



INTERNAL MARKETING PRACTICES AND EMPLOYEES' TURNOVER INTENTIONS IN TOURISM AND LEISURE HOTELS

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ABSTRACT

In recent years, the government has actively promoting the 2008 National Development Plan and the overall policy of opening the island for tourist from Mainland China. This effort increases the importance of the leisure service industry. The hotel industry is typically a service industry and the service object is "human;" therefore, service quality is decided based on "human" qualities. Thus, the human element is a key resource for the hotel industry. The employee turnover rate of the hotel industry is on the higher side, which causes higher personnel expenditures and training costs and increases the probability of losing potential employees. The hotel industry as a whole, therefore, should strengthen its internal marketing efforts aimed at ensuring employees to establish a high level of customer-service consciousness, promote service quality, and decrease turnover rates. This study attempts to integrate and discuss the existing results and concepts proposed by previous scholars. According to the literature review and questionnaires, this paper will discuss the correlation between internal marketing practices and the employees' turnover intentions. In addition, this study inserts the concept of work adoptability to discuss the relationship between internal marketing practices and employee turnover intentions at different levels.

KEY WORDS: *tourism and leisure hotel, internal marketing practice, turnover intentions*

Introduction

Background and Study Motivation

According to the report in Epoch, up to May 2006, the production value of the Taiwanese service industry in Taiwan achieved \$6,900 billions dollars, which is accounted for 68.6% of the GDP. And this surpasses the

Singapore's at 63%, South Korea's at 55%, and China's at 34%. It is equivalent to the level of a developed country with a mature economy (Tang, 2006). The proportion of the production value of the service industry to GDP is much more than the manufacturing. The service industry has gradually become the main venue force for obtaining more employment opportunities. According to the newly issued human resource application investigation by the Accounting and Statistics, Executive Yuan, says under the "characteristic of employee,," the population of the employees in the service industry has increased from 40.67% in 1985 to 50.71% in 1995, to the latest statistical datum at 58.27%. The Council for Economic Planning and Development indicates that adding the proportion of production value of the domestic service industry to the GDP, it has achieved 74.3% in the first season, 2006, and the number of employees in the service industry amounting to 5.863 million, is accounted for 58.4% of the total population (See Figure 1). Thus, it can be seen distinctly that the bar center of the industrial structure is lead by the service industry and it thus will become the new hope for the future industrial development in Taiwan (Tang, 2006).

Challenge 2008, Taiwan's National Development Plan, estimates that the tourists coming to Taiwan will reach 5 million. The government also plans to open the island for tourists from Mainland China, which will benefit both the tourism and leisure industry directly, and other related industries indirectly. It also estimates that total production value will achieve 50 billion NTD. It also predicts that the tourism and leisure will become the new competitive industry (Ke, 2006; Siao, 2006). With advancing civil income and implementing a system of two days rest in a week, the employees' attitudes towards life and values have changed. People actually pay more attention to the benefits of leisure activities. This shift causes the development of tourism and leisure industry to become more and more important in Taiwan (Li & Lin, 2002).

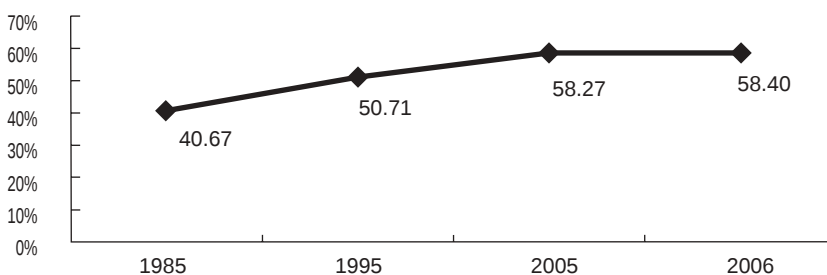


Figure 1. The proportion of the population of employees in the service industry

Siao (2006) also mentioned that five-star level hotel is not the most important condition for tourism success, but, the vital factor is whether the hotel can offer service with good quality. When customers feel excellent service, the hotels retain them and bring further benefits to the enterprise (Deshpande, Farely, & Webster, 1993). When the service industry develops well, more and more people attach importance to the segmentation of services marketing. The concept of International Marketing (IM) was first proposed in the field of services marketing (Berry & Leonard, 1984; Grönroos, 1981). The main reason to develop internal marketing in the service industry is because internal employees play more significant roles in service compared to other industries. Therefore, tourist enterprises must apply marketing methods and activities typically applied to the external market to the internal organization also. They must consider employees as internal customers, and develop activities that motivate and influence the employee, and thus create satisfaction among them (employees). Finally, this approach can establish employees' consciousness towards customer-service, a market orientation and sales.

The hotel industry is typically a service industry, and its background is "human." The quality of service is determined by "humans," so they are the very important resource for the hotel industry. Every task and service in the hotel is planned, organized, executed, and harmonized by "humans." Some scholars have proposed that a successfully implemented tourist plan relies on promoting internal marketing to the internal group in the hotel (Crick, 2003). Voola, Casimir, and Haugen (2003) also considered that internal marketing was the precondition for implementing successful external marketing plans (Bao & Huang, 2001).

The hotel industry's fundamental principle is customer service. It mainly adopts a shift-work system; the service offered to the customer emphasizes the harmony and cooperation between each department to achieve the service target (Ting, 2002). Numerous problems in the hotel industry have caused high employee turnover rate, making it hard for the enterprise to maintain service and retain talent. These problems include: (1) the salary of first-line employees are generally low and their working hours in a day is long; (2) they typically work on national holidays, and other festival days (3) the working culture and welfare facilities are not complete; (4) the system of promotion is abysmally low; and (4) hotels attach importance to service experience (Wu & Chen, 2003; Liou, 2005). This results in increased employee turnover and the possibility of losing shining employees.

For the human resource management (hotel manager), high employee turnover is a serious problem at all times (Tanke, 2001). The tourism business, in reality is the trade that mainly offers service; therefore, it needs to expend a great deal of human resources to offer service (Hou, 2002). Further, the high employee turnover rate impact the service quality, increase the cost of personnel recruitment / training and as well result in great loss (Huang, 1996). Some researchers, however, proposed that implementing internal marketing can improve employee satisfaction and decrease the turnover rate (Arnett, Laverie, & Mclane, 2002).

Objectives

This study aims to discuss the correlation between internal marketing practices and employ turnover intention in tourist hotels in Taiwan. The authors aim to understand whether “internal marketing practices,” which “considers the employee as internal customer” will significantly influence the employee turnover. We will also discuss the decisive factors relevant to an employee’s intention to resign, and ways the HR managers can improve the situation aiming to the reasons. Finally, this study seeks to solve the problem of high turnover. In summary, this study seeks to achieve these purposes:

- (1) Find out how important hotel internal marketing practices are to the employee and their satisfaction if implemented by the practitioner.
- (2) Determine the tourist hotel’s employee turnover intentions.

Literature Review

Internal marketing practices

Hult, Hurley, Giunipero, and Nichols (2000) pointed out that internal marketing means considering the internal employee as the internal customer and to concentrate on making those (employee) satisfy. Cooper and Cronin (2000) suggested that internal marketing should be consistent with the organization’s effort to train and motivate its employees to offer better service. Internal marketing in the service industry helps all employees to understand the company’s mission and objectives, and refers to training, motivation, and proper evaluation to achieve the organization’s expected goal and retain potential employees (Berry, Leonard, & Parasurman, 1991; Johnson, Scheuing, & Gaida, 1986).

Huang (2003) considered that internal marketing is meant to employ, train, and motivate the internal employee, and induce them to know and

accept the concepts and importance of customer satisfaction, as well as support and cooperate with the marketing department to provide excellent customer service. Conduit and Mavondo (2001); Johnson and Seymour (1985) asserted that internal marketing meant creating an internal environment with customer orientation and service consciousness in the organization. Lings (2004) and Joseph (1996) also considered that internal marketing meant applying marketing and human resource management to motivate and manage employees in the organization.

Rafia and Ahmed (2000) thought that internal marketing, like orientation of planning practice, could accomplish several aims. It could (1) counteract or conquer organizational disputes for alliance or reform to gain the customer's satisfaction; (2) create motivation and customer orientation to harmonize and integrate employees; finally, (3) it would cause employees to execute the company's strategy and functional strategy efficiently.

In a study of customer relationship management, Grönroos (2000) proposed the internal marketing activities into eight elements: (1) training scheme; (2) management support and internal dialogue; (3) internal communication and information support; (4) human resource management; (5) external communication; (6) a development system and technology support; (7) internal service recovery; and (8) market research and market segmentation. Bansal, Mendelson, and Sharma (2001) believed that human practice, the connotation and practice of the internal marketing, included six points such as employment guarantee; broad training; abundant salary ruled according to organizational performance; information sharing; employee empowerment; and reducing differences in status.

Referring to seven items classified by Grönroos (1990), Australian scholars Conduit and Mavondo (2001) classified the internal marketing activity into five perspectives, which correlated among one another according to the results of spot checking. They are:

1. **Education and training.** Training can transfer the importance of the market orientation and offer employees professional skills in satisfying customers' requirements
2. **Management support.** Managers' behaviors establish the environment that helps to develop the market orientation and motivate employees' towards that. Managers should encourage employee participation in planning, consider their suggestions and address them.

3. **Internal communication:** Bi-directional communication between the manager and employee will facilitate timely feedback, and can increase the mutual confidence improve performance.
4. **External communication:** If advertisements are aimed at customers directly, the employees, are to be trained with the organizational target and desires, otherwise they may be puzzled and the desired will not be achieved.. Therefore, before a product or advertising scheme is launched, employee should be informed about the activity, perhaps with a booklet and other exhibition items, to reduce confusion.
5. **Human resource management:** The design and execution of proper human resource policies can increase the organization's market orientation; it also can attract, keep and encourage employees with proper behaviors.

Li, Lin, & Juang (1998) deduced a measurement index with 13 items for internal marketing referring to an expert symposium: (1) effectively motivate and use the employee's originality; (2) ensure superior director support and participation; (3) use feasible service concepts considering the employees' orientation; (4) listen to the employee; (5) empower the employee with the required power when serving; (6) establish the organizational form with the concept that the employee is first; (7) establish an effective training plan for employees; (8) motivate service "heroes;" (9) strengthen the spirit of teamwork; (10) complete a service quality plan; (11) establish the concept that the customer is first; (12) offer inducement for active service; and (13) induce the employee's empathy for the customer.

Many scholars have proposed different opinions for internal marketing practices. The author has mainly classified them into three segments which includes: (1) the practice with the precondition of the marketing standpoint; (2) the practice with the precondition of human resource management, and (3) the practice with the precondition of human resource development. This segmentation is described as follows:

Internal marketing practice with the precondition of the marketing standpoint:

The activity of internal marketing practice includes four terms such as product, price, promotion and place (Davis, 2001). Kang (2001) classified internal marketing promotion into four perspectives, such as continuously collecting and analyzing information regarding internal market and the

competitive environment, determine the segmentation of the internal market, segment the internal promotion mix, and manage internal marketing.

The practice with the precondition of human resource management:

Bansal, Mendelson, and Sharma (2001) promoted practice with the connotation that internal marketing includes six points as follows: (1) employment guarantee; (2) broad training; (3) abundant salary determined according to organizational performance; (4) information sharing; (5) employee empowerment, and (6) reducing differences in status. Referring to the seven items classified by Grönroo (1990), the Australian scholars Conduit and Mavondo (2001) classified the internal marketing activity into five perspectives, which performed correlation between each other according to the result of spot check. The five perspectives include education and training, management support, internal communication, external communication and human resource management.

The practice with the precondition of human resource development:

Liou & Chen (2001) classified internal marketing into seven perspectives such as life development, work environment, welfare and salary, individual condition, internal communication, decision participation and service training.

Hu (2003) extracted six perspectives from internal marketing; including work environment, individual development, internal communication, empathy, salary, management empowerment, education and training.

Li, Lin, & Juang (1998) suggested a measurement index with 13 items for internal marketing and Grönroos (2000) proposed the internal marketing activities into eight elements.

To summarize the arguments for internal marketing (HR) practice proposed by various authors, this study integrates internal marketing practice it into six perspectives as follows:

- (1) **Education and training:** Besides training employees on the organizational culture and required skills, the organization should also offer a training plan appropriate for the employee's requirements. The training course should be relevant to the service industry, as well as build up employee skills in communication and customer service.
- (2) **Performance acknowledgement system:** This system can help employees understand the importance and necessity of service, build

the employees' sense of competence, and achieve the function of motivation.

- (3) **Talent training plan:** This plan can help employees maintain their talents and make the employees feel that they are important to and for the organization.
- (4) **Manager's support and participation:** Manager's continual support is one of the important factors of the internal marketing; if the employees receive support from managers, they will have centripetal force to the organization. If the managers can participate in first-line work themselves; they will understand the problems employees face the customers, so that they can train employees to anticipate and resolve problems.
- (5) **Listen to the employee:** Through informal and formal communication, the organization can hear and understand employees' real thoughts, and include employees' ideas into the internal marketing mechanism.
- (6) **Authorize and empower properly:** In order to achieve performance and complete work efficient, the organization can authorize the employees with proper power to make decisions, allowing employees to handle situations according to customer's requirements. This effort will make the employees a more centripetal force to the organization.

Turnover intention

Traditionally, turnover can be classified into two types: voluntary and involuntary. The main reasons for voluntary turnover are organizational factors (salary, promotion, work challenge, the relationship with the director, better work opportunity, and so on) or individual factors (health, retirement, physical move, further study, and so on). Involuntary turnover means to be separated or fired (Price, 1977; Wanous, 1979).

In order to understand voluntary turnover further, it can be classified into functional turnover and dysfunctional turnover. Functional turnover (low performance) means that the organization appraises the employee negatively; it wishes the employee would abdicate, and the employee also desires to abdicate as well. Keeping low performance employees in the organization will threaten the organization's benefits. On the contrary, dysfunctional turnover (high performance), means that the organization appraises the employees positively, that it wishes the employees to stay, but the employees abdicate. High performance employees leaving the organization will damage the organization's benefits (Huang, 2001; Dalton,

Todor, & Krackhardt, 1982). Dalton et al. also thought that the organization must attach importance to the dysfunctional voluntary turnover, but not the whole of voluntary turnover.

Intention means to do special thing or action with a distinctive attitude, or with means, purpose, or plan in the individual heart. If dissatisfaction sets in, the next phase is the thought of changing the organization emerges in employees' heart, and it also is the last phase. It is the employees' total dissatisfaction at work brings in the turnover intention to find another job (Mobley, 1977; Mobley, Horner, & Hollingsworth, 1978).

Recently, Watson Wyatt Worldwide conducted a worldwide investigation, finding that employees resign due to the following reasons:

- 58% - low salary;
- 48% - dissatisfaction with the management, & lack of promotional opportunities
- 44% - lack of enough skill training;
- 37% - for better welfare;
- 24% - unpleasant working environment; and
- 23% - conflict with directors or colleagues.

Therefore, in order to retain talented employees, it is necessary to offer all-around rewards. Besides a good salary, non-financial monetary benefits such as a positive organizational culture, training and development, and opportunities for promotion should be built in. (Lin, 2006).

Woods and Macaulay (1989) made an empirical study, at six chain hotels and six restaurants where the turnover factor is recognized. Their study indicated that there are two kinds of factors external and internal which influence the turnover. The external factors are the rate of unemployment and new opportunities; the internal factors are salary, welfare, supervision quality and working conditions, attribute of colleagues, overall work satisfaction, and so on. Syu (2006) examined Ford in Taiwan, and found that the factors influencing employees to abdicate were the relationships and interactions between the enterprise and employees. Syu found six terms such as open recruitment, competitive salary and welfare, good opportunities for training and education, fair performance appraisals, smooth internal communication, and specific enterprise development, are the key to retain employees.

David (1989) asserted that four main factors influenced employee turnover: the problematic selection process, unstructured employment program, lack of promotional opportunities or salary, and distressing management systems. Gaertner (1999) portray that both work satisfaction and organizational commitment influenced employees' decisions to abdicate or not. Measurements such as salary, support from the colleagues, work routine, role conflict, work load, and so on directly influence work satisfaction. The opportunity for promotion, support from directors, the justice of distribution of work and organizational commitment will also lead to work satisfaction. Further, more experienced employees think that they decide their work attitude and the decision to stay or leave is based on interaction between different issues. This means that if an employee has held many jobs or worked for a long time, he or she will be highly sensitive to the organizational match; therefore, they may be influenced by feeling satisfied or dissatisfied. Kang (2001) said that welfare and communication, recognition of employees' importance, and the consistency of payment have correlated to satisfaction. When the welfare satisfaction is higher, it will boost the morale of work satisfaction and lower turnover.

To summarize the opinions above, the author believes that the turnover can be considered a process. Whether the turnover is voluntary or involuntary, once the employee leave the service of the organization, the behavior is considered turnover. The turnover intention is the psychology or thought process before generating the turnover behavior. Therefore, the author believes that turnover intention can be considered an idea or a thought. No matter what the factor is, once the employee generates the thought to leave the current service, it is considered turnover intention.

Methodology

Study framework

This study aims to research how implementing internal marketing in the tourist leisure hotel industry influences the employee. This study also investigates whether employees' satisfaction with the internal marketing practices correlate with turnover intentions. Therefore, this study looks at internal marketing practice and turnover intention as two variables to determine what influence the individual's background has on attitudes toward internal marketing practices and satisfaction, even with turnover intentions present. The research framework is shown as Fig. 2:

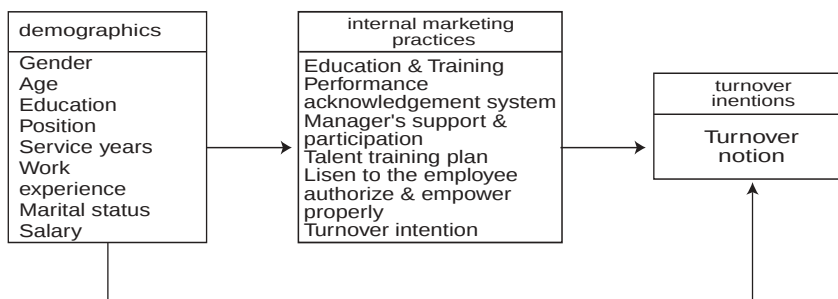


Figure. 2 Research Framework

Study hypothesis

The topic of this study is mainly to discuss the correlation between internal marketing practices in tourist leisure hotel industry in Taiwan, turnover intentions and their influence. Referring to the study purpose, literature discussion, and study framework, we have integrated the relationship between each variable and propose the study's hypotheses:

- H1: The internal marketing practice in different perspectives has significant negative correlation with employee turnover intention.
- H2: Different individual background variables have significant negative correlation with turnover intention.
- H3: The internal marketing practice has the ability to forecast the turnover intention.

Study instrument

The questionnaire used in this study refers to the internal marketing questionnaire of Li, Lin & Juang (1998) and Grönroos (2000), while the turnover intention questionnaire is derived from Lin (1984). The questionnaire adopts 4-point Likert scale, with 1 equaling absolute disagreement and 5 equaling absolute agreement). This study also invited many experts and scholars to confirm the validity of the content. The study instrument is described as follows:

Education and training

Beyond the training of organizational culture and required skills, an organization should offer a training plan that fits the employees' requirements and training courses related to the service industry. Training should aim to increase the employee's skills in communication and service to the

customers. This perspective is covered in eight questions. The value of Cronbach α is 0.897; therefore, the reliability is good.

Performance acknowledgement system

This system informs the employee of the importance and necessity of service. The performance acknowledgement system can help improve employees' feeling of achievement and achieve the function of motivation. There are seven questions covering this perspective. The value of Cronbach α is 0.845; therefore, the reliability is good.

Managers' support and participation

This aim of this plan is to help maintain talented employees, and make the employees feel that they are important to the organization. There are five questions covering this perspective. The value of Cronbach α is 0.818; therefore, the reliability is good.

Talent training plan

The employees' durative support is one of the most important factors for internal marketing; if the employees have the managers' support, they may be a more centripetal force to the organization. If the managers can participate with the first-line work themselves, they can understand the problems that occur when employees face customers. Employees can then be trained to manage outburst problems. There are four questions covering this perspective. The value of Cronbach α is 0.798; therefore, the reliability is acceptable.

Listen to the employee

Formal and informal communication helps to know about the employees' real thoughts, as well as take the employees' ideas into the internal marketing mechanism. There are three questions covering this perspective, the value of Cronbach α is 0.738; therefore the reliability is acceptable.

Authorize and empower properly

In order to achieve desired performance and efficiency, the organization should authorize and empower the employee with proper rights to make decisions. This lets the employee implement elastic feedback according to customers' requirements, as well as gives employees a more centripetal force to the organization. There are three questions covering this perspective. The value of Cronbach α is 0.753; therefore, the reliability is acceptable.

Turnover intention

Some employees have thoughts about leaving the current service field. There are five questions in this perspective. The value of Cronbach α is 0.887; the reliability is good.

Analysis of the Study Results

Analysis of the correlation

The statistical analysis in this section adopts the Pearson product-moment correlation to obtain the correlation between each perspective of the internal marketing practice, the turnover intention, and different variables of individual background. It also takes the turnover intention as a criterion variable, and each perspective of internal marketing practices as predictor variables to conduct the multiple stepwise regression analysis.

The correlation analysis on each perspective of internal marketing practice and turnover intention

The Pearson product-moment correlation is used to analyze the correlation between each perspective of internal marketing practice and turnover intention. It is found that each perspective of internal marketing practice has a positive correlation ($p < 0.01$), but each perspective as a negative correlation with the turnover intention ($p < 0.01$). These results are described in Table 1:

Table 1. Correlation Analysis on each perspective of the internal marketing practice & turnover intention

	Education and training	Performance acknowledgment system	Manager's support and participation	Talent training plan	Listen to the employee	Authorize and empower properly
Education and training	1	0.841**	0.822**	0.792**	0.795**	0.802**
Performance acknowledgment system	0.841**	1	0.879**	0.849**	0.791**	0.817**
Manager's support and participation	0.822**	0.879**	1	0.800**	0.819**	0.840**
Talent trg plan	0.792**	0.849**	0.800**	1	0.738**	0.769**
Listen to the employee	0.795**	0.791**	0.819**	0.738**	1	0.800**

Authorize and empower properly	0.802**	0.817**	0.840**	0.769**	0.800**	1
Turnover intention	-0.477**	-0.452**	-0.431**	-0.455**	-0.386**	-0.441**

* : $p < 0.05$ ** : $p < 0.01$

- (1) **Education and training:** The factor of “performance acknowledgement system,” which is one perspective of the internal marketing practice, achieves the highest correlation ($r=0.841$, $p<0.01$).
- (2) **Performance acknowledgement system:** The factor of “manager’s support and participation,” which is one perspective of the internal marketing practice achieves the highest correlation ($r=0.879$, $p<0.01$).
- (3) **Manager’s support and participation:** The factor of “performance acknowledgment system,” which is one perspective of the internal marketing practice achieves the highest correlation ($r=0.879$, $p<0.01$).
- (4) **Talent training plan:** The factor of “performance acknowledgment system,” which is one perspective of the internal marketing practice achieves the highest correlation ($r=0.846$, $p<0.01$).
- (5) **Listen to the employee:** The factor of “manager’s support and participation,” which is one perspective of the internal marketing practice achieves the highest correlation ($r=0.819$, $p<0.01$).
- (6) **Authorize and empower properly:** The factor of “manager’s support and participation,” which is one perspective of the internal marketing practice achieves the highest correlation ($r=0.840$, $p<0.01$).
- (7) **Turnover intention:** The factor of “education and training,” which is one perspective of the internal marketing practice achieves the highest correlation ($r=-0.477$, $p<0.01$).

The Pearson product-moment correlation is used to analyze the correlation between the variables of individual background and the perspectives of internal marketing practices and turnover intentions. The results indicate that besides the average salary, the variables of individual background do not significantly correlate with any internal marketing practice. Further, gender, title, working years, and working experience do not have significant correlation with turnover intention. The results are described in Table 2:

Table 2. Regression analysis on the internal marketing practice and turnover intention

	Education and training	Performance acknowledgment system	Manager's support and participation	Talent training plan	Listen to the employee	Authorize and empower properly	Education and training
Age	0.036	0.094	0.050	0.093	0.092	0.117	-0.260**
Education	-0.073	-0.051	-0.031	-0.056	-0.079	-0.067	0.159*
Position	-0.012	-0.084	-0.104	-0.057	-0.091	-0.014	0.012
Service years	0.004	0.034	0.050	0.059	0.030	0.079	-0.082
Work experience	-0.035	0.012	0.006	-0.004	0.000	-0.008	0.093
Marital status	0.090	0.116	0.034	0.096	0.042	0.100	-0.249**
Salary	0.128	0.179*	0.187*	0.170**	0.170*	0.180*	-0.179*

* : $p < 0.05$ ** : $p < 0.01$

- (1) **Average salary:** The factor of “talent training plan,” which is one perspective of the internal marketing practice, achieves the highest correlation ($r=0.170$, $p < 0.01$); although, it does not achieve a significant correlation with “education and training.” It achieves a significant negative correlation with “turnover intention” ($r=-0.179$, $p < 0.05$).
- (2) **Turnover intention:** The factor of “age,” which is one variable of the individual background, achieves the highest significant negative correlation ($r=-0.260$, $p < 0.01$); although it achieves a correlation with “educational background” ($r=0.159$, $p < 0.05$).

Through the multiple stepwise regression analysis, the predictor effect of unitary internal marketing practice to turnover intention is shown in Table 3. The results indicate that only “education and training,” which is a predictor variable of unitary internal marketing practice, achieves a significant level, but it conducts a negative predictor effect. The input variables’ unitary ability to forecast is 0.228, which means that the total variance is 22.8%.

Table 3 Abstract of the multiple stepwise regression analysis on unitary internal marketing practice and turnover intention

Variables	R	R ²	+R ²	F value	b	-	T Value
Constant term					4.111		
ET	0.477	0.228	0.223	49.609***	-0.545	-0.477	-7.043***

* : $P < 0.05$ ** : $P < 0.01$ *** : $P < 0.001$

Conclusions

This study is based on employees in the leisure hotel industry in Taiwan. From the variables of individual background, we can see that first-line employees and managers in the tourist and leisure hotel industry in Taiwan are mainly female (63.9%); and their ages mainly range from 26 to 35 (40.4%). Their educational background is mainly bachelor (34.9%); most of them are unmarried (53.0%), customer-served people (41.0%). Their service years range from one to four years (45.2%), with their years of work experience including three to five jobs (34.3%). The average salary is 20,001~25,000 NTD (36.7%). In reviewing to the study topics, the conclusions are as follows:

Employees with different individual backgrounds in the tourism leisure hotel industry affected differently by internal marketing practices and turnover intentions.

The study results indicate that employees in the higher salary range (more than 40,001 NTD) are more satisfied with internal marketing practices than employees in the lower salary range (less than 20,000 NTD). For the turnover intention, the results also indicate that the age and salary contribute significantly. This result is consistent with the study results of Lin (2000), Guo (1995), and Leveck and Jones (1996).

The employees' cognition to internal marketing practices is significantly different from the satisfaction of internal marketing practice implemented by the hotel. Through the IPA analysis method, we can understand the disadvantages.

This study used a questionnaire to discover the differences on the object of the importance and satisfaction of the internal marketing practices implemented by the hotel. Generally, the importance of internal marketing practices to the employees is very high (Mean=3.25), but there is a distance between satisfaction (Mean=2.64) and importance.

According to the IPA analysis method, among the internal marketing practice employees choose education and training is important; however, if the manager's support / participation and listen to the employees is absent lowers the satisfaction; the parts that authorize and empower properly, talent training plan and performance acknowledgement system belong to the part with lower importance and lower satisfaction.

Therefore, gradually improving the leisure hotel industry requires education and training; the extent that authorize and empower employees,

the talent training plan and performance acknowledgement system. Strengthening the employees' satisfaction with the recognition and implementation of these parts shall be implanted in the internal marketing practice and cause the employees to identify with the organization. Finally, these dimensions can help advance customers' recognition for service quality and loyalty. When the employees perform well, the organization can give them a prize or reward, which is also one kind of recognition for employees. Offering training to employees properly means to let the employees learn more and better KSA to decrease the work time and improve their professional knowledge and service quality. The training not only helps employees improve, but also helps the managers know each employee's capacity. The organization can then train professional talent further, as well as supply employees with a good career path to increase the employees' willingness to stay.

Each perspective of the internal marketing practice of the tourism leisure hotel industry in Taiwan achieves a significant positive correlation with each other and employee turnover intention achieves a significant negative correlation with internal marketing practices.

For the correlation, Table 4.9 indicates that each perspective of the internal marketing practice achieves a positive correlation with each other, while employee turnover intentions achieve a significant negative correlation with internal marketing practices. In other words, the more an employee recognizes internal marketing practices, the lower the turnover intention. Table 4.10 indicates the correlation between the variables of individual background and the turnover intention; the turnover intention achieves a significant correlation with age (Chuang, 1999; Abelson, 1986; Cotton & Tuttle, 1986; Price & Mueller, 1986), marriage (Yu, 1992; Chuang, 1999; Cotton & Tuttle, 1986) and average salary (Ciou, 1992; Chen & Sin, 1995; Weiner, 1980). This result indicates that older, married people or the people with high income are less likely to generate turnover intentions or behavior.

When You (2004) validated the study result that the correlation between internal marketing practices and turnover intention in tourism leisure hotels, he found that the internal marketing practice performed a significant negative correlation with turnover intention. Jhu & Li (2001) took the employees in a department store as their study object and classified internal marketing practices into six perspectives including (1) internal market analysis; (2) internal market segmentation; (3) product; (4) price; (5) place; and (6) communication. The study results indicate that higher degrees of satisfaction

with the internal marketing practice, the higher the satisfaction with work is, as well as the lower the turnover intention is. Wang (2002) took the entertainment industry as the object to discuss the relationship between internal marketing practices and turnover intentions. The study results indicate that the five perspectives of the internal marketing practice achieve a significant negative correlation with turnover intention. This means that the more an employee recognizes the internal marketing practices, the lower the turnover intention is. These result also fit this study (internal marketing practice achieves a significant correlation with turnover intention).

The study of Wang (2002) found something different from this study, however. His study result showed that the manager's support would influence the turnover intention. The employees in the organization studied once thought that his/her ideas were different from the manager's who didn't care about the employee or support or authorize the employee. This caused high turnover intentions. When facing complex and changing service conditions or variable customers, people who provide customer-service need the elastic power to cope with variable service conditions and customer's requirements. If everything must be "approved," the customers cannot get timely and proper care. Thus, more and more service industries emphasize first-line employees should be empowered, with the managers only playing the role of authorization and conducting effective training. This is true as well for internal communication. If the organization's communication system is incomplete, the employees cannot access the communication path to explain their thoughts; therefore, the communication will lose its primary function. Thus, employees may produce the intention to leave. Therefore, a good communication system not only helps the organization pass along orders from superiors, but also helps junior employees share their thoughts. This can transfer the service culture, share the experience, promote policies, pass relevant information, and can even communicate opinions. We believe that good internal communication helps decrease employee turnover intentions.

The implementation of internal marketing practice can forecast the employee turnover intention efficiently.

For the ability to forecast, through the stepwise regression analysis, we find that, among the six perspectives of organizational dimension and group dimension in the internal marketing practice, only the performance

acknowledgement system and education and training in the organizational dimension achieve a significant ability to forecast. This means that the hotel can decrease employee turnover intentions with the aid of internal marketing practices.

Some scholars also propose the same concept: Taylor and Cosenza (1997) thought that internal marketing practices could efficiently decrease employee turnover and high relevant expenditures. First, a company should implant the thought of internal marketing into the company's culture, and transfer the organizational atmosphere and culture through employees' behaviors. Then the company should offer employees a training plan, durative support, encouragement, empowerment to make decisions, good interaction, encouragement to bring forward innovative thoughts, and measurement to improve any problems. The most important thing to achieving an effective internal marketing plan is communication; good communication helps understand why employees who fit the organization well may want to leave the organization. This phase can help improve and strengthen the internal marketing plan, and finally achieve the purpose of decreasing the turnover rate.

Segment the internal marketing practice into organizational dimensions and group dimensions; under the interaction, there is no significant ability to forecast.

The study results indicate that the internal marketing practice in different dimensions has no significant ability to forecast or explanatory ability under the interaction. The reason for this may be that implementing the organizational dimension such as education and training, performance acknowledgement system, and talent training plan and the group dimensions such as manager's support and participation, listening to the employee and authorizing and empowering them properly cannot connect with each other. This means that employees may not consider each perspective mutually; therefore, the signal factor will cause them to generate the thought to leave. Thus, the interaction between the organizational dimensions and group dimensions of the internal marketing practice cannot effectively forecast the turnover intention.

Segment according to the working experience; it is found that the interaction between the organizational dimensions and group dimensions in the internal marketing practice disturbs the turnover intention.

This study considers working experience to conduct the cluster regression analysis, and the results find that the interaction between the organizational dimensions and group dimensions in the internal marketing practice were able to forecast turnover intention. In addition, more working experience has a greater influence on the interaction between the organizational dimensions and group dimensions in the internal marketing practice. Because people with more working experience work for more companies, they more likely recognize the organizational dimensions and group dimensions of internal marketing practice. Employees, therefore, may consider each perspective and then decide to leave or stay. Those with less working experience will not consider that if he/she feels negatively about one perspective, he/she may decide to leave or stay.

Suggestions

According to the result of this study, the authors propose some suggestions for practice and future study.

Suggestions for practice

(1) Avoid the phenomena that employees feel unbalanced between the importance of and satisfaction with internal marketing practices.

This study suggests the hotel use the IPA analysis to know which issues are handled poorly that can be improve, as well as which factors are handled well that it should kept. The hotel also should strengthen employees' recognition of and satisfaction with the internal marketing practice. This will advance employees' work satisfaction and work emotions, and then allow the hotel to confirm that employees provide good quality service.

(2) By the IPA analysis method, try to improve the disadvantages

By the IPA analysis method, we can see that according to each term of the internal marketing practice in this study, IPA indicates that there are some parts that are very important to employees feeling satisfied, such as suitable salary system, employee support, training expenditures, authorization, opportunities for promotion, and the training plan offered. Therefore, the hotel must actively establish a complete salary system, and the training course should include some courses relevant to the daily work. In addition, beyond encouraging employees to study well, the organization should offer them some subsidy or other incentives.

(3) Completely consider the internal marketing practice under the interaction between organizational dimensions and group dimensions

This study adds the dimension of work adoptability, and further discusses the relationship between internal marketing practices and turnover intention. The results indicate that people with more working experience will decide to stay or leave after considering the relationship between each perspective. Therefore, hotel practitioners must not only know the reason employees leave, but also judge whether the correlation between each perspective influences the employees. Estimating the interaction between the organizational dimensions and group dimensions, and then finding a proper working environment for the employees, can help increase employee stability and decrease the turnover rate.

Suggestion for future study

(1) Enlarge internal marketing practices to different types of service industries

This study has researched the internal marketing practices and turnover intentions in the tourism leisure hotel industry, which helps to develop the tourism industry and hotels. Besides the tourism leisure hotel industry, it can aim at business hotels, leisure farms, and so on for further study. The types of service industries are diverse enough that the degree of interaction with customer differs as well. Therefore, future research can study topics concerning other types of service industries, including insurance, medical treatment and health care, banking, and variety store, and so on.

(2) Make internal marketing practices the scale to validate it in different industries.

In the study process, the development of the scale holds precise attitude to validate the reliability and validity of each term. However, one of the limitations of this study is that it only aims at the domestic tourism leisure hotel industry. Therefore, the internal marketing practice scale also needs validity from the other industries, so that it can conform to external validity.

(3) Bring in other important mediating or disturbing variables

Future researchers should consider bringing in other relevant variables that this study does not involve such as: organizational culture, customer-orientation, psychological contract, interaction, and so on. Thus, future researchers may be able to completely understand the

relationship between important variables of internal marketing practices and turnover intentions.

(4) Discuss the turnover factors further

This study only mentions turnover intention and turnover orientation, but never discovers the real factors that cause employee turnover. Thus, future study can discuss relevant factors causing employee turnover further to which practitioners can refer.

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