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(Economist, 2008) 2007

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- (Zeithaml. & Bitner, 2006) (2002)
- .(Yang, www.hicbusiness.org)
- (Conduit & Quigg, 2005) Relationship Marketing (Rydberg, 2005)
- () .(Lovelock & Wirtz, 2004)
- (Rafiq & Ahmad 2000) (2005)
- .(2002)
- (Hwang & Chi, 2005)
- (Rafiq & Ahmad, .2002)
- .(Rydberg, 2005)
- (Hwang & Chi, (2002) 2005); (George 1990)
- (2007)

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:(Hogg, et al. 1998) ■
(Investing In People: Internal Marketing and
Corporate Culture)

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(Tansey et al. 2004) ■
(The Role of Internal Marketing In The
Motivation of High Contact Service
Employees, 2004)

: (Naude, et al. 2003) ■
(Identifying The Determinants of Internal
Marketing Orientation)

: (Hwang & Chi, 2005) ■

(Relations Among Internal Marketing,
Employee Job Satisfaction and Hotel
Performance)

: (2006) ■

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(The Impact of Internal
Marketing Efforts in Distribution Service
Operations, 2006)

() : (2007) ■

Resource Management and Marketing Concept
Into The New Internal Marketing Philosophy)

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(The Effect of (Farzed, 2007) ■
Internal Marketing on Organizational
: Commitment)

: (2007) ■

(The Effects of Internal (Lee ■
Marketing and Organizational Culture on
Knowledge Management in Information
Technology Industry, 2005)

: (Sincic & Vokic 2007) ■
(Integrating Internal Communications, Human

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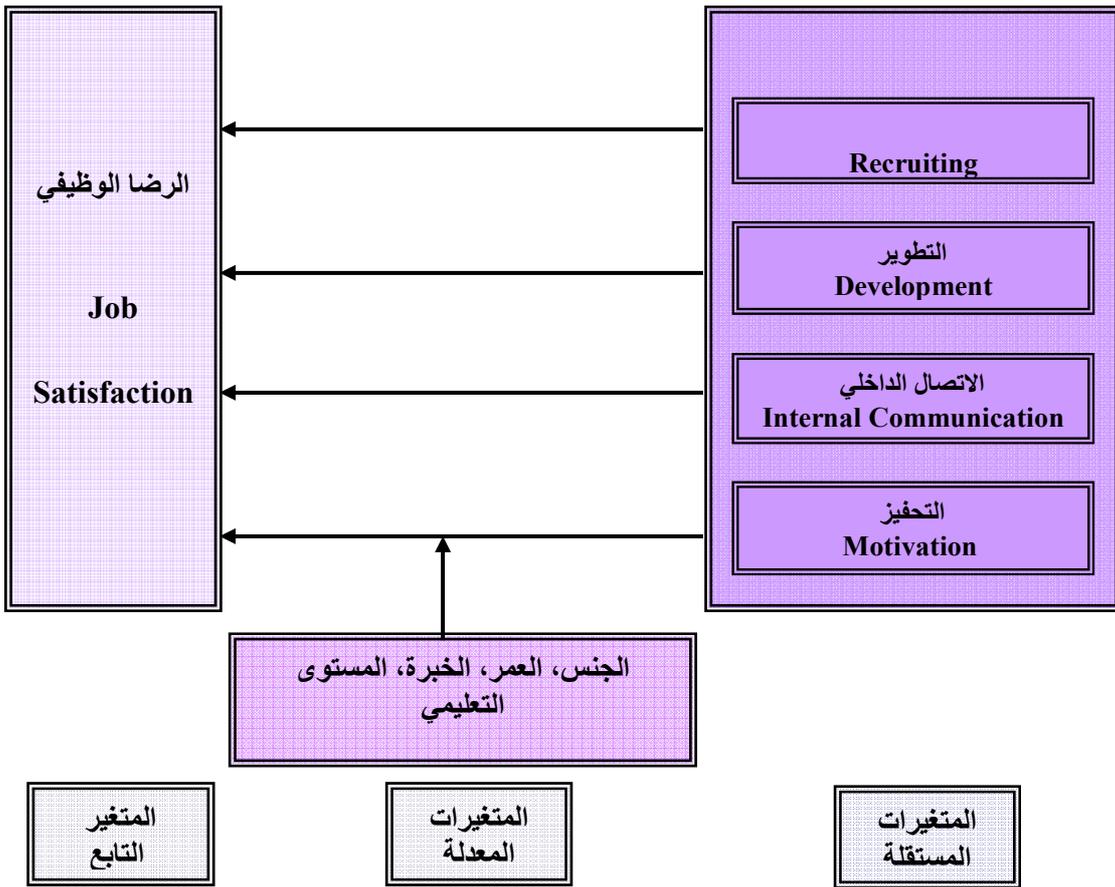
(Independent Variables)

(Dependent

Variable)

(Moderating Variables)

(1) .(Sekaran, 2003)



:(1)

) (Zeithaml & Bitner, 2006) .(2007 (Keller et al., 2006)
 (Rafiq & Ahmad, 2000)
 - (Qonduit, & Quigg, 2005)
 (2005) (Berry & Parasuraman 2000)
 (Rydberg, 2005) (2005
 Wheel of Successful HR in Service (Lovelock. & Wirtz 2004,) .
 (2007) Wirtz 2004,) .
 : (Hwang, & Chi, 2005)
 .1 (Lee & Chen, 2005)
 .2 (Sincic & Vokic, 2007)
 .3 (Naude, et al., 2002)
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 : (Development) □ (Rafiq, & Ahmad 2000)
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 (Kotler& Keller, 2006)
 (2005) (1992)
 (Lovelock& Wirtz, 2004) .(Dunne. & Barnes, 2000)
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 : (Recruiting) □

(Rafiq & Ahmad., 2002) (Hogg, et al., (2005)
 (Foreman and (Keller, et al., 2006) Money, 1995) (Rydberg, 2005) 1998)
 (Lee & Chen, 2005) (2002) (2001) (Foreman & Money, A.) (2007)
 (Chen & Lee, 2005) (Keller, et al.)

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- :(Internal Communication) □
- :(Motivation) □

(2005) .(186 2007 (Berry, & Parasuraman, 1991)
 (Farzad, A., 2007)

(Foreman, S. & Money, A., 1995)

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(Tansey, et al., 2004) (2002)

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Moderating : /

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Variables

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(Job Satisfaction) :

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(Vary, 1995); (Tansey, et al. 2004); (Rydberg, 2005); (Gronroos, 2000)

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Rafiq & Ahmad,) () (Gronroos, 1985) (2000

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(2002)

:(H03) .3

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(Kotler & Keller, 2006)

:(H04) .4

:(H05) .5

(Mulhern, & Schultz

:(H06) .6

.2006)

:(H07) .7

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:(H08) .8

(Gronroos, 2000)

:(H09) .9

Customer oriented,
Marketing-and sales- oriented

1970

(George, 1990); (Lings, 2000))

(1-2)

:

(Rafiq & Ahmad , 2000)

Employee motivation

(1

.and satisfaction

Customer

(2

.orientation and customer satisfaction

.Interactive Marketing

Inter-functional

(3

.co-ordination and integration

Technical Quality

Marketing-

(4

Functional

Like Approach.

Quality

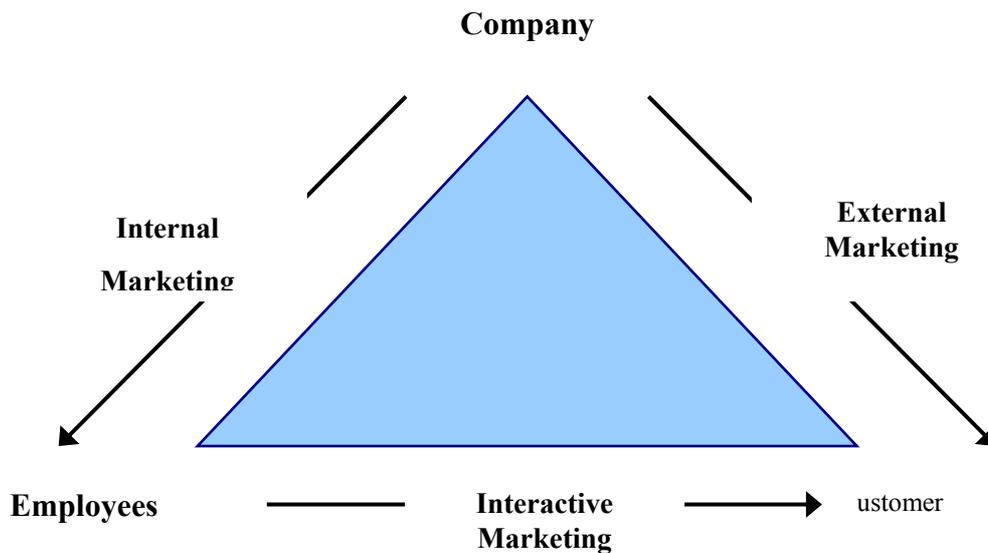
(5

(Kotler, & Keller,

Implementation of Specific Corporate

2006)

Strategy.



Types of Marketing in Service

:(2)

(Kotler, P. & Keller, K.L., 2006, pp. 412) :

Zeithaml, & Bitner.,)
 (Rafiq & Ahmad, 2000) .(2006 -

(Farzad, 2007) -

Rafiq & Ahmad, 2003))

Customer Consciousness
 (Tansey, et al., 2004)

.(2004)

Technical

Faults
 .(Tansey et al., 2004) .(2005)

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.(2007)

.(Naude et al., 2002)

) (230) (Rafiq & Ahmad, 2000)

(211) 2008 (2006)
 (%91.74)
 (2) (14) (230)

2008-

:(2)

%59.9	118		
%40.1	79		
%22.3	44	25	
%21.3	42	29 - 25	
%30.5	60	34 - 30	
%10.7	21	39 - 35	
%13.2	26	44 - 40	
%2.0	4	45	
%35.0	69	5	
%20.3	40	10 - 5	
%31.0	61	15 - 11	
%13.7	27	16	
%100	197		
%13.7	27		
%14.2	28		
%65.0	128		
%7.1	14		
%100	197		

.(Cronbach Alpha) :
 (.836)

(0.911)

.(Sekaran, 2003) (0.8)

.(3)

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.2.99

%65

2.80

2.83 :

.2.55 :

:(3)

1.093	4.15		.1
1.040	3.80		.2
1.227	3.393
.984	3.37		.4
1.115	3.08		.5
	3.558		
1.002	3.98		.6
.872	3.90		.7
1.083	3.74		.8
1.170	3.34		.9
1.156	3.19		.10
1.116	3.01		.11

1.138	2.99		.12
1.037	3.56		.13
1.101	3.11		.14
.937	3.72		.15
1.065	3.74		.16
1.025	3.66		.17
	3.495		
.998	3.52		.18
1.156	2.80		.19
.956	3.51		.20
1.173	2.83		.21
1.057	3.54		.22
1.033	3.93		.23
1.002	3.54	()	.24
.939	3.61		.25
1.243	3.08		.26
1.192	2.55		.27
	3.291		
1.299	1.093		.28
1.222	2.21		.29
.887	3.88		.30
1.102	3.31		.31
1.126	2.87		.32
1.104	2.93		.33
	2.715		
	3.264		

%95

Multiple Regression Analysis

%5

(F=47.929,

(4)

(F)

sig =.000, df1=4, df2=192)

.(2.79)

:(H₀1)

ANOVA -

:(4)

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.307	4	11.077	47.929	.000 ^a
	Residual	44.373	192	.231		
	Total	88.680	196			

a. Predictors: (Constant), mot, rec, com, dev
 b. Dependent Variable: jobsat

β

R^2

(5)

%48.9

(6)

Model Summary

:(5)

Model Summary								
Model	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.707 ^a	.500	.489	.500	47.929	4	192	.000

a. Predictors: (Constant), mot, rec, com, dev

:(6)

Coefficients ^a			
Model		Unstandardized Coefficients	Standardized Coefficients
		B	Beta
1	(Constant)	.174	
	rec	.036	.035
	dev	.156	.142
	com	.293	.228
	mot	.401	.426

a. Dependent Variable: jobsat

sat : mot com : dev : rec : :

(12.706) (t) :(H₀2)

Simple

Regression Analysis

(Ha2) (t-value=15.208, ρ=.000) (7)

:(7)

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.745	.247		7.051	.000
	Rec.	.357	.068	.349	15.208	.000

a Dependent Variable: jobsat

:(H₀3)

(Ha2) (t-value= 19.326, ρ= 0.000) (8)

.(12.706) (T)

:(8)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.882	.232		3.804	.000
	dev	.609	.065	.555	19.326	.000

a. Dependent Variable: jobsat

:(Ho4)

(t-value=17.936, ρ=.000) (9)

.(12.706)

(T)

:(9)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.557	.250		2.228	.027
	com	.746	.075	.580	17.936	.000

a. Dependent Variable: jobsat

(12.706)

(T)

:(H₀5)

(10)

(t-value=21.866, ρ=.000)

:(10)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.191	.158		7.551	.000
	mot	.609	.051	.648	21.866	.000

a. Dependent Variable: jobsat

(F=1.445, sig=0.188)

:(H₀6)

Univariate Analysis of

(11)

Variance

Univariant Analysis of Variance- : (11)

Tests of Between-Subjects Effects					
Dependent Variable: jobsat					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	78.576 ^a	97	.810	7.938	.000
Intercept	1442.106	1	1442.106	14130.638	.000
IND	76.835	88	.873	8.555	.000
gender	.004	1	.004	.037	.848
IND * gender	1.180	8	.147	1.445	.188
Error	10.103	99	.102		
Total	1876.531	197			
Corrected Total	88.680	196			

a. R Squared = .886 (Adjusted R Squared = .774)

(F=19.770, sig=0.000) : (H₀7)

Univariant Analysis of Variance (12)

Univariant Analysis of Variance - : (12)

Tests of Between-Subjects Effects					
Dependent Variable: jobsat					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	86.447 ^a	107	.808	32.202	.000
Intercept	899.746	1	899.746	35862.381	.000
IND	78.499	88	.892	35.555	.000
age	2.191	5	.438	17.470	.000
IND * age	6.944	14	.496	19.770	.000
Error	2.233	89	.025		
Total	1876.531	197			
Corrected Total	88.680	196			

a. R Squared = .975 (Adjusted R Squared = .945)

(F=45.082, sig=0.000) : (H₀8)

Univariant Analysis of Variance (13)

Univariate Analysis of Variance -

:(13)

Tests of Between-Subjects Effects					
Dependent Variable: jobsat					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	87.806 ^a	109	.806	80.191	.000
Intercept	1314.977	1	1314.977	130902,9	.000
IND	77.514	88	.881	87.686	.000
exp	2.215	3	.738	73.515	.000
IND * exp	8.152	18	.453	45.082	.000
Error	.874	87	.010		
Total	1876.531	197			
Corrected Total	88.680	196			

a. R Squared = .990 (Adjusted R Squared = .978)

(F=3.592, sig=0.000)

:(H₀9)

Univariate Analysis of
(14)

.Variance

Univariate Analysis of Variance -

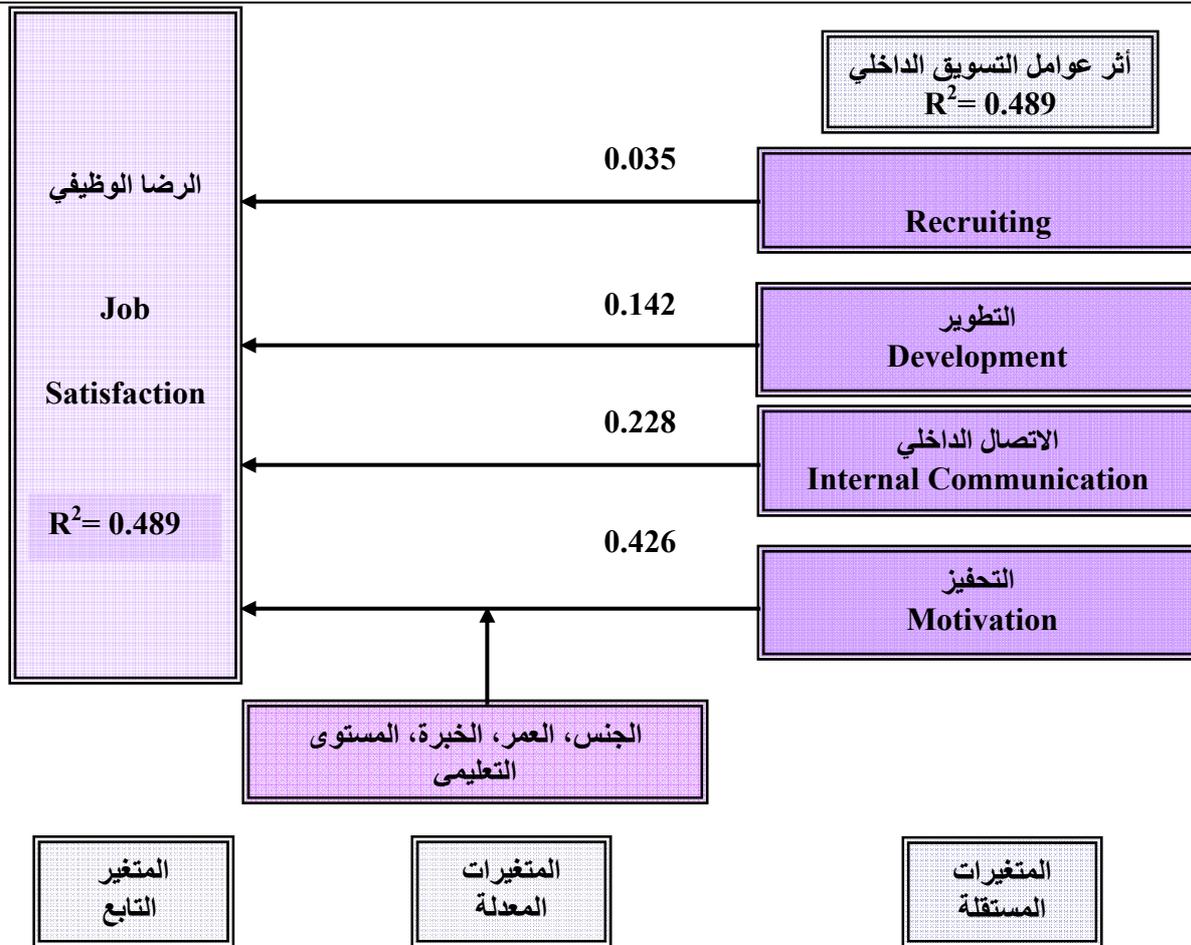
:(14)

Tests of Between-Subjects Effects					
Dependent Variable: jobsat					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	81.373 ^a	103	.790	10.055	.000
Intercept	789.513	1	789.513	10175.796	.000
IND	78.323	88	.890	11.328	.000
edu	.908	3	.303	3.851	.012
IND * edu	3.387	12	.282	3.592	.000
Error	7.307	93	.079		
Total	1876.531	197			
Corrected Total	88.680	196			

a. R Squared = .918 (Adjusted R Squared = .826)

(F=47.929,
48.9

sig=0.000)
%



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) (Hwang, I. S. & Chi, D. J., 2005)

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(Naude et al, 2002).

(DeNisi & Pritchard, 2006)

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(Lee & Chen, 2005)

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Rafiq & Ahmad, 2000).)

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(Naude et al., 2002)

Building Brand Equity

Awareness ()

Dare Informative Advertising
(Lovelock & Wirtz, to Be Different
2004)

(2002

Determine

Your Own Fame

.(3.048)

.(2.909)

Making An Emotional Connection

Internalizing the Brand

(Rafiq & Ahmad, 2000)

(Kotler. & Keller.,

2006)

Differentiated Strategy

.Live the brand
(Berry,. & Parasuraman, 1991)

Service Marketing Mix

Process

Product

and education

Place and Physical environment

Promotion

People

Customer Orientation
moment of truth and sales mindedness(Rafiq.
& Ahmad, 2000)

.Augmented Service

Internal Target			
	Audience.		•
External Target			
Service	Audience Promotion	Interactive Marketing	
		Technical Quality	
		Functional Quality	
Media Types	•		•
	Internal Media		
	•	Integration Strategy	
Corporate	Advertising	Corporate communication	
	•		•
	Loyalty Program		
	Greatest Asset	Customer relationship and Creating bonds with Lovelock & Wirtz, 2004)	customer
STP(segmenting, Targeting and Positioning)	•		
		Mass Communication Management	
		Internal Marketing	
			Campaigns
(Mulhern & Schultz, 2006)			
	•		
			Events
Internal Customer Orientation			
(Rafiq & Ahmad, 2000)			•

(Kotler & Keller, 2006) Incentives and Pricing
Conduit & Quigg, [http://smib.vuw.ac.nz:8081.pdf](http://smib.vuw.ac.nz/8081.pdf)

Responding to Competitors

Incentives and Salaries.

. Market Orientation

Designing

Internal Loyalty Programs

Customization

.Competitive Advantage

Tansey et al., 2004))

Holistic Marketing for Services

Sales Incentive

Scheme

Brand

Positioning

Sales promotion

Perceived Value Incentives and

Salaries Strategy

.Perceived Value Pricing Strategy

Responding to Competitors

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The Effect of Internal Marketing Implementation on Job Satisfaction of Sales People in Jordan Telecom Group

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ABSTRACT

This study aims to identify the impact of the implementation of internal marketing in the job satisfaction of sales personnel in the Jordan Telecom Group. It also aims to identify and measure the impact of the components of internal marketing: the recruitment, development, and internal communications, incentives, and to know the impact of a number of demographic factors (gender, age, experience and education) in the relationship between internal marketing and job satisfaction. To achieve these goals, a questionnaire was designed and developed to identify the primary data collection with regard to the variables mentioned above. Due to the small population of the study (230 sales staff), questionnaire was distributed to all members of the population study. A total of 211 questionnaire were returned, among to 91.74%. 14 were excluded for the lack of conformity with the requirements of the response. 197 questionnaires have been approved (85.65%) out of the total distributed.

The study concluded the existence of an impact of internal marketing on job satisfaction variables, in particular incentives. It was also found that demographic factors such as age, years of experience, and level of education had an impact on the relationship between independent variables and job satisfaction, while the variable of sex did not have any impact on this relationship. Also, it was found that incentives were the most influential factor in job satisfaction.

The study recommended to give more attention to the moral and material incentives, and it presented some recommendations on the need of applying internal marketing from a marketing perspective. This should be a joint effort by the human resources and the marketing department. And greater care should be given to the internal communication policies of the Group and to activate contact between sales employees and the marketing department. It was recommended studying the real causes of job insecurity among sales employees.

Finally, the study emphasized the interest in demographic factors such as age, years of experience, and level of education, which have an impact on the sales staff and their satisfaction with the work

KEYWORDS: Internal marketing, Job satisfaction, Development, Internal recruitment, Incentives, Communications.