

Internal Marketing-A Door for Patient Amplification

**Internship Training
at
VPS Healthcare,
LLH Hospital, Musaffah
Abu Dhabi, UAE**

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**Under the guidance of
Dr. J.P. Singh**

**Post Graduate Diploma in Hospital & Health Management
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**Institute of Health Management Research
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TO WHOMSOEVER MAY CONCERN

This is to certify that **Dr Meena Vishwakarma** student of Post Graduate Diploma in Hospital and Health Management (PGDHM) from Institute of Health Management Research, Jaipur has undergone internship training at **VPS Healthcare, Abu Dhabi** from **15th February 2014 to 15th May 2014**.

The candidate has successfully carried out the study designated to her during internship training and her approach to study has been sincere, scientific and analytical.

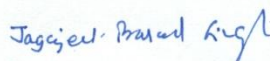
The internship is in fulfillment of the course requirements.

I wish her all success in all his future endeavors.


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Professor

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The certificate is awarded to

Dr Meena Vishwakarma

In recognition of having successfully completed her internship in the department of **Marketing**.

And has successfully completed her project on

Internal Marketing-A door for patient amplification

15th February to 15th May

LLH Hospital, Musaffah

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She comes across as a committed, sincere & diligent person who has a strong drive & zeal for learning.

We wish her all the best for future endeavors.


Mr Rajesh Varma
HR Director
VPS Healthcare

**INSTITUTE OF HEALTH MANAGEMENT RESEARCH
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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled Internal Marketing-A door for patient amplification and submitted by **Dr Meena Vishwakarma** Enrollment No. 1336 under supervision of **Prof. J P Singh** for award of Post Graduate Diploma in Hospital and Health Management of the institute carried out during the period from **15th February 2014 to 15thth May 2014** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.



Signature

Abstract

Purpose: The purpose of the project is to determine the levels of employee satisfaction in respect of pre identified internal marketing related dimensions in LLH Hospital, Musaffah, Abu Dhabi

Problem investigated: Internal marketing for internal customer is one of the contemporary issues in healthcare organizations. Low job satisfaction is often cited as a major cause of high turnover among health care providers worldwide. Measuring components of job satisfaction will assist not only the health care organizations' management to understand hospital culture, but also to compile an effective internal marketing plan and strategy. Employee satisfaction plays a major role in employee behavior towards the customers and their loyalty towards the organization.

Design/Methodology/Approach: An employee satisfaction survey was conducted amongst staff members at a LLH hospital, Musaffah, Abu Dhabi. Satisfaction on pre-identified staff satisfaction dimensions was assessed. These dimensions were employed to implement an internal marketing strategy. A list of dimensions was formulated after an extensive Literature study. A total of 142 employees voluntarily completed a self-administered questionnaire and a total of 1500 customers were surveyed for the satisfaction towards the hospital in the duration of three months. A five-point Likert type scale was used to measure the levels of satisfaction on staff-related issues, with a view to addressing issues in the internal marketing strategy.

Findings: Based on the analysis, motivation and empowerment are the gap areas in the internal marketing strategies leading to dissatisfaction of employees. It is also observed that employee satisfaction is related to customer satisfaction, so enhancing the internal marketing strategies of hospital will lead to the patient amplification.

Implications: This paper aims to present a comprehensive framework of internal marketing for LLH Hospital Management to prioritize important staff related issues in order to satisfy their needs. The suggestions can improve the plan of internal marketing for overall growth of hospital in terms of employee retention and customer loyalty.

Key words and phrases: Internal marketing, Employee satisfaction, customer satisfaction, patient amplification.

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List of Symbols and Abbreviations

CSR-Corporate Social Responsibility

ICU-Intensive Care Unit

ER-Emergency Room

OR-Operation Room

IPD-In-patient Department

LIS-Laboratory Information System

HIS-Hospital Information System

GP-General Practitioner

Dissertation Study

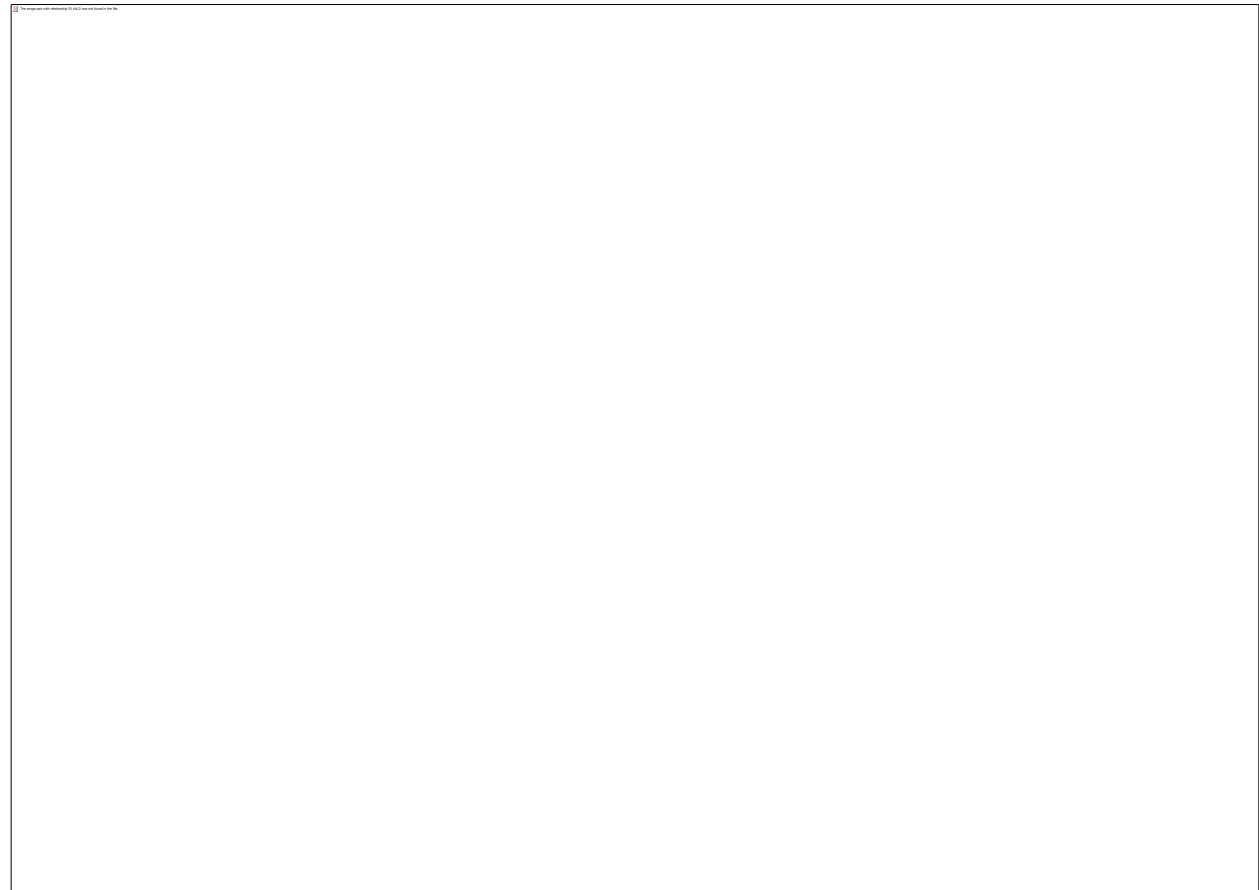
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**Internal Marketing-A door for patient
amplification**

Introduction

“Marketing is everything...everything is marketing!” This is an expansion of a statement made by Regis McKenna in 1991. According to McKenna: “Today technology is creating greater customer choice, and choice is altering the marketplace. Marketing has grown in importance for hospitals, looking to strengthen their position in an increasingly competitive healthcare market place.

Service marketers must listen to and understand the needs of customers and prospective customers to build loyalty and trust. Ultimately, effective relationships in service marketing will lead to repeat sales and positive word of mouth. Consumers have many service options to choose from, and because the product is intangible, the challenge for the service marketer is to somehow make her services stand out from the crowd. Because service marketing is so prolific, marketers must think of ways to communicate the benefits of the service they offer in language that reflects consumer need and value.



(Source-Philip Kotler, Marketing Management)

With an internal marketing strategy, employees are treated as “internal customers” who must be convinced of a company's vision and worth just as aggressively as “external customers.” The goal of internal marketing is to align every aspect of a company’s internal operations to ensure they are as capable as possible of providing value to customers. If a company can operate in a coordinated and standardized way, that company can provide a more consistent experience to their customers.

Internal marketing creates an environment that enables organizations to focus on whatever needs changing internally so they can enhance their external marketplace performance. Internal marketing helps organizations deliver better customer service by aligning, coordinating, and motivating employees.

Over the past decade, internal marketing as a philosophy and as a marketing-tool has gained considerable acceptance in today’s organization. Internal marketing seeks to improve service performance by focusing its efforts on the employees of the organization. It is important that Universities like other service organizations also adopt internal marketing practices within so as to reap its benefits, one of the most important being that of satisfying the employees of the organization. Employee satisfaction eventually goes a long way in determining the success of an organization. The importance of keeping employees satisfied cannot be ignored because of its relationship with organizational outcomes like turnover [1] [2], stress [3], employee attendance [2] and job involvement [4].

Aim of the study

To analyze the effects of internal marketing on employee satisfaction and establish relationship between employee and customer satisfaction.

Objectives

- To analyze the effects of internal marketing on the employees satisfaction.
- To find the gap areas in employee satisfaction with pre-determined dimensions of internal marketing.
- To establish a relation between the employee satisfaction and customer satisfaction in respect to internal marketing.

While the dimensions of internal marketing measurement as discussed by Hogg et al., (1998) are: communication, staff training; appraisal and feedback; and customer consciousness. Berry et al. (1976) involve actions such as employee attraction and selection, employee socialization, empowerment, participation in decision making and establishment of accurate and open information between employees and management. Service training programs, performance incentives, and vision for service excellence key elements of internal marketing (Tsai and Tang, 2008). Lings and Greenley (2005) has recently been adopted for other studies (Gounaris, 2006), as it goes beyond the mere enumeration of human resources management activities (selection, training and development, incentive systems or empowerment) shown by other constructs in order to represent internal marketing (Ahmed et al., 2003; Foreman and Money, 1995; Tansuhaj et al., 1987). Rafiq and Ahmed (2000) identify the main elements of internal marketing as

employee motivation and satisfaction, customer orientation and customer satisfaction, inter-functional co-ordination and integration, marketing-like approach to the above, and implementation of specific corporate or functional strategies. Ching and HsinHsin (2007) identified five dimensions of internal marketing: training, administrative support, internal communication, external communication, human resources management., communication, and training and development.

Motivation: According to Mark et al. (1998) Motivation is “the movement of workers to act in a desired manner”. Motivation is defined by Turner (1995) as “voluntary uses of high-level self-regulated learning strategies, such as paying attention, connection, planning, and monitoring” (p. 413). According to Broussard and Garrison (2004) motivation is “the attribute that moves us to do or not to do something” (p. 106).

Empowerment : Participation is a process by which influence is shared among individuals who are otherwise hierarchical unequal (Locke and Schweiger, 1979; Wagner, 1994).
ijcrrb.webs.com Empowerment has been described as a venue to enable employees make decisions (Bowen & Lawler, 1992) and as a personal experience where individuals take responsibility for their own actions (Pastor, 1996).

Communication: According to Naude et al. (2002), Communication is a vital prerequisite for a well-functioning IMO culture. Without people being able or prepared to communicate with each other, there will be no inter-departmental or inter functional co-ordination. According to Dwyer (2005) communication is defined as “the process whereby people within an organization give and receive messages” as cited by Tourani et al. 2012.

According to Ahmed and Rafiq (2002). Training and development: training increase or develop the managerial skills (Rosti & Shipper, 1998). Abiodun (1999) submitted that: Training is a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job (Abiodun, 1999, as cited by Saleem et al. 2011)

Review of Literature

Internal marketing

Since Berry et al. (1976) the marketing literature has been discussing the internal marketing for almost four decades now. Sasser and Arbeit (1980) were the first who alluded to the internal marketing; the term was coined by Berry (1980). Berry (1981) implied that for any organization to be successful there would be need for organizations to fulfill the needs of its employees. According to Kotler (2000), internal marketing should be as a priority before external marketing. IM starts with the organization recruiting the right people in the position to reach the point where these employees are satisfied and willing to do their job and accomplish customer satisfaction. The concept of internal marketing has evolved from the original conceptualization of employee satisfaction/motivation by treating employees as customers and jobs as products for improving service quality (Sasser and Arbeit, 1976; Berry, 1981).

Kotler and Andreasen (1996:379-380) point out that service encounters are often tainted by unresponsive actions of service providers such as front line staff. These staff members do not realise that they have to meet customers' needs and wants. Service providers too often place their own and their organisation's needs first. The solution to this problem could lie in internal marketing. Strydom (2004:15,272) defines internal marketing as a company's efforts to communicate with and motivate employees to strive for improvement in customer satisfaction. This includes training of employees as well as providing them with the relevant tools and skills to perform their jobs optimally so that the customer is provided with satisfactory service. Cahill (1996:5) and Gounaris (2008:69) point out that the most important aspect of internal marketing is effective communication with employees. Employees need to be trained to do their jobs effectively and efficiently, to ensure that external customers and internal customers are well served by the organisation.

Internal marketing refers to all the actions that an organization (i.e., health care organizations, hospitals) has to perform in order to develop, train and motivate its employees, so to enhance the quality of the services provided to its customers [1]. Internal marketing also enhances the productivity of the employees and improves customers' satisfaction which increases earnings [2]. This is important even for the public non-profit healthcare system in Greece, because increased customers' satisfaction means the hospital will treat a greater number of patients, which will increase the hospital funds from the insurance companies. Kotler stated that internal marketing is the task of successfully recruiting, educating and motivating employees so as to perfect customer service [3]. He also mentioned that it is not logical to expect perfect services from an organization, whose employees are not ready to provide such services. Internal marketing is the way to accomplish that [4]. Other authors correlate internal marketing with human resources and change management [5]. Some authors suggest that successful organizations are those that develop evenly internal and external marketing [6]. Papasolomou [7] points out that the objective of internal marketing is to create motivated and customer-conscious employees in order to achieve service excellence.

Administering their human resources effectively is very important for organizations that provide services to their customers, because the services generated by the organization are produced by the employees directly for the client [1]. This necessity led to the development of internal marketing as a distinct field of marketing.

In 1970s Berry and his colleagues [8] were the first to introduce the concept of internal marketing in the US, based on the traditional marketing mix of 4 Ps (Product, Price, Promotion and Place). They posited that employees can be considered to be internal customers and their jobs could be seen as the organization's products. So, the organization tries to treat employees in ways which enforce job satisfaction and motivate them to be more productive [9]. This approach mainly focused on satisfying and motivating employees. The general idea is that in order to have satisfied customers, a company has to have satisfied employees at first. So by meeting employees' needs, the company manages to make them more capable of satisfying the customers, which is very important especially for organizations which provide services [10]. Berry and Parasuraman mention that because of internal marketing, certain conditions are created in the organization, which encourage and inspire the employees in their work [11].

In the 1980s, Gronroos [12,13] set the basis for the Scandinavian stream of thought on internal marketing. He argued that employees were an important part of the overall product or service delivered. Therefore, they should be trained as marketers with customer retention skills that would enable the building of ongoing customer relationships. This approach centered on creating customer oriented behavior. Gronroos stated that internal marketing has to create the kind of internal environment in the organization which will lead the employees to satisfy customers. In addition, Gronroos et al mention that good communication between employers and employees is very important for the company [12]. Conduit and Mavondo, based on Gronroos basic idea, divided internal marketing practices into five categories: employees' education, management support, internal communication, human resources and employees' intervention in external communication [14].

In the 1990s, Rafiq and Ahmed [15,16] in the UK developed a hybrid approach to internal marketing based on the two previous approaches. They stressed that internal marketing was inherently difficult to implement because of inter-functional conflicts between departments, management and employees, and the firm's inherent resistance to change. This approach is considered to be the basis for the development of cross-functional integration within the firm. The same authors in 2000 [2] identified the main elements of internal marketing. From the analysis of the key literature these are: employee motivation and satisfaction, customer orientation and customer satisfaction, inter-functional co-ordination and integration, marketing-like approach to the above, implementation of specific corporate or functional strategies. Based on these, they define IM as "a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and interfunctionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through a process of creating motivated and customer-orientated employees" [2].

Employees as internal customers have to be satisfied with their job first before they can satisfy the customers of the organization [9,17]. Foreman and Money [17] developed a questionnaire with 15 questions in order to measure internal marketing in an organization. The questions of this questionnaire are divided into three groups: How the employees understand the vision of the organization (Vision), their personal development in the organization (Development) and the payroll system (Rewards).

In conclusion we can state that internal marketing as a concept or management practice contributes to higher quality services. Ahmed and Rafiq [15] stress that though the need for internal marketing is understood, the reality unfortunately demonstrates that only a few organizations implement internal marketing in practice. This is largely due to the lack of an agreed definition of internal marketing by researchers [2], and due to the fact that many service organizations consider it to be a vague concept, and thus they fail to understand the importance and meaning of internal marketing and to address organizational level issues and challenges [18].

Job Satisfaction

The importance of job (work) satisfaction in services marketing literature is not new. As a theoretical notion, it was first presented by Hoppock in the mid 1930s [19]. He indicated that an

employee's job satisfaction is derived from the mental and physical satisfaction they experience in the work environment and from the work itself. Job satisfaction in general refers to the emotions the employee feels about his job, and how he reacts to them [20,21]. Job satisfaction is a widely studied concept in many different occupational areas, including the health care industry. Nelson[22] contends that the principal determinant of whether health care employees stay or voluntarily quit a job is dissatisfaction with their employment situation.

Job satisfaction has been defined as an attitudinal reflection of the extent to which people like or dislike their jobs [23]. It also shows how an employee feels about his job [24]. For other authors job satisfaction refers to a joyful or positive emotional state regarding work or work experience[25,26]. However, the definition of job satisfaction differs according to where emphasis is put by each scholar. Bussing et al [27] contend that job satisfaction is based on the desires, needs, motives, and feeling in the working environment, i.e., the satisfaction or dissatisfaction of an employee with his/her work. Robbins sees job satisfaction in relation to the employee's behavior. The higher the job satisfaction is the better the employee's behavior is [28]. The grade of job satisfaction depends on the difference between the prospective gains from the job and the actual gain from it [29]. A study among caregivers in the USA concluded that employees who perceived the quality of care to be high, had higher levels of job satisfaction [30]. Also, it was found that there is a positive correlation between nurses' job satisfaction and the quality of health services [31,32]. On the other hand, job stress amongst nurses seems to have a negative effect on job satisfaction. Job satisfaction is not a unitary concept, but rather the opposite. A person can be relatively satisfied with one aspect of his or her job but dissatisfied with other aspects. Much of the ongoing interest in job satisfaction is based on the belief that job satisfaction is highly related to employee loyalty, job performance and retention.

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

In general, it could be said that satisfied employees produce better services, because there is a positive correlation between job satisfaction and customer satisfaction. This is true especially in the services industries, where the intangible nature of the services makes employees one of the most crucial parameters in the value generation process of the service organization.

Smith et al, in 1969, developed the Job Description Index (JDI) in order to measure job satisfaction. This index consists of fields such as the type of job, supervision and colleagues' relation. Spector, in 1985, upgraded that index by developing the Job Satisfaction Survey (JSS). This survey studies more parts of job satisfaction, such as motivation, employees' prosperity and wages [23]. Stamps and Piedmont, in 1986, adapted JSS to health services, and created a new questionnaire.

Relationship between internal marketing and job satisfaction

The fundamental concept of internal marketing is to treat employees at all levels of the organization as internal customers. The growing acknowledgment of the importance of the employees' role has led service organizations to adopt internal marketing and hence, treat their

employees as internal customers. Previous studies showed that internal marketing has a positive effect on job satisfaction.

Studies in health services found that customers' satisfaction was greater in organizations where employees were sensitized by internal marketing to produce high quality services to the customers. Chang and Chang in their study in two hospitals in Southern Taiwan proved that internal marketing had a positive influence to nurses' job satisfaction. Peltire et al in their study in a health care organization in the USA, in the internal marketing context, found that overall the participant employees (nurses) were satisfied with their job while their perceptions of the quality of care had the greatest impact on explaining differences in employees' level of job satisfaction. Other studies depicted that internal marketing could reduce turnover intention in medical personnel at dangerous illness outbreaks.

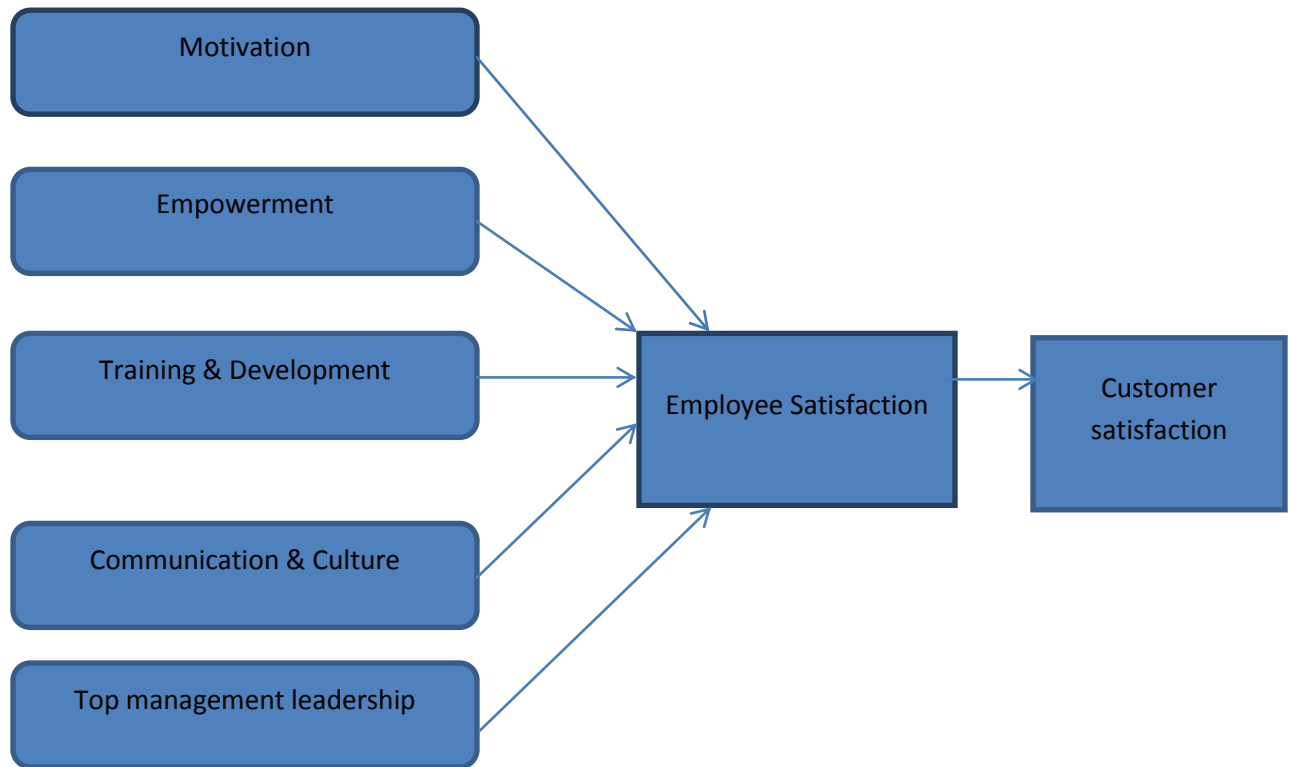
Methodology

Research Dimensions

According the literature review, for the present study, five internal marketing dimensions has been adopted to assess the employee satisfaction:

1. Motivation: Motivation is “the movement of workers to act in a desired manner” (Mark et al 1998). Motivation is defined as “voluntary uses of high-level self-regulated learning strategies, such as paying attention, connection, planning, and monitoring” (p. 413) Turner (1995).
2. Empowerment: Empowerment has been described as a venue to enable employees make decisions (Bowen & Lawler, 1992).
3. Communication: Defined as “the process whereby people within an organization give and receive messages” as cited by Tourani et al. 2012.
4. Training and development: Training is a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job (Abiodun, 1999, as cited by Saleem et al. 2011)
5. Top Management Leadership- Leaders are individuals who establish direction for a working group of individuals who gain commitment from these groups of members to this direction and who then motivate these members to achieve the direction's outcomes. “Conger, J.A. ‘Learning to Lead’ San Francisco: Jossey-Bass (1992, p18)

Research framework



Research methodology

- Research Design-Descriptive Cross sectional Survey
- Sampling Frame-Employees of the hospital and the Customers of the Hospital.
- Sample Size-142 Employees (37% of sampling frame),1500 customers of hospital in three months.
- Sampling method-Purposive sampling
- Tools-Questionnaire for Employees and Customers.
- Technique-Observation, Face to face interview, Exit Interview.
- Study Period-Three Months
- Ethical Considerations-All data collected are anonymous and confidential.

Research Question

1. What is the effect of internal marketing on employee satisfaction and customer satisfaction based on predetermined dimensions?
2. What are the gap areas in internal marketing strategies in organization?

Research procedure

1. Assessment of the internal marketing strategies adapted by the hospital based on the predetermined attributes which includes Marketing ,Human resources, Communication and Corporate office department.
2. Employee satisfaction survey through the Questionnaire and employee profile analysis.
3. Customer satisfaction survey through preset questionnaire in hospital
4. Analyses of employee satisfaction based on the predetermined attributes through MS excel.
5. Analyzing the relationship between internal marketing strategies with employee satisfaction and customer satisfaction through correlation analysis.

Results

Sample Characteristics

The data collection resulted in 142 answers from employees of LLH Hospital. A total of 142 of these questionnaires were completed and used in the data analysis.

Of the respondents,84% employees are between the age group of 26 to 35 years.

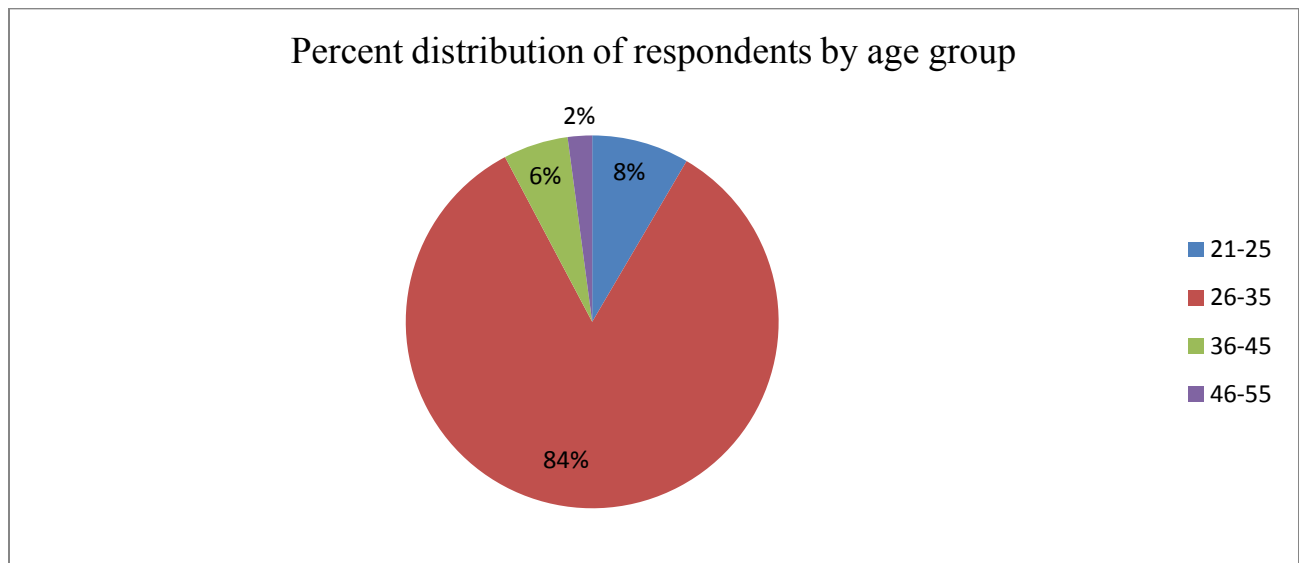


Figure-1 Percent distribution of respondents by age group

From the 142 respondents, 63% were male employees.

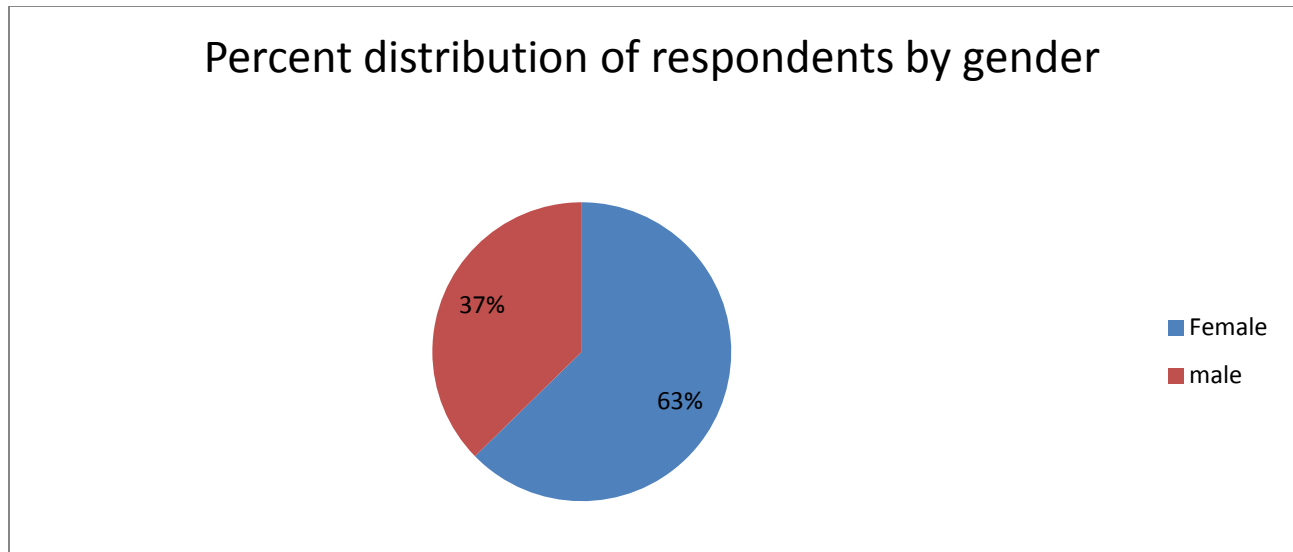


Figure-2 Percent distribution of respondents by gender

For the 142 respondents in LLH hospital, 42% employees have work experience of two years or less than five years and only 5% employees have work experience in the hospital of more than five years.

Table-1: Percent distribution of respondents by work experience in the hospital

Duration in LLH Hospital	Percentage of Employees
Less than 1 year	28
1 Year to less than 2 years	25
2 years to less than 5 years	42
5 Years to less than ten years	5

For the 142 respondents in the hospital, following is the percentage distribution of employees according to their in the hospital:

Table-2 Percent distribution of role of employee in Hospital

Role in Hospital	Percentage of employees
Administrative/Clerical	25
Executive/Partner	3
manager/Supervisor	4
Professional	68

Measures

The constructs in this study were developed by using measurement scales adopted from prior studies. Modifications were made to the scale to fit the purpose of the study. All constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). All items were positively worded.

IM practices measures were adapted from previous studies Berry et al. (1976), and Lings and Greenley (2005), Hogg et al., (1998), Tsai and Tang, (2008), and Rafiq and Ahmed (2000). For the current study, the following internal marketing constructs identified as internal marketing dimensions:

- Top Management Leadership
- Organization culture and communication
- Motivation
- Empowerment
- Training & development

All the five dimensions measuring items were adopted from Gounaris (2008a), Pervaiz et al, Williams (2004), Rue and Byars (2003), and Kaliski (2007), Spector (1997) .

Three items to measure top management leadership were adopted:

- Long term plan of organization
- Confidence in hospital leaders
- Leaders care for employees

Four items to measure Organization culture and communication were adopted:

- Organization communication
- Changes implementation communication
- Organization culture
- Contribution to organization

Four items to measure Motivation were adopted:

- Employee income and responsibility
- Recognition and appreciation
- Internal motivational activities
- Organization policies and benefits

Three items to measure empowerment were adopted:

- Superiors support for initiation
- Decision making freedom
- Opinions expression

Three items to measure training and development were adopted:

- Initial training and orientation
- Ongoing training and development
- New activity training and development

Analysis of each dimension is done by taking mean of sub dimensions and taking the percentage in respect to overall 142 samples.

Dimension 1: Top management leadership

Employee satisfaction level towards the top management leadership:

Table-3: Employee satisfaction towards Top Management Leadership dimension

Employee satisfaction	Percentage
Agree	47
Disagree	8
Neutral	32
Strongly Agree	13
Strongly disagree	0

Findings: For the 142 employees taken as sample, 60% employees are satisfied with the top management leadership and 8% employees are unsatisfied with the dimension and 32% employees shown neutral response for this dimension.

Dimension 2: Organization culture and communication

Table-4: Employee satisfaction towards Organization culture and communication dimension

Employee satisfaction	Percentage
Agree	47
Disagree	7
Neutral	24
Strongly Agree	20
Strongly disagree	2

Findings: For the 142 employees taken as sample, 67% employees are satisfied with Organization culture and communication and 9% employees are unsatisfied with the dimension and 24% employees shown neutral response for this dimension.

Dimension 3: Motivation

Table-5: Employee satisfaction towards motivation dimension

Employee satisfaction	Percentage
Agree	32
Disagree	34
Neutral	16
Strongly Agree	8
Strongly disagree	10

Findings: For the 142 employees taken as sample, 40% employees are satisfied with motivation and 44% employees are unsatisfied with the dimension and 16 % employees shown neutral response for this dimension

Dimension 4: Empowerment

Table-6: Employee satisfaction towards empowerment dimension

Employee satisfaction	Percentage
Agree	34
Disagree	33
Neutral	19
Strongly Agree	5
Strongly disagree	9

Findings: For the 142 employees taken as sample, 39% employees are satisfied with empowerment and 42% employees are unsatisfied with the dimension and 19 % employees shown neutral response for this dimension

Dimension 5: Training and Development

Table-7: Employee satisfaction towards Training and Development dimension

Employee satisfaction	Percentage
Agree	54
Disagree	9
Neutral	25
Strongly Agree	11
Strongly disagree	1

Findings: For the 142 employees taken as sample, 65% employees are satisfied with training and development dimension 10% employees are unsatisfied with the dimension and 25 % employees shown neutral response for this dimension.

The overall experience of the employees of different departments in the hospital is as follows:

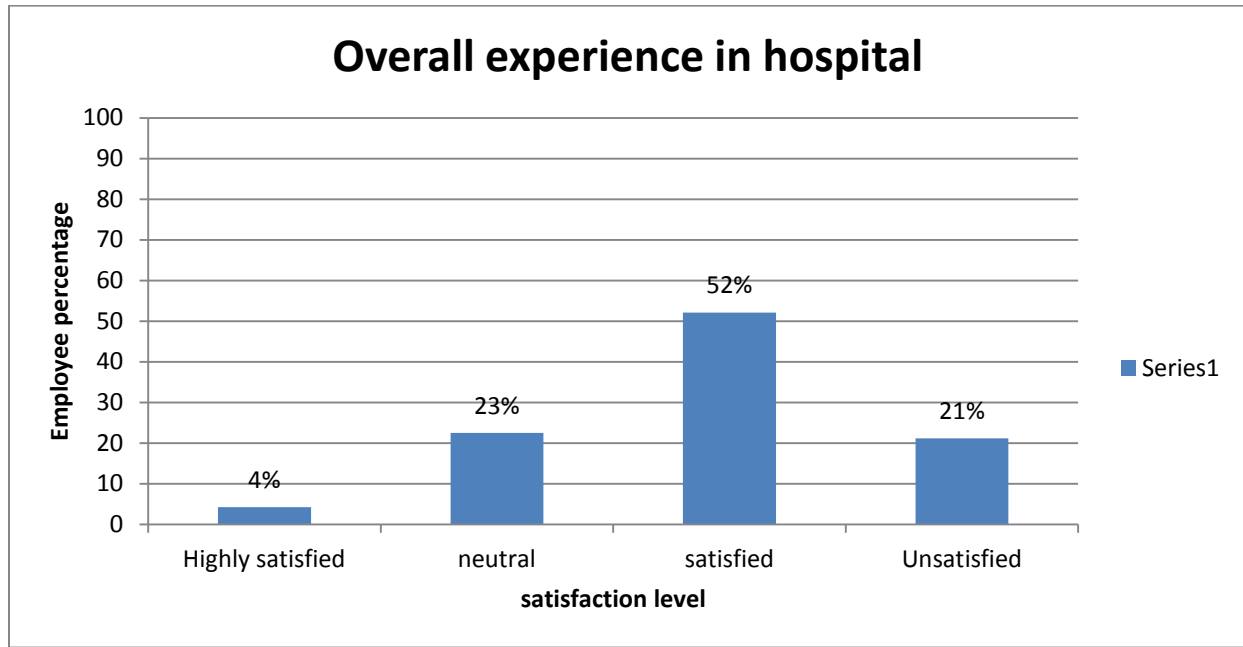


Figure-3: Overall experience of employees in hospital

Findings: For the 142 employees taken as sample, 56% employees are satisfied, 21% employees are unsatisfied and 23% employees presented neutral response towards the experience in hospital.

Recommendation of hospital for job opportunities by the employees of the hospital is as follows:

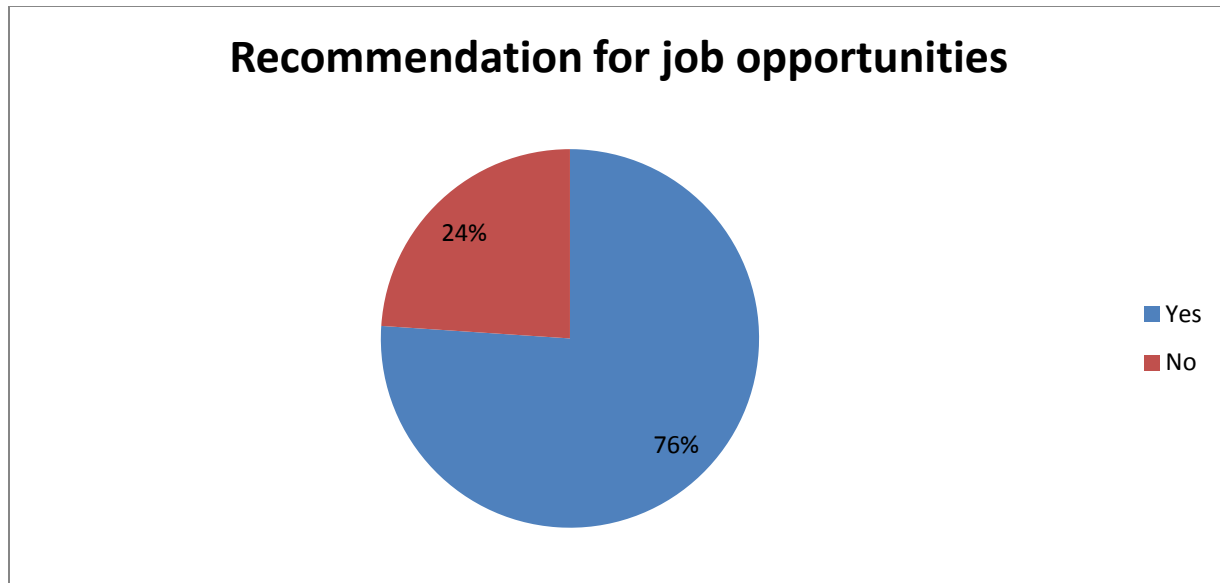


Figure-4: Recommendations for job opportunities by employees

Findings: For the 142 employees taken as sample, 76% employees will recommend LLH hospital for job opportunities and 24% employees will not recommend LLH hospital.

The overall customer satisfaction towards the LLH Hospital is as follows:

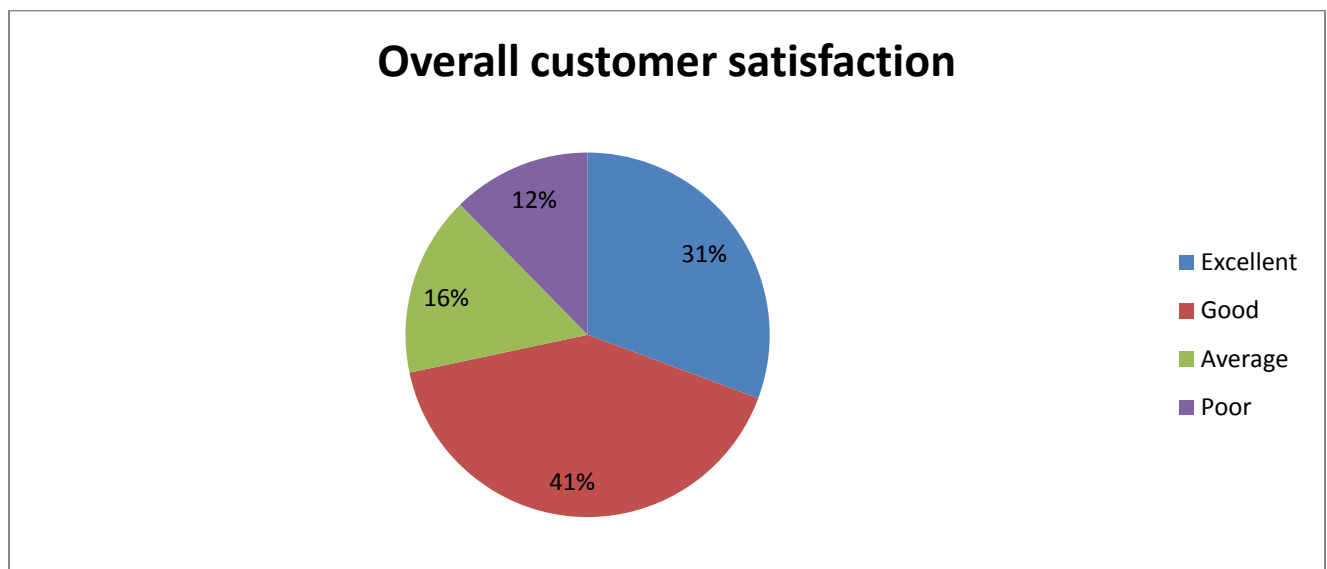


Figure-5 Overall customer satisfaction

Findings-For the 1500 customers, data collected in three months and the overall experience of customers towards hospital is 72% customers are satisfied ,16% given neutral response and 12% is unsatisfied with hospital.

Employee satisfaction and customer satisfaction correlation analysis:

Table-8: Correlation analysis between employee satisfaction and customer satisfaction.

	Employee satisfaction	Customer satisfaction	Correlation
Satisfied %	56	72	0.99962
Neutral %	23	16	
Unsatisfied %	21	12	

Findings- The correlation value for employee satisfaction and customer satisfaction is 0.99962.It is bounded by -1 and 1.

Discussion

This paper is aimed to analyze the internal marketing effects on employee satisfaction and in turn customer satisfaction and to analyze the gap areas in internal marketing strategies in hospital on the basis of five internal marketing dimensions, top management leadership, organization culture and communication, motivation, empowerment, training and development in the LLH hospital.

Top management leadership

In LLH hospital 59% employees are satisfied with the top management leadership of the organization and they understand the long term plans of the organization and they have confidence on hospital leaders for the fulfillment of vision and mission of the organization.

Internal marketing of conveying the vision, mission, top management leaders, their competencies and top management relation with each employee has positive effect on the employees of the organization.

Organization culture and communication

In LLH hospital 67% employees are satisfied with the organization culture and communication. As working environment should be positive for the employees.24% employees are neutral towards the organization culture and communication which indicates the neutral effect of internal marketing strategies of keeping the employee up to date for every change in hospital. It also indicates working culture of hospital have either positive effect or neutral effect on employees. Only 9% employees are not satisfied with the culture of organization.

Motivation

In LLH hospital 44% employees are unsatisfied with the motivation strategy of the organization. Employee motivation with monetary aspect is the gap point in association with the recognition and appreciation for extraordinary good work. 40% employees are satisfied with the motivation factor and activities of the hospital. The hospital benefits and policies make the employee loyal to the organization. And 16 % Employees have neutral response towards the motivation strategy of the hospital. This indicates the equal view of employees towards the motivation.

Empowerment

In LLH hospital 42% employees are unsatisfied with the empowerment strategy of the organization. Employee empowerment with new initiatives and decision making is lacking. 39% employees are satisfied with the empowerment factor and activities of the hospital. And 19% Employees have neutral response towards the empowerment strategy of the hospital. This indicates the employee satisfaction is related to the decision making and new initiative freedom in the hospital. Employees satisfaction is related to the superiors support and providence of friendly environment without fear.

Training & Development

In LLH hospital 65% employees are satisfied with the training & development strategy of the organization which includes the initial orientation of the employee, when new joining. This indicates employee satisfaction has positive effect on training and development through orientation program, ongoing training process and involvement of employees for training of new services according to job description of the employees.

The overall satisfaction of the employees account for the 56%, which indicates the half of the employees are satisfied with the organization according to the five internal marketing aspects adapted in the hospital. It also indicates some of the employees are not satisfied for the strategies of internal marketing which accounts for 23% of the employees.

The overall satisfaction of customers visiting the hospital accounts for the 72% which indicates the customer satisfaction is positive towards the hospital.

The above mentioned dimensions present the effects of internal marketing in the organization. The gap areas for internal marketing according to five dimensions are as follows:

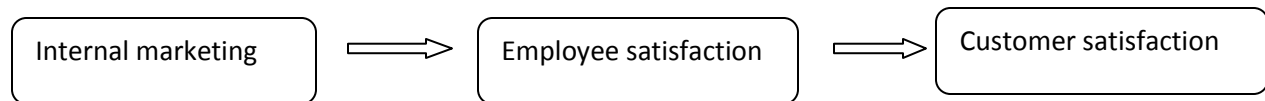
- Motivation
- Empowerment

These two dimensions present less employee satisfaction as compared to other dimensions. So organization internal marketing strategies can focus on the gap areas.

Correlation of the customer satisfaction and employee satisfaction

Employee and customer satisfaction correlation value is 0.99967, which should be bound between -1 to 1. Value close to 1 represents positive correlation. So it indicates a positive correlation between the employee and customer satisfaction.

So the internal marketing is related to employee satisfaction and employee satisfaction is related to customer satisfaction.



So internal marketing is related to the patient satisfaction and enhancement in internal marketing strategies will lead to patient amplification. As a satisfied customer also become a part of external marketing through word of mouth referrals.

Conclusion

It is assumed that one of the biggest concerns of organization is to establish friendly working environment and employee retention and employee loyalty. Therefore, if both marketing and human resources management work together, they can offer satisfaction to internal customers of organization. The purpose of this study was also to examine the effect of internal marketing on staff satisfaction. The aspects of internal marketing (Top management leadership, Organization culture and communication, motivation, empowerment, training and development) can be considered and measured. Thus, in this research the impact of internal marketing on employee satisfaction as the main objective is analyzed. The results concluded two gap areas in internal marketing strategies as motivation and empowerment.

Managers and decision makers have to focus on developing the different skills in the employees and encourage them to be creative and discover their abilities by assigning them in training courses that suit each employee skills or his/her interest. Managers have to involve the empowerment practice, because it is proved that when the employees are participants in the decision making process they provide a much better service to customers. The managers have the choice to encourage the employees in making decisions in cases where the decision made is simple and a routine decision not a major one, but this small participation can have a great satisfactory results from the employees toward their jobs and eventually the satisfaction of the customers.

Recommendation

Empowerment strategies

1.Foster Open Communication

Employees in hospital environment feel there is no purpose in taking a stand, since they have no direct channel and don't feel they'll have an impact. Giving employees structured ways to make their thoughts, feelings and observations known easily and regularly. Helping employees to understand that their input is valued even if they decide to go a different way. Making sure management acknowledge them for sharing and reward valuable input that helps the company.

2. Reward Self-Improvement

Helping employees set a plan for growth and reward them as they advance. Budgeting dollars and time toward management and personal development training. To enhance their career plan and empowering for self improvement.

3. Encourage Safe Failure

Many employees, by their very nature, are risk-adverse. That's why they are employees and not entrepreneurs. If they work in an environment where the boss is always correcting them before they have a chance to execute, they will constantly look for approval before taking action or, worse, simply avoid any new or dynamic action. Give employees the opportunity to try new things in a way that doesn't put the company in danger.

4. Clearly Define Roles

People who don't know what they are supposed to do can't do it very well. Additionally, they need to know their boundaries so they don't step on others' or create inefficiency through redundancy. Establish specific roles and responsibilities with employees so all are clear and can work together cooperatively.

6. Support Their Independence

Motivation strategies

1.Focusing on Employee Happiness Rather Than Employee Motivation.

2.**Get to know our employees.** Initiate a "coffee Friday" where management spend twenty or thirty minutes chatting with an employee over coffee in hospital. Learn something about your employees' families. Learn something about your employees' interests

3. **Recognize the employees as a group- to initiate the team work.** Hold a meeting to discuss the company as a whole, and to show how your employees' efforts are contributing to the mission of the company. Employees don't want to feel like cogs in a wheel, but like they're

contributing to something valuable, so take the time to make them feel special by presenting facts and figures to show much team is contributing to the company.

4. Send weekly emails, updates, or newsletters that tell your employees that their hard work is paying off. Recognize the efforts of your team and use positive adjectives to highlight their good work

Use food as incentive. People will be much more excited to come to work if they know that there will be some food waiting for them.

- Kitchen stocked with tea and coffee.
- Bringing bagels and donuts for breakfast one day a week or month.
- Order pizza for lunch once in a while. Even can institute a "pizza day" once a month.
- Bringing cake or cupcakes on an employee's birthday.

Instrumentation

EMPLOYEE SATISFACTION QUESTIONNAIRE

I am a post-graduation scholar pursuing Hospital Management Course from Institute of Health Management and Research; Jaipur, India. As a part of my dissertation curriculum. I am conducting a study on “Internal Marketing-A door for patient amplification”. The information will be used for academic purpose only and all the responses will be kept confidential and anonymous. I would be grateful to you for your candid responses.

Describe your level of agreement with each statement. (Please mark only one suitable response)

Top Management Leadership	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I Understand the long term plans of the hospital.					
I have confidence on the hospital leaders for the implementation of plans					
The leaders of the organization care for their employee's wellbeing.					

Organization Culture and communication	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The Organization's corporate communications are frequent and detailed enough to keep me up to date.					
Changes that affect me are communicated to me prior to implementation.					
I like the people whom I work around in the hospital, which enhances the spirit of cooperation?					
I feel I contribute to the facility's plan & mission.					

Motivation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I believe my income is fair for the responsibilities handled by me in the hospital.					
Recognition and Appreciation is provided for the extraordinary good work in the hospital.					
Hospital extra activities keep me involved and motivated in hospital.					

Hospital policies and benefits make me loyal towards the organization					
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Empowerment	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Superiors allow me a high degree of initiatives.					
Superiors provide freedom to take decision as per the authority provided by the hospital					
I can express my honest opinions without fear of negative consequences.					

Training and Development	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My initial training was to orient me to the hospital culture and environment.					
Ongoing Training and development program is clearly directed at creating the competencies that are important to employee's work.					
Before the implementation of a major change in service rules or department shift we always get significant training regarding our daily activities and job description.					

	Highly Satisfied	Satisfied	Neutral	Unsatisfied	Highly Unsatisfied
Your Overall Experience in this hospital					

➤ Would you like to recommend this hospital to others for Job opportunities?

- Yes
- No

The following questions are for classification purpose only. It will not be used to identify any individual.

➤ How long you have been working it in this organization.

- Less Than one year
- One year or less than two years
- Two years to less than five years
- Five years to less than ten years
- Ten years or more

➤ What is your age?

- Less than 21
- 21-25
- 26-35
- 36-45
- 46-55
- 56-65
- Above 65

➤ What is your Gender?

- Female
- Male

➤ Which of the following best describes your role?

- Administrative/Clerical
- Executive/Partner
- Manager/Supervisor
- Production/Service
- Professional
- Other

➤ In which department do you work?

- Customer Service/Care/Support
- Out Patient Department
- In Patient Department
- Accident & Emergency Department
- Operation Theatre
- Intensive Care unit
- Support Service Department
- Administrative Department

PATIENT SATISFACTION QUESTIONNAIRE

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