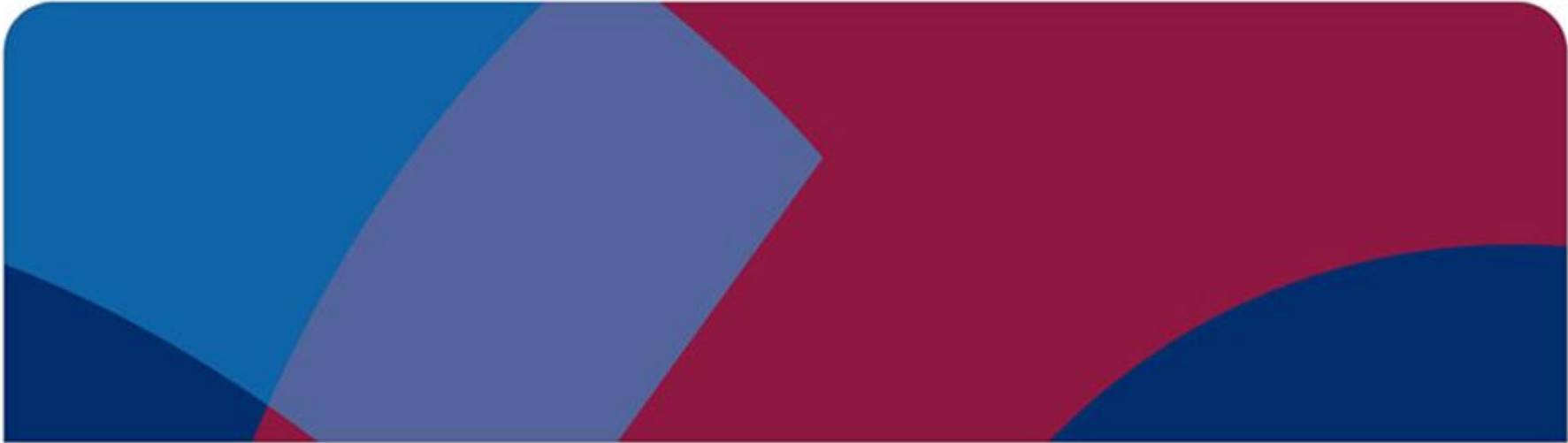




Internal Marketing-A door for patient amplification

Dissertation Presentation

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Roll No-1336



VPS Healthcare



- VPS Healthcare is an integrated healthcare service provider with primary, secondary and tertiary care clinics and hospitals in the Middle East and the Indian Sub-continent.

VPS Infrastructure



- 9 Operational Hospitals
- 10 Operational pharmacies outside hospitals
- 26 Operational Clinics
- 3 Mobile Clinics
- Life Pharma FZE
- 750 Beds
- 31 OR's
- 62 Ambulances

Group Companies



- Burjeel Hospital, Abu Dhabi
- Burjeel Medical City, Abu Dhabi
- Burjeel Hospital, Dubai
- LLH Hospital, Abu Dhabi
- LLH Hospital, Musaffah
- Life Pharma FZE
- Lifeline Hospital, Salalah, Oman
- Lifeline Hospital, Muscat, Oman
- Lifeline Hospital, Sohar, Oman
- Lifecare Hospital, Al Raha
- Lifecare Hospital, Mussafah
- Medicine Shoppe Pharmacy
-

LLH Hospital Musaffah



- Newest, most advanced secondary care facility in Musaffah.
- 75 bedded Superspecialty hospital with vision to exceed the global standards of excellence in health care.
- JCI Accredited with Sheikh Khalifa excellence award.
- 380 Employees.

Introduction



Introduction Contd..



Internal Marketing

- Internal marketing is a means of involving staff at all levels in effective marketing programs by enabling them to understand their roles in marketing process.
- Internal marketing programs consist of :
 - Training and staff development
 - Effective internal communication and integration schemes.
 - Design to enhance knowledge & understanding of the overall marketing orientation within the organization.

Aim of the study



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

Objective



- 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.

Review of literature

- 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.
- 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.

Review of literature contd.



- 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)
- 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 .

Review of literature contd.



- 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.

Methodology

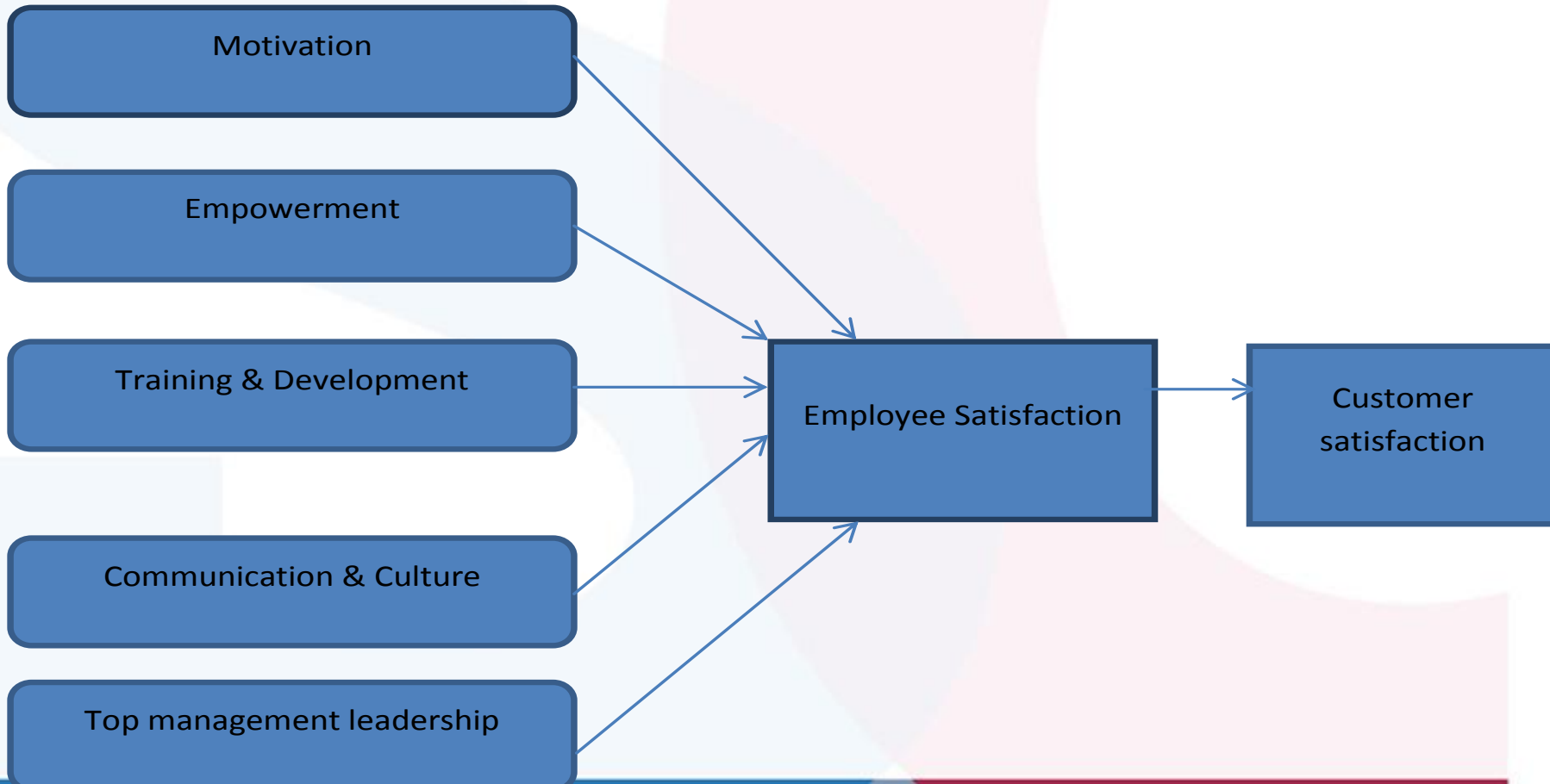
Research Dimensions

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

- **Motivation:** Motivation is “the movement of workers to act in a desired manner” (Mark et al 1998). Motivation is defined as “voluntary use of high-level self-regulated learning strategies, such as paying attention, connection, planning, and monitoring” (p. 413) Turner (1995).
- **Empowerment:** Empowerment has been described as a venue to enable employees make decisions (Bowen & Lawler, 1992).
- **Communication:** Defined as “the process whereby people within an organization give and receive messages” as cited by Tourani et al. 2012.
- **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)
- **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)

Methodology contd.

Research framework



Methodology contd.



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.

Methodology contd.



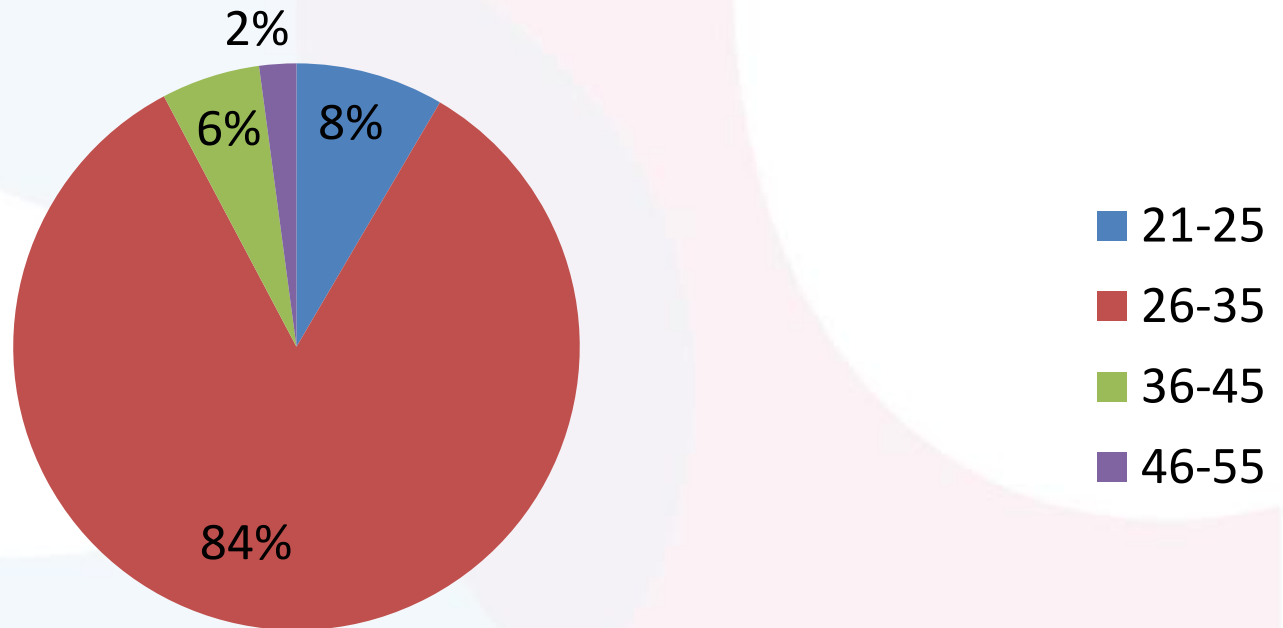
Research Question

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

Results

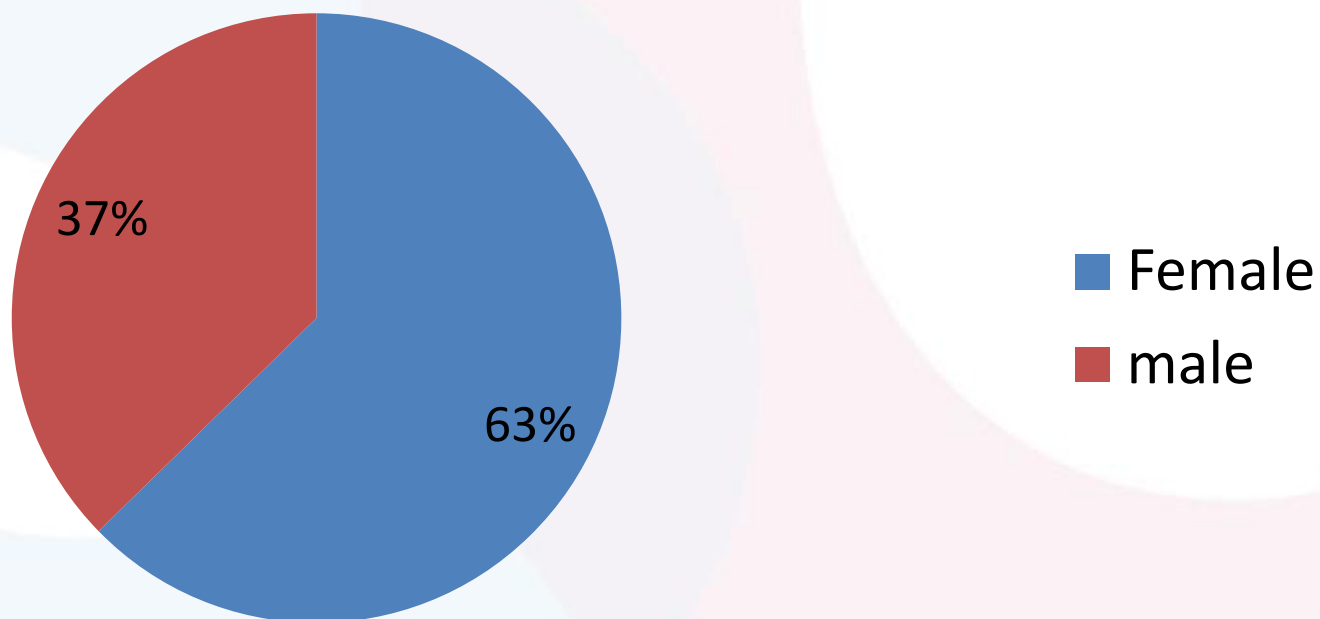
Sample Characteristics

Percent distribution of respondents by age group



Results contd.

Percent distribution of respondents by gender



Results contd.



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

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

Results contd.



Dimension 1: Top management leadership

Employee satisfaction towards Top Management Leadership dimension

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

Results contd.



Dimension 2: Organization culture and communication

Employee satisfaction towards Organization culture and communication dimension

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

Results contd.

- Dimension 3: Motivation

Employee satisfaction towards motivation dimension

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

Results contd.

- Dimension 4: Empowerment

Employee satisfaction towards empowerment dimension

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

Results contd.

- Dimension 5: Training and Development

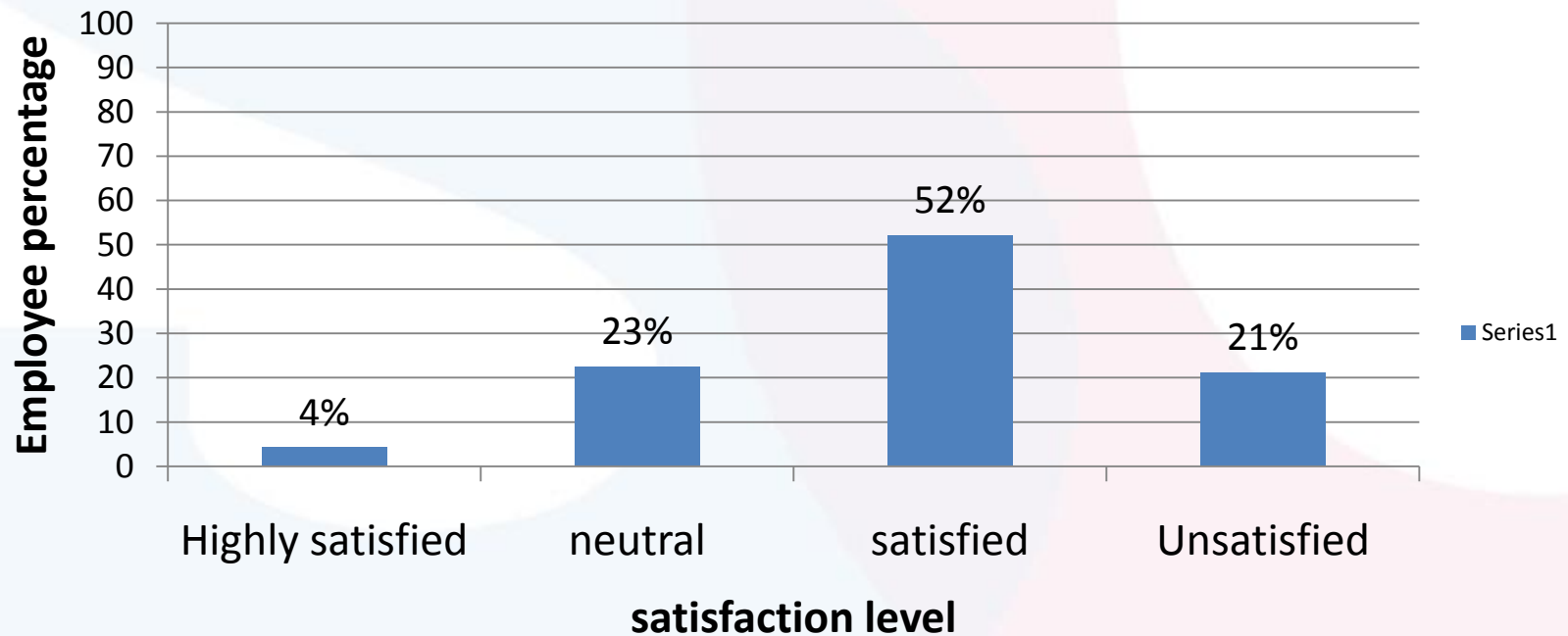
Employee satisfaction towards Training and Development dimension

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

Results contd.

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

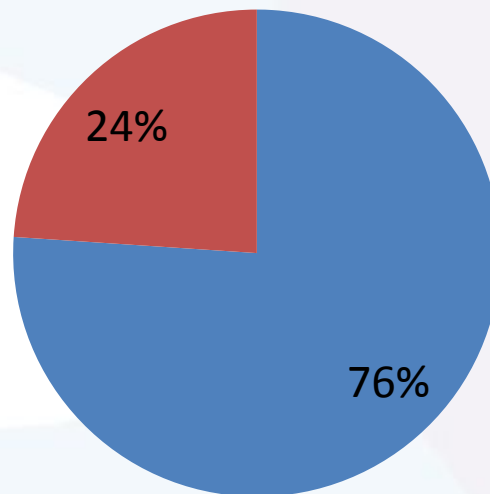
Overall experience in hospital



Results contd.

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

Recommendation for job opportunities

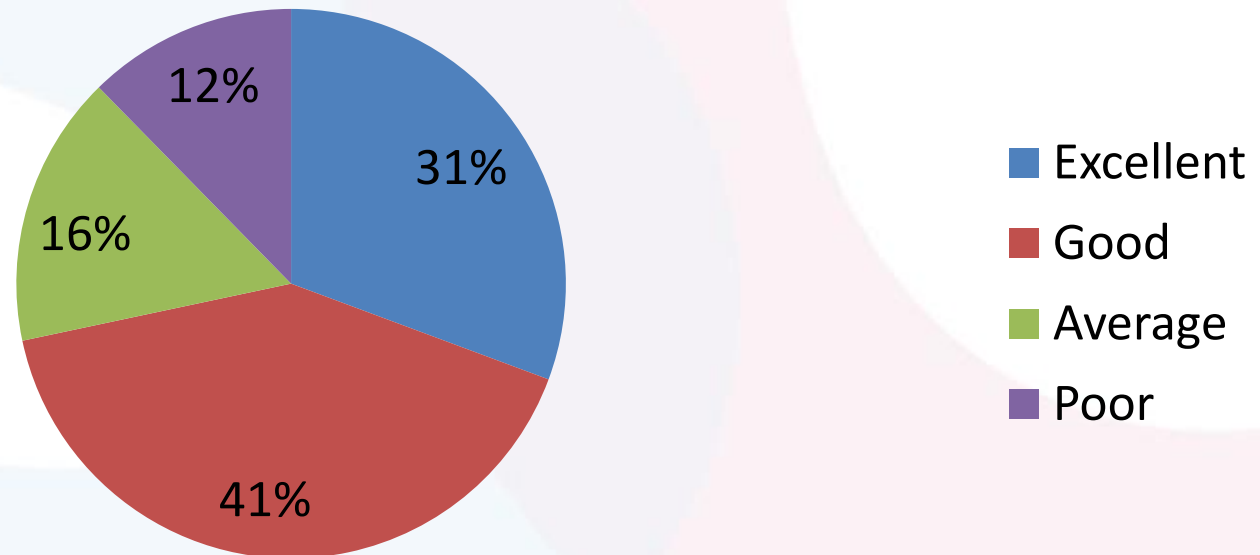


■ Yes
■ No

Results contd.

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

Overall customer satisfaction



Results contd.



Employee satisfaction and customer satisfaction correlation analysis:

Correlation analysis between employee satisfaction and customer satisfaction.

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

Discussion

The gap areas for internal marketing according to five dimensions are as follows:

- Motivation
- Empowerment

Motivation

- 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.
- 16 % Employees have neutral response towards the motivation strategy of the hospital. This indicates the equal view of employees towards the motivation.

Discussion contd.



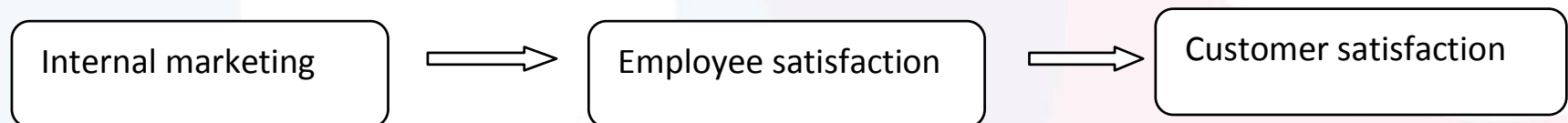
Empowerment

- 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.

Discussion contd.

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.



Conclusion



- If both marketing and human resources management work together, they can offer satisfaction to internal customers of organization.
- Internal marketing gap areas should be prioritized as it is not only related to employees but the patient of the hospital also.
- Motivation and empowerment are two gap areas to be prioritized by LLH hospital to enhance the revenue and patient in flow.
- As Employee satisfaction is directly related to the customer satisfaction which will act as word of mouth referral strategy by the organization for patient amplification.

Recommendations



- Empowerment strategies
 - Foster Open Communication
 - Reward Self-Improvement and Encourage Safe Failure.
 - Clearly Define Roles
 - Support Their Independence
- Motivation strategies
 - Focusing on Employee Happiness Rather Than Employee Motivation
 - Get to know our employees-Initiating a "coffee Friday" to learn something about employees' families and employees' interests.
 - Recognizing employees as a group- Hold a meeting to discuss the company as a whole, and to show how our employees' efforts are contributing to the mission of the company.
 - Use food as incentive.

Learning from VPS Healthcare

Women Screening Campaign



ZADCO Appreciation



Appointment card



مستشفى ال ال اتش
LLH HOSPITAL
THE HEALING TOUCH

APPOINTMENT CARD

Patient Name Referral Doctor's Name

LLM Department

Test Name:

Signature:

Kindly note that for Urea Breath Test 4 to 6 Hours fasting is required.

NB: If you are unable to come at your scheduled time.
Please contact: 02 5557711 for cancellation and re-scheduling.



APPOINTMENT CARD

P.O.Box:92313, Musaffah, Abu Dhabi, UAE. Tel: +971 2 5557711
E mail: lifehosp@llhmusaffah.ae
www.llhmusaffah.ae

*Thank
You*