

## AN ANALYSIS OF THE CHALLENGES OF INTERNAL MARKETING IN THE HOTEL INDUSTRY OF BANGLADESH

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### Abstract

Internal Marketing is the process of enabling the internal employees purposeful for the success of the company by satisfying them. The purpose of the study was to find out the challenges of internal marketing that are faced by the hotels in Bangladesh. The research is to investigate the challenges and to find some possible solutions to it by providing some recommendations. The hermeneutic interpretative data analysis method was followed for analyzing the data in light of different theories and concepts. The comprehensive review of previous theory and research is compared and dissimilarities are given some explanation. Job insecurity in the workplace, job turnover rate, lack of work environment, lack of extra facilities in the job is found in most of the comprehensive interview taken from different employees of some three or four stars hotels. Most of the employees don't think they feel any attachment to their job in the hotel. Internal politics and conflict exist in the hotel industry which hampers the effectiveness of internal marketing in the hotels. The training and education system is not up to the mark and should be improved. The recruitment system of the new employees is done internally and lack of recruitment system skills also exists. Some internal training institutes should be opened for providing training to the employees for making them skilled and other external training centres should be opened. Intrinsic and extrinsic motivation needs to be increased.

**Key Words:** Marketing, Internal Marketing, Hotel Industry

## **1. Introduction**

The tourism and hotel industry is one of the major economic activities in the country that contributes to the economic, political, and cultural development of the country. The country is beset with natural beauties and the different historical places make the country attractive for the tourist and adventure lovers to come to this country. The hotel industry is a subsector of the tourism and hospitality industry. Cunha (2003) states the hotel industry contributes to the economy of a country and employs many of the job seekers. The hotel industry is employing a huge number of people. In the different departments of the hotel, many employees are working.

It is strengthening the industry to consider new strategies for gaining a competitive edge. As the hotels need to get a competitive advantage for the best of their ability to serve in the market and win the loyalty of the customers, the hotels should put their attitudes and their performance influence a guests' loyalty. The employees are the software of the company and the activities they do affect the company's success or failure (Arnett, Laverie, & McLane, 2002).

The employee represents the company. They are the agent of both the customers and the company (Mudie and Pirrie, 1993). In terms of the service industry, the employees are part of the service itself. The employees' behaviour and the employees' activities mean something to the company and the customers. Their manner, appearance, outlook, willingness, ability, and skill to solve the problems may play a great influence on the satisfaction of the customers. Skilled service employees know what to do with making the customers satisfy (Mudie and Pirrie, 1993).

Effective internal marketing in the hotel industry creates satisfaction among the employees and that ultimately helps to give a competitive advantage to the company (Yang, 2008). Various previous studies showed that internal marketing is a tool that could be used to motivate the employees to deliver quality services ( Narteh, 2012). In other studies, internal marketing is said to a tool to communicate with the employees around the organization (Gronroos, 2000). Internal marketing reduces the employee turnover rate of the company and makes the employees confident enough for the job (Lam, Lo & Chan, 2002).

Internal marketing can be used perfectly to offer employees the chance to grow perfectly as an entity, improve their skills (Arnett et al., 2002).

### ***1.1. Problem discussions***

Karatepe, Uludag, Menevis, Hadzimehmedagic, and Baddar (2006) agreed that for maintaining a long-term relationship with customers. The marketers, the brand, the workers of the business are the service, the marketers, the brand, and the organization in the customer's eyes (Wilson, Zeithaml, Bitner & Gremler., 2012). Internal marketing creates a way to make the best use of the employees and make the relation effective among the organization. Internal marketing describes the path to retain the

employees for a long time and lessen the job turnover rate of the employees. In the hotel industry, the firms have to face many challenges and problems in maintaining internal marketing and through which keeping the employees for a long time. In the hotel industry, there are a huge number of employees who are recruited internally. Thus the employees are not that committed to their task and they are not skilled enough for the company. What problems and challenges may create long term dissatisfaction among the employees? That may cause poor service quality and make the external customers dissatisfied.

Tourism is the thrusting sector of our country and hospitality firms are the major players in the sectors. In this sector, internal marketing is an important influential factor. In this study, three stars and four stars hotels are studied for measuring the internal marketing relationship with the success of the hotels. The study is conducted for measuring the potential of this by identifying the problems and addressing some recommendations for internal marketing. For that purpose, the research is asked for "what are the problems and challenges of internal marketing in the hotel industry in Bangladesh". In this study, the problems and challenges will be used as an opportunity for future improvement interchangeably.

## **2. Literature review**

The tourism and hotel industry in developing countries are generally viewed as industries that bring foreign exchange, employment, and a modern way of life. The research is about the problems and challenges of internal marketing in the hotel industry in Bangladesh. So, a comprehensive literature review assisted to understand the problems and develop a theoretical perspective of research questions. This chapter has included the theories and some components of internal marketing. A conceptual model of service marketing triangle is presented here. Internal marketing has a different component. They could be education and training, Motivation, communication and information, coordination among the fellow workers, and job satisfaction. A comprehensive review of the previous study and the different theories and concepts are gone through here for getting an overall understanding of the topic and for further research. Internal marketing is essentially a broad topic and it is to the organization's employees and other top-level management is involved here. The use of internal marketing for maintaining service quality and recruitment systems is also gone through for getting a piece of comprehensive knowledge about that. At last, the challenges that are faced by the employees in internal marketing are reviewed.

### ***2.1. Internal marketing***

A company's employees are seen as their most significant marketing tools. They could be on the front lines, on the backward employees, and anywhere in the organization. These employees' attitude,

appearance, and approach all communicate something about the organization they represent. Nichols (2002) has defined "internal marketing as considering the internal employees as internal customers and to concentrate on the satisfaction of these internal customers". Nichols (2002) defined that "internal marketing means employing, training, and motivating the internal employee, and inducing them to know and accept the concepts and importance of customer orientation satisfaction, as well as supporting and co-operating with the marketing department to provide excellent customers service". Hult has pointed out that internal marketing is related to the company's or the organization's effort. Organization trains and motivates the employees to offer the best quality of services to the clients. Grönroos (2000), as cited in Chung-Cheng & Hung (2008), has described that Internal marketing in the service industry helps all employees understand the organization's vision, mission, strategies, and aims and refers to the training, motivation and proper evaluation of the employees to achieve the organization's expected goals and keeping the employees retaining the best employees in the organization.

Different scholars have given different opinions to internal marketing to be a tool that could be used to motivate to deliver quality services (Caruana & Calleya, 1998). Internal marketing was thought to be a tool for the solution to the challenges of consistently delivering high quality. It has been said as an important tool for satisfying the internal employees as a means of realizing the organizational intent (Ting, 2011). Many of the scholars argued that the internal customer's commitment is critical for the survival and growth of the enterprise as the internal employees play an important role to satisfy the external customers. It has been further claimed as an effective tool in the management of change and implementation of the strategy (Rafiq & Ahmed, 2003; Rafiq & Ahmed, 2000). Internal marketing is considered as the application of marketing and HRM; it was used for motivating and managing employees in the organization. Esfahani, Amirosadat, Rahimi & Marandi, (2013) defines internal marketing as inward-facing marketing which is used to satisfy the customers inside the organization and motivating them to do all functions for the betterment of the company. He also argued that with internal marketing the marketer extends and develops the foundations of marketing such as the marketing concept, the exchange process, and customer satisfaction to internal customers.

## ***2.2. Internal marketing and the hotel industry***

Many researchers have argued about the hotel industry and they told that the hotel industry is unique from the other service industries because it provides a home environment for the commercial purpose. Many studies are conducted on internal marketing over the years which demonstrate the relevance of internal marketing in the management of the hotel industry and its staff. There could have found many studies that could essentially important evidence that internal marketing if it is maintained effectively, in the hotel industry results in employee satisfaction, customer focus, and high service quality delivery to the guest (Kandampully, 2002). Kandampully (2002) argues that satisfied employees will

ultimately convey their best attitudes towards the guests who patronize their services. Internal marketing creates a high standard of quality in all stages of the hotel. Internal marketing enables to establish a service culture and develop a level of attachment of employees with the company ((Tag-Eldeen & El-Said, 2011)).

The complexity of the nature of the hotel industry makes the management of people challenging and different from the other relevant industries (Tag-Eldeen & El-said, 2011). It has been also found in some research that internal marketing enhanced the effectiveness and focus of the hotel employee . However, a positive relationship between internal marketing and the level of hotel performance has been found in many studies (Tucoz & Akyol, 2008) .The application of internal marketing in the practices in the hotel industry has been shown to contribute to employee job satisfaction and it increases positive employee's behaviour of the employees (Arnett, Laverie & Mclane, 2002). After research in five-star hotels in Egypt, tag ELdeen and El-said (2011) have found that internal marketing is an important tool for promoting and enhancing employee commitment to the company internal marketing is said to be a tool for addressing the employees' work performance and employees' work knowledge (Lo et al, 2002).

In a definition, tourism is a collection of activities, services, and industries that deliver a travel experience, including different types of accommodations, transportations, eating and drinking establishments, retail shops, entertainment businesses, and activity facilities((Endo, 2006)). Internal marketing and service quality is a related concept for the time being. So, there is a need to have a brief discussion for the conclusion of the relationship between internal marketing and service quality.

In important research has found that there are seven dimensions of internal marketing. They comprise internal communication, staff development, information communication technology (ICT), fairness, empowerment, teamwork, and motivation of employees in the hotel industry. All the dimensions motivate to know the relation between service quality and internal marketing. It is also found that ICT is the most important dimension impacting employee commitment, while motivation did not have a statistically significant impact on employee commitment to the hotel industry.

Their researchers significantly emphasize the four components of internal marketing, they are- Training and development, internal motivation, Communication, and Co-ordination.

### ***2.3. Internal marketing for motivation and reward system***

Nowadays, companies all over the world can understand the importance of internal marketing in motivating and rewarding employees in the industry .The companies are now able to recognize that motivating the employees also requires a level of respect between management and workers. "This respect can be seen as involving employees in decisions that affect them, listening to employees, and

implementing their suggestions where appropriate." ((Dickinson & Robbins, 2005)). Although motivating the employees is a key determinant of internal marketing, the employees are determining a different level of motivation and may need to be motivated by that level. Thus this is a very critical task that is needed to handle ((Dickinson & Robbins, 2005)).

Every person is unique and has a motivational key which inspires the person to work harder and give more to the firm ((Dickinson & Robbins, 2005)). Many companies are going to build a motivational framework and set a guideline for the employees to make them motivated to a particular aspect. This study is conducted to know various motivational areas that a company is providing its employees. Internal marketing helps companies to have the strength of motivational guidelines and thus help employees to have their extra benefit from that. Different researchers argued that motivational efforts have a positive relationship with the internal service quality and thus helps to gain the goals and objectives of the company ((Dickinson & Robbins, 2005)). The motivational system may be both financial and non-financial. As employees have different types of motivational instincts, the company must consider the financial and non-financial reward systems or motivational tools. The reward systems or the motivational tools must be in according to the employees' job levels, such as paying them bonuses and commissions, or educational development of the job training and course. Team sessions are an effective way suggested by some researchers to create trust and commitment between the employees to listen to their needs, enquire, complains and recommendations, to address the needs of each employee on an individual basis

#### ***2.4. Internal marketing and service quality***

The notion of internal marketing appeared 1970's which has been founded to solve the problems that occur due to the lack of delivering services in high quality. So the company involved in any business: whether the hotel industry or any others should work hard to improve a method: which will improve the delivery of the service (Corbetta, 2003). It is also concluded that the company should make its employees love its brand or the company they belong to will convince the external customers to love the company as well. Furthermore, Bulut & Culha (2010) argued that the external marketing strategies will be improved firstly by improving the internal marketing the inside of the company of the organization. Internal quality is the most important thing in doing anything further. If internal marketing is not going well for the company, it is for sure that external marketing will not be going well shortly. "The successful application of the principles of internal marketing on the internal market of the business is a prerequisite for effective external marketing" (Herington et al. 2006 cited Lombard, 2010 p.371). If the quality is improved, then the company might be able to get feedback from the external customers (Corbetta, 2003). Internal service quality is necessary for the best external service quality. Cook (2011) has provided a model of a service profit chain, as a strategic variable, which provides the linkages between internal service quality, employee satisfaction,

productivity, and external customer satisfaction and organizational performance, although little concrete empirical evidence has so far been found. Employees capable and willing to give excellent service must be attracted, developed, motivated, and retained by treating them well and making them feel important (Mcneely, 1997).

### ***2.5. Internal marketing and human resource management***

The researchers argue that there are trends that require the HR department and manager to have much higher levels of competence and skills (Bulut & Culha, 2010). Internal marketing helps the manager to be more effective in many decisions of the HR manager. It has also been seen in many researchers that failing to recognize the importance of internal marketing in HR is a weakness of the HR manager and it causes some blame to him. Internal marketing is the application of marketing within the organization (Luthans, 2002, pp. 230-232). Every department and every person within the organization is a supplier as well as a customer. The organization has to support the employees in a manner that the employees somehow motivated to support the company's objectives and goals by delivering the right forms of services to the external customers (Conduit & Mavondo, 2001).

The manager of the HR department has three distinct groups. They are employees of the organization, other managers involved with the senior management tasks including the CEO; external groups. Marketing helps in the value delivery process of the internal customers of the company and helps the HR department to get the outcome effectively (Conduit & Mavondo, 2001). The relationship between the buyer and seller in the labour market is like that the employees have to sell labour to earn an income. HRM is a function which requires close cooperation with other functions, but there may have some other important tasks that must be completed for the benefit of the company. At the end of the 20th century, it has been seen that HRM has been started to approach as growing importance in the hotel industry. Strategic HRM meant to the retiling of the old personal department with no obvious change in its functional role, or it might be re-conceptualized and reconstructed in light of internal marketing. Internal marketing simply make lowered the complexity faced by the HR manager.

## **3. Methodology**

A research methodology and methods have to be incorporated before going for conducting the research.

In this section, the research approach of the study has been presented, which is very important for ensuring data quality. The research methodology, research methods, and how these methods will help for gaining the research objectives are discussed here.

In social science, the study of the documents, interviews, observations, and questionnaires are the basic instruments for collecting the data. (Corbetta, 2003) also argues that "...three fundamental actions underlying the techniques of qualitative research are observing, asking and reading". The

interviewing method has been used in this research and the primary sources of data are one of the major sources of this data collection. The other essential data are collected from other secondary sources. The interview was facilitated by having a semi-structured questionnaire that worked as a guideline for the in-depth interviews.

This section is divided into other sub-sections which present a vivid discussion on the method used, sampling issues that are used, and sampling justification by identifying who anticipated and how they were chosen has been discussed in this study.

### ***3.1. Sampling approach***

Qualitative studies use deep description to reinforce understanding of the concept ((Rahman, 2010)). But sampling which follows statistical approaches through creating random or representative sample might provide biased, ambiguous, and irrelevant information in case of the case study based qualitative research. (Rahman, 2010) quoted from "Mays & Pope, 1996" also reflects this philosophy about the sample of the qualitative research in the following way.

The respondents of this research are selected from five renowned four stars and three stars hotels and non-probability random sampling are used for getting proper findings of the internal marketing in the hotel industry. The selected hotels are Hotel victory, Hotel Given international, Hotel Razmoni Ishakha, The Westin Dhaka and Dhaka Regency Hotel and restaurant. There are some of the departments which described the composition of the respondents for their involvement in the internal marketing of the Hotel industry. They are House-keeping, Front office, sales and Marketing, Accounting, Food and Beverage, and HRM

### ***3.2. Sampling procedure***

The qualitative research approach gives guidelines to select the respondents. According to the approach, a key strategic starting point to reach the respondents is used named as snowball sampling.

Here, the snowball technique is used instead of random sampling to have information-rich respondents. In the snowball sampling technique, an initial group of respondents is selected, usually random (Malhotra, 2012). This sampling strategy is used because the particular respondents are selected to have important information that can't be obtained by other sampling techniques . By applying snowball techniques, the researchers try to find an accurate, insightful and different point of views and to avoid duplication of same stories (Rahman, 2010).

### ***3.3. Sample size***

The sample size depends on many variables of research. The purpose of the study is one of the main reasons for selecting a sample size. There are no specific rules for selecting the sample size. The psychology behind the approach of acquiring information, and what the resources available for the



research and what can be done within the time frame are the dependents of the selection of the sample size. In the qualitative research, it is the quality and richness of data that is important and some of the researchers are conducted within a small sample size frame and researchers argue that the strength of these studies of the use of the small sample size and analyzing the information within a small boundary but broadly.

The respondents of the research are 20. The respondents are from five three stars and four stars hotel of the Dhaka city. The male and female are both interviewed to ensure the gender balance in the research. The information is collected from six departments of the hotels to get authentic and reliable information.

The interviews are collected from an age bracket between 20 to 55 years people. The people are selected according to the research approach that is set before.

### ***3.4. In-depth interview***

According to Corbetta (2003),

A qualitative interview is a conversation which has the following characteristics: it is inferred by the interviewers; interviewers are collected and after that selected according to the data-gathering plan; many considerable numbers of subjects are interviewed; it could have a cognitive objective; an interview is guided by the interviewer; it is based on the non-standardized pattern of questioning which is flexible enough.

Byrne (2006) argues in the fact that structured questionnaires that are formal can't assess the attitudes and value propositions that can be assessed by the semi-structured questionnaires. In the research, open-ended and flexible questions are used to get more spontaneous and participative responses than closed questions and can facilitate better scope of getting interviewee's views, interpretations of events, understandings, experiences, and opinions. Qualitative research makes the complex simple and more positive (Byrne, 2006). In the concern of the interviewee, the open-ended questions help to go anywhere and the interviewee feels comfortable answering all the questions and shares their experiences. For that reason, the open-ended questions are the key to the qualitative research process and that will help to get the information needed for the research.

For that, a questionnaire has been set and it's based on the components of internal marketing. The components of internal marketing and its challenges in a company have been considered in the questionnaire. The questionnaire is in English and after that, it is translated into Bangla for making the employee comfortable about the interview. After collecting the information, the interviews are transcribed in English further. In almost all cases, the interview questions are updated, revised, and

extended the prefixed. The changes to the questions are made at the discussion generated a few more lines of inquiry.

### ***3.5. Data analysis and interpretation***

#### ***3.5.1. Hermeneutic analysis***

Hermeneutic Analysis is a method of Analysis based on interpreting. The strategy outlines a contradiction to those research strategies which pressure objectivity and independence of understandings in the formation of knowledge (McNeely, 1977). Hermeneutic research comprises various approaches. Methods of analysis may also differ, and in different disciplines, discipline-specific techniques subsist for interpreting phenomena. Hermeneutic analysis facilitates you to bring out an in-depth understanding of meanings of, for example, human practices, culture, works of art, and texts (Www2.uiah.fi, 2018). Understanding is formed through methodical interpretation processes. These processes are known as a hermeneutic circle explanation of details influences the interpretation of the complete phenomenon; reviews of these interpretations fabricate a deepening understanding of the experience. One can combine hermeneutic analysis with other methods of analysis that aim to interpret and understand meanings. A combination of the rules of hermeneutics and phenomenology forms phenomenological hermeneutic analysis. The hermeneutic analysis also forms the foundation of a variety of discipline-specific methods of analysis and close readings methods (McNeely, 1977).

The interpretation is given based on the differences and the similarity that is found in the previous research and why the research is different from the other research is given the possible explanation.

## **4. Findings**

In this section, the data is analyzed and different types of consistency and contrasts are discussed based on different theories and previous research. Different theoretical issues are considered as a reference for the discussion. The social and economic condition is considered in terms of analyzing the theories that are discussed in the literature review. Firstly, the discussion starts with giving a brief introduction to the hotels that are considered for the research. Then the components of internal marketing are discussed along with different contrast and similarities with it.

### ***4.1. Presence scenario hotels in Bangladesh***

The research was conducted for knowing the state of the hotels in Bangladesh with internal marketing. The objective of the study is to find out the current situation of the country's hotel internal marketing states. The internal marketing helps to make the internal working conditions smooth and thus gives the company a competitive edge to be in the market (Berry, 1981).

The author of this research has studied three stars and four stars hotels for knowing the overall circumstances of the hotels and the challenges they are facing in terms of internal marketing in the organization. When the hotels are visited, there are so many varieties of services in the hotels that are providing to the customers. They provide family-oriented services to single room services.

According to the information on the hotels, they are allowing the employees to grow within the company. Few of the hotels are thinking about providing training and trying to start a business school where they could provide customized courses to their employees as well as the student who eager to have hotel management short courses.

Few of the hotels are thinking about the classroom for the employees who are employed newly. Some others are thinking about online courses and on-the-job training. The courses would be developed by giving priority to the basic sides such as Getting on the board, Commercial, Leadership, Functional, and service.

About all the hotels that have been studied have their Codes of conduct where they represent the fundamentals of how they are managed ethically. The managers must ensure that the codes of conduct are implemented and understood by the team members. It is also an important task for the managers to encourage the employees to report to the supervisors or other managers about the break of the code of conduct.

"We are very much aware of the behaviour of the co-employees of our organization whether they are conducting anything unethical or not. We ensure that they are free to talk to us. They must tell us about their problem. The employee's problem is seen broadly" (Apu, age- 40, personal interview, 2018).

The employees are recruited based on three aspects. Part-time employees, full-time employees, and extra employees are selected according to the requirement.

In the phase of internal marketing in the hotel industry, respondents are interviews to know different aspects and tried to find out the challenges that are faced in those phases. They are basically in 1) training and education, 2) Intrinsic motivation, 3) extrinsic motivation, 4) communication and information, 5) Co-ordination, and 6) job satisfaction. Each of the aspects is discussed.

#### ***4.2. Education and training***

Educated employees create value for the customers by their learning and that value helps the company to create value for it. Internal marketing is the most important way to educate employees and it plays a great role in the training system of the company (Bansal, Mendelson and Sharma, 2001). It has found from the previous research conducted by Bulut and Culha (2010) that, training is an important

dimension of internal marketing which is used to equip employees with the relevant knowledge and skills of their performance. All the participants are agreed in the same aspects of the employee recruitment that the employee who is recruited will be needed at least a level of experience for being recruited and in case of emergency, they don't think about the experience. Only outlook and the learning ability have been given the priority. When the low-level employees are recruited, the employees are recruited based on the employee's outlook, prior knowledge, and little experience. But in terms of higher employee recruitment, the company considers the ability, educational background, educational status, academic results, and experience, etc.

"To get the job I do not need any kind of previous knowledge or experience. The hotel prefers to educate its employees through the internal education system."(Akas, age- 23, personal interview, 5 March 2018)

How to interact with the other employees and the customers properly is very essential and that comes from the experience and training that the employees get from the hotel (Grady & Ohlin, 2009). The author of this paper thinks that nothing is more important than social skills. The employee must have positive attitudes towards customers when they interact with them. They need to show respect to the job and have skills to be socialized as it is a hotel in which socialism is the key to be successful. The attitudes that will help to become successful in the firms must come from the heart of the employees. The fact that the employees think themselves is to have the eagerness about learning and improving the skill to become successful. The role that the employees play in different aspects of their services is an important thing in internal marketing (Grady & Ohlin, 2009).

"If you ask me about the education and training of the employees, I will say well-educated and well-trained employees are the assets. We have all the things to serve our guests, but If the employees are not that much interactive and they are not able to communicate with the other fellow employees. There is no value in other things like instruments, rooms, and other things. The educational background of most of the employees is poor and they are not educated enough. The employees should be well educated and they must have intentions to learn from the organization." Tanvir Ahmed (personal interview, age-40)

The author of this paper terms employees as "software" and the other equipment and buildings as the hardware. If the employees are not there, then the firm will be nothing without a physical structure. The relationship between the fellow employees and the interaction between the employees make the hotel to become successful. The good stuff of the organization can give a competitive advantage to the organization and they can create a competitive edge (Rafiq & Ahmed, 2004; Rafiq & Ahhmed, 2000). The hotel business is similar such in Bangladesh

The hotels are providing basic training to their employees and are trained for only a particular job. They are given training for the benefit of the company. These pieces of training do little change in the skills among the employees (Bettencourt & Gwinner, 1996).

"There are few educational programs that are focused on the specific area or tasks which the employees will perform during their shifts. If there is any problem then we work together as a group and discuss the issue and try to find out the solution to the problem. The training that is provided in our organization is in-service training." according to Rabbi, (personal interview, age-30).

The thing that the firms should do is to develop an interactive way of communication. The training that is to be provided to the employees should be provided to make the employees secure and more professional in their job life. The training could be provided by role-playing in different situations. If employees are working as a receptionist at the front desk, there could be many kinds of a hypothetical situation. The firm may find different types of situation and may train the employees accordingly. The creative exercise could be another way to empower the employees in their working environment. In that, the employees will think in a creative way to solve the situational problems (Stringer, Didham & Theivananthampillai, 2011).

Some of the firms are thinking to form a team and providing training inside the organization and creating a training centre inside the organization. Some hotels are thinking about opening an external training school and providing training to the students who are trying to get a job in this sector.

For those hotels are selecting some rooms for using them as classrooms where theoretical knowledge will be provided and other practical knowledge will be provided in the workplace. The information is found in the following interview.

"Yes, they are giving us basic training that is relevant to our job. It is similar to an on-work job. And we are not provided with any academic training. You have seen our operational manager. He has come from. And I have overseen experience and the managers who are working here must have some experience. That is the key to our organization. Now we are thinking about forming a team and providing training to the employees who are new and not have that much experience. We are thinking about creating a training centre or you can say training institutions for getting the employee trained up inside the organization. And we are further thinking about the external training centre where we will provide professional training and a short course for the student who is interested to work in the hotel. By doing this we can create some student who has that much of knowledge about the hotel industry and its culture" (Apu, age-40).

### ***4.3. Motivation***

#### ***4.3.1. Extrinsic***

Motivation is something very complex that comes from within the employees (Cook, 2011, p. 229). It is multi-dimensional and it is difficult to measure the meaning of the motivation that is not fit for all the people (Grönroos, 2000). One of the objectives of the study is to get the meaning of the motivation of the hotels and knowing the motivational dimensions that are used by the hotels.

In most of the hotels, the employees are not given any kind incentive for their outstanding job and they are not given any additional wages for their work. They have a fixed salary and the increment of salary is done after such a long period. There is no pay-per-performance. There are some of the hotels that are aware of the salary system. They give recognition for their outstanding work. Stringer et al. (2011) stated that bonus is extrinsic motivation and it hurts the internal marketing. The hotels that are studied are also using bonuses as extrinsic motivation but this has a positive effect on the mind of the employees. The possible explanation could be-

The employees of the hotels become when they get the bonuses and they are expecting other bonuses. These bonuses motivate them to work diligently for the hotel. Another reason could be the availability of the employees at lower compensation. The employees are not getting the salaries that they should get to lead a better life. When they are getting bonuses, they become motivated by it.

"We are given a basic salary here. We are given two-yearly bonuses. We don't have any kind of recognition system". (Saiful, age-30, personal interview, March 6, 2018)

"The company is giving us a salary and bonuses. There are other types of benefits they are providing us. The best employee is selected and they are awarded at the annual meeting. Although the service charge is less than other hotels, we are expecting some increment in the service charges. Our managers told us about giving the guests the best service and trying them to retain for a long time. If the target of the company is filled up, we are given a complimentary dinner and we have a party together." (Nazmul Hasan, age-3, personal interview, March 5, 2018)

We are paid when we work more than what is expected. But that must not create any pressure on our day to day work. Employees who are doing overtime duties are seen whether they are fit for doing that or not. If they are coming up with extreme pressure, then they are not giving that opportunity (Apu, personal interview, March 3, 2018).

#### ***4.3.2. Intrinsic motivation***

Some employees are motivated by money while some others are not motivated by it, they are motivated by the chance to learn more (Cook, 2011). The intrinsic motivation could be by giving the

employees chance to learn more from the organization and the possibility to gain knowledge to advance within the organization (Grönroos, 2000). They may be motivated by learning many things from the organization and working in a different position in different areas.

In some hotels, the decisions are taken basically by the operation manager. At that time, the employees are motivated to make the manager know about the decisions they are taking from there. There are some other hotels, where employees are motivated to take their own decisions. If they do not understand what to do at that time, they discuss with the other employees who are more experienced or who have such types of experience. If that is impossible, then they inform their supervisors about the situation. There are some situations where employees think that the customers are not satisfied with what they get and what they expect. At that time they take note of the phone number of the guests and inform the supervisors about the situation.

“We are said to tell the manager about the decision and we are not getting any freedom to work by ourselves. Sometimes, there are some decisions which become impossible for us to take without the permission of our operational manager” (Ataur Rahman, age-26, personal interview, March 7, 2018)

"We are said to take our own decisions according to the terms and conditions. We are not supposed to inform the manager all the time. If there is an emergency, we call our operation manager and he tells us what to do. But that is very rare. In maximum time, we are said to do whatever we should do. In some situations, if we think the guests are not satisfied with the service, we take their contact no and after that, we inform our supervisor about the guests. He discusses with us and makes sure whether the guests are satisfied or not over the phone" (Apu, personal interview, March 3, 2018).

“We are said to give the employees who are working on the standard more feedback and praise them if they are improving themselves. It varies from person to person. They are giving feedback in the way they need to”.

(Nuruzzaman, F&b manager, personal interview, March 8, 2018)

There is no way to measure a manager's performance, the employees are not even asked about the manager many times.

#### ***4.4. Communication and information***

Rosenfeld et al. (2004) stated that a lack of information could reduce the employees' job satisfaction. Communication and information are very important for the employees of the hotels and that is used for the benefit of the employees. Internal marketing helps the employees to become up to date through communication. Communication is very important for the employees. The infrastructure doesn't support to maintain the intranet in the hotels. The previous research conducted by Rosenfeld et al.

(2004), found that the maintenance of the intranet helps employees to become motivated and maintain a smooth communication system. In this study. The results differ. The possible explanation could be firstly, the technical operators are not so much concerned about that. Secondly, the maintenance of the intranet may be costly and the top management wants to avoid it. Thirdly, the employees at all levels are not that much educated to realize that.

A one-hour meeting is held every one month and it is conducted orally to most of the hotels that are being studied.

"We communicate with the other fellow workers through the mobile phone, if there are any kinds of notice; the management gives it to the notice board. We can be able to know the difference other information through using social media. We have our group on Facebook. We have our groups on Facebook and the whole hotel's pages and groups. From there we can know the things very easily" (Anwar, age-2; personal interview, March 8, 2018).

The research objective was to determine the relationship between managers with employees. The employees are the only one side of a river. On the other hand, the managers are the other side. So, without the help of the manager, it will never be possible to uphold a good communication system which is the best the most important thing about internal marketing. The result of the study conducted by Conduit and Mavondo (2001) supported the result that is found here. If an organization's advertising is not developed with input from operations, the employees may not be able to provide the services that have been promised in the internal and external marketing efforts (Wilson et al., 2012).

Wilson et al. (2012) described that insufficient and unavailability of the information causes uncertainty, ambiguity, and other organizational problems such as a decline in job satisfaction and productivity among the employees. His research result matched with this study. As, the result shows that if the information is not available, the employees feel unsecured, and the role they might be played not be able to play by them. They feel unambiguous and that might cause their dissatisfaction. These kinds of information are got from almost all the interviews taken from it. It is evident in these quotations.

"We are provided with the information and by using that we make ourselves clear to take the decisions. Yes, many times the information is not given adequate and we feel upset when these types of things occurred. We are not told to do our job specifically. Thus our tension grows. Sometimes, it's very difficult for us to take responsibility for the job and work accordingly. It can harm our concentration as well." (Tasmia, age-22, personal interview, 12 March 2018)

It should be clear that the information must be available to the employees for their motivations to work and giving satisfactory services.

#### ***4.5. Co-ordination***



The effective internal marketing is dependent on the good coordination among all the parties involved in the value creation of the company (Greene, Walls & Schrest, 1994). It is needed to achieve effective service the organization needs to coordinate the activities of the internal employees and support staff (Rafiq & Ahmed, 2000).

This study also manipulates the results found from the previous studies that the coordination among the employees helps to create the involvement of the employees with the hotels. To achieve high service quality, organizations must know how to coordinate their frontline employees and support staff effectively (Rafiq & Ahmed, 2000). The hotels that are studied also acknowledge the importance of, therefore, teamwork is highly encouraged throughout the organization.

According to Malone and Crowston (1990), employees must be coordinated to work together towards the same goal. The hotels believe that it is the easiest way to reach their goals. Working together as a unit ensures that all the activities are connected and that they are moving in the right direction.

There are some conflicts among fellow employees and that hampers their work. But when these are happening, the manager calls them and asks them. If the situation is not tolerable, they are fired for that. Some hotels that are studied have conflicts with the employees who are recruited internally and who are not recruited through that. That causes a great conflict among the management. There are groupings among the employees in some organizations. The employees who are close to top management maintain distance with the employees who have recruited through the recruitment process.

"We try to maintain the rules and regulations of the company. So, there is no scope for doing that. But you know there are some types of recruiting when employees are recruited through internal recruitment. Then they are creating the same phenomenon and their perception is not the same as those who don't have internal recruitment. Who are recruited through his ability may see those persons who are recruited through lobbying or internally not like him? At that time, there may have some internal politics.

There are some other types of internal politics, for instance, one of our employees, who have a good relationship with the manager may try to get closer to the manager and can give wrong information about another employee. He may want to have a promotion, that's why he may do that" (Hasan, age-25, personal interview; 20 February 2018).

As it is evident in these quotations, internal politics is found in some hotels. Some employees agreed about the jealous of the job and the improvement that an employee has made. Some employees don't work according to the mission of the hotels. If the employees are not working together, they might be

in trouble to deliver the service quality. Internal service quality is necessary for the best external service quality (Narteh, 2012).

There are some shreds of evidence that the employees are willing to build a connection between the co-workers during the work and the activities outside of the work. Even though the relationship between co-workers has a minor effect on job satisfaction, it was shown by Luthans (2002, pp. 230-232) that poor relationships could hurt job satisfaction and which ultimately impacts on the internal marketing of the organization.

#### ***4.6. Job satisfaction***

According to Gounaris and Boukis (2013), job satisfaction is the precondition influencing employee job performance. The possible reasons for that may be the availability of the employees and the lower salary. The employees are not satisfied with the salary and payment they get from it. They expect more salary and other facilities in the company. They expect the supervision which will never be autocratic. They expect encouragement from their supervisors. The employees also expect co-workers to behave diligently and freely with each other.

The employees of the hotels find the work as interesting to some extent. They thought the work as a way to learn many things and many cultures from different people. The following quotations make it clear about that.

"I find the job very interesting as I am finding the job as an opportunity to meet with new people especially the foreigner. I meet the foreigner and talk with them and learn new things all the time. I found various people from various cultures and various religious people and I think the job is an interesting one." (Roton, personal interview, March 7, 2014).

Luthans (2002) stated that the word itself means the degree to which the job offers with interesting tasks, opportunities for learning, and the chance to accept responsibility. Hotels are offering the learning ability from the job. But the employees are not that satisfied with the hotels that are studied. The possible reasons are the on-work discrimination of the employees. The insecurity of the job as the employees is available in the lower level. The work environment is not congenial to the women for the work. The employees are not getting proper learning as there is an unavailability of the proper trainer and training facilities. The work itself is an important element of effective internal marketing strategies as verified by Stringer et al. (2011). It could lead to effective internal marketing.

The promotion is not regarded as a motivator by some employees, but that opportunity increases the positive feelings towards the job. This is incoherent with what Stringer et al. (2011) has found, promotion no doubt is intrinsic motivation and which helps the employees to become satisfied. The following thought of an interviewer may make the situation clear.

Co-workers are another motivating factor for the employees and once they are bonded together as a team they are strongly connected and it contributes to job satisfaction. When employees can recognize that they are working together for the same goal, they are more motivated to contribute to the organization. Luthans (2002) acknowledged that complexity to cooperate with coworkers can lessen job satisfaction.

## **5. Conclusion and implication of the study**

The main purpose of the research is to describe the challenges of internal marketing. The objectives of the study were to find out the challenges and giving some of the possible recommendations about its solution and the factors that influence Internal Marketing. This thesis has gained an understanding of how important is internal marketing activities in the hotel industry. The different kinds of challenges that are faced by the hotels in terms of internal marketing are found. For those reasons, the objectives are matched with the results. The main findings of the research are the differences between the previous results of the study. The possible recommendation could be-

Firstly, salary is not only the motivating factor, but the other facilities are also very important to the employees. Flexibility for the job is very important to the employees.

Secondly, the turnover rate is high. The employee switching mentality influences the work. Salary is not up to the mark and the employees wish to have a better salary. At first, the thing the firms should develop an interactive way of communication. Secondly, the training that is to be provided to the employees should be provided to make the employees secure and more professional in their job life. Thirdly, the training could be provided by role-playing in a different Situation. If employees are working as a receptionist at the front desk, there could be many kinds of a hypothetical situation. The firm may find different types of situations and may train the employees accordingly. Fourthly, creative exercise could be another way to empower the employees in their working environment. In that, the employees will think in a creative way to solve situational problems. The training could be provided by role-playing in a different situation. Fifthly, a team should be formed within the organization to provide the employees with training and relevant education for making them improve their job. Sixthly, a training institute should be opened from where the students who are willing to do any job might be gone there and take the necessary education and training. There should have internal communication between the hotels and the training institutes. Seventhly, the employees should be

provided with incentives and wages for their outstanding work and recognition for their outstanding job. There should have a way of measuring a manager's performance and the relationship among the fellow staff. Eighthly, an interactive way of communication system should be formed and employees all over the organization should be motivated to involve actively. Ninthly, the advertising should be effective to get a good response from the employees as well as the customers. Employees should be recruited fairly and there should have minimum standards for recruitment to resolve the conflict among the employees. Tenthly, the management should be aware of the internal politics and the level of tolerance that must be seen. Intrinsic and extrinsic motivation system should be increased. Tenthly, employee emotional attachment should be created and social security should be increased for the effectiveness of internal marketing. Job culture should be grown up within the firm and that needs to be unique enough. Up to date equipment should be introduced for making the employees adopted with the present condition of the entire market and lessen the job turnover rate. There should have a unique technique for making the job environment interesting.

### ***5.1. Limitations of the study***

The significance of this research paper can be limited by the chances of respondent's biases while answering the questions of the questionnaire. As respondents were chosen by using non-probability techniques, so here the researchers cannot say that they could be reached to the most appropriate firms who would be able to explain it better than others. Again, the respondent's knowledge regarding the issue also limits the outcomes of the study. The study is also limited by the assumption that all respondents answered questions openly and honestly. As the sample size is very small, the authors can generalize the outcomes got from the study. Again, the author's skills and techniques applied to get insights by asking the right and accurate questions, and finally the author's ability to critically analyze the gathered data may not be out of any doubt. The authors hereby accepted their knowledge limitation in analyzing the situation.

### ***5.2. scope of further research***

The main focus of this study was the challenges of internal marketing in the hotel industry. The study has covered the hotels within Dhaka city. The outcomes are generalized to the entire country. So, there remains a gap to study further to cover the entire country. Again, this study only covered the hotels which are three stars and four stars. Further scope remains to include the five stars hotels and other hotels to have more constructive outputs to conclude about the internal marketing of the hotel business in Bangladesh. Again, the relationship between internal marketing and internal customer loyalty can be researched and could be a better topic for future research.

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