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Motivational Needs, Core-Self-Evaluations and their Link with Job Satisfaction: Evidence from Telecom Sector of Pakistan

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Abstract

Organizations increasingly realize that in order to keep existing external customer satisfied, it is essential to get employees satisfied. Main objective of this study is to analyze individual's motivational factors and their relationships with internal market orientation, and their overall relationship with employee job satisfaction. Data for this cross-sectional study is collected from 287 employees through questionnaire. The data is analyzed through structural equation modeling. The results showed direct relationship between employee's core self-evaluations and internal market orientation. Also that these constructs contribute significantly in enhancing job satisfaction.

The study provides information on how personality relates with organizational efforts in contributing towards job satisfaction through internal market orientation. There are very rare studies to examine the impact of core-self-evaluation on internal market orientation practices' which further affects employee job satisfaction. Hence, it makes a contribution toward literature for both academic scholars and practitioners.

Keywords: internal market orientation, employee job satisfaction, personality trait, core self-evaluations.

1. Introduction

In past years, increased competition, globalization and development of information technology have resulted in emphasis on satisfaction of customers. According to existing studies, it can be five to six times more expensive to acquire a new customer than it does to keep one existing customer (Keiningham et al 2005). In order to keep external customer satisfied there is a strong need to align internal customers with needs of external

customers in order to satisfy their needs. Internal marketing is internal counterpart of marketing strategies that involves the same processes as that of traditional marketing with implications to internal customers, that are, the employees of the company. Furthermore Internal Marketing can have a more concentration on the front-line employees of the company as those are the ones with whom the customers often come in direct contact. Internal market orientation will result in satisfied front-line employees. Depending on the particular industry, it is possible to increase profit by up to 60% after reducing potential switching of customers by 5% (Reichheld, 1993).

Additionally, Pakistan continues to enhance it-self in a services economy, along with a goods producing economy. Service sector's steady contribution towards Pakistan's GDP stands more than 50 percent in the past years (Ahmed & Ahsan, 2011). With the economy escalating, competition increasing rapidly, and the demographics of the workforce becoming more and more diverse, attaining service competitiveness is becoming complex, while being essential for practitioners at the same time. The service delivery industry seems to have great pressures of competition than ever before.

One of the primary concerns for marketers is managing external marketing factors to influence the competitive advantage of their product or service (Ahmed & Rafiq, 2003; Lings, 2004). The literature of marketing is primarily external focused on the consequences rather than focusing internally, at the same time. Existing literature on market orientation is predominately focused externally on competitors and customer whereas internal stake holders are generally not included in market orientation (Greenley & Foxall, 1998). This narrow-minded, focus on external customers limits the viewpoint of the marketers and restricts opportunities, rather than generating opportunities for marketers to enlarge their vision and to include internal customers (i.e. employees), along with the external customers in marketing research and practices.

In order to understand the essence of this study, one should try to perceive that what is the employee's course of action, which eventually gets him engaged in certain behaviors on the job, which are because of the set of internal and external forces. External forces include the forces with the organizational perspective and internal forces include the employee's motivational factors. The Internal factors are found to be correlated with overall level of employee job satisfaction in general. Traits relating to employee's motivation are also an important part of employee's internal traits (French & Emerson, 2013). Managers develop relationships with each employee, which affects their behavior. Also that when tested the influence of motivational needs on the behavior of both manager and employee came out to be significant (McClelland & Burnham, 1976). Similarly, in context of telecom sector companies the motivational needs play a vital role (Madhoob, 2005).

1.1 Purpose of Study

The purpose of the study is to examine the relationships between different factors that may affect employee's job satisfaction in services sector as marketers are searching for ways to retain more and more customers through improved customer services. Uncovering the linkages between employee's attitude, behavior and activities, may give practitioners important insights into specific activities and behaviors that influence business outcomes for a competitive advantage.

Many constructs are studied to predict customer retention and customer satisfaction regarding marketing perspectives, such as internal marketing & market orientation (Parasuraman et al 1985). Internal market orientation was mainly developed from internal marketing and market orientation. Whereas employee's motivational factors have been studied, but separately in the literature. These individual constructs lack empirical research (Gounaris, 2008; Gounaris, 2006; Lings, 2004; Rafiq & Ahmed, 1993) and they have not been studied together. By studying these construct together in one study, it may add to the present understanding of organization-employee relationship. This may give some understanding of the linkage between the different aspects of the front-end employee related issues, to improve business outcomes.

1.2 Problem Identification

Individual's internal influence is a significant concern with reference to its impact on job satisfaction. There are many internal constructs that influence the EJS (Locke, 1976) that is, motivational factor(s), as these are vital predictors of employee's attitude and behavior. Westover and Taylor (2010) in his meta-analysis stated that need-based motivation strongly influence EJS. The individual's motivation has not been fully explored by researchers so far rather it has only been investigated partially with respect to the human resources domain. Thus the need emerges to investigate the influence of Motivational Needs (MNs) on EJS particularly in the marketing perspective, and the current study aims to explore this factor more comprehensively.

Organizational perspective was the second issue pertaining to the manner it motivates the employee and ultimately enhance employee job satisfaction (EJS). In this case organizational perspective includes Internal Market Orientation. Many studies have suggested that competitive advantage in the services sector may be attained if the managers tend to focus more on the employee's needs and wants and tend to fulfil them (Berry, 1987; Berry & Parasuraman, 1991).

1.3 Problem Statement

To what extent, employee's motivational needs and organization's internal market orientation determine employee's job satisfaction.

1.4 Research Objectives

After the extensive review of literature on the customer satisfaction, internal market orientation and employee behaviour regarding their job, the objectives of this research study were:

- To investigate the effect of motivational need factors on employee job satisfaction
- To investigate the effect of motivational need factors on internal market orientation.
- To investigate the effect of internal market orientation on employee job satisfaction

1.5 Research Questions

To achieve the objectives for this research, the following main research questions will be addressed.

- What is the role of employee's motivational factors in the perception of organizational marketing efforts?
- How do employee's motivational factors persuade them in the enhancement of employee job satisfaction?
- What is the role of organizational influence in the development of employee job satisfaction?

1.6 Research Significance

This study is at the fore front of marketing and human resource. This study adds to previous studies into internal market orientation and employee job satisfaction in several ways. This will provide management insight about internal market orientation and its effectiveness to increase customer satisfaction through increasing employee job satisfaction of employees. The study could be used by the human resource domain to build up a list of characteristics and a set pattern to follow, while hiring, to evaluate the intake. This will help them find the best set of employees that fit with their internally marketed oriented culture (Lings & Greenley, 2005). Exploring these together may provide new insights into the organization-employee connections that practitioners seek to balance the employee-customer focus (Eisenberger et al 2013). Based on the literature review to date, these constructs have not been studied together as proposed in this research, thus adding to this area of research and knowledge.

The key contributions of this research study towards existing theories and literature are: Concrete establishment and configuration of the antecedents of employee's job satisfaction, Identification of the significance of relationship between the individual's need based motivation and organizational perspective.

Practical Significance: Being able to quantify specific employee practices and behaviors that eventually predict service and business outcomes is of great interest to practitioners and academics (Narver & Slater, 1990). Finding equilibrium between employees and customers to achieve this is necessary to avoid negative financial and delivery consequences (Lings & Greenley, 2005). Knowing the influence of the dimensions of internal market orientation on employee job satisfaction may provide specific insights into what managers could and should do to provide increased customer service (Bansal et al 2001).

2. Literature Review

Increasingly competitive environment is compelling originations to consider its workers or employees other than customers or competitor as key elements of a fir (Yoon et al 2004). Internal Market Orientation can be referred to as the company's focus on employees market and the managerial commitment to understand needs and values of employees and respond to these needs, providing them all means to deliver intended service as per organization's external marketing objectives and strategies (Gounaris, 2008).

2.1 Internal Market Orientation

The concept of marketing is a combination, mainly of three elements including communication between all company departments, customer orientation, and profit orientation. The practitioners take keen interest in the practical application of these concepts of marketing. Unfortunately to-date these concepts do not seem to get

generalized over different situations, and their standardization is yet to be achieved (Kohli & Jaworski, 1990; Lings, 2004). To better understand the practical characteristics of concept of marketing, theories of market orientation were established and were undergone through empirical research. The researchers reported linkages between markets orientated company culture and organizational performance (Kohli & Jaworski, 1990; Narver & Slater, 1990). Market orientation stresses the importance of responsiveness to needs of customers, becoming an important aspect of marketing practice (Hooley et al 2003; Kohli & Jaworski, 1990).

“Symmetric Orientation” was the term used to describe the Internal and external market orientation (Piercy, 1995). He further argued that performance of a company is based on its ability to align internal and external environment with the objectives of the company. Also Berry (1987)’s assertion came out to be supported by other researchers. His concept was that a company’s external market has an internal counterpart. This also provides strong basis for the concept of internal marketing. Conduit and Mavondo (2001) concluded that if any organization does not have internal market orientation it will affect their ability to satisfy customers. The ability of an organization to implement marketing practice is more likely to create value for their customers after having better coordinated efforts (Gounaris et al 2004; Narver & Slater, 1990).

These researches applied the existing functions of external marketing internally (Ahmed & Rafiq, 2003; Berry, 1987). Linking the customer focused, external orientation researches into market orientation with an employee focused, internal marketing, led to the advancement into internal market orientation (Lings, 2004; Lings & Greenley, 2005). The measurement of internal market orientation (IMO) was used to assess the extent to which the practice of internal marketing is achieved successfully in an organization (Carlos & Rodrigues, 2012).

There are many similarities between the broad concept, internal and external market orientation. In Internal market orientation authors have considered three broad actions which imply the adaptation of internal market orientation these are (a) information collection (Piercy, 1995; Stauss & Schulze, 1990; Wasmer & Ii, 1991), (b) information dissemination (Piercy, 1995; Tansuhaj et al 1988) and (c) Response to information (Berry & Parasuraman, 1991; Lukas & Maignan, 1996).

2.2 Motivational Needs

Motivational needs tries to clarify how the different needs, that are, achievement, affiliation and power, impact people and their interpersonal relations, from a managerial perspective. Motivational needs comprises of, Need for Achievement (NACH), Need for Affiliation (NAFF) and Need for Power (NPOW) (McClelland, 1961). Managers develop different relationships with each employee (Dansereau, Graen, & Haga, 1975), and McClelland and Burnham (1995) tested the influence of motivational needs on the behavior of both manager and employee. Similarly, in context of telecom sector companies the motivational needs play a vital role (Madhoob, 2005).

2.3 Employee Job satisfaction

Job satisfaction can be defined as positive emotional state achieved from once job experienced or appraisal of that specific job (Locke, 1976). To define the concept of employee job satisfaction operationally the researcher had considered the employees feeling about their work excluding all the other dimensions or incidents that may

influence job satisfaction (Homburg & Stock, 2005). Satisfaction may also rise from the equity theory proposed by Adams (1963) which is related to the perception of inputs and outputs, if the employee perceives that his outputs exceed from inputs then he will try to reciprocate by increasing the level of inputs (Lings & Greenley, 2005). Employee job Satisfaction is found to be strongly influenced by the level of communication in an organization. This communication usually includes the communication between managers and employees (Thomson & Hecker, 2000).

3. Theoretical Support

As previously explained, the literature has employed two main viewpoints for studying i.e. organizational and individual perspectives. Within an organization a lot of social exchanges take place. Literature also argues that the employee's own competencies, motive, traits and skills play a vital role in how employees might respond to different organizational environments (Ahmed & Rafiq, 2003). This study also relates to relational competency theory (Hansson & Carpenter, 1994) and Herzberg's two-factor theory. In order to properly develop and get efficient response from internal market orientation, employee's motivational factors, traits & skills need to be considered, so as to help understand and eliminate different obstacles (Piercy, 1995). This helps in motivating employee and eventually better follows firm's internal market orientation which eventually effects employee's performance (Carter & Gray, 2007; Kohli & Jaworski, 1990; Lings & Greenley, 2005).

3.1 Conceptual Framework of the Study

The literature review from these areas along with psychology literature served as the basis for comprehending the employee job satisfaction and the causes behind this behavior and thus provided significant grounds for establishing a comprehensive framework in order to achieve the research objectives.

Hypothesis

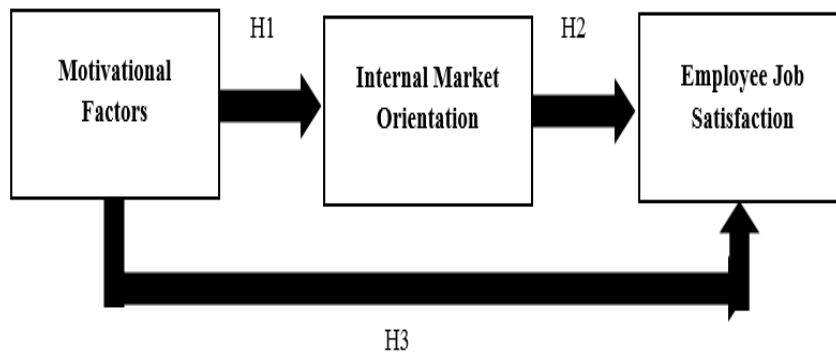


Figure I: Conceptual Framework

On the basis of the literature cited above, this chapter details the research framework established to investigate and analyze the job satisfaction phenomena and for that a series of hypotheses has been formulated to conduct the study for testing the proposed research model empirically. Following hypothesis can be generated after exploring the literature review:

- H₁. Motivational needs have significant and positive effect on Internal Market Orientation.
- H₂. Motivational needs have significant and positive effect on Employee Job Satisfaction.
- H₃. Internal Market Orientation has significant and positive effect on Employee Job Satisfaction

4. Research Methodology

4.1 Research Design

This cross-sectional study is a convenience sample based research regarding business-to-consumer telecom sector service companies in the Pakistan. Telecom sector organizations, with offices in Islamabad & Punjab were used to collect the data. Employees serving at Front-line level were potential respondents for this research study. Population included customer services representatives, team leads & floor supervisors at the contact center, along with front-desk representatives, team leads & supervisors at the service centers, too. Convenience sampling technique issued to float 366 questionnaires for appropriate interpretation. Questionnaire were distributed physically and in the form of online targeted surveys to collect data and opinions of the participants in the sample, and the responses were received personally and recorded online, respectively. Respondents were employees from customer care departments and the front-desk representatives of organization.

4.2 Instrumentation

The variables and their dimensions are new to the area of knowledge, thus standardized instruments are used to collect the view of respondents. The adopted instrument for IMO is from Lings and Greenley (2005) model. The model described four major areas through which IMO can be studied within an organization. i.e. Informal information generation, Formal information generation, Dissemination of information and Response to information. The 16-item instrument to measure IMO is adopted from Tortosa-Edo, Sánchez-García, and Moliner-Tena (2010).

To measure the personality traits, 12-item instrument for core self-evaluations by Judge, Erez, Bono, and Thoresen (2003) is used. The higher-order needs i.e. Locus of control, neuroticism; self-efficacy and self-esteem combine to form core self-evaluations. Employee job satisfaction is measured using the 4-item instrument provided by Cammann, Fichman, Jenkins, and Klesh (1983).

Table: 1 Variables and Reliability of Previous Studies

Sr.#	Variables	Codes	Instrument Author	Reliability	No. of Items
1	Core Self-Evaluations	CSE	Judge, Erez et al. (2003)	0.84	12
2	Motivational Needs	MN (NACH, NAFF, NPOW)	Steers and Braunstein (1976)	0.86, 0.8, 0.83	15
3	Employee Job Satisfaction	EJS	Cammann, Fichman et al. (1983)	0.902	4
4	Demographic Variables	-	Self-developed	-	5

4.3 Analysis Technique(s)

This study aims to develop and investigate the structural equation modeling (SEM) of employee job satisfaction with internal market orientation and motivational need factors. As the model includes number of equations therefore structural equation modeling technique was used to test hypothesis and determine the model for its goodness of fit. AMOS 18.0 was used for this purpose to estimate simultaneous setting of the variables. Very few studies have analyzed, the results for all these variables together to determine their statistical significance, using AMOS, therefore, providing a major research gap, along with discussing the constructs in detail.

Step-1: Measurement Model

The part of structural equation modeling that relates measured variables to latent variables is known as measurement model. It is known as Confirmatory Factor Analysis (CFA). After these measures, the model is then analyzed for its fit statistics indices, reliability and validity.

Step-2: Structural Model

The part of structural equation modeling that relates latent variables to each other is known as structural model. This is used to test the terms for hypothesis and analyze structural linear association and correlations between independent and dependent variables.

4.3.1 Fit statistics for SEM models (i.e. measurement & structural model)

As Fit statistics constitutes of multiple indices that are used to evaluate the fitness of both the measurement and structural model and the current study has evaluated following five multiple indices to serve the purpose of assessing the model investigated by the study. Finally an overall measurement model fit is evaluated through five essential multiple indices i.e. relative chi-square CMIN/DF, Goodness-of-Fit Index (GFI), Adjusted

Goodness-of-Fit Index (AGFI), Comparative Fit Index (CFI) and Root Mean Square Error of Approximation (RMSEA).

4.3.2 Relative Chi-square (CMIN/DF)

The chi-square test is usually not considered a very useful measure of goodness of fit due to its limitation of being highly influenced by the sample size especially when the sample size exceeds 200 and there are more chances to either reject the model or generation of type II error (case of rejection when phenomena is true). The poor model fit results even from very trivial misspecifications when the size of sample is increased in case of inclusion of large number of variables which affects the degree of freedom. Secondly the observed chi-square remains statistically significant even when the data has good enough model fit. Mostly chi-square test is required for CFA (measurement model) with very small co-efficient signifying the adequate fit.

In order to decrease the dependency of chi-square on the degree of freedom, the chi-square fit index is divided by the degree of freedom and this is known as relative or normal chi-square. This relative chi-square is termed as CMIN/DF (table range for (chi square/degree of freedom ratio) by AMOS.

Carmines and McIver (1981) has given an acceptance fit range for both the sample data and the hypothetical model for it as 3 to 1 or 2 to 1. Whereas Marsh and Hocevar (1985) recommended and reported differently in terms of at most 5 and at least 2 for the indication of acceptable fit.

4.3.3 Goodness Fit Index (GFI)

According to Gefen, Straub and Boudreau (2000), the absolute fit of both the measurement and structural model is tested by GFI. Raykov and Marcoulides (2000) are of the view that GFI is a degree of variance and covariance proportion as per the explanation ability of the model. GFI value lies between 0 and 1, with 1 depicting the perfect fit.

4.3.4 Adjusted Goodness Fit Index (AGFI)

Byrne (2001) reported a way of adjusting the degree of freedom number for the model and termed as AGFI which is quite different from GFI, and it matches the theorized model with no model having range of perfect fit between 0 and 1 where AGFI has to be above 0.80 for the indication of well-fitted.

4.3.5 Comparative fit index (CFI)

Fan, Thompson and Wand (1999) explained that CFI tests the heteroscedastic relationship among the dependent and independent variables that varies with the modifier's class as it is a measure that remains least affected by sample size with fit acceptance range between 0 and 1 where perfect fit is signified by 1.

4.3.6 Root Mean Square Error of Approximation (RMSEA)

The degree of model's approximation to data is measured by 'RMSEA' and Byrne (2001) advocated its contemporaneousness for fit statistics due to its consideration of both sample size and degree of freedom. Additionally Fan, Thompson and Wang (1999) also favored this index due to its stability even with the bigger sample sizes.

Furthermore, Schumacker and Lomax (2004) suggested that if RMSEA value equal to or less than 0.05 indicates good fit, significant enough if ≤ 0.08 whereas MacCallum,

Browne and Sugawara (1996) stated a worldwide accepted standard value of RMSEA for poor fit i.e. greater than or equal to 0.10.

Table: 2Adopted Goodness of Fit Statistics

	Fit indices	Ranges and Acceptance Criteria
1	Relative / Normal chi-square (CMIN/ DF)	(1.00 < CMIN/DF < 5.00) Best/excellent fit: 1-3 Reasonably acceptable: 3-5 Poor fit: above 5
2	Goodness Fit Index (GFI)	(0.90 < GFI < 1.00) Best/excellent fit: ≥ 0.95 Reasonably acceptable: ≥ 0.90
3	Adjusted Goodness Fit Index (AGFI)	(0.80 < AGFI < 1.00) Best/excellent fit: ≥ 0.90 Reasonably acceptable: ≥ 0.80
4	Comparative Fit Index (CFI)	(0.90 < CFI < 1.00) Best/excellent fit: ≥ 0.95 Reasonably acceptable: ≥ 0.90
5	Root Mean Square Error of Approximation (RMSEA)	(0.01 < RMSEA < 1.00) Best/excellent fit: < 0.05 Reasonably acceptable: 0.06 – 0.08 Poor fit: above 0.10

5. Results and analysis

5.1 Descriptive Statistics

Online links and hard copies of the questionnaires were floated amongst the 366 targeted sample participants, whereas only 288 were received, out of which only 287 were useful, which makes it 78.42% response rate. From these 287 respondents, 215 were males and 72 were females, making it 74.9% and 25.1% respectively. Of these 287 respondents, 20 to 25 years of age group had 16.7% respondents, 25 to 30 years of age group had 70.7% respondents, 30 to 35 years of age group had 12.5% respondents; for detailed descriptive statistic see appendix.

Table: 3 Samples Description

Demographic Variables		Frequen	% Total	Mean	SD
Gender	Male	215	74.9	1.25	0.434
	Female	72	25.1		
Age	20-25	48	16.7	1.96	0.54
	25-30	203	70.7		
	30-35	36	12.5		
Designation	Customer Services	96	33.4	2.93	1.785
	Contact Center - Team	43	15.0		
	Contact Center – Floor	29	10.1		
	Service Center –	55	19.2		
	Service Center - Team	36	12.5		
	Service Center – Floor	23	8.0		
	Others	5	1.7		
Experience	Less than a year	48	16.7	2.33	0.895
	1 – 3 year(s)	132	46.0		
	3 – 5 years	72	25.1		
	5 years or above	35	12.2		
Salary	Rs.20,000 or Less	54	18.8	2.43	1.049
	Rs.20,001 or Rs.30,000	108	37.6		
	Rs.30,001 or Rs.40,000	87	30.3		
	Rs.40,001 or Rs.50,000	23	8.0		
	Rs.50,001 or above	15	5.2		

Table: 3 Descriptive Analyses

	N	Mini mum	Maxi mum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
imoi1	287	1	5	2.51	1.325	.548	.144	-.798	.287
imoi2	287	1	5	3.34	1.257	-.309	.144	-.959	.287
imoi3	287	1	5	2.69	1.173	.283	.144	-.692	.287
imoi4	287	1	5	3.92	1.174	-1.116	.144	.433	.287
imof1	287	1	5	3.05	1.218	-.204	.144	-.725	.287
imof2	287	1	5	2.69	1.409	.246	.144	-1.330	.287
imof3	287	1	5	2.58	1.421	.488	.144	-1.074	.287
imod1	287	1	5	3.26	1.392	-.263	.144	-1.157	.287
imod2	287	1	5	3.33	1.285	-.396	.144	-.846	.287
imod3	287	1	5	3.01	1.399	-.090	.144	-1.257	.287
imod4	287	1	5	3.41	1.338	-.474	.144	-.936	.287
imor1	287	1	5	2.66	1.277	.035	.144	-1.323	.287
imor2	287	1	5	3.35	1.388	-.658	.144	-.896	.287
imor3	287	1	5	3.10	1.412	-.060	.144	-1.366	.287
imor4	287	1	5	3.41	1.176	-.371	.144	-.679	.287
imor5	287	1	5	2.82	1.225	.311	.144	-.725	.287
cse1	287	1	5	3.42	1.472	-.431	.144	-1.227	.287
cse2	287	1	5	3.95	1.030	-1.159	.144	1.163	.287
cse3	287	1	5	4.07	1.087	-1.219	.144	.757	.287
cse4	287	1	5	3.69	1.234	-.775	.144	-.338	.287
cse5	287	1	5	3.52	1.206	-.375	.144	-.637	.287
cse6	287	1	5	3.82	1.124	-.836	.144	.003	.287
cse7	287	1	5	3.05	1.295	.016	.144	-1.105	.287
cse8	287	1	5	3.13	1.311	-.037	.144	-1.096	.287
cse9	287	1	5	3.46	1.386	-.294	.144	-1.250	.287

cse10	287	1	5	3.61	1.344	-.558	.144	-.983	.287
cse11	287	1	5	3.24	1.393	-.123	.144	-1.259	.287
cse12	287	1	5	3.43	1.261	-.584	.144	-.606	.287
nach1	287	1	5	3.99	1.109	-.915	.144	-.076	.287
nach2	287	1	5	4.11	1.095	-1.258	.144	.737	.287
nach3	287	1	5	4.17	1.066	-1.206	.144	.413	.287
nach4	287	1	5	3.82	1.236	-.849	.144	-.283	.287
nach5	287	1	5	3.78	1.178	-.802	.144	-.067	.287
naff1	287	1	5	4.05	1.262	-1.354	.144	.789	.287
naff2	287	1	5	2.91	1.307	.049	.144	-1.184	.287
naff3	287	1	5	3.94	1.069	-.566	.144	-.913	.287
naff4	287	1	5	3.46	1.381	-.337	.144	-1.306	.287
naff5	287	1	5	4.28	1.159	-1.680	.144	1.774	.287
npow1	287	1	5	3.92	1.213	-.850	.144	-.436	.287
npow2	287	1	5	3.75	1.121	-.774	.144	-.054	.287
npow3	287	1	5	3.96	1.204	-1.076	.144	.118	.287
npow4	287	1	5	3.60	1.267	-.482	.144	-.945	.287
npow5	287	1	5	3.75	1.420	-.827	.144	-.692	.287
ejs1	287	1	5	3.25	1.197	-.175	.144	-.700	.287
ejs2	287	1	5	3.75	1.027	-.708	.144	.268	.287
ejs3	287	1	5	3.53	1.270	-.466	.144	-.943	.287
ejs4	287	1	5	3.77	1.180	-.632	.144	-.649	.287
Valid N	287								

5.2 Data Analysis

As explained earlier, this study uses structural equation modeling (SEM) which required analyzing the measurement model and structural model.

5.2.1 Testing of Measurement Model

To test the measurement model (i.e. confirmatory factor analysis), the items with very few factor loading and squared multiple correlations (SMCs) were deleted.

This study's all three unobserved variables are also known as latent variables that include MNs, IMO and EJS. The items gives out the observable variables directly, and in this case IMO, IMO, IMOF, IMOD, IMOR and NACH, NAFF, NPOW are the second degree variables, which are evaluated through the mean values of their specific first degree variables whereas EJS is first degree variable.

5.2.2 Internal Market Orientation

The first latent variable of this study is internal market orientation, which is denoted by "IMO", and has four dimensions, IMO, IMO, IMOD and IMOR, which are basically calculated through their specific items in the questionnaire. FL and SMCs were calculated for each item separately, and were tested to have FL between 0.78 and 0.915, and SMC between 0.2 and 0.61. The dimension falling out of these specific ranges were eliminated, as per the criteria. Basically in FL the items' loadings provide small hint of corroboration between the variable and its factor, whereas SMC provides the level of linkage between different items, under one factor. Mean of 3.05 and standard deviation of 0.79 were depicted by the results.

Employee's IMO's first dimension i.e. IMO, with 4 items showed high values for SMC, that is, 0.22 – 0.40, therefore no item was omitted. IMO's second dimension i.e. IMOF, with 3 items showed high values for SMC, that is, 0.26 – 0.48 except for one that was 0.2, therefore item IMOF2 was omitted. IMO's third dimension i.e. IMOD, with 4 items showed high values for SMC, that is, 0.21 – 0.46, therefore no item was omitted. IMO's fourth dimension i.e. IMOR, with 5 items showed high values for SMC, that is, 0.26 – 0.61, therefore no item was omitted.

5.2.3 Motivational Need

The second variable of this study, which is a latent variable, motivational need, which is denoted by "MN", and has three dimensions, NACH, NAFF and NPOW, which are calculated through their specific 5 items each, in the questionnaire. FL and SMCs were calculated for each item separately, and were tested to have FL between 0.74 and 0.92, and SMC between 0.095 and 0.741. The dimension falling out of these specific ranges were eliminated, as per the criteria. Basically in FL the items' loadings provide small hint of corroboration between the variable and its factor, whereas SMC provides the level of linkage between different items, under one factor. Mean of 3.8 and standard deviation of 0.80, were depicted by the results.

MN's first dimension i.e. NACH, with 5 items showed high values for SMC, that is, 0.32 – 0.74, therefore no item was omitted. MN's second dimension i.e. NAFF, with 5 items showed high values for SMC, that is, 0.18-0.86, except for NAFF3 with 0.051 SMC value, therefore NAFF3 was omitted. MN's third dimension i.e. NPOW, with 5 items showed average values for SMC, that is, 0.19 – 0.68, therefore no item was omitted.

5.2.4 Employee Job Satisfaction

The final/third latent variable of this study is employee job satisfaction, which is denoted in this study by "EJS", which is calculated through its 4 items questionnaire. FL and SMCs were calculated for each item separately, and were tested to have FL between 0.75 and 0.86, and SMC between 0.38 and 0.63. There was no dimension falling out of these specific ranges therefore no item was eliminated, as per the criteria. Basically in FL the items' loadings provide small hint of corroboration between the variable and its factor,

whereas SMC provides the level of linkage between different items, under one factor. Mean of 3.6 and standard deviation of 0.94, were depicted by the results.

5.3 Analysis of Measurement Model

As per SEM, Model fitness and validity-reliability measures of model are used to analyze the model. Due to low factor loading and, high modification indices and standardized residuals, some of the observed variables were deleted, as was recommended to improve reliability and fitness of model (Byrne, 2009). These deleted variable included IMOF2.

Table: 4

	Latent Variables	Code	Mean	SD	SMC Range	Factor Loadings	Cronbach's Alpha
1	Internal Market Orientation	IMOI	3.11	0.811	0.22-0.61	0.78-0.92	0.88 (15/16 items)
		IMOF	2.77	0.945			
		IMOD	3.26	1.133			
		IMOR	3.07	0.987			
2	Motivational Need Factors	NACH	3.11	0.811	0.20-0.86	0.74-0.92	0.71 (14/15 items)
		NAFF	2.77	0.945			
		NPOW	3.26	1.133			
3	Employee Job Satisfaction	EJS	3.58	0.935	0.38-0.63	0.75-0.86	0.81 (4/4 items)

5.3.1 Testing of Structural Model

Finally, after measurement model testing for hypothesized model, structural model was tested.

Specification of Structural Model: This study consisted of forty-seven indicators, represented with four latent variables, as indicated in Figure II, amongst which one was exogenous/independent variables, i.e. MNs and two endogenous/dependent variables, i.e. IMO and EJS.

Exogenous Variables: MNs is the first exogenous variable assessing the individual's orientation regarding need-based-motivation. It had fourteen observed variables and which is denoted as 'ZMNs'. Basically, it is computed from the mean scores of all (14 items) of its three dimensions.

Endogenous Variables: The first endogenous variable denoted as 'ZIMO' is also computed from the mean scores of fifteen items, which measure the employee's perspective regarding marketing orientation by their organization. It had fifteen observed variables that is computed from the mean scores of (15 items) of its three dimensions. The second and last endogenous variable is denoted as ZEJS and on total it has 4 indicators (i.e. observed variables) with respect to this study.

According to (Byrne, 2009) for structural testing, while conducting SEM, core relationship to be analyzed that is between, exogenous and endogenous variables Gamma (γ).

5.3.2 Hypothesis Testing

H₁: Motivational needs have significant and positive effect on Internal Market Orientation.

The Null hypothesis for hypothesis H₁ was rejected, showing a significant and positive effect of Motivational need factors on Internal Market Orientation (IMO). The results agreed with the alternative hypothesis 1, showing a positive significant relationship, showing standardized regression coefficient of 0.12 ($\gamma = 0.12$) with $p < 0.05$.

H₂: Motivational needs have significant and positive effect on Employee Job Satisfaction.

The Null hypothesis for hypothesis H₂ was rejected showing significant relationship between Motivational need factors (MNs) and Internal Market Orientation (IMO). The results agreed with the alternative hypothesis i.e. H₂, showing significant relationship, showing standardized regression coefficient of 0.22 ($\gamma = 0.223$) with $p < 0.05$.

H₃: Internal Market Orientation (IMO) has significant and positive effect on Employee Job Satisfaction.

The Null hypothesis for hypothesis H₂ was also rejected, showing a significant and positive effect of Internal Market Orientation (IMO) on Employee Job Satisfaction (EJS). The results agreed with the alternative hypothesis i.e. H₃, showing a positive significant relationship, showing standardized regression coefficient of 0.57 ($\gamma = 0.57$) with $p < 0.05$

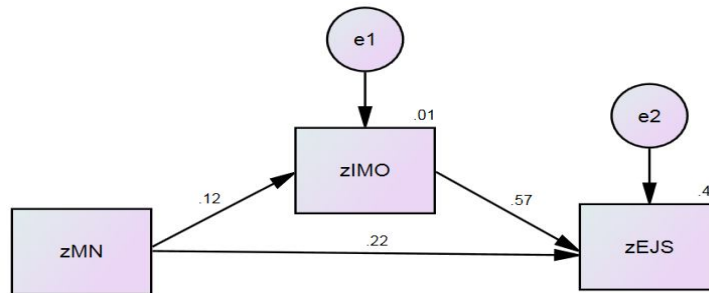


Figure II: Structural Model

Table: 5 Regression Co-efficient (Both- Default model)

	Estimate	S.E.	C.R.	P	Label
zIMO <--- zMN	.118	.058	2.040	.041	par_1
zEJS <--- zIMO	.679	.054	12.511	***	par_2
zEJS <--- zMN	.260	.053	4.880	***	par_3

Table: 6 Standardized Regression Co-efficient (Both - Default Model)

			Estimate
zIMO	<---	zMN	.120
zEJS	<---	zIMO	.573
zEJS	<---	zMN	.223

5.4 Interpretation of the Results of all Hypotheses

This part of the study discusses the details for the results driven from the data analysis and its interpretation. After the data analysis it was fairly true to say that the analysis showed a positive significant effect of MNs and IMO on employee job satisfaction (EJS), as were hypothesized in hypothesis H₁, H₂ and H₃, showing that organization’s efforts can lead to employee’s satisfaction with respect to his/her job. The results also showed a significant and indirect relationship between employee’s motivational factors and their satisfaction through organizational effort in term of IMO.

Table: 7 Results Summary of all Hypotheses

Structural paths	St. Regression weight	P-value	Results
MNs → IMO	0.12	P < 0.05; significant	Accepted
MNs → EJP	0.22	P < 0.05; significant	Accepted
IMO → EJS	0.57	P < 0.05; significant	Accepted

6. Discussion, implication and future recommendation

This part includes details of remarkable findings of this research along with their rationale, while also elaborating the limitations, implications and future recommendations in the end.

Consistent with the fundamental goal of this study, that is, to analyze the different factors that on employee’s job satisfaction, the organizational and individual’s own internal factors were allegedly having foremost effect. In line with the existing studies this study also confirms the social exchange and psychological theories (Eisenberger et al 2013; Srivastava et al 2010; Westover & Taylor, 2010). Briefly stated, the personality factors are strong predictors of employee job satisfaction, as was recommended by many previous studies, to examine these effects (Furnham et al 2002; Westover & Taylor, 2010) while on the other side, firm relationship of internal market orientation with the employee’s job satisfaction, also opened new horizons to the marketing and human resource literature, by examining the recommendations of previous researchers, with strong positive results (Gounaris, 2008; Tortosa-Edo et al., 2010).

This study accepted two out of three hypotheses, the details of which are as follows. MNs have a direct, positive and significant effect on Internal Market Orientation (IMO). The study supports relational competence theory and the framework proposed by Carter and Gray (2007), showing that the individual’s characteristics of acquiring, developing and maintaining mutual relationships work as a social exchange factor that eventually effect the perception of the internal market oriented organization culture. Results showed that the employees with specific set of higher order needs tend to perceive more of the internal market orientation as compared to the ones lacking those certain traits.

6.1 Limitations

Like all researches, this study had some limitations and delimitations to the study, too. One of the major limitations was time constraint, which further lead to number of other limitations and delimitations discussed further. The generalization drawn from this study can specifically and preferably be applicable to telecom sector companies, and that be of Pakistan, only, because of the difference in preferences and the difference between personalities over dissimilar culture and region. The scope of this research was constricted because of cross-sectional study, whereas this type of relationships can be better explained when studied in a longitudinal way.

6.2 Implications for Research and Practice

This research is making numerous notable theoretical and practical contributions to the existing body of knowledge of both marketing and human resource, despite of the number of limitations. The study attempted to construct and analyze a model that verified the effects of organizational and individual's psychological/motivational factors on the establishment of employee job satisfaction.

Implication to the Organizations & Management: This research would help organizations in avoiding negative financial and delivery consequences by finding an equilibrium between employees and customers, by creating an internal market oriented culture in the organization, which will indirectly but positively effecting the revenue generation and return on investments, through increased customer satisfaction. This study will be providing management with insight about internal market orientation and its effectiveness to increase customer satisfaction through the increase of job satisfaction of employees. The study could be used by the human resource domain to build up a list of characteristics and a set pattern or standard operating procedures (SOPs) to follow, while hiring, to evaluate the intake, for those specific pre-identified psychological traits.

6.3 Future Recommendation

The foremost intent of this study was to find out the ways how internal market oriented cultures of organization would benefit by increasing the front-line employee's job satisfaction. This study provides fascinating results, which expands our knowledge and with the requirement for further research in this area. This section shows the important areas that must be addressed. This study can be used to find out if internal market orientation plays a mediating role between individual's psychological factors/relational competence & employee job satisfaction. Dyadic researches can be used to better explain the clarification of employee's job satisfaction with respect to personality traits, as the perceptions vary from person-to-person, which can be assessed for both managers and customers. This study considered only core self-evaluations from all the different personality traits.

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