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An evaluation on the impact of internal marketing strategies on organizational performance. A case of Standards Association of Zimbabwe.

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DEDICATION

This study is dedicated to my parents Samuel Muzava and EsteriZvitete, my brothers Lovemore, Giveus and Samuel Jr, my sisters Letiah and Janet. May the Almighty Lord richly bless them for their support during my study.

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The researcher's first port of call is to express his gratitude to every individual who made this study come true. My sincere gratitude goes to my supervisor of Midlands State University, Marketing Management Department and fellow Marketing students for tirelessly scrutinizing every aspect of this study and were a constant source of help during the preparation of this document. I am particularly grateful to my family (Muzava family) for every form of assistance that they gave me. Many thanks go to Standards Association of Zimbabwe Marketing and Sales Manager Mr G. J. Dube and the rest of SAZ employees for the support that they gave me. The researcher sincerely extends his gratitude towards friends Godwin, Joseph and Richmore for the assistance that they gave me during the study of this document.

ABSTRACT

This study sought to analyze the impacts of internal marketing on organizational performance a case of SAZ for the period of 2013 to 2015. The researcher assumes that the chosen branch used for the study fairly represented all SAZ branches around Zimbabwe. The research sets to determine the contribution of employee training on service delivery, to explore the effectiveness of internal communication on employee performance and to ascertain the effect of job enrichment on employee performance. Descriptive research design was used for the study. The researcher assumes that internal marketing will improve company performance and the company is committed to continuously motivate its employees. In carrying out the research, descriptive research design was used. The population under the study was 50 employees. The researcher used a sample size of 33 respondents and the sample size was determined using the de Vaas formula. Probability and non-probability sampling methods were used in carrying out the research. In data collection, the researcher used a primary data source that is questionnaires to gather the much needed information from the field. Secondary data sources were also used in carrying out the research. In analyzing the data, the researcher used Microsoft excel. Qualitative techniques were used for presenting the data gathered. To come out with clearly presented data, the researcher used pie charts and graphs to present the data. From the research, it was noted that internal marketing has a positive inverse relationship with organizational performance. It was noted that SAZ as an organization, thrives to keep its employees updated about market changes through offering various training courses to the employees. The research reviewed that there is strong internal communication networks within the organization. In addition some employees indicated that job enrichment is important for them to be satisfied with their work. The researcher used training, internal communication and job enrichment as the variables of internal marketing. In carrying out the research, the researcher came across various constraints such as limited funds and limited time among others. However besides these limitations, a summary, conclusions and recommendations were drawn from the research.

Table of Contents

APPROVAL FORM	i
RELEASE FORM.....	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT.....	v
LIST OF FIGURES.....	xi
LIST OF APPENDICES	xii
CHAPTER ONE	1
GENERAL INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background of the problem.....	1
1.2 Statement of the problem	2
1.3 Broad aim.....	2
1.4 Specific objectives	2
1.5 Research questions	2
1.6 Justification	3
1.7 Significance of the study.....	3
1.8 Delimitations	4
1.9 Assumptions	4
1.10 Limitations	4
1.11 Abbreviations and definition of terms	5
1.12 Chapter summary.....	5
CHAPTER TWO	6
LITERATURE REVIEW	6
2.0 Introduction.....	6

2.1 Internal marketing defined	6
2.1.1 Internal marketing concept.....	6
2.1.2 History of internal marketing	7
2.1.3 Role of management in internal marketing	8
2.2 Internal communication defined.....	8
2.2.1 The concept of internal communication	8
2.2.2 Directions of communication flows.....	9
2.2.3 Relevance of internal communication to organizations	11
2.2.4 Importance of internal communication	14
2.2.5 Challenges of implementing internal communication in organizations Employee communication competence	14
2.2.5.1 Communication style of an organization	14
2.2.5.2 Ability to identify and overcome communication barriers	15
2.2.5.3 Information overload	15
2.3 Training defined	15
2.3.1 What makes training a necessity?.....	15
2.3.2 Aims of employee training.....	16
2.3.3 Types of training that can be offered to employees.....	16
2.3.3.1 On the job training	16
2.3.3.2 Induction training.....	16
2.3.4 Training design process	17
2.3.5 Contribution of training to service delivery	17
2.4 Job enrichment defined	19
2.4.1 The concept of job enrichment	20
2.4.2 Significance of job enrichment to organizational performance	21
2.4.3 Job satisfaction	24

2.5 Chapter summary.....	24
CHAPTER THREE.....	25
RESEARCH METHODOLOGY	25
3.0 Introduction.....	25
3.1 Research Design	25
3.1.1 Descriptive research design.....	25
3.2 Target population.....	25
3.2.1 Sample size.....	26
3.3 Sampling methods and techniques	26
3.3.1 Non-probability sampling	26
3.3.1.1 Judgmental sampling	26
3.3.1.2 Convenience sampling	27
3.3.2 Probability sampling	27
3.4 Sampling procedure.....	27
3.5 Research instruments	27
3.5.1 Questionnaires	27
3.6 Data sources	28
3.6.1 Secondary data.....	28
3.6.2 Primary data	28
3.7 Data collection procedure and administration.....	28
3.8 Data analysis and presentation tools.....	28
3.9 Validity and reliability of findings	29
3.10 Chapter summary.....	29
CHAPTER FOUR.....	30
DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS.....	30
4.0 Introduction.....	30

4.1 Response rate.....	30
4.2 Employee training and service delivery.....	31
4.2.2 Employee training attendance rate	32
4.2.3 How often the organization holds the training courses.....	33
4.3 Internal communication and employee performance.	34
4.3.1 Employee views about whether internal communication improves understanding of work duties.	34
4.3.2 Employee views about intra-departmental communication within the organization.	35
4.3.3 Employee views about the effectiveness of the means of communication within the organization.	36
4.4 To find out the contribution of job enrichment on employee satisfaction.....	37
4.4.1 Delegation and employee morale at work.....	37
4.4.2 Job enrichment and employee satisfaction.....	38
4.4.3 Employee perceptions about how the organization is meeting their needs and wants	39
4.5 Chapter summary.....	40
CHAPTER FIVE.....	41
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	41
5.0 Summary of the study	41
5.1 Conclusions	42
5.1.1 Employee training and service delivery.....	42
5.1.2 Internal communication and employee performance.	43
5.1.3. Job enrichment and employee satisfaction.....	44
5.2 Recommendations	44
5.2.1 Employee training and service delivery.....	44
5.2.2 Internal communication and employee performance	45
5.2.3 Job enrichment on employee satisfaction	46

5.3 Suggestions for further research.....	46
References.....	47
APPENDIX.....	52

LIST OF FIGURES

Figure	Page
Figure 2.2.2 Directions of communication flow	10
Figure 4.1 Response Rate	30
Figure 4.2.1 Employee views about how training influences of service delivery	31
Figure 4.2.2 Employee training attendance rate	32
Figure 4.2.3 Employee views about how SAZ often holds these training courses	33
Figure 4.3.1 Internal communication and employee understanding of duties	34
Figure 4.3.2 Intra-departmental communication	35
Figure 4.3.3 Effectiveness of the means of communication	36
Figure 4.4.1 Employee views about how delegation affects morale at work	37
Figure 4.4.2 Job enrichment and employee satisfaction	38
Figure 4.4.3 Employee satisfaction	39

LIST OF APPENDICES

Appendix	Page
Appendix A: Employee questionnaire	52

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

This chapter clearly outlines the way forward on how the researcher carried out this research that is with reference to the background of the study, statement of the problem, research objectives, research questions, justification and the importance of the study. The researcher also outlined delimitations, assumptions limitations as well as abbreviation and definition of terms in investigating the impact of internal marketing on company performance. A case of Standards Association of Zimbabwe.

1.1 Background of the problem

The Standards Association of Zimbabwe (SAZ) is the national standards body of Zimbabwe, it was formed in 1957 and incorporated in 1960. SAZ's mission statement is "to facilitate the development of standards in order to enhance Zimbabwe's competitiveness and safeguard the welfare of communities." SAZ Vision statement is "to be the recognized and credible center for standards and quality that actively contributes to sustainable development in Zimbabwe and beyond."

SAZ is a member of International Organization for Standardization (ISO) based in Geneva. The Association has a Memorandum of Understanding (MoU) with the Government of Zimbabwe (GoZ) represented by the Ministry of Industry and Trade hence Government collects a Standards Development Levy Fund from specified employers through the Ministry of Industry and Commerce. Through this MoU the GoZ recognizes SAZ as the National Standards Body for Zimbabwe, the Zimbabwe member of the International Organisation for Standardization (ISO) and African Organisation for Standardisation (ARSO).

SAZ posted a financial deficit in the year 2013 and in the year 2014 there was an increased number of complaints from customers particularly complaints pertaining to SAZ employees such as delays in results of laboratory tested products and poor performance of certified products.

As the only standards body in Zimbabwe and receiving a grant from the Ministry of Industry and Commerce, SAZ has a great opportunity of monopolizing the Zimbabwean market from

competitors such as South African Bureau of Standards (SABS) and Kenya Bureau of Standards (KEBS) only through a deep emotional commitment from the employees.

People and how they are managed have become more important because many other sources of competitive success are now less powerful than they used to be. Achieving competitive success through people involves fundamentally altering how an organization thinks about the workforce and it entails seeing the workforce as a source of strategic advantage and not a cost to the organization.

1.2 Statement of the problem

SAZ has experienced an increased number of customer complaints and posted a financial deficit in 2014 and 2013 respectively. This research therefore intended to determine the contribution of employee training, internal communication and job enrichment have on service delivery, employee performance and employee satisfaction.

1.3 Broad aim

This research purposed to establish the impact internal marketing has on organisational performance.

1.4 Specific objectives

- To determine the contribution of employee training on service delivery.
- To explore the effectiveness of internal communication on employee performance.
- To find out the contribution of job enrichment on employee satisfaction.

1.5 Research questions

- Will the training of employees in customer services result in customer satisfaction?
- Will internal communication result in increased employee performance?
- Will employee satisfaction result in high sales volumes?
- Will employee satisfaction result in reduced customer complaints?
- Will internal communication improve employees' understanding of work duties

1.6 Justification

The aim of the study was to determine the extent to which employee training, internal communication and job enrichment can improve service delivery, employee performance and employee satisfaction.

1.7 Significance of the study

Significance to the researcher

The researcher had an opportunity to transform the learnt theoretical aspects, into practice, this helped the researcher to appreciate how to gather information, analyze and present it in the process of coming up with meaningful and relevant business decisions.

Significance to SAZ

This research is significant because there is no known published research that has been conducted particularly at SAZ on the effectiveness of internal marketing as a tool of enhancing organizational performance. The research provided SAZ with an insight of how to best fine-tune their strategies to make their employees more productive. Besides, the study provided information that made the organization consider its employees as vital assets and not costs to the organization and be able to consider internal marketing as a tool that can lead to greater achievements of organizational goals.

Significance to MSU

The research added to the body of knowledge, with regards to information on internal marketing especially on improving organizational performance. A copy of the research report was made available for MSU students to add to the existing literature when they study related material.

Significance to the society

This research is of great importance to the society in that it is going to result in improved product and service quality on the market. This is because if an organization maintains good relations with employees, employees can go an extra mile in striving to fulfill the demands of the customers and thus the living standards are going to be enhanced through this research.

1.8 Delimitations

The research was conducted in Harare because that is where SAZ's Human Resources and Marketing departments are located. The SAZ's members of staff were considered as respondents. The study undertaken was covering the period from 2013 to 2015. The study focused on: determining the contribution of employee training on service delivery, to explore the effect of internal communication on employee performance and to find out the contribution of job enrichment on employee satisfaction.

1.9 Assumptions

- The researcher assumed that internal marketing will improve company performance.
- The company is committed to motivating its employees.
- The economic situation will remain unchanged during the course of the work.
- The qualitative analysis procedure the researcher used to present data will be understandable and meaningful.
- The chosen branch under study will represent fairly all SAZ branches around Zimbabwe.

1.10 Limitations

- Secondary data may have been collected for another use so may not give reliable information.
- The judgmental sampling method used can choose people with limited information leaving people with much needed information.
- The primary data used in the research could be subject to bias because some respondents may give subjective information.
- The research was limited to Harare only yet SAZ has branches in Bulawayo and Mutare as well. The results may not be a true representation of the actual findings. A future research may need to be undertaken so that it can cover all SAZ branches.
- Generalizing data collected using convenience sampling could be challenging.

1.11 Abbreviations and definition of terms

Internal marketing - is a concept of treating employees as internal customer and viewing their jobs as internal products that satisfy the needs and wants of them while addressing the objectives of the organization.

Internal communication - is the exchange of information between employees or members of an organization to create an understanding of the business.

Job enrichment - is the art of redesigning jobs such that employees have feelings of responsibility, achievement and growth. SAZ - Standards Association of Zimbabwe.

Training – is a planned effort by a company to facilitate employees’ learning of job related competences.

1.12 Chapter summary

SAZ has experienced an increased an increased number of customer complaints and posted a financial deficit. This study mainly focused on how internal marketing issues might have contributed to these problems. The objectives of the study being to determine the contribution of employee training on service delivery, to explore the effectiveness of internal communication on employee performance and to find out the contribution of job enrichment on employee satisfaction. The assumption was that SAZ is committed to continuously seeking betterment of its internal marketing activities. The research was carried out in Harare where SAZ’s head office is located. The research provided SAZ with an insight of how to best fine-tune their strategies to make their employees more productive. Besides, the study provided information that made the organization consider its employees as vital assets and not costs to the organization and be able to consider internal marketing as a tool that can lead to greater achievements of organizational goals.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter centers its focus on the literature specifically on the impact of internal marketing strategies on organizational performance. The researcher looked into various literatures already pro-pounded and published in journals and textbooks by other researchers and scholars.

2.1 Internal marketing defined

Jiang (2013) postulates that internal marketing is an idea of regarding employees as internal customers and viewing their jobs as interior products that fulfill their necessities and needs while addressing the goals of the organization. Internal marketing point of view holds that, by treating both employees and clients with the same total dedication to fulfill their requirements, the organisation can inspire the employees to do additional work beyond the way they are expected to perform so as to build and sustain a great organization.

According to Shah (2014) internal marketing is not the same as managing human resource rather it tries to develop human potential so that organisational and individual objectives are met. He went to say that an organisation's internal marketing program necessitates economic compensation of employees that encourages long term job commitment and customer satisfaction and management must communicate this by deeds instead of speech.

2.1.1 Internal marketing concept

Employees are a vital requirement for the success of the organizations. Organizations that choose, create, manage and persuade their workforce to deliver remarkable business results have a phenomenal upper hand that others cannot duplicate (Nalbantian et al 2014). The aim of internal marketing is to get inspired and customer conscious employees in order to achieve service excellence.

Kusluvan et al (2010) said that internal marketing sees all employees as internal clients including different workers and divisions in the organisation to whom employees resemble internal customers. This internal marketing philosophy expresses that to deliver quality service and satisfy external clients, internal clients themselves must be satisfied and motivated. Internal clients ought to be satisfied not just about their employment conditions and the organisation's human resources management practices, but also about the internal services that they get from colleagues amid service delivery (Kusluvan et al 2010).

2.1.2 History of internal marketing

In the 1970s internal marketing was defined as viewing employees as internal customers, seeing their jobs as internal products that fulfill the necessities and needs of the internal customers while addressing the objectives of the organisation. The idea of internal marketing initially rose from the service marketing literature. At first the critical organization concern was to get everybody in the organisation included in service encounters, bringing about improvement of customer employee interaction (Berry 2001).

In the 1980s, Gronroos introduced the Scandinavian methodology to internal marketing. He argued that the worker was a vital part of the overall product or service delivery equation created by the marketing organisation. In this manner the customer facing employee was vital to the organisation's prosperity. Gronroos recommended that every employee be trained as a marketer that is prepared to do add on, cross selling along with ongoing client maintenance abilities that would empower the building of customer relationships. The equalization of the organization, what he considered the 'back-room' or 'back-end', ought to be intended to support the client confronting representatives. Along these lines the center of the association was not simply on giving an incredible customer product or service experience, but was based on building a continuous relationship with the customer that could be changed over into extra sales and profits if the employees did their internal marketing jobs.

In the 1990s two scholastics in the United Kingdom, Rafiq and Ahmed, developed another type of internal marketing. In their methodology, they suggested that internal marketing was inherently hard to execute because of inter-functional clashes between divisions, administration and workers and the organisation's inherent imperviousness to change. Along these lines, their

methodology concentrated on overcoming organizational inertia by recognizing the particular behavioral changes employees wanted to make. They then related those behavioral changes to the different departments and groups inside the organization. That gave the base to the improvement of cross-functional integration inside the organization. While there have been different methodologies, these three streams of thinking have driven internal marketing for over 30 years. Regardless of these well defined, well researched and well developed, practicing managers still observe internal marketing to be a most troublesome task.

2.1.3 Role of management in internal marketing

Boone and Kurtz (1998) states that internal marketing includes management activities that help all members of the organisation understand, accept and fulfill their respective roles in executing its marketing procedure. They further say that an internal marketing program indicates employees how their work helps the company's marketing strategy and adds to consumer loyalty. Baron and Haris (2003) advocate that the most ideal approach to accomplish such employee motivation is to utilize traditional marketing tools and concepts internally with employees.

2.2 Internal communication defined

Internal communication includes all forms of communication within an organization and is the exchange of information between employees or members of an organization to create an understanding of the business (Vercic et al 2012).

Internal communication also known as intra-departmental communication or employee communication was defined as a collective action of the organization's group members to collect data or information and to fulfill employee engagement and additionally worker performance for the organization (Welch 2013). Kella (2005) cited in Chmieleck (2015) defined internal communication as, all formal and informal communication taking place internally at all levels of an organization.”

2.2.1 The concept of internal communication

It is broadly recognized that the chief executive officer (CEO) sets the tone for internal communication (Tourish and Robson 2003). The leader of an organization is naturally the assigned chief communication officer, and fruitful internal communication is impossible without

CEO's support because of the fact that effective organizations lead through successful top down communication (Van Nostran 2004). Haas (2006) set that the best desire from workers in different organizations was for more information from top management, and most employees trust face to face communication with supervisors is the most desirable channel. Internal communication is currently viewed as a new employer-employee contract between managers and employees. Communication is an important pre-requisite for a functioning organization, when employees are not able or not well prepared to communicate with each other, actually there will be no spirit of interdepartmental co-ordination (Naude et al 2003).

Internal communication can make use of various sources to convey information inside the organization, it can be eye to eye, written, and/or online communication. It is critical for organisations to pick the right communication channel that fits the business system and business objective (Kataria et al 2013). Internal communication has three distinctive levels of effect to an organisation, it can be gossip talk, informal chat, and formal corporate communication that may include meetings (Welch 2013).

The reason behind internal communication is to outline and update data from the organization and return organization's qualities and objectives. It additionally helps organizations to coordinate daily activities and to lessen confusion as well as creating higher understanding for the tasks (Dolphin 2005). The philosophy propounded that managers and leaders are in charge of the operation of internal communication (Pop and Dumitrascu 2013).

2.2.2 Directions of communication flows

Inside an organization, communication may be done through downward, upward or lateral communication. This is clearly shown by figure 1 below

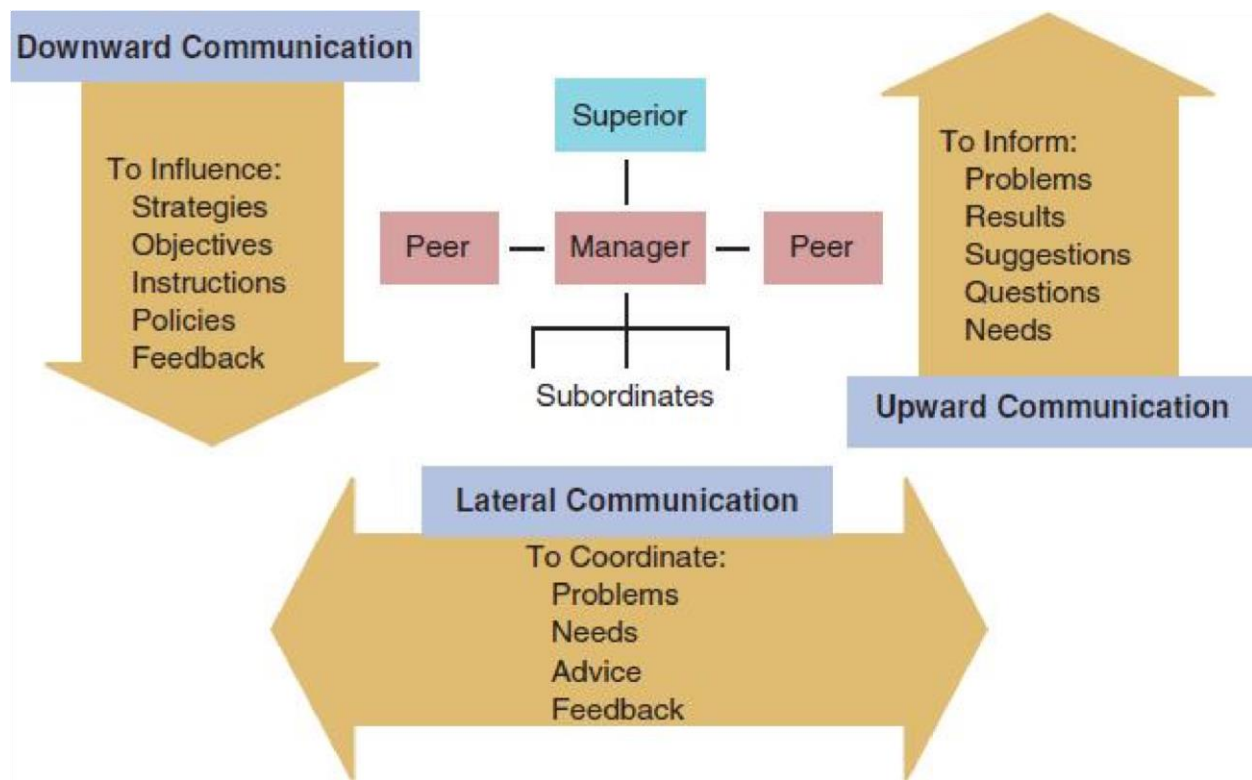


Figure 2.2.2 Directions of communication flows.

Source: Schermerhorn et al (2011) in Phan (2014).

Downward or descending communication refers to communication from senior directors to managers and from junior supervisors to associates too. The main purpose of downward communication is to provide job instructions, information on organization policies, strategies, objectives, and performance feedback. To add on, downward communication is frequently used to inform employees at lower levels about the changes within the organization (Hitt et al 2010). Sharing such information do not just diminish the spread of gossip and mistakes concerning higher-level intentions, but also create a sense of security and better involvement among receivers. Unfortunately, an absence of adequate downward communication is regularly viewed as a management failure, (Schermerhorn et al 2011).

Upward communication is the flow of messages from lower to higher higher levels. As indicated in Figure 1, it serves several purposes. Upward communication keeps higher levels informed of lower-level workers’s performances, problems arising, suggestions for improvements, and their feeling about the organization and their jobs (Schermerhorn et al 2011).

Lateral communication refers to the flow of messages at the same levels within organizations. In another ways, lateral communication happens when persons having the same status communicate with each another in an organization. Lateral communication is considered critical to promote collaborative environments in the new working environment. Inside the organization, employees must have the capacity to speak with others across departmental or functional boundaries and willing to listen to one another's needs as internal customers (Schermerhorn et al 2011).

2.2.3 Relevance of internal communication to organizations

Internal communication is vital for an organization to achieve its objectives, internal communication helps employees to understand their duties and this can help to increase the performance of the employees. Internal communication is vital for an organization because it enables building and maintaining employee relationships, creating trust between employees and supporting timely and reliable information sharing and thereby contributing to employee satisfaction at work especially during the times of stress (Dolphin 2005). Blazenaite (2011) added that internal communication is the lifeblood of the organization. Most if not all of the internal problems in an organization are mainly caused by ineffective internal communication. Ineffective internal communication can cause poor relationships among employees in an organization. Blazenaite (2011) highlighted that there is a strong relationship between internal communication and employee performance. Hence it is vital for organizations to carefully manage their internal communication processes in order to get the best performance from the employees.

Cole (2007) highlighted the significance of keeping employees informed about general matters submerging their performance, reducing misunderstandings arising from day to day activities and improving trust between employees and employers. Cole (2007) stated that when employees fully understand what they are expected to do, they improve their performance and achieve personal growth at work. King'ori (2012) is in agreement with this statement and postulated that it is very important for management to communicate with their subordinates without withholding any necessary information which is vital for employees to perform their tasks. When employees are given all the information necessary for them to do their work, they feel part of the organization and very much honored hence can improve their performance and help the organization achieve its objectives.

Armstrong (2009) emphasized that employees need to have an opportunity to communicate upwards their views and suggestions in relation to what has been insisted will happen or what is actually happening in matters that influence them. When employees are given access to communicate, they help one another to increase performance. Yang and Coates (2010) concurs with the above statement and went on to say that internal communication provides two way communication to employees and ensures them a better understanding of their duties, which in turn reflects positively in their morals at work. Two way communication boosts the performance of employees because they have the opportunity to clarify matters submerging their performance.

Stafford et al (2010) posited that lack of internal communication encourages employees to spread rumors rather spreading information which gives an organization a competitive advantage over its competitors. Organizations with strong internal communication helps employees to improve their performance and achieve satisfaction. When employees are satisfied with their job, they offer customers excellent service that exceed customer expectation. Gretchen and Christine (2012) added that internal communication is of great importance to employee performance. Employees find it very monotonous to do their duties in a vacuum where there is no room or limited communication access (Keyton 2012). Communication is vital because it gives employees room to exchange important information which help them to improve their performance and benefits the organization at large.

Vercic et al (2012) observed that employees need to be connected to daily information flow with other departments for the success of the organization. The intra-departmental communication connection in an organization allows departments to exchange important information which speeds the rate of service delivery to customers. Speed operations within an organization means that employee performance will be boosted. Chen et al (2013) added that the important thing in an organization is transferring information from one department to another because it increases employee's belongingness to the organization. They also observed that employees are key assets to an organization as a result they need to be well informed with information so as to enable them to work more efficiently which helps to input positive attitude towards organizational identity. Chen et al (2013) concluded that internal communication is important for an organization to improve the performance of the employees.

Jimenez-Castilo and Sanchez-Perez (2013) concurs with the above statement and went on to say that internal communication centers its focus on information sharing activities within the organization and this is led by leaders who have the responsibility to distribute the information to the responsible audiences in the organization. They articulated that for internal communication to be successful within an organization three elements should be carefully implemented and these are leadership, information and cross functionality. The leaders are the ones who in charge of controlling the flow of information within an organization. The information itself should be transferred to the responsible audiences. Cross functionality refers to exchange of information between departments for improved employee.

Vercic et al (2012) postulated that internal communication is important for an organization as it creates an understanding of the business between the employees. They said that internal communication involves all the forms of communication in an organization. Understanding of duties by employees results in improved performances. Welch (2013) argues that internal communication is an effort by organization's members to gather information so as to achieve both employee satisfaction and organizational performance. Welch (2013) argued that internal communication is of paramount importance to the organization because it satisfies employees. When employees are satisfied with their work, they will produce efforts that are beyond customer expectation thereby achieving organizational goals.

Mazzei (2014) posited that internal communication plays a strategic role in mobilizing and empowering people to act proactively, share their tacit knowledge, work in teams, and change the way they get things done. New knowledge crops up from interactions among individuals and the interplay between tacit and explicit knowledge. Mazzei (2014) went on to say that internal communication plays an important role in enabling employees to be strategic communicators, it provides the context for organizational actions, the meaning of events, knowledge, information and motivation.

Grandys and Grandys (2011) viewed internal communication as a need for every organization to be successful in its operations. Internal communication efforts should address issues including processes of the organization, people within the organization and the strategy which the organization intends to use. Employees need to be viewed as value creators of an organization

rather than being viewed as workers of an organization. They went on to say that internal communication has a positive relationship with employee performance at work hence organisations have to carefully undertake internal communication.

2.2.4 Importance of internal communication

According to Mazei (2010) communication is of great importance to an organization due to the following reasons:

- Communication helps to improve organization's climate and help to facilitate knowledge sharing.
- Communication helps to inform the staff about business strategies and how they are supposed to implement them.
- Communication is very important because it increases the sense of belonging of the employees to their organization and they feel motivated to do their tasks
- Communication helps employees to clarify issues that they feel they do not understand properly and also helps to avoid information overload within employees.

2.2.5 Challenges of implementing internal communication in organizations Employee communication competence

This is argued to be the most important factor affecting successful implementation of internal communication. Every member's communication competence is probably the most specific and substantial aspect of any human communication system that needs to be developed (Blazenaite 2011).

2.2.5.1 Communication style of an organization

Generally it is believed that the communication style of an organization also influences the successful implementation of internal communication in an organization. Organizations that provide two way communication to their employees stand a better chance to successfully implement internal communication as feedback allow effective interaction among communicators (Blazenaite 2011).

2.2.5.2 Ability to identify and overcome communication barriers

The ability of an organization to identify and overcome communication barriers also hinders successful implementation of internal communication programs. These barriers which need to be identified include differing values, different perceptions, social cultural obstacles and different attitudes among others (Blazenaite 2011).

2.2.5.3 Information overload

In addition, information overload also affects successful implementation of internal communication programs. Employees do not need to be given too much information at work as they might end up in confusion (Blazenaite 2011).

2.3 Training defined

According to Noe (2010) training refers to a planned effort by a company to facilitate employees' learning of job related competencies. These competencies include knowledge, skills, or behaviors that are critical for successful job performance. For an organization to pick up an upper hand, its training needs to include more than just essential skill improvement. Thus to use training to gain a competitive advantage, an organization should view training broadly as a way to create intellectual capital. Intellectual capital involves essential skills that are skills needed to perform one's job, advanced skills and such skills are concerned with how to use technology to share information with other employees, an understanding of the customer or manufacturing system, and self-motivated creativity (Noe 2010).

Amstrong (2006) postulated that training is the use of systematic and planned instruction of activities to promote learning. He went on to say that training involves the application of formal processes to impact knowledge and help people to acquire the skills necessary for them to perform their jobs pleasingly. Bohlander and Snell (2010) define training as any effort initiated by an organization to foster learning among its members.

2.3.1 What makes training a necessity?

As organizations are now operating in a cutthroat environment where dogs eat dogs, ever changing customer needs and wants as well as ever changing technological patterns, organizations are now being forced to continuously change the way how customer services are

being delivered. The ever-changing environment in which organizations operate in requires organizations with employees that are competent enough to provide unique services which cannot be readily copied by competitors.

2.3.2 Aims of employee training

The goal of training is for employees to master the knowledge, skill, and behaviors emphasized in training programs and to apply them to their day to day activities. Employees have become a newly manufactured lethal weapon to a company's success hence training them is not a luxury but a necessity if a company is to compete meaningfully in the market. Training prepares employees to use new technologies, function in new work system and communicate with peers and customers who are from different cultural background (Noe 2010).

2.3.3 Types of training that can be offered to employees

2.3.3.1 On the job training

According to Noe (2010) on the job training refers to new or unpracticed employees learning in the work setting and amid work by watching companions or supervisors performing the job and attempting to impersonate their behavior. On the job training can be helpful for training newly employed employees, updating existing employees' skills when new innovation is presented, broadly educating employees inside an office or work unit, and orienting exchanged or promoted employees to their new occupations (Noe 2010). Bohlander and Snell (2010) postulated that on the job training is a technique by which employees are given hands on involvement with directions from their bosses or their mentors.

2.3.3.2 Induction training

Evans (2001) postulated that induction training is the process by which a new comer to an organization is introduced to his job and integrated into the work group to which he or she will belong in such a way that the newcomer quickly settles down into a productive, efficient and satisfied employee. At the same time the workmates must have to accept him into the group.

Induction training is of importance because it gives the employee an opportunity to learn as quickly as possible how to perform expected tasks and become productive. It also helps to reduce unnecessary costly mistakes by recruits who might not know the procedures or techniques of

their new jobs. The length of induction training normally varies from organization to organization depending with the complexity of the job, size of the organization and the level of the employee within the organization (Nelson 2001).

2.3.4 Training design process

Noe (2010) defines training design process as, “a systematic approach for developing programs.” Training design process helps organizations to identify the areas where employees need to be trained and developed so as to help them to improve their performance. The design process is made up of seven steps.

The first step is to conduct requirements evaluation, which is important to recognize whether training is required. Step 2 is to guarantee that workers have the inspiration and essential abilities important to master the training content. Step 3 is to come up with a learning environment that has the elements important for the training to be conducted. Step 4 is to guarantee that students apply the training content to their jobs. This step includes having the learner see how to manage skill improvement and in addition getting co-worker and supervisor support (Noe 2010).

Step 5 is to develop an assessment arrangement. Developing up an assessment arrangement involves identifying what types of outcomes training is expected to influence for instance, learning, skills, behavior, picking an assessment outline that permits you to decide the impact of preparing on these results, and arranging how to demonstrate how training influences the bottom line that is, using a cost-benefit assessment to decide the financial advantages coming about because of training (Noe 2010).

Step 6 is to choose the training method taking into account the learning objectives and learning environment. This step may incorporate a traditional training strategy for face to face and interaction with a trainer. Step 7 is to assess the system and make improvements in it or return to any of the prior steps in the process to enhance the project so that learning, behavior, change, and the other learning objectives are achieved (Noe 2010).

2.3.5 Contribution of training to service delivery

According to Malik et al (2013) employee training is an important dimension of internal marketing which brings about a permanent change in employee behavior which is mainly

concerned with the improvement and up gradation of the skills and knowledge of employees which adds to better service delivery. In addition Tosuhaj (1988) in Mapira et al (2015) agreed with the above author and added that training is of significant importance to an organization because customer's attitude, behavior and perception are established depending on how customer contact employee has conducted his or her duty. Employee attitude towards the customer is the make or break point of the relationship between the customer and the organization. More so customers develop attitude towards an organization depending on how employees have delivered the first time service.

Kotler and Amstrong (2012) argued that training employees is very important for organizational success. Selling a service is different from selling a product because when selling a product quality often depends little on how the product is obtained. In service marketing quality depends on both the service deliverer and how it is delivered. Akroush (2013) concurs with the above statement and goes on to mention that the origins of internal marketing concept are purposed on continuous improvement of quality service delivery. The author acknowledged that when employees are impacted skills required for them to perform their tasks, they will produce excellent services that will satisfy their customers who become loyal to the organization hence can lead to creation of more profits to the organization.

Researches done by Saleem et al (2012) observed that training is of significant importance to for an organization to deliver high quality service to their customers. When employees are trained, they develop in their skills and improve their performance. In addition, training increase employees' level of commitment to the organizations, increase the level of knowledge and the willingness to work. When employees are adequately trained, they take pride in doing their work hence they can deliver the service in a manner that can give an organization competitive advantage over its competitors and help the organization to achieve its goals.

The notion that employee training improves service delivery is also supported by Ameenq and Hanif (2013) who posited that training has direct influence on employees at work. They added that training actually increases the overall actual employee performance. They went on to say that training is important because it improves working efficiency of employees as advance level of performance arising from the training programs. Training is a human resource investment by

organizations which has a positive effect of improving the service quality of an organization which enables an organization to get competitive advantage over its competitors in the market.

Ameeq and Hanif (2013) argued that although training is expensive, it is a long term investment by an organization which can increase the efficiency of the organization. Training helps to improve the skills of the employees and it reduces the gap of missing skills which are new to the employees. The research concluded that employees cannot achieve their tasks in a way which benefits the organizations if they lack training.

Mehra et al (2013) postulated that training is of significant importance to every employee in an organization. This is because trained employees are more able to perform their tasks. Furthermore, trained employees are satisfied with their work hence they will be able to deliver their services beyond customer expectation. Gronroos (1990) in Mapira et al (2015) concurs with the above statement and went on to say that employees need to be conscious in mind that they are vital intangible value adding assets who contribute to customer satisfaction through training.

2.4 Job enrichment defined

Job enrichment is the art of redesigning jobs such that employees have feelings of responsibility, achievement, recognition and growth. In other words job enrichment is a way of making job content more challenging, giving autonomy to employees, better control, making the job have more skill variety, giving room for feedback of work done, giving more chances for growth and providing employees with more opportunities to add their ideas (Saleem 2012).

According to Lussier (2009) job enrichment is the practice of building motivators into the job itself to make it more interesting and challenging. Job enrichment works for jobs of low motivation and employees who are ready to be empowered. A simple way to enrich jobs is for managers to delegate more responsibility to employees and make a job satisfying. Lussier (2009) went on to say job enrichment is related to Herzberg's theory of motivation in which factors such as challenge, achievement, recognition and responsibility are seen as the real motivators. Job enrichment attempts to build into jobs a higher sense of challenge and achievement.

Job enrichment is an orderly method of harnessing work procedures and systems for inspiring employees' performance and satisfaction (Robbins and Judge, 2011). This entails employees can sense work dissatisfaction when they perceive their jobs lack fundamental challenges, absence of satisfactory acknowledgment, creativity, respect and different inspirations, repetitive procedures, or a very bureaucratic and over-controlled power structure.

Job enrichment is the process of increasing job depth or the degree of control employees have over their work. The purpose of job enrichment is to make work more interesting, challenging and rewarding for employees while improving productivity. Basically this is achieved by giving the employees greater freedom, independence and responsibility in the accomplishment of work objectives (Michie 2012). Williams (2009) posited that job enrichment is a major part of fortifying the effort of employees by growing employees responsibility and giving expanded full responsibility over the job procedures and completion.

2.4.1 The concept of job enrichment

The theory suggests that the job itself should be designed in such a way that it contains certain characteristics which creates conditions for employee satisfaction at work place. Job enrichment identifies the tasks condition where individuals are expected to prosper in their work. The theory provides management with an insight that they can get the maximum out of employees through enriching their jobs and by making sure that employees with appropriate personal qualities are given the jobs (Oldham and Lawler 2010).

According to Akrani (2011) in Aina and Omony (2014), “job enrichment embraces some distinct features for effectiveness namely (a) the nature of the jobs are such that require higherlevel knowledge, skills and responsibilities (b) the objective of an enriched job is such that the job is more lively and challenging, thus becoming a source of motivation to the staff (c) the enriched job is packaged to give positive results, because the workers are given opportunities to use their initiative and innovate while working and (d) an enriched job encourages self discipline, it reduces external direction and control.”

The idea of job enrichment has turned into a principal apparatus for management in enhancing employees' motivation and organizational growth. It happens when a business through

improvement and intensification, put additional amount of work on employees with the point of making it more interesting, important and increasing job challenge and responsibility. Jobs are enriched to motivate workers by adding to their responsibilities with a need for skill varieties in their jobs. Because of the fast change in environment and increasing level of aggressive competition, organizations are currently starting to move from the traditional ideological introduction of considering cash to be the best motivating factor to a circumstance where employees today will keep on valuing their work, have more control in planning their work and choosing how best the work ought to be done and to be regarded for the work they do (Hower, 2008).

2.4.2 Significance of job enrichment to organizational performance

Lussier (2009) observed that job enrichment is a process which builds motivators into a job to make it more interesting and challenging. The best way of enriching a job is through delegation. Delegation and building motivators into a job creates satisfaction in employees which gives them extra power to perform their task at the same time meeting organizational goals. Jenaibi (2010) argued that job enrichment satisfies employees' needs and gives them a sense of belonging to the company. Jenaibi (2010) posited that when employees feel that they are part of the organization, they feel that the success of the organization is the success of their success as well. As a result the employees can help the organization meet its objectives. Employees welcome job enrichment especially when the enrichment results in opportunities rather than demands. Managers should not use enrichment as a way of forcing employees to perform tasks but they should use it as a way of encouraging their subordinates to perform duties.

Job enrichment is of significant importance to every organization. It has been claimed that job enrichment activities provides job satisfaction to the employees and make them committed to their organizations and workplace. When employees are committed to their work, they provide excellent service to their customers which results in the achievement of organizational goals (Tsai and Wu 2006). Yaghoubi (2011) supports the notion that job enrichment provides employee satisfaction. He added that job enrichment seeks to provide employee empowerment. Employee empowerment gives employees the autonomy in which the employees manifest greater responsibility, job engagement, and satisfaction at work place. Yaghoubi (2011)

emphasized that when employees are satisfied with their work they help the organization to achieve its objectives.

Griffin (2010) stated that increasing the variety of tasks alone will not motivate employees. He went on to say that job enrichment attempts to increase both the number of tasks a worker does and the control the worker has on the job. Managers have to remove some controls from the job, delegate more authority to employees and structure the work in complete natural units. More so job enrichment seeks to assign new and more challenging tasks, thereby increasing employees' opportunity for growth and achievement. When employees achieve their objectives at work place, they feel motivated and feel satisfied with their work. Saleem et al (2012) concurs with the above author and concluded that job enrichment is an art of redesigning jobs so that employees have feelings of responsibility, achievement, recognition and growth in doing their jobs. Giving employees full responsibility of doing a task enables them to perform the task in such a way that they want to be the best so that they gain trust from management. As a result this gives employees room for growth at work place.

Al-Nsour (2012) analyzed the basic part job enrichment plays on hierarchical execution. Part of these roles are internal work motivation, employee maintenance, work fulfillment, unmistakable and competitive advantage, employee commitment, enhancing work place opportunities which have critical and imperative consequences for organizational success. Cherati et al (2013) postulated that the level of job enrichment goes far in deciding how effective and committed an employee will add to organizational objective and goals. Organizations who look for greater performance and distinctive advantage must give better opportunities for employees' freedom, independence, control, lack of creativity and obligation which constantly reduces rigidity, managerial monotony, absence of creativity and workers disappointment (Davoudi 2013). Employee autonomy and control has regularly been seen as a key main thrust to encourage peaceful co-existence, affection, acknowledgment, recognition, friendliness that are critical for improving organizational effectiveness.

This was also supported by Hezerberg's (1968) theory of motivation in which factors such as challenge, achievement, recognition and responsibility are regarded as the real motivators that result in employee satisfaction at work (Koontz and Weihrich 2011). Aguinis (2009) also support

the notion that job enrichment is a process of increasing the work structures and processes with giving large room for autonomy, flexibility and growth which will result in employee satisfaction at workplace. Studies done by Raza and Nawaz (2011) concurs with the above authors, the study concluded that job enrichment is strongly correlated with job satisfaction.

Herzberg's (1966) two variable hypothesis gave an extensive examination on elements that are connected with the job content (motivators) and job context (hygiene). Herzberg highlighted that components prompting work fulfillment are altogether not quite the same as those variables that achieve work dissatisfaction. The motivator variables are firmly related with the emotions and states of mind of employees towards their jobs. Herzberg posited that the motivating variables incorporate the work itself, acknowledgment, self-improvement and growth, a sense of responsibility and accomplishment. While the hygiene elements focus on the environment in which the job is performed. It likewise incorporates elements which incorporate organization strategy and administration, working conditions, pay, and interpersonal relationships.

Researches done by Hower (2008) observed that now adays employees are now valuing their work and they need to be given full control and autonomy over their work so that they could be motivated at work. This means that organizations should value job enrichment and practice it with their employees. The research also revealed that there is a positive relationship between job enrichment and employee satisfaction at work. Hower (2008) postulated that for organizations to succeed in their operations, they need to move from traditional ideological orientation of viewing money as the number one satisfier of employees at work to valuing their employees' work. Valuing employees work involves management giving full control and autonomy to their employees to perform the duties. When employees are given full control over their work, they tend to perform in a manner which they feel their superiors will develop trust in them and continue to give them full responsibility. In return this will help the organization to achieve its objectives and satisfy its customers.

Armstrong (2010) supported the notion that job enrichment results in employee satisfaction at work. Armstrong (2010) observed that employees should be given greater control over their work together with room for giving their feedback so as to assess their level of completion. When employees are given autonomy over their work satisfaction increases and the employees tend to

reduce absenteeism and labour turnover. Mone and London (2010) concurred with the above findings and the concluded that when employees are not given room for feedback at work, they tend to generate job dissatisfaction as they perceive the system to be ineffective and unfair. They emphasized that feedback is vital for employees to be satisfied at work.

2.4.3 Job satisfaction

Job satisfaction according to Noe et al (2009) in Sanda et al (2015) “is a pleasant feeling resulting from the perception that one’s job fulfils or allows for the fulfillment of one’s important job values.” Newstrom (2011) added that when employees are satisfied with their jobs, they are less likely to think of leaving their jobs rather they become more committed to their organizations. On the other hand, employees who have lower satisfaction at their work have high chances of quitting their jobs in order to seek greener pastures.

2.5 Chapter summary

This chapter clearly articulated literature from various authors to get a deeper understanding of the impact of internal marketing strategies on organizational performance. This chapter has highlighted the definitions of internal marketing, training, internal marketing and job enrichment. The next chapter (chapter three) will look at the methodology that was used as a way of gathering data.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter clearly outlined how the research was undertaken. It also highlighted the research design used, target population, sample size, sampling methods and techniques, sampling procedure, research instruments, data sources, data collection procedure and administration, validity and reliability of findings as well as data analysis and presentation tools.

3.1 Research Design

Burns and Grove (2011) defined a research design as a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings. Research design is defined as a framework for conducting information that is required to solve the research problem. A research design is the foundation for conducting a project that includes three different types of designs, depending on the purpose of the research which are exploratory, descriptive and causal (Malhotra 2010).

3.1.1 Descriptive research design

According to Burns and Grove (2011) descriptive research is designed to provide a picture of a situation as it naturally happens. It may be used to justify current practice and make judgment and also to develop theories. They are directed towards determining the nature of a situation as it exists at the time of the study. The researcher used this technique so as to get deep understanding of how employee training affects quality service delivery, to determine how internal communication affects employee performance and to ascertain how job enrichment affects employee satisfaction. The researcher used questionnaires to gather the much needed information from the organisation.

3.2 Target population

Parahoo (2009) defined population as the total number of units from which data can be collected such as individuals, events or organizations. A population is the set of components that share same characteristics matching the research problem (Malhotra 2010). Malhotra (2010) stated that there are two types of target population namely census and sample but this research used sample.

The researcher used a population of 50 people. The population under study was made up of 4 managers and 46 employees.

3.2.1 Sample size

Sample size is the specific portion of the population (Wild and Diggins 2009). The sample size was determined by using de Vaus (2002) formula which says

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

Where n = sample size, N = population size and α = the margin of error. The method assumes a 90% level of confidence and the margin of error is 10%. Hence the sample size for this research was calculated as shown below

$$n = \frac{50}{1 + 50 (0.1)^2}$$
$$n = \frac{50}{1.05}$$

33 employees

3.3 Sampling methods and techniques

Polit et al (2010) defined a sample as a proportion of a population. He goes on to say that if the research is done in the right way, the conclusion drawn from the sample can apply for the large population and enables the researcher to cut costs. Sampling methods are divided into probability sampling and non-probability sampling.

3.3.1 Non-probability sampling

Non-probability sampling is a technique whereby the probability of each case being selected from the total population is known. Non-probability is divided into judgemental sampling and convenience sampling.

3.3.1.1 Judgmental sampling

According to Wilson (2009) judgmental sampling refers to any procedure where a researcher consciously selects a sample considered to be most appropriate for the research study. The researcher used this sampling method because it allowed him to choose the best respondents who could give the results or responses. Judgmental sampling was used for choosing the respondents from SAZ management.

3.3.1.2 Convenience sampling

Keegan et al (2010) states that in convenience sampling, the sample is drawn from a section of the population that is readily available to the researcher. The researcher used this technique when selecting the SAZ employees to give the questionnaires. This is because convenience sampling allowed the researcher to select the employees who were readily available during the time the research was conducted. The researcher selected employees from various departments within the organization.

3.3.2 Probability sampling

Probability sampling is sampling that makes sure the probability of each case being selected from the target population is known and equal for all cases. These include, simple random sampling, systematic sampling, stratified sampling and cluster sampling. The researcher used probability sampling when distributing questionnaires to employees. The researcher used probability sampling when selecting the employees to give the questionnaires.

3.4 Sampling procedure

Burns and Grove (2011) refer to sampling as a process of selecting a group of people, events or behaviour with which to conduct a study. Once the population to be used on the research was determined, defined and framed the researcher then decided on the sampling techniques to be used. Sampling techniques are the procedures or rules that specify how the sample will be selected.

The researcher used non probability sampling technique in carrying out the research.

3.5 Research instruments

Burns and Grove (2011) postulates that research instruments are tools used for gathering information and data such as questionnaires and interviews needed to find solutions to problems under investigation. In this research, the researcher used questionnaires.

3.5.1 Questionnaires

According to Malhotra (2010), a questionnaire is a set of questions for obtaining information from the respondents. Ching (2011), states that a questionnaire is a series of questions to be asked to individuals to obtain statistically useful information about a given topic. A questionnaire

is a quantitative method of data collection. Questionnaires to be administered are close ended questions to simplify the gathering of data. The researcher is to use the questionnaires because they provide respondents with enough time to answer the questions there by providing a high degree of accuracy. The questionnaires were designed in close ended form. Closed form enabled the respondents to respond straight to the point.

3.6 Data sources

3.6.1 Secondary data

Secondary data refers information that already exists which was collected for other purposes. The data can be taken from text books, e-journals newspapers, magazines, reports to mention but just a few. The internal data used by the researcher include customer complaints files, quarterly reports and annual reports.

3.6.2 Primary data

Primary data refers to data that is collected specifically for a project through field research. The data was gathered in the study through the use of questionnaires which were conducted with SAZ staff that will provide the researcher with the current data (Burns and Grove 2011).

3.7 Data collection procedure and administration

Data collection is the process of acquiring the subjects and collecting data for the study (Burns and Grove 2011). The researcher collected the data for the research through questionnaires. 33 questionnaires were hand delivered to employees and 28 questionnaires were completed and collected back.

3.8 Data analysis and presentation tools

In analyzing the data, the researcher used Microsoft excel analysis technique due to the fact that it is simple to use and it helped the researcher in drawing the pie charts and graphs. Microsoft excel was also used because it helped in making it easy for readers to easily depict the findings of the research.

The data was presented using qualitative techniques and the researcher used pie charts and graphs in presenting the data. The data was presented on pie charts and graphs so that readers could easily understand it.

3.9 Validity and reliability of findings

Saunders et al (2009) specified that the term validity implies that an instrument measures what it purposed to measure and that it measures it correctly. In the preparation stage, the researcher gathered all questionnaires and checked if they were completed correctly. To guarantee the validity of the findings the researcher targeted respondents who were directly linked with information relating to internal marketing. The researcher asked short and straightforward questions that were not ambiguous to the management, employees and customers. The research design was designed in a manner that ensured that data remained valid and credible to the study and reliable to all users. Much consideration was put on data collection instruments to improve reliability of findings.

3.10 Chapter summary

The chapter discussed the researcher's research designs, target population, the sampling methods and techniques used, the sample size, research instrument used and the data sources used in the research. The reliability and validity of the data collected enclosed the research methodology as a convincing agent to the accuracy of all gathered data. On the next chapter (chapter 4) there is data presentation, analysis and interpretation of findings.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter focuses on presenting the findings of the research. The researcher went on to analyze findings of the data gathered through questionnaires from the field. The data was presented using pie charts and graphs making it much easier to present the data and for readers to understand it.

4.1 Response rate

The researcher issued out 33 questionnaires but only 28 of the respondents managed to complete the questionnaires. Five questionnaires were never returned. The response rate was 85% as presented in the graph below.

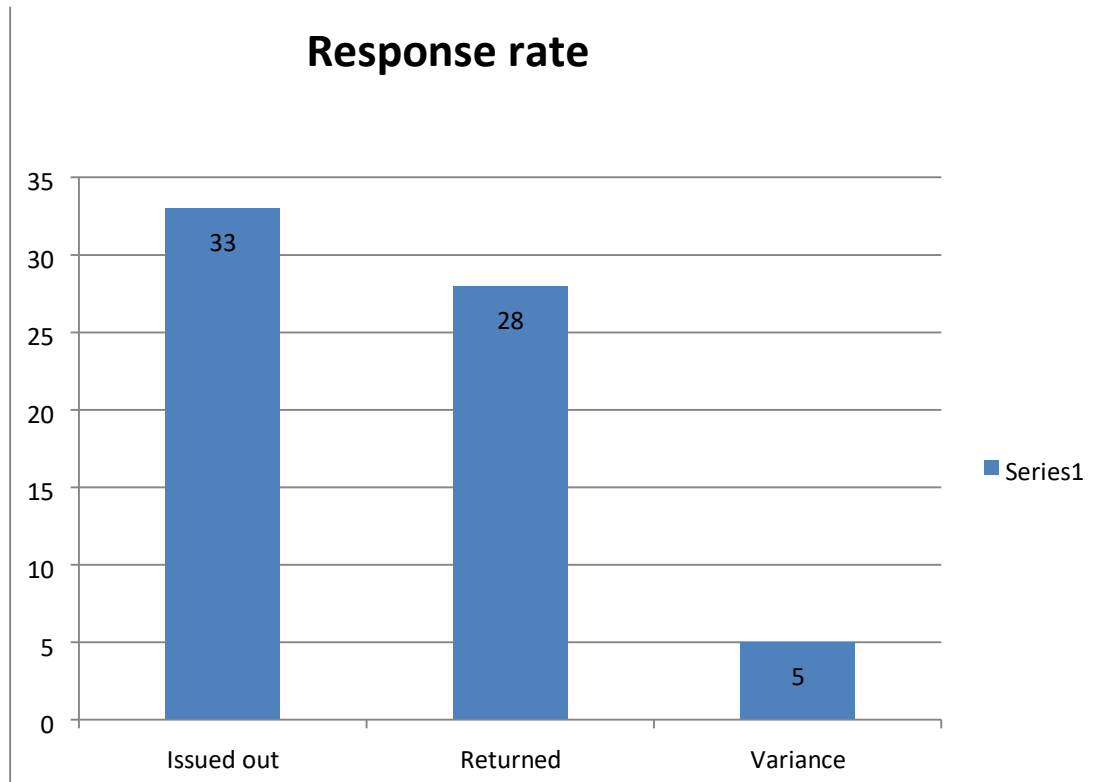


Figure 4.1 Response rate

4.2 Employee training and service delivery

4.2.1 Employee views about how training influences quality of service delivery

Respondents were asked whether training is important in order for high quality service to be delivered and their responses were as follows. 32% of the employees agreed that training is important for high quality service delivery to customers. 68% of the employees strongly agreed that training is important for quality service to be delivered to customers. This shows that training is vital for quality service to be delivered. The findings are shown in figure 4.2.1 below. The research findings are supported by Ameen and Hanif (2013) who concluded that training has direct influence on employee performance at work, training actually increases the overall actual employee performance. They went on to say that training is important because it improves working efficiency of employees as advanced level of performance arises from the training programs. Their research also concluded that employees cannot achieve their tasks in a way which benefits the organizations if they lack training.

Malik et al (2013) concurs with the findings of this research and postulated that employee training is an important dimension of internal marketing which brings about a permanent change in employee behavior which is mainly concerned with the improvement and up gradation of the skills and knowledge of employees which adds to better service delivery.

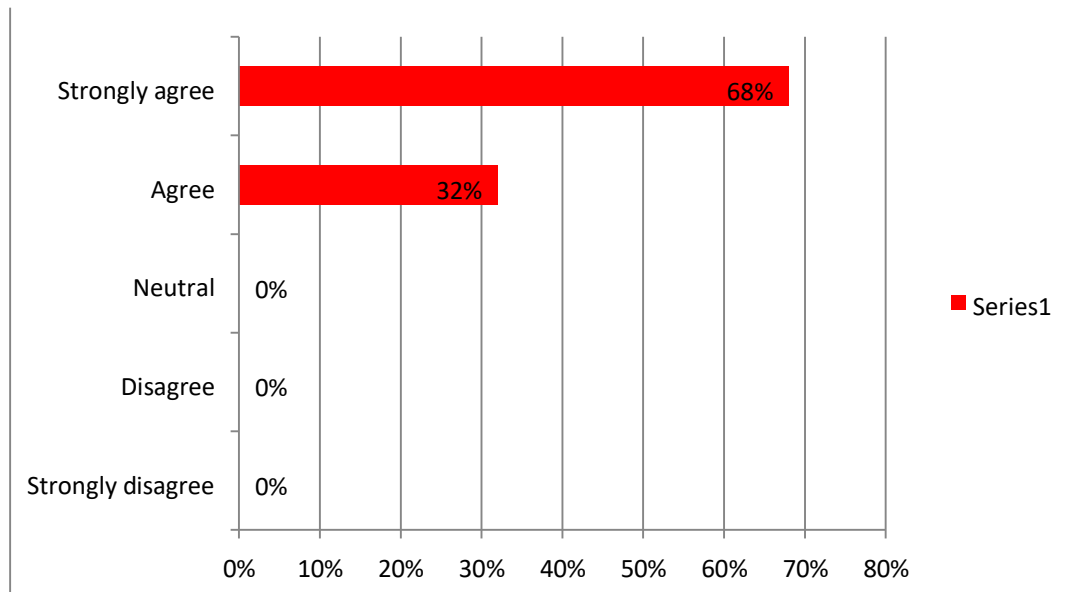


Figure 4.2.1 Employee views about how training influences quality of service delivery

4.2.2 Employee training attendance rate

Respondents were asked whether they have attended any training course and 93% of the employees said yes they have attended training courses organized by the organization. This attendance rate shows that the organization is persistently striving to keep its employees updated about market changes so that they can keep on producing excellent service to their customers. 7% of the employees have not attended any course. The statistics are shown in figure 4.2.2 below.

Researches by Ameer and Hanif (2013) find out that training has direct influence on employee performance at work, it is there for of paramount importance that every employee within the organization is trained. Tsai and Wu (2006) in their research revealed that some organizations make a big mistake of training only the customer contact employees. The research proposed that every employee in an organization should be trained in customer service. These training courses should be oftenly held by an organization so that every employee is equipped with the much needed skills. Continuous training of employees was found useful for the organization because every employee is kept updated about changes taking place in the market world hence they continue to deliver high quality services to the customers.

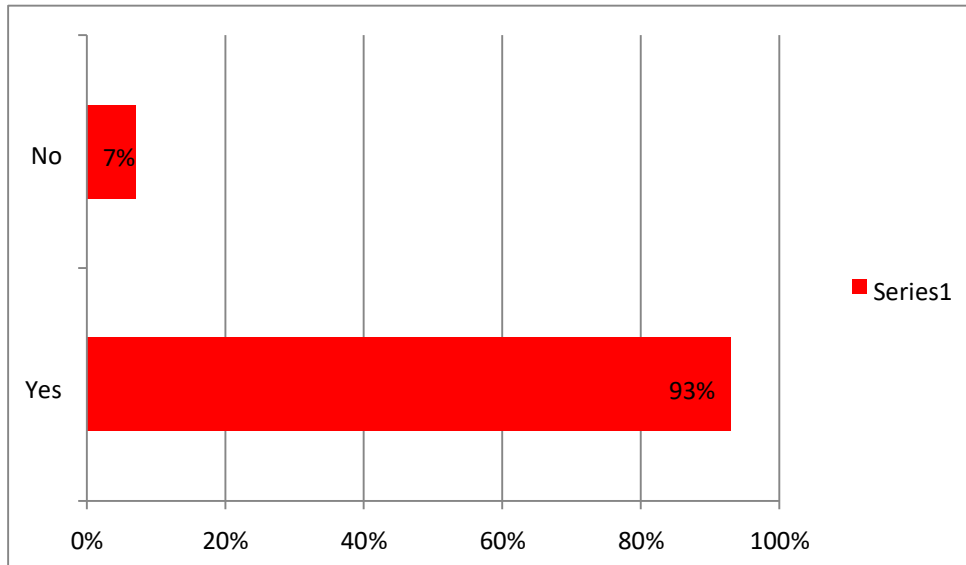


Figure 4.2.2 Employee training attendance rate

4.2.3 How often the organization holds the training courses.

Figure 4.2.3 below shows the employees' responses about whether the company often holds training courses to keep employees updated about changes taking place in the market place. The research reviewed that 4% of the respondents were neutral, 46% of the employees agreed while 50% of the respondents strongly agreed that the company often holds the courses. The research revealed that a high percentage of the employees agreed that the organization often holds training courses. This is very important for the organization as it is supported by researches done by Noe (2010) who find out that organizations need to continuously equip their employees with competencies which include knowledge, skills, or behaviors that are critical for successful job performance. Noe (2010) went on to say that for a company to gain a competitive advantage, its training should not include only basic skill development but the organization should use training to gain a competitive advantage. In addition a company should view training broadly as a way of creating intellectual capital.

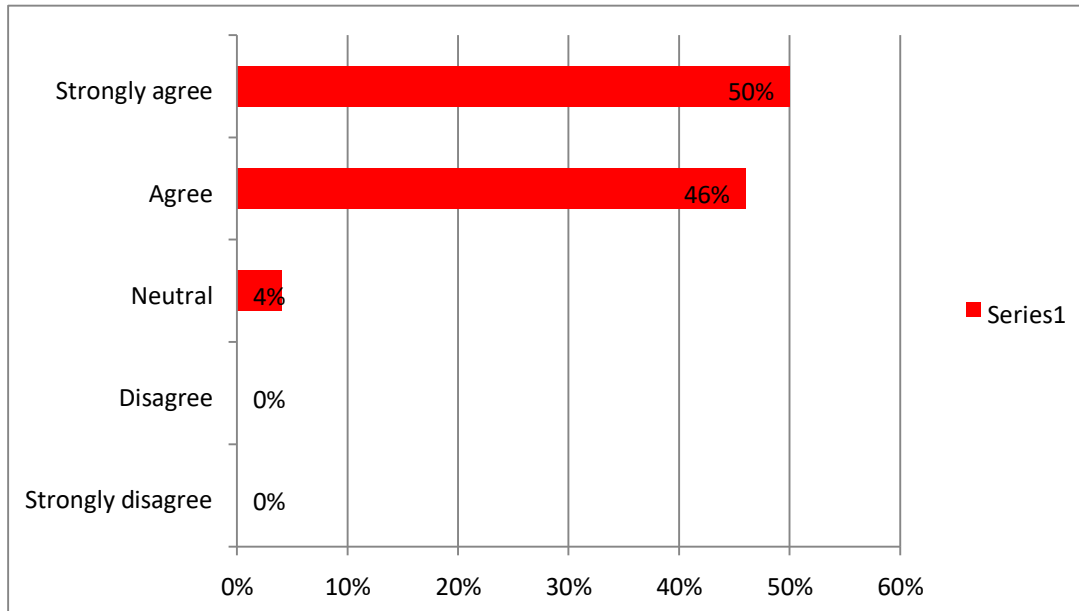


Figure 4.2.3 Employee views about how often the organization holds these training courses.

The research shows that employee training influences the level of service delivery. As a result every employee in the organization needs to be trained so as to gain skills on how best they can deliver high quality services to their customers.

4.3 Internal communication and employee performance.

4.3.1 Employee views about whether internal communication improves understanding of work duties.

Responses given were, 96% of the employees indicated that internal communication is important for them to clearly understand their duties while 4% of the employees said no there is no relationship between the two variables. The results are shown in the figure 4.3.1 below. The findings therefore makes it clear that understanding tasks or duties helps to improve the performance of the employees. The findings of this research are supported by Cole (2007) who highlighted that internal communication is vital because it keeps employees informed about general matters submerging their performance, reducing misunderstandings arising from day to day activities and improving trust between employees and employers. The findings are also in agreement with research done by Stafford et al (2010) who find out that lack of internal communication encourages employees to spread rumors rather spreading information which gives an organization a competitive advantage over its competitors.

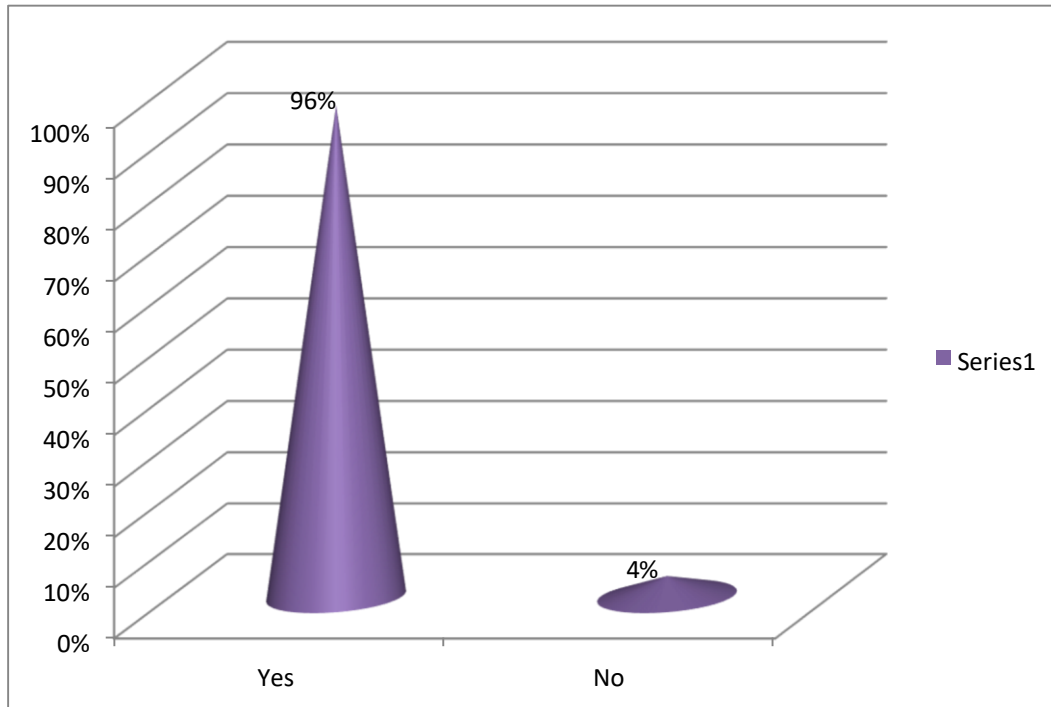


Figure 4.3.1 Employee views about whether internal communication improves employees’ understanding of work duties

4.3.2 Employee views about intra-departmental communication within the organization.

Respondents were asked whether there is intra-departmental communication within the organization. The findings revealed that 93% of the employees strongly agree that there is intradepartmental communication while 7% of the employees argue that there is no intradepartmental communication within the organization. The findings are depicted in figure 4.3.2 below. Therefore the research suggests that intra-departmental communication is important for an organization to achieve its objectives. The findings are supported by Vervic et al (2012) who find out that employees need to be connected to daily information flow with other departments for the success of the organization. Chen et al (2013) went on to say that the important thing in an organization is transferring information from one department to another because it increases employee’s belongingness to the organization. Employees can perform better when they clearly understands what they are suppose to do and how they are supposed to perform. Understanding of work duties reduces the rate of mistakes made by employees.

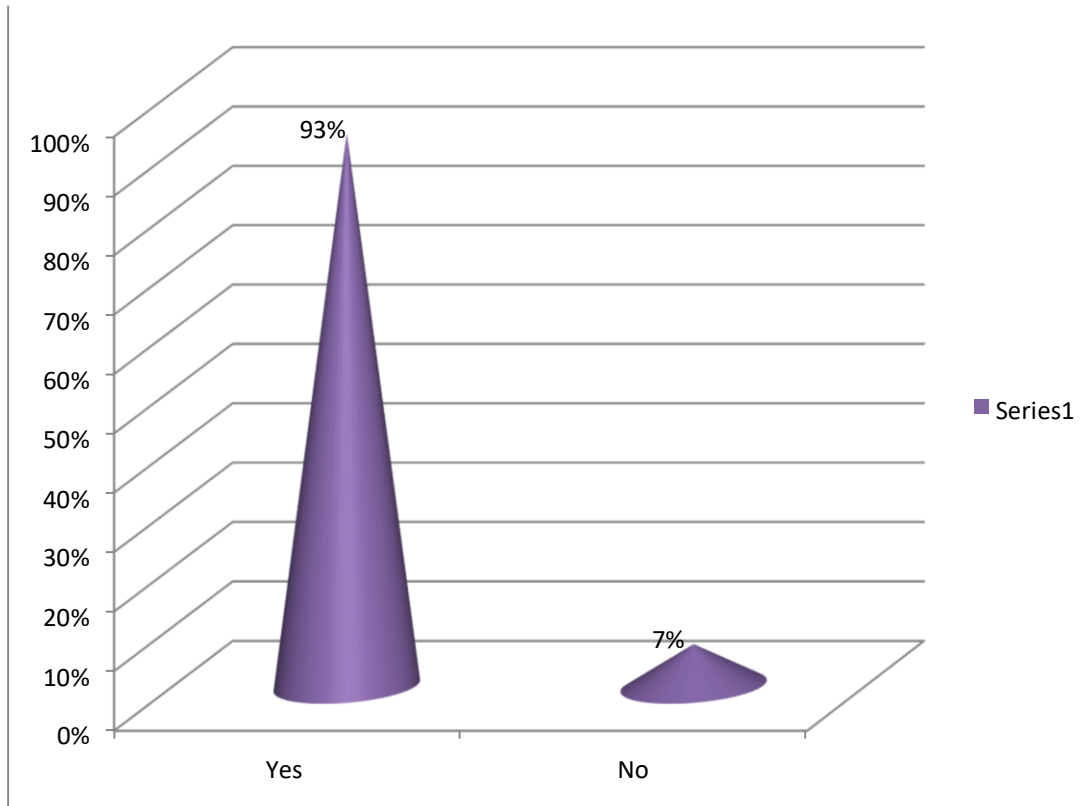


Figure 4.3.2 Employees views about intra-departmental communication within the organization.

4.3.3 Employee views about the effectiveness of the means of communication within the organization.

The responses given revealed that 10% of the employees disagreed that the means of communication are most suitable for effective communication. 4% of the employees were neutral, 36% agreed and 60% strongly agreed that the means of communication within the organization are most suitable for best results and performance. The findings are presented in figure 4.3.3 below. These findings are supported by Armstrong (2009) who emphasized that employees need to have an opportunity to communicate upwards their views and suggestions in relation to what has been insisted will happen or what is actually happening in matters that affect them.

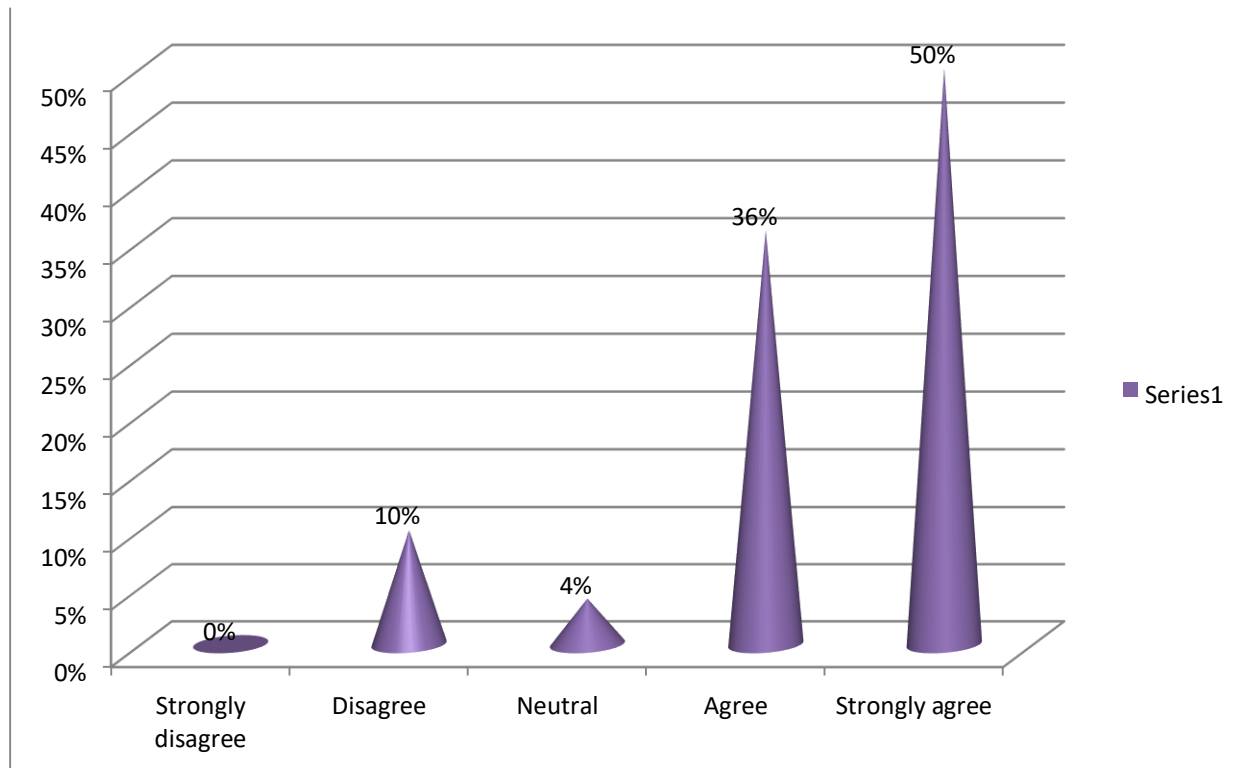


Figure 4.3.3 Employee views about the effectiveness of the means of communication within the organization.

Generally, according to the graphs above, internal communication has great influence on the performance of employees. This is because internal communication enables employees to understand how exactly they are supposed to undertake their duties.

4.4 To find out the contribution of job enrichment on employee satisfaction.

4.4.1 Delegation and employee morale at work

Respondents were asked whether job enrichment is important for work to be satisfying, the findings revealed that 4% of the employees disagreed that delegation improves morale at work. 4% of the employees were neutral, 32% of the employees agreed while 60% of the employees strongly agreed that delegation improves morale at work. This shows that delegation of work by superiors to subordinates improves morale at work because they feel honored and remembered at work. Employees prefer doing duties that are more challenging than what they do on their daily basis. These findings are in agreement with research done by Lussier (2009) who posited that a simple way that management can use to enrich jobs is through delegation of more responsibilities so as to make the jobs more interesting and it creates satisfaction in employees which gives them

extra power to perform their task at the same time meeting organizational goals. Jenaibi (2010) also revealed that job enrichment satisfies employees' needs and gives them a sense of belonging to the company. The research revealed that when employees feel that they are part of the organization, they feel that the success of the organization is their success as well. As a result the employees can help the organization meet its objectives. The findings above are shown in figure 4.4.1 below.

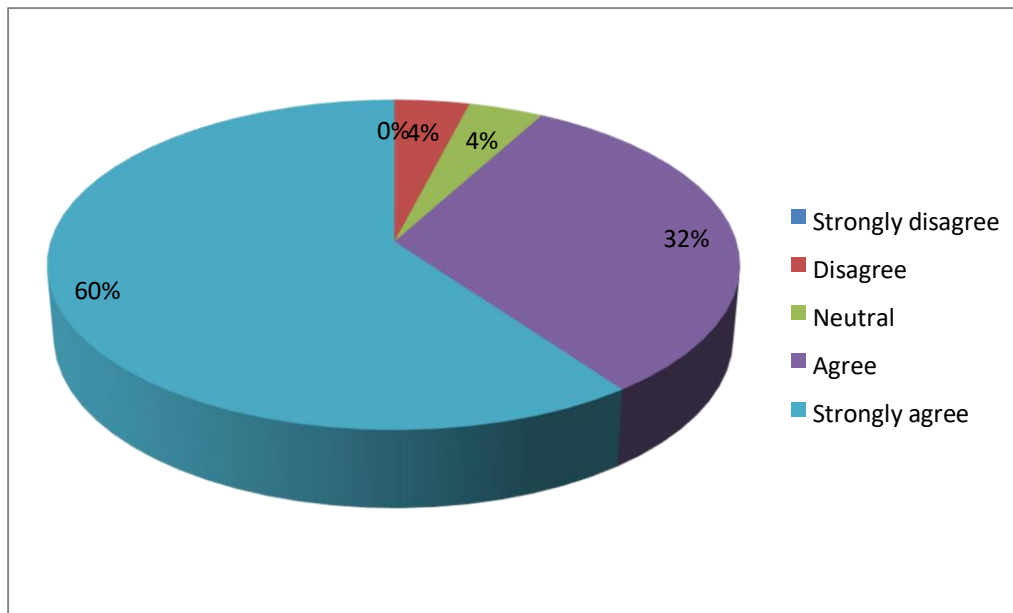


Figure 4.4.1 Employee views about how delegation affects morale at work

4.4.2 Job enrichment and employee satisfaction

Respondents were asked whether job enrichment is important for work to be satisfying and the findings revealed that 4% of the employees were neutral, 42% of the employees agreed while 54% of the employees strongly agreed that job enrichment is important for work to be satisfying. The findings are shown in figure 4.4.2 below. The notion that job enrichment is important for work to be satisfying is supported by Tsai and Wu (2006) who observed that job enrichment is of significant importance to every organization. It has been claimed that job enrichment activities provides job satisfaction to the employees and make them committed to their organizations and workplace. When employees are committed to their work, they provide excellent service to their customers which results in the achievement of organizational goals.

Yaghoubi (2011) supported the notion that job enrichment provides employee satisfaction and added that job enrichment seeks to provide employee empowerment. Employee empowerment gives employees the autonomy in which the employees manifest greater responsibility, job engagement and satisfaction at work place. Yaghoubi (2011) emphasized that when employees are satisfied with their work they help the organization to achieve its objectives. Al-Nsour (2012) examined the indispensable role job enrichment plays on organizational performance, these roles are internal work motivation, greater commitment, employees retention, job satisfaction, distinctive and competitive advantage, improving work place opportunities which have significant and important effects on corporate success statistically.

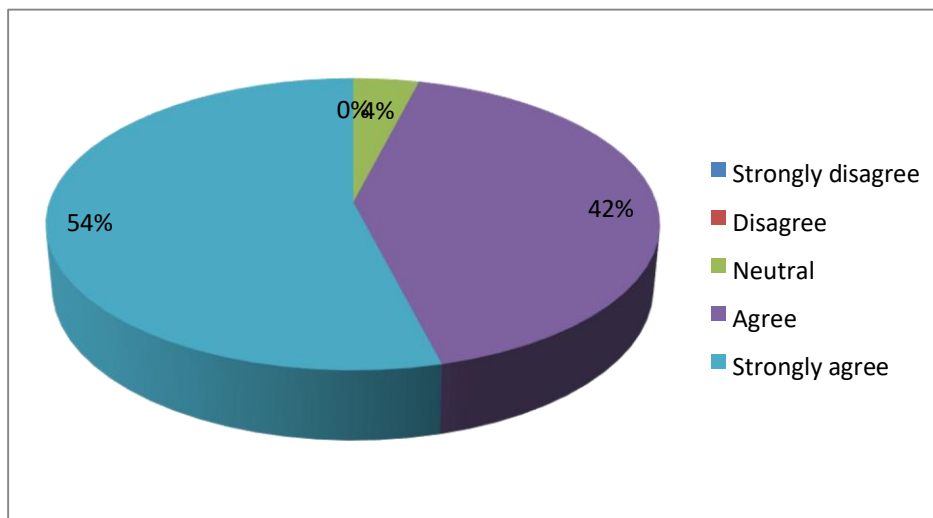


Figure 4.4.2 Job enrichment and employee satisfaction.

4.4.3 Employee perceptions about how the organization is meeting their needs and wants

The research sought to analyze the extent to which the organization is meeting the needs and wants of the employees. The findings reveal 61% of the employees agreed that the organization is meeting their expectations while 39% of the employees said the organization is not meeting their needs and wants. A high percentage of unsatisfied employees show that the organization needs to improve in doing activities that satisfy the needs and wants of the employees. Meeting the needs and wants of the employees helps the organization to satisfy the needs and wants of its customers at large. This is supported by research done by Jiang (2013) which revealed that the organization must treat employees as internal customers and view their jobs as internal products that satisfy their needs and wants at the same time addressing the objectives of the organization.

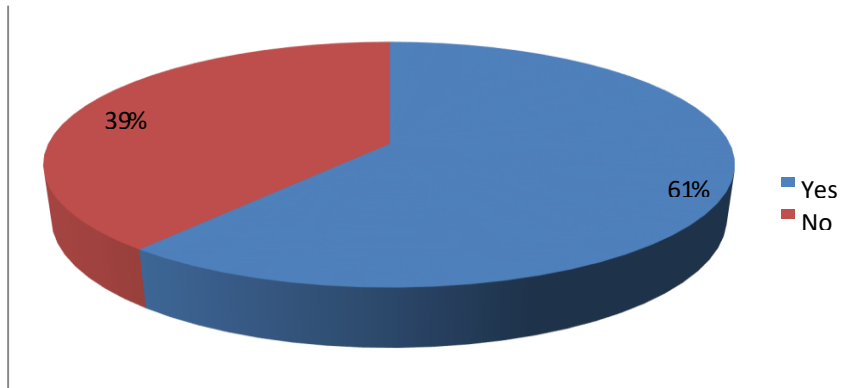


Figure 4.4.3 Employee perceptions about how the organization is meeting their needs and wants.

The data about job enrichment presented by the figures indicated that job enrichment is important for employees to be satisfied with their work. The research clearly outlines that management should enrich the jobs of their employee so that they develop satisfaction and help the organization to its objectives.

4.5 Chapter summary

This Chapter has presented, analyzed and discussed data in form of pie charts and graphs. The data was interpreted basing on the findings. The researcher analyzed the effect of internal marketing on organizational performance. This was based on the findings of the employees. The next chapter (chapter 5) will look all the summary, conclusion and recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Summary of the study

This study sought to analyze the impacts of internal marketing on organizational performance a case of SAZ for the period of 2013 to 2015. The researcher assumes that the chosen branch used for the study fairly represented all SAZ branches around Zimbabwe. The research sets to determine the contribution of employee training on service delivery, to explore the effectiveness of internal communication on employee performance and to ascertain the effect of job enrichment on employee performance. Descriptive research design was used for the study. The researcher assumes that internal marketing will improve company performance and the company is committed to continuously motivate its employees. In carrying out the research, descriptive

research design was used. The population for the research was 50 employees. The researcher used a sample size of 33 respondents and the sample size was determined using the de Vaas formula. Probability and non-probability sampling methods were used in carrying out the research. In data collection, the researcher used a primary data source that is questionnaires to gather the much needed information from the field. Secondary data sources were also used in carrying out the research. Qualitative techniques were used for presenting the data gathered. To come out with clearly presented data, the researcher used pie charts and graphs to present the data. From the research, it was noted that internal marketing has a positive inverse relationship with organizational performance. It was noted that SAZ as an organization, thrives to keep its employees updated about market changes through offering various training courses to the employees. The research reviewed that there is strong internal communication networks within the organization. In addition some employees indicated that job enrichment is import for them to be satisfied with their work. The researcher used training, internal communication and job enrichment as the variables of internal marketing. In carrying out the research, the researcher came across various constraints such as limited funds and limited time among others. However besides these limitations, a summary, conclusions and recommendations were drawn from the research.

5.1 Conclusions

The conclusions made from this study are shown below:

5.1.1 Employee training and service delivery.

The researcher therefore concluded that employee training is important for an organization to deliver high quality service to the customers. This is evidenced by 68% of the employees who strongly agreed and 32% of the employees who agreed that training is vital for high quality service to be delivered as shown in figure 4.2.1. The research is also indirectly supported by the organization's efforts of continuously training its employees, this was supported by 93% of employees who say they have attended training courses as shown in figure 4.2.2

The organization often holds training courses in order to keep its employees updated about market changes. The findings evidenced by 50% of the employees of strongly agree that courses are often held by the organization. 46% of the employees revealed that they agreed that the organization often holds training courses. However, only 4% of the employees insisted that they are neutral whether the organization often holds the training courses. The research also revealed that employee training is important because employees develop confidence when performing their duties. Training helps employees to acquire the most needed skills when delivering the service to the customers. Customers develop first time perception about an organization, therefore for customers to develop positive perception about the organization; it requires employees who offer excellent service.

In a nutshell, organizations need to continuously train their employees if they need are to offer high quality service to their customers and gain a competitive edge over competitors. In this era of dynamic engagement, employees are the only remaining source of competitive advantage which cannot be readily copied by competitors. There for the employees need to be of high quality. This is supported by Noe (2010) who concluded that training has great influence on the quality of service delivered. Employees who are trained deliver services that can never be readily copied by competitors. Ameerq and Hanif (2006) also concluded that training has positive relationship with the quality of service delivered hence organizations need to train their employees.

5.1.2 Internal communication and employee performance.

The research aimed at exploring the effectiveness of internal communication on employee performance. Findings of primary research revealed that internal communication has great effect on employee performance. This was shown by the findings in figure 4.3.1 where 96% of the employees agreed that internal communication helps them to improve performance at their work. Only 4% of the employees said internal communication does not improve performance at work. The research also revealed that 93% of SAZ employees confirmed that there is intradepartmental communication within the organization as depicted by figure 4.3.2. More so, findings about whether the means of communication used by the organization are most suitable for effective

communication revealed that 36% agreed while 60% strongly agreed that the communication methods were suitable for effective communication as shown by figure 4.3.3.

Therefore the researcher concluded that effective internal communication is vital for an organization as it helps employees to improve their performance. This conclusion is supported by Welch (2013) who carried out a research and concluded that internal communication is important in boosting the performance the performance of employees. Internal communication helps employees to fully understand what they are expected to do and how they must do it. In addition internal communication also helps employees to develop confidence in doing their tasks.

King'ori (2012) also concluded that internal communication is vital for employees to improve their performance. Cole (2007) also concluded that internal communication has a positive relationship with employee performance hence every organization should encourage it.

5.1.3. Job enrichment and employee satisfaction.

A close investigation of the findings revealed that job enrichment is a necessity for employees to be satisfied with their work. As shown by figure 4.4.2, 54% of the employees strongly agreed that they need their jobs to be enriched so that they can become interesting and satisfying. 42% agreed that job enrichment is important for work to be satisfying. Only 4% of the employees are neutral as to whether job enrichment is important for work to be satisfying or not.

With the above findings, the researcher therefore concluded that job enrichment is important for employee satisfaction at work. This was supported by research done by Tsai and Wu (2006) who concluded that job enrichment is of significant importance because it provides job satisfaction to the employees. Yaghoubi (2011) also supported this conclusion and posited that job enrichment provides employee satisfaction which helps employees to achieve organizational goals.

5.2 Recommendations

5.2.1 Employee training and service delivery.

The researcher therefore recommends the organization to continuously train every employee. This recommendation was also given by Tsai and Wu (2006) who posited that every employee in the organization must be trained especially in customer service. Findings have shown that

employee training is important for high quality service to be delivered. Evans (2001) recommended organizations to conduct induction training for new employees.

The researcher also recommends the organization to have formal performance appraisal mechanisms of identifying the types of training needed by each and every employee. This was supported by Armstrong (2006) who emphasized that organizations should have formal programs of identifying and providing training to the employees.

The researcher also recommends the organization to consider employees' views in terms of choosing the training courses to be done. The employees may have better ideas about courses which are important in achieving customer satisfaction.

5.2.2 Internal communication and employee performance

The researcher recommends the organization to efficiently communicate important information to the subordinates so as to help them to improve their performance as supported by the research findings. This was also concluded by King'ori (2012) who also added that management should not hold any necessary information to their subordinates. Stafford et al (2010) also recommended that management should clearly communicate with their subordinates so as to reduce the spread of gossip and rumors.

The researcher would like to recommend the management to use two way communication with their subordinates. Two way communication helps employees to clarify matters where clarification is required. Through two way communication, management can assign tasks and give orders to subordinates and at the same time the subordinates can give feedback to management. This was supported by Yang and Coates (2010) who recommended that organizations must effectively use two way communication so as to boost the performance of the employees.

The researcher also recommends that the organization should encourage intradepartmental communication as it speeds up the rate of service delivery. This was also recommended by Vercic et al (2012) who concluded that employees must be connected to daily information flow within departments

In addition the researcher would like to recommend the management to give subordinates room to give their own suggestion pertaining how work should be done. This gives employees total

responsibility towards their own work and they might bring in new and brilliant ideas which results in great performance by the employees.

5.2.3 Job enrichment on employee satisfaction

The researcher recommends the organization to continuously exercise job enrichment so as to boost employee satisfaction, this was supported by the findings which revealed that 92% of the respondents confirmed that job enrichment leads to employee satisfaction at work. This was also concluded by Jenaibi (2010) who recommend that organizations can hardly achieve employee satisfaction without job enrichment.

The researcher would also want to encourage the management to delegate tasks to its employees as it improves morale of the employees at work. This was also recommended by Lussier (2009) who emphasized that management delegation is important for employees to be satisfied with their jobs.

Furthermore the researcher recommends the organization to meet the needs and wants of its employees as they are the internal customers of the organization. This was revealed by the findings in figure 4.4.3 where 39% of the respondents said that the organization is not meeting their requirements. The organization can achieve employee satisfaction through using the three variables discussed in this research which are training, internal communication and job enrichment.

5.3 Suggestions for further research

This research sought to determine the contribution of employee training on service delivery, to explore the effectiveness of internal communication on employee performance and to find out the contribution of job enrichment on employee performance. The researcher therefore recommends the organization in the near future to carry out a research on the impact of internal marketing on market orientation.

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APPENDIX

Questionnaire for SAZ employees

My name is Leonard Misheck, a final year student at Midlands State University studying Bachelor of Commerce Marketing Management Honours Degree. The purpose of this questionnaire is to gather information about the impact of internal marketing strategies on organizational performance. Your participation in the study will be greatly appreciated. Your views, opinions, ideas and beliefs are vital to this research and information gathered will be treated with much confidentiality.

Instruction:

You are kindly requested to tick in the most appropriate box.

1. How many years have you been with SAZ?

0 - 1 year

1+ - 5 years

5+ - 10 years

10+ or more years

2. The company competences facilitates planned effort for employees to learn job related

Strongly disagree

Disagree

Neutral

Agree

Strongly

3. Does the organization have formal programs to equip employees with skills they require to undertake their jobs?

Yes

No

4. Have you ever attended any training course?

Yes

No

5. The company often holds these courses to foster learning and keep employees updated about market changes.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

6. Training needs are identified through a formal performance appraisal mechanism.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

7. Training is important in order to deliver high quality service.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

8. Are you satisfied with the current training courses being offered to you by SAZ?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

9. Does internal communication improves the understanding of your work duties?

Yes
No

10. Two way communication help to improve your performance?

Strongly disagree
Disagree
Neutral
Agree
Strongly agree

11. Is there intra- departmental communication within the organization?

Yes
No

12. The means of communication within the organization are most suitable for effective communication?

Strongly disagree
Disagree
Neutral
Agree
Strongly agree

13. Employees have the room to give own suggestions pertaining how work should be done?

Strongly disagree
Disagree
Neutral
Agree
Strongly agree

14. Delegation of tasks improves morale at work?

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

15. Does giving employees more control over work stimulates happiness and give employees more energy to undertake their tasks?

Yes

No

16. Job enrichment is important for work to be satisfying?

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

17. Working conditions are favorable at our organization.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

18. As an internal customer the organization is meeting my needs and wants.

Yes

No

Thank you very much for your co-operation.