

INTERNAL MARKETING PRACTICES AND EMPLOYEE PERFORMANCE OF PRIVATE HOSPITALS IN MANDALAY

Aye Aye Nwe¹

Abstract

This study aims to analyze the internal marketing practices and employee performance of private hospitals in Mandalay. The service quality of professionals in the hospital is more important than other services because this service takes responsibility on the lives of the patients. The descriptive and analytical methods are used and analysis is conducted based on the data collected from all medical staff, 291 employees from Mandalay, Mingalar and Myat Thukha Hospitals in Mandalay. In this study, cluster sampling method is used to collect the primary data. The result indicates that compensation and benefits, internal communication, organizational support, and empowerment have a positive and significant effect on employee job satisfaction. The result shows that employee job satisfaction has a positive and significant effect on the performance of employees in private hospitals in Mandalay. This study concludes that compensation and benefit system in private hospitals is fair. The more the staff are compensated and provided the benefits, the more job satisfaction is achieved in performing their duties. This study suggests that the private hospitals should provide the opportunity to learn advanced health knowledge as medical staff need to have adequate knowledge and skill to improve performance.

Keywords: Internal marketing practices, Compensation and benefits, Internal communication, Organizational support, Empowerment

Introduction

Service quality is important to ensure the success of the service business. Businesses find the approach to inspect and assess the operations internally in order to fulfill the needs of employees and to improve the service quality. Businesses attempt to understand the method of attracting and satisfying employees. In many organizations, the internal marketing concept is increasingly adopted because these organizations emphasize the high quality of products and services. Internal marketing is important in motivating and encouraging the employees who offer superior services to customers. Internal marketing has become the pivotal role of the business for employee job satisfaction. Job satisfaction enhances productivity to be higher, responsibility for the organization, and physically and mentally healthy for employees. Thus, the person will work in a better mood, learn more skills, and finally his performance will improve (Coomber & Barribal, 2007).

In modern society, the healthcare sector is increasingly important for ensuring people's health and longevity, as people are more knowledgeable about their health. Healthy people are necessary for national development, and high healthcare service quality is important for healthy people. Healthcare providers will provide high-quality healthcare service if they are satisfied with their work. Health organizations become focused on the satisfaction and retention of their employees. The presence of a highly satisfied and motivated health workforce, especially medical workers, is an important idea of the effective contribution of the private healthcare sector to society. Happy and active medical staff will go the extra mile to provide excellent service as much as they can. They will be passionate about upgrading the performance level of their own and also the level

¹ Department of Commerce, University of Co-operative and Management, Sagaing.

of the performance of their hospitals. It is crucial to motivate medical staff to increase efficiency when providing healthcare services to the public. Therefore, management of a private hospital emphasizes the needs of its employees, especially medical staff, as the hospital's performance largely relies on employees (Franco, 2002).

Rationale of the Study

Hospital services are essential for every country because there is a demand for better medical care. Improving the quality of healthcare services is a primary concern for patients. Patient satisfaction is considered as a basic determining factor in keeping for extending over a long period of time of patient relationships (Oliver, 1980; Zeithaml et al., 1996). Employee job satisfaction plays a dominant role in defining organizational success. Employee satisfaction not only increases productivity but also increases the quality of work. If the hospitals create a work environment that encourages employees, they will respond to the needs of the customer. Customer satisfaction generated by the satisfied employees leads to organizational and financial success (Taner & Sntony, 2006). Healthcare services have a distinct position among other services due to the highly involving and risky nature of services and the general lack of expertise possessed by consumers (Taner & Antony, 2006).

Most of Myanmar's private and public hospitals run at full capacity to meet patients demand, especially in cities such as Yangon and Mandalay. During the limited number of healthcare professionals and the large number of patients, the stage of service and care provided is below international standards. Private hospitals tend to perform better than public hospitals in this respect (Healthcare Guide, 2018). In addition, acquiring skilled local medical professionals is challenging. In private hospitals, it is significant to retain existing medical staff, and it is equally important to upgrade their performance. If they are well-performing their jobs, they will provide effective health care service to patients and the general public. Well-performed staff can result from their job satisfaction. Therefore, the determinants of job satisfaction and performance of medical staff working in private hospitals are interesting areas to study.

Problem Statement of the Study

Private hospitals in Mandalay are facing a lack of employees, especially the medical workforce. There is growing demand for medical staff due to the increasing population, high expectations, health awareness, and health education of patients. In private hospitals, it needs to develop a level of achievement for medical staff to attain patient satisfaction. Moreover, it is significant to provide reliable and high-quality medical services to patients. In the private hospitals of Mandalay, there is a limited workforce to implement essential services due to the health crisis that arises from ongoing Covid-19 pandemic response (Myanmar Public Health Organization, 2022). This shortage highlighted that retaining medical staff is a very important part of providing healthcare.

Currently, private hospitals in Mandalay provide various trainings. However, there are weakness in analysis of training needs of each medical staff and evaluation of training results. Moreover, trainings are not interested by medical staff because these are not relevant with the job requirements of their respective field. Managers of private hospitals need to provide clear guidance and instruction what to do and how to do by delegating the tasks. It is necessary to take into

consideration employees' suggestions on the issues of the hospitals. Furthermore, there is lack for fulfillment of adequate resources and information.

In private hospitals, various methods of attraction for medical staff are crucial. Moreover, it is essential to focus on the satisfaction and performance of existing medical staff to maintain them in the workplace. Private hospitals necessitate providing the needs and wants of medical staff to provide high-quality services. The satisfaction of medical staff in private hospitals largely depends upon the internal marketing practices. Medical staff are motivated by not only pay and benefits, promotion, but also respectable position and autonomy to make decisions on the provision of service.

Objectives of the Study

The main objective of the study is to analyze the internal marketing practices and employee performance of private hospitals in Mandalay.

The specific objectives are:

- (1) To analyze the effect of internal marketing practices on employee job satisfaction of private hospitals in Mandalay and
- (2) To identify the effect of employee job satisfaction on employee performance of private hospitals in Mandalay.

Methods of Study

In this study, three private hospitals are randomly selected out of ten private hospitals that are 50-bedded and above. To achieve the aims of the study, descriptive methods and analytical methods are used. Primary data are collected from permanent medical staff in private hospitals in Mandalay. All permanent medical staff of ten 50-bed and above general private hospitals in Mandalay are the target population of the study. The cluster random sampling method is used to collect the required sample, and the general private hospitals are considered clusters. All medical staffs of these selected hospitals constitute the sample of the study. There are 291 permanent medical staff who are medical doctors or medical officers (MO), nurses, nurse aids, laboratory technicians, radiology technicians, physiotherapists, and pharmacists with at least one year of service.

Scope and Limitations of the Study

This study mainly focuses on internal marketing practices and employee performance of private hospitals in Mandalay. It also focuses on the effect of internal marketing practices on employee job satisfaction of the surveyed hospitals. This study is limited to general hospitals, and specialty hospitals are not included. Permanent medical staffs are constrained, and non-medical staffs are excluded in this study.

Literature Review

Internal Marketing

Internal marketing (IM) is not only a concept but also a philosophy and a method to manage a company (George, 1990; Gronroos, 1985; Wilson & Fook, 1990). According to the IM concept, employees form an internal market within an organization because they need to be trained, rewarded, and motivated to meet external customers' expectations (Varey & Lewis, 2000). The essence of IM is to consider employees as necessary as external customers by treating them as internal customers (Ali, 2016; Kanyurhi & Akonkwa, 2016). IM focuses on motivating employees

and satisfying employees' needs to engage in appropriate customer behaviors and work better (Grönroos, 1985).

The purpose of IM is to motivate internal customers, from which external customers will be satisfied. Therefore, IM aims to align with the organization's efforts to provide better services to customers (Cooper & Cronin, 2000). Internal marketing is the process of considering employees as internal clients and viewing jobs as internal products that meet these clients' requirements and desires while advancing the goals of the organization. Kotler and Armstrong (1991) defined internal marketing as the building of customer orientation among employees by training and motivating both customer contact and support staff to work as a team. Therefore, the company should think about how to sell the internal products to the internal customers, fulfill the company objectives, and deliver services of high quality.

Compensation and Benefits

Mornay (2010) presented that new employee must be recruited and current employees must be retained by offering a market-related salary consisting of a fixed salary, a commission structure and a profit-sharing benefit. It is evident that many firms want to attract and retain the best candidates and should firstly provide the candidates with an attractive salary. If an organization's key outcome measures are customer satisfaction and loyalty, it is expected that rewarding employees for providing excellent customer service would enhance these desired behaviors. A reward is the benefits, including financial and non-financial ones that employees receive from their job (Govindarajulu & Daily, 2004). The high reward will motivate employees to do a better job and be more committed to the organization (ELSamen & Alshurideh, 2012).

Training

Training is the act of enhancing a person's knowledge and ability to perform a particular task. This is the bridge between job demands and the current needs of employees. This means that employees' work styles and attitudes towards work and the company are changing. Today, education is increasingly seen not only as a means of driving the growth of individual employees but also as an integral part of the growth of an organization.

According to Armstrong (2016), education and training help employees understand the importance of striving to comply with internal service standards in their internal interactions as a prerequisite for achieving quality customer service. Training is very important for a company that wishes to survive in a competitive and dynamic environment because it allows employees to improve their knowledge, skills, and abilities to satisfy customer demand with high-quality services (Tsai & Tang, 2008).

Internal Communication

To achieve the company's goal, the relationship between manager and subordinate is vital. One way to assure is an effective internal communication program. Internal communication is the procedure of transmission and reception of information within the company. It involves the communication channels, the content of the information, the flow, and the type of communication. According to Thomas et al. (2009), getting timely, accurate, and relevant information from the supervisors and coworkers makes them more likely to feel less vulnerable. Internal communication is important because it can ensure common understanding between the management and the subordinates. Moreover, it can reduce the possibility of misunderstanding, help the employees to

align their goals with the organizational goal, and increase motivation and workforce engagement. According to Grönroos and Gummerus (2014), a communication system that allows employees to express their opinions that benefit both internal and external customers because employees can provide more effective customer service.

Organizational Support

Organizational support is an important concept in which organizational support can provide an explanation of the relationship between organizational treatment and the attitudes and behaviors of employees towards their work and organization (Eisenberger et al., 1986). Organizational support is defined as one's contribution to one's organization and its recognition by the organization (Hellman et al., 2006). The staff who perceive this support may be more committed to their work, and they are expected to work hard to pay for it (Howes et al., 2000).

Leadership

Leadership plays very important role of the employee job satisfaction, it has a great impact on the employee motivation (Voola et al., 2003). According to Sohail and Jang (2017), the satisfaction level of the customers increases when the process of service delivery is positive. Therefore, empowering employees affects attitudes and behaviors, and it can enhance changes and creation of desired transformation. Leadership is the skill of influencing a group towards the achievement of a vision or a set of goals (Robbins & Judge, 2014). Leadership is a process where multilevel leader–follower communication transpires in a particular way to share a purpose and cooperate work willingly (Yammarino, 2012). It affects the association between the leaders and the employees, and the way they perform changes to achieve a common goal (Du Plessis, 2014). In the frame of an organization or institution, the role of leadership is crucial for its proper function and welfare.

Empowerment

Kreitner and Kinicki (2010) defined empowerment as a process of giving workers a certain level of independence, self-regulatory to enable them to make decisions, so that managers in departments share with their subordinates what is available from senior management and the delegation of employees to make some decisions, in addition to giving them the opportunity to provide suggestions, recommendations, and ideas based on their knowledge and regulatory expertise to achieve organizational goals. While Ani (2007) confirmed that empowerment means the delegation of authority to subordinates and also giving workers enough power and resources to provide them with enough freedom to make decisions in order to achieve organizational goals. Empowerment is an effective part of employee development (Proctor & Doukakis, 2003). Kaner et al. (2007) defined empowerment as authorizing and enabling employees to act, behave, think, and make their decision to get the job faster and easier to make. This supports getting the job done faster in the organization and creates experience at different levels in the organization (Gronroos, 1981).

Employee Job Satisfaction

Khuong and Tien (2013) defined employee job satisfaction as an emotional state that results from the appraisal of job experience. Employee job satisfaction is generally described as the feeling of gratification or prosperity that employees procure from their job, whether they are happy to work or not, and perceive the jobs as meaningful (Griffin & Moorhead, 2013). Matzler and Renzl

(2006) defined employee satisfaction as one of the most important drivers of employee service quality, productivity, and loyalty.

Employee Performance

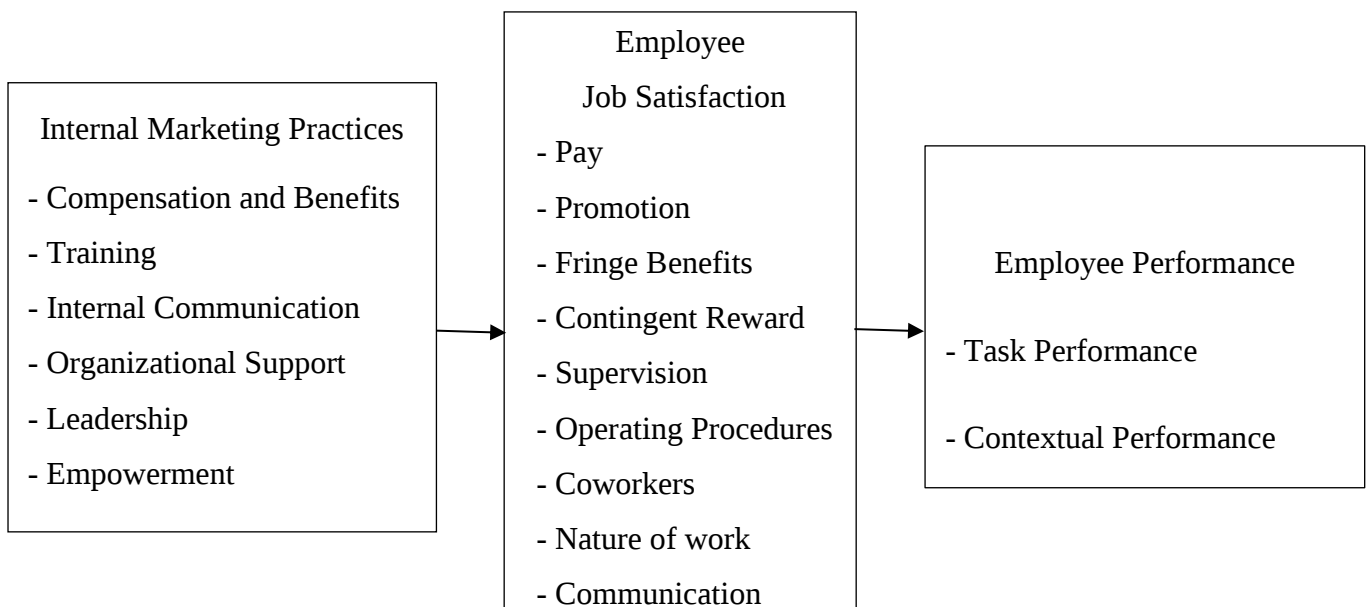
Performance indicates the level of achievement of work constituting the worker's job and the way by which the individual worker achieves his job requirements. Staff performance has been defined as the degree of achievement or completion of tasks constituting the job. This definition reflects how the individual satisfies or achieves his job requirements (Albarnouti, 2000). Borman and Motowidlo (1993) divided performance into task and contextual performance.

(a) Task Performance: Task performance was defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core (Borman & Motowidlo, 1997). According to Murphy (1989), task performance entails the accomplishment of duties and tasks that are specified in a job description. The term task performance is the core technical behaviors and activities involved in the job. Task performance encompasses job explicit behaviors, such as fundamental job obligations delegated as part of the job description.

(b) Contextual Performance: Contextual performance describes actions that facilitate the environment in which the technical core functions. Common examples of contextual performance behaviors include helping coworkers, volunteering for tasks, and defending the organization (Borman & Motowidlo, 1993). These behaviors are important for achieving organizational outcomes and particularly for supporting long-term success (Allen & Rush, 1998; Ostroff, 1992).

Conceptual Framework of the Study

The conceptual framework of the study is developed based on the literature review and empirical studies. As presented in the literature, many researchers in different countries studied the relationship between the internal marketing and employee job satisfaction in different industries. In Myanmar, there are few studies of the relationship between internal marketing and employee job satisfaction in private hospitals. There are two main internal marketing models proposed by Leonard Berry's model and Christian Grönroos's model. In this study, conceptual framework of the study is developed based on Leonard Berry's model. The conceptual framework of the study is shown in Figure (1).



Source: Own Compilation

Figure (1) Conceptual Framework of the Study

Findings

Demographic Factors of Respondents

In this section, profiles of medical staff from three private hospitals are analyzed. For demographic factors of employees, gender, age, marital status, education level, job title, year of service, and number of trainings attended at the present job are shown in the following table.

Table (1) Demographic Factors of Respondents

Sr. No.	Descriptions		No. of Respondents	%
1	Gender	Male	57	20.0
		Female	228	80.0
2	Age (Years)	≤ 25	92	32.3
		25-35	154	54.2
		35-45	23	8.2
		≥ 45	16	6.1
3	Marital Status	Single	217	76.1
		Married	68	23.9
4	Education Level	Bachelor	146	51.2
		Master	9	3.2
		Dr. Med.Sc	14	4.9
		Diploma	52	18.2
		Non-graduate	64	22.5
5	Job Title (Medical Staffs)	Doctor	32	11.2
		Technologist	40	14.0
		Nurse	126	44.2
		Pharmacists	87	30.5
6	Year of Service	≤ 5	226	79.3
		5 -10	39	13.7
		≥ 10	20	7.2
7	No. of Trainings Attended at the present Job	1-5	217	76.1
		5-9	36	12.7
		≥ 9	32	11.5

Source: Survey Data, 2023

According to the above table, 228 respondents (80%) are female employees, and 57 respondents out of 285 employees (20%) are male employees. Therefore, female respondents are more than male respondents. According to this survey, female employees are more interested in healthcare services compared to male employees. The majority of the respondents, 154 respondents (54.2%), are found in the age range between 25 and 35 years. Moreover, 92 respondents (32.3%) are included in the age group 25 years and under. It is found that 23 respondents (8.2%) are between the 35 and 45 year age groups, and 16 (6.1%) respondents are in the group of 45 years and above. According to the survey result, it can also be said that young people are the largest portion of these private hospitals who are interested in healthcare service.

Regarding the marital status, the majority of the employees are unmarried. There are 217 employees, and it represents 76.1% of the total respondents. The rest of the employees, 68 employees, who represent 23.9% of total respondents, are married. Concerning education level, 146 respondents with bachelor degrees represent the majority of the employees (51.2%). Nine respondents are master degree holders, which represents 3.2% of total respondents, and 22.5% of total respondents are non-graduates. Non-graduates are nursing assistants who are employed as there are no sufficient technicians in the surveyed private hospitals. Since the survey was only done for the managerial employees, most respondents are graduates.

According to the survey result, 11.2% of respondents are doctors, 14% are technologists, 44.2% are nurses, and 30.5% are pharmacists. Therefore, the majority of respondents are nurses. Regarding the year of service, 79.3% of respondents have 5 years and under of total work experience, 13.7% of respondents are between 5 and 10 years of total work experience, and 7.2% of respondents have 10 years and above of total work experience. Therefore, the respondents with the total work experience of 5 years and under were the least found among other groups. It shows that most employees have weaknesses to commit to their hospitals. Concerning the number of trainings attended, the result shows that employees who attended trainings provided by these private hospitals at least 1 to 5 times are the majority (76.1%, 217). It can be said that medical staffs in these private hospitals in Mandalay necessitate continuous training for their skill development.

Reliability Analysis

Cronbach's Alpha measures are carried out to test the reliability of questionnaire items. After conducting the survey, reliability and validity tests for the internal marketing practices, employee job satisfaction, and employee performance of private hospitals were performed. In this study, Cronbach's Alpha reliability test method is used to measure the internal consistency of variables and an accurate representation of the data.

Table(2) Reliability of Variables

Sr. No.	Variables	No. of Items	Cronbach's Alpha
1	Compensation and Benefits	7	0.881
2	Training	6	0.871
3	Internal Communication	7	0.852
4	Organizational Support	6	0.843
5	Leadership	5	0.847
6	Empowerment	5	0.844
7	Employee Job Satisfaction	11	0.887
8	Task Performance	6	0.819
9	Contextual Performance	7	0.830

Source: Survey Data, 2023

The results of the reliability for each factor in this study are presented in Table (2). It shows that the Cronbach's Alpha values of internal marketing practices: compensation and benefits, training, internal communication, organizational support, leadership, and empowerment are 0.881, 0.871, 0.852, 0.843, 0.847, and 0.844, respectively. The Cronbach's Alpha values of internal service quality, employee job satisfaction, and employee performance; task performance and contextual performance are 0.9, 0.887, 0.819, and 0.830, respectively. Scale items of each variable are consistent and reliable because Cronbach's Alpha values are greater than 0.7. This could be assumed that all variables were reliable and acceptable in this study.

Analysis of the Effects of Internal Marketing Practices on Employee Job Satisfaction

In this analysis, compensation and benefits, training, internal communication, organizational support, leadership, and empowerment are regarded as independent variables, and employee job satisfaction is defined as a dependent variable. The results are shown in the following table. Table (3) shows the results of multiple regression analysis of internal marketing practices and employee job satisfaction.

Table (3) The Effects of Internal Marketing Practices on Employee Job Satisfaction

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.975	0.190		5.138	0.000	
Compensation and Benefits	0.293***	0.045	0.353	6.459	0.000	1.665
Training	-0.022	0.051	-0.026	-0.444	0.658	1.904
Internal communication	0.141**	0.066	0.141	2.132	0.034	2.436
Organizational Support	0.099*	0.059	0.107	1.673	0.095	2.274
Leadership	0.098	0.075	0.094	1.309	0.192	2.900
Empowerment	0.181***	0.062	0.200	2.944	0.004	2.584
R ²	0.502					
Adjusted R ²	0.491					
F	46.627 (P-value =0.000)					

Source: Own Computation (August, 2023)

Dependent Variable: Employee Job Satisfaction

***, **, * indicate statistical significance at the 1%, 5% and 10% levels respectively.

According to the multiple regression analysis results, compensation and benefits and empowerment are significant at the 1% level, respectively. Internal communication is significant at the 5% level, and organizational support is significant at the 1% level. Training has no effect on employee job satisfaction, although the private hospitals provide training frequently. Leadership has no influence on employee job satisfaction. The results show that compensation and benefits have the most significant effect on employee job satisfaction, followed by empowerment, internal

communication, and organizational support. Most of the employees are motivated by their chances to increase salary in the surveyed private hospitals in Mandalay. In these private hospitals, a reward system is applied to employees in order to satisfy to their work by providing bonuses, accommodations, and promotions. Medical staffs in the surveyed private hospitals in Mandalay satisfy on compensation and benefits at an above-average level.

Medical staff receives bonuses based on performance, years of service, regular attendance, and the number of patient treatments in the hospital. Moreover, overtime pay depends on extra working hours, and promotion is based on working experience, performance, and rules and regulations. The compensation and benefit system (salary, bonuses, etc.) in private hospitals is fair. The more the staff are compensated and provided the benefits, the more job satisfaction is achieved in performing their duties.

In the surveyed private hospitals in Mandalay, internal communication is the key to cooperation among medical staff and results for medical staff and hospitals. Health issues are discussed through senior management team meetings, and information is communicated through departmental meetings. Medical staff in surveyed private hospitals enables them to attain the hospital's goals by way of open communication. Medical staff communicates with each other through phone, email, viber and official letters. Information about changes in new policies, instructions, and upcoming changes is communicated in advance. Therefore, employees at all levels understand the direction and key priorities of the hospital. The better communication, the more, the satisfaction of medical staff in the surveyed private hospitals in Mandalay.

The surveyed private hospitals are responsible for supporting their medical staff. Private hospitals allow their employees to take medical leave and provide health insurance and free vaccination programs, health insurance programs, free of charge (FOC), and discounts on medical expenses for medical staff and their families. Medical equipment (CT scanners, MRI, memo, ultrasound, X-ray, and laboratory) is provided, and medical staff are supported with pharmaceuticals and uniforms. The surveyed private hospitals arrange knowledge-sharing programs to develop the skills and competencies of medical staff. The hospitals celebrate a staff party annually and a birthday party monthly. In the surveyed private hospitals, providing physical support and mental support is critical to maintaining the satisfaction of medical staff.

Empowerment is an important practice applied by the surveyed private hospitals to improve the job satisfaction of medical staff. Private hospitals allow employees to do tasks with their own skills to be a high-quality job and to participate in decision-making to solve the problem. In a workplace with a high level of empowerment, employees are given the self-determination to choose how they complete their work and are not closely monitored by their superiors. They are given the authority to take more responsibility to complete their tasks and are able to make decisions and solve problems on their own. This practice is essential for job satisfaction for medical staff. It can be said that employees are allowed to do their tasks with initiatives and given authority to participate in decision-making. These hospitals consider the new ideas and contributions of medical staff and encourage them to solve problems in their workplace. Medical staff are allowed to take more responsibility and higher responsibility to get work experience.

Training has no significant effect on employee job satisfaction. It indicates that there is no changes on employees' satisfaction by training in the surveyed private hospitals. The surveyed

private hospitals have weaknesses in training. The surveyed private hospitals should identify various training courses, training methods and materials, and training period according to their position and job title. Trainings need to be consistent with the requirements of medical staff because the required skills of medical staff vary. It is important to attain employees' satisfaction by providing training for their professional development specifically.

Moreover, leadership has no influence on the job satisfaction of employees. The leadership in the surveyed private hospitals does not change on employees' satisfaction. The relationship between leader and subordinates should be familiar as leadership practice is crucial for medical staff to encourage to do their job.

Analysis of the Effect of Employee Job Satisfaction on Employee Performance

The effect of employee job satisfaction on employees' performance is measured by a simple linear regression analysis. The independent variable is employee job satisfaction, and the dependent variable is employee performance.

Table (4) The Effect of Employee Job Satisfaction on Employee Performance

Variable	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.024	0.155		13.075	0.000
Employee Job Satisfaction	0.510***	0.039	0.615	13.119	0.000
R ²	0.378				
F	172.103 (P-value =0.000)				

Source: Own Computation (August, 2023)

Dependent Variable: Contextual Performance

*** indicates statistical significance at the 1% level.

According to the above table, regression analysis is conducted with employee job satisfaction and employee performance. The R² value is 0.378, which means that approximately 37.8% of the variability of employee job satisfaction is accounted for by the variable in the model. The results show that the F value is 172.103, which is significant at $p = 0.000$ (< 0.01). Therefore, the estimated regression model can significantly explain the relationship between dependent and independent variables.

It is also found that the regression coefficient between employee job satisfaction and employee performance is 0.510 ($t = 13.119$, $p = 0.000$, $p < 0.01$). This result shows that employee job satisfaction has a positive and significant effect on the performance of employees in private hospitals in Mandalay. If there is an increase in employee job satisfaction in private hospitals, it will increase the performance of employees in private hospitals.

Analysis of the Effect of Employee Job Satisfaction on Task Performance

The effect of employee job satisfaction on task performance is measured by a simple linear regression analysis. The independent variable is employee job satisfaction, and the dependent variable is task performance.

Table (5) T.he Effect of Employee Job Satisfaction on Task Performance

Variable	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.878	0.177		10.630	0.000
Employee Job Satisfaction	0.530***	0.044	0.579	11.934	0.000
R ²	0.335				
Adjusted R ²	0.332				
F	142.416 (P-value =0.000)				

Source: Own Computation (August, 2023)

Dependent Variable: Task Performance

*** indicates statistical significance at the 1% level.

The estimated regression mosdel is $TP = 1.878 + 0.530 EJS$

According to Table (5), regression analysis is conducted with employee job satisfaction and task performance. The R² value is 0.335, which means that approximately 33.5% of the variability of employee job satisfaction is accounted for by the variable in the model. The results show that the F value is 142.416, which is significant at $p = 0.000 (< 0.01)$. Therefore, the estimated regression model can significantly explain the relationship between independent variable and dependent variable.

It is also found that the regression coefficient between employee job satisfaction and task performance is 0.530 ($t = 11.934, p = 0.000, p < 0.01$). This result demonstrates that employee job satisfaction has a positive and significant effect on task performance of employees. If there is an increase in employee job satisfaction in the private hospitals, it will increase task performance in private hospitals in Mandalay.

If the expectations of employees have been fulfilled by the surveyed private hospitals, they will carry out the work according to their abilities and expertise to produce positive results for their work timely. If medical staffs are satisfied, they are able to perform their tasks with their high ability. High level of satisfaction leads to high quality and high level of work and the timeliness of carrying out the tasks assigned by the hospital.

Analysis of the Effect of Employee Job Satisfaction on Contextual Performance

The effect of employee job satisfaction on contextual performance is measured by a simple linear regression analysis. The independent variable is employee job satisfaction, and the dependent variable is contextual performance.

Table (6) The Effect of Employee Job Satisfaction on Contextual Performance

Variable	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.738	0.174		15.752	0.000
Employee Job Satisfaction	0.367***	0.044	0.447	8.406	0.000
R ²	0.200				
F	70.654 (P-value =0.000)				

Source: Own Computation (August, 2023)

Dependent Variable: Contextual Performance

*** indicates statistical significance at the 1% level.

The estimated regression model is $CP = 2.738 + 0.530 EJS$

According to Table (6), regression analysis is conducted with employee job satisfaction and contextual performance. The R² value is 0.2, which means that approximately 20% of the variability of employee job satisfaction is accounted for by the variable in the model. The results show that the F value is 70.654, which is significant at $p = 0.000$ (< 0.01). Therefore, the estimated regression model can significantly explain the relationship between dependent and independent variables.

It is also found that the regression coefficient between employee job satisfaction and contextual performance is 0.367 ($t = 8.406$, $p = 0.000$, $p < 0.01$). This result reveals that employee job satisfaction has a positive and significant effect on the contextual performance of employees in private hospitals in Mandalay. If there is an increase in employee job satisfaction in the private hospitals, it will increase contextual performance in private hospitals.

Job satisfaction of medical staff is a crucial factor for the improvement of contextual performance in the surveyed private hospitals. Employees who are satisfied with their work lead to higher levels of contextual performance, such as coordinating among fellow workers, participating in group discussions and work meetings with their colleagues. Satisfied employees are likely to seek opportunities to improve their knowledge and skills.

Discussion

In this study, the effects of internal marketing practices on employee job satisfaction are analyzed. According to the multiple regression analysis results, compensation and benefits have the most significant effect on employee job satisfaction, followed by empowerment, internal communication, and organizational support. Most of the employees are motivated by their chances to increase in salary in the surveyed private hospitals. The surveyed private hospitals arrange accommodation and allow to take various leaves for medical staff. In these private hospitals, a reward system is applied to employees in order to commit to their work by providing bonuses, and promotions. The compensation and benefit system in private hospitals is fair. The more the staff are compensated and provided the benefits, the more job satisfaction is achieved in performing their duties.

In the surveyed private hospitals, the internal communication helps drive better results for individuals and organizations. Health issues are discussed through senior management team meetings, and information is communicated through departmental meetings. Medical staff communicate with each other through phone, email, and viber. Information about changes in new policies, instructions, and upcoming changes is communicated in advance. Therefore, employees at all levels understand the direction and key priorities of the hospital. The better communication, the greater the satisfaction of medical staff.

In the surveyed private hospitals, organizational support is critical to maintaining the satisfaction of medical staff. The surveyed private hospitals are responsible for supporting their medical staff. Private hospitals provide health insurance and free vaccination programs. Medical staffs are supported by a knowledge-sharing program to improve medical knowledge. Employees who are supported by their organization feel satisfied with their job. The greater the extent to which employees perceive that the hospital is giving them support, the more they feel a moral obligation to keep working for that hospital.

Empowerment is an important practice used by the surveyed private hospitals to improve the job satisfaction of medical staff. Medical staff need to have some extent level of autonomy to solve the problem in time. Private hospitals allow employees to do tasks with their own skills to be high-quality jobs. Medical staff have the right to participate in decision-making to solve the problem. Medical staff handle and solve the emergency cases on a daily basis. They are given the authority to solve problems on their own. Empowerment for employee is essential for job satisfaction.

Training does not increase or decrease employee job satisfaction although the surveyed private hospitals provide various trainings. It can be concluded that employees have no ability to accept trainings which are not relevant with their work. In order to attain employees' job satisfaction, training needs should be analyzed and training programs should be updated.

Moreover, the job satisfaction of employees does not change by leadership. It is necessary to build good relationship between leaders and subordinates. It may be possible that subordinates expect familiar and close relations from their leader.

The effect of employee job satisfaction on employee performance including task performance and contextual performance is analyzed by regression analysis. This result demonstrates that employee job satisfaction has a positive and significant effect on the performance of employees in private hospitals in Mandalay. If there is an increase in employee job satisfaction in private hospitals, it will increase the performance of employees in private hospitals.

Conclusion

The study analyzed the effect of internal marketing practices on employee performance of private hospitals in Mandalay. The multiple regression analysis shows that compensation and benefits, internal communication, organizational support and empowerment are significantly associated with employee job satisfaction. But training and leadership are not significantly associated with employee job satisfaction. The surveyed private hospitals should provide trainings which are relevant with the required skill in the work to attain employees' job satisfaction. Training programs are necessary to differ according to various professions. There is necessary to have good

relationship between leader and subordinates. Taking care by the leader encourage the subordinates for enhancing their satisfaction. Therefore, the leader should attempt to understand the emotions of subordinates. Employee job satisfaction has a positive and significant effect on the performance of employees in private hospitals in Mandalay. If there is an increase in employee job satisfaction in private hospitals, it will increase the performance of employees in private hospitals.

Contributions of the Study

Compensation and benefits is the most attractive and essential practice for every employee in any organization. Private hospitals in Mandalay provide fair compensation and benefits to their medical staff. These hospitals should maintain the current compensation and benefit system and employ the more attractive one to motivate their medical staff. If the better compensation and benefits system is applied, medical staff will go extra mile and contribute to their hospitals inevitably.

The current private hospitals in Mandalay emphasize training activities. The surveyed private hospitals should provide on-the-job training continuously and off-the-job training or in-class training in the surveyed private hospitals. For effective training, managers need to evaluate after training and ask employees about their perception on training. These hospitals should provide various types of training according to different position of medical staff. It is necessary to emphasize that medical staff are sent to training classes outside of the workplace and they are trained by healthcare professionals. The surveyed private hospitals should conduct interim training programs according to the technical skill.

The surveyed private hospitals provide information by using various media channels currently. To communicate information effectively, these hospitals should built a good relationship between medical staff in different departments. It is necessary to focus on the flow of information from one department to another is sure to create a quick response to patients.

Private hospitals in Mandalay give opportunities to learn about their job and to develop the skills and competencies of medical staff by knowledge-sharing programs. The surveyed private hospitals should value the contributions of employees and take care of their well-being and fulfill social needs.

The leader should guide medical staff for doing tasks with time management and coaches them by sharing job experience. In the surveyed private hospitals, the relationship between the leader and subordinates should be familiar and respectful, ensuring that the tasks are completed smoothly. The supervisors need to listen to what subordinates have to say about their jobs or a problem related to their job.

In private hospitals in Mandalay, medical staff are allowed to do with their own skills. The hospital should consider the knowledge, skills as well as behavior of medical staff who are suitable to give power to make effective decisions. These hospitals are needed to focus on the new ideas of medical staff and encourage them to solve problems in their workplace for their skill development. Furthermore, these hospitals should praise them for having taken an initiative for patient satisfaction.

The findings of this study can contribute not only to the surveyed private hospitals in Mandalay but also to the private hospitals in Myanmar. First, this study provides guidance to currently operating private hospitals on how to enhance the job satisfaction and performance of

their medical staff. It also outlines the development of internal marketing practices for medical staff, which they can implement to improve their job satisfaction and performance. The currently operated private hospitals should implement the above-given suggestions for increasing their coverage area in Mandalay. Second, this study also highlighted the private hospitals in Myanmar to improve their operations to face the challenges of prospected new private hospitals. Last, the policy maker should also be aware of the importance of private hospitals in Mandalay and should provide necessary help to private hospitals, such as improvement of medical equipment, getting healthcare knowledge from developed countries, allowing knowledge sharing with healthcare professionals, sending off training to overseas, and giving financial, technical, and other necessary supports. Medical staff are satisfied to enhance their performance when their managers supply acute vision and mission, pay attention to them, and give recognition. The most important task of management is to settle the plans for organizational conditions and systems of operation to obtain the goals for medical staff towards organizational objectives.

By summary, it is suggested that private hospitals in Mandalay will be creditable and reliable for the patients nearby Mandalay Region by using more attractive internal marketing practices.

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