

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

**THE EFFECT OF INTERNAL MARKETING ON JOB SATISFACTION
AND EMPLOYEE COMMITMENT:**

**A STUDY OF ELECTRICITY COMPANY OF GHANA VOLTA
REGIONAL OFFICE**

KNUST

By

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DECLARATION

I hereby declare that this submission is the result of my own original research towards Executives Masters of Business Administration and that to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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ABSTRACT

Internal marketing is a management philosophy of promoting the firms and its policies to employees as if they are the (internal) customers of the firm. The study examined the influence of Internal Marketing on Job Satisfaction and employee commitment. The study set out to achieve three main objectives and six research questions were proposed. Among various objectives stated, the study was aimed at determining which officers of the Electricity Company of Ghana are responsible for the various internal marketing tools considered in the study. Also the study sought to find out the influence of internal marketing tools on employee commitment and satisfaction. A total of 65 respondents made of 40 men and 25 women were selected using convenience sampling techniques. The results of the study revealed that internal marketing positively influence their job satisfaction. Also, a significant positive relationship was established between employee commitment and job satisfaction. Lastly, the findings showed that majority of the employees are highly committed to their jobs.

DEDICATION

I dedicate this thesis to my husband for his prayers and support through out my studies and my parents for many sacrifices they made toward my education

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Internal Marketing (IM) refers to all the actions that an organization has to perform in order to develop, train and motivate its employees, so to enhance the quality of the services provided to its customers (Chen & Ho, 2006). Internal marketing also enhances the productivity of the employees and improves customers' satisfaction which increases earnings (Rafiq & Ahmed, 2000). This is important even for the Electricity Company of Ghana because increased customer satisfaction means more customers will willingly pay their bills, which will increase the Company's financial base. Kotler (1991) in explaining what IM is, stated that internal marketing is the task of successfully recruiting, educating and motivating employees so as to perfect customer service. He also mentioned that it is not logical to expect perfect services from an organization, whose employees are not ready to provide such services. Internal marketing is therefore, the way to provide that quality service (Kotler, 1994).

The Electricity Company of Ghana is charged to perform the following functions: to transmit, supply and distribute electricity, to purchase electricity energy in bulk (from the Volta River Authority) or any other supplier for distribution, to construct, reconstruct, install, assemble, repair, maintain, operate or remove sub-transmission stations, electrical appliances, fittings and installations, to execute national electrification programmes on behalf of Government and lastly to carry out any other activity incidental or conducive to the attainment of the objectives

specified. The company in performing these responsibilities set out in its vision statement to achieve customer satisfaction by providing services which fully meet the expectation of its customers and a mission statement to provide quality, safe and reliably electricity services to support the economic growth and development of Ghana and above all the company posited that it is passionate about its customers and welcome them with smile. Ironically, a critical examination of developments in the Company reveals that employees of the company are not abreast with these policy statements that seek to provide the direction to the kind of relationship that should exist between the company and her customers. Recent revelations on 14 Jan 2012 (Myjoyonline.com, 24/1/12) by Anas Aremeyaan investigative journalist of the conduct of some staff of the company who charge and extort inappropriate and unapproved fees from customers instead of adhering to the policy guidelines of the company underscore the importance of internal marketing. The need for IM has been considered long ago. In 1970s Berry and others (Berry, Hensel & Burke, 1976) were the first to introduce the concept of internal marketing in the US, based on the traditional marketing mix of 4 Ps (Product, Price, Promotion and Place). They posited that employees can be considered to be internal customers and their jobs could be seen as the organization's products. The organization, therefore tries to treat employees in ways which enforce job satisfaction and motivate them to be more productive (Berry, 1981). This approach mainly focused on satisfying and motivating employees. It is however, important to note that the general idea of employing internal marketing is to ensure that the satisfaction of customers should not be

achieved at the expense of the company's employees. As the cliché goes to have satisfied customers, a company has to have satisfied employees first. So by meeting employees' needs, the company manages to make them more capable of satisfying the customers, which is very important especially for organizations which provide services (George, 1977). This study thus examines the IM in the Electricity Company of Ghana and its impact on job satisfaction of employees and employee commitment.

1.2 Statement of the Problem

Services have increasingly assumed a more important role in the economic growth and development of countries worldwide. In Ghana for example, the contribution of the service sector of the economy has been increasing over the years (2012 Budget Statement). Consequently, to sustain this growth there is the need for employees to render dedicated and efficient service to their customers. Further, the establishment of Public Utilities and Regulations Commission, a Government agency which is tasked to regulate activities of utility services providers in the country has placed increasing demand on the service providers to render efficient services to their client.

However, a customer can only leave the premises of a business entity satisfied if the company staff they encounter understands the culture and policies of the firm. Also, that employee can deliver or render services to the satisfaction of the customer if the employee is satisfied and committed to the job.

The Electricity Company of Ghana is the main supplier of electricity in the country and as such has several customers. It is thus expected that the company should have excellent internal marketing strategy that would inform employees of how to handle customers who they interact with daily as stipulated in the company's core values. However, this is not so. Recent publications and internal memorandum of the company indicate that employees are not well informed on the policy direction of the company. Consequently, many customers leave the premises of the company not satisfied.

Granting that internal marketing was a new concept in the service industry in Ghana, this study, as a result seeks to examine internal marketing in the Electricity Company of Ghana and to further investigate its impact on job satisfaction of employees and employee commitment.

1.3 Objectives of the Study

The main aim of this study is to explore the effect of internal marketing on job satisfaction in the Electricity Company of Ghana (E.C.G) using the Volta Region as the reference point. The study further aimed at achieving the following specifically:

1. To identify officers responsible for internal marketing and their functions;
2. To determine how internal marketing influences job satisfaction levels of employees.
3. To determine how internal marketing influence work commitment of employees;

1.4 Research Questions

The research questions posed regarding the examination of the effect of internal marketing on job satisfaction and commitment of employees of E.C.G in the Volta Region are:

1. Who are responsible for internal marketing functions in the company?
2. How satisfied are the employees?
3. Are employees committed to their jobs?
4. How has internal marketing impacted on the job satisfaction and commitment of employees?
5. How are employees of the company educated on the Company and Company's policies?
6. Does the unavailability of conscious internal marketing influence the delivery of services to customers?

1.5 Significance of the Study

Understanding internal marketing and its impact on job satisfaction is of great significance to the business community, employees, and policy makers and to academia at large. The results of this study will provide evidence to buttress the importance of internal marketing and its relationship with employee's job satisfaction and commitment. In addition, management of business entities will find this study valuable in that it provides yet another means of satisfying employees other than monetary means. Lastly, given limited study in this area in

the country and that the few studies available are conducted in different countries, the findings of this study would add to knowledge on internal marketing and job satisfaction in the country.

1.6 Organization of the study

This thesis is structured into five chapters. Chapter One deals with the introduction, which comprises the background to the study, statement of the problem, aims of the study, research questions, significance of the study, and organization of the study.

Chapter Two covers the review of related literature of the study. It includes review theories on internal marketing, job commitment and job satisfaction and related studies on the variables. Also the review of the literature organised, the relationship between internal marketing and job satisfaction and job commitment and effect of job dissatisfaction on customer satisfaction. Moreover the chapter represent of the conceptual framework outlining the links among the variable under study.

Chapter Three of the study covers the methodology used including: research design, population, sample and sampling procedure, research instrument, administration of instrument and data analysis procedure.

Chapter Four focuses on the presentation and analysis of the data. The results will demonstrate the relationships specified in the study.

The final chapter outlines the conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on the variables under investigation. The review covers studies related to Internal Marketing, Job Satisfaction and Commitment. Studies related to the relationship among the variables were also reviewed. In this chapter also, the theories that form the foundation of this study and the conceptual framework were also outlined.

This section reviews studies related to internal marketing and job satisfaction.

2.2 Concept of Internal Marketing

Philosophy of human resources management has proposed a new subject in service sector called internal marketing. Internal marketing concept originates from studies about quality of service section and mechanisms of service offering by employees in the 1990's. Coper and Cronin (2000) consider internal marketing as the organization's attempts for education, reward and generally management of human resources for better service offering. They believe that employees constitute primary resources of the organization. Parasuraman (2000) also believes that jobs are internal products especially in the service sector which satisfy employees' needs and demands and result in recognizing of the organization's purposes and employees are considered as primary customers of

the organization. Researches in the field of internal marketing are divided into four categories. The first viewpoint is human resources' viewpoint. Internal marketing should be integrated with theories, strategies and principles of human resources with due attention to this viewpoint (Joseph, 1996).

The second viewpoint of internal marketing is developing and improving customer-oriented behaviour with employees. With this viewpoint the organization should adopt a framework like the external market and establish a comprehensive programme in order to improve and attract free will of employees in the internal market of the organization.

In the third viewpoint, theoreticians such as Berry (1981) and Gruen (1994) believe that products and employees are internal customers of the organization in internal marketing of jobs. The fourth viewpoint is entitled internal transaction. Based on this viewpoint internal marketing is an exchange relation between the organization and employees for gaining of the organization's purposes in a business environment (Foreman, 1995).

Anselmo (2008) argues that organizations that are really committed to their workforce' happiness can enjoy the internal marketing strengths. As it was remarked, such management tool can be very useful in fulfilling employees' needs by several broader IM approaches, namely: putting people in the first place, providing as high as possible employees' job satisfaction and developing jobs as products in a wider perspective.

Galpin (1997) performed a study in the field of internal marketing in Malaysia and has applied indexes of organizational plans in the form of, strategic rewards, internal communications, education and development, employment, reward systems, empowerment and processes in order to measure and evaluate internal marketing.

Also, Forman and Money (1995) have utilized internal communications, education, creating of motivation, empowerment, guidance and organizational incentives as indexes while consider internal marketing synonymous with human resources management. Ling (2004) has performed a study about the relation between internal marketing and job satisfaction in Greece. He used organizational dynamic structure, participatory decision making, empowering, and being aware of the circumstances of the working market, internal relations among managers and employees, existing of job descriptions in the organization, education and organizational rewards indexes in order to evaluate internal marketing.

2.2.1 Internal Marketing Environment

The internal market of a business encompasses its employees. This market is continuously being influenced by the ability of employees to work together as a unit to reach and maintain the objectives of the organization. The employees of the organization can further be viewed as the “internal suppliers” and “customers” of the business (Voss, Calantone and Keller, 2005). Businesses are continuously putting a greater emphasis on the following two aspects, namely employees as internal customers of the business, and the motivation and retention of employees

over the long term (Gupta,McDaniel&Herath, 2005; Van Eeden&Koekemoer, 2000).

2.2.2 The Approach of Employees towards Internal Marketing

The internal marketing concept emphasises that teamwork amongst the employees of the business is key factor in the development and retention of a successful business strategy (Kale, 2006). The establishment of internal marketing implies that the business must have positive relationships with its employees. It is made possible if the business focuses on aspects such as the development of an understanding for the emotions and intellect of employees, the management of employees as individuals, the delivery of personalised products and services to employees, and the establishment and building of a long-term relationship with employees (Roberts-Lombard, 2007).

2.2.3 Motivation of Employees

Management of the business must create an internal environment that is supportive of the empowerment of customer centred employees. Every interaction between the internal customer and the business or management must focus on service delivery and need satisfaction. The employees of the business and the internal training policy, procedures for planning and the management style in the business must support the development of an internal environment. Internal marketing is driven by empowered employees who are innovative and who position themselves above interdepartmental conflict (Lucas & Kline, 2008).

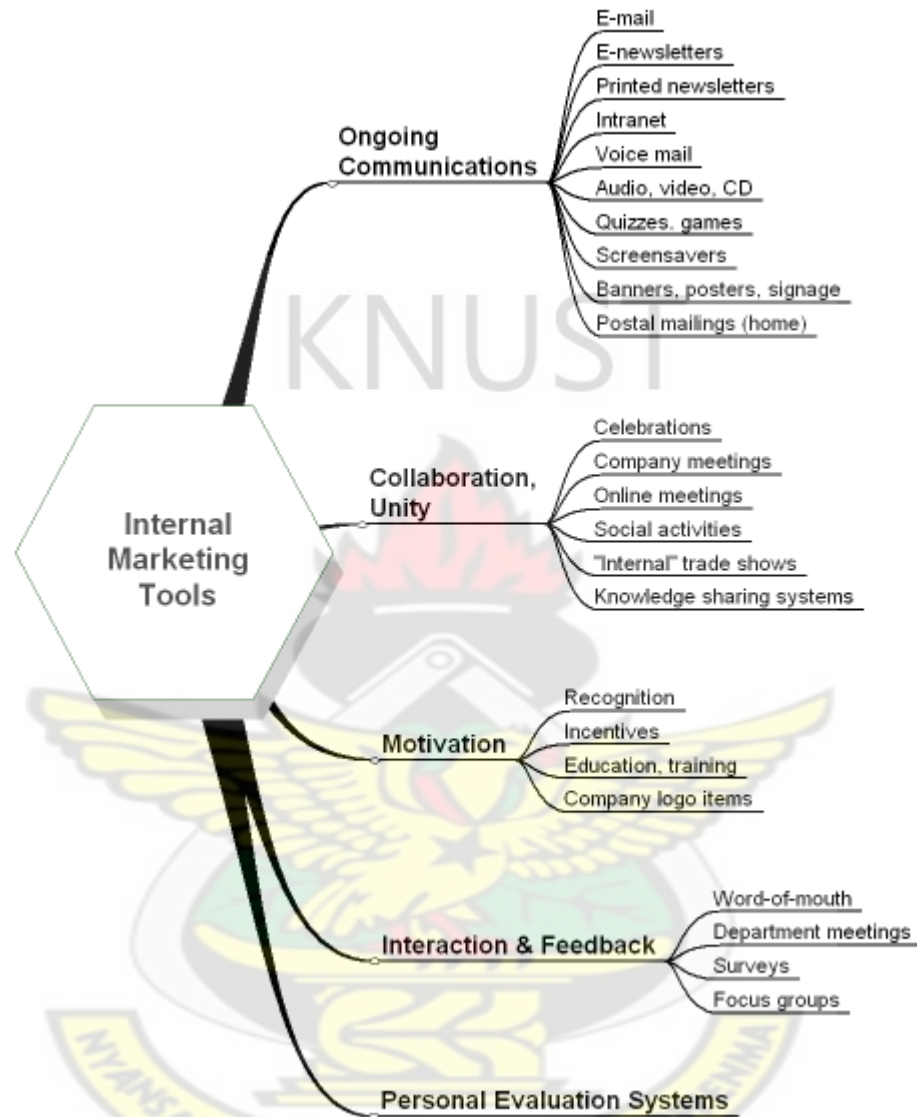
2.2.4 Building Blocks of Internal Marketing

Internal marketing starts with the focus that the employees of the business are the first members of the internal market whose needs and preferences must be researched on a continuous basis. If employees are aware that their needs are researched and satisfied by the business, they become more positive towards the satisfaction of external customer needs. The internal marketing strategy of a business must focus on the following key aspects to ensure its successful implementation in the business, namely: continuous research on the skills and training which employees require, measurement, evaluation, acknowledgement and remuneration of the performance deliverance of employees, the empowerment of employees, and the establishment, management and development of internal customer supplier relationships (Herington, Johnson & Scott, 2006).

2.3 Internal marketing tools

There several element of internal marketing that is categorize into five main tools, namely on-going communications, collaboration unity, motivation, interaction and feedback and personal evaluations systems. The figure below shows some of the element of internal marketing.

Figure 2.1- Internal Marketing Tools



Source: [http:// www.inroads.cc](http://www.inroads.cc) (internal marketing roadways)

2.3.1 Email

Companies who engage in internal marketing activities can quickly and easily communicate with internal company employees and associates by sending an

email to the entire company or specific people or departments within the company. The email can also include attachments or other marketing materials that those employees can use to convey information to clients or to help launch external marketing campaigns.

2.3.2 Newsletters

Newsletters are another tool companies can use to communicate internal marketing messages to company employees. Newsletters can be printed and put into people's office mailboxes, or posted on an internal website that employees can access at their convenience. Newsletters can also be mailed to people's homes or to remote offices for telecommuting employees. The newsletters can contain company news and announcements, as well as information about new company goals, products and incentive programs.

2.3.3 Meetings

Meeting provide a more personal approach to internal marketing than emails or other written communications. Modern technology allows face-to-face meetings via live video conferencing, so it does not matter where attendees are. Meetings can also be in company conference rooms or off-site at a larger facility. During the meetings, executives and managers announce to the company the details behind new internal marketing campaigns.

2.3.4 Screen Messages

Another internal marketing tool is a customized screen saver or message that automatically appears on employee's computer screens. These screen messages can be created by a graphic designer and deployed internally for all employees to see. They can even be interactive by including a quiz or questionnaire that helps employees understand the new messages in the internal marketing campaign.

2.3.5 Personal evaluation systems

The personal evaluation system was developed to improve communication about work between employee and supervisor. It is important for every employee to participate in their own career development and advancement. Employees can do this by willingly taking part in the evaluation process. Personal evaluations systems allow employees to meet with their supervisor at the start of each performance period to discuss their performance plan for the year, in this way they become more aware of job duties and expectations. Meeting with supervisor at both interim reviews is required throughout the performance year to obtain coaching and feedback from their supervisor about their performance. These meetings will also provide them with opportunity to discuss any concerns or problems they may have.

Meeting with the supervisor at the end of the annual performance period help discuss performance evaluation.

2.3.6 Focus group

A focus group is a small-group discussion guided by a trained leader. It is used to learn more about opinions on a designated topic, and then to guide future action. Because focus groups are structured and directed, but also expressive, they can yield a lot of information in a relatively short time. Focus groups help people learn more about group or community opinions and needs. In this respect, they are similar to needs assessment surveys.

2.4 Organizational Commitment

Meyer and Allen (1984) call this affective commitment. Here the employee is seen to be emotionally attached, identifies with the organization, and is therefore committed to pursue its goals. Basing themselves on Side-Bet theory the authors identify a further dimension of organizational commitment which they term continuance commitment. This views the employee as being less affective and more calculative considering the costs that would result in terms of interests such as pensions and security. Allen and Meyer (1990) developed a conceptualization of organizational commitment that encompasses not only affective commitment and continuance commitment but also normative commitment. The latter refers to employees' feelings of obligation to stay with the organization. Such feelings of obligation result from a process of internalization of normative pressures either prior or following affiliation to an organization.

2.4.1 Types of Organizational Commitment

Meyer & Allen (1991) offer the following definition of their three types of organizational commitment. Affective Commitment refers to the employee's emotional attachment to, identification with, and involvement with the organization. Employees with a strong affective commitment continue employment with the organization because they want to do so. Continuance Commitment refers to an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so. Finally, Normative Commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization. (p. 67).

2.4.2 Internal Marketing and Organizational Commitment

In services marketing literature, one can find a direct or indirect effect of some of the IM concept dimensions on some categories or dimensions of business performance indicators, primarily: improving service quality, decreasing the rate of personnel turnover, creating customer conscious employees, improving employee commitment to the organization (George, 2009).

The major thrust of the internal marketing concept is to ensure that employees feel that management cares about them and their needs are met. The successful application of the concept is translated into positive employee attitudes towards

their work including organizational commitment, job involvement, work motivation and job satisfaction (Tansuhaj *et al.*, 1991).

There is some empirical support for a significant relationship between internal marketing and consumer satisfaction (Tansuhaj *et al.*, 1987). The resultant positive effect of internal marketing will mean that employees will input maximum rather than minimum effort thereby better satisfying the needs and wants of external customers (Berry, 1981).

Lack of commitment from employees can be harmful to an organization, resulting in poorer performance arising from inferior service offerings and higher costs.

Hogg (1996) has suggested that internal marketing could be the answer to gaining employee commitment, succeeding where traditional internal communications programmers have failed. Jay & Sabir (2009) noted that wellbeing in terms of six constructs including: a manageable workload; personal control over the job; support from colleagues and supervisors; positive relationships at work; a reasonably clear role and a sense of control of involvement in changes in the organization positively related with affective and normative commitment.

Schlessenger & Heskett (1991) highlight the importance of motivated employees, arguing that this leads to a “cycle of success” that results in increased awareness of employees’ roles in customer satisfaction; the integration of employees into winning teams; and a concentration on quality as the core of a service.

2.5 Job Satisfaction

The importance of job satisfaction in services marketing literature is not new. As a theoretical notion, it was first presented by Hoppock in the mid-1930s (Hoppock, 1935). He indicated that an employee's job satisfaction is derived from the mental and physical satisfaction they experience in the work environment and from the work itself. Job satisfaction in general refers to the emotions the employee feels about his job and how he reacts to them (Shiu, 2010). Job satisfaction is a widely studied concept in many different occupational areas, including the service industry. Nelson (2006) contends that the principal determinant of whether service providers stay or voluntarily quit a job is dissatisfaction with their employment situation.

Job satisfaction has been defined as an attitudinal reflection of the extent to which people like or dislike their jobs (Spector, 1997). It also shows how an employee feels about his job (Spector, 1997). For other authors job satisfaction refers to a joyful or positive emotional state regarding work or work experience (Suzuki, Itomine, Kanoya, Katsuki, Horii, & Sato, 2006). However, the definition of job satisfaction differs according to where emphasis is put by each scholar. Bussing et al (1999) contend that job satisfaction is based on the desires, needs, motives, and feeling in the working environment, i.e., the satisfaction or dissatisfaction of an employee with his/her work. Robbins (1991) sees job satisfaction in relation to the employee's behaviour and established that the higher the job satisfaction, the better the employee's behaviour is (Robbins, 1996).

The level of job satisfaction depends on the difference between the prospective gains from the job and the actual gain from it (Castle, Engberg, & Anderson, 2007). A study among caregivers in the USA concluded that employees who perceived the quality of care to be high, had higher levels of job satisfaction (Ho, Chang, Shih, & Liang, 2009). Also, it was found that there is a positive correlation between nurses' job satisfaction and the quality of health services (Castle, Degenholtz, & Rosen, 2006). Job satisfaction is not a unitary concept, but rather the opposite. A person can be relatively satisfied with one aspect of his or her job but dissatisfied with other aspects (Pool & Pool, 2007).

Porter and Lawler (Porter & Lawler, 1968) separate job satisfaction into internal and external satisfaction. Internal satisfaction consists of all the factors that have direct correlation with job satisfaction (i.e., the sense of success, independence, job rotation, job opportunities, personal development, creativity, self - respect, etc). External satisfaction consists of all the other factors which indirectly correlate with job satisfaction (i.e. job environment, interpersonal relations between colleagues, high salary and possibility of promotion).

In general, it could be said that satisfied employees produce better services, because there is a positive correlation between job satisfaction and customer satisfaction (Hartline & Ferrell, 1996). This is true especially in the services industries, where the intangible nature of the services makes employees one of the most crucial parameters in the value generation process of the service organization. Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with

motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008). Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact the new managerial paradigm which insists that employees should be treated and considered primarily as human beings that have their own wants, needs, personal aspiration.

2.5.1 Relationship between Internal Marketing and Job Satisfaction

The fundamental concept of internal marketing is to treat employees at all levels of the organization as internal customers (Gronroos, 2001). The growing acknowledgment of the importance of the employees' role has led service organizations to adopt internal marketing and hence, treat their employees as internal customers (Mishra, 2010). Previous studies showed that internal marketing has a positive effect on job satisfaction (Hwang & Chi, 2005).

Studies in health services for example found that customers' satisfaction was greater in organizations where employees were sensitized by internal marketing to produce high quality services to the customers. Chang and Chang (2007) in their study in two hospitals in Southern Taiwan proved that internal marketing had a positive influence to nurses' job satisfaction.

Peltire, Pointer and Schibrowsky (2008) in their study, on internal marketing in the service industry in the USA found that overall the participant employees were satisfied with their job while their perceptions of the quality of service delivery had the greatest impact on explaining differences in employees' level of job satisfaction.

2.5.2 Conceptual Framework

The long term goal of every business entity or service organization is to ensure the optimal satisfaction of its customers. In line with the related studies considered and the objective of this study, the conceptual framework is captured as presented below:

Figure 2.2 Conceptual Framework of Internal Marketing



Specifically, internal marketing has positive impact on employee job satisfaction (Hwang and Chi 2005). Internal marketing has positive impact on employee job commitment (Caruana and Calleya 1998).

Internal marketing when practices effectively result in job satisfaction of employees. Satisfied employees would be committed to their jobs. When the employee are satisfied and committed to their job, the customer is the greatest beneficiary.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describe how the study was conducted. The chapter contains the research design, population sample, sampling techniques, data collection, the scope of study, data analysis and the ethical guidelines adopted concerning this investigation.

3.2 Research Design

Research design is a deliberately planned arrangement of conditions for analysis and collection of data in manner that aims at answering research questions (Jankowicz, 2000). It follows therefore that a good research design involves a decision on the data sources and how to address them in order that conclusions drawn from the data analysis to be both valid and generalizable.

The research design employed for this study was the survey strategy. The survey approach was used to obtain relevant information from selected staff of the Electricity Company of Ghana in the Volta Region. The strategy was most appropriate for the study because it allowed the collection of standardized data from sizeable respondents in a highly economic way. Questionnaires and semi-structured interviews were used.

3.3 The Study Area

The study was conducted at the Electricity Company of Ghana (ECG), Volta Region. Administratively, the region was divided into Eleven (11) districts with the Regional Head office located in Ho, which also doubles as the political capital of the Volta Region of Ghana. The company has as its core business to supply the electrical power needs of the country.

3.4 Population and sample size

The target population for the study was the staff of ECG at the Volta Regional office. as at June 2012 staff population of ECG in the Volta Region stood at four hundred and fifty (450). The number of staff at the Volta Regional office is One Hundred and Twenty (120).The staffs of the company are categorized as Junior, Senior and Management staff.

3.5 Sampling Technique

A convenience sampling was used to select the actual participants for the study. In all a total of Ninety (90) participants was used. However at the end, a total of sixty – five (65) respondents completed completely all the items. This number was thus used for the analysis giving a response rate of 72.2 per cent.

3.6 Data Collection Procedure

A formal letter of introduction was presented the Head of Human Resource of ECG seeking approval to engage staff in the study. Upon this approval by the Head of human, this paved the way for the research to freely interview staff of the company.

3.7 Research Instrument

A questionnaire was designed to illicit information to answer the research questions. The questionnaire was in four sections. The first part, section A requested information on the respondents' demographic variables such as, age, sex, academic qualification and number of years working with the company among others. The second part, Section B, gathered information on the usage of internal marketing tools. It is a 12 – item scale which listed the internal marketing tools being consider on a 4-point scale – most often, often, rarely and not at all. The respondents were requested to indicate the frequency of using these tools. The section also contained a list of internal marketing tools for which the respondents were requested to indicate whether the tools influence their job satisfaction or not. Section, C dealt with job satisfaction scale. It is an 18 – item scale measured on a 5-point likert scale was used. In scoring the scale, the sum of the responses indicates the satisfaction score of each respondent, the higher the score, the higher the satisfaction level. Lastly, Section D measured the commitment level. It is 11 – item scale measured on a 5 – point likert scale.

3.8 Data Analysis

Quantitative procedures were used in analyzing the data collected. The statistical software – Statistical Package for Social Science (SPSS) for Windows (Version 16) was used to analyze the quantitative data generated from the questionnaires whilst the data from the interviews was analyze qualitatively by content analysis

using tables and charts. The findings were discussed in relation to the research questions, literature review and the theoretical frameworks.

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CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION

4.1 Introduction

The focus of this study was to examine the impact of internal marketing on job satisfaction and employee job commitment. In the investigation, the Electricity Company of Ghana, Volta Regional office was use as a case study. Among the objectives set out for the study include the following: in the first place the study sought to identify officers responsible for internal marketing and their functions in the Electricity Company of Ghana. Next, the study aimed to find out whether employees of ECG are committed and satisfied with their job given the application of internal marketing tools available in the Company and to determine how internal marketing influence work commitment of employees. Further, the study also aimed at finding or determining how internal marketing influence job satisfaction level of employees and finally to determine the effect of employee satisfaction on employee job commitment

4.2 Demographic Characteristics of the respondents

Demographic information on the respondents included sex, age, academic qualification and number of years working with ECG. Sex, age and number of years served in ECG were mentioned and discussed into detail. Lastly, academic qualifications, and status of respondents were analyzed and discussed into detail.

4.3 Gender of Respondents

The results showed that total of 65 respondents responded to all the items on the questionnaire. In the analysis it turned out that there were 40 males representing

61.5 per cent of the sample and 25 representing 38.5 per cent were females. It thus showed that the majority of the participants were males. See table 3.2 for the details.

Table 4.1: Gender of respondents

	Frequency	Percent
Male	40	61.5
Female	25	38.5
Total	65	100.0

4.4 Academic Qualification of Respondent

Table 4.2 Academic Qualification of Respondents

	Frequency	Percent
Certificate A	13	20.0
Diploma / HND	23	35.4
First Degree	19	29.2
Other	10	15.4
Total	65	100.0

Further examination of the data showed that the respondent hold varying academic qualifications. Notable among these qualifications was the First degree. The other qualifications are Certificate 'A', Higher National Diploma / Diploma and others which include Chartered Accountants, and Chartered Marketing degrees.

From the table below, the results revealed that 20 per cent of the respondents hold Certificate ‘A’ while 35.4 per cent were Diploma holders and 29.2 per cent are First Degree holders. Table 4.3 below presents the result in details.

Table 4.3: Number of years of employment in the Company

	Frequency	Percent
0 -5 years	21	32.3
6 - 10 years	27	41.5
11 - 15 years	9	13.8
16 - 20 years	5	7.7
20 years +	3	4.6
Total	65	100.0

4.6 Category of Staff

Finally, the data revealed that 46 respondents representing 70.8 per cent were Junior Staff, 15 representing 23 per cent were in Senior Staff category while 6.2 per cent were Management Staff employees. The table below presents the results.

Table 4.4 Category of Staff

	Frequency	percent
Management Staff	4	6.2
Senior Staff	15	23.0

Junior Staff	46	76.8
Total	65	100.0

Regarding the positions held by the respondents, the data revealed that the participants were drawn from the Accounting, Marketing, Data Management staff / IT staff, Finance Officers, Human Resource Administrators and Engineers among others. The analysis revealed that 62 respondents representing 95.4 per cent have been working in their present position the last 10 years while the rest have been working between 11 – 20 years and 31 – 40 years. The result is presented in the table below.

4.6: Officers Responsible For Internal Marketing in ECG

Lastly, the researcher sought to find out from management staff the specific officers who are responsible for the internal marketing tools being considered in the study. The Table below 4.5 shows various internal marketing tools and the officers who are responsible for using the tools in the organization. These results which are the responses of the Management staff indicates that issues relating to Electronic mail is handled by staff in the IT department of the company and issues relating to dissemination of information through the use of Newsletter is handled by the Human Resource management and the Public relations department. Training, provision of incentives and education of employees on general issues regarding the operations of the company is undertaken the Human Resource unit in conjunction with the Marketing department. The details are presented in the table.

Table 4:5 Internal Marketing Tools and Officers Responsible

Internal Marketing tool	Officer (s) responsible
E – mail	ICT Officers
Newsletters	Human Resources / Public Relations Officer
Meeting	Human Resource Manager
Company meeting	Human Resources Manager/ Departmental Heads
Incentives	Sectional Heads
Training	Human Resource Manager
Notice boards	Human Resource Staff
Departmental meeting	Departmental Heads
Word of mouth	Sectional Heads
Social Activities	Identifiable Bodies / HR
Recognition	Head of HR
Personal Evaluation System	Regional Management
Education	HR / Marketing Officer

4.7 Influence of Internal Marketing on Job Commitment

The next item examines the influence of the Internal Marketing tools on job commitment of employees of Electricity Company of Ghana are discussed on this section. The data 4.2 were requested to indicate whether the internal marketing tools influence their level of work commitment or not.

Table 4.6: Influence of Internal Marketing Tools on Job Commitment

	Effect of Internal Marketing Tools on Job commitment		
	Influences me to be commitment to my job.	Does not influence me to be commitment to my job.	Cannot tell
E-mail	24(36.9 %)	18(27.7%)	23(35.4 %)
Newsletter	36(55.4 %)	17(26.2 %)	12(18.5 %)
Meetings	45(69.2 %)	9(13.8 %)	11(16.9%)
Company meeting	47(72.3 %)	6(9.2%)	12(18.8%)
Incentives	45(69.2 %)	9(13.8%)	11(16.9 %)
Training	48(73.8%)	7(10.8 %)	10(15.4 %)
Notice Boards / Posters	30(46.2 %)	13(20.0%)	22(33.8 %)
Departmental meetings	43(66.2 %)	7(10.8 %)	15(23.2%)
Word of mouth	34(52.3 %)	10(15.4%)	21(32.3%)
Social activity	30(52.3%)	17(26.2%)	18(27.7%)
Recognition	37(56.9%)	11(16.9 %)	17(26.1)
Personal evaluation system	31(47.7 %)	12(18.5 %)	22(33.9 %)
Education	42(64.6 %)	8(12.3%)	15(23.1%)

The represented in Table 4.6 shows that all the internal marketing tools to some extent influence the commitment level of the respondents. The table 4.2 in the first place, considering the influence of E-mail for example, 50.8 per cent mentioned it does influence their work commitment while 12.3 per cent mentioned it does not influence their commitment with 36.9 per cent indicating

their indifference. The result showed that about 50 per cent of the respondents use the internet and as such could tell the impact its usage is having on their performance. The next tool, Newsletter was also reported to have greater influence on work commitment. The results mentioned 72.3 per cent confidently indicated the circulation of Newsletters of the company has influence their commitment on the job, while 16.9 per cent does not benefit in any from the availability of Newsletter. This could mean that, some section of the employees do not read the newsletters. Significantly, the following tools: incentives, training, notice boards personal evaluation system, recognition and education have been reported to have greatly influence employee work commitment. The results reported over 50 per cent of respondents indicating how use and beneficial the tools have been to them in terms of influencing their commitment on their various job positions. It should however, be noted that, some respondents indicated they could not tell whether these tools have influence their work performance or not. The table below presents the detail results.

4.8 Usage of Internal Marketing tools in the operations of Electricity Company of Ghana.

The frequency of using internal and marketing tools in the management of the Electricity Company of Ghana was investigated. The result revealed that the use of notice boards, education, departmental meetings and newsletters have been often used in passing on information to staff. Tools such as Social Activity and Personal Evaluation system have also been extensively used in disseminating information.

From the table 4.8, the result showed that 25 respondents representing 38.5 per cent often use E-mail as an internal marketing tool while 16.9 per cent most often use E – mail. Interestingly, 32.3 per cent of the respondents do not use E –mail. This could however, be due to their illiteracy in Information Communication Technology. Regarding the use of Newsletters, the result showed that 30.8 most often use newsletters, 33.8 often use it while 21.5 rarely use newsletters. Other tools that are frequently employed in the operation of ECG are Meetings, Education and word of Mouth. The result revealed that, a total of 40 participants representing 61.6 per cent use Departmental meetings frequently. Specifically, 35.4 per cent indicated they use this tool most often while 26.2 per cent mentioned that they often Departmental meetings often. With reference to Education, the results show that 23.1 per cent use Education most often while 30.8 per cent use the tool often.

Table 4.7: Usage of Internal Marketing Tools

Frequency of usage of Internal Marketing Tools				
Internal Marketing Tool	Most often	Often	Rarely	Not at all
E-mail	11(16.9%)	25(38.5%)	8(12.3%)	21(32.3%)
Newsletter	20(30.8%)	22(33.8%)	14(21.5 %)	9(13.5 %)
Meetings	19(29.2 %)	19(29.2 %)	2(3.1 %)	25(38.4 %)
Company meeting	24(36.9 %)	25(38.5 %)	7(10.8 %)	9(13.8 %)
Incentives	9(13.8 %)	22(33.8 %)	21(32.3 %)	13(20 %)
Training	7(10.8 %)	16(24.6 %)	29(44.6 %)	13(20 %)
Notice Boards / Posters	30(46.2 %)	23(35.4 %)	3(4.6 %)	9(13.8 %)

Departmental meetings	23(35.4 %)	17(26.2)	9(13.8 %)	16(24.6 %)
Word of mouth	18(27.7 %)	22(33.8 %)	9(13.8 %)	16(24.6 %)
Social activity	9(13.8 %)	24(36.9 %)	16(24.6 %)	16(24.6 %)
Recognition	11(16.9%)	20(30.8 %)	13(20.0 %)	21(32.3%)
Personal evaluation system	6(9.2 %)	24(36.9 %)	18(27.7%)	17(26.1 %)
Education	15(23.1 %)	20(30.8 %)	19(29.2 %)	11(16.9 %)

On the other hand, 16.9 per cent do not use the tool at all. Lastly, for Word of mouth, the analysis showed that 24.6 per cent do not use it at all while 33.8 per cent often use it with 27.7 per cent most often using it as an internal marketing tool.

4.9 General level of Job Satisfaction and Job Commitment of employee

The analysis revealed that 35 respondents representing 53.8 per cent measure low on the job satisfaction scale while 30 respondents representing 46.2 per cent were reported to be highly satisfied with their job.

Regarding the commitment of the employees who responded to the items, the results showed that 47 respondents representing 72.3 per cent were highly committed to their job while 18 representing 27.7 per cent measured low on the commitment scale. The commitment level was measured with an 11 – item scale measured on a 5-point likert scale. Scoring the commitment scale, high scores stands for high level of commitment while low scores represent low level of commitment. Table 4.12 presents the results.

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Table 4.8: Job satisfaction level of respondents

	Number	Percent
Low Satisfaction	35	53.8
High Satisfaction	30	46.2
Total	65	100.0

Table 4.5: Commitment level of respondents

	Number	Percent
Low Commitment	18	27.7
High Commitment	47	72.3
Total	65	100.0

4.4 Relationship between Job Satisfaction and Commitment

Table 4.6: Correlations between Job Satisfaction and Job Commitment

		Satisfaction Total	Commitment Total
Satisfaction total	Pearson Correlation	1	.345**
	Sig. (2-tailed)		.005
	N	65	65
Commitment Total	Pearson Correlation	.345**	1
	Sig. (2-tailed)	.005	
	N	65	65

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

One of objectives of the study is to find out the effect of employee commitment on job satisfaction. Specifically, the study sought to find out whether employee satisfaction does influence employee job commitment. Pearson Product Moment correlation was computed to find out whether a positive relationship exists between job satisfaction and job commitment. The scores on the satisfaction and commitment scales were computed by adding all the responses of the participants. The result show a significant positive relationship [$r=0.35$, $n = 65$, $p<0.05$] between satisfaction and commitment. The result implies that as levels of satisfaction increases, employee commitment also increases.

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATION

5.1. Introduction

This chapter presents a summary of the study outlining the major finding in line with the research questions. Lastly, very important recommendations that would further increase the knowledge base of employees on issues regarding internal marketing and promote increase in job satisfaction and commitment have been proposed.

5.2. Summary of findings and Conclusions

Based on the analysis of the data in line with the research questions, the following conclusions have been drawn from the study.

In the first place, various officers who are responsible for the internal marketing with the specific reference to the internal tools considered in the study have been identified line human resource It Public Relation. The identification of these officers would make the use of these tools more formal in the organization.

Secondly, the study revealed that majority of the employees of Electricity Company of Ghana has been using these internal marketing tools in their operation. The result presented in Table 4.8 provided evidence for the finding.

Next, a significant number of respondents have indicated that the use of internal marketing tools positively influence their work. This confirmed the studies by Hwang and Chi, (2005) that internal marketing has positive effect on job satisfaction. This result holds true for ECG employees in that the purpose of internal marketing is to handle employees of an organization as customers hence

enjoying all the treatment that are accorded customers. With these, the employee would to a large extent be satisfied with his or her job. Regarding commitment of employees, the study discovered that employees of ECG are committed to their job. This further confirmed the study by Tansuhaj et al (1991) which discovered that the successful application of internal marketing concept translate into positive employee attitudes towards their work including organizational commitment, job involvement, work motivation and job satisfaction.

Finally, the study discovered the employee satisfaction have a positive effect on employee commitment. The result from table 4.13 shows that there is a significant positive correlation between satisfaction and employee commitment.

5.3. Conclusions

Understanding internal marketing and its impact on job satisfaction is very significant in the face global competition in the business community. This study considered the influence of internal marketing on employee job satisfaction and commitment. Internal marketing is a business strategy which has come to stay. It is that part of marketing strategy where the employee's themselves is termed internal customers. It is used as a philosophy for managing the firm's human resources based on a marketing perspective to build internal competencies for external success. It is a strategy that aims for creation of high-performance work systems by managing the interdependent elements of the internal marketing concepts to achieve greater firm's competencies. Consequently, these variables will influence a firm's competitive advantage.

The study in line with its objectives and research questions examined job satisfaction and employee commitment in reference to the some internal marketing tools. The studies have confirmed that the underlying view of internal marketing is based on the concept that in order for a service organization like the Electricity Company of Ghana to have satisfied customers, it must first have satisfied stake-holders. The finding that majority of the respondents reported being satisfied with their job given the use of the internal marketing tools is thus a welcomed one. Job satisfaction is important as internal marketing which serve as a tool for organization to attract, retain and motivate its stake-holders. To conclude, the study reported a positive relationship between commitment and job satisfaction, implying that availability and usage of these internal marketing tools have record some positive impact on the organization. However, to convincingly generalize the findings of this study, larger sample size should be used.

5.4 Managerial Recommendations

Following the findings of this study, the under listed recommendations have be proposed for practice.

1. Those officers responsible for the various internal marketing tools identified in this study should be improve on creating awareness of the need to imbibe these tools into the culture of the company,

2. It is also recommended that the task of internal marketing should be clearly defined because most of the function is performed by Human Resource.
3. Granted that the commitment level of employees is significantly high, it is recommended the Human Resource Department should take note of the factors which are responsible so that the level of commitment could be sustained.
4. Last but not the least; management should periodically interact with the senior and junior staff of the organisation to assess the level of usage of these internal marketing tools.

5.5 Research recommendations

The researcher recommends that this study may be replicated in the other region of the country. This will enable top management of the company to assess the impact of internal marketing on job satisfaction and job commitment of the staff of the electricity company of Ghana generally.

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Appendix A

SURVEY QUESTIONNAIRE

Dear survey participant,

This is an academic study to investigate the impact of Internal Marketing on Job Satisfaction and Commitment of employees of Electricity Company of Ghana, Volta Region. Your role in achieving this aim is to respond to the following items sincerely and be assured that the information you provide will be treated in the strictest confidence.

Thank you

Section A

The items in this section request personal information. Please, either tick the appropriate boxes or enter a statement where required.

1. Please, indicate your sex.

Male ☐ Female ☐

2. To which of the following age groups do you belong?

21-29 ☐

30-39 ☐

40-49 ☐

50-59 ☐

60 and above ☐

3. Please, tick the highest academic qualification/s you hold.

Certificate 'A' ☐

Diploma ☐

First Degree ☐

Masters Degree ☐

Doctorate Degree ☐

Any other ☐ Please, specify.....

4. What position do you currently occupy in ECG?

.....

5. How long have been occupying this position?

6. What is your status in company?

Management Staff ☐ senior ☐ junior staff ☐

7. How long have you been working at ECG?

0 – 5 years ☐ 6 – 10 years ☐ 11 – 15 years ☐ 16 – 20 years ☐ 20 years + ☐

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Section B

8. Please complete the tables below by indicating the frequency at which you use and or access the following Internal Marketing tools in E.C.G.

Internal Marketing tool	Most often	Often	Rarely	Not at all
<i>E-Mails</i>				
<i>Newsletters</i>				
<i>Meetings</i>				
<i>Company meetings</i>				
<i>Incentives</i>				
<i>Training</i>				
<i>Notice Boards / Posters</i>				
<i>Departmental meetings</i>				
<i>Word of mouth</i>				
<i>Social activities</i>				
<i>Recognitions (i.e. awards)</i>				
<i>Personal evaluation systems</i>				
<i>Educations</i>				

9. How did the tools below influence you to be committed to your job?

Tick the most appropriate tool

Internal Marketing tool	Influence me to be committed	Does not Influence me to be committed	Cannot tell
<i>E-Mails</i>			
<i>Newsletters</i>			
<i>Meetings</i>			
<i>Company meetings</i>			
<i>Incentives</i>			
<i>Training</i>			
<i>Notice Boards / Posters</i>			
<i>Departmental meetings</i>			
<i>Word of mouth</i>			
<i>Social activities</i>			
<i>Recognitions (i.e. awards)</i>			
<i>Personal evaluation systems</i>			
<i>Educations</i>			

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10. How did this tool help you to be satisfied about your job?

Tick the most appropriate tool

Internal Marketing tool	Influence me to be satisfied about my job	Does Not Influence me to be satisfied about my job	Cannot tell
<i>E-Mails</i>			
<i>Newsletters</i>			
<i>Meetings</i>			
<i>Company meetings</i>			
<i>Incentives</i>			
<i>Training</i>			
<i>Notice Boards / Posters</i>			
<i>Departmental meetings</i>			
<i>Word of mouth</i>			

<i>Social activities</i>			
<i>Recognitions (i.e. awards)</i>			
<i>Personal evaluation systems</i>			
<i>Educations</i>			

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Section c

Please complete the following items by circling the responses that best suit your feeling about your job. Use the codes provided below.

Strongly agree *Agree* *Undecided* *Disagree* *strongly disagree*

5 4 3 2 1

(1) My job is like a hobby to me.	5 4 3
2 1	

(2) My job is usually interesting enough to keep me from getting bored.	5 4 3
2 1	
(3) It seems that my friends are more interested in their jobs.	5 4 3
2 1	
(4) I consider my job rather unpleasant.	5 3 4
2 1	
(5) I enjoy my work more than my leisure time.	5 4 3
2 1	
(6) I am often bored with my job.	5 4 3
2 1	
(7) I feel fairly well satisfied with my present job.	5 4 3
2 1	
(8) Most of the time I have to force myself to go to work.	5 4 2
3 1	
(9) I am satisfied with my job for the time being.	5 4 3
2 1	
(10) I feel that my job is no more interesting than others I could get.	5 4 3
2 1	
(11) I definitely dislike my work.	5 4 3
2 1	
(12) I feel that I am happier in my work than most other people.	5 4 3
2 1	

(13) Most days I am enthusiastic about my work.	5 4 3 2
1	
(14) Each day of work seems like it will never end.	5 4 3 2
1	
(15) I like my job better than the average worker does.	5 4 3 2
1	
(16) My job is pretty uninteresting.	5 4 3 2
1	
(17) I find real enjoyment in my work.	5 4 3 2
1	
(18) I am disappointed that I ever took this job.	5 4 3 2
1	

Section D

Organizational Commitment Scale

Please indicate the extent to which you agree or disagree with the following items.

Use the scales below.

Strongly agree (5) Agree (4) Neutral (3) Disagree (2) strongly disagree (1)

Affective commitment

1. I am proud to tell others that I am part of this organization 5 4 3 2
1

2. I have a strong affection for this organization. 5 4 3 2
1

3. I feel like “part of the family” at my organization 5 4 3 2
1

Normative commitment

4. Even if it were to my advantage, it would not be right to leave
my organization now 5 4 3 2
1

5. I would not leave my organization right now because I have
a sense of obligation to the people in it 5 4 3 2
1

6. If I got another offer for a better job elsewhere, I would
not feel it was right to leave my organization 5 4 3 2
1

Continuance commitment

7. I remain in this organization because I feel that it would
not be easy to enter into another organization 5 4 3 2
1

8. I remain in this organization because leaving it would

imply great personal sacrifices 5 4 3 2

1

9. I believe that I have just a few options to consider leaving this organization 5 4 3

2 1

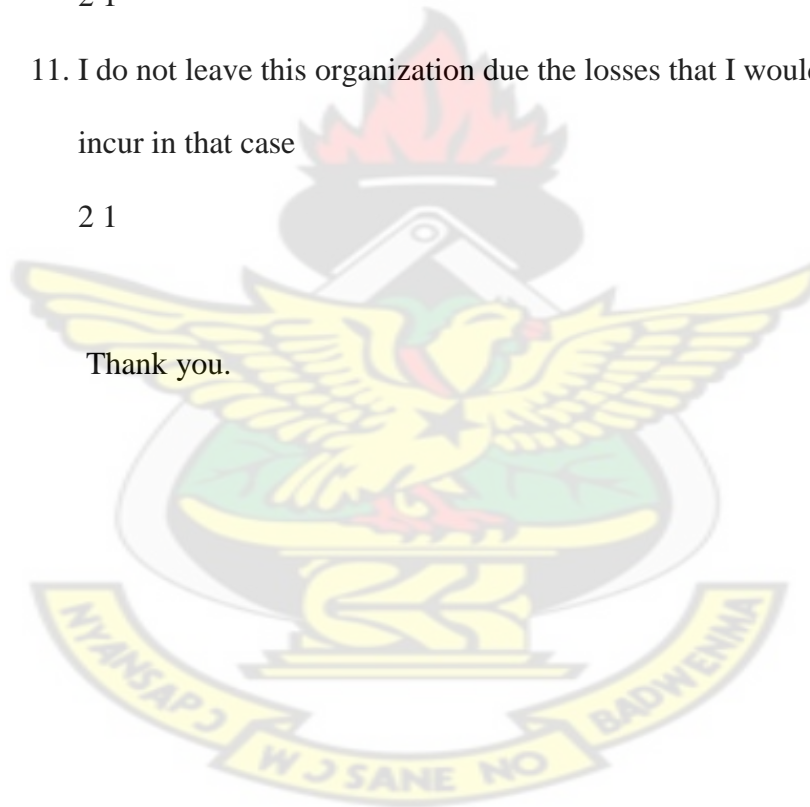
10. I remain in this organization because I feel that I have few opportunities in other organizations 5 4 3

2 1

11. I do not leave this organization due the losses that I would incur in that case 5 4 3

2 1

Thank you.



Appendix B

SURVEY QUESTIONNAIRE

Dear survey participant,

This is an academic study to investigate the impact of **Internal Marketing on Job Satisfaction and Commitment of employees of Electricity Company of Ghana**, Volta Region. Your role in achieving this aim is to respond to the following items sincerely and be assured that the information you provide will be treated in the strictest confidence.

Thank you

Management Staff Only

Section A

The items in this section request personal information. Please, either tick the appropriate boxes or enter a statement where required.

1. Please, indicate your sex.

Male ☐ Female ☐

2. To which of the following age groups do you belong?

21-29 ☐

30-39 ☐

40-49 ☐

50-59 ☐

60 and above ☐

3. Please, tick the academic qualification/s you hold.

Certificate 'A' ☐ Diploma ☐ First Degree ☐ Masters Degree ☐ Doctorate
Degree ☐

Any other ☐ Please, specify.....

4. What position do you currently occupy in ECG?

.....

5. How long have been playing this role...

0 – 5 years [] 6 – 10 years [] 11 – 15 years [] 16 – 20 years [] 20 years +[]

Section B

Internal Marketing tool	Which officers are responsible for the implantation of the following marketing tools internal marketing tools in ECG
<i>E-Mails</i>	
<i>Newsletters</i>	
<i>Meetings</i>	
<i>Company meetings</i>	
<i>Incentives</i>	
<i>Training</i>	
<i>Notice Boards / Posters</i>	
<i>Departmental meetings</i>	
<i>Word of mouth</i>	
<i>Social activities</i>	
<i>Recognitions(awards)</i>	
<i>Personal evaluation system</i>	

<i>Educations</i>	
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Please complete the table below by indicating which officers are responsible the following.

KNUST

