

# The Effect of Internal Marketing on Employee Job Satisfaction in Telecommunication Sector in Sudan: A Case Study of Sudani Telecom Company (2011 -2020)

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## Abstract:

This research investigated the effect of Internal Marketing on Employee Job Satisfaction in Telecommunication Sector in Sudan, using Sudani Telecom Company as a case study. The main objective of this research is to illuminate the effect of Internal Marketing on Sudani Employees Job Satisfaction. The problem in this study is that most of Sudani company employees are feeling unsatisfied with their jobs, resulting in high turnover rate in the company. This employee's dissatisfaction might be attributed to the absence or improper application of Internal Marketing strategy in Sudani company. The study adopted four main hypotheses representing the four Internal Marketing elements used by the researcher: **H1:** There is a statistically significant relationship between Rewards & Incentives and Employee Job Satisfaction in Sudani Company. **H2:** There is a statistically significant relationship between Training & Development and Employee Job Satisfaction in Sudani Company. **H3:** There is a statistically significant relationship between Employee Empowerment and Employee Job Satisfaction in Sudani Company. **H4:** There is a statistically significant relationship between Employee Internal Communications and Employee Job Satisfaction in Sudani Company. This study adopted the descriptive analytical approach, in addition the historical approach. The results of this study found that, Rewards & Incentives have a strong, positive and significant effect on Employee Job Satisfaction, Training & Development has a strong, positive and significant effect on Employee Job Satisfaction, Employee Empowerment has a positive and significant effect on Employee Job Satisfaction and Employees Internal Communications have a positive and significant effect on Employee Job Satisfaction. **Keywords:** Internal Marketing, Employee Job Satisfaction, Sudani Telecom Company.

## أثر التسويق الداخلي على الرضا الوظيفي في قطاع الاتصالات بالسودان، بالتطبيق على شركة سوداني للاتصالات (2011 - 2020)

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### المستخلص:

بحثت هذه الدراسة فيأثر التسويق الداخلي على الرضاء الوظيفي في قطاع الاتصالات بالسودان، بالتطبيق على شركة سوداني للاتصالات.الهدف الرئيس لهذه الدراسة هو إلقاء الضوء على تأثير التسويق الداخلي على الرضا الوظيفي لموظفي شركة سوداني للاتصالات. مشكلة الدراسة تكمن في أن معظم موظفي شركة سوداني للاتصالات، يشعرون بعدم الرضا عن وظائفهم، الأمر الذي أدى إلى ارتفاع معدل دوران الوظائف داخل الشركة، ويعزى الباحث عدم الرضا هذا لانعدام أو ضعف تطبيق سياسات التسويق الداخلي بشركة سوداني للاتصالات. وضعت الدراسة أربعة فرضيات رئيسة مركزة على عناصر التسويق الداخلي الأربعة التي اعتمدها الباحث خلال دراسته، وهي: الفرضية الأولى: توجد علاقة ذات دلالة إحصائية بين الحوافز و المكافآت والرضا الوظيفي لموظفي شركة سوداني للاتصالات، توجد علاقة ذات دلالة إحصائية بين التدريب و التطوير والرضا الوظيفي لموظفي شركة سوداني للاتصالات،توجد علاقة ذات دلالة إحصائية بين التمكين الوظيفي والرضا الوظيفي لموظفي شركة سوداني للاتصالات و توجد علاقة ذات دلالة إحصائية بين الاتصال الداخلي للموظفين والرضا الوظيفي لموظفي شركة سوداني للاتصالات.اعتمدت الدراسة المنهج الوصفي التحليلي، بالإضافة إلى المنهج التاريخي. خلصت نتائج الدراسة إلى وجود علاقة إيجابية قوية بين الحوافز والمكافآتوالرضا الوظيفي لموظفي شركة سوداني للاتصالات، وجود علاقة إيجابية قوية بين التدريب والتطويروالرضا الوظيفي لموظفي شركة سوداني للاتصالات، وجود علاقة إيجابية بين التمكين الوظيفي والرضا الوظيفي لموظفي شركة سوداني ووجود علاقات إيجابية بين الاتصال الداخلي للموظفين والرضا الوظيفي لموظفي شركة سوداني للاتصالات.

الكلمات المفتاحية: التسويق الداخلي، الرضا الوظيفي للموظفين،شركة سوداني للاتصالات.

### 1.Introduction:

Internal Marketing (IM) is a new concept of marketing, in which the company deal with their employees as internal customers, and deal with their jobs as internal products. As the situation in the External Marketing, the Internal Marketing is aiming to design these internal products (Jobs) to fulfil the internal customers (employees) requirements.

Internal Marketing has many elements, for simplicity this study shed the light onto four elements: Reward & Incentives, Training & Development, Empowerment and Internal Communications.

Employee Job Satisfaction is defined as the positive feeling that an employee feels toward his job, and to which extent that his basic requirements has been fulfilled in a company. Telecommunications sector as many of the service sectors, consider their employees as their highest value asset, hence they are trying their best to maintain their employees satisfied. Smart companies always own proper systems for evaluating, motivating, qualifying and developing their employees. Investing in employees is the best project that achieve feasible returns for any company.

Telecommunications industry is growing very fast, and in a daily basis. This industry witnessed a huge advancement, when telegraph was invented early last century, but now it becomes a primitive invention compared to the modern inventions like wireless mobile technologies.

## **2.LITERATURE REVIEW**

### **2.1.Internal Marketing:**

The internal marketing (IM) concept was first proposed in the mid 1970s as a way of achieving consistent service quality as a major problem in the services area. Its basic premise was to have satisfied customers, the firm must also have satisfied employees and that this could be best achieved by treating employees as customers, i.e., by applying the principles of marketing to job design and employee motivation. Since then, the concept has seen a number of major developments and its application is no longer confined to the services area. It has been shown that any type of organization can use IM to facilitate the implementation of its external marketing strategy or any other organizational strategies (Pervaiz et al., 2002)<sup>1</sup>.

### **2.2.Employee Job Satisfaction:**

Employee Job Satisfaction refers to the employees' recognition to their jobs. It was perceived by scholars as an emotional state that results from employees' experiences at work. The argument was that if employees demonstrate highly satisfied experiences with their jobs, they will enjoy an emotional state, that described it as the

extent of employees' likeness to their job, whereas, others referred employees' satisfaction to the happiness of the employees with their job, in another word, it is the fulfilment of their desires and wants at work in terms of remuneration, workload, perceptions of supervision, available resources, flexible working conditions, and team working, etc. On the contrary, employees whom needs and expectations are not met, are likely to express negative attitude in their performance (M. Ateia, 2016)<sup>(2)</sup>.

### **2.3. Sudani Telecommunications Company:**

Sudani Telecommunications Company is one of Sudatel Telecommunications Group (STG), providing telecommunication services in Sudan. Sudani company is considered one of the leading companies in Sudan that take care of its customers. Sudani customer' care centers are spreading among all cities in the country, in addition to its call center that receives the complains and enquiries from Sudani customers through telephone calls. Sudani company also considered from the leading companies in Sudan that maintain excellent work environment to attract employees. However, in such competition environment, Sudani company should double its efforts to keep both its customers and employees loyal to the company.

### **3. RESEARCH METHODOLOGY**

The descriptive analytical approach was used for the study, in which a Self-administered questionnaire was used to collect the data from Sudani company employees. The questionnaire construct had two parts, part one for the demographic characteristics like respondent's age, gender, educational level and work experience; whereas part two for the questions regarding the variables of the study. The questionnaire used Five-Point Likert Scale starting from (1) strongly disagreed, to (5) strongly agreed.

Table (3.1) illustrates the final sample used in the study.

Reliability of the scale was checked using Cronbach Alpha Technique, "alpha reliabilities of all variables were well above 0.70, which proves that data obtained was reliable enough to proceed to further analysis" (Helms et al., 2006)<sup>3</sup>. Table (3.2) shows Alpha

reliabilities for all variables.

Statistical Package for Social Science (SPSS) for Windows (V.20) was used to analyze the quantitative data generated from the questionnaire, whilst the data from the interviews was analyze qualitatively by content analysis using tables and charts.

#### **4.Data Presentation and Analysis:**

##### **4.1.Demographic Data:**

###### **4.1.1.Respondents Gender:**

For Sudani employees in the selected sample, 61% were males while the remaining 39% were females, showing higher male respondents in theselected sample (See table (4.1) and chart (4.1)).

###### **4.1.2.Respondents Ages:**

Age of respondents ranging between 20 -40 years, represented the majority of the respondents in Sudani employees selected sample, which indicate that Sudani is a young company. (See table (4.2), andchart (4.2)).

###### **4.1.3.Respondents Educational Level:**

Table (4.3), and chart (4.3) showed a high educated respondents from Sudani employees selected sample, which indicate that Sudanicompany is a well-educated company.

###### **4.1.4. Respondent Work Experience:**

Table (4.4), and chart (4.4) indicated that, for Sudani employees in the selected sample:11% working for less than one year, 64% working for 1- less than 10 years and 25% working for 10 and more years.

##### **4.2.Personal Data:**

Training & Development element gets the highest level among the Internal Marketing elements (Very High), with a mean of 4.34 and a standard deviation of 0.954. Secondly, the element Rewards & Incentives (Very High). The elements Internal Communications and Employee Empowerment ranked 3 and 4, respectively with a level of (High). (See table (4.5) and chart (4.5)).

The total weighted level of the variable Employee Job Satisfaction was (Very High) with a mean of 4.46 and a standard deviation of

0.988, which indicates that Sudani employees were very satisfied with their company, in the selected sample (see table (4.6)).

### 4.3. Hypotheses Testing:

To test the study four hypotheses, a Pearson correlation test was used (See table (4.7)).

#### 4.3.1. First hypothesis testing (*H1*):

Pearson product correlation of Rewards & Incentives, and Employee Job Satisfaction, was found very strong, positive and statistically significant ( $r = 0.908$ ,  $p < 0.001$ ). Hence *H1* was supported.

#### 4.3.2. Second hypothesis testing (*H2*):

Pearson product correlation of Training & Development, and Employee Job Satisfaction, was found very strong, positive and statistically significant ( $r = 0.858$ ,  $p < 0.001$ ). Hence *H2* was supported.

#### 4.3.3. Third hypothesis testing (*H3*):

Pearson product correlation of Employee Empowerment, and Employee Job Satisfaction, was found strong, positive and statistically significant ( $r = 0.797$ ,  $p < 0.001$ ). Hence *H3* was supported.

#### 4.3.4. Fourth hypothesis testing (*H4*):

Pearson product correlation of Employee Empowerment, and Employee Job Satisfaction, was found strong, positive and statistically significant ( $r = 0.779$ ,  $p < 0.001$ ). Hence *H4* was supported.

## 5. Conclusion:

### 5.1. Findings:

- The study indicated that there is a positive effect between the Rewards & Incentives and Employee Job satisfaction with a rate of 90.8%.
- The study approved that there is a positive effect between the Training & Development and Employee Job satisfaction with a rate of 85.8%.
- The study revealed that there is a positive effect between Employee Empowerment and Employee Job satisfaction with a rate of 79.7%.

- The study found that there is a positive effect between the Internal Communications and Employee Job satisfaction with a rate of 77.9%.
- Training & Development ranked the highest level between Internal Marketing elements with mean of 4.51 and standard deviation of 0.894.
- Rewards & Incentives ranked number 2 with mean of 4.34 and standard deviation of 0.954.
- Employee Empowerment ranked number 3 with mean of 4.03 and standard deviation of 1.209.
- Internal Communications ranked number 4 with mean of 3.95 and standard deviation of 1.413.
- Employee Job Satisfaction ranked the highest level of satisfaction within the study variables with mean of 4.46 and standard deviation of 0.988.

## 5.2. Recommendations:

- Training and development should be encouraged especially for employees in areas of effective customer service.
- Management has to define a clear policy for Rewards & Incentives for their employees, in order to raise their satisfaction level.
- Employees need adequate empowerment in order to reach a confidence level, capable to enhance their performance, which directly reflect in customer satisfaction.
- Managers have to facilitate flow of information and enhance effective internal communication system, to ensure effective communication within the organization.

## Tables & Figures

Table (3.1): Final Study Sample

Questionnaire Type	Population size	Required Sample Size	Distributed Questionnaires	Received Questionnaires	Valid Questionnaires	% of Research Sample
Sudani Employees	200	132	135	127	127	94.07%

(Source: Prepared by the researcher from the field study data,

2021)

Table (3.2): Cronbach's Alpha Coefficients for the Study Variables

I	Variable/Items	Number of Items	Cronbach Alpha
1	Rewards & Incentives	3	0.980
2	Training & Development	3	0.968
3	Employee Empowerment	3	0.997
4	Internal Communications	3	0.972
5	<b>Internal Marketing</b>	<b>12</b>	<b>0.985</b>
6	<b>Employee Job Satisfaction</b>	<b>3</b>	<b>0.960</b>

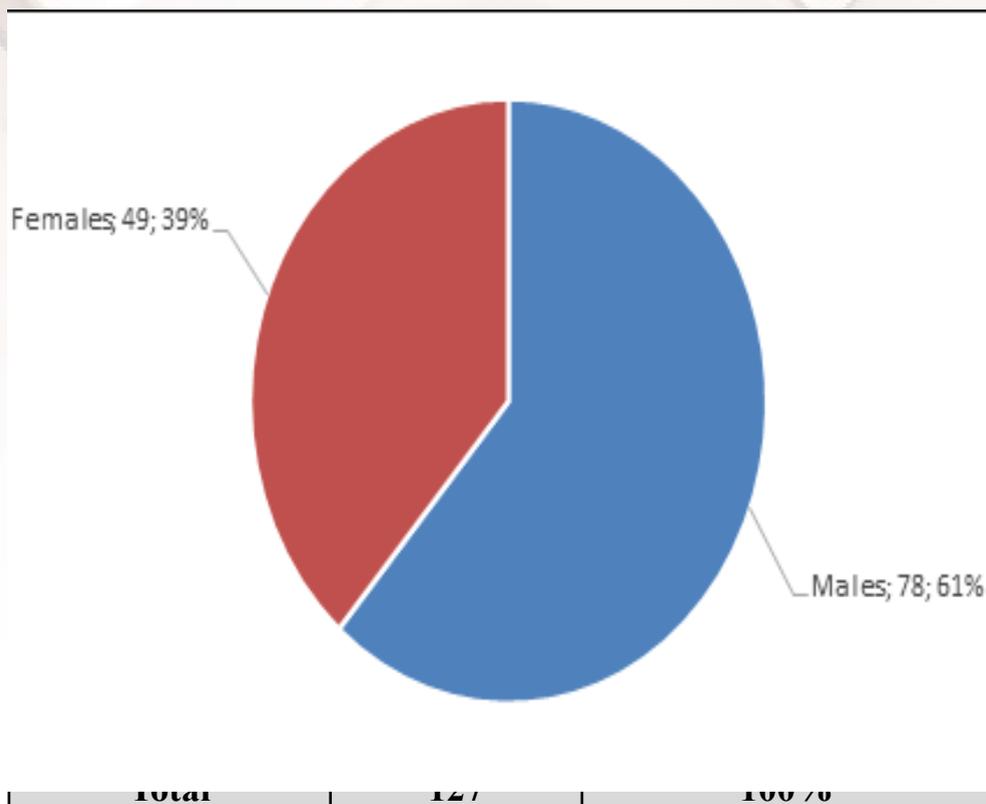
(Source: Prepared by the researcher from the SPSS, 2021)

Table (4.1): Gender of the Respondents

	Sudani Employees	
	Number	Percentage
Males	78	61%
Females	49	39%
<b>Total</b>	<b>127</b>	<b>100%</b>

(Source: Prepared by the researcher from the field study data, 2021)

Chart (4.1): Sudani Employees' Categorized Gender



(Source: Prepared by the researcher from the field study data, 2021)

Chart (4.2): Sudanese Employees' Categorized Ages

(Source: Prepared by the researcher from the Table (4.2))

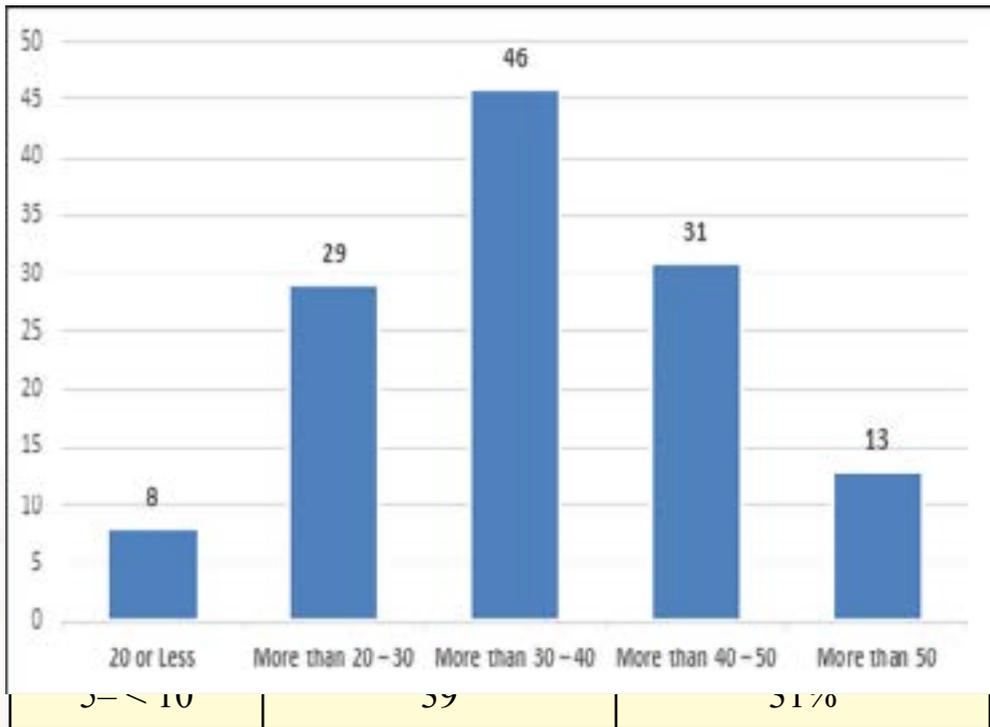
Table (4.3): Categorized Educational Levels of Respondents

Educational Levels	Sudanese Employees	
	Number	Percentage
Diploma or less	7	6%
BSc	61	48%
High Diploma	6	5%
Master	36	28%

PhD or High	17	13%
<b>Total</b>	<b>127</b>	<b>100%</b>

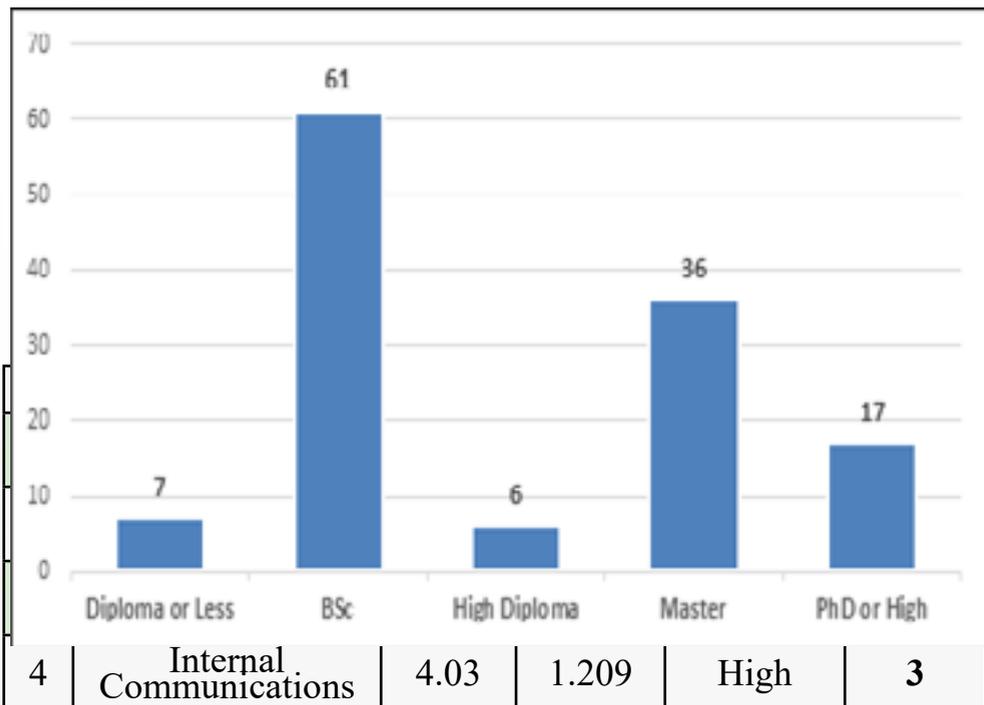
(Source: Prepared by the researcher from the field study data, 2021)

Chart (4.3): Sudani Employees' Educational Levels



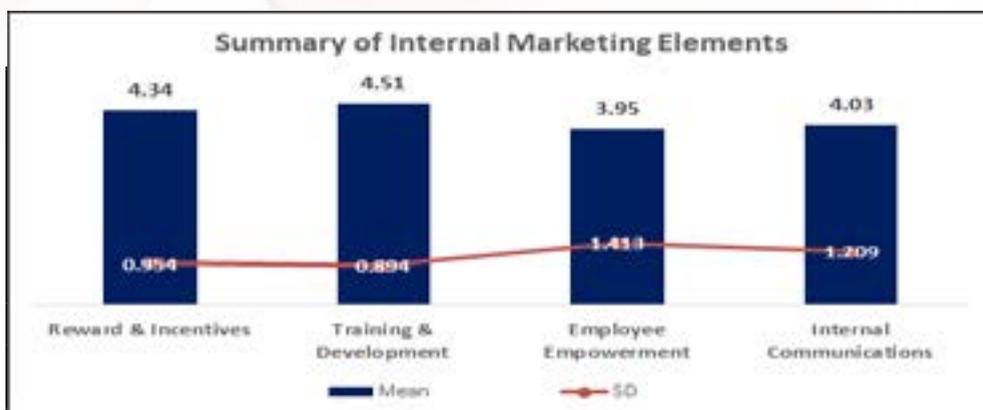
10- < 15	19	15%
15 and above	13	10%
<b>Total</b>	<b>127</b>	<b>100%</b>

(Source: Prepared by the researcher from the field study data, 2021)  
 Figure (4.4): Sudani Employees' Working Experience



4	Internal Communications	4.03	1.209	High	3
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(Source: Prepared by the researcher from the field study data & SPSS, 2021)  
 Figure (4.5): Summary of Internal Marketing Elements



If I found a job in other company, with the same benefits, I prefer to stay here.	N	5	4	5	23	90	4.49	0.999	Very High	2
	%	4%	3%	4%	18%	71%				
I proud in belonging and being part of this company.	N	8	2	4	30	83	4.40	1.078	Very High	3
	%	6%	2%	3%	24%	65%				
<b>Total of Employee Job Satisfaction</b>							<b>4.46</b>	<b>0.988</b>	<b>Very High</b>	

Table (4.6): Sudani Employees’ Responses to Employee Job Satisfaction  
 (Source: Prepared by the researcher from the field study data & SPSS, 2021)

Table (4.7): Pearson Correlation Test for (EJS) and (IM) Elements

		EJS	Rewards	Training	Empowerment	Communications
EJS	Pearson (r)	1				
	Sig.					
Rewards	Pearson (r)	0.908**	1			
	Sig.	.000				
Training	Pearson (r)	0.858**	0.938**	1		
	Sig.	.000	.000			
Empowerment	Pearson (r)	0.797**	0.929**	0.894**	1	
	Sig.	.000	.000	.000		
Communications	Pearson (r)	0.779**	0.860**	0.813**	0.912**	1
	Sig.	.000	.000	.000	.000	

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

(Source: Prepared by the researcher from the SPSS, 2021)

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