
EFFECT OF INTERNAL MARKETING STRATEGIES ON EMPLOYEE JOB SATISFACTION IN SELECTED BANKS IN AWKA, ANAMBRA STATE

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ABSTRACT

The study examined the effect of internal marketing strategies on employee job satisfaction in selected banks in Awka, Anambra State. The specific objective is to determine the extent to which empowerment drive employee job satisfaction in selected banks in Awka, Anambra State. Examine the effect of communication on employee job satisfaction in selected banks in Awka, Anambra State. Evaluate the effect of organizational support on employee job satisfaction in selected banks in Awka, Anambra State. The research utilized a survey research design method, a structured instrument developed by the researcher to reflect such options as strongly agree, agree, undecided, disagree and strongly disagree popularly refereed as five (5) points Likert scale was used to obtain information from the respondents. The population of the study comprised of 1519 employee of selected banks in Awka, Anambra State. 316 copies of questionnaires was duly completed and returned showing 96% response rate. Research hypotheses were tested using Chi-square. The statistical tools uses were percentage table and analysis of variance. Findings from the study show that employee empowerment has significant impact on employee job satisfaction in selected banks in Awka, Anambra State. Communication has significant impact on employee job satisfaction in selected banks in Awka, Anambra State. Organizational supports have significant impact on employee job satisfaction in selected banks in Awka, Anambra State. The study recommends that Managers should ensure that employees in the banking industry are adequately motivated because, this will enable them to deliver efficient services delivery to their customers and at the same time, help to facilitate organizational commitment of staff that operate with these banks in the zone of Nigeria. Managers of these commercial banks should ensure that employees are consulted at regular interval to know what they want and how they feel about their job, this will help to eliminate employees grievance to their job.

Keywords: Internal marketing, job satisfaction, empowerment, communication, organizational support

1.1 Introduction

Internal marketing (IM) entails an ongoing process that occurs strictly within a company, firm or organization whereby the functional process aligns, motivates and empowers employees at all management levels to consistently deliver a satisfying customer experience (Ogunnaike, Oyeniyi & Adeniji 2012). Generally, IM is considered a mechanism that can be adopted by organizations especially bank management team in their core operations and values for the purpose of achieving their set objectives (Bellaouaied & Gam, 2004). The internal marketing concept holds that the organization's personnel are the first market, the internal customers of a company (Rainey 2014). The key motive behind the launch of internal marketing within banks and insurance is the need to achieve attitudinal change among staff towards service-mindedness and customer focus that will enable the organization to compete more successfully in the external market place (Preacher and Hayes, 2004).

Internal marketing is not limited to mere incentives rather it promotes coordination of goals within a department and among the departments. Internal marketing propagates that every department will run to achieve a coordinated goal- "customer satisfaction" (Narver & Slater, 1990). Most extant studies have addressed IM practices as a new marketing phenomenon integrated into a human resource management activity (Yusufi & Andeyang 2015). It is the act of considering employees as the internal customers to whom a job is sold with the purpose of achieving certain specified IM objectives which includes employee motivation; employee job satisfaction(JS); employee retention; employee customer-centric behaviour; and of course, employee job commitment or involvement. Zaman et al. (2012) maintained that though IM programmes might have significant impact on employees' commitment, market orientation as well as overall profitability of an organization, the mediating relationship of organization commitment with IM and market orientation might not be supported.

Internal marketing is a process that creates an environment where every member acts as both a client and customer in order to create responsibility (Wambugu, 2015). Huang (2003) measured that internal marketing is intended to employ, educate, and motivate the internal employee, and encourage them to recognize and acknowledge the concepts and importance of customer orientation, satisfaction, as well as support and assist the marketing department to provide excellent customer service. Johnson, Scheuing and Gaida (2006) suggested that internal marketing means creating an internal environment with customer orientation and service realization in the organization. Internal market includes company employees who have to be involved with the business and are part of a business. They are important for marketing, so that employees with high levels of satisfaction and those who have long-term relationships with companies and are familiar with it, because they have a very high degree of knowledge and experience, have necessary potential for customer satisfaction and building trust and relationships with customers respectively (Sin, Tse, Yau, Chow, Lee & Lau, 2015).

The main objective of internal marketing is to ensure employees' satisfaction and developing products and services in order to gain external customer satisfaction, and this process is from internal clients to external clients. Today, service organizations focus their attention towards the attraction and retention of their internal customers (Ahmed, Rafiq & Saad, 2013). Highly competitive business environment renovates the high quality employees as valuable asset of organizations and makes them differentiating factor and the organization's competitive

advantage. Internal marketing advocates that competitive service industry can only achieve job satisfaction and sustainability by hiring, training and rewarding service employees that are willing and able to deliver quality service in customer-oriented ways. 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 & Okechukwu, 2017).

The overall implication of internal marketing is that, when an employee is satisfied by his organization, he is most likely to deliver quality service to the external customers (Ogunnaike, Oyeniyi & Adeniji, 2012). The goal of internal marketing actually is to make employees as important as the external customers by treating them as internal customers. Lings and Greenley (2005) advocate that the goal of internal marketing lies in motivating the employees and encouraging them to offer superior services to customers which will improve the customers' satisfaction of the company services. The ability to increase performance involves employee job satisfaction, and it was described as an outcome of internal marketing, (Ahmed & Rafiq, 2013). The researchers hypothesize that if internal marketing is effectively implemented, the employee becomes satisfied. Against this backdrop, the study examines the effect of internal marketing strategies on employee job satisfaction in selected banks in Awka, Anambra State.

Internal marketing with its unique philosophy plays a critical role in the relationship building orientation, as it works on assuring employees satisfaction and commitment which is an important prerequisite for high service quality delivery. Number of authors have written more on the effect of packing on consumer buying decision though with mix findings, such authors were; Yusufi et al., (2015) evaluated the influence of internal marketing on customer orientation (CO) of Nigerian banks' and insurance employees. Findings showed that IM has a significant relationship with CO while personality trait factors and JS constructs were found to mediate significantly the influence of IM practices on CO behavior of banking employees in Nigeria. Amangala & Wali, (2013) evaluated the influence of internal marketing strategy on employee performance. Finding showed that internal marketing promotion has significant and positive impact on employee performance. Bellaouaied and Gam (2012) revealed that IM has a significant impact on the mediating variable, employees' customer orientation (CO). The finding of the study also showed that employees' CO has a significant mediating effect on the relationship between IM and service quality perception. Omotayo (2016) empirically examine the marketing strategy of financial sectors in Nigeria and how this has helped the customer services in Nigeria. Report shows that the banking sectors seem to be concern about their customers request while the insurance companies seem to less concern. Ogunnaike, Oyeniyi and Adeniji. (2012) investigated internal marketing practices and its relationship with job satisfaction in a Nigerian university environment. Results indicated internal marketing as having resultant effects on three major areas or components; understanding of organizational vision and values, quality delivery of external marketing as well as quality delivery of interactive marketing.

Due to inconsistent result in the above studies it is necessary to re-evaluate other important variables that could determine internal marketing as well as consider longer time frame since their research covered only few years. In the light of these limitations this study is therefore set to find out the effect of internal marketing strategies on employee job satisfaction in selected banks in Awka, Anambra State.

1.2 Objective of the Study

The general purpose of this study was to determine the effect of internal marketing strategies on employee job satisfaction in selected banks in Awka, Anambra State. Specifically, the study sought to:

1. Determine the extent to which empowerment drive employee job satisfaction in selected banks in Awka, Anambra State.
2. Examine the effect of communication on employee job satisfaction in selected banks in Awka, Anambra State.
3. Evaluate the effect of organizational support on employee job satisfaction in selected banks in Awka, Anambra State.

1.3 Research Hypotheses

The following null hypotheses were formulated to guide the objectives of the study and strengthen the analysis:

Ho₁: Employee Empowerment has no significant impact on employee job satisfaction in selected banks in Awka, Anambra State.

Ho₂: Communication has no significant impact on employee job satisfaction in selected banks in Awka, Anambra State.

Ho₃: Organizational supports have no significant impact on employee job satisfaction in selected banks in Awka, Anambra State.

REVIEW OF RELATED LITERATURE

2.1 Theoretical Framework

This research work is anchored on Dynamic Capability Theory (DCT) propounded by Hamel & Prahalad (1989). In organizational theory, dynamic capability is the capability of an organization to purposefully adapt an organization's resource base. The concept was defined by Teece, Pisano and Shuen (1997) as the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments. The term is often used in the plural form - dynamic capabilities, emphasizing the ability to react adequately and timely to external changes requiring a combination of multiple capabilities greatly related to internal marketing (IM) such as empowerment, communication and organizational support. The term "dynamic capabilities" was first strategy research, which led to his article "Core Competences of the Corporation" (Prahalad, 1990). This work was cited in Ikujiro, Nonaka & Hirotaka Takeuchi's innovation strategy book, *The Knowledge-Creating Company* (1995). The idea of dynamic capabilities is similar to the previously existing concept of operational capabilities; the latter pertains to the current operations of an organization, whereas the former, by contrast, refers to an organization's capacity to efficiently introduce in a working paper in 1989. It is an outgrowth of Gary Hamel's multinational and responsively changes these operations and develop its resources (Helfat et al., 2007). Dynamic capabilities theory concerns the development of strategies for senior managers of successful companies to adapt to radical discontinuous change, while maintaining minimum capability standards to ensure competitive survival. For example, industries which have traditionally relied on a specific manufacturing process can't always change this process on short

notice when a new technology arrives; when this happens, managers need to adapt their own routines to make the most of their existing resources while simultaneously planning for future process changes as the resources depreciate. Dynamic capability is “the firm’s ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments” (Teece, Pisano, & Shuen, 1997).

2.2. Empirical Review

Abubakar Mukaila & Umaru (2021) examined internal marketing (IM) over the last decade (2012-2021) using systematic quantitative assessment techniques (SQAT). The review identified 82 IM articles from 39 countries. A significant number of the articles were published in 2015, with a large concentration in Asia. Taiwan had the highest number of published IM articles among the contributing countries. The majority of the articles reviewed were empirical research, while the minority were conceptual articles. Four methods of data collection (i.e. survey, Secondary data, interview, and observation) were identified, with a survey as the most utilized method. The review identified three different IM themes (i.e. IM magnitude, consequences of IM, and IM mechanism) with IM magnitude as the most investigated theme. This review recommends that more IM articles are encouraging in South America and other nations of other countries that currently have no representation. More conceptual research is encouraged in balancing the wide gap between empirical and conceptual articles. Researchers are encouraged to use more qualitative methods of data collection to gain more understanding of the concept. The researchers are also advised to adopt the mixed method of data collection on the consequences of IM and IM mechanisms themes.

Leigh, Roberts-Lombard, & De Meyer-Heydenrych (2021) explored how internal marketing influences employees’ perceived ability to deliver service quality in the conventional banking industry in Oman. The influence of employee perceived service quality on customer satisfaction is also established. Data was obtained from retail banking branch employees at the customer front line of conventional banks in Oman using electronic surveys. A total of 355 responses were obtained for data analysis. The measurement and structural models were measured through structural equation modelling. The findings reveal that internal price, internal promotion, and internal performance management are influencers of service quality, with the latter having a direct relationship with customer satisfaction. In addition, service quality has a positive influence on customer satisfaction in conventional banks in Oman. The findings can guide conventional banking management in Oman on how internal marketing can promote service quality, ultimately leading to positive customer satisfaction experiences. Internal marketing as a strategy has been explored mostly in established western markets and not in the Middle Eastern region of the world. This study explores different internal marketing mix elements, which have been tested for the enablement of service quality and customer satisfaction in the conventional banking sector of Oman.

Kamal, Sleiman, Hongzhen & Liu (2021): Internal marketing was explored to satisfy the employees and to solve the delivering service quality. The researcher takes ‘empowerment, training programs, incentive and rewards and internal communication in an account in order to investigate the internal marketing practice. The objective of this paper is to study the effect of internal marketing practice on employee satisfaction in the bank of Khartoum, to investigate how internal marketing concept is implemented in the bank of Khartoum in Sudan. A sample of 105

questionnaire was distributed to the employees in their workplace 85 were found valid for statistical evaluation. In order to check the study hypotheses and to attain its goal, the applied mathematics Package for science Program (SPSS) was used. The result shows that internal communication found to be the most significant effect the practicing of internal marketing, followed by incentive and reward, empowerment and training program. This study focus on four underpinning for developing employee satisfaction, it recommended that future research should extend the satisfaction underpinning and apply this study to other banks in Sudan or elsewhere especially comparison studies about this subject

Lisoyi, & Naidoo, (2021) analysed the relationship between internal marketing and employee job satisfaction and productivity within commercial banks in Lagos, Nigeria with the aim of improving the quality of internal marketing in this sector. A correlational research design and a quantitative approach were employed. Data was gathered by means of a self-administered questionnaire. The respondents comprised 348 randomly selected male and female banking employees at branches of three commercial banks in Lagos. Descriptive and inferential statistics were used to analyse the data. The findings revealed a significant relationship between internal marketing and employee job satisfaction and productivity. Furthermore, the quality of internal marketing boosted employees' awareness of customer needs as well as sales. Based on these findings, it is recommended that commercial banks embrace internal marketing programmes targeted at staff in order to enhance employee satisfaction and productivity

Almotawteh, (2021) examined the influence of internal marketing on attracting potential customers through the moderating influence of social media. Quantitative approach was adopted and (445) questionnaires were distributed on employees within Kuwait telecommunications organizations. Results of study accepted the hypothesized notion and agreed that social media moderate the relationship between internal marketing and attracting potential customers. Also, results indicated that among the chosen set of internal marketing dimensions (communication) was the most influential as it helped in increasing the level of understanding and support between management, leadership and employees which led to their ability to attract more customers launching from their own positive attitudes towards products of organization. Study recommended intensifying training courses for leaders in order to maximize their impact on team management and direct the internal marketing mechanism in a beneficial way.

Egbosi, Chijionwu, Enidom, and Mojekeh, (2019) examined the effect of internal marketing on employee job satisfaction in selected commercial banks in South East Nigeria. Relevant conceptual, theoretical and empirical literatures were reviewed. Equity theory was employed as the theoretical framework. The study adopted survey research design. The population of the

Obikeze, et al (2018) studied the effect of internal marketing strategies and customer job satisfaction with financial institutions in South-East Nigeria. Dimensions such as training and development; reward and recognition; internal communication and empowerment were used so also measures like employee and customer orientation which is organizational structure towards integrating the unit of measures of employed variables. Primary data were sourced with structured questionnaire from 5 deposit money banks and 5 insurance firms in the zone. Spearman's Rank Order correlation coefficient was used to analyze the data using the statistical package for social sciences (SPSS) version 22. The study discovered that training and development shows a positive and significant relationship with employee and customer orientation as a measure for performance in banks and insurance firms in the South-east, reward

and recognition displays a positive and significant relationship with employee and customer orientation of organizations in South-East Nigeria, internal communication and empowerment shows a positive and significant relationship with employee customer orientation of financial institutions in South-East Nigeria, training and development reveals a more positive and significant relationship with employee performance in the banks than insurance firms, so also reward and recognition. Internal communication and empowerment shows a positive and greater significant relationship with bank's employee performance than insurance. Organizational structure on the hand does not moderate the relationship between internal market adoptions and firm effect in the financial organizations. It can be concluded that, adoption of good internal marketing strategies boost the job satisfaction of internal customers who in effect render satisfactory services to external customers. It is therefore recommended that management of both deposit money banks, and insurance should, as much as possible, provide attractive work environment for employees to boast their decisions to stay with, and give their best to the institutions.

Omotayo (2016) empirically examine the marketing strategy of financial sectors in Nigeria and how this has helped the customer services in Nigeria. The rationale behind the study is that the financial sector in only concern about the generated income without giving credence to their customer. This idea follows the complains of some bank customers and some pensioners whose pension is been delay and deny due to lassitude on the side of the financial sector. The study employed quasi experimental research design where 105 questionnaires were distributes. 92 of those questionnaires were collected while 8 could not be retrieved due to inability to locate the correspondent. From the cumulative response, report shows that the banking sectors seem to be concern about their customers request while the insurance companies seem to less concern. The study thus recommends that the Nigeria deposit insurance commission should look into the financial practices to ensure adequacy and avoid Sharpe practices that is going on in the sector.

RESEARCH METHODOLOGY

3.1: Research Design

The research design used in this study is descriptive survey design. This involves using the questionnaire to obtain the responses of the target respondents drawn from the study area.

3.2: Population of the Study.

The population of interest consists of all the employees of banks in Awka. However the study used banks in Awka which has a total population of 205. This population figure was derived from Human Resources department of the banks for 2023.

S/n	Banks	Staff Strength
1	Fidelity bank	99
2	First bank	106
3	Access bank	132
4	Zenith bank	166
5	UBA	145
6	GT bank	137
7	Heritage bank	78
8	Sterling bank	45
9	Fcmb	87
10	Union bank	56
11	Eco bank	89
12	Keystone bank	56
13	Polaris bank	77
14	Unity bank	55
15	Wema bank	46
	Total	1519

3.3 Sample Size

Taro Yamane formula will be used to determine the Sample size. The formula is given thus

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

Where

n= Sample size of the study=

N = Population

1 = Constant value

e = Error margin assumed to be (5%)

Applying this formula, we have

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

$$n = \frac{1519}{1+1519(5\%)^2}$$

$$n = \frac{1519}{1+1519(0.0025)}$$

$$n = \frac{1519}{1+3.7975}$$

$$n = \frac{1519}{4.7975}$$

Sample size = 316.623 Aprox = 316

3.4 Sampling Techniques and Procedures

The study used convenience sampling technique in selecting the sample size of the study based on convenience and easy accessibility to the respondents.

3.5: Sources of Data

The study made use of primary data. The primary data were the responses of the respondents gotten with the aid of the questionnaire.

3.6: Instrument for Data Collection.

The major research instrument adopted for the study is the use of structured questionnaires to elicit responses for the sample population. This instrument of the collection is divided into two.

SECTION A: Deals in the bio-data of the respondent while

SECTION B: Deals with the questions which respondents are expected to respond to, depending on their choice.

3.7: Validity Test of Instrument

Validity in research refers to the degree to which a research instrument measures what it intends to measure. The study adopted the content validity test. The research instrument was given to five (5) business consultants and five post graduate students to ensure that the questionnaire was well written and rid of ambiguities after which it was given to the Supervisors for validation so as to ensure that the questionnaire captured the key concepts it was supposed to measure.

3.8: Reliability Test of Instrument

Reliability of a measure concerns its ability to produce similar results when repeated measurements are made under identical condition (Borden, Manion, and Morrison, 2008). To ensure that the instrument is reliable, a test-re-test method was adopted in which 20 copies of the questionnaire were distributed to the selected small and medium scale enterprise Anambra State understudy; two copies to each firms. The instrument was re-distributed for the second time (two weeks interval). The outcome was subjected to test using the spearman rank order correlation coefficient the result gave a reliability coefficient of $r = 0.83$, showing high degree items are consistent.

Computation of Reliability Using Spearman Rank Order Correlation Coefficient

Questionnaire Item	Rank ¹	Rank ²	D	d ²
1	4	2	2	4
2	6	4	2	4
3	5	2	3	9
4	3	1	2	4
5	7	4	3	9
6	5	3	2	4
7	4	2	2	4
8	7	5	2	4
9	6	3	2	4
10	5	2	3	9
11	3	1	2	4
12	5	2	3	9
13	3	1	2	4
14	6	2	4	16
15	6	3	3	9
16	5	3	2	4
17	4	1	3	9
18	4	2	2	4
19	5	2	3	9
20	6	4	3	9
			Σd ²	132
			N	20
			n ³	8000
			n ³ -n	7980

$$r = 1 - \frac{6 \sum d^2}{n^3 - n}$$

$$r = 1 - \frac{6 \times 132}{7980 - 20}$$

$$r = 1 - \frac{6 \times 132}{3,360}$$

$$r = 1 - \frac{792}{7960}$$

$$r = 1 - 0.09949748$$

$$r = 0.90$$

3.9: Method of Data Analysis.

Statistics such as frequency count and percentages were put to use in the analysis of research questions while research hypotheses were tested using correlation analysis and simple regression analysis. The research hypotheses were tested at 0.05 level of significance. Analysis was carried out with the aid of Statistical Package for Social Sciences (SPSS).

Decision Rule

The decision rule is to reject the null hypothesis if the calculated value falls outside critical value at 5% level of significance, that is when the probability p value is less than 0.05%

PRESENTAION, ANALYSIS AND INTERPRETATION OF DATA

4.0 Introduction

This section presents the data obtained from the respondents through the administered questionnaire. Three hundred and sixteen (316) questionnaires were administered. However, Three hundred and eight (308) questionnaires were retrieved to which resulted to (97.2%) percentage rate of returned. Therefore the analysis and interpretation of data were based on the returned questionnaires..

4.1 Demographic Distribution

Table 4.1 Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
	MALE	145	33.4	47.1
Valid	FEMALE	163	40.8	52.9
	Total	308	74.2	100.0

Field survey, 2023

The above table reveals that the 47.1% of the respondents which represents one hundred and forty five (145) persons were male respondents, while one hundred and sixty-three (163) respondents which represent 52.9% were female respondents. By implication, female respondents were more in number than male respondents by 5.8% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

Table 4.2 Status

	Frequency	Percent	Valid Percent	Cumulative Percent
MARRIED	95	6.4	30.8	8.6
SINGLE	121	8.3	39.3	19.9
WIDOWED	36	28.5	11.7	58.4
DIVORCED	30	16.7	9.7	80.9
SEPARATE	26	13.4	8.4	99.0
Total	308	74.2	100.0	

Field survey, 2023

In the table above, out of the three hundred and eight (308) respondents, ninety-five (95) of the respondents, representing 30.8% are married while one hundred and twenty-one (121) respondents which represent 39.3 percent are single. While Thirty-six respondents (36) which represents 11.7% were widowed, while divorced respondents were 30 in number, which represent 9.7%. Lastly, separated respondents were 26, which represents 8.4%. It is therefore glaring that the majority of the respondents are married as at the time of this study. Thus marital status table helps us to know the number of single, married, separated and divorce respondents that answered the distributed questionnaires.

Table 4.3 Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
OND	99	32.1	38.9	20.2
HND	81	26.3	29.8	35.6
B.SC	64	20.8	21.2	46.6
M.SC	36	11.7	7.1	78.0
P.HD	28	9.1	3	100.0
Total	308	74.2	100.0	

Field survey, 2023

The table above indicates that ninety-nine (99) respondents which representing 32.1% percent are OND holders while 26.3% percent of the respondents which represents eighty-one (81) have HND. However, sixty-four which represent 20.8 percent had BSC degrees. The respondents that have M.Sc are numbered Thirty-six which represent 11.7%. The respondents with Ph.D are Twenty-eight which is 9.1 percent. They are mainly from the owner's families.

Table 4.4 AGE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 30--35 YEARS	123	.4	39.9	5
36-41 YEARS	75	9.5	24.4	13.4
42-47 YEARS	58	17.7	188.8	37.2
48 - ABOVE	52	46.6	16.9	100.0
Total	308	74.2	100.0	

Field Survey, 2023

The table above shows that respondents whose age bracket falls between 30-35 years were one hundred and twenty-three (123) which represent 39.9 percent. This is followed by those in the age bracket of 36-41 years with seventy-five (75) which represents 24.4%. Also those within age bracket of 42-47 years were fifty-eight (58) which represents 18.8%. Lastly, those within 48 and above were fifty-two which represents 16.9 percent. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group.

4.3 Hypotheses Testing

To further justify the results, ANOVA test was conducted to examine the effect of Internal Marketing Strategies on Employee Job Satisfaction in Selected Banks in Awka, Anambra State. The results were shown in the ANOVA Table below;

Hypotheses one

H₀₁: Employee Empowerment has no significant impact on employee job satisfaction in selected banks in Awka, Anambra State.

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.374	3	2.458	14.027	.000
Within Groups	16.473	305	.175		
Total	23.847	308			

Source: SPSS Version 20, 2023

The test table reveal that small significance value (F. sig<.05) indicate group differences. Since the F- value of 14.027 which has a significance of .000 is less than .05 (i.e .001<.05), there exist significant difference among the variables. Therefore, we reject the null hypothesis and accept

alternative hypotheses which states that employee empowerment has significant impact on employee job satisfaction in selected banks in Awka, Anambra State

Hypotheses Two

Ho₂: Communication has no significant impact on employee job satisfaction in selected banks in Awka, Anambra State

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	36.189	4	12.063	33.048	.000
Within Groups	34.311	304	.365		
Total	70.500	308			

Source: SPSS, Version, 20 2023

The small significance value (F.sig<.05) indicates that there is a group difference. Since the F-value of 33.048 which has a significance value of .000 is less greater .05 (i.e 000<.05). Alternative hypothesis is accepted which states that communication has significant impact on employee job satisfaction in selected banks in Awka, Anambra State.

Hypothesis Three

Ho₃: Organizational supports have no significant impact on employee job satisfaction in selected banks in Awka, Anambra State.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	56.102	3	18.701	9.418	.000
Within Groups	186.643	305	1.986		
Total	242.745	308			

Source: SPSS, Version, 20 2023

The test conducted revealed that the large significance value (F.sig<.002) indicate no group differences. Since the F-value of 9.418 with a significance of .000 is less than .05 (i.e .002<.05), from the test conducted above it was discovered that alternative hypotheses is accepted which state that, Organizational supports have significant impact on employee job satisfaction in selected banks in Awka, Anambra State.

4.4 Discussion of the Findings

This study investigated the effect of internal market strategy on employee's job satisfaction in selected Banks in Awka, Anambra state. Data were generated from internal bankers of the sampled banks and were subjected to empirical analysis.

The study found that employee empowerment has significant impact on employee satisfaction of selected banks in Awka ($t = 14.027$, $p = 0.000$). This agrees with the position of Ongori and Shunda (2008) stated that empowered employees provide exceptional employee satisfaction in banks in Awka. This agrees with the findings of Qureshi (2017) whose study indicated a positive relationship between internal marketing, employee satisfaction and consumer satisfaction

The study also found that internal communication has a significant effect on employee satisfaction of selected banks in Awka in Anambra State ($t = 33.048$, $p = 0.000$). This agrees with the findings of Afrakuma (2009) that channel of communication were vital in the internal marketing discourse of the company and the satisfaction level of the employees.

The study further found that organizational support and employee job satisfaction has significant effect on selected banks in Awka in Anambra State ($t = 9.418$ $p = 0.000$). This agrees with the findings of Ogunnaike, Oyeniyi and Adeniji (2012) that that there was strong and positive relationship between organizational support and job satisfaction. This also agrees with the findings of Isimoya and Bamidele (2013) which shows a highly positive correlation between provision of organizational support and Job satisfaction,

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The study focused on the effect of internal marketing strategies on employee job satisfaction in selected banks in Awka, Anambra State. The study adopts descriptive statistics. The study regressed internal marketing strategies on employee job satisfaction using one way ANOVA. The F-statistic is significant at the 5% level showing that there is a linear relationship between internal marketing strategies and employee job satisfaction. The result revealed that, employee empowerment has significant impact on employee job satisfaction in selected banks in Akwa, Anambra State. Communication has significant impact on employee job satisfaction in selected banks in Awka, Anambra State. Organizational supports have significant impact on employee job satisfaction in selected banks in Awka, Anambra State.

5.2 Recommendations

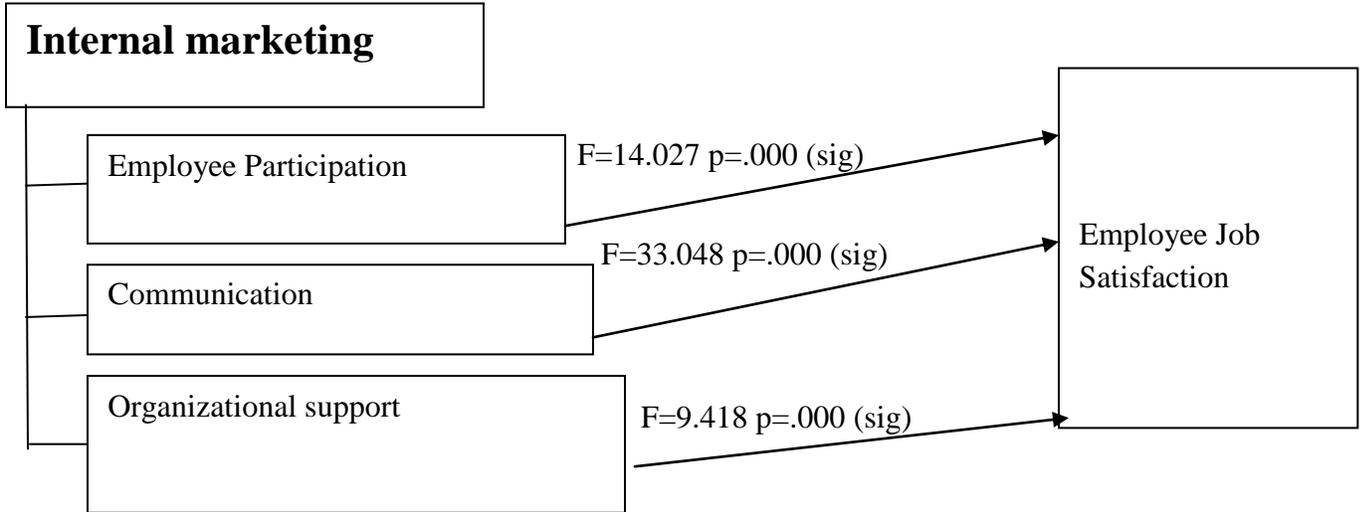
The following Recommendation were Raised in this Study

- i) Managers should ensure that employees in the banking industry are adequately motivated because, this will enable them to deliver efficient services delivery to their customers and at the same time, help to facilitate organizational commitment of staff that operate with these banks in the zone of Nigeria.
- ii) Managers of these commercial banks should ensure that employees are consulted at regular interval to know what they want and how they feel about their job, this will help to eliminate employees grievance to their job.
- iii) Consequently, it is recommended that management of the organization provide development opportunities to increase employees' career growth and to make them satisfied to remain in the organization.

5.5 Contribution to Knowledge

The researcher expanded the existing contemporary literatures, empirical review, and geographical spreads and updated data of the study that will serve as reference material to researchers and scholars for further studies. The findings of this study have also contributed to knowledge by discovering that internal marketing strategies has significant positive effect on employee job satisfaction in selected banks in Awka,.

Fig 1 Graphical Representation of Contribution to Knowledge



From the result, the diagram above shows the contributing strength of each variable on employee job performance. It shows that employee participation, communication and organizational support has contributed significantly to Employee Job Satisfaction in banks in Awka.

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