

The Relationship between Internal Marketing Practices and Job Satisfaction in Four and Five-Star Hotels in Dead Sea, Jordan

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Abstract

Reward system, development, internal communication and job satisfaction are key elements of internal marketing in four star hotels in the Dead Sea, Jordan. From an adapted questionnaire a total of 263 respondents' questionnaire were analysed using SPSS. The result of this study indicated the internal communication had the highest effect on job satisfaction followed by development and reward system. Hence, internal marketing elements have relations and effect on job satisfaction. In view of the results suggestions were made which will help key decision makers in taking into cognizance the most important internal marketing factors that can improve employee behaviour over time. Issues for future research were also noted.

Keywords: Internal Marketing, Reward System, Development, Internal Communication, Job Satisfaction.

1. Introduction

The hotel industry is considered one of the modern industries in the Hashemite Kingdom of Jordan. This is to a large extent due to the important role it plays in the economic resource development of the country. Typically, in addition to the inflow of money from tourist activities, job opportunities are created for the citizens of the country. This inflow of tourists is also largely due to a variety of services in the form of international cuisines, entertainment, recreational and therapeutic, banking, communication and other services that makes visiting the Hashemite Kingdom of Jordan worth remembering.

In the tourism business, employees play a very prominent role in the success of various elements in the industry ranging from hotels/restaurants, transportation, resorts to travel agencies. In view of this therefore, the human resource component of management plays a key role in retaining these workers, and as unemployment would further create chaos for the economy of the country. Studies and empirical endeavours indicate that a hotel room creates about 1.5 jobs. Further enquiry also suggests that there are over 18,500 direct jobs so created in the hotel/tourism business. . Additionally, over the years, rooms in hotels and other accommodation providing facilities have recorded boosts in terms of the service they provide. Specifically, there are 538 hotels in Jordan which are different in locations and classification with capacity of up to 27,123 rooms and 51,965 beds.

In view of this therefore, the hotel industry needs very important human resource practices so as to achieve superior performance in the form of increase in sales and turnover, etc. Consequently, much attention has to be directed towards physical, social, administrative and psychological work conditions, vis-à-vis other socio-psychological work conditions that helps in retaining workers and those which makes them work more efficiently and effectively.

Innovations in in the human resource management field have in the last decade focused on practices and activities that increases employee satisfaction. This is because it is a key element used in motivating employees in an organization; hence the direction of management interest in factors that influences employee job satisfaction, as this has a positive relationship in their performance and their achievements at the workplace.

The organization always looking for success in achieving goals through achieve customer satisfaction and full their desire and demand. In service organization as hotels, the customer satisfaction passes through employees satisfaction which reflect in service quality that received by customers. Internal marketing consider one of the main strategies that leads to employee satisfaction.

2. Problem statement

The hospitality industry is considered complex in view of its structure, employment, and labour market characteristics, making the management of its employees quite difficult and different from other industries (Tag-Eldeen& El-Said, 2011). In view of this therefore, in order to build and excellent workforce which in turn leads to the provision ox excellent services and in achieving high customer satisfaction levels, operators within the industry should first address the needs of the employees, as this is an important internal marketing tool in hospitality industry (Lo, Stalcup& Lee, 2010). Moreover, Turkoz and Akyol (2008) are of the opinion that higher internal marketing efforts leads to high level of performance in the hotel business. However, employee's satisfaction is main purpose of implementing internal marketing (Chang & Chang, 2007). Also, in competitive market, to pace with technological change, globalization, and other factors organization must strive to be the best through managing their resource effectively (Davoudi & Kaur, 2012).

Despite the importance of internal marketing in achieving organization goals, there is dereliction by management to pay the required attention and interest in the employees. Only a few organizations actually

implement the concept in practice (Alhakimi & Alhariry, 2014; Al-Haj Abed & Dmour, 2009). Though a myriad of studies have been done relating to internal marketing in the Jordanian setting, most of these studies were conducted in the telecom, banks, insurance and other sectors. There is little or nothing that has been done in the hospitality industry in the Jordanian context. To this end therefore, the study is intended to address issues relating to internal marketing and its elements and how they are able to elicit high performance and excellent service provision in the hotel sector in Dead Sea- Jordan. This study is also being done to increase awareness among the key decision makers in the hotel business industry in Jordan on the importance of the role of internal marketing to prepare and create attitude and loyalty of employees. This study should also heighten the understanding of internal marketing elements so as to be able to develop and implement training effectiveness strategies that ensure the needed change in employee behaviour. The performance being referred to will manifest in the form of the quality of service delivered to customers. Based on problem identified, this research aims to answer the following questions:

- 1- What is the relationship between marketing practices and job satisfaction?
- 2- What is the impact of internal market practices on job satisfaction?

3. Internal marketing

The notion of internal marketing is gradually becoming of concern as it is a new area researchers are exploring to see how organizations can adopt its provisions in order to increase their service quality and other other organizational-level performance indicators (Elsamen & Alshurideh, 2012). The concept of internal marketing was first submitted by Sasser and Arbirt (1976) who believed that the employees are very important marketing tools for service organizations and the work should be seen as product to employees. In addition, Berry (1981) noted that internal marketing principles treats employees as customers, and internal customers want to meet their needs and desires satisfied. Also, Johnson and Seymour (1985) pointed out that internal marketing should be seen as employee oriented behavior. Hogg, Carter and Dunne (2000) mentioned that internal marketing is organization's efforts aimed at coordinating the entire resource within organization. Moreover, Che ha, Abu baker, and Jaafar (2007) believed that internal marketing is the main element of marketing strategy whose activities are directed toward employees in the organization who are to be seen as customers. Internal marketing is philosophy-based process related to traditional marketing processes aimed at motivating, training and leading the change process of organizations through employees (Alhakimi & Alhariry, 2014). On a relational note, Rafiq and Ahmad (2000) posited that the development of the internal marketing concept are in three theoretical phases: 1) concentration on individuals motivation and satisfaction. 2) increasing customers oriented behavior. 3) viewing internal marketing as a vital instrument for organization strategy. Rafiq and Ahmed (2000, p. 449) stated that internal marketing is "A planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate, and inter-functionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through a process of creating motivated and customer oriented employees".

The objective of internal marketing is to align with organizational effort to offer better services to customers (Cooper & Cronin, 2000). Furthermore, it is to make employees recognize the mission and aims of the organization (Joseph, 1996). Tsai and Tang (2008) mentioned that internal marketing is meant to induce employees to know and accept the concept and importance of customers satisfaction, and cooperate with marketing department to provide excellence customers service. Also, Lings (2004) believed that internal marketing is intended to apply marketing and human resource management styles by motivating and managing people in the organization.

The relevant literature have setup variety elements of internal marketing. The academic literature developed and investigated various proposal about internal marketing elements as illustrated in table 1

Table 1. internal elements

Gronroos (1985)	<ul style="list-style-type: none"> • Motivation • Development
Tansuhaj et al. (1988)	<ul style="list-style-type: none"> • Recruitment • Training • Motivation • Communication • Retention
Berry and Parasuraman (1991)	<ul style="list-style-type: none"> • Fight for talent • Provide a vision • Prepare people for results • Team work • Freedom to work • Measurement and recognition • Meet internal customers
Rafiq and Ahmed (1993)	<ul style="list-style-type: none"> • Employee motivation and satisfaction • Customer orientation and customer satisfaction • Inter-functional coordination and integration • Marketing-like approach • Implementation of specific corporate or functional strategies
Foreman and Money (1995)	<ul style="list-style-type: none"> Attraction • Recruitment • Retention
Shekary et al. (2012)	<ul style="list-style-type: none"> • Awarding system • Supervisor support • Empathy • Appraisal system • Empowerment

Source: davoudi and kaur,(2012)

3.1. Reward system

Reward system refers to “the intrinsic and extrinsic benefits that workers receive from their jobs” (Govindarajulu, & Daily, 2004). Hence, employee’s motivation takes the form of financial and non-financial elements. The organization determines reward systems that helps make employees performance optimally and remain much more committed to the organization (ELSamen, & Alshurideh, 2012). Also, Huseman and Hatfield (1990) confirmed that rewarding has powerful impact on employees’ behaviour and effectiveness of organizations. According to McMullan and Gilmore (2008), it is important for management to adopt reward system based on their employees’ performance. This further increases their performance and eventual loyalty. Furthermore, reward system can create trust among management and employees, and build positive environment in organizations. By this, it is important to note that management must encourage a performance-based rewards system amongst its employees (Benea, 2008). Sequel to the above, this hypothesis is drawn:

H1: Reward system is positively related to job satisfaction.

3.2. Development

Development is defined as “a strategic investment by organizations in training its members” (Foreman & Mony, 1995). According to Werner and Desimone (2011) noted that the aim of development isto encourage change, increase and improve knowledge, skills, and attitude of employees. Organizations offer the development strategy such as training to employees to perform the tasks and job adequately and in as professional way as possible (Al-Hawary, al-Qudah, Abutaey, & Al-Zeyadat, 2010). Marty (2014) believed that training achieve the positive quality in performance and positive results on customer satisfaction. According to Poor, Akhlaq, and Akhavan (2013) training result will see increasing skills with getting better and providing satisfaction, loyalty if employees, and quality of service. Furthermore, Piercy (1995) emphasised that training should be made and integral part of organizations operations so as to boost internal marketing and eventually improve on their service delivery. This hypothesis is therefore proposed:

H2: development is positively related to job satisfaction.

3.3. Internal communication

Internal communication refers to “all forms of communication from management to employee in service organizations” (Lovelock & Wright, 2001, p.246). Communication is considered a vital element in creating harmony between employee’s attitudes and organizational goals (Gronroos, 1990). According to Al-Hawary et al. (2013), if people are unable or unprepared to communicate with each other, there will be no inter-department or inter functional co-ordination. Moreover, internal communication is a primary means for internal marketing. This is because it leads to high employee satisfaction levels, create trust, respect and loyalty of employee which help the management to ensure high standard service delivery (Lovelock, 2001, p.246). Ahmad, Rafiq, and Saad (2003) also submitted that it is a very important factor of internal marketing in view of the fact that it fundamental in creating understanding between employees in an organization. It is also a vital prerequisite to align employee attitude and behaviour with the organization goals. The hypothesis hereunder is therefore drawn:

H3: development positively related to job satisfaction.

3.4. Job satisfaction

Job satisfaction is one of the most complex management challenges as it deals with making employees happy (Al-Hawary et al., 2013). Internal marketing assists an achieving high performance through increase internal customers (employees) satisfaction (Chang & Chang, 2007). Lock and Schweiger (1979) defined job satisfaction and dissatisfaction as “ that job satisfaction is the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating ones job values” . According to Shimizu, Eto, Horiguchi, Obata, Feng, and Nagata (2005) job satisfaction refers to joyful or positive emotional state regarding job or work experience. According to Aziri (2011) job satisfaction is the main key for organizations to become efficient and effective which is vital for its growth. Many researchers like Reddy and Rajasekhar (1990) noted that job satisfaction is a common attitude which is the result of many specific attitudes. Moreover, job satisfaction is a main element that leads to recognition, income, promotion and achievement of other goals that lead to a feeling of fulfilment.

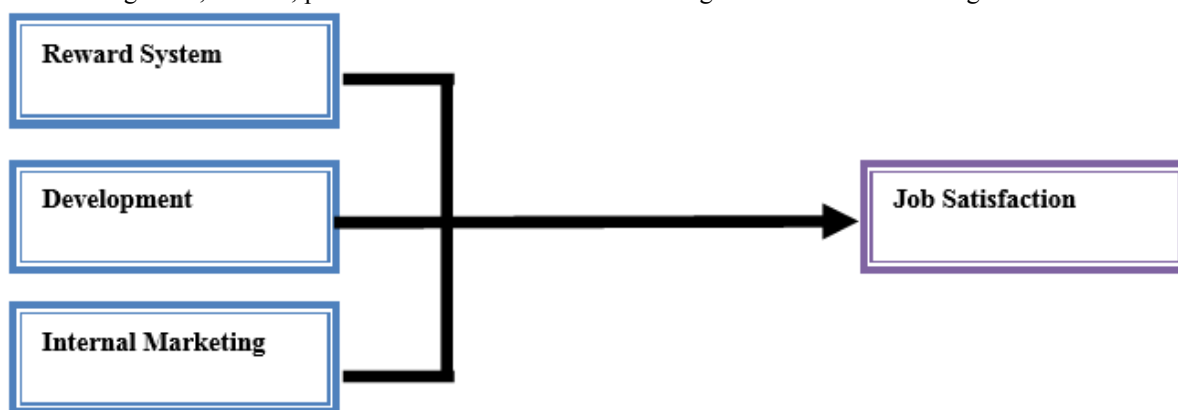


Figure 1. Framework of study

4. Instrument design

This paper used questionnaire in collecting the primary data from the respondents. The questionnaire consists of four sections: 1) demographic information. 2) Internal marketing factors which are, reward system measured by 10 items, 3) development measured by 10 items, and internal communication measured by 11 items. 4) Job satisfaction measured by 13 items.

The items adapted from previous studies and slightly modified. A total of 44 items for study variables were measured on five-point Lickert scale from strongly disagree (1) to strongly agree (5).

5. Sample design and data collection

The target population of this paper are all employees in five and four stars hotels in Dead Sea-Jordan. There are 2861 employees (Ministry of antiquities and tourism of the third quarter, 2014). According to Krejcie and Morgan (1970) the appropriate sample for 2861 population is 341 respondents. Due to two groups of classified hotels five and four stars, the study calculates sample size for every sub-group based on the formula (sub-group number *sample size/target population). The sample size for five stars hotels which has 2464 employees is 249, and four stars hotel which has 397 employees is 47. Random sampling was used to selected respondents from hotels.

A total of 341 questionnaires distributed between 3 January2015 and 15 March 2015. A total of 272 questionnaires were returned. Nine questionnaires were not considered valid because it contains some response

errors. Finally, a total of 263 questionnaires were valid and represent 77% which is acceptable for statistical purpose.

6. Data Analysis and Finding

6.1. Sample Characteristics

Age: 57.8% for respondents between 20 and 29, 28.1% for respondents between 30 and 39, 14.1% for respondents between 40 and 49. Education: 20.2% of respondents are in high school, 33.8 percent of the respondents holds diploma, 39.2 % of the respondents have obtained bachelor's degree, 6.8 % of the respondents holds master degree and higher. Regarding experiences: 30.8 percent of the respondents are less than 5 years, 32.7 % had between 6 and 10, years' experience 25.1 percent between 11 and 15, 8.7% were between 16 and 20, and 2.7 % above of 21 years. For nationality 91.3 percent were Jordanians, and 8.7 % were other nationalities.

Table 2: respondent characteristics

Variables		Frequency	Percent %
Age	20-29	152	57.8
	30-39	74	28.1
	40-49	37	14.1
EDUCATION	HI SCHOOL	53	20.2
	DIPLOMA	89	33.8
	BACHELOR	103	39.2
	GRADUATE	18	6.8
EXPERIENCE	5 OR LESS	81	30.8
	6-10	86	32.7
	11-15	66	25.1
	16-20	23	8.7
	21 & ABOVE	7	2.7
NATIONALITY	JORDANIAN	240	91.3
	OTHERS	23	8.7

6.2. Descriptive analysis

A total of five dimensions representing the independent, moderator, and dependent variables indicated high mean and standard deviation values in the hotel sector in Dead Sea-Jordan.

Table3: mean and standard deviation

dimension	N	Mean	Standard deviation
REWARDSYSTEM	263	3.99	.63838
Development	263	3.92	.60430
Internal Communication	263	4.03	.56717
Management Support	263	3.96	.57809
Satisfaction	263	3.98	.53382
Overall mean			

6.3. Reliability

Cronbach alpha is used to measure the reliability of the study instrument, the result showed relatively high internal consistency between the study variables, and is suitable to be used in analyzing data.

Table 4.reliability coefficient

Dimension	CronbachAlpha
REWARDSYSTEM	.704
Development	.730
Internal Communication	.779
Satisfaction	.859

6.4. Correlation analysis

The results in Table.5 demonstrate positive and strong relationship between internal communication and job satisfaction, and were positively and moderately to other variables.

Table 5. Correlation results

Variables	Reward system	Development	Internal Communication	Management Support	Satisfaction
Reward system	1	.358**	.403**	.273**	.399**
Development	.358**	1	.316**	.421**	.418**
Internal Communication	.403**	.316**	1	.447**	.542**
Satisfaction	.399**	.418**	.542**	.495**	1

** . Correlation is significant at the 0.01 level (2-tailed).

6.5. Regression analysis

Table6. Regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.120	.232		4.839	.000
	Reward system	.126	.046	.151	2.716	.007
	Development	.208	.047	.235	4.397	.000
	Internal Communication	.383	.051	.407	7.441	.000

Note: R square= .379; Adj R square = .372; Sig. F= .000; F value= 52.631; Dependent Variable: Satisfaction

The result of F- value and its significance is illustrated in Table 6. It is an indication of significant relationship between internal marketing practices and job satisfaction for employees. Also, the coefficient of determination (R²) indicate .379, which representing 37.9 percent of satisfaction explained by three factors of internal marketing. So, there is impact of internal marketing practices on job satisfaction.

Regression analysis pointed showed that internal communication has a significant positive impact on staff job satisfaction ($p < 0.05$; $\beta = .407$). Hence, the hypothesis H1-3 proposing that internal communication positively related job satisfaction was supported in this study. The other result indicated that development has significant positive relationship with job satisfaction ($p < 0.05$; $\beta = .235$). Therefore, the hypothesis H1-2 also supported in this study. Reward system has a significant positive impact on job satisfaction ($p < 0.05$; $\beta = .151$). Hence, the hypothesis H1-1 also supported in this study. Finally, based on the values of the independent variables, internal communication has the highest effect on job satisfaction followed by development and thereafter rewards system. Thus, there is impact of the internal marketing practices on staff job satisfaction.

7. Discussion

This paper is intended to examine the impact of internal marketing (reward system, development, and internal communication) on employee job satisfaction in –four and five-star hotel in the Dead Sea, Jordan.

This research indicated that reward system has significant relationship and impact on employee satisfaction. In essence, reward system is an important factor in eliciting satisfaction from employees in the selected hotel. This result is in conformity with the position of Poor et al. (2013) who noted reward system as an element of internal marketing which also has significant relations with job satisfaction. In addition, Huseman and Hatfield (1990) confirmed that reward system have strong effects on employee behaviour. Reward system is a very important element in motivating and pushing employees to feel some sense of satisfaction in their workplace, and drive employees toward loyalty and commitment in the hotel industry.

On the practice of staff development, results from the study showed its significance with employees' satisfaction. This is in conformation with the position of Al-Hawary et al. (2013) who noted that development is an important aspect of internal marketing, and that employees need to develop their staff in order to achieve high employee satisfaction. In addition to the above, Marty (2014) also noted the positive relationship between development and satisfaction which eventually led to loyalty in organizations. Development can bring many benefits for hotels, some of which are, increase in profits, adaptation with changing business and work environment, and in achieving competitive advantages. On the other hand, employee can get new knowledge, skills, experiences, and new working manners which in turn lead to high performance.

Results from the analysis also showed that communication is significantly related and in fact contributes to employee satisfaction. This result is in tandem with Al-Hawary et al. (2013) who reported that communication had a positive relationship with job satisfaction. Also, Marty (2014) confirmed that increases in open channel communication with employees will be followed by increases in employee satisfaction. This

practice allows employee to pass on information, views, suggestions, plans regarding workplace and performance to supervisors and managers. On the other hand management communicates with employees to provide feedback, comments, advice, in addition to information about roles, regulation, plans, and new constrictions. The management using communication in as many ways as possible helps hotels provide high level services to customers.

8. Conclusion and recommendation

The main aim of this study is to bring to light the importance of internal marketing elements in achieving employee satisfaction in hotels in the Dead Sea-Jordan. In addition to expanding the understanding of the impact of these elements in creating and building employee satisfaction in hotels, this study further highlight the most important factors if implemented by management will lead to employee job satisfaction. This study offers additional empirical evidence suggesting that the adoption of internal marketing practices is related with employee satisfaction which, in turn reflects on customer satisfaction and improved hotel performance. This is an important factor to be considered by the management of hotels in the Jordanian context on taking these practices into account so as to create a positive work environment and in achieving set organizational goal and objectives. Consequently, the study reveals that all practices of internal marketing create employee satisfaction. This is as supported by previous related literature.

Hotel management should develop their strategies taking into cognizance the intrinsic and extrinsic benefits such strategies will be to employees, and specifically making these strategies more effective in the form of bonuses, monetary rewards and recognition. Also, management should offer new training programs to all departments and employees. This is to help keep the employees abreast with latest developments in the hotel business, and for the acquisition of knowledge, skills, attitudes, and other performance-based indicators. Additionally, these practices help to motivate employees an opens up new opportunities on their career development. it is this important that management believe in listening to its employees, buy into their opinions and build the trust with them. This eventually contributes to a feeling of ownership from the employees since an atmosphere of mutual coexistence has been created between management and their employees.

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