

**THE IMPACT OF INTERNAL MARKETING ON CUSTOMER
SATISFACTION IN THE BANKING SECTOR
A CASE OF CRDB BANK**

**THE IMPACT OF INTERNAL MARKETING ON CUSTOMER
SATISFACTION IN THE BANKING SECTOR
A CASE OF CRDB BANK**

**By
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**A Dissertation Submitted in Partial Fulfillment of the Requirements for Award of
the Degree of Master of Business Administration in Corporate Management
(MBA-CM) of Mzumbe University Mzumbe University**

July, 2019

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled “**The Impact of Internal Marketing on Customer Satisfaction in the Banking Sector: A Case Of CRDB Bank**” in partial fulfillment of the requirements for award of the degree of Master of Business Administration in Corporate Management of the Mzumbe University.

Major Supervisor

Internal Examiner

Accepted for the Board of School of Business

DEANSCHOOL OF BUSINESS

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I, RICHARD OLLOTU declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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Thank you all and God bless you abundantly

DEDICATION

I dedicated this work to my beloved Family for their love, prayers, advice, encouragements and financial support. God Bless you abundantly.

ABBREVIATIONS AND ACRONYMS

AMOS	-	Analysis of a Moment Structures
ANOVA	-	Analysis of Variance
CRDB	-	Cooperative Rural Development Bank,
MBA-CM	-	Master of Business Administration in Corporate Management
SPSS	-	Statistical Packages for Social Science

ABSTRACT

According to Piercy and Morgan (1991) customer satisfaction cannot be attained without the essential contribution of the employees who offer the services. The research was about the impact of internal marketing on customer satisfaction in the banking sector, a case of CRDB bank. The interest in undertaking this study stems from a fact that, it appears to be no significant study on in what way internal marketing efforts can encourage customer satisfaction in Tanzania Mwakalukwa (2015)

The study used a case study strategy as a research design. The target population and a sample size of 150 employees and customers were selected and were analyzed. Data was gathered through secondary and primary sources, whereas questionnaire was the primary instrument used in field data collection.

The study included presentation, discussion and analysis of the data. Quantitative and qualitative methods of data were used in the process. SPSS was used to analyze the data, which was presented in the form of tables. Findings were interpreted and discussed in a numerical narrative featuring frequency, percent, valid percent, cumulative percent, mean, and standard deviation. The study used two major statistical techniques, i.e. multiple regression and correlation analysis. The major findings were presented and discussed. The results shows that there is a significant relationship between internal marketing and customer satisfaction.

Reliability was derived and the results of the scale's overall Cronbach's alpha shows that data has a satisfactory internal consistency. Also by considering R square from model summary table, the results showed that, the regression model was very good.

Generally, the results showed that internal marketing dimensions i.e. rewards, internal communication, job satisfaction and in-service training are vital in the internal marketing discourse of the organization as they positively contribute to the satisfaction level of the customers.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This section consists of the background to the study which shows the evolution of internal marketing practice, the statement of the problem which presents the problem in terms of the research gap to be filled, research objectives which explains the aim of doing this research, research questions set to show the questions to be answered at the end, and the Organization of the document which explains the arrangement of the document/research.

1.1 Background to the study

For more than four decades, academicians and practitioners in the marketing field have been solid supporters of having an internal market orientation as a tactical advantage in achieving the purposes of customer satisfaction. This has been especially true during the last 40 years (Peters and Waterman, 1982), as an outcome of growing global competition and globalization, which needs a better service value and superior sensitivity to customer needs.

Market-oriented organizations are superficially focused and act in response to current and upcoming customer demands (Kohl and Jaworski, 1990). However, globalization among organizations across the world have derived quite a lot of service organizations to find a competitive benefit over market oriented and enhanced customer service so as to derive customer satisfaction and loyalty (Gounaris, 2008).

Service oriented industries have become aware of bases of competitive advantage and the upcoming form and determination of the business enterprise, and as a result they have established approaches that maintain their competitive benefit through both their internal and external customers (Varey and Lewis, 1999). According to Thomson and Hecker (2000) to compete, organizations require their staff to comprehend business objectives and brand morals and feel personally dedicated to their accomplishments. In

adding up, the organization needs everyone to act as victors of their business and their brand, both internally and with customers.

Consumers will create an awareness of value that must be understood to the organization. Individuals will relate the insights of what happened against what was estimated and this is intervened by the extent of participation the buyer has in the course. Nevertheless, in evolving countries interior marketing is understood as a marketing tool to encourage customer purchasing judgment with the aim of prevailing in the competitive area where marketers comprise extra methods to conquer the market at large.

The challenge for marketers in constructing a solid internal marketing is how to build capability and motivate their internal customers who have direct communication with external customers and how they can encourage their customer buying decisions since they know the services that their customers want. (Hoeffler and Keller, 2002).The effect of internal marketing on customer purchasing decisions are the areas of developing research curiosity because customers choose products or services beyond ordinary acquisition of products or service (Joseph and Joseph 2000).

There are several influencing factors that customers consider before making final purchase decision these includes various dimensions of internal marketing such as, branding, price and quality. These factors vary from one country to another (Emelia, 2009), thus there was a need to assess internal marketing as an impact of customer purchase decision in emerging countries such as Tanzania.

On the other hand, the employment of Interior Marketing is executed by the staff of the branch; this stimulates service provision by the employees and link up with their customer satisfaction. Banking Industries believe internal customers' training and assessment of presentation with reward system is vital, although advancement is necessary in the way that the organization's mission statement is interconnected and well understood amongst internal customers. Internal marketing itself integrates marketing, supervision, value governing, communications, and human resource sections in instruction to deploy the package (Varey and Lewis, 1999). The motivation

for correct application of internal marketing is in what way it will help in the formation of a viable gain over the competition. Ballantyne (2003) labeled this notion as required by the “innovative organization” and some have confidence that it will generate this gain.

It is understood that companies should set internal customers first. Customer satisfaction can simply happen when internal customers of the service company contributes to this association construction orientation. If association construction is surely the emphasis, then no aspect other than actual internal marketing could be more vital to an organization from a tactical point of view.

The idea of internal marketing was to brand the internal customers as significant as the external customers by considering them as internal customers (Ali, Kanyurhi and Akonkwa, 2016). Internal marketing orientation is a vital concept where administrations deploy marketing chains to invite and keep the preeminent internal customers, which will influence commercial act in the organization.

According to Heskett et al (1994), profits and advancements are influenced mostly by customer happiness and loyalty. Whereby, loyalty is a straight outcome of customer satisfaction. Satisfaction is mainly affected by the price of services delivered to the customers. Satisfied, loyal and fruitful internal customers generate value. Internal customer contentment, results mostly from quality human resource practices that allow internal customers to deliver outcomes to the customers.

A close investigation of dissimilar internal marketing model is clear that it associates a numerous number of main concerns in the marketing field, specifically customer orientation, customer satisfaction, customer loyalty, and the associations amongst employee satisfaction, customer satisfaction and customer devotion as the consequence that comes from internal marketing practices .

Moreover, there have been a number of theories that are set to support internal marketing practices, which include Berry’s theory of internal marketing, Gringos’ theory of internal marketing and Composite model of internal marketing in services. Besides, the criticality of customer orientation replicates its significance in the internal

marketing literature together with its crucial role in attaining client satisfaction and therefore organizational ambitions. The accomplishment of customer satisfaction on a service company liable on the victory of how blooming it markets itself within. Therefore, this study is set to examine the impact of internal marketing on customer satisfaction in the banking sector.

1.2 Statement of the Problem

Marketing has consistently put emphasis on the attention on external consumers rather than seeing internal customers as internal customers, (Spitzer and Swidler, 2003). In particular, internal marketing is declared as an official way of making a viable competitive gain in the marketplace through delivery of quality services, (Cronin and Taylor, 1992). While originating inside the services marketing literature, internal marketing is seen as valid in all industry perspectives (Cahill, 1995).

Internal marketing is basically a planned determination of using a marketing related approach directed to encouraging internal customers by applying and incorporating organizational approaches in the direction of customer satisfaction” (Ahmed and Rafiq, 2002). That is, internal marketing is seen as covering the efforts of the organization to influence internal customers to respond to the market, which includes being capable to quickly familiarize to alteration within the external market.

Consequential profits from this method include construction of a worldwide business vision, internal customer empowerment, increased internal customers collaboration and internal customer skills and knowledge advancement (Cahill, 1995). Internal marketing has been set up to be a significant component of organizational progress and alteration (Varey and Lewis, 2000) and that a lack of internal marketing might result in internal customers having a solid resistance to revolution and adaptation.

Internal marketing can help in generating a working atmosphere in which internal customers are appreciated and capable to advance service provision and business performance together with fostering a long term competitive gain through the construction of solid organizational values (Ahmed and Rafiq, 2003). Hence internal marketing appears as a skillful method of altering behaviors of internal customers so

as to identify the significance of achieving external consumer anticipations and nourishing customer desires. Therefore, it can be addressed that the objective of internal marketing is to guarantee internal customers' satisfaction and increasing quality of the services in order to attain external customers' satisfaction.

Customer satisfaction can only occur when internal customers of a service company kick in to this relationship creation orientation. The impression of internal marketing is to make internal customers as vital as external customers by treating them as internal customers. Satisfied external customers can be attained if the internal customers are satisfied (Schultz 2002; Kotler, 2000).

Whilst, the research has been conducted on the broad point of view of the impacts of internal marketing on client gratification in banking sector, it is clear that there are a lot of previous presented facts about interior marketing and client fulfillment which have been done in and outside Tanzania. It appears to be no significant study on in what way internal marketing efforts can encourage customer satisfaction in Tanzania (Mwakalukwa, 2015). However, the level of internal marketing on the effect of customer satisfaction may differ from one country to another as customer satisfaction might be inclined by the economic and technical level of an organization depending with that particular country. Consequently, there is a necessity to go through a study linking to Tanzania situation which focuses on the influence of internal marketing on customer satisfaction especially in banking sectors where no substantial study have been conducted about the issue at stake. As a result, this study is set to connect the present knowledge gap by examining the Impact of internal marketing on customer satisfaction in the banking sector

1.3 Objectives of the Study

The subject under study was be led by the next objectives

1.3.1 General Objective

The general objective of this research is to examine the Impact of internal marketing on customer satisfaction in the banking sector

1.3.2 Specific Objective

The following are the specific objectives of this study;

- i. To examine the impact of employees 'strategic rewards on external customer satisfaction
- ii. To investigate the influence of internal communication function on external customer satisfaction
- iii. To examine the impacts of employees' job satisfaction on external customer satisfaction
- iv. To examine the effect of in-service training on external customers' satisfaction

1.4 Research Questions

- i. What is the influence of employees' strategic rewards on the external customer satisfaction?
- ii. What is the influence of employees' communications on external customer satisfaction?
- iii. What is the impact of employees' motivation on external customer satisfaction?
- iv. What is the consequence of employees' in-service training on external customers' satisfaction

1.5 Significance of the Study

The study is set to further both theoretical and practical idea of internal marketing and client satisfaction in banking sectors. To help from the theoretical viewpoint, the study offers a new system of understanding and exploring on internal marketing and client satisfaction. As there has been no significance study around the impression of internal marketing on client satisfaction specifically in banking sector, the study provides an understanding of how interior marketing can affect client fulfillment.

For managers this study offers facts on the influence of effective internal marketing leading to great intensities of customer satisfaction. They can use the information in distributing recourses and creating a better knowledgeable choice on internal marketing strategies.

To marketers the study delivers valuable facts about the impact of internal marketing on client satisfaction which will be advantageous to marketers with an improved opinion of the dynamic of interior marketing on the influence of customer satisfaction; hence marketers will gain a better understanding about impact of internal marketing on customer satisfaction to help in their marketing activities.

1.7 Scope of the Study

The study is based on finding out how internal marketing approaches that are being used in banking sectors can impact customer satisfaction. However the research was conducted in banking sector specifically in CRDB bank. The reasons for picking CRDB bank and linking internal marketing strategies to customer satisfaction is because of their attitude towards adoption of internal marketing with main objective of increasing the number of customers through customer satisfaction in their business activities which will eventually be the most valued information in this research study.

1.8 Organization of the Document

The thesis is divided into six dissimilar parts. The first part is the overview of the study; this part contains the background to the study, statement of the problem, research objectives and research inquiries, implication of the study, boundaries of the study and the Organization of the document.

The second part consist of the explanation of different literature review associated with the research with the objective of developing knowledge and familiarizing the user with the view of different authors with respect to internal marketing on customer satisfaction, it includes theoretic writings review, empirical writings appraisal and the conceptual framework.

The third portion narrates the methodology of the study that calls about how the data have been composed and what technique will be used in the research. This section also clarifies about the reliability and the validity of the subject.

The next part includes the exhibition of results and argument of results, it provides the demographic materials, it offers the descriptive measurements as well as the results as per objectives.

Part five gives a brief discussion based on the field results hence interpretation of the results in relation to other previous studies. The researcher indicates whether the results concur or diverge with existing studies and provide justification for those that are diverged with the study results.

The final part of the study is the conclusion, this part gives a summary of the entire report as well as the objectives or purpose, the approach used and major results. It also clarifies the implications of the study with some recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This part explains diverse revise associated with the research theme with the aim of increasing awareness and familiarizing the user with the opinion of different authors with respect to the impact of internal marketing on customer satisfaction.

2.1 Conceptual definitions

This section is set to explain different concepts linking the title of the study

2.1.1 Internal marketing

Rafiq and Ahmed (2003), define internal marketing as a deliberate struggle of using a marketing-oriented methods to overcome organizational denial to change and to line up, inspire and inter-functionally manage and incorporate employees towards the operative application of corporate and functional policies in order to bring about customer satisfaction via the process of motivating the customer orientated employees.

Kitchen (2004), defined internal marketing as handling mutually workers and customers of the same status over proactive programmers so as to reach structural purposes. It therefore recommends that the crucial objectives of interior marketing are the advancement of internal and external client consciousness and the exclusion of practical obstacles to attaining organizational usefulness by satisfying employees

2.1.1.1 Customer

Customers may well be labeled as the consumers of products or services. They may be interior to the business such as the workers and executives or exterior like members of the community, other industries, or government (Dei-Tumid, 2005).

The term "custom" means "habit", an individual who goes to a store on a regular basis to buy their products or services, consequently it is their routine to purchase from that

specific store. In the opinion of Peter Drucker, there are now a whole new breed of customers with great morals and hopes (Dei-Tumi, 2005).

2.1.1.2 Customer Satisfaction

Customer satisfaction is once the result of service equals the prospects of the service. As suggested by Looy et al (2003), although they vary one is a module of the other. Zeithaml et al (2003) describes it as the client's assessment of a manufactured goods or service in form of whether the manufactured goods or service has come across his requirements. Failure to meet the requirements will lead to displeasure, or an under privileged insight of the service quality.

Service value is one amongst the aspects that donates to customer satisfaction, in different arguments could be an element of client satisfaction. As Looy et al (2003), suggests that, the difference amid the two could be a vital one. The extent of customer satisfaction is that the results of the purchaser's judgment of the service value projected in a very given service encounter, with the assumed service value. Additionally, the difference is that in measuring client satisfaction, the actual experience of the customer is the basis of valuation show ever in service quality measurement the client experience is not needed. Agreeing to Zeithaml et al (2006), satisfaction or dissatisfaction could be a measure or assessment of a product or service's ability to meet customer's prospects.

2.1.1.3 Strategic rewards

Reward supervision is outlined as "the ways, guidelines and procedures required to ensure the worth of individuals is recognized and therefore the influence they create to attaining business, division and team objectives is acknowledged and rewarded"(Armstrong 2010). According to Armstrong and Murlis, rewards refer to "the method of articulating and employment of ways and guidelines that aim to recompense individuals justly, evenhandedly and steadily.

(Brew, 1984), (Armstrong, 2003), and (Nyandoro and Goremusandu, 2016) observed that the coordination of reward schemes strengthens the achievement

of competition. Consistent with Babakus et al (2003), optimistic worker's awareness on the reward policy influences their personality towards the business. This is as well consistent with the findings of Rhoades et al (2001), UN agency claim that the reward scheme undertakes a basic half in good employees to carry out creatively.

2.1.1.4 Internal Communications

Internal communications are often outlined in many alternative ways (Kalla 2005). Argenti (2003) states that internal communications entails making an environment of respect for all staff among the organization. According to Vercic et al (2012), within the domain of public relations, the absence of analysis in internal communication is an obvious gap that is to be self-addressed. Marketing managers use internal selling ideas to boost social interactive communication channels among staff. In commission firm, internal communication with worker could also be vital than exterior communication with customers (Heskett, 1981).

2.1.1.5 Job satisfaction

Notwithstanding its wide usage in technical study, as well as in daily life, there is still no overall contract pertaining what job satisfaction is. However, there is no ultimate meaning on job satisfaction. Therefore before a meaning on job satisfaction can be given out, the nature and significance of work as a worldwide human act must be reflected.

Hoppock explained job satisfaction as any grouping of mental, physical and environmental conditions that cause an individual to openly to say I'm pleased with my job (Hoppock, 1935). Conferring to this method, even though job satisfaction is underneath the effect of many exterior issues, it rests something inner that has to do with the way workers feel. Job satisfaction grants a set of issues that root a feeling of satisfaction. Job satisfaction is resulting from the psychological and physical satisfaction workers knowledge in the atmosphere they work in and from the grind itself; it also means the degree to which individuals like or is pleased or displeased in their jobs

2.1.1.6 In-service training

Rothwell and Sredl (2000) defined training as a transient intercession intended to change people by equipping them with the vital and adequate learning, aptitudes, and frames they want to meet or surpass client fundamentals and achieve outcomes. Another meaning originated from Blancher and Thacker (1999) who characterized training as a systematic procedure undertaken to create information, aptitudes, for present or upcoming employment. Training expects to convey adjustments to the workers abilities, all the same with different changes in attitudes and knowledge.

2.1.2 Theories of the study and theoretical discussion

This segment is mainly about the scholarly identifications which includes practical results as well as theoretic and methodological influence to the subject.

2.2 Theoretical review

Theoretical analysis is done here by presenting the theories relevant to the study and stating how they have guided the study.

2.2.1 Theories of Internal Marketing

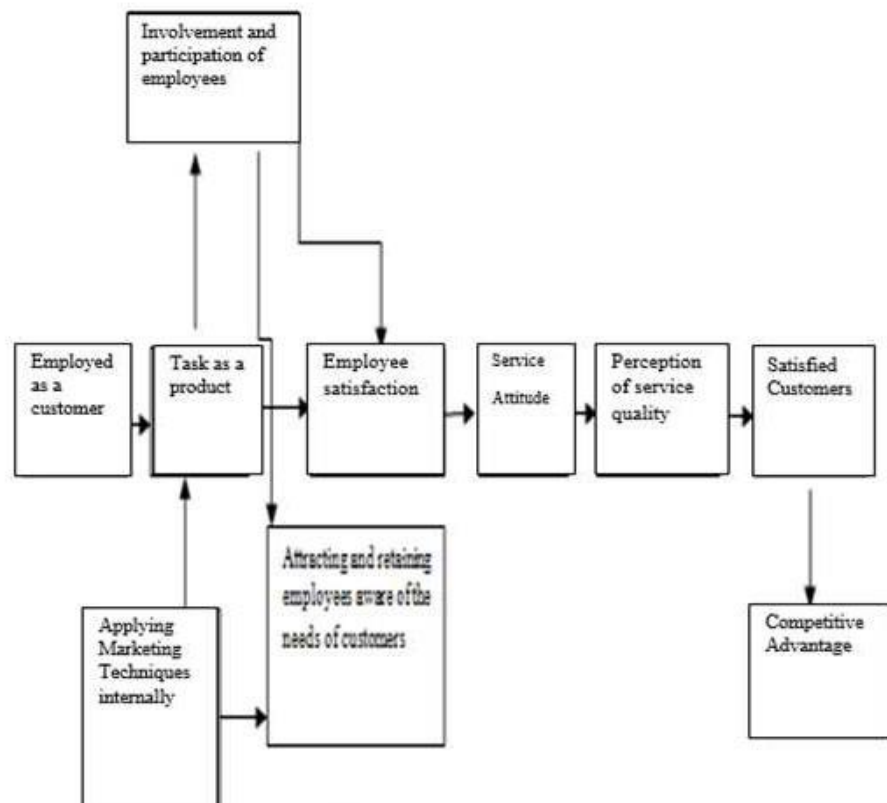
Next up are the influential theories of internal marketing that are connected to the study

2.2.1.1 Berry's Model of Internal Marketing

Berry's model is displayed and dependent on the establishment of inner promotion that perceives the representative as a customer and builds up an upper hand. It is clear from Berry and Parasuraman (1991), that the internal marketing concept is about using an external marketing method internally, therefore, there is a need to treat tasks like product and the employee get involved and contribute to the organization, the key is to attract and retain employees in the company.

The central statement regarding workers as clients will prompt alterations in dispositions of workers; that is, workers getting to be administration approved, which prompts better administration quality and upper hand in the commercial center. Regarding workers as clients requires that employments are canned as some extra result of the organization; that is, the requirements and needs of the 'client' are considered and an exertion is created to make the item appealing to the clients. Handling jobs as merchandises entails a new method from human resource supervision and fundamentally includes the presentation of marketing methods within both to attract together with to keep customer-oriented workers. (Berry and Parasuraman, 1991), sighted agents as internal customers, sighted employments as internal items, and struggling to offer privileged items that achieve the requirements and needs of these internal customers but handling the goals of the association.

Figure 2.1: Berry's Model of internal marketing



Source: *Berry, 1981*

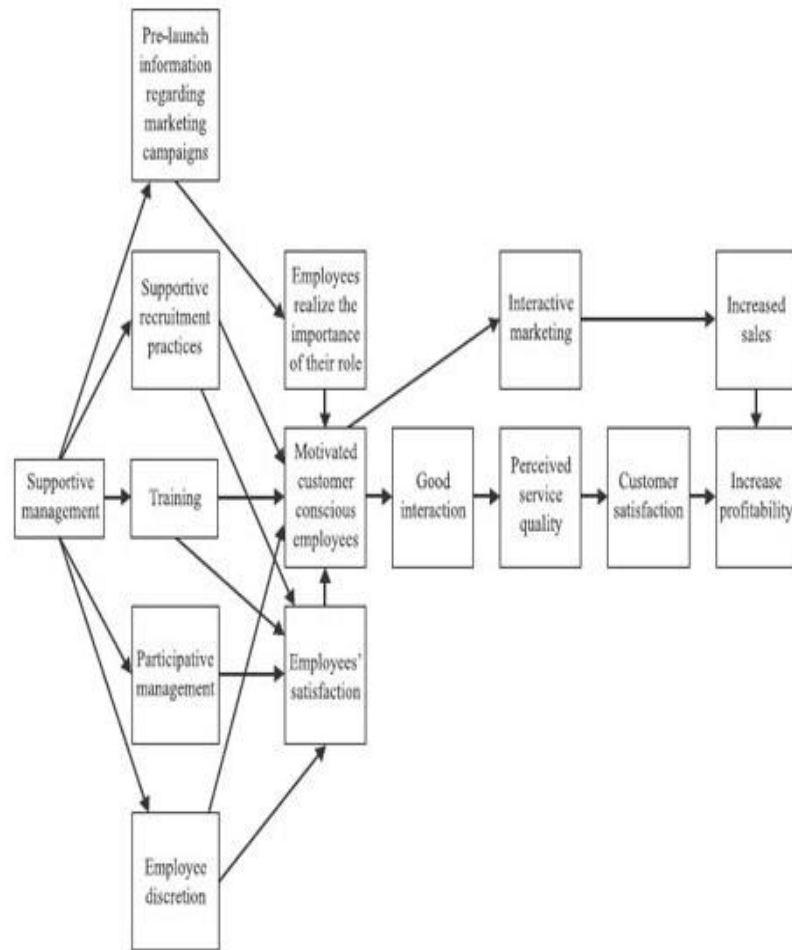
2.2.1.2 Grönroos' model of internal marketing

Grönroos' unique model depends on the reason that workers should be customer-conscious and sales determined with a goal of exploiting natural marketing beginnings, prompting better administration value, advanced deals, and subsequently higher benefits. The qualifications of customer-conscious workers is a strong enrollment practice, essential preparing and participative administration style, which gives representatives carefulness in the administration provision process with the goal that they can exploit in collaborations between contact representatives and customers.

In any case, Ahmed and Rafiq (2002), emphasized on how customer loyalty is accomplished through customer arranged techniques, inspiring representatives and planning activities of every single convincing ability. Workers will be fulfilled on the off chance that they comprehend their job. As indicated by Bowen and Lawler (1995), among the important methods for inspiring workers is to give them the data, learning, prizes and motivations. By giving workers practicality that is through giving workers more authority over their work, it is trusted that employees work fulfillment will increment and henceforth lead to increasingly boosted and client-conscious workers.

The investigation by Rafiq and Ahmed (1993) on the field of internal Marketing and the association through the administration of human resource, demonstrate that internal Marketing is a model that is utilized to draw in, create and hold inspired staff of the organization. Inspiring effort in Interior Marketing is then again to generate customer-consciousness as well as sales mindset (Grönroos, 1981).

Figure 2.2: Model Grönroos of Marketing Internal



Source: Grönroos adapted for Ahmed and Rafqui (2002)

2.2.1.3 Composite model of internal marketing

The composite model of Internal Marketing was found through the mix of the Berry and Grönroos theories. Some of extra highlights in the model incorporate the elaboration of the connection between consumer loyalty and client reliability and expanded benefits. Benefits are also expanded by listening others' conversations improvement by satisfied clients.

The model as well recommends that the origin of workers' satisfaction are a component of sufficient preparing, employee's carefulness and participative administration. The

activity additionally needs to address the issues of the workers. Moreover, great correspondence among advertising and contact worker is furthermore fundamental. George and Grönroos (1989) plainly express that, decent communication amongst marketing and contact worker is also vital.

2.2.2 Relationship between internal marketing and Customer Satisfaction

The aim of interior marketing is to launch, implement and control a customer motivated product culture, policy and associations, which should outcome in advanced stages of service and product quality and hence customer satisfaction (Varey and Lewis, 2000). To attain the goals of interior marketing, organizations are required to identify that marketing policies must not only be intended for exterior clients, but must as well be employed within and attain best interior communication which in turn it will stimulate customer satisfaction. Hence the internal marketing combination has to be of necessary importance in services and product organizations as collectively component signifies signs that customers depend on in adjudicating quality and general image (Mudie and Pirrie, 2006).

2.2.2.1 Relationship between employees' strategic rewards and customer satisfaction

Internal strategic rewards and external customer satisfaction relate to each other in a sense that, as employees are going to be rewarded strategically using different rewarding systems, it will help to rise the enactment of every individual employees with a joyful expectation of being rewarded from being a top most performer. Rewards are very important to internal customers to recognize that their effort rate will be assessed and measured on how good they do and that it is meaningful to do it fine. The inspiration of the internal customers will decline if they recognize that no one will know what they do. The interior marketing aims are displeased if workers act are not recognized (Berry & Parasuraman, 1991). Consequently, through strategic rewards, employees will be encouraged to generate more efforts and giving it all to the whole process of working with the organization and eventually it will trigger satisfaction from the external customer through the quality of the services that they will be

offering. Then, there is a significant relationship between Strategic reward and external customer satisfaction

Hypothesis 1 (H1): There is a significant relationship between employees' strategic rewards and external customer satisfaction

2.2.2.2 Relationship between internal communication function and customer satisfaction

However, from the perspective of internal communications and external customer satisfaction, Grönroos (2007) split interior marketing into two phases; approach organization and communication supervision. Communication supervision is the assumption for that the workers are clever to execute their job as service workers. Moreover, the planned consumption of communication activities will thoroughly inspire the information, approaches and manners of the workers. Internal marketing concentrates on suitable interior associations between individuals at all stages in organizations, a service-centered and customer-centered among workers in association with customers is formed (Gronos, 2000). As a result, this proper communication develops an essential part of refining service value and due to the class of the services provided customer satisfaction will obviously be attained. Therefore, there is a significant relationship between internal communication and exterior customer satisfaction

Hypothesis 2 (H2): There is a significant relationship between employees' internal communications and external customer satisfaction

2.2.2.3 Relationship between employees' job satisfaction and customer satisfaction

Hoppock explained job satisfaction as any grouping of mental, physical and environmental conditions that root a person to honestly say I'm pleased with my job (Hoppock, 1935). Agreeing to this tactic while job satisfaction is in the effect of many exterior issues, it rests something interior that has to do with the way worker feels. Job satisfaction grants a set of issues that root a feeling of satisfaction. Job satisfaction

is a result of mental and physical gratification workers knowledge in the atmosphere they work in as well as from the work itself; it also means the degree to which individuals are pleased or displeased in their jobs

Satisfied workers help produce pleased customers. Satisfied workers are likely to support customers with a more satisfying manner and a higher level of client service. This generates a more sufficient client knowledge, rises buyer's faithfulness, and finally pushes improved viability. Inversely, low worker gratification and overall low worker morale can undesirably disturb company processes significantly, instigating displeased customers and hurt viability. Therefore, there is an optimistic connection amid interior communication and exterior client gratification

Hypothesis 3 (H3): There is a significant relationship between employees' job satisfaction and external customer satisfaction

2.2.2.4 Relationship between in-service training and customer satisfaction

As workers are fitted out with essential awareness and abilities which will help them and the company to a better and needed performance which could however help in increasing client satisfaction, and will fatherly lead to customer devotion and eventually increase the amount of customers. Rothwell and Sredl (2000) training, is to modify persons by preparing them with the essential and sufficient awareness, talents, and approaches they need to see or surpass customer necessities and attain outcomes. However, when employees are not well trained, it will be difficult for them in terms of their attitudes towards customers as well as poor services that they will be providing due to the lack of training programs. Therefore, from the above explanation it is well clear that, internal training has a positive influence on external clientele. Hence, there is an existing relationship amid interior workers training and exterior clientele.

Hypothesis 4 (H4): There is a significant relationship between employees' in-service training and external customer satisfaction

2.3 Empirical literature review

Rutagengwa Janeth (2014) studied the influence of internal marketing on client buying decisions. The study was led by the following purposes, to evaluate interior marketing as a marketing tool to influence buyer purchase decisions for Nyanza Bottling Company Limited products, to govern the level of workers 'interior marketing awareness and its importance towards customers buying decisions of Nyanza Bottling Company Limited Products and to identify steps involved by customers for purchase decision of Nyanza Bottling Company Limited Products.

The research adopted an imaginative research design integrating both quantifiable and qualitative tactics. The study elaborate 40key account customer and 40 selected Nyanza Bottling Company Limited employees in Mwanza-city. The approaches of information-gathering were; questionnaires together withdetailed interview. Moreover, data were examinedby means of Statistical Package for Social Sciences (SPSS).

The results exposed that internal marketing have an influence on customer buying decisions of Nyanza Bottling Company Limited Company such as enhance communication among workers, Motivate workers to provide good services to the external customers, Creates superior value and customer conscious about services, vision awareness to employees and insure less employee turnover. The findings suggested that employees were not conscious of the internal marketing of Nyanza Bottling Company Limited Company. Also the study revealed that customers have several steps which they involves before making final buying decisions of Nyanza Bottling Company Limited products which includes essential gratitude, data exploration, assessment of replacements, purchasing choice and post buying assessment. The study gave out commendations and zones for extra research.

A Study by Mina Vahidi (2013), on the impacts of Interior Marketing on buyer-oriented DullyConducts 'inspects the significant role of interior marketing on job satisfaction, directorial newcomer and, lastly, role-prescribed buyer service and extra-role client service (prosaically behavior) amid hotel workers in Isfahan city. A key model (guessing the important outcome of interior marketing on customer-oriented dully behavior) and 11 sub-hypotheses (guessing the vital consequence of enabling,

service employed out and service prize on organizational obligation and job gratification as fine as betting the vital effect of administrative obligation and job gratification on role agreed client service and extra-role client service (prosaically behavior), are obtainable. This study, in relations of its insistence, is a functional one; and in terms of employ technique, is a study with a connection method. The populace comprises 140 knowledgeable superiors, vice-presidents and workers of the hotels in Isfahan city. The information were composed using questionnaires with a Cronbach's alpha coefficient calculated as 0.91, which comprises individual information and main, particular enquiries for inspection of study theories. From 155 dispersed questionnaires, 140 (90%) were compensated. The gathered information were inspected using SPSS and AMOS software via statistical tests at descriptive (frequency, percentage, collected percentage, average and standard deviation) as well as inferential (t-test, regression modeling, variance analysis, non-parametric Kolmogorov and Smirnov test, and Freedman non-parametric test) levels. The conclusion sustained all investigation theories. The outcomes indicated that the ninth sub-hypothesis, with a path coefficient of 0.69 is of the maximum rank, and that the seventh sub-hypothesis with a path quantity of 0.18 is of the lowest rank. Thus, the interior marketing meaningfully disturbs the customer-oriented uninspiringly manners. A Study by Farhad Rahmati, Ali Falahati and Babak Jamshedyavid (2013), suggests that, Currently, clients are in the middle of corporations considerations and their faithfulness is the key issue of competitive gain of administrations, on the other hand, administrations are required inspired to get these incomes, so the drive of this research is reviewing the outcome of interior marketing on buyer faithfulness. Also, marketing policy variable and buyer gratification as arbitrate variables have been studied. The current research, based on its aim is a functional work and in terms of the used technique are a descriptive and an association kind work. The statistical Population of This research covers staffs' population, 217 persons and customers' population of 265842 persons. The sample of research covers 135 individuals of workers and the same amount of clientele according to insurance courses was designated. In order to collect data, the library and questionnaire studies were used. Data' examination and supposition test are used by structural calculation modeling and especially the path

examination technique is used by Lisrel software. The findings of this study exhibited that interior marketing through the marketing mix and buyer satisfaction has inclined the buyer faithfulness. Also, the outcomes indicated that workers and administrations must reflect the course of general marketing policies with respect to competitive situations in order to attain buyer faithfulness and gratification. Lastly, the software output indicates appropriateness of the model.

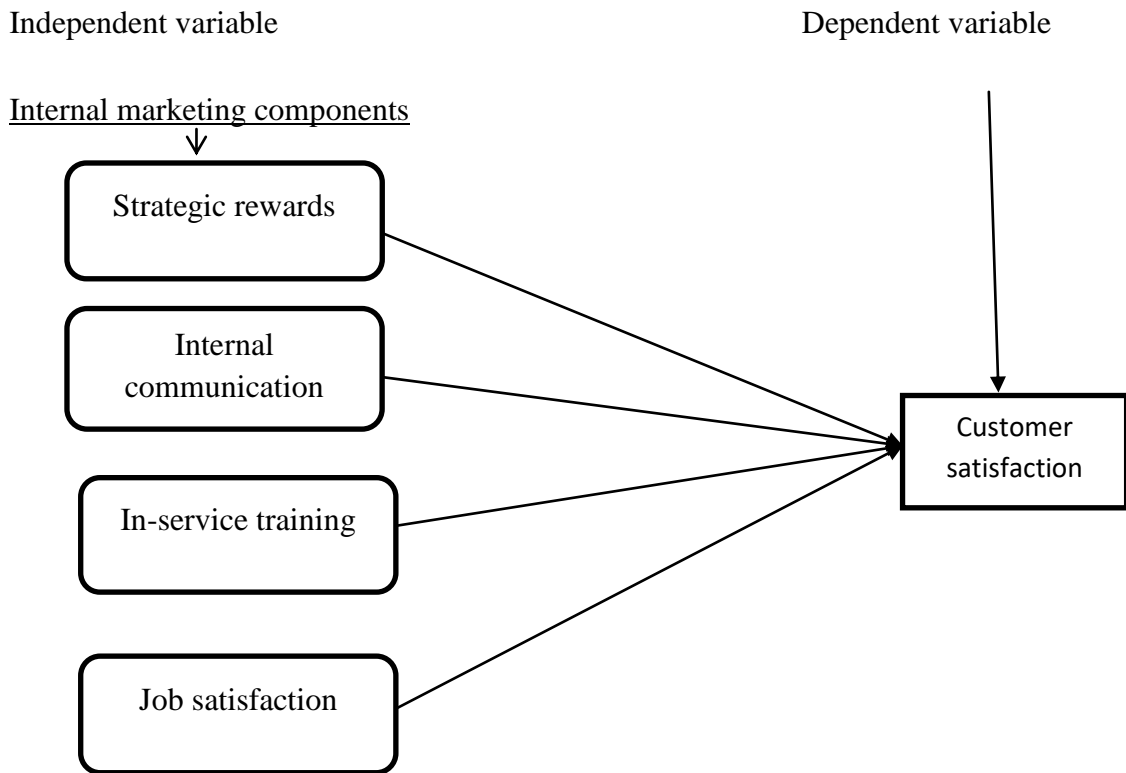
A research by Dewan Mehrab and Md Atiqur Rahman (2017), proposes that a Retail store is now a predominant idea proposing an extensive array of essential products for household and everyday living. In the last one decade, supermarkets have advanced positive insights amid customer and this is the smart commercial to many savers. As retail shop commercial is created on service sector, buyer gratification and deal distribution are bases to the achievement where having satisfied workers are critical. Hence, to attain maintainable administrative growth and advanced administrative act in this highly competitive market, the necessity of having a distinct weight on actual interior marketing preparation is worth revealing. Watching workers as an interior customer is vital and vital in interior marketing that donates to job satisfaction. The study purposes to examine the connection between interior marketing influences and worker job satisfaction in the marketing segment. The important expectations in the study are interior marketing constituents specifically training and growth, administrative support, pay and rewards, and retaining strategy impact job satisfaction. A multiple linear regression examination was cast-off as an effective technique to test the influence of interior marketing on worker's job satisfaction. The accustomed R^2 is .751 which proposes that the 4 interior marketing mechanisms clarify close to 75.1% of the change for the length of worker's job satisfaction. Consequences of the numerous regression examination clarify that there is difference in the consequence of interior marketing issues on job satisfaction. Therefore, it can be conditional that the solidier the interior marketing repetition; the best will be the degree of employee satisfaction. Business must treat workers as an interior buyer and give them forecasts for evolving themselves. The business must make sure that they have the raise chance and numerous response along with certifying a healthy operational atmosphere. A business must attract economic prizes by given that bonus, instructions etc. to rise the joy

level. Since interior marketing act as an antecedent to advanced logistic performance as well as job satisfaction, distinctive devotion has been offered in this paper to emphasis the significance of interior marketing carry outs.

2.4 Conceptual framework

This section identifies the internal marketing variables that are found influential to customer satisfaction.

Figure2.3: The Relationship between variables



Source: *Researcher, 2018*

Above diagram indicates the relationship between independent and dependent variables, in which independent variables are variables that represents the cause or reason for an outcome (Helmestine 2017).The independent variables of this study are, strategic rewards, internal communication, job satisfaction and in-service training which are actually the components of internal marketing and are said to be the influential factors to customer satisfaction. While dependent variable is a variable which depends on self-governing variables. The variable cannot change without being influenced by other variables and cannot also influence changes in other variables (Helmestine 2017).The dependent variable in this study is customer satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section holds a deep discussion on several methodological practices which were applied by the researcher in gathering data from several sources. It comprises area of study, inhabitants, sampling technique, the methods of data collection, the unit of inquiry examined; research design to be applied and data analysis techniques.

3.1 Research design

According to Collian (2004), research design refers to the stages that a study follows to amply their studies from the start to the end. A study design is the preparation of situations for assortment and examination of information in a style that wishes to associate bearing to the study driven through economy in process (Kothari 2004).

The researcher used a case study approach as the research design. This approach permits the researcher to study a specific unit intensively. The case study was used in order to have a broad study and relative analysis of the circumstances so as to come up with an overall conclusion of the study. Also, the research design delivered the researcher with flexibility in the application of the research tools (Aaker et al., 2002).

3.2 Area of study

According to Kothari (2004), area of study refers to the geographical site covered by the study like country, state, or administrative zones like government.

The study was conducted at CRDB Bank, Usa-River Branch in Arusha Municipality. The reason for carrying the study in this organization is because of convenience and ease access to acquiring data. CRDB is the fast-growing bank and Arusha is proximate to the researcher's home residence hence familiarity of the researcher with the bank and the Municipality. Also, CRDB is the market leader in corporate banking with exposure in all economic sectors (CRDB Annual Report 2017) which indicates a large

number of satisfied customers, attained through quality services and of course good internal marketing strategies, therefore, it was stress-free to acquire information relating to the study. Also, all financial institutions carry out similar functions; that's why purposively a study was done in CRDB bank Usa-river Arusha.

3.3 Sampling design

Sampling is a general technique for estimating properties of a particular distribution. The drive of sampling in research is to discover representative samples to evade favoritism. It is regularly impractical and occasionally objectionable to try and study the whole population.

3.3.1 Population of the study

Ngechu (2004) notes that a study population is a well-explained or stated set of individuals, collection of things, homes, companies, services, basics or actions which are being examined. Thus, the population must fit a defined description, which the researcher is studying. According to Polit and Hunger (1999), mark population is a collective or entirety of all the topics or associates that conform to a set of specification. The population as far as the study is concern covered the external customers and employees of CRDB bank Usa-river branch in Arusha Municipality.

3.3.2 Units of Inquiry/analysis

The unit of analysis were the employees and external customers of CRDB bank. This is simply because the attitude of the employees towards adoption of internal marketing with the key objective of refining the external client satisfaction in their business activities was the most treasured information in this research subject.

3.3.3 Sample size

Agreeing to Kothari (2004) Sample is the portion of populace which is been studied so as to make inspiration on the whole populace. Adam and Kamuzora (2008) defined a sample size as the precise number of objects nominated from a population to set up a sample.

The study used accuracy rate and confidence interval approach simply because it is more reliable and convenient. The sample size will be obtained by using a formulae developed by Cochran (1963) so as to obtain sample from an unknown population, Therefore the estimated sample size is given by;

$$n = Z^2 Pq / e^2$$

Whereas;

n = Sample Size

Z = the value on the Z table at 95% (confidence level = 1.96)

e = sampling error at 8% (0.08)

p = maximum variability of the population at 50% i.e. (0.5)

q = 1-p = 0.5

Therefore:

$$n = (1.96^2)(0.5)(0.5)/0.08^2$$

n = 150

Therefore the researcher used a sample size of 150 respondents to help in displaying all material facts that boosted the researcher to be able to draw an objectively and significant conclusions

3.3.4 Sampling Techniques

The study adopted various sampling method in the course of this study. The researcher applied purposive sampling method and simple random sampling method. This ministered the researcher to gather the required sample size to complete this study.

3.3.4.1 Simple Random Sampling

According to Kothari (2004) Simple random sampling is a kind of sampling that is recognized as accidental sampling or probability sampling where all the persons in the populace have the same chance of being included in the sample as well as each one of the likely samples, in circumstance of limited universe, has the similar likelihood of being selected.

Simple random sampling was applied in the selection of CRDB bank employees. Each associate had an equal prospect of being involved in the sample size of the study. The choice of agents to establish the sample of the study was prepared based on the random statistics given to the internal customers. The researcher selected the technique since it is free from bias. Therefore, it gave reliable and accurate data; also it was an easy method to use for a researcher in order to save time.

3.3.4.2 Purposive sampling

Kothari (2004) explained purposive sampling as a sampling method that comprises purposive or thoughtful assortment of exact parts of the universe for establishing a sample which indicates the universe.

The purposive sampling method was applied in the prime of main persons from the CRDB bank built on their workplace at the bank, as they included ATM support staff, the marketing department, sales department, banks manager and Information Technology department and the customers who were selected purposively by the researcher. The researcher opted for this technique since it helped reach the respondents who have comprehensive data of the phenomenal under study. This helped the researcher get more reliable data for the study.

3.4 Data collection methods

This sub-section explains deeply the methods that the researcher used to gather data for the study. The researcher gathered primary and secondary data. This was for the aim of increasing more insight to the subject under study and improve the accuracy of the study.

3.4.1 Primary data collection methods

According to Kothari (2004), primary data are the ones gathered afresh and for the earliest time and thus occur to be original in nature. The researcher assembled raw data from the respondents through questionnaires.

3.4.1.1 Questionnaires

The study prepared a series of questions and distributed to the respondents of which provided answers in return. In order to make respondents feel free to provide information both English and Swahili languages were used, whereby Swahili language is commonly understood by many. Leedy (1980) added that questionnaires were designed because they would be useful as instruments in data collections, easy to administer, and collect only the needed data, also questionnaires are easy to compute.

Close-ended questionnaire enabled respondents to provide the researcher with quantitative data. The quantitative data will help the researcher draw a better quantitative conclusion of the magnitude of the problem under study. The close-ended questions ranged from Agree, Uncertain, or Disagree. And open-ended questionnaire was used to assist the researcher to get the detailed answers from the respondents. According to Saunders et al., (2003), Questionnaires can be categorized into two groups; self-administered, and Interview administered, as far as this particular study is concern; the study used self-administered questionnaires technique. The advantage of the self-administered questionnaire compared to other data collection tools is that, it ensures top secrecy, it is relatively inexpensive and it permits a great number of respondents to be surveyed in a tiny period even if the respondents are widely distributed geographically (Moore, 2000). A self-administered questionnaire is the

solitary method to prompt self-report on peoples' view, arrogances, beliefs and values (Gall, Gall, & Borg, 2007).

The notable disadvantage of the self-administered questionnaire say low level of yield of the dully filled questionnaires, control on questionnaires when distributed is uncertain, unclear replies or exclusion of answers and lateness of the method, (Kothari, 1999).

To guarantee correct understanding and finalizing of the questionnaire guidelinesweredelivered at the start of the questionnaires by the researcher. Throughout the study the researcher used the questionnaires which are open and closed ended. Open-ended questionnaires wereapplied so as tofoldextradata from the respondents. The questionnaires were spread to all respondents and they were given a while to fill them and return them back to the researcher. Additionally, as it was explained prior to respondents that their reply will be preserved as private. In that case respondents weren'tobligated to transcribe their identity on the questionnaire. The respondents were permitted to request any inquiry from the questionnaire which needs more interpretation or explanation. On return of the questionnaire papers, each was checked for wholeness and reliability.

3.4.2 Secondary data collection method

Kothari (2004) defined secondary data as those data which have previously been gathered by someone else and which have previously been passed over statistical processes. The study revised number of written documents as comprised; data put in from books, report registers, budgets, websites, brochures, guides, strategic and business plan.

3.4.2.1 Documentary Review

The researcher reviewed various documents to extract previous information from secondary data instead of dependingsolely on primary data. The secondary data was essentially to obtain information that supplemented the information where the primary

data fall short. Information was collected from various annual reports, documents, journals, research papers, books internet sources.

3.5 Measurement of variables

The measurement of variables was done in logical fashion as presented in the tables below;

Table 3.1 Measurement of variables

Sl. No	Variables	Measurement Instrument	Scale Type	Origin of the Instrument
1	Customer Satisfaction	3 item instrument	point likert scale	Emelia (2009)
2	employees' strategic rewards	5 item instrument	point likert scale	Mulinagwe (2015)
3	internal communication functions	5 item instrument	point likert scale	Leigh (2012)
4	employees' Job satisfaction	6 item instrument	point likert scale	Laura (2017)
5	in-service training	4 item instrument	point likert scale	Muhammad (2008)

3.6 Statistical Models

The statistical model that was used to test the impacts of independent variables on dependent variables is;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_nX_4 + \varepsilon$$

Where:

Y= Dependent variable (Customer satisfaction)

X1, X2, X3 and X4= Influential factors which were employees' strategic rewards, employees' internal communication functions, employees' job satisfaction and in-service training.

β_0 = Constant

$\beta_1, \beta_2, \beta_3 \dots \beta_n$ = Multiple linear regression coefficient for Influential factors 1, 2, 3...n

And ϵ is the error term. This implies that customer satisfaction is predicted by various factors, with some error.

3.7 Data analysis methods

Kumar (2005) defined data analysis as the act including a figure of closely correlated processes that are done with the drive of summarizing the gathered information and establishing them in such a manner that they yield answers to the study questions. Mutually qualitative and quantitative analysis methods were used in the analysis of data. A good understanding of business environment under study demands an extensive use of qualitative data analysis technique. However, the nature of the research inquiries of the study demands for quantitative approach.

Qualitative information in this research was analyzed using the descriptive statistical analysis that generated the information to be presented in form of tables for simplified understanding. Moreover, the quantitative data analysis method used a multiple linear regression method to which the aim of the use was to observe the connection between the self-governing variables to the dependent variable

The researcher used the statistical package for social sciences (SPSS) to assist and simplify the analysis of data collected from the field to establish findings

3.8 Validity and Reliability

Patton (2001), explains that validity and reliability are two issues that any qualitative method based researcher must be apprehensive about when designing a study, examining outcomes and rule on the class of the study. This match up to the question that how can an inquirer encourage his or her spectators that the research discoveries of a review are worth recompensing courtesy to (Lincoln & Guba, 1985)?

3.8.1 Validity of the study

Bryman and Bell (2011) define Validation of research instruments as a process of ensuring that the research tools measure what is truly made-up to be measured. It is about how sound the research is, in terms of the methods, findings and conclusions.

To ensure validity of the study in terms of the trustworthiness of data and findings, all data gathering methods and examination were discussed by the researcher and supervisors during the proposal stage and all suggestions for improvement were incorporated. A questionnaire was revised following the initial responses provided by the respondents. Also, preliminary findings were discussed with peers and research experts at Mzumbe University and collection was used to improve the quality of data collected also findings and conclusion of the study.

3.8.2 Reliability of the study

Kothari (2007) pointed out that reliability is the degree to which information gathering procedure yields reliable outcomes. Reliability relates to the consistency or dependability of a study. Consequently, conferring to the idea of reliability that the research can be copied in any occasion, the outcomes are reliable, is presumptuous that the bias and error will be reduced. In this study, the level of research reliability was checked through. Firstly, the study questions were based on earlier research. Secondly, the questions were both, open-ended and close ended whereby respondents spoke about everything in the questions. Thirdly, if the questions appeared to have something incorrect or uncertain, they had a chance to ask again and/or had a room to ask for the real meaning and even interpretation. Lastly, the respondents had options of answering questions in their mother tongue language (especially the Swahili speakers), so that they could express their ideas fully and evade the drawbacks of interpretation.

CHAPTER FOUR

PRESENTATION OF RESULTS

4.0 Introduction

The following section presents the results of the researcher from the field data. The chapter also presents the examination of the data in relation to the set of research objectives. Generally the chapter gives out the report found by the researcher. Statistical data presentations such as tables are used to illustrate the findings so as to portray a clear picture of the data.

4.1 Demographic Information

This segment presents the demographic features of the respondents. The researcher intends to reveal the sex, age and the education level of the respondents, on the assumption that, some demographic characteristics do contribute on customer satisfaction.

4.1.1 Sex of the respondents

Table 4.1 shows that 63.3% of the respondents were male and 36.7% of the remaining respondents were female, which shows that most of the respondents involved in the study were male with 63.3%.

Table 4.1: Sex of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	95	63.3	63.3
	Female	55	36.7	100.0
	Total	150	100.0	

The results implies that the majority of the men have been engaging in the banking activities which includes customers and employees. This might be caused by the fact that most of the men in our communities are believed to be the ones involved in different business activities which require them to use banks, women on the other hand are considered as the ones to take care of the families. BLC Bank addressed that

women entrepreneurs face a lack of collateral time and mobility constraints because they have family responsibilities. (BLC Bank, 2011)

4.1.2 Age of the respondents

Table 4.2 shows the results of the respondents who were characterized by age group. The results revealed that 0% of the respondents were stuck between the age category of less than 20, 38.0% were at the age of 20 - 30, 54.7% were at the age of 30 - 40, 7.3% were between 40 to 50 and 0% were above 50 years.

Table 4.2: Age of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
20 - 30 years	57	38.0	38.0	38.0
30 - 40 years	82	54.7	54.7	92.7
40 - 50 years	11	7.3	7.3	100.0
Total	150	100.0	100.0	

The implication of the data indicates that the people with the age of 30 – 40 are much more involved in the business. Ultimately employees who are aged 30 – 40, could be more energetic and experienced leading to a higher than performance. However, (Akosua, 2009) argued that, organizations with majority of the employees aged between 30 to 49 are significantly said to be well-experienced as such introducing a new policy may not be difficult issue to implement.

4.1.3 Educational level of the respondents

Table 4.3 below displays the classification of the respondents by the education level. The data exposed that 3.3% of the respondents were in Ordinary level, 18.0% were in advanced level, 26.7% were in diploma level, 44.0% were in degree level and only 8% of the respondents were in masters' level, however, there wasn't any PhD level respondents.

Table 4.3: Education level of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Ordinary level	5	3.3	3.3	3.3
Advanced level	27	18.0	18.0	21.3
Diploma level	40	26.7	26.7	48.0
Degree level	66	44.0	44.0	92.0
Posters level	12	8.0	8.0	100.0
Total	150	100.0	100.0	

The implications of the above educational data is that the most of the respondents are at degree level, which means people with degree level are engaged so much in the business, with most of the uneducated people neglecting the services. Yap et al. (2010) found that learning influences workers' administrative pledge and job satisfaction.

4.2 Business profile

This segment shows the information obtained on the number of years an employee has been operating in the organization

4.2.1 Number of years worked in the organization

The findings also revealed that 7.5% of the employees had operated in the business for between 1 – 4 years, whilst 30% of the employees had operated between 5 to 10 years, 20% had operated between 11 to 15 years and 50% of the employees had worked 16 years and above in the organization.

Table 4.4: Number of years worked in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Up to 4 years	28	18.7	18.7	18.7
Up to 10 years	35	23.3	23.3	42.0
Up to 15 years	11	7.3	7.3	49.3
Over 16 years	6	4.0	4.0	53.3
Not applicable	70	46.7	46.7	100.0
Total	150	100.0	100.0	

This shows that most of the studied respondents have operated in the organization for about 5 to 10 years. The experience implies that, most of the employees, 23% knows

their work very well, that shows many employees can work fast with high efficiency which is perceived to bring about customer satisfaction.

4.3 Customer profile

This section shows the information obtained on service usage duration

4.3.1 Service usage duration

Also, the findings revealed that 7% of the customers have used the service for less than 1 year while 50% of the customers have used the service for between 1 to 5 years, 30% have used the service between 11 to 15 years and 20% have used the service for above 16 years. (Figure 4.5)

Table 4.5: Service usage duration

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	6	4.0	4.0	4.0
1 to 5 years	24	16.0	16.0	20.0
6 to 10 years	26	17.3	17.3	37.3
11 to 15 Years	12	8.0	8.0	45.3
Above 16 years	2	1.3	1.3	46.7
Not applicable	80	53.3	53.3	100.0
Total	150	100.0	100.0	

The service usage experience shows that most of the customers 17.3%, have been using the service for about 6 to 10 years.

4.4 Reliability results

In this section, the scales internal consistency was tested in order to measure the rewarding system, internal communication, job satisfaction, in-service training and customer satisfaction items to see whether all the items measure the same underlying hypothesis.

Table 4.6 Reliability statistics on the overall variables

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
Reward	0.983	0.984	5
Internal communication	0.986	0.987	5
Job satisfaction	0.942	0.964	6
In-service training	0.980	0.980	4
Customer satisfaction	0.988	0.988	7

The above table shows the results obtained from checking the reward, internal communication, job satisfaction, and in-service training as the main influencers of customer satisfaction in banking sectors. The Alpha value was derived and the results of the scale's overall Cronbach's alpha coefficient was presented. The reward scale's overall Cronbach's coefficient is 0.98, while the internal communication scale's Cronbach's coefficient is 0.98, the job satisfaction scale's Cronbach's coefficient is 0.94, and the overall in-service training scale's Cronbach's coefficient is 0.98, on the other hand the results shows that the scale's Cronbach's coefficient of customer satisfaction is 0.98. Which shows that data has satisfactory internal consistency reliability.

4.5 Variable descriptive analysis

Table 4.7 exhibit the descriptive analysis of all the variables including sex, age, education, working period and service usage duration in the model covering their mean, standard deviation, maximum and minimum statistical values. All the model bears the same number of observations (N), thus 150.

Table 4.7: Variables descriptive summary

Variables		Minimum	Maximum	Mean	Std. Deviation
Age	150	1	2	1.37	.484
education	150	2	4	2.69	.601
working period	150	1	5	3.35	.977
Service usage duration	150	1	5	3.37	1.665
reward	150	1	6	4.47	1.767
internal communication	150	19	30	5.06	0.8984
job satisfaction	150	16	30	4.88	1.077
in-service training	150	17	49	4.86	1.1695
customer satisfaction	150	10	24	4.78	1.575
Valid N (list wise)	150	11	24	2.76	0.726

4.6 Analysis Results

Multiple regression study was applied to identify the degree of the existing correlation amid rewards, internal communications, job satisfaction, in-service training as independent variables and customer satisfaction as the dependent variable

Table 4.8: Mean and standard deviation of the correlation analysis

	Mean	Std. Deviation	N
reward	5.06	0.8984	150
internal communication	4.88	1.077	150
job satisfaction	4.86	1.1695	150
in-service training	4.78	1.575	150
customer satisfaction	2.76	0.726	150

4.6.1 Correlation

Correlation exhibits the relationship among the explanatory variables so as to determine a unique coefficient of the respective variable. The correlation among explanatory variable is inevitable, however, concern should be raised to variables that are highly correlated.

Table 4.9: Correlation

		reward	internal communication	job satisfaction	in-service training	customer satisfaction
Reward	Pearson Correlation Sig. (2-tailed) N	1 150				
internal communication	Pearson Correlation Sig. (2-tailed) N	0.960** 0.000 150	1 150			
job satisfaction	Pearson Correlation Sig. (2-tailed) N	0.904** 0.000 150	0.886** 0.000 150	1 150		
in-service training	Pearson Correlation Sig. (2-tailed) N	0.959** 0.000 150	0.946** 0.000 150	0.891** 0.000 150	1 150	
customer satisfaction	Pearson Correlation Sig. (2-tailed) N	0.967** 0.000 150	0.958** 0.000 150	0.906** 0.000 150	0.952** 0.000 150	1 150

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

Correlation

From Table 4.9, the link concerning strategic rewards and customer satisfaction was examined using Pearson correlation coefficient. The findings indicate that in a sample of 150 respondents, there was a significant relationship between business strategic rewards in banking segment and customer satisfaction ($p = 0.01$). However, there was a positive influence between strategic reward and customer satisfaction ($r = 0.96$). The result implies that as strategic rewards increase, customer satisfaction increases by 96%.

Nevertheless, the correlation between customer satisfaction and internal communication was also examined via Pearson correlation coefficient, the outcomes show that there was a strong significant relationship between customer satisfaction

and internal communication as $p = 0.01$. Furtherly, there was a very strong relationship between customer satisfaction and internal communication (0.958).

Also, there was a relationship between customer satisfaction and job satisfaction as it was examined using Pearson correlation coefficient. The results shows job satisfaction was statistically significant at 0.01; again there was a strong positive influence of 0.906 to customer satisfaction.

The results of the relationship between customer satisfaction and in-service training which was examined past Pearson correlation coefficient shows that there was a strong significant relationship between customer satisfaction and in-service training as $r = 0.000$, also, there was a strong relationship between customer satisfaction and in-service training at 0.952.

Moreover, the relationship between strategic rewards, internal communication, job satisfaction and in-service training was also investigated using Pearson correlation coefficient. The results indicate that in a sample of 150 respondents, there was a very strong relationship between strategic rewards and internal communication ($r = 0.960$), the two variables where as well statistically significant at 0.000. Therefore the sample selected reflects the population values

However, there was a very strong relationship between strategic rewards and job satisfaction as $r = 0.904$, whereas there was a statistical significance between the variables. The result immobility reflects the sample selected towards the population values.

In addition, strategic reward and in-service training were also examined in order to identify the relationship between these variables. The result show that there was a strong relationship of $r = 0.959$ between the variables.

Again, there was a positive relationship between internal communication with job satisfaction and in-service training whereas r equaled to 0.886 and 0.946 respectively.

Lastly, the relationship between job satisfaction and in-service training was also examined using Pearson correlation coefficient, the results showed that there was a

strong positive relation between job satisfactions and in-service training ($r = .891$); therefore the sample selected reflects the population values.

4.6.2 Multiple regression analysis

Multiple regression examination attempted to clarify the relationship in customer satisfaction as the dependent variable using the difference in strategic reward, internal communication, job satisfaction and in-service training as the independent variables.

Table 4.10: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.976 ^a	0.952	0.950	1.131

a. Predictors: (Constant), in-service training, job satisfaction, internal communication, reward

The data were analyzed by multiple regressions, using independent variables (strategic reward, internal communication, job satisfaction and in-service training) and dependent variable (customer satisfaction). By considering R square from table 4.10 (model summary), the regression model was very good as R-square is equivalent to 95.2% or 0.952. This means that the model which includes all independent Variables explains 95.2% of the variance in customer satisfaction.

Table 4.11: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	227.426	4	56.856	630.640	.000 ^b
Residual	13.073	145	.090		
Total	240.498	149			

a. Dependent Variable: customer satisfaction

b. Predictors: (Constant), in-service training, job satisfaction, rewards, internal communication

According to the above table, (Table 4.11), the results indicate that the overall relationship is significant as ' $p = 0.000$ '.

Table 4.12: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	P-Value Sig.
	B	Std. Error	Beta		
1 (Constant)	43.938	0.717		61.263	.000
reward	0.467	0.093	0.413	5.015	.000
internal communication	0.269	0.065	0.285	4.128	.000
job satisfaction	0.086	0.032	0.118	2.704	.008
in-service training	0.195	0.074	0.182	2.637	.009

pendent Variable: customer satisfaction

4.6.2.1 Estimated multiple regression model

The equation transforms to

$$Y = 43.938 + 0.467X_1 + 0.269X_2 + 0.086X_3 + 0.195X_4$$

Table 4.12 presents the econometric results of multiple linear regression model for the factors that impacted customer satisfaction. From the table, the level of significance is set at 5% (0.05).

The results obtained from multiple regression analysis show that the independent variable strategic rewards was significant since it had the P value of 0.000 which is less than 0.05. The positive sign of the coefficient of reward shows that the more employees gets rewarded, the more customers gets satisfied. Therefore, given the coefficient of reward is 0.467, it means that, when other factors are kept constant, one (1) unit increase in reward, corresponds to 0.467 increase in customer satisfaction. The results concurs with Papasolomou (2006), who argues that many companies set a logical reward method to influence its workers to develop their service class and delivery so as to improve customer satisfaction.

The study tested whether internal communication had an impact on customer satisfaction. Analysis shows that the predictor internal communication was significant at 5% confidence level with P value of 0.000 which is less than 0.05. Since that the sign of the coefficient is positive, it means there is positive relationship between

internal communication and customer satisfaction. Given that the coefficient of internal communication is 0.269, it means that when other factors remain constant, a unit increase in internal communication corresponds to 0.269 units increase in customer satisfaction. The results are consistent with Heskett (1981) who argued that, in commission firm, internal communication with employees can be vital than external communication with customers as it increases satisfaction.

Also, the study analyzed the relationship between customer satisfaction and job satisfaction. Significant findings were produced from the analysis with $\beta = 0.086$, $t\text{-value} = 2.704$ and $P\text{-value} = 0.008$. Since the P value is 0.008 which is less than 0.05 it means that the independent variable job satisfaction is statistically significant in relation to customer satisfaction. The positive sign of coefficient indicates that there is positive relationship between customer satisfaction and job satisfaction. Therefore, given that the coefficient of entrepreneurial ability is 0.086 it means that when other factors remain constant, a unit increase in job satisfaction corresponds to 0.086 increase in customer satisfaction. This outcomes are steady with a study by Gunlu et al. (2010), arguing that, rise in job satisfaction results in additional administrative commitment and eventually customer satisfaction

Lastly the study tested whether in-service training had any effect on customer satisfaction. The analysis produced the findings which were $\beta = 0.195$, $t\text{-value} = 2.637$ and $P\text{-value} = 0.009$. The findings show that in-service training was significant at a 5% confidence level as it has a P-value of 0.009 which is less than 0.05. The sign of the coefficient of family background is positive implying that there is a positive relationship between in-service training and customer satisfaction. This means that for a unit increase in in-service training corresponds to 0.195 increase in customer satisfaction. This perception is supported by the study of Khan et al (2011) which shows training and growth as one of the vital issues that had a positive and important dimensionality to customer satisfaction.

Generally, with other variables held constant, the results shows that, customer satisfaction is significantly related to reward, internal communication, job satisfaction and in-service training.

CHAPTER FIVE

DISCUSSION OF FINDING

5.0. Introduction

The section presents the discussions from the results in chapter four. A brief discussion is explained based on the field results hence interpretation of the results in relation to other previous studies. Through this chapter, the researcher indicates whether the results concur or diverge with existing studies and provide justification for those that are diverged with the study results.

5.1. Discussion of the Demographic Information

The data which was enclosed in this segment was the sex, age and education level of the employees and customers of CRDB bank. The result revealed that 63.3% out of 150 respondents were male, followed by 36.7% that were female, this meant that most of the employees that came into contact with the customers are male. Invariably, this may affect the tolerance needed in such position as female are assumed to have more patience. This presumption was consistent with the study by (Akosua, 2009). He included the assumption that female are said to have more patience and are good listeners than men.

Furthermore, most of respondents were of the age group 30 – 40 who comprise 54.7%. The study was presumed that the employees who are aged 30 – 40, could be more energetic and experienced leading to a higher than performance. However, (Akosua, 2009) argued that, organizations with majority of the employees aged between 30 to 49 are significantly said to be well-experienced as such introducing a new policy may not be difficult issue to implement.

Majority of the respondents had degree level of education (44.0%), however, most of the employees were in these educations level. The result implies that banking sectors are much more interested in employing people with degree level rather than people with less than education level because they tend to deliver a greater than understanding

of things leading to a better than performance. However, the researcher guesses that if it happens an employee has a high education level then the chance of customers being satisfied could be high. This assumption is consistent with the study that has been completed by Harle et al. (1999). They pointed out that learning not only develops the talents and capabilities of the workers, but also growth their fulfilment from job and business. Yap et al. (2010) found that learning influences workers' administrative pledge and job satisfaction.

5.2. Strategic rewards, internal communication, job satisfaction and in-service training to customer satisfaction

Most of the participants in this study had matching opinions and knowledge regarding the influence of interior marketing on buyer satisfaction, however the researcher identified four (4) internal marketing dimensions i.e. tactical rewards, internal communication, job satisfaction and in-service training which are said to influence customer satisfaction in banking sectors.

From the first objective, which is to examine the influence of worker's 'strategic rewards on external customer satisfaction. The study here was assumed that strategic reward has a positive impact on customer satisfaction, however, the study found that strategic reward has motivating power on employees into a higher performance which leads into customer satisfaction. The study also found that, not all workers are inspired by rewards. The results concurs with other literatures as Papasolomou (2006), pointed out that there is no doubt that motivation is a vital input which increases the enactment of the workers; many companies set a logical reward method to influence its workers to develop their service class and delivery so as to improve customer satisfaction. Every person is limited and has a motivational indicator which shapes his/her individual abilities. Reward might come from financial and non-financial form which must be established to workers agreeing to their occupation levels, such as paying additions and warrants (Roberts-Lombard, 2010).

Another aspect found in the study is internal communication. The study presumed that, internal communication has a positive relation on customer satisfaction. The study

found that the relationship with co-workers, organization communicating clearly how evident it is through employee behavior, and receiving information about customers from supervisors are however vital input of communication in a sense that it helps employees to understand what's going on in the organization allowing a full participation in organizational aspects. The literatures noted that, internal communication is of great significant in an organization and it is being examined in the light of growths such as employee engagement (Welch 2011; Kranges et al 2015; Zerfass et al 2015). Heskett also added that, in commission firm, internal communication with employees can as well be vital than external communication with customers (Heskett, 1981).

When it comes to job satisfaction, here the study assumed that, job satisfaction has a positive effect on customer satisfaction. However, the study found that employees need to be satisfied with their working conditions, they also need to be performing a tasks that matches their skills and their salaries need to correspond their efforts at work. Also the study noted that when workers are pleased with their jobs it triggers their performance and it leads to customer satisfaction. This outcomes are steady with a study by Gunlu et al. (2010), arguing that, rise in job satisfaction results in additional administrative commitment and eventually customer satisfaction. However, Hoppock added that, job satisfaction as any mixture of mental, physical and ecological conditions that cause an individual honestly to say I am pleased with my job (Hoppock, 1935).

In terms of in-service training, the study was under the assumption that in-service training has a positive influence on customer satisfaction. However, the study found that, identifying training needs for employees, and offering a variety of training programs has an impact on employees through improvement of their skills. Moreover, the study also found that, training has the power to improve performance of an employee. This perception is supported by the study of Khan et. al., (2011) which exhibited training and growth as one of the vital issues that had a positive and important dimensionality to customer satisfaction. Davidson, (1978) argued that,, workers must participate in training program which provides them with an opinion of

total business, so that they can pinpoint themselves within, and see their status to the business. Training is professional and includes marketing managers, using senior level managers. Workers should be developed and trained to identify the necessary tasks to do (Piercy, 1991). Also involvement is an operative part of employees' growth (Proctor & Dukakis, 2003), empowerment means authorizing and allowing workers to act, obey the rules, think and make their choice to get the job quicker and easy (Kamer et al, 2007). This depends on involvement of the workers and giving them the resources they require to use their own discretion surely and excellently to take new accountability (Lovelock, 1999).

In examining the above internal marketing dimensions, the assumption is derived so as to justify whether strategic rewards, internal communication, job satisfaction and in-service training have a significant influence on customer satisfaction; aligned with the null hypothesis the internal marketing dimensions had a significant influence on customer satisfaction. Therefore the study accepts the null hypothesis which said that strategic rewards, internal communication, job satisfaction and in-service training, have significance relationship to the customer satisfaction and also strategic rewards, internal communication, job satisfaction and in-service training dimensions have medium to strong relationship to customer satisfaction. Therefore, the results implies that, strategic rewards, internal communication, job satisfaction and in-service training have an impact on customer satisfaction.

However, dependent variable is the probability of customer satisfaction and explanatory variables were defined as, β_0 is the constant term of the regression line, while X1, X2, X3 and X4 are the influential factors of customer satisfaction, whereas, factor X1 was strategic rewards, X2 was internal communication, also X3 was job satisfaction and X4 which was in-service training.

The data of the results show that strategic rewards have parameter 0.001 which is statistical significance; moreover, internal communication have an estimated parameter of 0.001 which is also statistical significance, job satisfaction have a parameter 0.008 that is again statistically significant, and in-service training which is also statistical significant with a parameter of 0.009. Never-the-less, the used

regression model was found to be very good as R-square equaled to 95.2% or 0.952. This means that the model which includes all independent Variables explains 95.2% of the variance in customer satisfaction

CHAPTER SIX

SUMMARY, CONCLUSIONS AND IMPLICATIONS OF THE STUDY

6.1 Introduction

This chapter encapsulates the summary of other previous chapters, it draws conclusion that sums up the entire findings as presented in the study, implication of the study that explains the contribution of this research to the public. It also describes policy implications and lastly recommends the zones for further studies.

6.2 Summary

The research was about the impact of internal marketing on customer satisfaction in banking sector, a case of CRDB bank. The study applied a case study approach as a research design. The target population and a sample size of 150 employees and customers were selected and clarified. Data was gathered through secondary and primary means, whereas questionnaire was the primary method used in field data collection.

The study featured presentation, discussion and analysis of data. Quantitative and qualitative methods of data were applied in the process. SPSS was used to analyse the data, which was presented in the form of tables. Findings were interpreted and discussed in a numerical narrative featuring frequency, percent, valid percent, cumulative percent, mean, and standard deviation. The study used two major statistical techniques, i.e. multiple regression and correlation analysis. The major findings have been presented and discussed. The impact of internal marketing on customer satisfaction results were presented, interpreted and analyzed. The results show that there is a significant relationship amid internal marketing and client satisfaction with internal marketing having an impact on customer satisfaction.

On the assumption that, strategic reward has a positive influence on customer satisfaction, the study found that strategic reward has a motivating power on employees into a higher performance which triggers customer satisfaction. The study also found that, not all employees are motivated by rewards. On the presumption that, internal communication has a positive relation on customer satisfaction, the study found that the relationship with co-workers, organization communicating clearly how evident it is through employee behavior, and receiving information about customers from supervisors are however vital input of communication in a sense that it helps employees to understand what's going on in the organization allowing a full participation in organizational aspects. Also on the assumption that, job satisfaction has a positive influence on customer satisfaction. The study found that employees need to be satisfied with their working conditions, they also need to be performing a tasks that matches their skills and their salaries need to correspond their efforts at work. However, the assumption that in-service training has a positive influence on customer satisfaction, the study found that, identifying training needs for employees, and offering a variety of training programs has an impact on employees through improvement of their skills.

6.3 Conclusions

During the process of insuring customer satisfaction, organization do not relay on one or two influential factors of internal marketing instead they consider several factors as discussed in the study. Internal marketing has several influential factors on customer satisfaction, in banking sectors, which includes job satisfaction, training, rewards and internal communication. However, according to literatures, this are not the only internal marketing factors.

In the process of satisfying a customer, a business needs to gather a number of influences. However, much needs to be done on the overall satisfaction level of the workers which will lead to customer satisfaction as some customers expressed dissatisfaction with the service of the business though they stated satisfaction with the workers they come into contact with. Fromfascinating hypothesis made by Maslow, that a human being is never pleased, except for a short period of time as one need gets

satisfied, and another need tends to come up shortly into the attention of an individual. This hypothesis is very significant in an organization context since it requires a regular intensive upkeep of workers in order to find out how and what wants do the customers want in order to be satisfied at that particular moment.

It is clear that most of the participants in this study had matching opinions and knowledge regarding the influence of interior marketing on buyer satisfaction. From the first objective, which is to examine the influence of worker's 'strategic rewards on external customer satisfaction. The study here was assumed that strategic reward has a positive impact on customer satisfaction, however, the study found that strategic reward has motivating power on employees into a higher performance which leads into customer satisfaction. Every person is limited and has a motivational indicator which shapes his/her individual abilities. Reward might come from financial and non-financial form which must be established to workers agreeing to their occupation levels, such as paying additions and warrants (Roberts-Lombard, 2010).

Also the study presumed that, internal communication has a positive relationship on customer satisfaction. The study found that the relationship with co-workers, organization communicating clearly how evident it is through employee behavior, and receiving information about customers from supervisors are however vital input of communication in a sense that it helps employees to understand what's going on in the organization allowing a full participation in organizational aspects.

When it comes to job satisfaction, the study presumed that, job satisfaction has a positive effect on customer satisfaction. However, the study found that employees need to be satisfied with their working conditions, they also need to be performing a tasks that matches their skills and their salaries need to correspond their efforts at work. Also the study noted that when workers are pleased with their jobs it triggers their performance and it leads to customer satisfaction. This outcomes are steady with a study by Gunlu et al. (2010), arguing that, rise in job satisfaction results in additional administrative commitment and eventually customer satisfaction. However, Hoppock added that, job satisfaction as any mixture of mental, physical and ecological

conditions that cause an individual honestly to say I am pleased with my job (Hoppock, 1935).

On in-service training, the study was under the assumption that in-service training has a positive influence on customer satisfaction. However, the study found that, identifying training needs for employees, and offering a variety of training programs has an impact on employees through improvement of their skills. Moreover, the study also found that, training has the power to improve performance of an employee. This perception is supported by the study of Khan et al (2011), which exhibited training and growth as one of the vital issues that had a positive and important dimensionality to customer satisfaction. Davidson, (1978) argued that, workers must participate in training program which provides them with an opinion of total business, so that they can pinpoint themselves within, and see their status to the business. Training is professional and includes marketing managers, using senior level managers.

Finally, the assumption was derived so as to justify whether strategic rewards, internal communication, job satisfaction and in-service training have an impact on customer satisfaction, however, the study shows that, strategic rewards, internal communication, job satisfaction and in-service training have an impact on customer satisfaction.

6.4 Policy/practical implications

Service provision policy in Tanzania has to some extent been the most vital to the service industries, nevertheless it needs more improvements in order to ensure that this service industries control their operations in an appropriate manner.

Generally the findings exhibited that some staffs were displeased with the various internal marketing variables such as remunerations and operational state which are very vital features of internal marketing procedures. Some customers were generally not pleased with the services provided by the company. Delaying in resolving problems, installation of lines and poor service have been the key sources of displeasure of the customers. Being the case, designing a sound working conditions for the employees, improving their salaries, and also improving the customer services through fast delivery of the services, and assisting customers with their problems;

altogether have significant impact on enhancing customer satisfaction. Therefore, policy makers can take such issues into consideration in designing future policies which promote customer satisfaction, especially in financial service giving sectors.

Conversely, the findings recognized that, employees may be pleased operating in the business but may not be satisfied with the class of the service being offered and possibly for lack of opportunities the employee may decide to remain with the business. On the other hand, customer may be pleased with the officers providing the services at the company but may not be pleased with the service or the service may not meet their prospects. However, policy makers should form specific sources of employees' satisfaction and organization that are to be carried out so as to provide specific solution to the problems that may be identified.

In- service training opportunities are fundamental portion of any internal marketing agenda and as such lack of it could disturb employee performance in the business. Nevertheless the findings indicated that not all workers received frequent in-service training in the company. In the light of this explanation, policy makers should formulate policies that are to contemplate in-service training as a vital constituent of the internal marketing agendas of the company since training could be observed as a product of the company that the business could offer to workers.

Eventually, the outcome of this study accommodate the internal marketing dimensions, which are crucial as future policy options towards enhancing customer satisfaction in service organizations. These concepts are further important to policy makers who successfully desire to enhance customer satisfaction since a 'simple-one-policy-fits-all approaches' is less likely to provide sound and meaningful outcomes

6.5 Area for further studies

This study investigated the influence of internal marketing as a marketing tool on customer satisfaction in banking sector. Further research on the impact of internal marketing on customer satisfaction should be conducted to other financial institution industries. The study could reveal other new findings or the same information of different dimensions.

Extra research could be conducted on the impact of interior marketing on the influence of customer satisfaction. The study could expose clearly the outcomes of internal marketing on customer satisfaction in two sides (positive and negative impact). These will help marketers to set a satisfactory level of internal marketing efforts to use and set out the cost limit to incur in internal marketing. The research focused on the influence of internal marketing on customer satisfaction in banking sector (CRDB bank) in Arusha only. A wide research on the same subject should be done in dissimilar regions where the company operates with the same services. In addition, this study was cross-sectional research on the impact of internal marketing on customer satisfaction at one point in time. There is a need to conduct longitudinal research to measure any alterations on the influence of internal marketing on customer satisfaction over time.

6.6 Limitations of the study

Despite the desirable outcomes of the current study, it also associated with number of limitations. Originally questionnaires were designed in English verbal but some of respondents who were involved in the data collection process were not comfortable to use English language. To address this problem the researcher designed a Swahili version type of questionnaires and distributed them to respondents who had the problem of not being comfortable with English. However, the collected data were analyzed in English version.

The study also used questionnaires as the main data collection method. Some of the questionnaires distributed to the customers where not reverted on time and some were not fully and properly. In order to overcome this problem, the researcher made an intensive follow ups to ensure the satisfactory questionnaires were returned. There was inadequate time for collecting and analyzing data. To overcome this problem, the researcher worked more than eight hours and engaging research assistance to ensure enough questionnaires are returned.

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APPENDICES

APPENDIX I

QUESTIONNAIRE

THE IMPACT OF INTERNAL MARKETING ON CUSTOMER SATISFACTION IN THE BANKING SECTOR: A CASE OF CRDB BANK

This is a research being conducted in partial fulfilment of the requirement for the award of masters of business administration in corporate management (MBA-CM) at Mzumbe University. Respondents are assured of confidentiality and anonymity of the information they provide. They are further assured that any information they provide is purely for academic purposes.

PART I: DEMOGRAPHIC INFORMATION

1. Sex

1) Male

2) Female

2. What is your age?

1) Less than 20 years

2) 20 – 30 years

3) 30 - 40 years

4) 40 – 50 years

5) Above 50 years

3. What is your education level?

1) Ordinary level

2) Advanced level

3) Diploma level

4) Degree level

5) Maters level

6) PhD level

4. How long have you worked in the Organization?

- 1) 1 to 4 years
- 2) 5 to 10 years
- 3) 11 to 15 years
- 4) Over 16 years

5. What is your opinion about your current salary?

- 1) Very satisfactory
- 2) satisfactory
- 3) Not satisfactory
- 4) Very unsatisfactory

6. What internal Marketing strategies do you use to insure customer satisfaction?

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.....
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7. What other comments can you make about the impact of internal marketing on customer satisfaction in your company?

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.....
.....

PART II: INTERNAL MARKETING VARIABLES INFORMATION

Variable 1: Employees’ strategic rewards

Please indicate to what extent you agree with the following statements by putting a tick to the number that best describes your response. Use the following rating scale:
1= strongly disagree and 5=strongly agree.

	1	2	3	4	5
Performance is regularly tracked and measured					
I always get feedback on my performance					
Performance is appropriately rewarded with raises, incentives, awards and recognition					
I am always satisfied with my performance					
Rewards in our organization is immediate and appropriate					

Variable 2: Internal communication functions

Please indicate to what extent you agree with the following statements by putting a tick to the number that best describes your response. Use the following rating scale:
1= strongly disagree and 5=strongly agree.

	1	2	3	4	5
The relationship with my co-workers is very satisfying					
I often receive information on customers from my supervisors					
Internal changes are often communicated to me					
My opinions are taken into account at work					
The organization communicates clearly how it’s evident through employee behavior					

Variable 3: Employees' Job satisfaction

Please indicate to what extent you agree with the following statements by putting a tick to the number that best describes your response. Use the following rating scale:
1= strongly disagree and 5=strongly agree.

	like my job						
	am very satisfied with my working Condition						
	My current salary is very satisfying and it corresponds my effort at work						
	Am performing a job that matches my skills						
	feel comfortable working with my team members						
	Am always given flexibility in performing my job						

Variable 4: Employees' internal training

Please indicate to what extent you agree with the following statements by putting a tick to the number that best describes your response. Use the following rating scale:
1= strongly disagree and 5=strongly agree.

	My Organization identifies the training needs for the employees						
	A variety of training programs are offered to improve skills						
	have the opportunity to grow and prosper with the organization						
	have a supervisor who is respectful and inspires me						

PART II: CUSTOMER SATISFACTION VARIABLE INFORMATION

Dependent variable: Customer satisfaction

Please indicate to what extent you agree with the following statements by putting a tick to the number that best describes your response. Use the following rating scale:
1= strongly disagree and 5=strongly agree.

		1	2	3	4	5
	The workers have an excellent understanding of my questions and problems					
	It takes an average time to process my services					
	I am very satisfied with their customer services					
	My complaints are always dealt with very promptly					
	The service point is very accessible					
	I always recommend their services to friends and relatives					
	Their willingness to help me is fairly good					

8. Please list three dislikes about the services

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.....

.....

9. Please list three likes about the services

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.....

.....

Thank you for your time