









6. Factor Analysis for Internal Marketing Variables

Table 2: Rotated Factor Loading for Internal Marketing Variables

		F1	F2	F3	F4	F5
<b>Pay Motivation:</b>						
X11.2	The rewards match my work effort.	<b>.803</b>	.093	.270	.114	.120
X11.1	The rewards are distributed rightfully.	<b>.785</b>	.156	.109	.155	.033
X11.4	I am satisfied with the quality/quantity of the rewards.	<b>.755</b>	.111	.314	.159	.039
<b>Effectiveness Leadership:</b>						
X8.3	Leader behaves in an ethical manner and encourages ethical behavior in the work	.049	<b>.808</b>	.179	.131	.131
X8.1	The leader encourages employees to be creative about their work.	.114	<b>.801</b>	.204	.068	.102

Continue Table 2

X8.4	The leader manages the time in the work very efficiently.	.023	<b>.752</b>	.284	.147	.068
X8.2	The leader is the one who gives subordinates complete freedom to solve problems	.247	<b>.716</b>	.025	.013	.079
<b>Communication</b>						
X9.2	When there is a change in the policy, or any other relevant issue, the employee in the bank communicates to me in time	.293	.184	<b>.747</b>	.168	.121
X9.1	My bank provides timely and trustworthy information.	.333	.217	<b>.706</b>	.175	-.043
X9.4	Information provided by my bank is accurate for all my questions.	-.040	.273	<b>.682</b>	.075	.199
X9.3	I can show my discontent towards the employee in the organization through Communication.	.347	.117	<b>.661</b>	.269	-.040
<b>Emotional Motivation:</b>						
X11.7	The rewards motivate me to perform well in my job.	-.107	.159	.087	.026	<b>.805</b>
X11.6	The rewards have a positive effect on the work atmosphere.	.021	.192	-.019	.082	<b>.802</b>
X11.3	I am ready to increase my work efforts in order to gain the reward.	.328	-.045	.129	.004	<b>.668</b>
	Eigenvalues	<b>6.17</b>	<b>2.19</b>	<b>1.52</b>	<b>1.27</b>	<b>1.18</b>
	Percentage of Variance Explain	<b>16.11</b>	<b>15.07</b>	13.80	<b>13.15</b>	<b>10.34</b>
	Total Variance Explained (%)	<b>68.47</b>				
	Kaiser-Meyer-Olkin (KMO)	<b>.861</b>				
	Bartlett's Test of Sphercity	<b>2710.46</b>				

Source: prepared by researchers, (2014).\* Variables loaded significantly on factor with Coefficient of at least 0.5, \* Items deleted due to high cross loading

**Table 3:** Rotated Factor Loading for Relationship Quality

Items no:		F1	F2
<b>Relationship Quality</b>			
X13.3	The bank committed to achieve employee needs	.821	-.019
X12.3	My bank is consistent in providing quality services.	.813	.080
X13.2	My bank offers personalized services to meet employee's needs.	.796	-.202
X12.4	I believe my management has high integrity.	.782	.157
X12.2	My bank words and promises are reliable.	.747	.017
X13.4	It is really difficult to leave my bank.	.710	.154
	Eigenvalues	3.99	1.04
	Percentage of Variance Explain	49.92	13.81
	Total Variance Explained (%)	63.73	
		.857	
	Kaiser-Meyer-Olkin (KMO)	1102.21	
	Bartlett's Test of Sphercity		

Source: prepared by researchers, (2014).\* Variables loaded significantly on factor with Coefficient of at least 0.5, \* Items deleted due to high cross loading.

**Table 4:** Rotated Factor Loading for Employees Empowerment

<b>Employees Empowerment</b>		
X16.1	I have the authority to correct customer problems when they occur.	.881
X16.2	I am encouraged to handle customer problems by myself.	.870
X16.3	I do not have to get management's approval before I handle customer problems.	.782
X16.4	I am involved in making decisions that affect my work.	.626
	Eigenvalues	1.70
	Percentage of Variance Explain	27.47
	Total Variance Explained (%)	70.76
	Kaiser-Meyer-Olkin (KMO)	.847
	Bartlett's Test of Sphercity	1933.02

Source: prepared by researchers, (2014).\* Variables loaded significantly on factor with Coefficient of at least 0.5, \* Items deleted due to high cross loading.

**Table 5:** Descriptive Analysis for All Variables

Variables	Mean	Standard Deviation
pay motivation	3.958	0.778
Effectiveness leadership	3.608	0.942
communication	3.68	0.909
Emotional motivation	3.13	0.647
relationship quality	3.76	0.755
empowerment	3.73	0.87

Source: prepared by researchers, (2014). Note: All variables used a 5-point likert scale (1= strongly disagree, 5= strongly agree).

**Table 6:** Person's Correlation Coefficient for All variables

Variable	IV.1	IV.2	IV.3	IV.4	media	DV
Pay Motivation (IV.1)	1.00					
Effectiveness leadership (IV.2)	.329**	1.00				
communication (IV.3)	.323**	.542**	1.00			
Emotional motivation(IV.4)	.275**	.217**	.168**	1.00		
Relationship quality (media)	.556**	.685**	.555**	.193**	1.00	
Empowerment (DV)	.438**	.522**	.460**	.142*	.622**	1.00

Source: prepared by researchers, (2014). \*\*  $p < .01$  \*  $p < .05$

## 7. Discussion

This study is aimed to examine the impact of internal marketing in its four dimensions; effectiveness leadership, pay motivation, communication and emotional motivation, on employees empowerment, relationship quality as mediator in the commercial bank in Sudan. Pay motivation is positively related to employee's empowerment. Many researchers are studying extensively the effect of pay motivation and emotional motivation as one dimension under named of reward and motivation, in this paper, reward and motivation is divided into two parts, pay motivation and emotional motivation. Effectiveness leadership is positively related to employee's empowerment.

The finding of this research demonstrates that the four forms of internal marketing namely; (pay motivation, Effectiveness leadership, Communication and emotional motivation) have a positive relationship with employee's empowerment. This signifies that enhancing employee growth and empowerment directly in commercial banks in Sudan. This agrees with the outcomes of (Set Csr 2003).

The mediating impacts of relationship quality on the relationship between internal marketing and employee empowerment, the outcomes do support the mediating impact of internal marketing on employee empowerment. However, the outcomes of this research provide evidence that relationship quality partial mediate the relationship between internal marketing and empowerment, full mediate between effectiveness leadership and empowerment and Partial mediate between employee training and empowerment.

This result aligned with Sheng-Hsiung Tsaor et al (2003), the results indicate that the more empowerment the employees perceive, the better service quality customers perceive. In addition, the findings reveal that the relationship between employee empowerment and service quality exert a mediating effect.

## 8. Implications of the Study

This research also contributes towards management practice in all levels. Three management levels that concerning internal marketing can gain benefits or advantages from information taken out within these findings: Successful development of the employee empowerment should provide for: strategic decision making. To these owners and managers, internal marketing provides external environment and market-related information along with the analytical tools needed for strategic decision support (top level). At the tactical or middle level is middle management, which is interested in the database of employee's information, such as that related to empowerment?

Instituted on the findings of this research, internal marketing as a resource or a system can enable commercial banks in Sudan to develop key innovation. Specifically, the finding of this research has proven that pay motivation, communication have significant positive relationship on empowerment. This point out that as commercial banks become more involved in activities related to competition.

## 9. Limitation and Directions for Future Researches

The study is not without limitations, which, however, future research can address. This study used four dimensions of internal marketing, future study can adopt more and different dimensions such as; satisfaction, training, and many more dimensions that might affect the employee's empowerment. The paper was based on a small sample. Future research should apply the study's model on larger population. The sample also included only the commercial banks in Sudan, so all the respondents of the questionnaire were only from one culture, but it would be a great accomplishment if a future a study tested respondents whom belonged to different cultures and included all the all banks sector of Sudan. The study was exclusive to one type of banks (commercial), so it is recommended to use different bank types banks or

different sectors such as the educational sector, also it is recommended to turn this research into a basic research by making the population the commercial banks throughout Sudan, so its findings can be generalized, and to be subjected to different culture.

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