

**Effect of Internal Marketing Factors in developing Organizational Commitment with  
Special Reference to Hotel Industry in Indore City**

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**Abstract:** The conception of internal promoting originally emerged from the services marketing literature. The realization of several industrial organizations and also the hyperbolic importance of services and also the vital role of services have diode many of those organizations to adopt internal marketing to realize a competitive advantage and to enhance the customer-employee interactions. it's the appliance of selling within a company to instill customer-focused values. As such, it joins marketing with human resources to draw in, encourage and retain staff, with a stress on obtaining worker commitment to produce client satisfaction and reach structure goals. Internal marketing is for the care of each customers and staff. it's supported the connection between worker satisfaction and client satisfaction (take care of the workers, and they're going to lookout of the customers). External client satisfaction can not be achieved while not the elemental contribution of the customer- contact staff United Nations agency offer the service. The front-line staff of the bank act with the bulk of clients and customarily handle a large vary of customer transactions. This study aimed to look at the result of internal marketing on structure commitment on building business in Indore town and realize the necessary issue of internal marketing effecting organizationa commitment.

**Keywords:** Internal Marketing, Marketing, Organizational Commitment, Customer, Brand

**Introduction:** Globalised competition could be a reality these days and also the competitive intensity is increasing phenomenally all told markets that ar already hyper-competitive in nature. Several venerable and extremely triple-crown organisations of the past are not any longer alive owing to their inability to face competitive pressures within the market corporations ar targeted in building and sustaining competitive blessings so as to confirm sustained growth. there's a realization world over that the standard of human resource could be a key competitive strength

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which might be leveraged to confirm excellence all told dimensions of the organisations operation, thereby building sturdy complete equity. within the data economy of these days, over the fabric and capital resources, concepts and data function valuable currency. corporations that have proficient, committed and engaged staff get pleasure from vital blessings over their rivals. Therefore, firms pay a good deal of your time and energy in building, engaging, motivating and holding talent. a very important manner of accomplishing this task is by Internal Marketing. it's unremarkably believed that sole role of selling is to sell product and services externally to customers.

The overall purpose of internal was well explained by **Grönroos (1983)** in three steps:

1. To attract appropriate employees as contact persons and in management positions;
2. To retain good and appropriate employees; and,
3. To influence and motivate employees in order to make them customer oriented, marketing oriented and thereby make an effort as good as possible in the interactive marketing process.

#### **Organizational Commitment:**

Organisational commitment involves the relative strength of an individual's identification with, and involvement in, a particular organisation. Here the employee is seen to be emotionally attached, identifies with the organisation, and is therefore committed to pursue its goals.

#### **Literature Review:**

**Berry (1981)** was the primary United Nations agency mentioned the conception of Internal promoting and propounded that "employees as customers", similar to external customers the inner customers got to have their desires happy and utilized a basic 4Ps approach that targeted on the employee's job because the product and used varied forms and formats of worth, distribution or place and promotion to create that desirability. Thus, the foremost focus of Berry's approach was to develop varied sorts and styles of internal communication and promotion techniques to encourage and develop worker job satisfaction that results in client satisfaction and client loyalty.

**Gronroos (1981)** proposed that each customer facing employee should be trained as marketer of the firms' services that would enable the building of customer relationships. The remaining employees of the organization should support these customer-facing employees. The major thrust of the internal marketing concept is that by treating employees as internal customers, one can ensure higher employee satisfaction and, subsequently, the development of a more customer-conscious, market-oriented, and sales-minded work force.

**Berry (1984)** conducted a marketing research in the Banking industry and proposed that internal marketing enables a bank to attract and retain the best employees and gain the best work from

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them by way of the effect of their satisfaction and also proposed two types of internal market segmentation including “Flexible work hours” and “Cafeteria benefits”. Results revealed that flexible working hours enables employees to have a certain degree of freedom to arrange working hours rather than the ‘9 to 5’ type of fixed shifts, and that the cafeteria benefits provides employees with other benefits such as health insurance, annual leave, holidays and the like. All these benefits motivate each employee differently, according to their needs and wants.

**Tansuhaj et al (1988)** explored the linkage between internal marketing activities like employee recruitment, training, motivation, communication, and retention with the more traditional external marketing activities like pricing, advertising and personal selling. According to the authors in services marketing, the employee plays a central role in attracting, building and maintaining relationships with customers. The recognition of the central role of employees in service marketing has given rise to “internal marketing” programs strongly oriented to employee development.

**Kotler (1991)** defines internal marketing as “the task of successfully hiring, training and motivating able employees to serve the customer well”.

**Rafiq and Ahmed (1993)** note that few firms apply the internal marketing concept in practice and highlight how marketing techniques can be used to motivate employees.

**Tansuhaj et al (1993)** reviewed the concepts of internal marketing and external marketing in the context of service firms and examined their effects on the customer satisfaction in foreign and domestic banks in Thailand. Findings showed significant differences between the foreign banks and domestic banks and a strong relationship between internal marketing and consumer satisfaction. The effective practice of internal marketing appears to influence the effectiveness of external marketing programmes influencing customer satisfaction.

**Davoudi and Ravneet Kaur (2012)** attempted to demonstrate the important linkage between internal marketing and human resource management (HRM). They critically reviewed the relevant literature about internal marketing, human resources management and the link between internal marketing and human resources management are described. They proposed a model illustrating the linkage between IM and HRM which leads to firm’s superior performance. The findings of the literature review stated that marketing and human resource management departments should be aligned and integrated with each other and that human resources managers should apply the same strategies that marketing managers use to promote products and services outside the organization.

**Kameswari and Rajyalakshmi (2012)** opined that internal marketing is relevant to all organizations and especially critical for a people intensive industry such as services. They

examined the relationship between the internal marketing dimensions and career benefits and employee job satisfaction in State Bank of India. Findings of the study revealed that the internal marketing dimensions of work content, training, support from superior, support from colleague and recognition have a strong and significant influence on employees' job satisfaction and that the dimension working conditions has a low but significant influence on the employee job satisfaction. It was also found that career benefits have a strong and positive influence on employee job satisfaction.

### **Statement of the Problem:**

This study is conducted to find the effect of internal marketing factors in developing organisational commitment with special reference to hotel industry in indore city. This type of study has been conducted in earlier parts of the world by some of the researchers in other service sectors like banking, medical, taxi services, software development, etc but not hospitality sector in indore region by any of the researchers.

### **Objectives of the Study:**

1. To study the factor of Internal Marketing that plays in developing Organizational Commitment.
2. To study the effect of variables of Internal Marketing towards developing Organizational Commitment.
3. To identify the Internal Marketing factors responsible for developing the Organizational Commitment.

### **Hypothesis of the Study:**

**H<sub>01</sub>:** There is no significant effect of Internal Marketing on development of Organizational Commitment.

### **Research Methodology:**

The descriptive method of research has been used for this study. In this study, the descriptive research method is employed so as to identify the role played by internal marketing in developing organizational commitment in the hotel industry during the time of research. The researcher opted to use this research method considering the objective to obtain first hand data from the respondents. The descriptive method is advantageous for the researcher due to its flexibility; this method can use either qualitative or quantitative data or both, giving the researcher greater options in selecting the instrument for data-gathering.

Purposive Random Sampling will be done for the sample selection. This sampling method is conducted where each member of the specified population has an equal opportunity to become part of the sample. In order to test the validity of the questionnaire used for the study, the researcher was

test the questionnaire on fifty respondents. After the questions have been answered, the researcher asked the respondents for any suggestions or any necessary corrections to ensure further improvement and validity of the instrument. The researchers have revised the survey questionnaire based on the suggestion of the respondents. The researcher was then excludes irrelevant questions and change vague or difficult terminologies into simpler ones in order to ensure comprehension and thus, establish Content Validity of the instrument.

A sample size of 400 employees across various levels (Top, Middle and Bottom) of organization structure from 5 hotels at different levels would be selected through simple random sampling. The method which is applied in this study is survey method. A questionnaire was developed for this study. The questionnaire consisted of two sections: Internal Marketing and demographics. The questionnaire developed was on a five-point Likert scale that range from strongly disagree (SD) to strongly agree (SA). To test the Hypotheses the following techniques were used to find out the effect of internal branding on organization commitment:

1. Factor Analysis

**Factor Analysis:**

In the present study the value of Cronbach Alpha is found to be 0.949 (table no.1) which is satisfactory enough to precede the study. Kaiser-Meyer-Olkin (KMO) is an index to identify whether sufficient correlation exist among the variables has checked the sampling adequacy or not. It compares the magnitudes of the observed correlation coefficients with the partial correlation coefficients. The minimum acceptable value of KMO is 0.50. In the present study the value of KMO is found to be 0.843 (table no.1).

Table No.1 Cronbach Alpha, KMO and Bartlett's Test result			
Cronbach Alpha	KMO measure of sampling adequacy	Bartlett's Test of Sphericity	
.0.949	.843	Approx.Chi-Square	9712.724
		Degree of Freedom	465
		significance	0.000

**(Source: Researcher's Calculation from Primary Data)**

To measure strength of relationship among variables of population correlation matrix Bartlett's test has been employed. The maximum acceptable value of the test is 0.05. In the present study Bartlett's value is 0.000 (table no.1) which is satisfactory one to precede the study. This obviously suggests that the use of a factor analysis for the dataset is appropriate. Since Cronbach's alpha has a theoretical relation with factor analysis, the study used this reliability test.

**Table No.2****Communalities**

	Scaled	
	Initial	Extraction
VAR00001	1.000	.774
VAR00002	1.000	.664
VAR00003	1.000	.810
VAR00004	1.000	.532
VAR00005	1.000	.676
VAR00006	1.000	.743
VAR00007	1.000	.646
VAR00008	1.000	.822
VAR00009	1.000	.636
VAR00010	1.000	.676
VAR00011	1.000	.572
VAR00012	1.000	.649
VAR00013	1.000	.623
VAR00014	1.000	.556
VAR00015	1.000	.760
VAR00016	1.000	.748
VAR00017	1.000	.695
VAR00018	1.000	.604
VAR00019	1.000	.634
VAR00020	1.000	.768
VAR00021	1.000	.820
VAR00022	1.000	.627
VAR00023	1.000	.641
VAR00024	1.000	.777
VAR00025	1.000	.547
VAR00026	1.000	.518
VAR00027	1.000	.843
VAR00028	1.000	.716
VAR00029	1.000	.648
VAR00030	1.000	.713
VAR00031	1.000	.518

As shown from the table variable 27 i.e. Our hotel gives employees the opportunity to provide feedback to management which are followed by variable 08 i.e. How do you make use of these policies to be more flexible in the real work situations? and so on. All of these variables could further be analyzed through their Eigen values which represent the variances of the factors (Table no.3). The extraction has been done through the method of principal component analysis.

**Table-3****Total Variance Explained**

	Initial Eigenvalues <sup>a</sup>			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	19.726	41.787	41.787	12.870	41.516	41.516	5.780	18.645	18.645
2	3.974	8.418	50.205	2.608	8.413	49.929	5.299	17.093	35.738
3	2.633	5.577	55.782	1.644	5.304	55.232	3.806	12.278	48.015
4	2.264	4.796	60.578	1.457	4.700	59.933	2.540	8.195	56.210
5	1.841	3.901	64.479	1.278	4.123	64.056	1.970	6.354	62.564
6	1.731	3.667	68.146	1.096	3.537	67.593	1.559	5.028	67.593
7	1.453	3.077	71.223						
8	1.342	2.842	74.065						
9	1.198	2.538	76.603						
10	1.123	2.379	78.982						
11	.963	2.039	81.021						
12	.940	1.991	83.012						
13	.929	1.968	84.980						
14	.817	1.730	86.710						
15	.755	1.598	88.308						
16	.727	1.540	89.848						
17	.629	1.333	91.181						
18	.601	1.273	92.453						
19	.542	1.149	93.602						
20	.473	1.003	94.605						
21	.411	.870	95.475						
22	.365	.772	96.247						
23	.319	.676	96.923						
24	.302	.640	97.563						
25	.251	.531	98.094						
26	.199	.421	98.515						
27	.182	.385	98.901						
28	.171	.362	99.263						
29	.144	.306	99.568						
30	.111	.235	99.804						
31	.093	.196	100.000						

As depicted from table no.3 there are six variables which have more than 1.000 Eigen value. The cumulative variance explained by these five components is 67.593%.The result of principal component analysis has further been analyzed through factor loading. Table no. depicts the

component matrix of the variables. To identify substantive loadings, present research suppresses loadings having value less than 0.40.

**Table No.-4**

**Component Matrix**

	scaled					
	Component					
	1	2	3	4	5	6
VAR00001	.662	-.309	.243	.075	-.327	.262
VAR00002	.693	-.312	.149	.225	-.097	-.060
VAR00003	.769	-.427	.084	.118	.030	-.117
VAR00004	.360	-.115	.143	.091	.589	.113
VAR00005	.731	-.222	-.232	-.071	.169	-.066
VAR00006	.723	-.368	.056	-.055	.110	-.258
VAR00007	.629	.328	-.107	.126	.340	.020
VAR00008	.610	-.427	-.182	-.257	.190	.364
VAR00009	.734	.059	-.225	.111	-.160	-.069
VAR00010	.594	.153	-.162	-.403	-.011	.332
VAR00011	.545	.001	.462	.068	-.219	.095
VAR00012	.726	.170	-.068	.037	-.278	.103
VAR00013	.696	-.059	.013	-.012	.298	.214
VAR00014	.545	.349	-.363	-.070	-.017	.005
VAR00015	.686	.112	-.069	-.197	.078	-.476
VAR00016	.783	-.093	-.133	-.281	-.086	-.146
VAR00017	.487	.498	-.369	-.233	-.124	-.066
VAR00018	.568	.479	-.023	.039	-.070	-.214
VAR00019	.756	-.024	.115	.017	-.213	.046
VAR00020	.810	-.140	-.118	-.009	-.281	-.011
VAR00021	.138	.412	.602	-.475	-.026	-.207
VAR00022	.754	.098	.175	-.116	.041	-.048
VAR00023	.718	.210	.126	-.179	.085	.164
VAR00024	.741	-.320	.178	.025	.234	-.193
VAR00025	.626	.092	.210	-.082	-.051	.304
VAR00026	.628	.314	.055	.145	.012	.002
VAR00027	.296	.548	.333	.567	.151	.021
VAR00028	.656	.214	-.162	.406	-.212	.065
VAR00029	.585	.423	.098	.067	.298	.154
VAR00030	.710	-.259	-.049	.238	.002	-.287
VAR00031	.481	.142	-.428	.288	.014	.016

Extraction Method: Principal Component Analysis.

a. 6 components extracted.

Table no.5 demonstrates the rotated component matrix on the basis of varimax criterion with Kaiser Normalization method. Rotated component matrix is a matrix of the factor loadings for different variables onto each factor. It represents the correlation of specific variable with different

factors.

**Table No.-5**

**Rotated Component Matrix**

	scaled					
	Component					
	1	2	3	4	5	6
VAR00001			.773			
VAR00002	.640					
VAR00003	.777					
VAR00004				.657		
VAR00005	.599					
VAR00006	.789					
VAR00007		.515				
VAR00008				.536		
VAR00009		.550				
VAR00010		.551				
VAR00011			.610			
VAR00012		.544				
VAR00013				.573		
VAR00014		.712				
VAR00015	.623					
VAR00016	.575					
VAR00017		.824				
VAR00018		.614				
VAR00019			.550			
VAR00020	.549					
VAR00021						.884
VAR00022	.435					
VAR00023		.447				
VAR00024	.758					
VAR00025			.566			
VAR00026		.459				
VAR00027					.865	
VAR00028		.508				
VAR00029				.502		
VAR00030	.757					
VAR00031		.515				

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 12 iterations.

Rotated component matrix reveals that out of total 31 variables eleven variables load highly onto one factor

and remaining 20 variables load on two or more factors. The entire rotation process has been converged in 12 iterations and has resulted into six factors. These factors may be summarized as follows:

**The Five Factors:**

- |   |   |
|---|---|
| <b>Factor 1:</b> Factor 1 includes variables 2,3,5,6,15,16,20,22,24,30      | - Empathy                                 |
| <b>Factor 2:</b> Factor 2 includes variables 7,9,10,12,14,17,18,23,26,28,31 | - Employee Involvement in Decision making |
| <b>Factor 3:</b> Factor 3 includes variables 1,11,19,25                     | - Interaction & Communication             |
| <b>Factor 4:</b> Factor 4 includes variables 4,8,13,29                      | - Organizational/System Awareness         |
| <b>Factor 5:</b> Factor 5 includes variables 27                             | - Upward Communication                    |
| <b>Factor 6:</b> Factor 5 includes variables 21                             | - Job Quality                             |

**Research Question:** Is there significant effect of Internal Marketing on development of Organizational Commitment?

**Hypotheses:**

**H<sub>01</sub>:** There is no significant impact of the variables of Internal Marketing on development of Organizational Commitment.

**H<sub>1</sub>:** There is no significant impact of the variables of Internal Marketing on development of Organizational Commitment

**H<sub>01</sub>** specifies there is no significant impact of the variables of Internal Marketing on development of Organizational Commitment. This hypothesis is verified (with path coefficient =0.00). It means that null hypothesis is rejected. It shows that the internal Marketing has significant effect on the development of Organizational Commitment. As a result, H<sub>1</sub> was accepted.

**Major Findings:**

- 33.8% have disagreed on the statement that, I can usually appreciate the other person's viewpoint, even if I don't agree with it. The reason behind this can be that most of the respondents belong to hotels which are two star or three star category hotels, which don't spend a huge amount on hiring a trained staff or training their staff to such a level that they would empathize the client or colleague to match the global standards. Therefore for a less trained staff it is not easy to appreciate the other person's viewpoint, even if he doesn't agree with it.
- 39.0% have disagreed on the statement that, the people around me have a great influence on my moods. The reason behind this can be that most of the respondents belong to hotels which are two star or three star category hotels, most of which are not good paymasters as compared to the hotels in Metros or Chain of Hotels also the working hours are more, due to which maximum staff members are dissatisfied and frustrated and don't have a great influence on the people around.
- 31% to disagree and again 31% to strongly agree to the statement, I really enjoy caring

for other people. The reason behind this can be that respondents are working in hospitality industry where they are paid for taking care of clients. If the client is happy with the service of the hotel he would become a regular customer and would always expect the same staff member to take care of him. This is relationship building which is seen most of the times with hospitality sector. Majority of respondents (47.3%) have agreed to the above statement.

- Most of the respondents have disagreed on the statement that, I am very blunt, which some people take to be rudeness, even though this is unintentional. The reason behind this can be that respondents are working in hospitality industry where they are paid for taking care of clients. If the client is happy with the service of the hotel he would become a regular customer and would always expect the same service as given by the staff member, due to which it is seen that some clients ask for the services of a fixed butler or chef whenever they visit the hotel. This is relationship building which is important and seen most of the times with hospitality sector.
- Most of the respondents have disagreed on the statement that, when frontline employees meet some problems, they have right to make decision and handle problem. The reason behind this can be that respondents are working in hospitality industry where they have to handle situation instantly which require taking correct decision and handling problem scenarios, but it is seen that most of the hotels where the frontline staff is not a trained one if meets some problems they are instructed by the management not to take decision by themselves but to escalate it to the manager, who will decide and handle the problem. While in some hotels where they have well trained staff, they are given the rights to make decision and handle the situation by themselves.
- Most of the respondents have disagreed on the statement that, other people tell me I am good at understanding how they feel and what they are thinking. The reason behind this can be that respondents are from hotels where they hire best frontline staff or may not be a well trained one due to which they are they may not be able to understand how the customer feels or what they are thinking. While in some hotels where they have well trained staff, they are able to understand how the customer feels or what they are thinking which the staff in quick decision making and the client is delighted.
- Most of the respondents have disagreed on the statement that, other people tell me I am good at understanding how they feel and what they are thinking. The reason behind this can be that respondents are from hotels where they don't hire the best frontline staff or they may not be well trained one due to which they may not be able to understand how the customer feels or what they are thinking. While in some hotels where they have well trained staff, they are able to understand how the customer feels or what they are thinking which the staff in quick decision making and the client is delighted.
- Most of the respondents have disagreed on the statement that, I make use of the organizational policies to be more flexible in the real work situations. The reason behind

this can be that most of the respondents are from hotels where they don't hire the best frontline staff or may not have a well trained staff due to which they are not able to understand how to make use of the organizational policies to be more flexible in the real work situations. While in some hotels where they have well trained staff, they are able to understand how to make use of the organizational policies to be more flexible in the real work situations.

- Most of the respondents have disagreed on the statement that, the organization for which I work is genuinely concerned with the welfare of all its employees. The reason behind this can be that most of the respondents are from hotels where they don't hire the best frontline staff or they may not have good training facility for their staff, since these hotels are two star or three star standalone hotels, they have limited customer base and limited margins, so they spend less money and efforts on staff salary and staff welfare due to which the respondents consider the organization for which they work is genuinely not concerned with the welfare of all its employees.
- Most of the respondents have disagreed on the statement that, the organization for which I work tries to accommodate the different personal needs of all its employees. The reason behind this can be since these hotels are two star or three star standalone hotels, they have limited customer base and limited margins, so they hire a limited staff and get the most out of them. They would not hire more permanent staff as it requires to pay more instead they hire contractual or temporary staff that are less trained and available for lower cost, but since majority of day to day operational work is done by permanent staff, so they cannot be given leave or holidays so it becomes difficult for the organization to accommodate the different personal needs of all its employees.
- It can be interpreted that most of the respondents have disagreed on the statement that, the firm for which I work does not recognize the importance of its employees. The reason behind this can be since the management of the hotels would be recognizing the importance of its employees.
- Most of the respondents have disagreed on the statement that, my firm treats all employees in a way that demonstrates that they are valued. The reason behind this can be since these hotels are two star or three star standalone hotels, they have limited customer base and limited margins, the management would hire a limited staff and get the most out of them. They would not hire more permanent staff as it requires to pay more instead they would prefer to hire contractual or temporary staff that are less trained and available for lower cost, so the treatment given to the employees differ which shows that only the performers are valued, so they are treated well, while rest are not treated well.
- Most of the respondents have disagreed on the statement that, my hotel helps to improve the employees' technical, collaborative and emotional skills at work. The reason behind this can be since these hotels are two star or three star standalone hotels, they have limited customer base and limited margins, the management would hire a limited staff and get the

most out of them.

- Most of the respondents have disagreed on the statement that, my employer evaluates the employee's contribution to operational goals, working achievement, activity in business planning process. The reason behind this can be since these hotels are two star or three star standalone hotels, they pay a fixed salary, which is the lowest slab in market to their staff and expect them to compensate the difference by getting tips from customers, now the chances are less where the management will evaluate the employee's contribution to operational goals, working achievement, activity in business planning process.
- Most of the respondents have disagreed on the statement that, our hotel's leadership has a clear vision of the future. The reason behind this can be since these hotels are two star or three star standalone hotels, the leader's might have a vision but due to competition and other internal and external factors they are just focusing on short term planning for profit earning, while bigger hotels have defined mission and clear vision and they can even bear loss in short term and move on as they have a long term vision to achieve.
- Most of the respondents have disagreed on the statement that, I am encouraged to come up with better ways of deliver service. The reason behind this can be the management of small hotels has a predefined way of delivering service and would not prefer to experiment it, while the bigger hotels want to experiment with new and better ways so to make a difference among their customers that they are unique and the customer also would like to come back as he would get something new next time.
- Most of the respondents have disagreed on the statement that, there is a reward system for the employees. The reason behind this can be since these hotels are two star or three star standalone hotels, they pay a fixed salary, which is the lowest slab in market to their staff and expect them to compensate the difference by getting tips from customers, majority of the respondents say hotels does not have a reward system while some have agreed that their hotels have reward system.
- Most of the respondents have disagreed on the statement that, my company is actively working to change/enhance employee attitudes and behavior. The reason behind this can be since these hotels are two star or three star standalone hotels, they pay a fixed salary, which is the lowest slab in market to their staff and also maintain the minimum staff so that they can extract the maximum out of them.
- There is a mixed response from the respondents as 27.3% have disagreed while 25.8% have strongly agreed on the statement that, I am satisfied with the opportunities my work provides to interact with others. The reason behind this can be frontline staff like receptionist/desk staff, restaurant order and serving staff, banquet manager, housekeepers are typically those employees working in shifts who interact directly with the guests/clients. It depends how these staff develop and maintain relationship with guests and people staying in the hotel, because it is a need of hour that every guest wants personalized attention, if provided then relationship starts to build. Opportunities are

always knocking but it depends how one grabs.

- Most of the respondents have disagreed on the statement that, I am satisfied with the variety of activities my work offers. The reason behind this can be since these hotels are two star or three star standalone hotels, they pay a fixed salary, which is the lowest slab in market to their staff and also maintain the minimum staff so that they can extract the maximum out of them. Since the skilled staff is having fixed activity to perform, the semi-skilled and unskilled are given variety of activities. Therefore there are large respondents in terms of percentage who have agreed that I am satisfied with the variety of activities my work offers.
- Most of the respondents have disagreed on the statement that, I do not enjoy my job. The reason behind this is hospitality industry/sector is one of the sector which is booming in India. All the other sectors would be experiencing slowdown and job cut but hospitality sector is growing because there is a huge disposable income with the new middle class in India, due to which there are lots of new opportunities available for skilled staff in India and abroad, the pay package are very high for skilled and dedicated staff. With the coming of international chain of hotels the opportunity for local staff is excellent in near future.
- Most of the respondents have disagreed on the statement that, I am satisfied with the technical support and equipments provided to employees. There can be two reasons behind this, one can be since these hotels are two star or three star standalone hotels, they do not invest a large amount on the infrastructure development but they wait till the hotel starts getting good business so they can expand and then invest on the latest infrastructure. Second, even if any hotel invests on the infrastructure, they are not able to get specialized staff which could use the tools and equipments purchased, so they are a loss for the organization.
- Most of the respondents have disagreed on the statement that, I am satisfied with the working environment provided to the employees. The reason behind this can be that employees expect to work in free, motivating, career developing and descent paying working environment, but the management keeps them involved in various petty activities, also in some hotels the working environment is not so pleasing because there is politics, low salary, monotonous job environment and no incentives which leads to frustration among the employees towards the working environment.
- Most of the respondents have disagreed on the statement that, my manager clearly defines my job responsibilities. The reason behind this can be the employees expect their manager to define their job responsibilities clearly, but maximum time the staff is overloaded and due to absenteeism of staff the work load increases, due to which the job responsibilities cannot be clearly defined.
- Most of the respondents have disagreed on the statement that, Problem discussion is used for improving communication between managers and employees. The reason behind this can be since these hotels are two star or three star standalone hotels, the salary package

is which they offer to their staff is the lowest slab in market and also they maintain minimum staff so that they can extract the maximum out of them. Since, majority of the staff is semi-skilled they just assign them department and work is extracted by the manager of the department.

- Most of the respondents have responded neutral on the statement, the hotel uses effective communication to influence me rather than authority. The reason behind this can be since these hotels are two star or three star standalone hotels, the communication done by the hotel is one way i.e., top to bottom. But, effective communication is two way, and effective communication to influence the staff rather authority is also practiced. Some respondents have responded that they disagree and some have agreed on the above statement.
- Most of the respondents have disagreed on the statement that, our hotel gives employees the opportunity to provide feedback to management. The reason behind this can be since these hotels are two star or three star standalone hotels, the salary package is which they offer to their staff is the lowest slab in market and also they maintain minimum staff so that they can extract the maximum out of them. Since, majority of the staff is semi-skilled they just assign them department and work is extracted by the manager of the department
- Most of the respondents have disagreed on the statement that, our hotel communicates regularly with is employees. The reason behind this can be since these hotels are two star or three star standalone hotels, the salary package is which they offer to their staff is the lowest slab in market and also they maintain minimum staff so that they can extract the maximum out of them.
- Most of the respondents have disagreed on the statement that, I am aware of the hotels overall strategy. The reason behind this is since majority of the hotels do not communicate regularly with their employee there is only one way communication between the management and the employees, the management gives instructions to the employees and they adhere to it, so they are not aware of the hotels overall strategy.
- Most of the respondents have neutral response to the statement that, it is important that the employees follow the hotel's policy and procedure manuals. The reason behind this is since majority of the hotels are two and three star hotels which may or may not have any compulsion for the employees to follow the hotel's policy and procedure manuals as they have limited staff out which they would want to extract maximum work so they would give importance to the work output instead of policy and procedures. But around 40.8% respondents have responded positive to the above statement, which shows that there are a good number of hotels which follow the policies and procedures of the hotel.
- Most of the respondents have disagreed on the statement that, we can take our own initiatives. The reason behind this is that since majority of the staff is semi-skilled the management just assigns them their department and work is extracted by the manager of the department.

### **Conclusion:**

Presently, the internal customers is not been utilized properly by the organization, they are not being paid as per market standards, they are not being trained as required, they are not being provided the minimum benefits as per company policies. It can be concluded that the hotels need to work on use of internal marketing, as it is important for the developing organizational commitment among the employees of the organization. The hotels are not able to develop a strategy to market their first customer i.e., their own employees about their strengths which is important for any organization. If the internal customer is not satisfied with the product or service offered he would not advocate positively about it outside. Helping the staff in improving the employee's technical, collaborative and emotional skills is only possible with big hotels where the clientage is also rich and ready to pay for getting it through the staff, some small hotels may do it but majority do not plan for it. Only a few staff are found to have leadership quality so they are identified and evaluated as future mid-management staff.

### **Suggestions:**

- To actively work to change/enhance the employee attitude and behavior the management should have a design and develop a strategy to attract and get the best staff and retain them by giving best and timely incentives and training, the management will have to work on the development of entire ecosystem of the organization which will lead to more footfall of clients and generating of turnover. Since inflow of funds is necessary for all organizations, marketing and advertising will help to boost them.
- Since, majority of the staff is semi-skilled they just assign them department and work is extracted by the manager of the department. For the hotel to communicate regularly with their employee there should be a two way communication between the management and the employees, the management should be open to the inputs received from the employees and vice-versa. But this type of open environment is not available at all hotels, for regular communication between management and employees the vision of the hotel should be clear to the employees and the employees should be participative in achieving the vision of the hotel.
- If any staff is found to be blunt or rude then a strict action would be taken by the management.
- Helping the staff in improving the employee's technical, collaborative and emotional skills is only possible with big hotels where the clientage is also rich and ready to pay for getting it through the staff, some small hotels may do it but majority does not plan for it.
- Only a few are found to have leadership quality so they should be identified and evaluated as future mid-management staff.
- For improving communication between managers and employees, problem discussion is

not used because these hotels keeps only those managers which are good in commanding, if employees would keep on discussing the work will not finish in time.

- For giving the opportunity to provide feedback to management, the management should be open to the inputs received also the employee should understand the organization and system working, and see are the changes practical enough that they can be implemented. But this type of open environment is not available at all hotels.
- For being aware of the hotels overall strategy, there should be two way communication between the management and the employees.

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