target full, the study focuses only on two woredas ACSI branches (Fagitalekoma and Banja) of the Awi administrative zone.

1.8. Organization of the study

The study was organized into five chapters. Chapter one deals with introduction parts, and it includes background to the study; a statement of the problem; research objectives, hypotheses and, significance of the study; scope or delimitation of the study. Chapter Two deals with the literature review and covers the review of related literature on the areas of the study. Models of internal markings, theoretical and empirical studies, and conceptual frames are included in the study. Chapter Three covers the methodological approach to the study. Research design, study area, population, sampling procedure, data collection instrument, data collection procedure, data processing, and analysis of data. Chapter four deals with data presentation, analysis, and interpretation. Chapter five presents a summary of the findings, conclusions, recommendations, limitations, and future research suggestions for the study.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Introduction

This chapter contains literature reviews related to this research and empirical findings on the determinants of internal marketing on employee job satisfaction.

2.1.1 The Aims of Internal Marketing

Internal marketing (IM) aims to increase employee-customer awareness in order to develop and improve customer satisfaction through employee-customer interactions based on the idea of treating employees as internal customers (Greene, W.E., Walls, G.D., and Schrest, L.J.,1994). According to Berry, L.L., Hensel, J.S., and Burke, M.C.(1976), the aim of internal marketing is to bring the solution to the dilemma of how to consistently produce good service quality by “viewing employees as internal customers and viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization” (Mhamood, 2013).

2.1.2 The Concept of Internal Marketing

The service-marketing triangle was created by Kotler, P., Armstrong ,G.(2006) to highlight the relationship between service and marketing. External marketing, interactive marketing, and internal marketing are the three types of marketing. Organizations, their employees, and their customers all offer three different shapes in this triangle. Each of these marketing strategies is essential to a company's success (Adino, 2021).

Organizations have long thought about the impact of marketing investments on external customers, with internal marketing’s aim of ensuring employee satisfaction while also improving product and service quality in order to satisfy external customers. This is a process that goes from internal to external customers. Internal marketing sources can assist the organization, in increasing revenue, lowering worker turnover, and boosting service quality as cited (Adino, 2021).

Internal marketing has attracted the attention of researchers and academics as one of the strategies for gaining a competitive edge for businesses because of its emphasis on employee participation in all business operations and the creation of job satisfaction levels, as well as their loyalty to them with the aim of sustainability of a business. Internal marketing, in its most basic form, entails the use of a variety of techniques and systems that attempt to use successful marketing methods in order to raise awareness of Commercial workers should be more involved and participate in a variety of activities. They should be more involved and participate in a variety of activities (Schneider and Bowen, 2014).

2.2 Models of Internal Marketing

The aim of the model is to deliver different views on the concept of internal marketing so that experts may form an outlook on how they can use these models of internal marketing and what can be attained as a significance. This section will give three alternative models to assess how internal marketing may be used in practice. However, they have different methodologies for achieving it and were created independently by three different authors over a period of time.

2.2.1 Berry's model

The core principle of Berry L.'s (1981) approach is that employees should be seen as customers, and employment should be viewed and treated in the same way as any other firm product. This indicates that the interests and desires of employees are fully considered by the business, and efforts are made to make their products appealing to internal customers or employees (Mhamood, 2013).

According to Mhamood (2013), Berry's model is one of the most important aspects that determine the quality of services provided to external clients. Treating employees like customers means that jobs must be regarded as any other firm product. It also indicates that, through involving employees, the requirements and wishes of customers should be considered, and an attempt should be made to make the product appealing to external customers. Satisfied personnel who come into direct contact with external consumers while providing services play a critical role in establishing external customer values and perceptions of service quality. As a result, it is critical to pay attention to and satisfy personnel in order to maintain a competitive advantage.

According to Berry L.'s (1981) paradigm, internal marketing is just as vital as external marketing. Treating employment as a good necessitates a new approach to human resource management (HRM) as well as the implementation of marketing tactics both internally and externally to recruit and retain customer-focused employees. When a normal company assesses both internal and external marketing strategies at the same time, it can achieve marketing strategy success. This model supported this study that employees who have access to good treatments, rewards, training, a safe working environment, and good communication with the organization become satisfied and productive (Mhamood, 2013).

2.2.2 Grönroos model of IM (1985)

According to this concept, employees must be customer-focused and sales-oriented in order to take advantage of interactive marketing opportunities. It will inevitably lead to improved service quality, increased sales, and consequently increased profitability. Supportive management that focuses on supportive recruitment techniques helps instill customer consciousness among employees (Mhamood, 2013). It also necessitates employee training, a participative management style, employee discretion, and pre-launch marketing campaign knowledge. It improves employee morale. As a result, interactions between contact personnel and satisfied consumers can be used to benefit the process (Mhamood, 2013). Employees are given more control over their work when they are given responsibility. As a result, it is believed that employee job satisfaction will increase. Grönroos (1985) argues that only motivated customer-conscious staff can achieve the goal of improved sales and profitability through interactive marketing and customer satisfaction. The result of this study supported by this model is that initially recruited. Well-trained employees have knowledge about their work, become happy on the job, and become productive for the organization as noted (Mhamood, 2013).

2.2.3 Ahmed and Rafiq's, Berry's (1981) and Grönroos (1985) models combined (2002)

According to Mhamood (2013), internal marketing can be applied in practice through a variety of linkages and mechanisms Ahmed, P.K., and Rafiq, M. (2002) found that a number of new characteristics have been introduced to this new model, which is a hybrid of Berry L. (1981) and Grönroos, (1985). The primary characteristics of the model are: When occupations are viewed as

goods, with recruitment, training, participatory management, and employment, customer awareness and orientation are linked to the use of marketing-like practices within the firm.

The link between customer satisfaction, customer loyalty, and greater earnings can be boosted by satisfied customers spreading the word. Customer service is linked to good communication between marketing and contact staff. The model identifies and explains the mechanisms that are involved in IM implementation. This model depicts internal marketing in a more comprehensive and transparent light.

2.3 Internal Marketing Determinants

Internal marketing thinks and involves that in order for a competitive service industry to achieve job satisfaction and sustainability, it must hire, train, and reward service employees who are willing and able to give great service in a customer-focused manner. Internal marketing is based on the premise that a company's employees should be viewed as internal consumers and presented as internal products that fulfill the demands and ambitions of external customers (Egbose, G. C., Chijionwu, R. O., Enidom, H. T., and Michael O., 2019).

Incentives are a force that motivates people to act in a certain way to achieve a specific goal. People who are highly driven engage in discretionary behavior. And also, individuals can choose how much work they want to put in the majority of roles. Such individuals may be self-motivated, and as long as this is the case, they are on the correct track to achieving their goals, which is the best form of motivation (Gullu, K., Cellk, o., GULLU, O., T., and Bayram, H., 2017).

Most employees feel harmless and more competent after receiving both general favorable and negative feedback. Though many incentives are centered on the job itself, self-actualization, and the joy of completing a job well done, tangible or verbal incentives may provide the knowledge worker with a high level of fulfillment. Employees may view compensation as a reliable indicator of both their job and their abilities (Filtvedt, 2016).

The company should be aware of the importance of training and development programs in achieving long-term success. In the sphere of business, there are numerous causal elements such as changing client needs, human resources, corporate strategy, competitive strategy, level of

technology, and so on. It is necessary for employees to prepare and place successful candidates in jobs based on these aspects so that they may fulfill their duties efficiently. This means that employee training and development are critical (Tuan, 2017).

In service firms, staff training and development programs play a critical role in enhancing employee engagement. In firms where output is dependent on employee service and production capability, long-term training and development initiatives may improve corporate success. As a result, training and development programs can be considered a critical component in accomplishing corporate objectives, strategic goals, customer happiness, and employee commitment. Researchers discovered that incentives have the greatest impact on employees' organizational engagement (Gullu,K.,Cellk,o.,GULLU,O.,T.,and Bayram,H., 2017). This means that compensating employees based on their performance will strengthen their loyalty to the company. Incentives can take many forms, including recognition for good performance, ideas, or behavior that affects employees' psychological well-being. Bonuses could be used to motivate employees to complete important tasks. Incentives boost employee self-esteem and create a sense of accomplishment, resulting in self-motivated workers. According to Güllü, K., ÇelİK, O., Güllü, T., & Bayram, H.(2017), incentives contribute to employee happiness with their employers. This finding is consistent with the findings of, who claim that incentives are a catalyst for self-motivated employees, and Filtvedt, (2016), who discovered that incentives are a feature that increases employee motivation.

2.3.1. Training

"The systematic and deliberate use of instructional activities to promote learning" is how training is defined (Armstrong M., 2009). In contrast to learning, which is defined as a process that focuses on improving individual and organizational potential and creating future skills, training can also be defined as a set of actions that respond to present demands and are oriented to the instructor Reynolds (2004). Training is the systematic development of an individual's attitude and skill behavior pattern required to do satisfactorily a certain activity, according to Oliseh (2005) and is also meant to affect an employee's behavior in the workplace in order to increase efficiency and achieve greater performance standards.

Systematic and deliberate use of instructional activities to promote learning" is how training is defined (Armstrong M. , 2009). In contrast to learning, which is defined as a process that focuses on improving individual and organizational potential and creating future skills, training can also be defined as a set of actions that respond to present demands and are oriented to the instructor Reynolds, (2004). Training is the systematic development of an individual's attitude and skill behavior pattern required to do satisfactorily a certain activity Oliseh, (2005). And also, meant to affect an employee's behavior in the workplace in order to increase efficiency and achieve greater performance standards. Training and development programs will provide creativity to employees so that they can create benefits for organizations and individuals. When they feel they are talented, the percentage of young employee retention will increase. In addition, Glen (2006) provided employees with high skills and potential through formal education development and education opportunities that will enable them to gain career opportunities based on their previous experience. Furthermore, it not only helps the company retain its employees but also improves their individual market position as cited (Armstrong M. , 2009).

According to Maung and Marlar, K. (2020), organizations understand the need to invest in training to improve employee knowledge, skills, and attitudes, as well as organizational performance Bhatti, M. A., & Hoe, C. H.(2012). All internal marketing strategies emphasize the importance of training since frontline employees need to know and be able to spot and solve problems, as well as ensure high-quality products and services Pfeffer (1998).

Training is the deliberate use of formal methods to impart knowledge and assist people in developing the skills they need to do their jobs effectively (Armstrong, M., & Taylor, S., 2014). Training has the biggest impact on human resource development in terms of enhancing productivity, addressing employee growth and retention goals, and supporting technical and organizational advancement. According to Al-Hawary, S. I. S., Al-Qudah, K. A. M., Abutayeh, P. M., Abutayeh, S. M., & Al-Zyadat, D. Y. (2003), evaluated that the impact of internal marketing on the job satisfaction of commercial bank workers, and they discovered that training and development have the largest impact on employee job satisfaction, followed by motivation, empowerment, and communication (Maung, and Marlar, K., 2020).

2.3.2 Rewards

According to Maung and Marlar, K.(2020), incentive and reward systems are certain to improve employee job satisfaction. According to Berry and Parasuraman (1992), rewards should be the driving force behind employee dedication. Organizations that offer pay-for-performance incentives will see higher levels of affective commitment, work satisfaction, and management trust than the industry average Bansal et al. (2001). As he cites, employees' commitment to the organization is strengthened.

According to Kale, P.and Singh,H.(2007), if they believe their performance is being measured fairly. Furthermore, performance-based evaluations and awards are certain to motivate staff to go above and beyond in their efforts to complete their jobs.

According to Eshun,C. and Duah,K.F. (2021), managers' capacity to obtain employee happiness through rewards is a complicated procedure. Indeed, it is the result of a number of interrelated elements that every manager who wishes to attain it must rigorously examine in order to successfully implement. To begin, each employee's happiness with rewards is inextricably linked to what he or she expects from the company versus what is really delivered (Eshun,C. and Duah,K.F., 2021). Employees' feelings of pleasure or dissatisfaction arise when their inputs, such as education, job skills, and effort, are compared to the combination of intrinsic and extrinsic incentives they receive from their employers. Employee happiness and dissatisfaction are also influenced by comparisons to others in comparable jobs and companies. Employees routinely compare their input/output ratio with peers in similar roles and organizations, despite the fact that such comparisons are not always accurate. When making such comparisons, employees sometimes overestimate their contributions. To minimize misperceptions and incorrect comparisons, managers must adequately and effectively communicate work performance rating methodologies to employees (Eshun,C. and Duah,K.F., 2021).

2.3.3 Internal Communication

Employee unhappiness is plainly caused by a lack of communication, yet effective communication can help to reduce this. As a result of improved communication, employee work satisfaction grows. As noted by the author, communication between managers and employees by the staff determines whether or not employees are satisfied (Desa, M. N., Asaari, H. A. H. M.,

and Razak, A. Z., 2019). According to Hogul, U Bayra Ktutan, S Eren, B Aydinli, G Ozturk, (2014), there will be no organizational effectiveness if there are no good channels of communication between sender and receiver, and if there is no horizontal and vertical knowledge of each other, as cited by Desa, M.N., Asaari, H. A. H. M., and Razak, A. Z. (2019).

The importance of workplace communication in guaranteeing performance and achieving company goals cannot be overstated Femi, (2014). The functions and obligations of an employee at work are appropriately implemented and with full attention through communication.

Furthermore, managers use the exchange of information in the communication process to influence employee behavior, whether through verbal or nonverbal communication, in order to accomplish the organization's intended performance. As a result, as a manager, you must communicate effectively with your subordinates. Ineffective communication, on the other hand, can lead to worker unhappiness as a result of managers' flaws and communication barriers. Job satisfaction is a key factor for employees in any company. Their job satisfaction has a direct correlation to the organization's performance and efficacy, as well as its profitability (Desa, M. N., Asaari, H. A. H. M., and Razak, A. Z., 2019)

According to Ahmed, p.k., and Rafiq, M. (2000), the manner in which communicative mechanisms are applied is vital, in order to improve employees' knowledge, skills, and awareness of issues linked to their jobs. Communication refers to the means by which information is passed from one person to the next. In order to have common goals and values, it is critical to convey essential information to all personnel in a business. Effective communication makes it easier to coordinate efforts toward a single goal. Face-to-face communication is the most effective, but internal communication also aims to improve employee relationships with one another Piercy & Morgan (1991). Martin and To (2013) also, establish the importance of communication in measuring internal marketing which includes the management style in delivering information to its employees, any challenges in accomplishing tasks, and employees knowing to whom they will report Desa, M. N., Asaari, H. A. H. M., and Razak, A. Z. (2019).

2.3.4 Work Environment

The workplace is a setting where employees engage in daily tasks. A work environment that is conducive to giving workers a sense of security and enabling them to perform at their best.

Employees' emotions may be impacted by the workplace (Badrianto ,Y. & Ekhsan, M., 2020). The employee will feel at ease at work and do his or her duties such that working time is utilized successfully if they enjoy the work environment in which they are employed.

When productivity is high, employee performance is high as well. Lighting, air temperature, noise, decoration/layout, and employee relations are examples of work environment indicators (Badrianto ,Y. & Ekhsan, M., 2020).

If the working atmosphere is poor and unfriendly, the employee will lose interest in the job and so will not enjoy the assignments. The four dimensions of workplace happiness are, to begin with, the natural environment of the workplace, which includes dampness, brightness, noise, scents, and other environmental elements. Second, the employee's ability to get and use essential tools and facilities is determined by the working environment's equipment. The third factor is the number of hours worked and the quantity of overtime worked. Finally, there is the issue of workplace safety protection (Kawada &Otssuka, 2011). Working conditions, according to theory, working environment have an impact on job satisfaction because employees are concerned with a pleasant physical work environment, work instruments, the task itself, organizational policy, and organizational regulations. As a result, there will be a higher level of job satisfaction Robbins S. (2001).

A safe and healthy working environment is essential for boosting efficient service delivery. Organizations face obstacles in the modern era because of the changing environment. According to a qualitative study by Demerouti, E. and Cropanzano, R. (2010), when firms overlook the working environment within their organization, it has a detrimental impact on employee job satisfaction cited (Raziq,A. and Maulabakhsh, R., 2015).

2.3.5 Infrastructure

The Online Business Dictionary (2017) defined infrastructure as the basic, underlying agenda, features, and fundamental facilities serving an organization, city, or particular area. From the above definitions, it can be deduced that infrastructure basically refers to those facilities used for the smooth running of employees, and it is possible to extend this argument to the organization (Agada,T. J. and Isaac Zeb-Obipi, 2018).

Infrastructure refers to the numerous facilities and services created by an organization to care for the social and general welfare of its employees at free cost or at a price lower than what is commonly charged in the market. This includes fulfillment of office facilities, and office building, electricity and network access with residential housing, community, and sports facilities, water and wastewater treatment, transportation, bus stops, and park and rides are important to the employee to deliver good service and they become happy in their job (Agada, T. J. and Isaac Zeb-Obipi, 2018).

According to Agada, T. J. and Isaac Zeb-Obipi (2018), in the view of John (2017), social infrastructures are foundational services and structures that support the quality of life of a given set of people. Employers are duty-bound to offer welfare facilities that will support and maintain the well-being of their staff. Organizations implement a variety of social infrastructures to make work and life for their employees generally convenient and enjoyable. In addition to compensating employees fairly and promoting them as needed.

2.4 Job satisfaction

The most common sophisticated definition of job satisfaction is a job-related open feeling. Traditional theories focused on a single end –to- end scale (satisfaction or dissatisfaction) and the later theories focused on two factors (presence or absence of certain intrinsic and extrinsic job factors) job dissatisfaction is also indicated by an unfavorable and negative attitude towards the job Armstrong (2003); Dugguh et al. (2014) as cited (Getachwe, 2020).

Any organization's growth depends critically on employee satisfaction Lawler (1973) job satisfaction is also a person's emotional response to their entire employment function Kallerberg (1977) and relates to a person's total effective orientation toward the work responsibilities they are now occupying (Ashrafi, Sarker, R., and Mehrab, D., 2018).

According to Ali (2016), job satisfaction is one of the most hotly disputed problems in the fields of organizational behavior and human resource management and one of the most investigated ideas in organizational sciences.

A number of internal marketing determinants affect employees' job satisfaction. Recognition, actual work, training, advancement, and growth are all factors that contribute to employee happiness. However, reward and recognition are the key factors that determine employee satisfaction (including compensation and benefits), career development, opportunities for promotion, workplace conditions (including personal safety), leadership, rapport with coworkers and managers, stress and pressure, clarity of roles and job fit, empowerment, training and development, feedback, decentralized decision-making, knowledge and information sharing, and organizational culture Ali (2016), Azzam (2016), as cited (Ashrafi, Sarker, R., and Mehrab, D., 2018).

2.5 Theoretical Review

2.5.1 Maslow's Hierarchy of Needs Theory

The first four strata of the pyramid contain the "deficiency needs," or "d-needs": esteem, friendship and love, security, and bodily necessities. The individual will feel frightened and stressed if these "deficiency needs," with the exception of the most basic (physiological) need, are not met. According to Maslow's theory, a person's most basic needs must be met before he or she may strongly desire (or focus motivation on) secondary or higher-level needs. Maslow also coined the term "met motivation" to describe the motivation of people who seek to develop themselves above their basic needs, as cited (Roza, 2021).

They go on to say that failing to create such an environment may make employees more frustrated, which might lead to weak performance, low job satisfaction, and a greater tendency to leave the company, which would increase job dissatisfaction. This study's goal is to better understand how internal marketing dimensions might reduce employee job discontent. The Needs of Maslow According to the hierarchy theory, physiological needs can be met by offering a minimum wage and safe working conditions by offering employment security and rewards. Affiliation needs can be met by promoting social contacts, such as by encouraging teamwork and by organizing extra social events. According to Maslow, self-actualization requirements can be met by giving people hard employment, while esteem needs can be met by giving them possibilities for promotion and fostering innovation (Roza, 2021).

This study also meets Maslow's hierarchy of needs theory from physiological needs like the fulfillment of buildings and utility accessibility that affect employees' job satisfaction positively. Secured and safe working environments, training and reward systems, as well as good communication between staff, supervisors, and branch managers, are good motivators of employee job satisfaction.

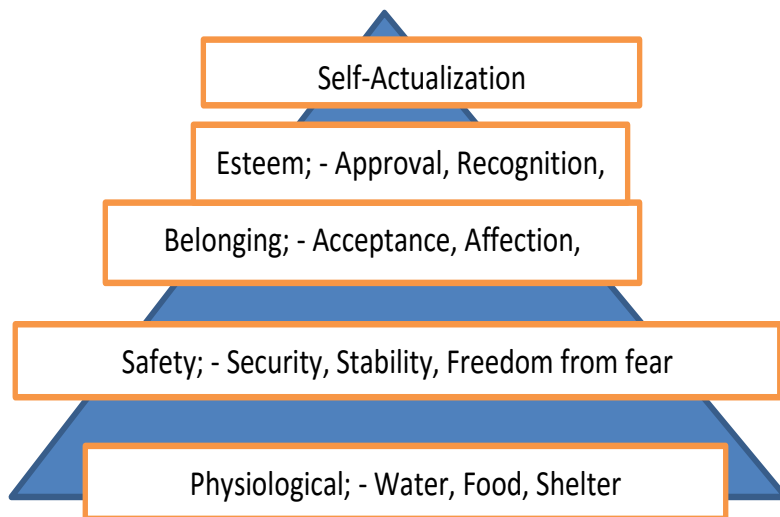


Figure 1 Maslow's hierarchy of needs

Source: Adopted from William and Claudia (2013)

2.5.2 Herzberg's Motivator-Hygiene Theory

According to F. Herzberg's motivator-hygiene theory, job satisfaction and dissatisfaction are not two opposite ends of the same continuum, but rather two independents, and on occasion, unconnected, conceptions. Motivations that provide positive satisfaction as a result of intrinsic job conditions such as recognition, achievement, or personal growth (e.g., challenging work, recognition for one's accomplishments, responsibility, opportunity to do something meaningful, involvement in decision-making, and a sense of importance to an organization) Hackman et al. (1976).

Job stability, compensation, fringe benefits, working conditions, reasonable pay, paid insurance, and vacations are examples of hygiene variables that do not create positive satisfaction or lead to increased motivation, despite the fact that their absence causes dissatisfaction. The term "hygiene" refers to factors that must be kept in good working order. These are variables such as business rules, supervisory methods, and wage/salary that have nothing to do with labor.

According to Herzberg, hygiene difficulties in the workplace are the source of employee dissatisfaction, and to eliminate sadness from the workplace, these hygiene aspects must be eradicated. So, this can be done in a variety of ways. However, paying fair compensation, ensuring job security, and cultivating a healthy workplace culture are all strategies to reduce employee unhappiness and dissatisfaction. The following points were considered by Herzberg. From most important to least important, the hygiene elements. Employees, management, and company policy relationships, with their bosses, working conditions, pay, and peer relationships, and the Two-Factor Theory suggests that there are four possible pairings.

The ideal working environment has a highly engaged workforce and few complaints. However, when there are few complaints and the job is seen as a source of revenue, employees are not motivated. Employees are highly motivated, but they also have a lot of duties. Low Hygiene + High Motivation: complaints, a circumstance when the work is interesting and challenging but the salary and benefits are inadequate and the workplace is in bad condition. The most hazardous combination for employees who are unmotivated and have many complaints is poor hygiene combined with low motivation.

2.6. Empirical Studies

Working conditions are an essential factor for job satisfaction for workers who work under tough working conditions. Workers under difficult working conditions are unsatisfied as a result of this factor. It is vital for management to improve working conditions in order to improve employee satisfaction when they are working under difficult conditions. As a result, they will be equally satisfied as those who operate under normal working conditions, and overall performance will improve Bakotic, D., & Babic, T. B. (2013) as cited (Olanipekun and Okikiola,L., 2021).

According to empirical studies, internal marketing enhances customer satisfaction, as Wambugu (2015), Aburoub, Hersh, and Aladwan (2011) stated in their studies that internal marketing significantly affects consumer satisfaction, and also, Sara and Leila (2015) demonstrated that internal marketing influences customer orientation and greatly increases customer satisfaction.

Also, Leila and Bhavsad (2015) demonstrate that internal marketing has been demonstrated to dramatically impact customer satisfaction through customer orientation, and that Internal marketing has a substantial association with job satisfaction, as cited by Waddah and Nooraini's (2016). Internal marketing (development, vision, communication, and reward system) has a favorable impact on job satisfaction Baran and Arabelen (2017). Furthermore, according to Ahmad and Al-Borie (2012), internal marketing (selection and appointment, training and development, organizational support, incentives and motivation, and retention strategy) has a favorable impact on job satisfaction. Internal marketing (training and development, organizational support, incentives and motivation, and retention policy), Khaled (2015) as cited (Egbosi,G. C., Chijionwu, R. O.,Enidom,H. T., and Michael O., 2019).

On the other hand, internal marketing and job satisfaction did not significantly correlate, according to Abdoreza, Mahdi, Mohammad, and Mohadesh (2015). Previous investigations into internal marketing and worker satisfaction have produced contradictory empirical results. The relationship between internal marketing and employee job satisfaction is still a matter of debate, as seen by the varied research data cited (Egbosi,G. C., Chijionwu, R. O.,Enidom,H. T., and Michael O., 2019).

Therefore, this study was used to assess the impact of internal marketing (internal communication, reward, training, work environment, and infrastructure) on employee job satisfaction in light of the aforementioned knowledge gaps related to internal marketing variable inconsistency.

2.7 Conceptual frameworks

A conceptual framework is a logical instrument that can be used in a variety of situations. It makes conceptual distinctions and establishes ideas through the use of diagrams, charts, and other visual aids. So, to analyze employee job satisfaction and determine which elements influence employee job satisfaction (Yonatan, 2019). Based on this study hypothesis, a conceptual framework is presented to show the relationship among independent variables: internal communication, training, reward, working environment, and infrastructure, which are linked to a dependent variable of job satisfaction.

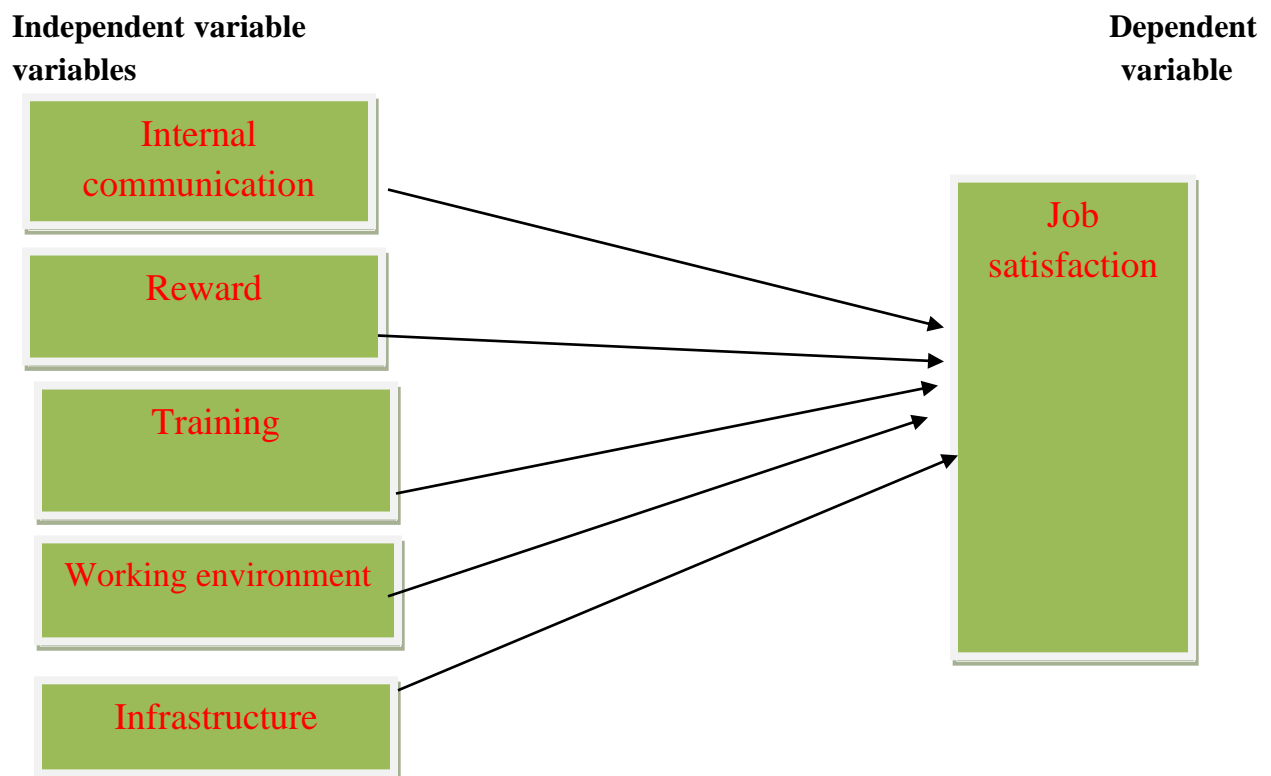


Figure 2 conceptual frameworks;

Conceptual frame works adapted from (Yonatan, 2019) and modified by the researcher.

CHAPTER THREE

3. RESEARCH METHODOLOGY

Research methodology is the approach to methodically solving the research problem (Kothari, 2004). So, it encompasses all of the precise techniques, procedures, methods, and steps required to collect and evaluate data in order to address the study's intended goal. So, this chapter explains in detail the research methodologies and their justification for the purposes of this study, focusing on research design, data collection methods, sampling design, data processing, and analysis, and instrument development. It further addresses issues of reliability and ethical considerations of the study.

3.1 A description of the study area

The study was carried out in the Awi zone, which is located in the Amhara regional state of Ethiopia. The Awi administrative zone has sixteen woredas, of which nine zuria woreda and seven administrative towns. The capital town of the Awi zone is Injebara, which is located 451 km away from the capital city of Ethiopia, Addis Ababa, and 118 km away from the regional city of Bahir Dar. The Awi administrative zone is bordered on the west by Benishangul Gumuz Region; on the north by Semen Gondar Zone and on the east by Mirab Gojjam zone; and on the south by Mirab Gojjam zone and Oromia regional state it also has annual rainfall amounts ranging from 1000ml to 3000ml with an average temperature of 16.5 degrees Celsius.

In the Awi administrative zone, ACSI has 28 branches and 821 employees that are currently engaged in the Awi districts (Awi district 2021 annual report), and among these branches and sub-branches, the study was conducted in two zuria woredas of ACSI branches in the Awi administrative zone called Fagitalkoma and Banja woredas of six branches, namely Fagita branch, Fagitatuoge branch, Chiguali branch, Gubala branch, Banja branch, and Kedamaja branch.

3.2 Research Design and Approach

3.2.1 Research Design

The goal of the study design is to obtain relevant evidence with the least amount of effort, time, and money possible (Kothari, C. R., & Garg, G., 2014). Explanatory studies focus on analyzing a scenario or problem in order to explain the cause-and-effect relationship between specified factors. To do so, a well-defined research problem must be established, and hypotheses must be given Saunders et al. (2003) and explanatory studies also seek out causes-and-effect interpretations as well as data to back up or contradict a hypothesis or prediction. It is carried out in order to find and report some relationships between various components of the phenomenon under investigation. As a result, the relevant study design for this study was clearly explanatory in nature and can answer both the how and why aspects of the central research issue.

3.2.2 Research Approach

There are three types of research approaches: quantitative, qualitative, and mixed (Creswell, 2009). The quantitative approach entails the collection of quantitative data that may then be submitted for thorough quantitative analysis in a formal and rigid manner. The subjective assessment of attitudes, views, and behavior is the focus of the qualitative research approach. In such a setting, research is based on the researcher's observations and impressions by emphasizing the meaning of social phenomena rather than their measurement Kothari (2004). The qualitative research approach highlights the subjective dimensions of human action Hussey & Hussey (1997). While quantitative research is a formalized and highly structured research approach, this approach allows the researcher to make universal generalizations by studying a few specific variables.

The use of statistical data as a tool for saving time and money is the first benefit of the quantitative approach. According to Bryman (2001), quantitative research is defined as a study that focuses on numbers and figures in data collection and analysis. In some ways, a quantitative research approach might be considered scientific. Researchers can save time and effort by using the statistical data instead of discussing the results in their study descriptions and analyses. Data (numbers, percentages, and measurable figures) can be calculated and conducted by computer using statistical software for social science (SPSS) by Gorard S.(2001), saving a significant amount of time and resources (Creswell, 2009).

The primary goal of this study was to assess how various internal marketing dimensions affected employee job happiness or unhappiness. To do this, quantitative methods were utilized to characterize and compare several internal marketing factors influencing employee job satisfaction of ACSI frontline and field or satellite employees.

The information is turned into numerical data and thus easily presentable in figures. All variables are measured using statistical methods (Creswell, 2009). As a result, the goal of this study, as stated above, is to evaluate the relationships between different factors, and due to the explanatory nature of this study, a quantitative technique was adopted. So, this study was used a quantitative research approach for both data collection and analysis.

3.3 Study population

The population is defined as the identifiable total set of elements of interest being investigated by a researcher (William.G, 2003). Therefore, the target population for the study was employees of ACSI, which are located in Awi administrative zone, Fagitalekoma and Banja Zuria woreda. Six branches of frontline and field or satellite employees are the study target population.

The purpose of this research is to analyze the determinants of internal marketing practices on employee job satisfaction in the case of ACSI in the Awi zone administration, Fagitalekoma and Banja woredas. Therefore, the target population of the research was the employees of ACSI in six branches of two woredas, that is Banja, Gubala, Kedamaja, Fagita, Chiguali, and Fagitatuoge branches, which total 166.

3.4 Sample size and sampling techniques

3.4.1 Sample size

The proportion of the sample's total size to the population's complexity, the researcher's objectives, and the types of statistical manipulation that were utilized in data analysis are all factors to be considered. While diminishing returns can soon set in when samples reach a certain size, which must be evaluated against the researcher's resources, it is true that the larger the sample, the less likely it is that results will be biased Gill et al. (2010) as cited (Taherdoost, 2016). So, among twenty-eight Awi zone administrative branches of ACSI, six branches are

chosen as a sample branch because the researcher is clothed and knows the branches of the two woredas by work-related activity and the work exposure of the researcher.

According to the Awi zone ACSI district report document (2021), ACSI in Fagitalekoma and Banja woreda administrative six branches has 166 front line and field or satellite workers, which are our targets for the study. Hence, the sample size was computed using the formula: Yamane Taro, (1967): This formula was used to determine the sample size by taking into account the 95% confidence level, 5% precision level, and total population size

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

Where: n is the sample size.

e = maximum tolerable sampling error=5%

N= population size,

The total target population in these studies was 166. Then, by using this formula, the researcher can obtain a sample of the population.

$$n = \frac{166}{1 + 166(0.05)^2} = 117 \text{ samples}$$

Hence; the total sample size is 117. Because the number of employees in each sample branch will differ, so to select the respondents for each branch compute using the proportional formula below.

$$n = \frac{nN1}{N}$$

Where n represents the overall sample size, N is the total number of the population.

N1 is the number of the total population in each branch of ACSI.

Table 1 Target Population and Sample

S. N	Branch	Target population	Sample proportion
1	Fagita branch	44	31
2	Fagitatuoge branch	24	17
3	Chiguali branch	16	11
4	Kedamaja branch	32	23
5	Gubala branch	13	9
6	Banja branch	37	26
Total		166	117

Source: Awl administrative zone ACSI district Report, 2021

3.4.2 Sampling Techniques

By using sampling, one can draw conclusions about a population or make generalizations in light of accepted concepts. Due to this, choosing a sampling method is ultimately what determines sampling techniques (Hamed, 2016). The two main categories of sampling techniques are probability or random sampling and non-probability or non-random sampling. There are many types of probability sampling techniques; the most common types are simple random sampling, systematic sampling, stratified sampling, and cluster sampling. When the population is known and selection has an equal chance, simple random sampling is utilized. In systematic sampling, the sample is chosen by selecting a random starting point and then picking every *n*th element in succession from the sampling frame. Whereas in stratified sampling, the sample drawn from each stratum is proportionate to the relative size of that stratum in the total population (Hamed, 2016).

The researcher first chooses Fagitalekoma and Banja woredas branches of ACSI by the cluster sampling method from 28 branches to 6 branches due to the researcher's sufficient information, work exposure, experience, and very good knowledge of the study area based on the activity offered. So, this study used probability-sampling techniques, specifically simple random sampling, was employed because it gives equal chances to all the study population.

3.5 Data Sources, Method of Data Collection

3.5.1 Data Source

The researcher used both primary and secondary data sources. Primary data was collected through a well-designed questionnaire adopted from previous related researchers from Selamawit, A. and (Getachwe, 2020) master thesis and modified by the researcher and also approved by the advisor. Secondary data was collected from the ACSI database in order to get the organizational profile, a theoretical study, empirical findings, books, published and unpublished research theses, articles, internet, manuals, conference reports, and annual reports on employee job satisfaction and internal marketing determinants.

3.5.2 Tools for Data Collection

For the identified group of respondents, the study employed cross-sectional structured questionnaires as a data-gathering tool because the sample population is literate and they are able to read, interpret, and write. The closed questionnaire is preferable because it allows the researcher to receive feedback that is relevant to the study's goals and it helps to get the target concept rather than going around the bush. So, the closed-ended questionnaires were used because closed-ended items have the benefit of being quick, easy, and straightforward to administer. The respondents were asked to rate their level of agreement or disagreement on a five-point Likert scale, with the following ratings; 5= for strongly agreeing; 4= for agreeing; 3 = for neutrality; 2= for disagreeing; and 1= for strongly disagreeing; (Mugenda, A. and O. Mugenda, 2013). The primary characteristics that were employed as predictors of internal marketing for employee job satisfaction were divided into two parts of the quantitative survey questionnaires, which also included general background information about the respondents

3.6 Data Analysis and Presentation

The collected data was changed and interpreted into meaningful information, figures, and statements. So, it was analyzed, processed, and interpreted according to the nature of the data by using Statistical Package for Social Science (SPSS) version 26 software. Version 26 software was selected because it was the latest, updated, and fastest software, so it was employed to

analyze and present the data through the statistical tools, namely descriptive analysis, correlation, and multiple regression analysis for this study.

The descriptive statistical results were presented as tables, frequency distributions, and percentages to give a condensed picture of the data. This is to achieve a summary of statistics that includes the means and standard deviation values, which are computed for each variable in this study.

In this study, Pearson's correlation coefficient was used to determine the relationships between internal marketing dimensions (internal communication, reward, working environment, training, and infrastructure) and employee job satisfaction.

Multiple regression analysis was used to investigate the effects of internal marketing dimensions (internal communication, reward, working environment, training, and infrastructure) on employee job satisfaction.

The equation of multiple regression in this study was generally built around two sets of variables, namely the dependent and the independent variables. The basic objective of using regression equations is to make the researcher more effective at describing, understanding, forecasting, and controlling the stated variables.

Regression on employee job satisfaction on internal marketing dimensions

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + UI$$

Where Y is the dependent variable, job satisfaction,

X₁=internal communication

X₂= Reward,

X₃ =working environment,

X₄=Training

X₅=Infrastructure and = UI (error term).

Although its mechanical interpretation is the average value of Y when the aforementioned independent variables are set to zero, the intercept term (β_0) gives the mean or average effect on Y of all the variables omitted from the equation. β_1 , β_2 , β_3 , β_4 , and β_5 refer to the coefficient of their respective independent variables, which measures the change in the mean value of Y per unit change in their respective independent variables.

3.7 Ethical Consideration

The researcher used the data from employees, which was collected through questionnaires, and obtained permission from the employees and the ACSI branch office. Respondents were instructed not to enter their names on the questionnaire in order to protect the confidentiality of the information they submitted, and they were assured that their responses would be kept confidential. Finally, the respondents were participating in the study based on their free will.

3.8 Validity and reliability of the instruments

Ghauri and Gronhaug (2005) describe how well the data collection covers the actual region under examination. Measuring what is intended to be measured is the essence of validity Field (2005) as cited (Hamed, 2016).

According to Hamed (2016), reliability is a research tool's dependability and relates to how consistently it yields the same results across trials. Even though there is always some degree of precision present, readings from high-quality equipment taken repeatedly will often display a lot of consistency. The tendency toward consistency seen in repeated measurements is known as reliability.

The instrument underwent a validity and reliability test to ensure its suitability for data collection before being employed for the study. So, Cronbach's coefficient alpha and the item-to-total correlation were used to assess the construct validity for the internal consistency of variables. Additionally, during the preliminary data collection phase, the standardized questionnaire from the earlier study was incorporated and refined.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

The results of the data analysis and interpretation are presented in this chapter. The findings of the study are also explained in this chapter. The findings are on the effect of internal marketing practices on employee job satisfaction in ACSI branches in the Awi zone administration, Fagitalekoma, and Banja woredas. The chapter contains the response rate, characteristics demographic variables (sex, age, work role, work experience, education level, and salary), internal marketing dimensions (internal communication, reward, training, work environment, and infrastructure) as the independent variables and employee job satisfaction as the dependent variable. Finally, a descriptive, correlation, and a regression analysis were the statistical methods of analysis discussed with the help of SPSS version 26 software.

4.2 Questionnaire response rate

A total of 117 questionnaires were distributed, and the response rate is indicated in the table below.

Table 2 Response rate

Item	Response rate	
	No	Percent
Sample size	117	100%
Collected`	112	95.7
Uncollected	5	4.3%

Source: Researchers` own survey 2022

From the above table, out of 117 questionnaires distributed for data collection to the respondents, 112 questionnaires were returned, accounting for 95.7%. The remaining 5 questionnaires or 4.3% were not returned.

A response rate of 50% is adequate for analysis and reporting, a rate of 60% is good, and a rate of 70% and over is excellent representative of Mugenda and Mugenda (2003) as cited (Mwita, 2018). Therefore, the study proceeded by the 95.7% return rate of the questionnaires is adequate since it is good enough representative of the sample. Therefore, analysis was conducted based on the responses obtained from 112 questionnaires.

4.3. Demographic characteristics of the respondents

The aim of this study was to assess the determinants of internal marketing dimensions on employee satisfaction in selected ACSI branches of two woredas. Since they were correlated with each other, it was considered important to first establish the demographic information of the respondents, such as gender, age, work role, educational level, work experience, and salary.

According to the demographic results of SPSS in table 3, the study respondents were made up of 49.1% males and 50.9% females, which indicates the gender balance in the organization as per the sample used. Concerning the age of the participants, the highest percentage is between 31 and 40 years old (48.2%), followed by 41.1% from 20 to 30, and 9.8% and 10% are aged 41-50 and above 50 years old respectively.

As regards the educational level, the majority of respondents (62.5 %) are holders of bachelor's degrees, and 29.5% possess a diploma, and 4.5% with 3.6% have a certificate and master's degree, respectively. As regards the salary, the majority of the respondents (44%) have a 6001–10000 monthly salary, followed by 33% (3001-6000), while 21.4% have a salary above 10,000, and 0.9% of the respondents have a minimum salary below 3000. As regards the work role or work position of branches, 50.9% of respondents are front-line employees and 40.1% are field work or satellite workers. 44% of employees were 6-10 years' experience and 31% of employees also has 1-5-year experience.

Table 3 Demographic Characteristics

Demographics	Category	Frequency	Percentage
Gender	Male	55	49.1
	Female	57	50.9
	Total	112	100
Age of Respondents	20-30	46	41.1
	31-40	54	48.2
	41-50	11	9.8
	Above50	1	0.9
	Total	112	100.0
Work Experience	1-5	35	31.3
	6-10	50	44.6
	11-20	27	24.1
	Above 20	-	-
	TOTAL	112	100
Education level	Master	4	3.6
	Bachelor Degree	70	62.5
	Diploma	33	29.5
	Certificate	5	4.5
	Total	112	100
Salary of respondents	Below 3000	1	0.9
	3001-6000	37	33
	6001-10000	50	44.6
	Above 10000	24	21.4
	Total	112	100
Work role /position of work	Front line	57	50.9
	Field worker	55	49.1
	Total	112	100

Source: Researchers` own survey 2022

4.4 Data Examination, Cleaning and screening

4.4.1 Examination of Data

After collecting the data using different methods, the researcher has organized and prepared the various data depending on the sources of information. Moreover, in order to ensure logical

competence and consistency of responses, data editing was carried out each day by the researcher. Identified errors and data gaps were corrected as soon as possible.

This section presents the cleaning of data before it was analyzed. Two groups of problems are discussed: the accuracy of the data input and missing observations. Outliers and the data were tested for normality and consistency before implementing the multiple regressions in order to ensure their validity for analysis.

4.4. 2 Data cleaning and screening

The researcher must first check the data for input accuracy and choose the most effective way to deal with missing observations. The existence of one item outlier is adjusted by taking the average value, and five data values were not returned by respondents and were omitted from the data analysis after careful consideration of the averages, standard deviations, and frequency distributions.

4.5 Reliability and validity of instruments

4.5.1 Reliability Test

The internal consistency (homogeneity) of test items is measured using Cronbach's alpha, which is a coefficient (a value between 0 and 1), and a good test will evaluate various facets of the trait under study, and Cronbach's alpha is a measure of the reliability of test results that typically rises as the inter-correlations between test items do (Zikmund et al., 2000; quoted in Sekaran) (2005). The guidelines provide the following rules of thumb: $\geq .9$ Excellent, $\geq .8$ Good, $\geq .7$ Acceptable, $\geq .6$ Questionable, $\geq .5$ Poor, and $< .5$ Unacceptable (Koonce,L. G. and Kelly,D. M., 2014).

Table 4 overall reliability test result of the independent variables and the dependent variable

Variables	Cronbach's Alpha	N of Items
Internal communication	0.849	5
Reward	0.834	6
Training	0.774	6
Work environment	0.829	5
Infrastructure	0.789	5
Job satisfaction	0.77	4

Source: Researchers own survey 2022

The results of the reliability tests were presented in the table above, and the reliability tests of internal communication were very good Cronbach's Alpha 0.849, and reliability tests of training for acceptable Cronbach's alpha of 0.774 and reliability tests of the work environment are very good Cronbach's alpha of 0.829, and reliability tests for infrastructure are good Cronbach's alpha 0.789, and the reliability tests of reward are very good Cronbach's alpha of 0.834, and reliability for dependent variable job satisfaction is acceptable Cronbach's Alpha 0.77.

For the five independent variable constructs, a total of 27 items (five items for internal communication, six items for reward, six items for training, five items for work environment, and five items for infrastructure) were tested. In table 4 above, the Cronbach's alphas for the five independent variables ranged from 0.77 to 0.849; the corrected item-to-total correlation coefficients ranged from 0.223 to 0.61 (see table 5).

However, the corrected item-total correlation of some items has below 0.5 values Reward item 5, (I am satisfied with the reward that I receive for tasks well done), work environment item 4, (People I work with are friendly) and training item 4 (In this organization they set aside adequate resources to train employees) are bad items, but when these bad items are removed, Cronbach's alpha value has no significant difference from the initial result because those were not avoided. In another case, because of goodness, some items mean that when removing reward item 4, (My organization inspires its employees to improve their position through education), Cronbach's alpha value decreases from 0.834 to 0.81, and when avoiding infrastructure item 3, (The organization has utilities of electricity network and telecommunications to do day-to-day activities), Cronbach's alpha value decreases from 0.77 to 0.75. So, by existing or by not avoiding these two items, Cronbach's alpha value did not decrease. So, the reliability test results of internal marketing dimensions are above acceptable and were passed for analysis.

Table 5 Reliability test for independent variables item-total correlation

Corrected Item-Total Correlation		Cronbach's α Coefficient
Internal communication		0.849
internal communication 1	.538	
internal communication 2	.529	
internal communication 3	.610	
internal communication 4	.406	
internal communication 5	.449	
Reward		0.834
reward 1	.494	
reward 2	.537	
reward 3	.447	
reward 4	.370	
reward 5	.223	
reward 6	.494	
Work environment		0.829
work environment 1	.450	
work environment 2	.538	
work environment 3	.446	
work environment 4	.312	
work environment 5	.544	
Training		0.774
training 1	.457	
training 2	.540	
training 3	.452	
training 4	.400	
training 5	.468	
training 6	.369	
Infrastructure		0.789
infrastructure 1	.506	
infrastructure 2	.504	
infrastructure 3	.432	
infrastructure 4	.481	
infrastructure 5	.503	

Source: Researchers own survey, 2022

4.5.2 Reliability Test for Dependent Variable

A total of 4 items were tested for the dependent variable construct (employee job satisfaction). The results of internal consistency tests revealed that the Cronbach's alpha value for the 4 items was acceptable. These items had a total correlation value ranging from ($r = 0.423$ to 0.814) as shown in table 6 below. Job satisfaction item 2 was below 0.5 inter-item correlation but the researcher did not avoid because of no significant increment in reliability result of Cronbach's alpha value. The overall reliability result of Cronbach's alpha values of the independent and dependent variables was 0.777 , which was acceptable.

Table 6 Reliability Test for Dependent Variable

	Corrected item-to-total correlation	Cronbach's α Coefficient
job satisfaction		0.77
Job satisfaction 1	0.646	
Job satisfaction 2	0.423	
Job satisfaction 3	0.814	
Job satisfaction 4	0.441	

Source: Researchers' own survey, 2022

4.5.3 Instrument Validity

The extent to which a test actually measures what it is intended to measure is known as validity (Creswell, 2009). Validity is defined as the precision and significance of inferences drawn from study findings. It is the extent to which findings from data analysis accurately reflect the phenomenon being researched. As Creswell (2009) asserts, the ability and willingness of the respondents to offer the necessary information is a critical factor in determining the validity of the questionnaire results.

Zikmund & Babin (2010) note that validity is also the accuracy of a measure or the extent to which research tools actually measure what they are intended to assess.

Before distributing the questionnaires to all respondents, a total of 30 questionnaires were distributed in three branches of ACSI for the pilot survey, which helped the researcher to ensure the fact that respondents found the questionnaire reliable and clear.

The pilot survey proved the questionnaires designed to collect the desired data are reliable and valid. Besides, the opinion of ACSI experts and academicians in the field is taken into account ensure the validity of the instrument. Finally, the questionnaires were revised and corrected based on the feedback collected from experts in the field.

4.6 Descriptive statistics

The responses of respondents are presented in the form of a table and the Likert scale results are interpreted as scores of 1 to 2.32 indicate low level, scores of 2.33 to 3.65 indicate medium level, and scores of 3.66 to 5 indicate high level (Alhariry,K and Alhakimi,W., 2014). The mean and standard deviation of their responses are shown in the tables, where the notion of a variable's mean value conveys information about its fundamental trend, and the purpose of standard deviation is to provide information on how widely spaced out a variable's values are from its mean value. For this study, Five -point Likert scales were used to measure each variable ("1" strongly disagree; to "5" strongly agree).

4.6.1 ACSI front line and field work employees` perception of internal communication

A series of five statements were presented to respondents of ACSI front line and field or satellite employees of two woreda branches, and respondents were asked to rate their level of agreement with each statement. The means for the internal communication item constructs ranged between 3.71 and 3.81 (1= strongly disagree and 5= strongly agree) and the standard deviation for the internal communication perception construct ranged between 0.994 and 1.247, which shows some level of variance, and the statement that respondents agree with internal communication is clearly directed at high-level agreement that the overall mean for the perception of internal communication is 3.7698. According to Alhariry, K and Alhakimi, W. (2014), this study revealed that in the case of employees' perception of internal communication, the majority of respondents tended towards a high level of agreement with the statements specified in the study.

Table 7 Descriptive statistics for an attitude of ACSI frontline and field worker employees about internal communication

Internal communication	Mean	Std. Deviation
1. I have communication with my staff members, director, and higher management.	3.76	1.247
2. Staff members, coordinators, and managers are sincerely interested in listening to what employees have to say about their jobs, the problems they have, and the solutions that employees suggest.	3.71	1.190
3. I feel like I am part of the organization because my ideas are given attention, and considered valuable by staff members, coordinators and branch management.	3.81	1.143
4. Our organization's information flow is accurate and open.	3.80	.994
5. Any policy or procedure changes, my director informs me about the change phase by phase.	3.77	1.131
Overall mean	3.7698	0.90293

Source: Own research survey 2022

4.6.2 ACSI front line and field work employees perception on reward

The mean for the reward items constructs ranged between 2.40 and 3.77 (1= strongly disagree and 5= strongly agree) and the standard deviation for the reward perception constructs ranged between 1.193 and 1.343, which shows some level of variance and the statement that respondents agree with reward the most clearly directed at a medium-level agreement and the overall mean for the perception of reward is 2.9345. According to Alhariry, K and Alhakimi, W. (2014), this study result revealed that in the case of an employee's perception of reward, the majority of respondents were at a medium level of agreement with the statements specified in the study.

Table 8 Descriptive statistics for an attitude of ACSI frontline and field worker employees about reward

Reward	Mean	Std. Deviation
1. The organization has a bonus and incentive programs for its employees.	3.08	1.343
2.I feel I get fair benefit packages for an extra job that I perform in the organization	2.96	1.308
3. I am satisfied with the opportunity for reward on my job.	2.98	1.294
4.My organization inspires its employees to improve their position through education	2.41	1.277
5.I am satisfied with the reward that I receive for tasks well done	3.77	1.193
6. The benefits or rewards that I receive are better than most other organizations offer.	2.40	1.255
Overall mean	2.9345	0.94608

Source: Own Survey data (2022)

4.6.3 ACSI front line and field work employees perception on the work environment

The means for the work environment item constructs ranged between 3.13 and 3.54(1= strongly disagree and 5= strongly agree), and the standard deviation for work environment perception constructs ranged between 0.97379 and 1.321, which shows some level of variance. The statement that respondents agree with the working environment is most clearly directed at a medium level of agreement, and the overall mean for the perception of the work environment is 3.3304. According to Alhariry, K., and Alhakimi, W. (2014), the findings of this study revealed that, in the case of employees' perceptions of the work environment, the majority of respondents tended towards a medium-level of agreement with the study's statements.

Table 9 Descriptive statistics for attitude of ACSI frontline and field worker employees about Work environment

Work environment	Mean	Std. Deviation
1. The job occurs in a clean environment.	3.38	1.260
2. The job has a low risk of accident	3.13	1.312
3. The job takes place in an environment free from health hazards (e.g., chemicals, fumes, etc.)	3.44	1.229
4. People I work with are friendly.	3.54	1.193
5. I get the information I need to fulfill my duties	3.17	1.321
Overall mean	3.3304	0.97379

Source: Own Survey data (2022)

4.6.4 ACSI front line and field work employees perception of training

The means for the training item constructs ranged between 2.54 and 3.96 (1= strongly disagree and 5= strongly agree) and the standard deviation for the training perception constructs ranged between 1.14 and 1.31, which shows no different level of variance. The statement the respondents agree with most was that training is clearly directed at medium-level agreement, meaning that the overall mean for the perception of training is 3.1131. According to Alhariry, K and Alhakimi, W. (2014), this study result revealed that in the case of an employee's perception of training, the majority of respondents tended towards a medium level of agreement with the statements specified in the study.

Table 10 Descriptive statistics for attitude of ACSI frontline and field worker employees about training

Training	Mean	Std. Deviation
1. My organization provides me with enough training opportunities to develop myself.	2.54	1.170
2. My organization has plans for different training programs that cover all positions and employees.	3.02	1.252
3. In my organization training is closely related to the individual needs of each employee	3.11	1.304
4. In this organization they set aside adequate resources to train employees.	3.96	1.142
5. I am satisfied that the training I take newly hired employees to accomplish my day- to- day task.	3.18	1.310
6. Before the implementation of a major change in service rules I always get significant training regarding its impact on our daily activities and job description	2.88	1.236
Overall mean	3.1131	0.84754

Source: Survey data (2022)

4.6.5 ACSI front line and field work employees perception of infrastructure

The means for the infrastructure items construct ranged between 2.38 and 3.08 (1= strongly disagree and 5= strongly agree) and the standard deviation for the internal communication perception constructs ranged between 1.261 and 1.415, which shows some level of variance, and the statement that respondents agree with infrastructure most is clearly directed at medium-level agreement. Also, the overall mean for the perception of infrastructure is 2.7982. According to Alhariry, K and Alhakimi, W. (2014), the finding of this study revealed that in the case of employees' perception of infrastructure, the majority of respondents agreed towards a medium-level of agreement with the statements specified in the study.

Table 11 Descriptive statistics for an attitude of ACSI frontline and field worker employees about infrastructure

Infrastructure	Mean	Std. Deviation
1. I feel I get access to office equipment's in my branches	3.08	1.415
2. I feel satisfied with the transportation access and facility to my workplace.	2.47	1.315
3.The organization has utilities of electricity network and telecommunications to do day- to -day activities	2.98	1.388
4.The organizations building helps my day -to -day work easy and achievable	3.07	1.264
5.The organization in my branch fulfills infrastructure of leisure and water access to the employee	2.38	1.261
Overall mean	2.798 2	0.979 24

Source: Own Survey data (2022)

4.6.6 Assessment of ACSI frontline and field work employees perception on internal marketing mix

Table 12 Below shows the overall mean of all items in the internal marketing dimensions constructed for ACSI frontline and fieldwork employees' level of perception. According to the findings of the means, internal communication represented the highest overall mean score (3.7698), meaning that ACSI frontline and field work employees have a tendency towards high agreement with statements relating to the internal communication construct. Whereas the work environment received an overall mean score of 3.3304, training received an overall mean score of 3.1131, and reward received an overall mean score of 2.9345, followed by infrastructure received an overall mean score of 2.7982). This descriptive result indicates that even though employees have high level of agreement in internal communication, other determinant variables (reward, training, work environment, and infrastructure) are relative to a medium-level of agreement, with employees' overall job satisfaction being medium-level.

Table 12 Overall mean and standard deviation scores for the internal marketing determinant mix

Descriptive Statistics			
	N	Mean	Std. Deviation
internal communication	112	3.7696	.90293
Reward	112	2.9345	.94608
work environment	112	3.3304	.97379
Training	112	3.1131	.84754
Infrastructure	112	2.7982	.97924
job satisfaction	112	3.3772	.94916

Source Researchers own survey, 2022

4.7 Correlations analysis

The purpose of a correlation test is to determine whether and how strongly two variables are related. The strength of the associations between internal marketing practices and work satisfaction was assessed in this study using Pearson's correlation analysis. The link between two variables can be summarized with a single number that ranges from -1 to +1 using the correlation coefficient of Pallant (2016) as noted (Adino, 2021). For interpreting correlation results and the strength of their association between variables, the correlation coefficient (r) is classified as per the rules of (Field, 2017) that strength ranges from 0.1 to 0.3 weak, 0.3 to 0.5 moderate, and over 0.5 is strong.

Regarding the relationship between variables, the following table clearly shows that figures with the symbol (**) indicate that each variable significantly contributes or is correlated at the significance level of $P < 0.01$.

Table 13 Correlations

		Correlations					
		internal communica tion	Reward	work environ ment	trainin g	infrast ructure	job satisfaction
internal communication	Pearson Correlation Sig. (2-tailed) N	1 112					
reward	Pearson Correlation Sig. (2-tailed) N	.210* 112	1 112				
work environment	Pearson Correlation Sig. (2-tailed) N	.397** 112	.306** 112	1 112			
Training	Pearson Correlation Sig. (2-tailed) N	.451** 112	.350** 112	.336** 112	1 112		
infrastructure	Pearson Correlation Sig. (2-tailed) N	.491** 112	.341** 112	.333** 112	.435** 112	1 112	
job satisfaction	Pearson Correlation Sig. (2-tailed) N	.441** 112	.379** 112	.196* 112	.530** 112	.365** 112	1

*. Correlation is significant at the 0.05 level (2-tailed).
 **. Correlation is significant at the 0.01 level (2-tailed).

Source Researchers own survey, 2022

As shown in the above table 13, all marketing dimensions were positively related to the dependent variable, job satisfaction. As a result, training had a positive (direct) and strong relationship with job satisfaction, with Pearson correlation (p =.530**) at a 0.00 significant level.

Furthermore, with Pearson Correlation ($p = .441^{**}$) at a 0.00 significant level, internal communication was moderately and positively correlated with job satisfaction, and reward was moderately and positively correlated with job satisfaction ($p = .379^{**}$) at a 0.00 significant level.

In addition, infrastructure is third marketing dimension in this study which had moderate and positive correlated with in job Satisfaction with Pearson Correlation ($p = .365^{**}$) at a 0.00 significant level. Working environment is the last marketing dimensions positive but the weak relationship within job satisfaction with Pearson Correlation ($p = p = .196^{**}$) at a 0.38 significant level.

4.8 Assessment of Multiple Regression Assumptions

4.8.1 Assumption of Multicollinearity test

Multicollinearity is an intolerably high degree of interconnectedness among the independents, making it impossible to isolate the effects of independent variables. Also, interdependence among the independents is often regarded as an issue when it is greater than 0.8 signals. In the same way, significant F test results for the model and non-significant F test results for the coefficients indicate good multicollinearity (Garson, 2012).

Tolerance is a measure of how much of the variability of the specified independent is not explained by the other independent variables in the model and can be calculated by using the formula $1 - R^2$ for each variable, and the potential for multicollinearity is raised if this number is very low (less than 0.10), indicating substantial multiple correlations with other variables. On the other hand, the VIF (Variance Inflation Factor), which is merely the tolerance's opposite, is the other provided value (1 divided by the tolerance). When VIF values are above 10, this would be a concern, indicating a multicollinearity problem (Garson ,2012). Accordingly, from this study result, the lowest tolerance is 0.649, which is > 0.1 , and the highest VIF is 1.540, which indicates that there is no multicollinearity problem between variables and, in the case of this assumption fulfillment, multiple regression analysis can be conducted about the relationship between internal marketing dimensions and job satisfaction.

Table 14 Tolerance and VIF for Multicollinearity Test

Independent Variables	collinearity statistics	
	Tolerance	VIF
Internal communication	.649	1.540
Reward	.805	1.242
Work environment	.772	1.295
Training	.688	1.453
Infrastructure	.663	1.508

Dependent Variable: job satisfaction, (Source: Researchers own survey, 2022)

4.8.2 Normality Test (Skewness and Kurtosis) Assumption

Data normality can be checked by using descriptive statistics. As per the rules of thumb of skewness and kurtosis, a highly skewed or abnormal distribution is indicated by skewedness values outside the range of -1 to +1, while a substantially peaked or abnormal distribution is indicated by kurtosis values outside the range of -3 to +3.

Table 15. Normality table

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
internal communication	112	-.697	.228	.279	.453
Reward	112	.139	.228	-.359	.453
work environment	112	-.322	.228	-.526	.453
Training	112	-.041	.228	-.464	.453
Infrastructure	112	.206	.228	-.795	.453
job satisfaction	112	-.267	.228	-.452	.453

Source: Researchers own survey, 2022

The variables' skewness and kurtosis values to be considered acceptable for a normal distribution should be between -2 and +2 as noted (Ramayah, Jasmine, Ahmad, H., Halim, A., 2017). In this study, internal communication, reward, training, the work environment, infrastructure, and job satisfaction scores were regularly distributed since they fell between -2 and +2 and, according to this study, the histogram graph has presented a peak and a bell-shaped appearance since the residuals are normally distributed. The histogram chart fulfills the assumption of normality, and its mean is zero. Therefore, in the population, the data on the dependent variable is normally distributed for each of the possible combinations of the levels of the independent variables. So each of the variables is normally distributed.

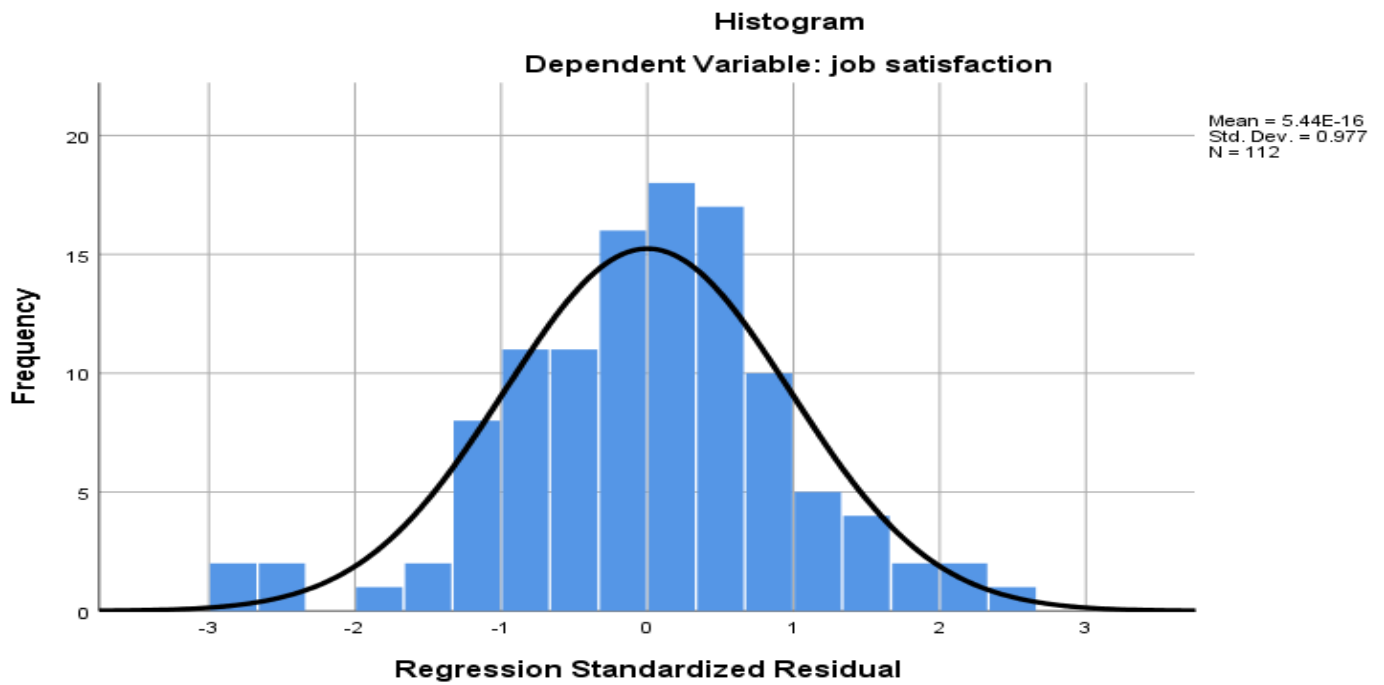


Figure 3 : Normality histogram

Source: Researchers` own survey 2022

4.8.3 The Linearity Assumption Test

The underlying assumption of regression analysis is that the relationship between the variables is linear, meaning that the points in the diagonal line plot must form a pattern that can be approximated with a straight line. The normal probability plot, which utilizes normal probability, is a relatively straightforward graphical tool for examining the shape of the probability density function of a random variable plot, specially designed graph. If the variable is from the normal population, the normal probability plot will be approximately a straight line, and the points in the normal probability plot were located along a fairly straight diagonal line that ran from bottom left to top right, which shows linearity (Angrist, Joshua D., and Pischke,S., 2017). The plots in the below figure show strong linear relationships.



Figure 4 : Test of linearity

(Source: Own survey, 2022)

4.8.4 Homoscedasticity Assumption

Homoscedasticity is the extent to which the data values for the dependent and independent variables have equal variances at each level of the residual terms should be constantly given the predictor variables Field (2009) as noted (Getachwe, 2020). This implies that the residuals at each predictor level should have the same variance, hence verifying this supposition is beneficial for the regression model's fitness. In this regard, to plot the homoscedasticity analysis, as suggested by Field (2009), the researcher plots the standardized residuals, or errors (ZRESID) on the Y-axis, and the standardized dependent variable's model-predicted values are plotted on the X axis (ZPRED). From this, the researcher concludes that there is no problem with heteroscedasticity and the assumption of homoscedasticity is satisfied. The outcome is shown as follows:

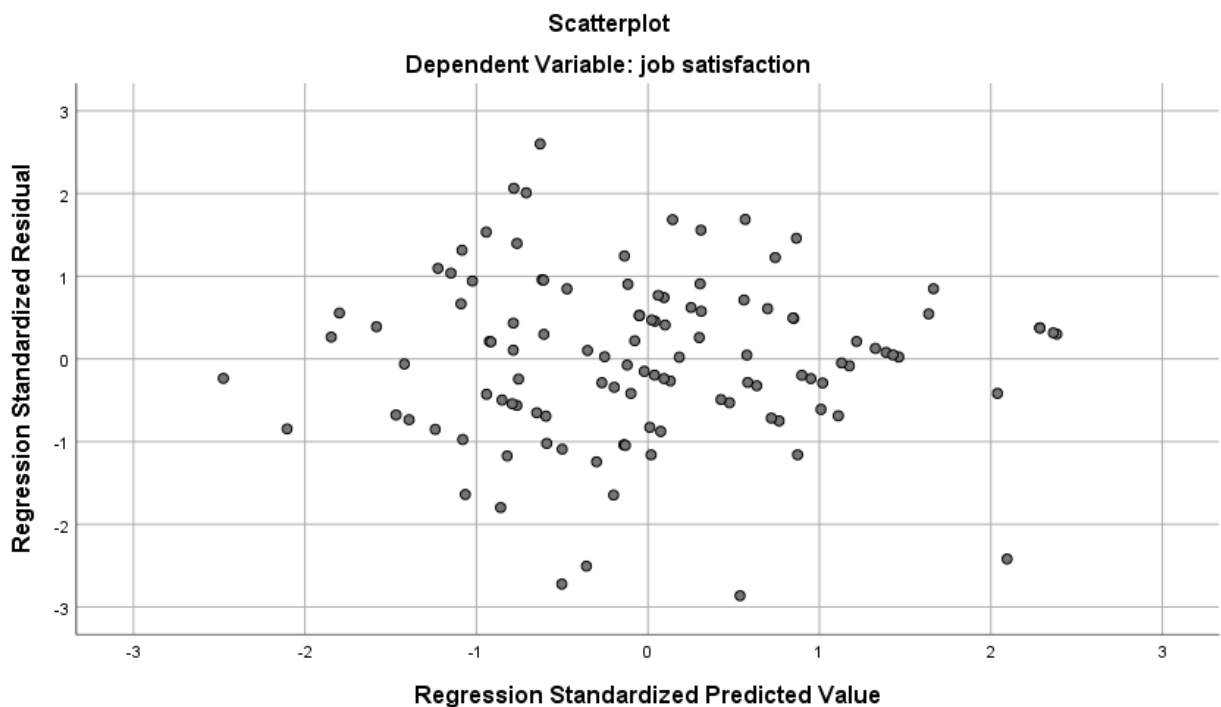


Figure 5: Scatter plot for homoscedasticity

(Source: Researchers own survey 2022)

4.8.5 Independence of residuals (Autocorrelations) Assumption

This assumption is tested for each regression procedure with the Durbin-Watson tests, which test for correlation between residuals and variables. The test statistic ranges from 0 to 4, and a score of 2 denotes the absence of residual correlation (Field, 2009). In contrast to a number below 2, which denotes a positive correlation, a value higher than 2 shows a negative correlation between neighboring residuals. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson statistic is approximately 2 and an acceptable range is 1.50–2.50, Muluadam, (2015) and cited (Tesfaye, 2018). In this study, the Durbin-Watson value was 1.438, which is very close to 1.5. Therefore, it can be confirmed that the assumption of independent error has almost certainly been met (see table 15 below).

Table 16 Autocorrelations Test

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.616	.379	.350	.76529	1.438
Predictors: (Constant), infrastructure, work environment, reward, training, internal communication					
Dependent Variable: job satisfaction,					
Source: Researchers` own survey 2022					

4.9. Regression Result Analysis and Hypothesis Testing

4.9.1 Analysis of Regression Result

Multiple regression analysis was used in order to estimate or predict the impact of independent variables on the dependent variable of an employee’s job satisfaction. In this multiple regression analysis, the coefficients of determination, which is the contribution of independent variables to the dependent variable, the significance of the model, and the regression coefficients result in the analysis were presented and interpreted as follows.

Table 17 Regression analyses Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616	.379	.350	.76529

a) Predictors: (constant), infrastructure, work environment, reward, training, internal communication b) dependent Variable: job satisfaction,

(Source: researchers` own survey 2022)

The above regression model reveals how much of the variance in the measure of job satisfaction is explained by the underlying internal marketing elements. The value of R square is 0.379, which indicates that 37.9% of the change is explained by the predictors of internal communication, reward, and training, whereas the remaining 62.1% of employee job satisfaction is explained by other variables that are not included in this study.

Table 18 ANOVA Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	37.919	5	7.584	12.949	.000b
Residual	62.080	106	.586		
Total	99.999	111			

a Dependent Variable: job satisfaction

b Predictors: (Constant), infrastructure, work environment, reward, training, internal communication

(Source: Researchers own survey, 2022)

The results of the ANOVA table show the level of significance that it is acceptable or not acceptable, but the results of the model by the value of F-statistics (P =.000) and F = 12.949, which implies that there was a strong relationship between the predictors and the outcomes of the regression variables and that the model is best fitted to predict the job satisfaction of employees

in ACSI. Therefore, the model was significant with a linear relationship in multiple regressions, and it indicates that the variation is explained by the model.

4.9.2 Hypothesis Testing

The regression coefficient table shows below a summary of multiple regression results between the five identified dimensions (independent variables) and employee job satisfaction (dependent variables).

Table 19 Regression Coefficient table

Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.707	.378		1.870	.064
internal communication	.268	.100	.255	2.688	.008
Reward	.219	.086	.218	2.558	.012
work environment	-.103	.085	-.106	-1.216	.227
Training	.397	.103	.354	3.843	.000
Infrastructure	.044	.091	.046	.488	.627

a. Dependent Variable: job satisfaction

Source: Researchers` own survey 2022

The regression analysis results provide a more comprehensive and accurate examination of the research hypothesis. Therefore, the regression results obtained from the model were utilized to test these hypotheses in this study. The unstandardized coefficient result shows in table 18 the individual beta values of each independent variable and the effect of each independent variable on the dependent variable.

The beta value of internal communication is ($\beta = 0.268$), which shows that by keeping other factors constant, a 1 unit change in internal communication will lead to an increase in employee job satisfaction by 0.268, Also it was statistically significant at $p < 0.01$.

The beta value of the reward is ($\beta = 0.219$), which shows that by keeping other factors constant, a 1 unit change in reward will cause a 0.219 positive change in employee job satisfaction, and it is statistically significant at $p < 0.01$. The beta value of training is ($\beta = 0.397$), and it is statistically significant at $p < 0.01$, which shows that by keeping other factors constant, 1 unit change in training will cause a 0.397 positive change in employee satisfaction.

Whereas the constant value of beta is $\beta = 0.707$. Depending on table 18, the following regression model was stated as follows:

$$Y = \beta_0 + \beta_1 IC + \beta_2 RW + \beta_3 WOE + \beta_4 TR + \beta_5 INF + U_i$$

$$Y = 0.707 + 0.268IC + 0.219RW + 0.397TR + U_i$$

Where Y = job satisfaction,

β_0 = Constant term,

β_1 = Coefficient Variable internal communication

β_2 = Coefficient Variable reward,

β_3 = Coefficient Variable work environment,

β_4 = Coefficient Variable training,

β_5 = Coefficient Variable infrastructure,

U_i = unexplained variable.

Hypotheses tests were conducted based on the regression results of the determinants of internal marketing on employee job satisfaction from the regression output.

Hypothesis 1: Internal communications have a positive and significant effect on an employee's job satisfaction.

The results of multiple regressions, as presented in Table 18 above, revealed that internal communication had a positive and significant effect on employee job satisfaction on employees of ACSI in Fagitalekoma and Banja woreda branches with values ($\beta = 0.268$, $t = 2.688$, $p < 0.01$). Thus, the proposed hypothesis was accepted in this study, and the study result was supported by different researchers. This hypothesis is accepted and supported by Muramalla (2021), which was conducted on Indian financial institutions, that internal communication has a positive and significant impact on employee job satisfaction. Also, the research conducted by Yonatan (2019) on internal communication encompasses and has a positive impact on communication and feedback between executives and employees, work-related information and communication among employees, and communication between employees and the external environment in business organizations. This study result is also supported by Al-Hawary et al. (2013), who reported that communication has a positive relationship with job satisfaction. Also, Marty (2014) confirmed that increases in open - channel communication with employees will be followed by increases in employee satisfaction.

Hypothesis 2: A reward has a positive and significant effect on an employee job satisfaction.

As shown in Table 18, Multiple regressions results of reward had a positive and significant effect on employees' job satisfaction on ACSI in Fagitalekoma and Banja woreda branches, as shown in table 18 with values ($\beta = 0.219$, $t = 2.558$, $p < 0.01$). Thus, the proposed hypothesis 2 was accepted in this study. And also, this study result was supported by other researchers. Organizations incentive and reward systems are certain to improve employee job satisfaction (Maung and Marlar, K., 2020). Evidence from various research done over the years suggests the importance of both extrinsic and intrinsic rewards has a significant impact on employee job satisfaction. Rewards should be the driving reason behind employee dedication (Cynthia Eshun and Frank K. Duah, 2011). Employee satisfaction results from a mixture of rewards other than any one particular reward (Shanks 2007, Bessell et al. 2002, and Drake et al 2007).

And also, this hypothesis is accepted and supported by Muramalla (2021) which was conducted on Indian financial institutions and employee job satisfaction.

Hypothesis 3: work environment has a positive and significant effect on employee job satisfaction. The results of multiple regressions, as presented in Table 18 above, revealed that the work environment had a negative and didn't have a significant effect on employees' job satisfaction on ACSI in Fagitalekoma and Banja woreda branches with values ($\beta = -0.103$, $t = -1.216$, $p > 0.05$). Thus, the proposed hypothesis 3 was rejected in this study. Even though the work environment has no significant impact on employees' job satisfaction in this study, according to other researchers, the work environment has a positive and significant impact on employee job satisfaction. According to Raziq, A. and Maulabakhsh, R. (2015), his study of the target population consists of service sectors and financial sectors operating in the city of Quetta, Pakistan. The regression result reveals that work environment has statistically a significant impact on job satisfaction, $R = 0.363$, $\beta = 0.948$, $t = 2.335$, $p < 0.05$. and also a positive and significant effect of the work environment on employee satisfaction, and performance on the partial test results for the work environment variables obtained t count = 5.270 with a significance value of 0.000 with a probability of less than 0.05 (Badrianto, Y. & Ekhsan, M., 2020).

Hypothesis 4: Training has a positive and significant effect on an employee's job satisfaction. Multiple regressions results, as showed in Table 18, revealed that training had a positive and significant effect on employees' job satisfaction on ACSI in Fagitalekoma and Banja woreda branches with values ($\beta = 0.397$, $t = 3.843$, $p < 0.01$). Thus, the proposed hypothesis 4 was accepted in this study. And this result was supported by (Igudia, 2022) as he noted that employee training has a positive and significant impact on employee job satisfaction in Nigerian microfinance banking institutions at coefficient $r = 0.606^{**}$ at $\alpha < 0.001$ and 99% significance level. He noted that this result corroborates the findings of (Enyioko, V.U. & Ikoro, E.I., 2017) in their independent separate findings.

Hypothesis 5: Infrastructure has a positive and significant effect on employee job satisfaction.

According to the findings of multiple regressions, infrastructure had a positive but not a significant effect on employees' job satisfaction on ACSI in Fagitalekoma and Banja woreda branches with values ($\beta = 0.044$, $t = 0.488$, $p > 0.05$). Thus, hypothesis 5 was rejected in this study. However, infrastructure had no significant effect on this study. Whereas, Agada, T.J. and Isaac Zeb-Obipi (2018) discovered that infrastructure has a positive and significant effect on job

satisfaction. The absence or shortage of functional workplace social infrastructure in a work environment is demoralizing and capable of jeopardizing employee commitment. Infrastructure facilities do not only reduce physical and economic stress amongst employees they also provide a platform for bonding and social satisfaction.

But it was supported by other studies that were conducted at Sargodha University that confirmed that workplace infrastructure had no significant impact on employee satisfaction and performance (Khan,H.S.,Azhar,Z.,Parveen,S.,Naeem,F.,Sohail,M., 2018)

Table 20 Summary of Hypothesis

Hypothesis	Result
H1: Internal communications have a positive and significant effect on employees' job satisfaction.	Accepted
H2: A reward has a positive and significant effect on an employee` job satisfactions.	Accepted
H3: work environment has a positive and significant effect on employees` job satisfactions.	Rejected
H4: Training has a positive and significant effect on employees` job Satisfaction.	Accepted
H5: Infrastructure has a positive and significant effect on employees` job satisfaction,	Rejected

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

In this chapter, the main findings from the data analysis and the overall conclusions of the study are presented, followed by recommendations.

5.1 Summary of Major Findings

This study aimed to assess the determinants of internal marketing practices on employee job satisfaction in ACSI in Awi administrative zone, Fagitalekoma, and Banja woreda ACSI branches in order to access the relationship between internal determinants and job satisfaction. The study employed a quantitative research approach, and due to the purpose of the study, an explanatory research design was used. The target population were employees of ACSI, working at Fagitalekoma and Banja woreda branches. In this study, both primary and secondary data were used as a source of information. Based on the research objective, Amharic questionnaires were prepared and 117 employees were approached using simple random sampling and 112 respondents returned the questionnaires and this study had a 95.7% response rate.

Overall reliability of both independent and dependent variables is reliable and acceptable Cronbach's alpha value 0.777 which is acceptable enough for analysis of the data. The level of agreement of the descriptive analysis result shows that internal marketing determinants for overall variables have a medium-level agreement with employees' job satisfaction.

All marketing dimensions were positively Pearson correlation results, showing a strong relationship with training ($P = .530^{**}$) at a 0.00 significant level, a moderate relationship with internal communication, reward, and infrastructure, but a weak relationship with the work environment with the dependent variable Pearson relationships with job satisfaction ($P = .441^{**}$, $P = .379^{**}$, and $P = .365^{**}$) at a 0.00 significant level respectively and also, there is a weak and positive relationship between the working environment and job satisfaction ($p = .196^*$).

The regression analysis obtained from the model summary showed that the predictor variables, internal communication, reward, and training, had accounted for .379 of R square, which indicates 37.9% of the variance is explained by the predictors, whereas the remaining 62.1% are other variables that are not included under these model estimations.

The model suggested that the ANOVA value of F equals 12.949, a significant figure of 0.000, and the sig 0.05 means the confidence of this prediction is greater than 95% and the probability of this prediction error is less than 0.05, which is significant at 0.000. Therefore, the model was significant with a linear relationship in multiple regressions, and it indicates that the variation explained by the model was not due to chance.

The hypothesis test results are based on unstandardized coefficient beta and P-value to test whether the hypothesis is to be rejected or accepted. The three independent variables were the significant level of internal communication $P < 0.05$, the beta value is positive (.268), the significant level of reward $P < 0.05$, the beta value is positive (.219), and the significant level of training $P < 0.05$, the beta value is positive (.397). There are significant and positive relationships between job satisfaction and three independent variables.

Therefore, the results supported the initial hypothesis and infer that the internal communication, training, and reward hypotheses have a significant and positive effect on the job satisfaction of ACSI employees.

The significance levels of work environment $P > 0.05$, the beta value is negative (-0.103) and infrastructure $P > 0.05$, the beta value is positive (.044), implying in this study there is no significant effect between work environment and infrastructure within job satisfaction. Because of this result, the initial hypothesis is rejected.

5.2 Conclusions

The primary aim of this study was to assess the determinants of internal marketing practice (internal communication, reward, training, work environment, and infrastructure) as related to job satisfaction.

The study result shows that when organizations focus on internal marketing dimensions, it implies high levels of employees' job satisfaction and a positive attitude towards the job, while in organizations that have not focused on internal marketing dimensions, employees are dissatisfied and the attitude towards the job is negative.

The study found that three independent variables (internal communication, reward, and training) have positive and significant impacts on and relationship with job satisfaction. But the last two variables in this study, work environment and infrastructure, have no significant impact on job satisfaction. As a result of the data analysis (frequency, descriptive, Pearson correlation, and multiple regression), the researcher concluded that the maximum number of internal marketing dimensions used in this study affected front-line and field worker employee job satisfaction, as evidenced by the regression and correlation results.

5.3 Recommendations

One of the major aims of the study was to make relevant recommendations on the determinants of internal marketing practices on employee job satisfaction in ACSI, Awi administrative zone, Fagitalekoma, and Banja woreda branches. Based on the analysis and conclusions made, the following recommendations are forwarded with the intention that they enhance the job satisfaction of employees in ACSI.

The head office of ACSI needs to sustain an open internal communication system between management, subordinates, and among employees to create connections and encourage employees to forward their constructive ideas and organize formal and informal meetings that allow for the open exchange of suggestions. So, horizontal and vertical communication systems should be built between different job tasks.

The ACSI management body should build a strong intrinsic and extrinsic reward system that should develop and apply different motivational factors, both financial (smart salary, fringe benefits) and non-financial (recognition, advancement) to employee satisfaction.

The head office of ACSI should provide enough training programs to update the knowledge of the employees. And also, plan on-the-job and off-the-job training programs, particularly when new employees are hired, new technologies are introduced, or new means and methods of operation are implemented. Also, management should offer new training programs to front-line and field workers or satellite employees in order to develop the knowledge, skills, attitudes, and other performance of the employees. The ACSI managers should set an appropriate budget for inclusive training. Policymakers should focus on ways of enhancing internal marketing dimensions that also enhance employee job satisfaction. Researchers should further investigate the other internal marketing variables that affect the employees' job satisfaction in different branches of ACSI and related institutions. So, according to this study, it is important for Fagitalkoma and Banja woreda ACSI branches to take a critical look at internal marketing determinants of internal communication, reward, and training by building a high level of employee satisfaction and achieving their objectives and goals.

5.4 Limitations and Future Research Suggestions

The study nominated for the internal marketing dimension was limited to internal communication, reward, work environment, training, and infrastructure. Additional internal marketing dimensions should be included and examined in order to conduct a broad examination. So, future studies may look at additional marketing dimensions that were not part of this study. This study was also conducted only on ACSI branches that are found in the Awi administrative zone, Fagitalekoma, and Banja woreda, six branches of ACSI, and this means it is difficult to generalize the study to all other ACSI branches in the Awi zone and the region.

Due to time and financial constraints, this research was cross-sectional and was restricted to a limited number of ACSI branches in Fagitalekoma and Banja woredas. It is therefore suggested that in the future, other researchers will undertake large-scale surveys with a longitudinal research design to assess the effect of internal marketing dimensions on employee job

satisfaction. Such a study will have the potential to reveal the extent to which internal marketing dimensions have an effect on employees' job satisfaction. The study can also be replicated in other branches of ACSI and financial cooperatives.

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Appendix 1 Questionnaires for the respondents

Bahir dar University

College of business and economics

Department of marketing management

QUESTIONNAIRE

Dear Respondent,

I am Baynesagn Amare, a postgraduate student in Bahirdar University master of marketing management, conducting research on the effect of internal marketing practice on employees' job satisfaction: in the case of Fagitalkoma and Banja woreda Amhara credit and saving Institution, Awi administration zone, Amhara regional state. The questionnaire will be used for the research paper, which is a partial fulfillment of the requirements for the degree of Master of Art in marketing management. The objective of this questionnaire is to make an assessment on the determinants of internal marketing on employees' job satisfaction in the case of ACSI Awi administrative zone.

Therefore, I would like to assure you that your responses will be used for academic research purposes only and will be kept confidential. If you have any unclear ideas or questioners, please contact me by mob: 0918819048 or email bayneamare@gmail.com

Instructions

Do not write your name anywhere on the questionnaire.

Tick or mark where appropriate and provide the relevant response where applicable.

Kindly answer all question carefully please.

Thank you

SECTION 1:

RESPONDENT'S DEMOGRAPHIC INFORMATION

1. Gender: Male Female
2. Age: 20- 30 31-40 41-50 above 50
3. Salary: below 3000 3001-6000 6001-10000 above 10000
4. Level of your education: Master Bachelor degree diploma
Certificate
5. Service of years at ACSI: 1-5years 6-10years 11-20years above 20 years
6. What is your work role? Front line Filed worker

SECTION 2: INTERNAL MARKETING AND JOB SATISFACTION

1. Strongly Disagree= SDA, 2. Disagree, = DA, 3. Neutral = NE, 4. Agree=Ag. 5. Strongly agree=SA

Construct and items	Strongly agree (SA)	Agree (Ag)	Neutral (NE)	Dis agree (DA)	Strongly disagreed (SDA)
	5	4	3	2	1
Internal Communication					
1. I have communication with my staff members, director, and higher management	5	4	3	2	1

	5	4	3	2	1
2. Staff members, coordinators and managers are sincerely interested in listening to what employees have to say about their jobs, the problems they have, and the solutions that employees suggest					
3. I feel like I am part of the organization because my ideas are given attention ,and considered valuable by staff members, coordinators and branch management	5	4	3	2	1
4. Accurate and open flow of information in our organization	5	4	3	2	1
5. Any policy or procedure changes, my director informs me about the change phase by phase	5	4	3	2	1
Reward					
1. The organization has a bonus and incentive programs for its employees.	5	4	3	2	1
2.I feel I get fair benefit packages for an extra jobs that I perform in the organization	5	4	3	2	1
3. I am satisfied with the opportunity for reward on my job.	5	4	3	2	1
4.My organization inspires its employees to improve their position through education	5	4	3	2	1
5.I am satisfied with the reward that I receive for tasks well done	5	4	3	2	1
6. The benefits or rewards that I receive are better than most other organizations offer.	5	4	3	2	1
Work environment					

1. The job occurs in a clean environment.					
2. The job has a low risk of accident					
3. The job takes place in an environment free from health hazards (e.g., chemicals, fumes, etc.)					
4. People I work with are friendly.					
5. I get the information I need to fulfill my duties					
Training					
1. My organization provides me with enough training opportunities to develop myself.	5	4	3	2	1
2. My organization has plans for different training programs that cover all positions and employees.	5	4	3	2	1
3. In my organization training is closely related to the individual needs of each employee	5	4	3	2	1
4. In this organization they set aside adequate resources to train employees.	5	4	3	2	1
5. I am satisfied that the training I take newly hired employees to accomplish my day- to- day task.	5	4	3	2	1
6. Before the implementation of a major change in service rules I always get significant training regarding its impact on our daily activities and job description	5	4	3	2	1
Infrastructure					
1. I feel I get access to office equipment's in my branches	5	4	3	2	1
2. I feel satisfied with the transportation access and facility to my workplace.	5	4	3	2	1

3. The organization has utilities of electricity network and telecommunications to do day- to -day activities	5	4	3	2	1
4. The organizations building helps my day -to -day work easy and achievable	5	4	3	2	1
5. The organization in my branch fulfills infrastructure of leisure and water access to the employee	5	4	3	2	1
Job satisfaction					
1. I am satisfied with serving the poor	5	4	3	2	1
2. I am satisfied with my job because of fair payment and rewards.	5	4	3	2	1
3. I am satisfied with the internal communication in my organization.	5	4	3	2	1
4. I am satisfied with my organization`s coworkers, supervisors, and branch managers.	5	4	3	2	1

Appendix 2 Amharic version of Questionnaire

ባህርዳር ዩኒቨርሲቲ

የቢዝነስ እና ኢኮኖሚክስ ኮሌጅ

የማርኬቲንግ ማኔጅመንት ትምህርት ክፍል

በማርኬቲንግ ማኔጅመንት የማስተርስ ዲግሪ ፕሮግራም

መጠይቅ

ክቡር ምላሽ ሰጭዎች አቶ/ወ/ሮ/ወ/ሪት

እኔ ባይነሳኝ አማረ የተባልኩ በባህርዳር ዩኒቨርሲቲ የቢዝነስ እና ኢኮኖሚክስ ኮሌጅ የማርኬቲንግ ማኔጅመንት ትምህርት ክፍል የድህረ ምረቃ ወይም የሁለተኛ ዲግሪ ተማሪ ስሆን የመመረቂያ ዕሁፊን በአማራ ብድርና ቁጠባ ተቋም በአዊ ብሄ/አስተዳደር ዞን በሚገኙ የብድርና ቁጠባ ቅርንጫፎች ኢንተርናል ማረኬቲንግ ተግባራት በሠራተኛ የሥራ እርካታ ላይ ስላላቸው ተጽዕኖ በሚል ርዕስ ጥናት እየሰራሁ እገኛለሁ።

ስለሆነም በዚህ ጥናት ላይ ውድ ጊዜዎትን ሰጥተው መጠየቁን በመሙላት እና አስፈላጊውን ትብብር በማድረግዎ ምስጋናየ ላቅ ያለ ነው። ከእርስዎ የሚሰበሰብ መረጃ በሚስጢር የሚሰጥና እና ለትምህርታዊ ዓላማ ብቻ የሚውል ነው። በተጨማሪም የእርስዎ እውነተኛ ትክክለኛ እና ፈጣን ምላሽ ለምርምር ውጤቱ በጣም አስፈላጊ ነው። ስለትብብር እና ጊዜዎትን ሰጥተው መጠየቁን ለመሙላት ፈቃደኛ ስለሆኑ በድጋሚ እያመሰገንኩ ማንኛውም ጥያቄ እና ግራ የሚያጋባ ነገር ካጋጠሞት በስልክ ቁጥር +251918819048 እንዲሁም በ Email;- bayneamre@gmail.com ያግኙኝ።

ለትብብርዎ አመሰግናለሁ!

አጠቃላይ መመሪያ

1. ስምዎን መጻፍ አያስፈልግም
2. እባክዎን ለሚሰጡት ምላሽ በትክክለኛ ቦታው ላይ የ (✓) ምልክት ያስቀምጡ

ክፍል 1:- አጠቃላይ መረጃ

1. ጾታ: ወንድ ሴት
2. እድሜ:- 20-30 ዓመት 31-40 ዓመት 41-50 ዓመት
 ከ50 ዓመት በላይ
3. የስራ ልምድ:- ከ1-5ዓመት ከ6-10ዓመት ከ11-20 ዓመት
 ከ20ዓመት በላይ
4. የትምህርት ደረጃ:- ሁለተኛ ዲግሪ የመጀመሪያዲግሪ ዲፕሎማ
 ስርቴሬኬት
5. ደሞዝ ከ 3000 በታች 3001-6000 6001-10000 ከ10000 ብር
 በላይ
6. በተቋም/ሺ ውስጥ የስራ ድርሻህ/ሺ ምንድን ነው? የደንበኞች አገልግሎት
 አፈሰር የደንበኞች ግንኙነት አፈሰር

ክፍል 2 ከውስጣዊ ግብይት ጋር የሚዛመዱ ጥያቄዎች

ከዚህ በታች ባለው ሠንጠረዥ ውስጥ እባክዎን በትክክለኛው ሣጥንላይ [√] ምልክት በማድረግ ለተሰጡት መግለጫዎች ተገቢውን ምላሽዎን ያመልክቱ::

- | | |
|----------------|----------------|
| (1) በጣም አልስማማም | (4) እስማማልሁ |
| (2) አልስማማም | (5) በጣም እስማማለሁ |
| (3) መወሰን አልችልም | |

ከውስጣዊ ግብይት ጋር የሚዛመዱ ጥያቄዎች	የስምምነት ደረጃ				
	በጣም አልስማማም	አልስማማም	መወሰን አልችልም	እስማማልሁ	በጣም እስማማለሁ
	1	2	3	4	5
የውስጥ ግንኙነት					
1. በስራ ባልደረቦቹ: በቅርብ ተቆጣጣሪዎች እና በተቋሙ የበላይ ሃላፊዎች መካከል ተግባራዊ እና መደማመጥ አለ::					
2. የስራ ባልደረቦቹ: ተቆጣጣሪዎች እና የቅርንጫፍ ሃላፊዎቹ ስለስራዎቻቸው					

ምን ማለት እንዳለብኝ እና ስለገጠሙኝ ችግሮችና መፍትሔዎችም ለማለማት ልባዊ ፍላጎት አላቸው።					
3. በተቋሜ ውስጥ ሃሳቤ በስራ ባልደረቦቸ፣ በተቆጣጣሪዎቻቸው እንዲሁም በበላይ ሃላፊዎቻቸው ስለሚደመጥ እና ትኩረት ስለሚሰጠው የተቋሙ አካል እንደሆንኩ ይሰማኛል።					
4. በተቋሜ ውስጥ በስራ ባልደረቦቸ፣ በቅርንጫፍ ሃላፊዎቻቸው እንዲሁም በተቋሙ የበላይ ሃላፊዎች መካከል ትክክለኛና ወቅታዊ የመረጃ ፍላጎት አለ።					
5. ማካኛውም ፖሊሲም ይሁን አሰራር ሲቀየር የቅርብ ተቆጣጣሪዎች ስለተቀየረው አሰራርና ፖሊሲ ደረጃ በደረጃ ያሳውቀኛል።					
ማበረታቻን በተመለከተ					
1. ድርጅቱ ለ ባለሞያዎች የጉርሻ እና የማበረታቻ ፕሮግራም አለው።					
2. በድርጅቱ ውስጥ ለምሳሌው ተጨማሪ ስራ ተገቢውን ጥቅም አገኛለሁ ብዬ አስባለዉ።					
3 በሥራ ቦታዬ ማበረታቻ ለማግኘት ባለው ዕድል ደስተኛ ነኝ።					
4. ድርጅቱ ባለሞያዎቹን በትምህርት የስራ ደረጃቸውን እንዲያሻሽሉ ያበረታታል።					
5. በጥሩ ብቃት ለምሳሌው ስራ በማገኘዉ እውቅና ደስተኛ ነኝ ፡					
6. በድርጅቱ የማገኘው ጥቅማጥቅም ሌሎች መሰል ተቋማት ከሚሰጡት የተሻለ ነዉ።					
የስራ አካባቢን በተመለከተ					
1. ስራው በንጹህ አካባቢ ውስጥ ይገኛል ።					

2.. ስራው ለአደጋ የማጋለጥ እድሉ አነስተኛ ነው ::					
3.ስራው ከጤና አደጋዎች ነፃ በሆነ አካባቢ ይከናወናል					
4. ከምሰራው ቦታ ያሉ የስራ ባልደረቦቹ ወዳጆች ናቸው					
5.ኃላፊነቱን ለመወጣት የሚያስፈልጉኝን መረጃዎች አገኛለሁ ::					
ስልጠናን በተመለከተ					
1. ድርጅቱ እራሴን ለማሳደግ በቂ የሥልጠና ዕድል ይሰጠኛል ::					
2. በድርጅቱ ውስጥ ለሁሉም የሥራ ቦታዎች እና ሠራተኞችን የሚሸፍን የተለያዩ የሥልጠና መርሃግብሮች ዕቅዶች አሉት ::					
3. በዚህ ድርጅት ውስጥ ስልጠና ከእያንዳንዱ ሰራተኛ የሞያ ፍላጎት ጋር በቅርብ የተቆራኘ ነው::					
4. በዚህ ድርጅት ውስጥ ሠራተኞቻቸውን ለማሰልጠን የሚያስችል በቂ ሀብት አለ::					
5. አዲስ የስራ ባልደረባ ሆኖ ተቋሙ ላይ ስቀላቀል በተሰጠኝ የስራ ማስጀመሪያ ስልጠና ደስተኛ ነኝ::					
6. በድርጅቱ ውስጥ ማነኛውንም ተግባር ከመፈጸሜ በፊት ስለተቀየሩ እና አዳዲስ አሰራሮችና ህጎች እንዲሁም ተግባራት በሚመለከት ለውጥ የሚያመጣ ስልጠና ይሰጣል::					
መሰረተ ልማትን በተመለከተ					
1. የየአለት ስራየን በማክናውንበት ቅርንጫፍ የቤሮ ቁሳቁሶች የተሟሉ ናቸው::					
2. በምሰራበት የስራ ቦታ ላይ የትራንስፖርት ተደራሽነቱ እና ምቹነቱ በስራ ላይ ደስተኛ					

እንድሆን አድርጎኛል።					
3. መስሪያ ቤቱ የየእለት ስራዎን ለማከናወን የሚያስችል የኢሌክትሪክና የቴሌኮሚኒኬሽን ኔትዎርክ አገልግሎት አለው።					
4. የየእለት ስራዎን የማከናወንበት የቢሮ ግንባታ ለስራዎ ምቹ ነው።					
5. ቅርንጫፍ መስሪያ ቤቱ የውሃ እና የመዝናኛ መሰረተልማቶችን ለባለሞያው ያሟላል።					
የስራ ላይ እርካታን በተመለከተ					
1. በኢኮኖሚ ዝቅተኛውን ማህበረሰብ በማገልገል ደስተኝነት ይሰማኛል።					
2. በድርጅቱ ውስጥ ባለው ፍትሃዊ ማበረታቻና ክፍያ በስራዎ ላይ ደስተኛ አድርጎኛል።					
3. በተቋሜ ውስጥ ያለው ውስጣዊ ተግባራት እና መደማመጥ ደስተኛ እንድሆን አድርጎኛል።					
4. በስራ ባልደረቦቹ በተቆጣጣሪዎ እና ቅርንጫፍ ሃላፊዎ ደስተኝነት ይሰማኛል					