



**IMPACT OF INTERNAL MARKETING ON JOB SATISFACTION IN OSC HOSPITAL
AND KADAYHTAY HOSPITAL IN NORTH OKKALAPA**

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**IMPACT OF INTERNAL MARKETING ON JOB SATISFACTION IN OSC
HOSPITAL AND KADAYHTAY HOSPITAL IN NORTH OKKALAPA**

SWISS SCHOOL OF BUSINESS RESEARCH

This thesis was submitted in the partial fulfillment of the requirements for the degree of
Master of Business Administration.

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ABSTRACT

This study investigates the impact of internal marketing on job satisfaction within OSC Hospital and Kadayhtay Hospital in North Okkalapa. Quantitative research method is applied in this study. This study uses both primary data and secondary data. There are 57 permanent office staff in OSC Hospital and Kadayhtay Hospital in North Okkalapa. Among them, 50 office staff are selected to collect the primary data by using simple random sampling method. Secondary data are gathered from documents of hospitals and relevant papers. Descriptive statistics and multiple regression analysis are used to analyze the data. According to the multiple regression analysis, a robust relationship between internal marketing factors and employee satisfaction. The coefficients analysis highlights the positive impact of employee recognition and rewards and career growth and development opportunities on employee satisfaction, reinforcing their crucial role within the internal marketing framework. This study suggests that OSC Hospital and Kadayhtay Hospital in North Okkalapa should emphasize the importance of consistent practices in communication and information sharing, work-life balance initiatives, employee recognition and rewards, career growth and development opportunities to enhance the overall employee experience.

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CHAPTER ONE

INTRODUCTION

In recent years, the business landscape in Myanmar has witnessed a growing emphasis on the healthcare sector, particularly in the domain of private hospitals. The healthcare industry plays a pivotal role in ensuring the well-being of society, and private hospitals have emerged as key players within this sector. The success and effectiveness of these private hospitals are intricately linked to the satisfaction and performance of their employees. This proposal aims to investigate the effects of internal marketing on employee satisfaction within the context of two private hospitals located in North Okkalapa.

Myanmar's healthcare system has undergone substantial transformation, with private hospitals contributing significantly to the expansion and enhancement of medical services. Private hospitals are essential components of the healthcare sector, offering a range of specialized medical treatments and services. These hospitals often operate as independent entities, competing in a dynamic environment to provide quality healthcare services to the populace.

Internal marketing, a concept rooted in marketing principles, centers on the idea of treating employees as internal customers. It involves strategies and activities designed to create a positive work environment, enhance communication, and align employee goals with the organization's objectives. This approach recognizes that a satisfied and engaged workforce contributes to improved organizational performance and customer satisfaction (Kim & Kim, 2021). Employee satisfaction, on the other hand, refers to the contentment, morale, and overall well-being of employees within their work settings. Satisfied employees are more likely to be motivated, committed, and productive, leading to a positive impact on the quality of services provided. Research indicates that internal marketing practices can significantly influence employee satisfaction levels, ultimately affecting the hospital's overall performance (Luan, 2021).

The hospital industry's unique nature demands a workforce that is not only skilled but also dedicated to providing compassionate care. Private hospitals operate in a competitive environment, where the quality of healthcare services and patient experiences are key differentiators. The pivotal role that employees play in this context

cannot be underestimated, making their satisfaction a critical consideration for hospital management.

Therefore, this research proposal seeks to explore the relationship between internal marketing practices and employee satisfaction within the specific context of private hospitals in North Okkalapa, Myanmar. By examining this relationship, the study aims to contribute valuable insights that can inform hospital management strategies and improve overall healthcare service delivery.

In the area of healthcare management, the correlation between internal marketing strategies and job satisfaction among employees holds significant importance. This study explores into the impact of internal marketing initiatives on job satisfaction within OSC Hospital and Kadayhtay Hospital, both situated in North Okkalapa. The fundamental aim is to examine how these hospitals' internal marketing efforts influence employee satisfaction levels.

Given the demanding nature of healthcare professions and their direct impact on patient care outcomes, understanding factors contributing to employee job satisfaction becomes imperative. Internal marketing, defined as the systematic approach employed by organizations to align and motivate their workforce towards organizational objectives, plays a pivotal role in fostering a positive work environment.

Through an analysis of internal marketing practices in OSC Hospital and Kadayhtay Hospital, this study seeks to identify effective strategies and potential areas for improvement. Utilizing various research methods including surveys, interviews, and organizational documentation, the research endeavors to contribute valuable insights into enhancing employee satisfaction and organizational performance in healthcare settings.

In addition to the core focus on internal marketing and employee satisfaction, this research will also delve into the impact of organizational culture, leadership styles, and employee engagement initiatives on the overall well-being of the workforce in private hospitals. Understanding how these factors intersect with internal marketing can provide a comprehensive view of the dynamics influencing employee satisfaction.

In conclusion, this research proposal aims to address a critical gap in the existing literature by exploring the intricate relationship between internal marketing practices and employee satisfaction in private hospitals in North Okkalapa, Myanmar. The findings of

this study are expected to provide practical implications for hospital managers, policymakers, and researchers interested in enhancing employee satisfaction and, consequently, the overall performance of private healthcare institutions in the region.

1.1 The Background of the Study

The healthcare landscape in Myanmar has undergone a significant transformation in recent years, marked by a burgeoning emphasis on the private hospital sector. Private hospitals have evolved into pivotal players, not only providing specialized medical services but also contributing substantially to the overall enhancement of healthcare services in the country. The success and efficiency of these private hospitals are intricately tied to the satisfaction and performance of their workforce, thereby making employee well-being a paramount consideration for sustainable success.

Myanmar, a nation affected by ongoing conflict and political instability, faces significant challenges that extend to its healthcare system. The populace endures stress from the country's instability, which encompasses both political and financial instability. Amidst this turmoil, the healthcare infrastructure, particularly within the government sector, experiences breakdowns, leaving citizens reliant on private healthcare services. Consequently, business owners operating within the healthcare sector must sustain their employees' motivations, statuses, and preferences to effectively serve the people from the country.

Employee motivation in this context becomes crucial for sustaining the provision of healthcare services amidst adversity. Understanding the factors that drive employees within the healthcare sector, such as job satisfaction, sense of purpose, and recognition, is paramount. Moreover, recognizing the diverse backgrounds and experiences of healthcare workers in Myanmar is essential for tailoring strategies that address their specific needs and concerns.

Furthermore, acknowledging employees' preferences in terms of working conditions, remuneration, and career development opportunities is vital for fostering a supportive and conducive work environment. By aligning business objectives with employee motivations and preferences, healthcare businesses can enhance their capacity to deliver quality healthcare services, thereby contributing positively to the well-being of Myanmar's populace amidst the country's turbulent times.

In the context of private hospitals, the theory of business underscores the intricate interplay of various factors that contribute to the functioning and prosperity of these healthcare institutions. Factors such as effective management, quality of medical care, patient satisfaction, and financial stability form the nucleus of this theory. Private hospitals operate as dynamic entities in a competitive environment, aiming to provide exemplary healthcare services while concurrently maintaining a viable business model. A crucial aspect of this theory involves the pivotal role of employees and their satisfaction in achieving the hospital's overarching goals (Luan, 2021).

Internal marketing, firmly rooted in marketing principles, revolves around the paradigm of treating employees as internal customers. This approach recognizes that an engaged and contented workforce is pivotal for organizational success (Sedarmayanti et al., 2019). In the context of private hospitals, internal marketing strategies become crucial for fostering a positive work environment that seamlessly aligns employee objectives with the hospital's broader goals. This integration aligns well with the theory of business, where satisfied employees are integral to the delivery of high-quality healthcare services. For the purpose of this study, four independent variables related to internal marketing have been meticulously identified:

Effective Communication: Within the organization, effective communication is deemed vital for conveying information, fostering alignment with company goals, and nurturing a sense of belonging among employees.

Work-Life Balance Initiatives: The provision of work-life balance initiatives, such as flexible work arrangements and remote work options, holds the potential to contribute significantly to employee well-being and higher job satisfaction.

Recognition and Rewards: Recognizing and rewarding employees for their valuable contributions can serve to enhance motivation and job satisfaction, thereby driving improved performance.

Professional Growth Opportunities: Investing in employees' professional growth through training and delineating clear career pathways can play a pivotal role in elevating job satisfaction and motivation.

The selected research context involves a detailed examination of two private hospitals in North Okkalapa: a 50-bedded hospital and a 25-bedded hospital. These

hospitals cater to different patient capacities, thereby reflecting the diversity of private healthcare services available in the area. It is acknowledged that the size difference may wield influence over the implementation of internal marketing strategies and potentially shape the perception of employee satisfaction. By exploration into the intricate relationships between the identified independent variables and the dependent variables in these hospital settings, this study seeks to unearth valuable insights that can significantly inform hospital management practices and contribute substantively to the overall enhancement of healthcare service quality and employee well-being.

This comprehensive overview provides a robust framework that seamlessly integrates the theory of business, internal marketing, and the selected variables within the specific context of the two private hospitals in North Okkalapa, Myanmar. As the study progresses, it is anticipated that the deeper exploration of these factors will not only enrich the theoretical understanding but also pave the way for the development of targeted strategies that can optimize internal marketing practices, enhance employee satisfaction, and ultimately elevate the quality of healthcare services in private hospitals in North Okkalapa, Myanmar.

Moreover, the evolving landscape of healthcare management warrants an examination of external factors that could influence internal marketing strategies and employee satisfaction. Factors such as regulatory changes, socio-economic conditions, and technological advancements are crucial considerations that can impact the efficacy of internal marketing initiatives within private hospitals. A comprehensive understanding of these external dynamics will undoubtedly contribute to a nuanced analysis of the internal marketing-employee satisfaction relationship.

In conclusion, this extended background serves to illuminate the comprehensive nature of the study, detailing not only the specific variables under examination but also the broader context within which the research will unfold. The interplay of internal marketing, employee satisfaction, and the unique challenges posed by the healthcare sector in North Okkalapa, Myanmar, provides a rich landscape for exploration. As the study unfolds, it is expected to not only contribute to academic scholarship but also offer practical insights for hospital managers, policymakers, and stakeholders, thereby fostering improvements in healthcare service quality and employee well-being.

1.2 Research Problem

In Myanmar, ongoing conflict and political instability have imposed a shadow over the nation's socio-political landscape, leaving its people with multifaceted challenges. Amidst this political turmoil, one critical aspect significantly impacted is the healthcare sector. The instability has led to breakdowns in the country's healthcare infrastructure, particularly within the government sector, leaving citizens heavily reliant on private healthcare services. This shift not only highlights the fragility of the healthcare system but also underscores the necessity for private healthcare businesses to understand and cater to the needs of their employees effectively.

Employee motivation, status, and preferences play pivotal roles in shaping the dynamics within the healthcare workforce, influencing the quality and accessibility of healthcare services provided to the Myanmar citizenry. However, amidst the chaotic background of political and financial instability, understanding these factors becomes increasingly complex. Business owners within the healthcare sector are faced with the challenge of navigating through these uncertainties while striving to maintain a motivated and engaged workforce.

This research aims to explore into the intricate interplay between Myanmar's socio-political landscape, the state of its healthcare system, and the motivations, statuses, and preferences of employees within the private healthcare sector. By addressing this research problem, we seek to uncover insights that can inform strategic initiatives aimed at enhancing employee satisfaction, well-being, and ultimately, the quality of healthcare services rendered to the people of Myanmar.

Moreover, in the fiercely competitive landscape of the healthcare industry, the well-being and job satisfaction of employees, particularly within private hospitals, have become critical factors. These factors not only influence the attraction and retention of talent but also play a pivotal role in ensuring the delivery of high-quality patient care. Despite the acknowledged significance of employee satisfaction, there is a notable lack of a comprehensive understanding regarding the specific impact of internal marketing strategies on job satisfaction among healthcare professionals. This gap in knowledge is particularly pronounced in the context of private hospitals in North Okkalapa. To address this gap, this research endeavors to investigate the intricate relationship between four key

internal marketing factors—communication and information sharing, work-life balance initiatives, employee recognition and rewards, and career growth and development opportunities—and job satisfaction in private hospitals located in North Okkalapa.

The healthcare sector is also characterized by its dynamic nature, continual advancements in medical technology, and evolving patient needs, all of which exert significant pressure on healthcare organizations to adapt and excel. In this context, the role of internal marketing in healthcare management has garnered increasing attention as a means to enhance organizational performance and employee well-being.

Research on internal marketing within the healthcare industry has shown promising outcomes, with studies indicating positive correlations between internal marketing initiatives and various organizational outcomes, including employee job satisfaction, organizational commitment, and overall service quality. For instance, initiatives such as employee training programs, recognition schemes, and effective communication channels have been found to contribute significantly to employee morale and motivation in healthcare settings.

Moreover, the unique challenges faced by healthcare organizations, such as high levels of job stress, staff turnover, and the need for continuous professional development, underscore the importance of internal marketing as a strategic tool for talent management and retention. By nurturing a supportive work environment and fostering a sense of belonging and purpose among employees, internal marketing initiatives can help mitigate these challenges and cultivate a culture of excellence and innovation within healthcare organizations.

Understanding how hospital staff are treated in their workplace is not just a matter of HR concern; it is crucial for retaining valuable talent and ensuring the long-term success and competitiveness of healthcare organizations. Hospital managers must recognize that how they treat their staff significantly influences the organization's ability to retain them and thrive. This understanding is particularly crucial in the healthcare sector, where training healthcare professionals, especially nurses, involves substantial time and resources. The most effective strategy for retaining exceptional healthcare professionals and minimizing turnover costs is to genuinely understand their expectations and needs in the workplace (Chang & Chang, 2009).

Research has indicated that when hospital staff prioritize patient-centered care, it positively influences patient satisfaction. Moreover, when hospital staff perceive internal marketing positively, it strengthens the correlation between patient-centered care and patient satisfaction. This finding implies that hospital managers should acknowledge the role of internal marketing in promoting patient-centered care—an area that hasn't received extensive exploration in previous studies. This understanding can be invaluable in managing hospital staff effectively. Adopting a "patient-first" approach when evaluating staff performance, setting clear expectations, and ensuring fairness and objectivity in the evaluation process are essential considerations for hospital managers (Weng et al., 2016).

The role of internal marketing extends beyond employee satisfaction; it is a vital catalyst for the overall growth of a hospital business. A positive perception of how the organization treats its staff enhances staff motivation and commitment, ultimately leading to better patient care and satisfaction. Content and motivated staff are more likely to go the extra mile to meet patient needs, resulting in positive word-of-mouth, repeat patients, and increased referrals. Additionally, internal marketing fosters a sense of belonging among staff, creating a cohesive and productive work environment. This positive work culture can attract and retain top talent, significantly reducing staff turnover. Consequently, it contributes to enhancing the hospital's reputation, all of which are pivotal for long-term business growth and success in the competitive healthcare industry.

In further exploration of the research problem, it is essential to consider the broader implications of internal marketing on employee satisfaction within the healthcare context. Previous studies have emphasized the unique challenges faced by healthcare professionals, such as high levels of stress, demanding work schedules, and the emotional toll associated with patient care. These challenges make it imperative for hospitals to adopt tailored internal marketing strategies that address the specific needs and concerns of healthcare professionals. Thus, investigating the nuanced relationship between internal marketing factors and job satisfaction becomes not only a research imperative but a strategic necessity for private hospitals in North Okkalapa seeking to thrive in the healthcare industry.

Moreover, considering the dynamic nature of the healthcare landscape and the evolving expectations of both healthcare professionals and patients, the research problem gains additional significance. The ongoing advancements in medical technology, changes in healthcare policies, and the increasing emphasis on patient-centric care underscore the need for hospitals to adapt their internal marketing strategies to stay competitive. A comprehensive understanding of how internal marketing practices align with these evolving dynamics is crucial for hospitals aiming to position themselves as leaders in the provision of quality healthcare services.

As we delve into the intricacies of the research problem, it is essential to acknowledge the interconnectedness of various factors influencing job satisfaction. Beyond the identified internal marketing factors, elements such as leadership styles, organizational culture, and the overall work environment can significantly impact healthcare professionals' satisfaction and, consequently, the quality of patient care. However, despite the growing recognition of the importance of internal marketing in healthcare management, there remains a dearth of empirical research examining its specific impact on employee job satisfaction within hospital settings, particularly in the context of North Okkalapa. Therefore, this study seeks to address this gap by investigating the relationship between internal marketing strategies and job satisfaction among employees in OSC Hospital and Kadayhtay Hospital, offering insights that can inform evidence-based management practices and contribute to the ongoing discourse on healthcare management excellence.

In conclusion, the research problem identified underscores the multidimensional nature of the challenges faced by healthcare professionals in private hospitals in North Okkalapa. The dynamic healthcare industry requires a nuanced understanding of the interplay between internal marketing strategies and job satisfaction to inform effective management practices and foster sustainable growth. As the research unfolds, it is anticipated that the insights gained will not only contribute to the academic discourse but also offer actionable recommendations for hospital managers, policymakers, and stakeholders seeking to navigate the complexities of the healthcare industry in North Okkalapa and beyond.

1.3 Research Objectives

1. To analyze the effect of communication and information sharing on job satisfaction at the OSC Hospital and Kadayhtay Hospital in North Okkalapa.
2. To examine the effect of work-life balance initiatives on job satisfaction at the OSC Hospital and Kadayhtay Hospital in North Okkalapa.
3. To study the effect of employee recognition and rewards on job satisfaction at the OSC Hospital and Kadayhtay Hospital in North Okkalapa.
4. To explore the effect of carrier growth and development on job satisfaction at the OSC Hospital and Kadayhtay Hospital in North Okkalapa.

1.4 Research Questions

1. Is there the effect of communication and information sharing on job satisfaction at the OSC Hospital and Kadayhtay Hospital in North Okkalapa?
2. Is there the effect of work-life balance initiatives on job satisfaction at the OSC Hospital and Kadayhtay Hospital in North Okkalapa?
3. Is there the effect of employee recognition and rewards on job satisfaction at the OSC Hospital and Kadayhtay Hospital in North Okkalapa?
4. Is there the effect of carrier growth and development on job satisfaction at the OSC Hospital and Kadayhtay Hospital in North Okkalapa?

1.5 Scope and Limitation of the Study

While this research endeavors to shed light on the intricate dynamics within Myanmar's private healthcare sector amidst socio-political turmoil, several limitations merit acknowledgment. Firstly, the study's scope is constrained by its focus on the private healthcare sector, thereby excluding insights from the public sector, which may present unique challenges and perspectives. Additionally, the research relies predominantly on quantitative data, potentially limiting the generalizability of findings.

Furthermore, the study's cross-sectional design captures a snapshot of employee motivations, statuses, and preferences at a specific point in time, overlooking potential temporal variations and long-term trends. Moreover, the research is conducted within the

context of Myanmar's socio-political landscape, which may limit its applicability to other regions with distinct socio-economic and cultural contexts.

And, given the sensitive nature of the topic and the potential reluctance of participants to disclose certain information, there may be limitations in the depth and accuracy of data collected.

The study meticulously delves into the intricate relationship between internal marketing practices within North Okkalapa Private Hospitals and the level of employee satisfaction. This comprehensive exploration aims to assess the impact of various internal marketing strategies on employee attitudes, motivation, and overall job satisfaction. A central focus of the study will be to identify and analyze the most critical components of internal marketing within the hospital setting. This will include a nuanced exploration of factors such as effective communication, work-life balance initiatives, employee recognition and rewards, career growth and development opportunities, and any other relevant internal marketing strategies specifically tailored to the unique dynamics of these hospitals.

To gain a holistic understanding, the study may employ methodologies such as collecting feedback from employees within North Okkalapa Private Hospitals. Conducting interviews will be instrumental in gathering firsthand perspectives on internal marketing initiatives and their discernible impact on job satisfaction. Furthermore, the study may encompass a comparative analysis of internal marketing practices and employee satisfaction levels across different departments or units within the hospitals. This approach could illuminate variations in the effectiveness of internal marketing strategies in different areas of healthcare services, offering a nuanced perspective on the challenges and opportunities within diverse segments of the hospital.

Based on the empirical findings, the study will not merely stop at observation but will extend to providing actionable recommendations and insights. These recommendations will be specifically tailored for hospital administrators and managers, equipping them with strategies to enhance internal marketing practices and, subsequently, elevate employee satisfaction. The aim is to contribute directly to the overall well-being of employees in North Okkalapa Private Hospitals, with a broader perspective of potentially enhancing the quality of patient care through improved staff satisfaction.

However, it is essential to acknowledge the inherent limitations that may impact the generalizability and applicability of the study's findings. One primary limitation is the sample size employed, which is inherently tied to the specific context of North Okkalapa Private Hospitals. Consequently, the findings may not be universally applicable to organizations with different structures or cultures within the healthcare sector. The unique context of these hospitals introduces context-specific factors that may limit the study's broader applicability to healthcare facilities in diverse regions or countries with distinct healthcare systems.

Additionally, the reliance on self-reported data from employee interviews introduces the potential for response bias. Social desirability or temporal factors may influence the accuracy of the findings, highlighting the need for a careful interpretation of the results. Variability across departments, external factors such as economic conditions, and the challenge of establishing causation between internal marketing practices and employee satisfaction further contribute to the study's limitations.

Moreover, the study acknowledges the ethical considerations inherent in the research process. Ensuring honest responses from participants without fear of reprisal is crucial to the integrity of the data collected. These ethical considerations should be carefully navigated throughout the research endeavor.

In conclusion, while the study's scope is broad and ambitious, aiming to unravel the complexities of the internal marketing-employee satisfaction relationship within North Okkalapa Private Hospitals, its limitations must be acknowledged. These limitations, ranging from sample size constraints to potential biases in data collection, should be considered in the interpretation and generalization of findings. The study sets the stage for a nuanced understanding of internal marketing dynamics in the healthcare sector, paving the way for future research endeavors to address these constraints and further enhance the robustness of the study.

1.6 Significance of the Study

In the dynamic landscape of healthcare provision, private hospitals in North Okkalapa confront multifaceted challenges in delivering quality patient care while ensuring the well-being and satisfaction of their dedicated staff. The significance of this

study lies in its comprehensive exploration of the intricate relationship between internal marketing practices and employee satisfaction within these healthcare institutions. Unraveling how internal marketing strategies impact employee satisfaction can provide profound insights for hospital administrators and managers, ultimately leading to enhanced service quality and organizational growth.

A central tenet of the study's relevance is its potential to contribute significantly to the reduction of staff turnover within North Okkalapa Private Hospitals. High turnover rates not only disrupt hospital operations but also have substantial financial implications. The recruitment and training of replacements are both costly and time-consuming endeavors. By scrutinizing the role of internal marketing in fostering employee satisfaction, this study paves the way for retaining experienced and committed healthcare professionals. A stable and satisfied workforce ensures consistent, high-quality patient care and operational stability for these hospitals.

In the context of healthcare, patient satisfaction is intrinsically linked to the satisfaction and commitment of hospital staff. The ripple effect of this study's relevance extends to its potential to uncover internal marketing strategies that can positively influence employee attitudes, thereby enhancing the overall patient experience within North Okkalapa Private Hospitals. Happy and motivated employees are more likely to provide compassionate and patient-centric care, creating a virtuous cycle of increased patient satisfaction.

The findings of this study transcend the immediate implications for North Okkalapa Private Hospitals. They can significantly impact strategic decision-making within these healthcare institutions and serve as a beacon of guidance for hospital managers and administrators. The insights gained from the research can be instrumental in fine-tuning internal marketing strategies, tailoring them to address the specific needs and preferences of the hospital staff. By aligning internal marketing efforts with employee satisfaction, hospitals can create a more harmonious and productive work environment. This, in turn, fosters a positive cycle of improved staff commitment, enhanced patient care, and sustainable hospital growth.

Furthermore, the relevance of this study extends beyond the confines of North Okkalapa Private Hospitals to resonate with healthcare systems worldwide. The shared challenges related to employee retention, patient satisfaction, and organizational growth

are universal in the healthcare industry. The insights generated by this research can serve as a valuable reference point for healthcare professionals globally. By advancing our understanding of the critical interplay between internal marketing and employee satisfaction, this study contributes to the broader advancement of healthcare management practices.

In essence, the significance of this study lies not only in its local impact on North Okkalapa Private Hospitals but also in its potential to shape global perspectives on the management of healthcare institutions. The profound insights gained from this research can usher in a new era of strategic thinking, fostering a symbiotic relationship between internal marketing strategies, employee satisfaction, and the delivery of exemplary patient care. As healthcare systems continue to evolve and grapple with unprecedented challenges, this study emerges as a beacon, guiding professionals toward strategies that promote the well-being of healthcare staff, enhance patient experiences, and drive sustainable growth in the ever-evolving landscape of healthcare provision.

In addition to its implications for hospital management, the study's significance extends to academia. The exploration of the internal marketing-employee satisfaction nexus contributes to the existing body of knowledge in healthcare management. It provides a nuanced understanding of the specific dynamics within private hospitals, shedding light on effective strategies that may be applicable to similar healthcare institutions globally. As such, the study serves as a valuable resource for scholars, researchers, and educators interested in delving into the intricacies of healthcare management, organizational behavior, and the interplay between internal marketing and employee satisfaction.

Moreover, the study's findings can inform policy discussions within the healthcare sector. Policymakers and regulatory bodies grappling with issues of workforce stability, patient satisfaction, and healthcare service quality may find the insights from this research instrumental in shaping guidelines and recommendations. By aligning policies with the identified factors that positively impact employee satisfaction, policymakers can contribute to creating an environment conducive to the well-being of healthcare professionals and, consequently, improved patient outcomes.

In conclusion, the significance of this study radiates across various dimensions – from its immediate impact on local hospital management in North Okkalapa to its

potential to influence global perspectives, academic discourse, and healthcare policies. The multifaceted nature of its implications underscores the importance of delving into the interconnections between internal marketing, employee satisfaction, and patient care. As the study unfolds, it is poised not only to answer critical questions for North Okkalapa Private Hospitals but to contribute valuable insights and solutions that resonate with healthcare institutions, professionals, and scholars worldwide.

1.7 Organization of the Study

This paper is composed of five different chapters. Chapter one describes the introduction of the paper, rationale, objectives, scope and method of the study. Chapter two consists of the theoretical background of the study. Chapter three presents research methodology. Chapter four consists of the analysis on the relationship between internal marketing practices and employee satisfaction within North Okkalapa Private Hospitals. Chapter five is the part of the conclusion, suggestions, and needs for future research.

CHAPTER TWO

LITERATURE REVIEW

This chapter reviews the literature regarding internal marketing and employee satisfaction. Empirical studies are described in this chapter. Based on the literature, conceptual framework is developed for this study.

2.1 Internal Marketing

Internal marketing in healthcare plays a crucial role in fostering a collaborative and cohesive environment within healthcare organizations. This strategic approach involves ensuring that all members of the healthcare team, including doctors, nurses, and support staff, comprehend and embrace their pivotal roles in promoting the well-being of patients. Conceptualized as a collective effort akin to a harmonious family, internal marketing endeavors to establish a positive and supportive culture that enhances overall patient care. This paper aims to elucidate the significance of internal marketing in cultivating a conducive atmosphere for effective healthcare delivery.

The concept of job satisfaction within hospital settings is a subject of paramount importance in the scholarly discourse on organizational psychology and healthcare management. Job satisfaction, a multifaceted construct, reflects employees' affective responses to various facets of their work environment, encompassing the dissonance between actual outcomes and anticipated, desired, or deserved conditions.

An examination of existing nursing literature indicates that job satisfaction in the nursing profession stems from the emotional response of individuals to their jobs, arising from a comparison between the actual outcomes and those anticipated, desired, or deemed deserving. Within the healthcare domain, particularly in the hospital nursing context, job satisfaction is quantifiable and distinguishable. It comprises three key components: autonomy, interpersonal relationships, and the quality of patient care (Castaneda & Scanlan, 2014).

Research findings indicate that job satisfaction among hospital nurses is intricately linked to several factors, including leadership dynamics, the work environment, career trajectories, interpersonal relationships with co-workers, salary structures, and organizational affiliations. This complex interplay significantly contributes to enhanced patient care and concurrently mitigates nurse turnover rates and

burnout. The exploration of these multifaceted influences on job satisfaction within the hospital nursing context holds considerable implications for both the quality of healthcare delivery and the retention of nursing professionals in the workforce (Yanriatuti et al., 2020).

A paper explores the interconnectedness between the quality of life for citizens and the job satisfaction of health-related professionals, focusing on South Africa. Through a combination of theoretical and empirical methods, including literature review and statistical analyses, the study identifies factors influencing job satisfaction among these professionals. The findings highlight the complex relationship between job satisfaction and organizational climate, with implications for overall quality of life. The paper concludes by providing managerial recommendations to improve the well-being of health-related professionals, emphasizing the potential positive impact on citizens' access to quality healthcare (Lwu, 2013).

The role of internal marketing within hospital settings is a focal point in the discourse on organizational management and healthcare delivery. Internal marketing, a strategic orientation, is directed towards cultivating a positive and collaborative environment among healthcare professionals within the hospital. This approach acknowledges the significance of effective communication, motivation, and support for all staff members, including medical practitioners, nurses, and administrative personnel. By fostering a sense of shared vision and commitment, internal marketing aims to enhance employee satisfaction and engagement, which, in turn, positively influences the overall quality of patient care (Tsai, Y., & Wu, 2011).

The internal marketing framework in hospitals involves various dimensions such as communication strategies, organizational culture, and employee empowerment. Effective communication ensures that all staff members are well-informed about the hospital's mission, values, and objectives, promoting a cohesive understanding of the collective goals (Tsai & Wu, 2015). Organizational culture, under the internal marketing paradigm, emphasizes the creation of a positive work environment that encourages collaboration, innovation, and continuous improvement. Employee empowerment, a key element, involves providing healthcare professionals with the autonomy and resources necessary to excel in their roles, fostering a sense of ownership and responsibility (Leisen et al., 2002). Furthermore, internal marketing contributes to the development of a strong internal brand, wherein the hospital's values and commitment to patient care are ingrained in the mindset of every staff member. This, in turn, has a profound impact on

external perceptions of the hospital, influencing patient satisfaction, trust, and loyalty (Tie-shan, 2009).

The role of internal marketing in hospitals extends beyond conventional marketing practices, encompassing a strategic approach to enhance internal communication, organizational culture, and employee empowerment. Recognizing the progress of healthcare professionals within the hospital, internal marketing strives to create a supportive and motivating environment, ultimately improving the quality of patient care, and reinforcing the hospital's external reputation.

Healthcare, as an industry, is inherently people-centric, with the quality of patient care intricately linked to the well-being and engagement of healthcare professionals. Recognizing the dynamic interplay between organizational dynamics and the delivery of healthcare services, this study seeks to unravel the multifaceted nature of internal marketing. By examining specific strategies within the domains of communication, work-life balance, recognition, career development, and employee satisfaction, we aim to provide healthcare administrators, practitioners, and scholars with actionable insights to foster a positive internal environment.

While internal marketing offers numerous benefits, it is not without its challenges. One of the primary challenges is resistance to change among employees (Piderit, S. (2000)). Healthcare professionals may be accustomed to traditional practices and may be reluctant to embrace new marketing-oriented approaches. Overcoming this resistance requires effective change management strategies and clear communication of the benefits of internal marketing. Healthcare organizations must carefully balance their resources to ensure the successful implementation of internal marketing without compromising other essential areas of operation.

The implications of internal marketing in healthcare are far-reaching and impactful. By fostering a culture of collaboration, continuous improvement, and patient focus, internal marketing can lead to enhanced employee engagement, reduced staff turnover, and improved patient satisfaction and loyalty (Lings & Greenley, 2005). Furthermore, a well-executed internal marketing strategy can contribute to the overall reputation and brand image of the healthcare organization, positioning it as a preferred choice for patients seeking high-quality care (Tsai, 2014).

In conclusion, internal marketing in healthcare is an indispensable element for creating a patient-centered culture, aligning internal stakeholders with the organization's objectives, and ultimately delivering exceptional healthcare services. By understanding

its significance, implementing effective strategies, addressing challenges, and acknowledging its implications, healthcare organizations can harness the power of internal marketing to achieve sustainable success and positively impact patient care. As the healthcare industry continues to evolve, internal marketing will remain a crucial tool for organizations striving to differentiate themselves and thrive in a highly competitive environment.

2.2.1 Communication and Information Sharing

Effective communication is the lifeblood of any organization, and within the complex management of healthcare, it takes on a profound significance (Jameson, 2015). This study explores the critical role of communication and information sharing as foundational elements in cultivating internal marketing excellence within healthcare settings. By investigation into the importance of communication, specifically in enhancing transparency and fostering collaborative decision-making, and by examining information-sharing initiatives that leverage technology platforms and establish regular communication channels, study aims to explore the impact of these strategies on organizational dynamics and, ultimately, patient care.

Establishing regular communication channels is equally imperative. Routine communication mechanisms, such as regular meetings, newsletters, or intranet updates, create a cadence of information exchange. This consistency not only keeps healthcare professionals informed about organizational developments but also nurtures a sense of connectedness and shared purpose (Jameson, 2015). Regular communication channels serve as a bridge, ensuring that every team member, regardless of their role, is aligned with organizational objectives and feels valued as a contributor to the broader mission.

communication and information-sharing initiatives stand as integral pillars in the framework of internal marketing excellence within healthcare organizations. By prioritizing transparency, fostering collaborative decision-making, utilizing technology platforms, and establishing regular communication channels, healthcare administrators can fortify the internal fabric of their organizations. This management style not only enhances the satisfaction and engagement of healthcare professionals but also contributes to the delivery of high-quality patient care (Zilahi & O'Connor, 2019).

2.2.2 Work-Life Balance Initiatives

The healthcare sector, renowned for its commitment to patient care and well-being, places significant demands on its workforce. Recognizing the major relationship between work demands and personal well-being, this research studies work-life balance initiatives within healthcare settings. By understanding the unique challenges posed by healthcare professions, addressing burnout and fatigue, and exploring strategies such as flexible scheduling and remote work opportunities, the research aims to uncover the multifaceted landscape of work-life balance in healthcare and propose initiatives to enhance the overall well-being of healthcare professionals.

Healthcare professions are inherently demanding, requiring professionals to navigate high-stakes situations, long hours, and emotional intensity. Understanding the unique challenges of these roles is essential for devising effective work-life balance initiatives. Getting support from the organization can make hospital staff feel better and balance their work and personal life. This might help in preventing burnout and making patient care better (Ferguson et al., 2020).

Flexible scheduling is a pivotal strategy in fostering work-life balance within healthcare (Pedersen & Jeppesen, 2012). Tailoring schedules to accommodate individual needs allows healthcare professionals to manage personal obligations while fulfilling work responsibilities (Kelly & Moen, 2007). This approach recognizes the diverse circumstances and commitments that healthcare professionals navigate outside of their professional roles.

Work-life balance initiatives within healthcare settings are crucial for the well-being of healthcare professionals and, by extension, the quality of patient care (Ghimire, 2020). Recognizing the demands inherent in healthcare professions, addressing burnout, and implementing strategies such as flexible scheduling and remote work opportunities contribute to a holistic approach.

2.1.3 Employee Recognition and Rewards

In the dynamic landscape of healthcare, where the dedication and contributions of healthcare professionals are pivotal to patient well-being, employee recognition and rewards emerge as crucial elements in nurturing a positive organizational culture (Aruna, G. (2015)). This paper explores the significance of acknowledging the contribution of healthcare professionals through the establishment of recognition programs and the cultivation of a culture of appreciation.

Strategically acknowledging commendable work habits through organizational rewards enhances employee performance, resulting in mutual benefits for both the organization and its workforce (Näslund & Williamson, 2010). Having policies that reward employees in healthcare can make them work better, which helps the organization be more efficient. This, in turn, leads to better care for patients and stronger connections with external partners (Rotea et al., 2018).

To maximize the impact of rewards, aligning them with organizational values is paramount. When rewards reflect the core values and mission of the healthcare organization, they become powerful tools for reinforcing the desired behaviors and outcomes. This alignment not only strengthens the connection between individual contributions and organizational objectives but also fosters a shared sense of purpose and commitment (Rotea et al., 2018).

Moreover, establishing a culture of appreciation goes beyond formal recognition programs; it involves cultivating an environment where expressions of gratitude and acknowledgment become integral to daily interactions. Encouraging supervisors, colleagues, and even patients to express appreciation for the efforts of healthcare professionals contributes to a positive and supportive workplace culture. This cultural shift not only boosts morale but also reinforces the intrinsic value of each team member (White, 2015).

The effective implementation of employee recognition and rewards programs in healthcare organizations holds the potential to significantly enhance motivation, job satisfaction, and the overall well-being of healthcare professionals. By establishing formal recognition programs, cultivating a culture of appreciation, and designing reward systems that balance financial and non-financial incentives while aligning with organizational values, healthcare organizations can create an environment where professionals feel valued, motivated, and dedicated to delivering optimal patient care. This thesis advocates for the strategic integration of these elements as essential components of organizational initiatives aimed at fostering a positive and supportive workplace culture within the healthcare sector.

2.1.4 Career Growth and Development Opportunities

Career growth and development opportunities are paramount in any organization, particularly within the healthcare sector in Myanmar amidst socio-political turmoil. Offering avenues for career advancement not only enhances employee motivation and

job satisfaction but also fosters a skilled and resilient workforce. In a context where instability may breed uncertainty and disengagement, clear pathways for professional growth provide employees with a sense of direction and purpose. Moreover, investing in training and development initiatives can bolster the capacity of healthcare workers to adapt to changing circumstances and deliver high-quality care, ultimately contributing to the resilience and sustainability of the healthcare sector.

In the dynamic realm of healthcare, fostering career growth and providing opportunities for professional development stand as critical pillars for ensuring a motivated and skilled workforce (Donner & Wheeler, 2001). This study explores the dimensions of advancing professional development and creating clear career paths within the healthcare sector. By offering continuous training programs, providing educational opportunities, facilitating internal mobility, and encouraging skill diversification, healthcare organizations can not only enhance the capabilities of their workforce but also fortify their position as beacons of innovation, excellence, and comprehensive patient care.

Continuous training programs play a central role in advancing the professional development of healthcare professionals. These programs, whether focused on emerging medical technologies, evolving treatment methodologies, or soft skills, ensure that healthcare practitioners remain up to date on the latest advancements (Ramani, 2019). By fostering a culture of continuous learning, healthcare organizations empower their workforce to provide state-of-the-art care to patients.

In addition to training programs, providing educational opportunities is essential for the sustained growth of healthcare professionals (Bryant, 2012). Support for further education, whether through sponsorships for advanced degrees or certifications, not only broadens the knowledge base of the workforce but also elevates the overall standard of care within the organization. Educational initiatives contribute to a workforce equipped to tackle complex healthcare challenges with expertise and proficiency (Sleep et al., 2002).

2.2 Employee Satisfaction

In the complex healthcare industry management system, the satisfaction of healthcare professionals is paramount not only for their well-being but also for the delivery of optimal patient care (Chang et al., 2009). This research explores the

multifaceted realm of employee satisfaction within healthcare organizations. By assessing job satisfaction through the utilization of surveys and feedback mechanisms and addressing specific needs, coupled with continuous improvement strategies and embrace iterative approaches, healthcare organizations can cultivate environments that prioritize the satisfaction and engagement of their invaluable workforce.

The systematic assessment of job satisfaction is a cornerstone in understanding the needs and experiences of healthcare professionals. Utilizing surveys and feedback mechanisms enables organizations to gather valuable insights directly from their workforce. These instruments can encompass a range of topics, including workload, work-life balance, communication, and overall job contentment. By employing these tools, healthcare organizations can tailor strategies to address specific concerns and enhance overall job satisfaction.

It is notably said that there were so many factors that may impede job satisfaction among healthcare professionals (Yami et al., 2011). By conducting targeted assessments and open-ended discussions, organizations can identify and address specific challenges faced by their workforce. Whether it is workload issues, communication breakdowns, or resource limitations, a granular understanding of these pain points allows for targeted interventions, fostering a workplace culture that is responsive to the unique needs of healthcare professionals.

The enhancement of employee satisfaction within healthcare organizations is foundational to fostering a motivated and engaged workforce (Lu et al., 2019). By systematically assessing job satisfaction through surveys and feedback mechanisms, addressing specific pain points, and embracing continuous improvement strategies that inform organizational policies, healthcare organizations can create environments that prioritize the well-being and satisfaction of their invaluable professionals. This research will advocate for a proactive and iterative approach, emphasizing the importance of ongoing commitment to the enhancement of employee satisfaction as a catalyst for sustained excellence in patient care.

2.3 Conceptual Framework

In today's competitive business world, employee satisfaction is vital for an organization's success. This framework examines how four key factors—communication, work-life balance, recognition, and career opportunities—directly affect employee satisfaction.

Hospital business is also a competitive business landscape, where talent retention and organizational performance are critical, employee satisfaction emerges as a cornerstone for achieving sustainable success. This conceptual framework endeavors to elucidate the intricate interplay between various organizational factors and employee satisfaction, underscoring the pivotal role of communication, work-life balance, recognition, and career opportunities.

Communication stands as a fundamental pillar of organizational success, facilitating the exchange of information, ideas, and feedback between management and employees. Effective communication channels not only enhance transparency and alignment with organizational goals but also foster a sense of belonging and trust among employees, thereby nurturing a supportive work environment conducive to satisfaction and productivity.

Work-life balance has emerged as a pressing concern in contemporary workplaces, particularly within high-stress industries such as healthcare. Striking a harmonious balance between professional responsibilities and personal well-being is essential for mitigating burnout and enhancing job satisfaction. Organizations that prioritize initiatives such as flexible work arrangements, wellness programs, and time-off policies demonstrate a commitment to employee welfare, thereby fostering greater satisfaction and loyalty.

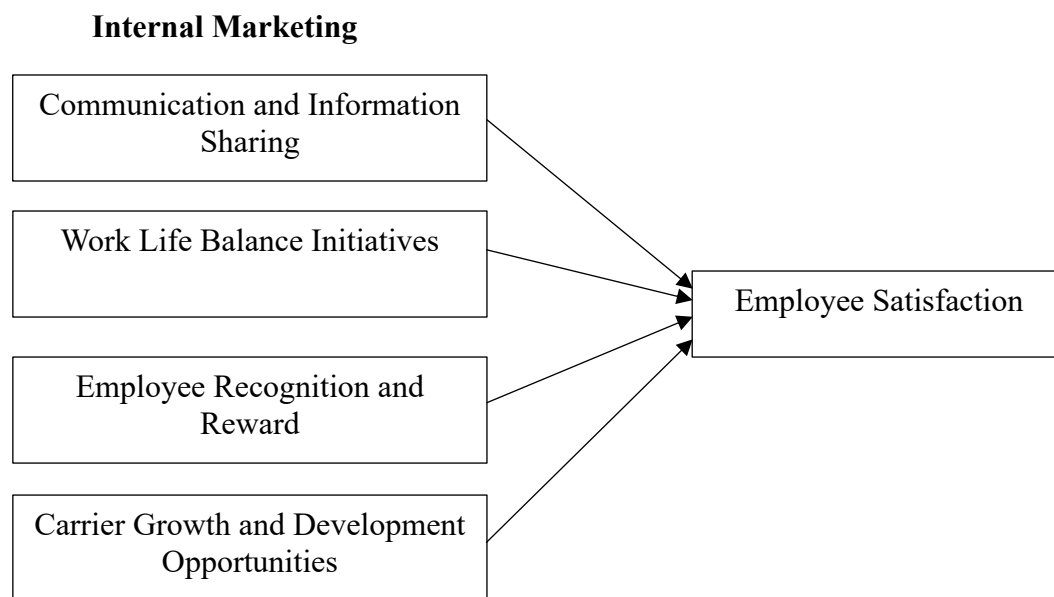
Recognition serves as a powerful motivator, affirming employees' contributions and reinforcing desired behaviors. Formal and informal recognition programs that acknowledge employees' achievements and efforts not only boost morale but also cultivate a culture of appreciation and mutual respect within the organization, ultimately enhancing job satisfaction and employee engagement.

Career opportunities encompass avenues for professional growth, development, and advancement within the organization. Clear career paths, skill development programs, and opportunities for challenging assignments empower employees to realize their full potential and pursue their career aspirations. By investing in employees' career development, organizations not only foster loyalty and commitment but also attract top talent, thereby bolstering overall employee satisfaction and organizational success.

By elucidating the direct impact of communication, work-life balance, recognition, and career opportunities on employee satisfaction, this conceptual

framework provides a comprehensive understanding of the organizational factors that underpin employee well-being and engagement. Through targeted interventions and strategic initiatives aimed at enhancing these key factors, organizations can cultivate a culture of excellence and foster sustainable growth in today's competitive business landscape.

Figure (2.1) Conceptual Framework of the Study



Source: Own Compilation (2023)

This study explores internal marketing factors and how they impact employee satisfaction. Understanding these connections can help organizations retain talented employees and improve their strategies for workforce management. This framework aims to provide insights into how organizations can create a more satisfying and motivated workforce, contributing to better talent management and organizational development. Ultimately, the goal is to help organizations build workplaces where employees thrive and contribute their best to achieve common goals.

CHAPTER THREE

RESEARCH METHODOLOGY

"Research" serves as a systematic exploration of a specific issue or problem, employing a structured approach to gather, analyze, and interpret data. In the context of this study, the objective is to meticulously examine how internal marketing influences job satisfaction at OSC Hospital and Kadayhtay Hospital in North Okkalapa. This research adopts a dual perspective, combining descriptive and analytical methodologies to comprehensively understand the intricate connections that may exist between internal marketing practices and employee satisfaction within the healthcare sector.

The descriptive facet of this research plays a crucial role in defining and recognizing the factors within hospital services that significantly contribute to employee satisfaction. Through a detailed examination of internal marketing strategies employed at OSC Hospital and Kadayhtay Hospital, the study aims to paint a vivid picture of the current landscape, identifying key practices and areas of focus that influence the overall job satisfaction of healthcare professionals. Descriptive research methodologies, such as interviews with hospital staff will be instrumental in capturing a holistic view of the internal marketing landscape within these hospitals.

Moving into the analytical phase, the research shifts its focus to evaluating the research model and delving deeper into the connections between internal marketing and employee satisfaction. This involves a meticulous exploration of the quantitative data gathered during the survey phase, employing statistical methods to discern patterns, correlations, and potential causal relationships. Analytical tools such as regression analysis and correlation coefficients will be employed to unveil the nuanced dynamics that underlie the impact of internal marketing practices on job satisfaction among the hospital staff.

In conclusion, the research methodology adopted for this study is both comprehensive and dynamic, blending descriptive and analytical approaches to provide a nuanced understanding of how internal marketing intricately shapes job satisfaction within the unique context of healthcare services in North Okkalapa.

3.1 Research Design and Sampling

Research design serves as the framework for selecting research methods and techniques by a researcher, while a research method represents a strategy used for implementing that plan. Research design and methods are distinct yet closely related, as a sound research design ensures that the collected data can effectively address the research questions.

In this study, a quantitative research design is employed. Theoretically, research methodology defines how a study is conducted effectively. Additionally, a descriptive analysis is applied in this research. Surveys are conducted among employees from two private hospitals in North Okkalapa.

There are 59 office staff in OSC and Kadayhtay hospitals. To gather information from employees, simple random sampling is utilized. Employees from both OSC and Kadayhtay hospitals who are part of the office staff (both hospital having 50 office staff members) are surveyed by using Raosoft sample size calculator. The choice of a 5% margin of error and a 95% confidence level depends on how confident aims to be regarding the impact of internal marketing on employee satisfaction.

3.2 Data Collection

Structured questionnaires are used to collect primary data from 50 employees. The questionnaire includes items that are assessed using a five-point Likert scale. The design of questionnaire uses structured question style or closed-ended in order to adept the process of analyzing the data got from respondents.

The questionnaire comprises 31 questions and divided into six parts. In Section one, five questions are included. The reason of this section is to collect the demographic factors of the respondents. Section one includes the respondent's demographic information such as gender, age, marital status, educational level, occupation, and monthly income. In this section, the design of the questions was designed by nominal and ordinal scale. Other sections include 26 questions designed by five-point a Likert scale which is used to measure the preferences and agreement of respondents. Generally, respondents have to choose five choices, which are rated from 1 to 5: 1- strongly disagree, 2- disagree, 3-neutral, 4- agree, 5- strongly agree. The purpose of this sections is to test the research objectives, the dependent and independent variables.

3.3 Data Analysis

A reliability test is employed to assess the dependability of both the dependent and independent variables. The demographic profile of the respondents, along with the assessment of internal marketing and employee satisfaction at the two private hospitals, will be analyzed using descriptive statistics. The effect of internal marketing on employee satisfaction at OSC and Kadayhtay Hospitals is analyzed using the multiple regression method.

The data accumulated from the questionnaire surveys were analyzed through the use of the Statistical Package for the Social Sciences (SPSS) Version 24 statistical software. Quantitative data analysis was achieved by descriptive statistics where SPSS and Microsoft excel software are used to achieve percentages and tabulations. Descriptive analysis of mean and standard deviation is calculated for each variable. To evidence the hypotheses made, correlation and multiple regression method are used. Tables and other graphical presentations as appropriate are used to present the data collected for ease of understanding and analysis. Thesis reports are created through tabulations, percentages and frequencies. This study uses descriptive statistics, reliability tests, and multiple regression analysis. Descriptive statistics are used to specify the personal data of the respondents and their inflection factor of customer satisfaction. Multiple regression analysis is used to analyze the relationship between the influencing Factor and employee satisfaction. Data analysis is a way of accumulation, modeling, and transforming data to highlight information. Statistical analyses were showed using Statistical Package for Social 21 Science (SPSS version 23). Therefore, this study uses descriptive statistics, reliability analysis and multiple regression analysis.

3.3.1 Descriptive Statistics

Descriptive statistics identify and assemble data set characteristics. A data set is a collection of responses or findings from a sample or population as an entire group. Descriptive method is widely used in a variety of fields for collected data and analysis. Statistical techniques and inferential statistics are important components of research study. 50 employees are asked to complete questionnaires in order to study respondent perception on employee satisfaction at OSC and Kadayhtay Hospitals. Each characteristic contains multiple questions, and respondents' levels of agreement are measured using a five-point Likert scale. Best (1977) used a five-point Likert scale to define the criteria for determining the level of variables. The variable value was defined

in the results discussion by the level of agreement. The data analysis yielded the following results for each variable: strongly disagree = 1, disagree = 2, neither disagree nor agree = 3, agree = 4, and strongly agree = 5.

According to Best (1977), the mean values of five-point-Likert scale items were interpreted as follows: The score among 1.00 – 1.80 means strongly disagree. The score among 1.81 – 2.60 means disagree. The score among 2.61 – 3.40 means neither disagree nor agree. The score among 3.41 – 4.20 means agree. The score among 4.21 – 5.00 means strongly agree.

3.3.2 Multiple Regression Analysis

Descriptive Statistics, this analysis is essential to transform the raw data so the data can be easily to be expected. It is very useful, extremely to calculate the large numbers of data. Percentage, frequency and mean analysis are included as parts of descriptive analysis. Frequency and percentage statistics should be used to represent most personal information variables. Frequency statistics are assumed whenever the data is discrete, meaning that there are separate categories that the participant can tick. The percentage is calculated by acquiring the frequency in the category divided by the total number of respondents and multiplying by 100%.

The brief descriptive coefficient arranging a data set that is either a representation of exactly population or a sample is called Descriptive Statistics. The special purpose is to provide a summary of the samples and measures done on a study. Descriptive Statistics form a major segment of all quantitative data analysis when connected with several graphics' analysis. Descriptive Statistics is quite different from Inferential Statistics, as it is more about relating what data is being shown. However, inferential statistics arrangements with coming up with a conclusion drawn from the existing data. Primarily descriptive statistics is used to describe the attitude of a sample data. It is used to extent quantitative analysis of the given set of data. As in a study there are numerous variables that are to be measured, and hence descriptive statistics is applied to break this huge amount of data into the simplest form.

Multiple regression analysis is a statistical method for forecasting the value of a dependent variable based on the values of two or more independent variables. A set of statistical processes for estimating the effect of variables is known as multiple regression analysis. Multiple regression analysis was used in this study to evaluate the

recommended objective of analyzing the effect of internal marketing on employee satisfaction.

3.4 Ethical Consideration

In the realm of research, ethical considerations form an essential framework that guides the design and implementation of studies. These considerations are a set of principles and guidelines aimed at ensuring that research is conducted with integrity, respect, and a commitment to the well-being of participants. When dealing with data collection from individuals, scientists and researchers are bound by a code of ethics that dictates their actions and safeguards the rights and privacy of those involved.

Within this noble pursuit, ethical considerations become paramount, as they define not only what a researcher chooses to investigate but also how that research is conducted. Upholding ethical standards is not just a regulatory requirement but a moral imperative to maintain the trust and integrity of the research process.

The ethical considerations in this particular study go beyond the mere adherence to guidelines; they reflect a commitment to the privacy and confidentiality of the participants. Given the sensitive nature of the data being collected for this thesis, a heightened awareness of ethical issues becomes imperative. All data collections are treated with the utmost privacy and confidentiality to ensure the protection of participants and prevent any potential disturbances during the research process.

In the context of human research, informed consent is a cornerstone of ethical practice. Participants must be fully informed about the nature and purpose of the research before agreeing to participate. In this study, rigorous efforts are made to obtain informed consent from all participants, clearly outlining the objectives of the research to maintain confidentiality. This ensures that participants make voluntary and well-informed decisions about their involvement in the study.

Furthermore, the study acknowledges the potential power dynamics inherent in the researcher-participant relationship. Efforts are made to establish a transparent and collaborative atmosphere, allowing participants to express any concerns or questions they may have about the research. Open communication channels are maintained to foster a sense of trust and cooperation throughout the research process.

To uphold the ethical standards of confidentiality, the data collected for this thesis is securely stored. Measures are in place to prevent any unauthorized access, use, or disclosure of sensitive information. Additionally, the data is anonymized and aggregated wherever possible to further protect the identity and privacy of individual participants.

In conclusion, ethical considerations in this research extend beyond a mere checklist of requirements; they underscore a deep commitment to the responsible and respectful conduct of research. By prioritizing privacy, confidentiality, and informed consent, the study not only adheres to ethical guidelines but also strives to establish a foundation of trust and integrity. These ethical considerations not only safeguard the rights of participants but also contribute to the overall credibility and validity of the research outcomes.

CHAPTER FOUR

ANALYSIS ON IMPACT OF INTERNAL MARKETING ON JOB SATISFACTION IN OSC HOSPITAL AND KADAYHTAY HOSPITAL IN NORTH OKKALAPA

The collected data were analyzed in trying to attain the study goal using SPSS version 25. The respondents' general information, the descriptive statistics, reliability of the variables and the correlation analysis are discussed in the chapter.

4.1 Demographic Profile of the Respondents

Tables, bar charts, and pie charts were used to convey the general data from the respondents at two hospitals. Age, gender, academic education, gross monthly income, and position comprise the respondents' general information. The following table displays the respondents' general information.

4.1.1 Respondents by Gender

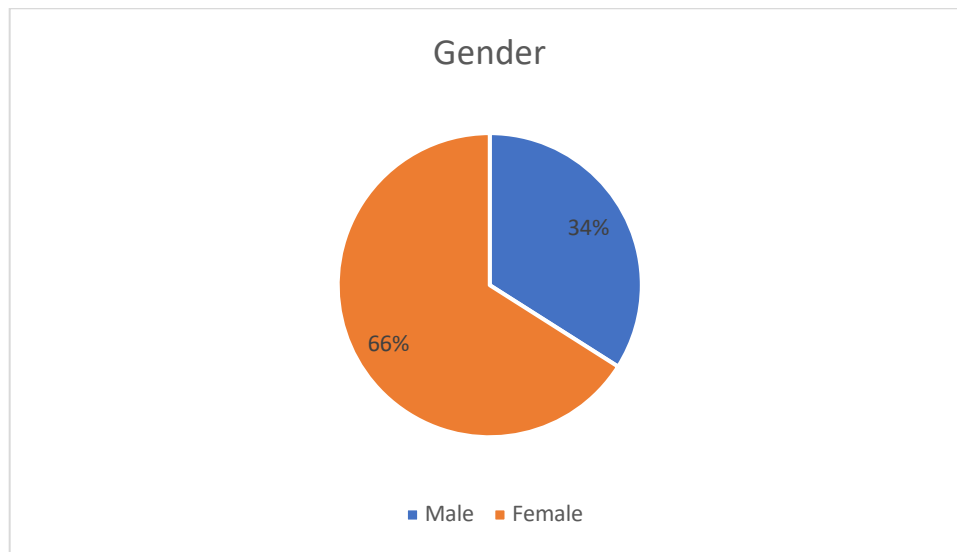
Gender of the respondents is classified into two groups: male and female. The following table illustrates the results of gender of the respondents.

Table (4.1) Gender of the Respondents

Sr. No.	Gender	No. of Respondents	Percent
1	Male	17	34.0
2	Female	33	66.0
Total		50	100

Source: Survey Data (November, 2023)

Figure (4.1) Comparison of Gender



Source: Survey Data (November, 2023)

By viewing the above Table (4.1), the majority of the respondents are female 66 percent, whereas male respondents are 34 percent.

4.1.2 Respondents by Age

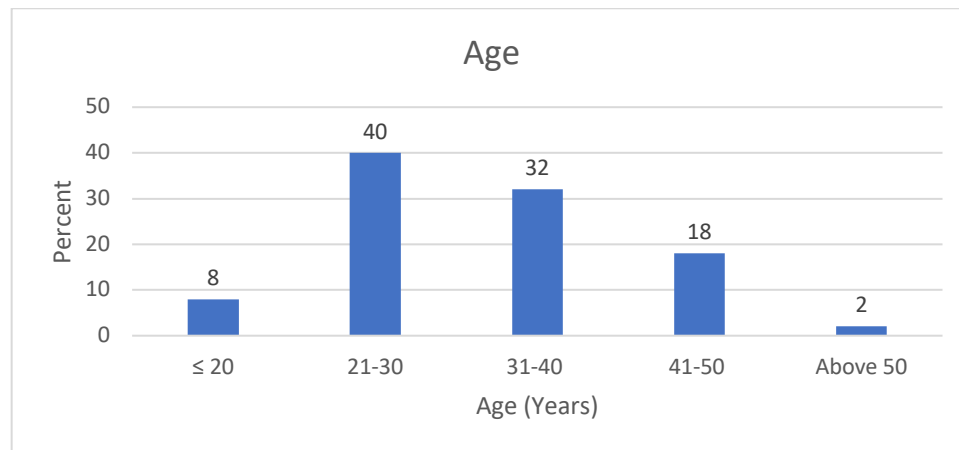
According to Table (4.2) and Figure (4.2), it is clearly mentioned that there are five groups indicated; 20 years and below, between 21 and 30 years old, aged between 31 years and 40 years, aged from 41 to 50 years old, and between 51 and 60 years old respectively.

Table (4.2) Age of the Respondents

No.	Age (Years)	No. of Respondents	Percentage
1.	≤ 20	4	8.0
2.	21-30	20	40.0
3.	31-40	16	32.0
4.	41-50	9	18.0
5.	Above 50	1	2.0
Total		50	100.0

Source: Survey Data (November, 2023)

Figure (4.2) Comparison of Age



Source: Survey Data (November, 2023)

According to the above two illustrations, it is stated that four respondents (8% of the respondents) who are twenty years and below. The age between 21 and 30 years old, there are twenty respondents (40% of the respondents). Furthermore, sixteen respondents (32% of the respondents) are the age between 31 and 40 years old. Nine respondents (18% of the respondents) represent the age group between 41 years and 50 years old. Lastly, only one respondent (2% of the respondents) is the age between 51 and 60 years old. As a result, the majority of the respondents are the age between 21 and 30 years old.

4.1.3 Respondents by Educational Background

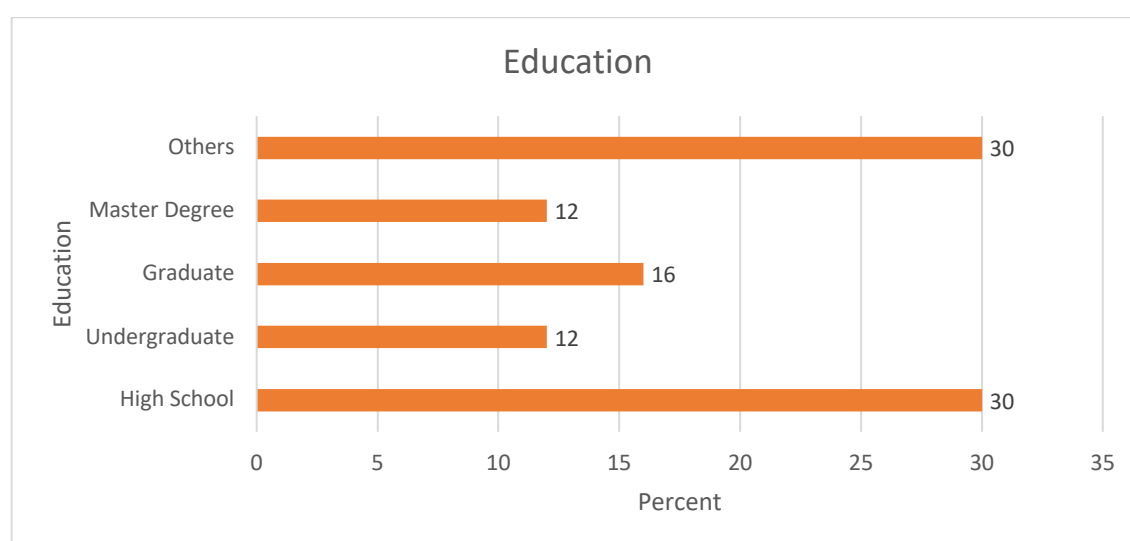
In this part, the total respondents are classified based on education qualifications, such as high school, undergraduate, graduate, master degree and others.

Table (4.3) Respondents by Educational Background

No.	Education Level	No. of Respondents	Percentage
1.	High School	15	30.0
2.	Undergraduate	6	12.0
3.	Graduate	8	16.0
4.	Master Degree	6	12.0
5.	Others	15	30.0
Total		50	100.0

Source: Survey data (November, 2023)

Figure (4.3) Comparison of Educational Qualification



Source: Survey Data (November, 2023)

By viewing the above-stated table and chart, it is clearly illustrated that the biggest group of respondents are high school and other with 30% respectively, follow by the group of Graduated with 16%. The third biggest group of respondents are Master and undergraduate with 12%, respectively.

4.1.4 Respondents by Position

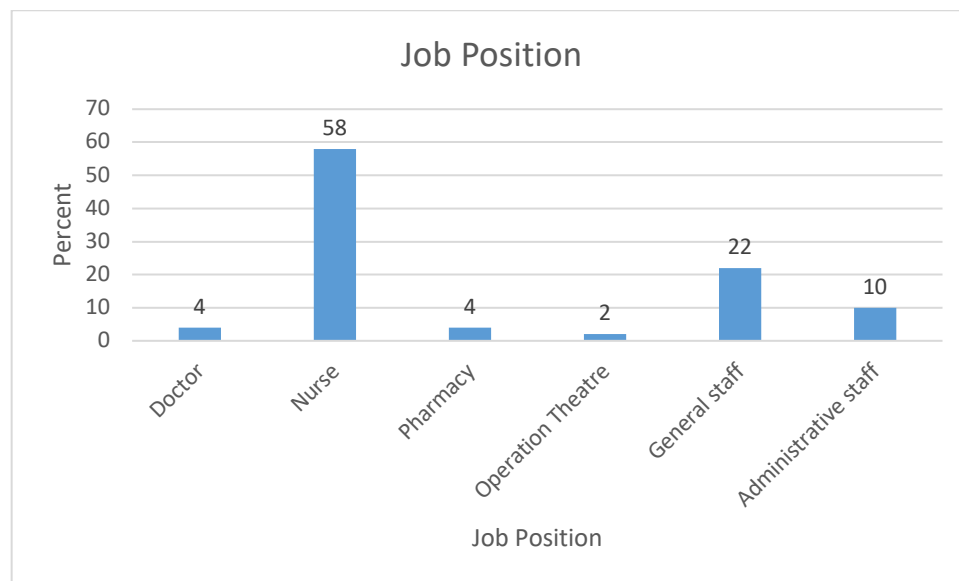
The position of the respondents is generally classified into six groups, such as doctor, nurse, operation theater staff, pharmacy, general staff, and administrative staff. The findings of the respondents' position are provided in the Table and Figure below.

Table (4.4) Occupation of the Respondents

No.	Position	No. of Respondents	Percentage
1.	Doctor	2	4.0
2.	Nurse	29	58.0
3.	Pharmacy	2	4.0
4.	Operation Theatre	1	2.0
5.	General staff	11	22.0
6.	Administrative staff	5	10.0
Total		50	100.0

Source: Survey data (November, 2023)

Figure (4.4) Comparison of Position



Source: Survey Data (November, 2023)

It is found that 58% of the respondents are nurses which is the largest group, the respondents of general staff become the second largest group with 22%, follow by administrative staff at 10%, pharmacy and doctor are at 4% respectively, and 2% of the respondents are the operation theater staff which is the smallest group.

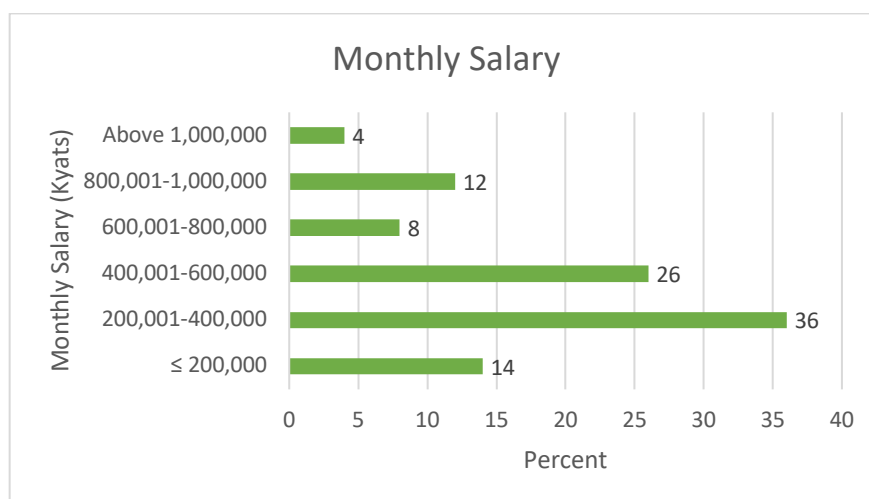
4.1.5 Respondents by Monthly Income

The six categories of respondents' monthly income are summarized in Table (4.5), which analyzes the respondents' monthly income: two hundred thousand kyats and below, between two hundred thousand kyats and four hundred thousand kyats, the income range between four hundred thousand kyats and six hundred thousand kyats, the respondents who have got income between six hundred thousand kyats and eight hundred thousand kyats, between eight hundred thousand kyats and ten hundred thousand kyats, and the above ten hundred thousand kyats.

Table (4.5) Respondents by Monthly Salary

No.	Monthly Salary (Kyats)	No. of Respondents	Percentage
1.	≤ 200,000	7	14.0
2.	200,001-400,000	18	36.0
3.	400,001-600,000	13	26.0
4.	600,001-800,000	4	8.0
5.	800,001-1,000,000	6	12.0
6.	Above 1,000,000	2	4.0
Total		50	100.0

Source: Survey Data (November, 2023)

Figure (4.5) Comparison of Monthly Income

Source: Survey Data (November, 2023)

The group of respondents with a monthly income level between 200,000 kyats and 400,000 kyats, as per the result, has the highest percentage, 36%. The second largest group, 26% represents the respondents who earns above 400,000 – 600,000 on monthly basis. Furthermore, the respondents who get monthly income less than 200,000 becomes third largest group (14%), follow by 12% the respondents whose monthly income between 800,000-1,000,000, 8% the respondents who have got monthly wages between 600,000 kyats and 800,000 kyats, and the respondents whose monthly income above 1,000,000 is 4 %.

4.2 Reliability Analysis of the Variables

Five variables are the main focus of this paper. The independent variables include communication and information sharing, work-life balance initiatives, employee recognition and rewards, career growth and development opportunities. The dependent variable is employee satisfaction. Table displays the variables' reliability analysis.

Table (4.6) Reliability Analysis of the Variables

Sr. No.	Variables	No. of item	Cronbach Alpha
1	Communication and Information Sharing	5	0.924
2	Work-Life Balance Initiatives	5	0.908
3	Employee Recognition and Rewards	5	0.912
4	Career Growth and Development Opportunities	5	0.898
5	Employee Satisfaction	6	0.949

Source: Survey Data (November, 2023)

According to Table (4.6), the Cronbach's alpha values for all variables range from 0.898 to 0.949, achieving the minimum reliability level of coefficient alpha 0.60. Customer satisfaction has the highest Cronbach alpha value, 0.949, followed by Communication and Information Sharing with a Cronbach alpha value of 0.924, Employee Recognition and Rewards with a Cronbach alpha value of 0.912, Work-Life Balance Initiatives with a Cronbach alpha value of 0.908, Career Growth and Development Opportunities with a Cronbach alpha value of 0.898. All independent and dependent variables have Cronbach's alpha values greater than 0.60, which is considered acceptable. Thus, the value of Cronbach's alpha results indicates that all variables are reliable for further analysis.

4.3 Descriptive Analysis of Internal Marketing and Employee Satisfaction

This research explores employee perceptions of factors influencing employee satisfaction at two hospitals. The overall average result of each variable is used to assess

employee satisfaction. Each description of internal marketing parameters and employee satisfaction has its mean value and standard deviation measured.

4.3.1 Communication and Information Sharing

The below mentioned five statements are used to assess satisfaction level at two hospitals and its reliability. Table (4.7) represents the mean and standard deviation of employee impression of Communication and Information Sharing.

Table (4.7) Descriptive Statistics of Communication and Information Sharing

Sr. No.	Statements	Mean Value	Std. Deviation
1	Information about organizational changes is communicated to me.	3.68	.844
2	I receive the frequency of updates regarding hospital activities.	3.72	.834
3	It is transparent the information shared within the hospital.	3.74	.876
4	I feel well-informed about my department's goals and objectives.	3.70	.953
5	I am with the clarity of communication channels within the hospital.	3.90	.863
Overall Mean		3.75	

Source: Survey Data (November, 2023)

Table (4.7) displays that all mean value is 3.75; this demonstrates that respondents agreed with the various statements about service responsiveness. Furthermore, the standard deviation values were less than one, which is a small standard deviation and suggests that respondents kept similar opinions.

The survey results indicate a generally positive perception of communication within the hospital organization. Respondents, on average, agree that they receive information about organizational changes and updates regarding hospital activities. There is also a positive sentiment towards the transparency of information shared within the hospital. While respondents feel well-informed about their department's goals and objectives, there is a slightly higher variability in responses, suggesting some diversity in opinions. Notably, there is strong agreement regarding the clarity of communication

channels within the hospital, with a high mean value and relatively lower standard deviation, indicating a more consistent response. Overall, the organization seems to be effective in communicating information, but it's essential to address any variability in perceptions to ensure a cohesive understanding among employees.

4.3.2 Work-Life Balance Initiatives

The survey results suggest a positive perception among respondents regarding work flexibility and work-life balance initiatives within the hospital. The mean and standard deviation of employee perception on Work-Life Balance Initiatives is stated as below Table (4.8).

Table (4.8) Descriptive Statistics of Work-Life Balance Initiatives

Sr. No.	Statements	Mean Value	Std. Deviation
1	It is flexible work arrangements available to me in my role.	3.98	.958
2	I take advantage of remote work options, if available.	3.82	.691
3	I have the work-life balance initiatives provided by the hospital.	3.80	1.010
4	I feel that the hospital supports me in managing my personal and professional commitments.	3.84	.912
5	I am with the opportunities I have to balance my work and personal life	3.94	.843
Overall Mean		3.88	

Source: Survey Data (November, 2023)

The survey results reflect a positive sentiment among respondents regarding work flexibility and work-life balance initiatives within the hospital. Employees overwhelmingly agree that flexible work arrangements are available in their roles, with a high mean value and moderate standard deviation. The utilization of remote work options is also acknowledged positively, as indicated by a respectable mean and low standard deviation, suggesting consistency in responses. While respondents generally perceive the hospital's support in managing personal and professional commitments,

there is some variability in this perception, indicated by a moderate standard deviation. Overall, the hospital is perceived favorably in providing opportunities for employees to balance their work and personal lives, as evidenced by a high mean value and moderate standard deviation. The organization is addressing any perceived gaps or inconsistencies to ensure a cohesive and supportive work environment for all employees.

4.3.3 Employee Recognition and Rewards

The survey results suggest a generally positive perception among respondents regarding recognition and rewards for their contributions within the hospital. The mean and standard deviation of employee perception on Employee Recognition and Rewards is stated as below

Table (4.9) Descriptive Statistics of Employee Recognition and Rewards

Sr. No.	Statements	Mean Value	Std. Deviation
1	I receive recognition for my contributions at work.	3.84	.792
2	There are formal recognition programs in place within the hospital.	3.78	.790
3	I am with the rewards I receive for my performance.	3.76	.870
4	I believe that my efforts are adequately acknowledged by my supervisors and peers.	3.94	.890
5	The hospital values and appreciates my work.	4.02	.958
Overall Mean		3.87	

Source: Survey Data (November, 2023)

The survey results reveal a positive perception among respondents regarding recognition and rewards within the hospital. On average, employees feel recognized for their contributions, with a high mean value and moderate variability. The acknowledgment is further supported by the agreement that formal recognition programs are in place. Satisfaction with performance-related rewards is expressed, although there is some variability in responses. Importantly, employees strongly believe that their efforts are adequately acknowledged by both supervisors and peers, as reflected in a high

mean value. The most noteworthy sentiment is that the hospital is highly regarded for valuing and appreciating employees' work, with the highest mean value among the statements. While the overall mean of 3.87 indicates a positive perception, addressing variability in responses and maintaining consistent recognition practices could enhance the organizational culture around employee appreciation and further strengthen the positive sentiments expressed in the survey.

4.3.4 Career Growth and Development Opportunities

The analysis in Table 4.9 focuses on career growth and development opportunities within the hospital, presenting mean values and standard deviations for each statement.

Table (4.10) Descriptive Statistics of Career Growth and Development Opportunities

Sr. No.	Statements	Mean Value	Std. Deviation
1	I am participated in any training or development programs offered by the hospital.	3.80	.833
2	The career advancement opportunities are available to me within the hospital.	3.82	.850
3	I am with the professional growth opportunities provided by the hospital.	3.80	.857
4	I have access to mentoring or guidance for my career development.	3.84	.866
5	My work is challenging, stimulating, and rewarding.	3.78	.932
Overall Mean		3.81	

Source: Survey Data (November, 2023)

The analysis presented in Table 4.9 focuses on career growth and development opportunities within the hospital, with mean values and standard deviations for each statement. Respondents, on average, have participated in training programs, perceive career advancement opportunities, and express positivity about professional growth opportunities. Access to mentoring for career development is also acknowledged

positively. The overall mean of 3.81 indicates a generally positive perception of career-related aspects within the hospital. However, there is some variability in responses for the statement about work being challenging, stimulating, and rewarding, suggesting diverse opinions on this aspect. Addressing this variability and ensuring consistent experiences in terms of work satisfaction could contribute to an even more positive and cohesive environment for career growth and development opportunities within the hospital, according to the analysis.

4.3.5 Analysis on Employee Satisfaction

The overall mean of 3.79 indicates a generally positive level of employee satisfaction. Employees, on average, are satisfied with their experience, believe the hospital invests in their skills, and find enjoyment in their work. However, there is some variability in responses, especially in statements related to satisfaction with various initiatives and practices and recommending the hospital as a good place to work. Addressing the areas with higher variability may contribute to a more consistent and positive employee satisfaction across the board.

Table (4.11) Descriptive Statistics of Employee Satisfaction

Sr. No.	Statements	Mean Value	Std. Deviation
1	I believe the hospital invests in enhancing my skills and competencies.	3.82	.941
2	I am satisfied with my experience working at the hospital.	3.86	.729
3	I am satisfied with the various initiatives and practices in place at the hospital.	3.70	.974
4	Considering all aspects of my job, I enjoy working at the hospital.	3.80	1.107
5	I recommend the hospital as a good place to work to others.	3.78	1.016
6	The hospital meets my overall expectations as an employer.	3.76	.960
Overall Mean		3.79	

Source: Survey Data (November, 2023)

The results of the employee satisfaction survey indicate a generally positive sentiment among respondents regarding their experience working at the hospital. On average, employees believe that the hospital invests in enhancing their skills and competencies, expressing satisfaction with their overall work experience. There is a moderate level of satisfaction with the various initiatives and practices in place, but opinions vary, as indicated by a higher standard deviation. While employees, on average, enjoy their work and feel that the hospital meets their overall expectations as an employer, there is some variability in responses, particularly in recommending the hospital as a good place to work. Addressing the areas with higher variability could contribute to fostering a more consistent and positive employee satisfaction across different aspects of their work experience at the hospital.

4.4 Analysis on Effect of Internal Marketing on Employee Satisfaction of OSC Hospital and Kadayhtay Hospital in North Okkalapa

The effect of internal marketing (communication and information sharing, work-life balance initiatives, employee recognition and rewards, career growth and development opportunities) on employee satisfaction is evaluated by using multiple regression analysis.

4.4.1 Model Summary

The model summary is meant to indicate the amount of variation in the dependent variable that can be attributed by changes in the independent variables. The data are shown in Table (4.11).

Table (4.12) Multiple Regression Analysis of Internal Marketing and Employee Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.964 ^a	.930	.923	.23773

a. Predictors: (Constant), Career growth and development opportunities, Employee recognition and rewards, Communication and information sharing, Work-life balance initiatives

The multiple regression analysis conducted on internal marketing factors (communication and information sharing, work-life balance initiatives, employee recognition and rewards, career growth and development opportunities) and employee satisfaction reveals a robust and positive relationship. The correlation coefficient (R) of 0.964 indicates a strong positive correlation, showcasing the direction and strength of the linear relationship. The R Square value of 0.930 implies that approximately 93% of the variability in employee satisfaction can be explained by the chosen predictors. The Adjusted R Square, accounting for the number of predictors, remains high at 0.923, indicating a solid model fit. The low Std. Error of the Estimate (0.23773) suggests that the model's predictions align closely with the actual data points. Collectively, these findings signify a significant and meaningful association between internal marketing factors and employee satisfaction, providing valuable insights into the factors influencing overall employee contentment within the analyzed context. The model demonstrates a high degree of explanatory power, indicating that the chosen internal marketing factors play a substantial role in shaping the satisfaction levels of employees.

4.4.2 ANOVA Result

Form the result of ANOVA Table shown by below, the value of F-test, the overall significant of the model, comes out highly significant in OSC and Kadayhtay Hospital at 1percent level.

Table (4.13) ANOVA Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	33.570	4	8.393	148.497	.000 ^b
Residual	2.543	45	.057		
Total	36.113	49			

a. Dependent Variable: Employee Satisfaction

b. Predictors: (Constant), Career growth and development opportunities, Employee recognition and rewards, Communication and information sharing, Work-life balance initiatives

The ANOVA table results from the multiple regression analysis provide insights into the overall significance of the model examining internal marketing factors

(communication and information sharing, work-life balance initiatives, employee recognition and rewards, career growth and development opportunities) in relation to employee satisfaction. The regression model demonstrates statistical significance ($p\text{-value} = 0.000b$), indicating that at least one of the predictor variables significantly contributes to explaining the variance in employee satisfaction. The F-statistic of 148.497 further supports the model's significance. The degrees of freedom for regression (4) and residuals (45) highlight the partitioning of variation between the explained and unexplained components. The mean square values represent the average variability in each source, and their relationship contributes to the F-statistic. Overall, the ANOVA results suggest that the selected predictors collectively play a meaningful role in explaining the variation in employee satisfaction, providing a statistically significant model for understanding the impact of internal marketing factors within the analyzed context.

4.4.3 Coefficients Result

The coefficients table provides information about the regression coefficients associated with each predictor variable (communication and information sharing, work-life balance initiatives, employee recognition and rewards, career growth and development opportunities) and the constant term in the regression equation.

Table (4.14) Coefficients Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.613	.185		-3.319	.002
Communication and information sharing	.126	.131	.112	.961	.342
Work-life balance initiatives	.174	.141	.154	1.237	.222
Employee recognition and rewards	.337	.130	.291	2.604	.012
Career growth and development opportunities	.512	.143	.436	3.584	.001

a. Dependent Variable: Employee Satisfaction

The coefficients table from the multiple regression analysis unveils crucial insights into the relationship between internal marketing factors and employee satisfaction. The constant term (-0.613) represents the estimated mean value of employee satisfaction when all predictor variables are zero. Among the specific predictors, communication and information sharing, work-life balance initiatives, show coefficients of 0.126 and 0.174, respectively, suggesting positive associations with satisfaction, although these associations are not statistically significant (p-values of 0.342 and 0.222). Recognition exhibits a notable coefficient of 0.337, signifying a positive and statistically significant impact on satisfaction (p-value of 0.012). However, the most impactful predictor is career growth and development opportunities, with a substantial coefficient of 0.512 and a highly significant p-value of 0.001, indicating a robust positive relationship with employee satisfaction. Standardized coefficients (Beta) further emphasize the relative importance of each predictor, reinforcing the significance of Recognition and Career Development in influencing employee satisfaction. In summary, the coefficients analysis delineates the varying impacts of internal marketing factors on employee satisfaction, shedding light on the crucial role of Recognition and Career in shaping employees' contentment within the analyzed context.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

This chapter summarizes the study's findings, discussion, and conclusion, followed by analysis-based suggestions and recommendations for the Hospital Industry. This chapter also included suggestions for further research that were clearly involved in satisfying the research's limitations. More research could provide a more accurate analysis and results for understanding the impact of internal marketing on employee satisfaction.

5.1 Findings and Discussions

This study aimed to explore the impact of internal marketing on job satisfaction within OSC Hospital and Kadayhtay Hospital in North Okkalapa. The investigation encompassed various facets, including organizational communication, career development opportunities, recognition programs, and work-life balance initiatives.

The demographic study conducted at OSC Hospital and Kadayhtay Hospital in North Okkalapa sheds light on the composition of the workforce, providing essential insights into the characteristics of the surveyed employees. The gender distribution reflects a notable majority of female respondents. This gender distribution may influence the workplace dynamics and warrant attention in understanding how internal marketing initiatives impact job satisfaction across gender lines.

Examining the age distribution, the largest proportion of respondents falls within the 21-30 age range. This demographic trend aligns with the typical composition of younger professionals within the healthcare sector. Notably, there is a smaller representation of individuals aged 50 and above. Understanding the preferences and needs of different age groups becomes crucial for tailoring internal marketing strategies that resonate with the diverse workforce. Educational background analysis indicates a significant portion of respondents with a high school education, and an equal percentage with other educational backgrounds. This diversity underscores the importance of crafting internal marketing messages and initiatives that cater to individuals with varying educational levels and backgrounds.

Occupational distribution reveals that nurses are the predominant group. General staff follows as the second-largest group. The presence of smaller groups, such as

pharmacy, doctors, and operation theater staff, highlights the multidisciplinary nature of the healthcare workforce. Tailoring internal marketing strategies to address the unique needs and challenges of each occupational group becomes imperative for fostering job satisfaction across various roles. Analyzing monthly income, the majority of respondents fall within the 200,001-400,000 kyats income range. This income distribution pattern reflects the economic diversity within the hospital staff. Recognizing the financial considerations of employees is crucial in designing internal marketing initiatives that resonate with their unique circumstances.

In conclusion, the demographic study provides a comprehensive foundation for understanding the diverse workforce in OSC Hospital and Kadayhtay Hospital. The findings underscore the importance of considering gender, age, education, occupation, and income levels in tailoring internal marketing strategies that effectively enhance job satisfaction and engagement across the entire spectrum of the healthcare workforce.

The reliability analysis establishes the internal consistency of the survey instrument, ensuring that the variables under consideration exhibit acceptable levels of reliability. Moving to the descriptive analysis of internal marketing parameters and employee satisfaction, the overall mean of the communication and information sharing dimension indicates a positive perception among respondents regarding information sharing within the hospital. While there is general agreement on organizational changes and updates, there is a slight variability in opinions about departmental goals and objectives. The highest satisfaction is observed in the clarity of communication channels, demonstrating effective communication practices. Overall, the organization excels in conveying information, but attention to the variability in perceptions is essential for a more cohesive understanding among employees.

Analyzing work-life balance initiatives, the overall mean reveals a positive sentiment regarding flexibility and work-life balance initiatives. Employees appreciate flexible work arrangements and remote work options, highlighting the positive impact of these initiatives. While there is some variability in perceptions about the hospital's support in managing personal and professional commitments, the overall positive outlook suggests a supportive work environment. Addressing any perceived gaps in this dimension could further enhance the overall work-life balance for employees.

The analysis of employee recognition and rewards indicates a generally positive perception among respondents. Employees feel recognized for their contributions, and there is strong agreement that the hospital values and appreciates their work. Addressing

the variability in responses and maintaining consistent recognition practices could further strengthen the positive sentiments expressed in the survey.

Moving to career growth and development opportunities, the overall mean signifies a positive perception of career-related aspects within the hospital. Employees appreciate training programs, perceive career advancement opportunities, and express positivity about professional growth opportunities. Addressing the variability in responses about work being challenging, stimulating, and rewarding could contribute to a more positive and cohesive environment for career growth and development opportunities within the hospital.

The analysis on employee satisfaction is indicating a generally positive level of employee satisfaction. Employees are satisfied with their experience, believe the hospital invests in their skills, and enjoy their work. However, there is some variability in responses, particularly in recommending the hospital as a good place to work. Addressing the areas with higher variability could contribute to fostering a more consistent and positive employee satisfaction across different aspects of their work experience at the hospital.

Finally, the multiple regression analysis explores the effect of internal marketing factors on employee satisfaction. The coefficients analysis highlights the positive impact of recognition and rewards and career growth and development opportunities on employee satisfaction, reinforcing their crucial role within the internal marketing framework.

In conclusion, effective internal marketing practices, particularly in the dimensions of communication, work-life balance, recognition and rewards and career growth and development opportunities, significantly contribute to positive employee perceptions and satisfaction within OSC Hospital and Kadayhtay Hospital in North Okkalapa. Addressing the variability in perceptions and consistently reinforcing these practices could further enhance the overall employee experience and satisfaction within the hospitals.

5.2 Recommendations

Following a comprehensive analysis of internal marketing factors and their influence on employee satisfaction within OSC Hospital and Kadayhtay Hospital in North Okkalapa, several recommendations are proposed to improve organizational practices and cultivate a more positive work environment.

Firstly, there is a need to strengthen communication channels within the hospitals. Implementation of measures to enhance transparency and clarity in communication can significantly contribute to employee satisfaction. Regular feedback sessions or surveys should conduct to understand employee perceptions of communication effectiveness, and the establishment of platforms for open dialogue can ensure that all staff members feel well-informed.

Secondly, the refinement of work-life balance initiatives is crucial. Continuous assessment and improvement of existing initiatives based on employee feedback should contribute to better work-life balance. Additional support for managing personal and professional commitments should be provided, and the encouragement of flexible work arrangements and remote work options can further support employees in achieving a healthy work-life balance.

Consistent recognition practices represent another key recommendation. Developing and implementing fair recognition practices across all departments, providing training for supervisors and peers on effective recognition strategies, and establishing formal recognition programs can contribute to a positive and motivating work environment.

Cultivating career growth opportunities is equally important. Strengthening existing training and development programs, facilitating mentorship programs, and exploring additional opportunities for challenging and rewarding work experiences can contribute to employees' professional growth and satisfaction.

Continuous monitoring and adaptation form a fundamental recommendation. Establishing a system for continuous monitoring of employee perceptions and satisfaction, regular assessment of the effectiveness of implemented initiatives, and fostering a culture of adaptability should ensure ongoing improvement and relevance to organizational needs.

Promoting recognition and career development in the organizational culture is crucial. Integrating the importance of recognition and career development into the culture, communicating the significance of these factors at all levels of the organization, and encouraging leadership to actively support initiatives in these areas will create a positive and growth-oriented organizational culture.

In conclusion, the implementation of these recommendations is anticipated to contribute to a more supportive, transparent, and engaging work environment within the

hospitals. Continuous evaluation and adaptation of these strategies will be essential to ensuring sustained positive employee experiences in the dynamic healthcare setting.

5.3 Suggestion for Further Research

Building upon the insights gained from this study, there are several avenues for further research that could contribute to a more comprehensive understanding of the dynamics within Myanmar's healthcare sector to promote health care services for its own people amidst socio-political turmoil.

Future research could adopt a comparative approach, examining the differences and similarities between the private and public healthcare sectors in Myanmar. By exploring the distinct challenges, motivations, and preferences of employees in each sector, researchers can provide valuable insights into the overall landscape of healthcare provision in the country.

Additionally, longitudinal studies could be conducted to track changes in employee motivations, statuses, and preferences over time, allowing for a more practical understanding of how socio-political instability impacts the healthcare workforce in Myanmar. Such research could highlight evolving trends and inform the development of strategies for mitigating the negative effects of instability on employee well-being and job satisfaction.

Furthermore, qualitative studies that delve deeper into the experiences of healthcare workers, including their coping mechanisms, resilience, and sources of support, could provide valuable insights into the ways in which individuals navigate and respond to challenging environments. By amplifying the voices of frontline healthcare workers, such research can offer invaluable perspectives for informing policy and practice in Myanmar's healthcare sector.

To advance the understanding of internal marketing and its impact on employee satisfaction in healthcare settings, future research endeavors could explore several avenues. Firstly, investigating the role of leadership styles and their influence on internal marketing practices could provide valuable insights. Understanding how different leadership approaches impact communication, recognition, and career development initiatives can inform effective leadership strategies to enhance employee satisfaction.

Furthermore, a comparative analysis across various departments within hospitals may yield nuanced insights. Exploring how internal marketing practices vary across departments and assessing their differential effects on employee satisfaction can help tailor strategies to address specific departmental needs, fostering a more targeted and impactful approach. The longitudinal study of internal marketing initiatives and their sustained impact on employee satisfaction is another promising area. Examining the long-term effects of implemented strategies and identifying factors contributing to their sustainability can guide organizations in developing enduring practices that continually enhance employee satisfaction.

Moreover, future research endeavors could explore the moderating effects of contextual factors such as organizational culture, and industry dynamics on the relationship between internal marketing and employee satisfaction. Longitudinal studies tracking the long-term effects of internal marketing initiatives on employee retention, organizational performance, and patient outcomes could provide valuable insights into the sustained impact of these interventions. Additionally, comparative analyses across different healthcare settings and geographical regions could offer a broader understanding of the generalizability and effectiveness of internal marketing strategies in diverse contexts. Such research endeavors would enrich the existing literature and inform evidence-based practices in healthcare management.

Additionally, the exploration of cultural and contextual factors influencing the reception of internal marketing practices is essential. Analyzing how cultural nuances and the broader healthcare landscape impact employees' perceptions of internal marketing initiatives can lead to more culturally sensitive and context-specific strategies. Lastly, incorporating qualitative methodologies, such as in-depth interviews or focus group discussions, can provide a richer understanding of employees' experiences. Qualitative research can capture nuanced aspects of internal marketing and employee satisfaction that may not be fully captured through quantitative measures, offering a more holistic view of the phenomenon.

Further research in these areas has the potential to enrich our understanding of the complexities inherent in providing healthcare services amidst socio-political turmoil, ultimately contributing to the development of more effective strategies for supporting healthcare workers and improving healthcare provision in Myanmar.

In summary, further research in these suggested areas can contribute to a more comprehensive understanding of internal marketing dynamics in healthcare organizations, offering actionable insights for the development of targeted strategies to enhance employee satisfaction.

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APPENDIX A
SURVEY QUESTIONNAIRE

This questionnaire will be used to study **the Impact of Internal Marketing on Job Satisfaction in OSC Hospital and Kadayhtay Hospital in North Okkalapa.**

This would be confidential and data will be only used for the academic research of MBA thesis. Thank you for your participation.

SECTION (A): GENERAL INFORMATION

1. Gender

- ☐ ☐ Male
☐ ☐ Female

2. Age

- ☐ ☐ ≤ 20 years
☐ ☐ 21-30 years
☐ ☐ 31-40 years
☐ ☐ 41-50 years
☐ ☐ Above 50 years

3. Academic Education

- ☐ ☐ High-school
☐ ☐ Under Graduate
☐ ☐ Bachelor Degree
☐ ☐ Master Degree
☐ ☐ Others

4. Position

- ☐ Doctors
☐ ☐ Nurses
☐ ☐ Pharmacy
☐ Operation Theatre
☐ ☐ General Staff

☐ ☐ Administrative staff

5. Salary

☐ ☐ ≤ 200,000 Kyats

☐ ☐ 200,001 to 400,000 Kyats

☐ ☐ 400,001 to 600,000 Kyats

☐ ☐ 600,001 to 800,000 Kyats

☐ ☐ 800,000 to 1,000,000 Kyats

☐ ☐ Above 1,000,000 Kyats

SECTION (B): Internal Marketing

Please tick (✓) in the box to indicate how agreeable you are with the following statements.

(1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)

Communication and Information Sharing

No.	Statement	1	2	3	4	5
1	Information about organizational changes is communicated to me.					
2	I receive the frequency of updates regarding hospital activities.					
3	It is transparent the information shared within the hospital.					
4	I feel well-informed about my department's goals and objectives.					
5	I am with the clarity of communication channels within the hospital.					

Work-Life Balance Initiatives

No.	Statement	1	2	3	4	5
1	It is flexible work arrangements available to me in my role.					
2	I take advantage of remote work options, if available.					
3	I have the work-life balance initiatives provided by the hospital.					
4	I feel that the hospital supports me in managing my personal and professional commitments.					
5	I am with the opportunities I have to balance my work and personal life					

Employee Recognition and Rewards

No.	Statement	1	2	3	4	5
1	I receive recognition for my contributions at work.					
2	There are formal recognition programs in place within the hospital.					
3	I am with the rewards I receive for my performance.					
4	I believe that my efforts are adequately acknowledged by my supervisors and peers.					
5	The hospital values and appreciates my work.					

Career Growth and Development Opportunities

No.	Statement	1	2	3	4	5
1	I am participated in any training or development programs offered by the hospital.					
2	The career advancement opportunities are available to me within the hospital.					
3	I am with the professional growth opportunities provided by the hospital.					
4	I have access to mentoring or guidance for my career development.					
5	My work is challenging, stimulating, and rewarding.					

SECTION (C): EMPLOYEE SATISFACTION

Please tick (✓) in the box to indicate how agreeable you are with the following statements.

(1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)

Employee Satisfaction

No.	Statement	1	2	3	4	5
1	I believe the hospital invests in enhancing my skills and competencies.					
2	I am satisfied with my experience working at the hospital.					
3	I am satisfied with the various initiatives and practices in place at the hospital.					
4	Considering all aspects of my job, I enjoy working at the hospital.					
5	I recommend the hospital as a good place to work to others.					
6	The hospital meets my overall expectations as an employer.					