UNIVERSITY OF GHANA

THE EFFECT OF INTERNAL MARKETING ON EMPLOYEE COMMITMENT AND ORGANISATIONAL PERFORMANCE: THE ROLE OF MANAGEMENT SUPPORT

BY

BEATRICE BOATENG

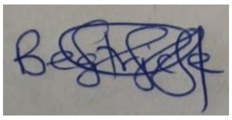
(10804647)

THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MPHIL MARKETING DEGREE.

OCTOBER 2021

DECLARATION

I do hereby declare that this long essay is the result of my research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged. I bear sole responsibility for any shortcomings.



20/07/2022

……………………………………. ….……………………..

BEATRICE BOATENG **DATE**

(10804647)

CERTIFICATION

I hereby certify that this thesis was supervised in accordance with procedures laid down by University of Ghana.

20/07/2022

……………………………………..   ………………………………..

PROF. ROBERT E. HINSON   **DATE**

(PRINCIPAL SUPERVISOR)

20/07/2022

……………………………………..   ………………………………..

PROF. MAHMOUD A. MAHMOUD   **DATE**

(CO-SUPERVISOR)

DEDICATION

I dedicate this project work to the Almighty God and my beloved family and friends who made a great investment in my life, by contributing to my education.

ACKNOWLEDGEMENT

In preparing this report many people have been of immense assistance. I wish to acknowledge my indebtedness to the Almighty God who strengthened me. Blessed be the LORD my strength, who trains my hands for the battle and my fingers for the war.

I express my profound gratitude to my supervisors Professor Robert Hinson and Professor Mahmoud A. Mahmoud. Thank you for your timeless dedication, guidance, motivation, corrections, and insightful suggestions throughout the supervision of this thesis. I would like to thank my mother, who has been a constant pillar throughout my life. To my siblings and the whole Boateng family, God bless you for your support throughout this journey.

To Rev. Collins Okai, my Head Pastor, Gospel light Assemblies of God Church, your thirst for Godly knowledge and spiritual training has been a source of wisdom and motivation in life. I am extremely grateful to the entire Gospel Light Assemblies of God Church.

To Sadick, I say a big thank you for your motivation and immense commitment to ensuring I strive for the best in life.

Special acknowledgement to John Paul, Edward Agyekum, Iddrisu, Prince, Attrams, Francis and all my MPhil Lecturers and course mates who continually motivate me to aspire to greater heights. To all respondents and various organisations who partook in this research, thank you very much.

ABSTRACT

Internal marketing has been said to influence employee behaviour diversely; these include employee commitment to the organisation and performance. However, the dimensions of internal marketing are not commonly agreed upon and not much is known about the moderating influence of management support between employee commitment and organisational performance in small hotels, especially in sub-Saharan Africa. This study, therefore, attempts to determine internal marketing dimensions in the small hotel sector and evaluate its effects on employee commitment and organisational performance. The study also further examines the role of management support in the relationship between employee commitment and organisational performance. To achieve this, 300 respondents were selected using purposive and convenience sampling techniques, a structured questionnaire was used to collect data and AMOS software to analyse the data. The study established five dimensions of internal marketing compromising; internal communication, employee training and development, empowerment, and physical evidence. Together these internal marketing dimensions had twenty-two (22) items, employee commitment had seven (7) items, management support had five (5) items and the organisational performance had eight (8) items. The findings concluded that training and development was the internal marketing dimension impacting employee commitment, while empowerment did not have a significant impact on employee commitment. Physical evidence was found to have a significant positive effect on employee commitment and management support was also found to moderate the relationship between commitment and performance positively in the small hotels in Ghana.

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

FDI	Foreign Direct Investments
GTA	Ghana Tourism Authority
NRC	National Redemption Council
SMC	Supreme Military Council
GHATOF	Ghana Tourist Federation
GHA	Ghana Hotels Association
GDP	Gross Domestic Product
GSS	Ghana Statistical Service
HR	Human Resource
SEM	Structural Equation Model
CFA	Confirmatory Factor Analysis
CR	Composite Reliability
AVE	Average Variance Extracted

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.0 Chapter Overview

This chapter focuses on the background to the study, problem statement, research objectives and questions. Further, the chapter discusses the relevance of the research and outlined the study.

1.1 Research Background

Hotels are the most well-known and significant form of overnight lodging in the world (Hinson, Abdul-Hamid, & Osabutey, 2017), and they offer numerous business opportunities (Narteh, Agbemabiese, Kodua, & Braimah, 2013). Due to rising competition and the entry of hotels, the hotel sector has evolved dramatically in recent years (Xuhua, Spio-Kwofie, Udimal, & Addai, 2018). As a result, hotel management is always looking for new ways to delight their clients, as customer satisfaction is such an important aspect of today's hospitality industry (Sohrabi, Vanani, Tahmasebipur, & Fazli, 2012).

Since its independence in 1957, Ghana has been hailed as a beacon for Africans living on the continent and in the diaspora (Amankwah-Amoah, Debrah, Honyenuga, & Adzoyi, 2018), and due to the impact of the 2019 “Year of Return” global marketing campaign (BBC, 2020), Ghana was poised to receive many international tourists (Amankwah-Amoah et al., 2018). The follow-up campaign "Beyond the Return" promises to improve international visitor receipts (visitghana, 2020) by catering to clients' boarding and lodging demands (Narteh et al., 2013). Small hotels make up most of Ghana's hotel stock, with two-thirds having fewer than 20 rooms (Appaw-Agbola, Mensah, Azila-Gbettor, & Abiemo, 2020; Mensah & Blankson, 2013). Employee satisfaction and commitment are vital in the hotel sector, which is why building and maintaining great organisational relationships is critical (Appaw-Agbola et al., 2020).

Internal marketing (IM) has been highlighted as a marketing tactic that may be utilized to foster positive relationships and drive employees to provide high-quality service (Moreira Mero, Hidalgo Fernández, Loor Alcvar, & González Santa Cruz, 2020; Narteh, 2012). To put it another way, IM is the process of nurturing high-level staff performance (Qaisar, & Muhamad, 2021). Service managers take intentional steps to train employees to commit to the organisation and increase organisational performance (Moreira et al, 2020). Internal marketing emerged in the 1970s (Gronroos, 1978) and has since received substantial treatment in mainstream marketing literature. There have been numerous scholarly definitions of the IM idea, encompassing various views such as inter-functional coordination, employee motivation and satisfaction, customer focus and satisfaction, functional strategy implementation, and marketing-like approach (Berry, 1981; Darling & Taylor, 1989; George, 1977; Gronroos, 1978). Internal marketing, according to Kadic-Maglajlic, Boso, and Micevski (2018), is an organisational activity that uses marketing tools to address employee needs and expectations, get them committed to an organisation, and convert employee satisfaction and work quality to external customer satisfaction.

Because of the intricacy and intangible service component, people management is tough in the hotel setting (Hinson et al., 2017; Ozgit & Abu Melhem, 2019). Hotels are increasingly focusing on creating exceptional customer experiences to achieve higher performance because of changing and expanding customer expectations (Sofi, Bashir, Parry, & Dar, 2020; Rutter et al. 2018; Hinson et al., 2017). Employees have a critical role in providing value to external consumers (Wæraas & Dahle, 2020). So, when developing internal marketing campaigns, internal customer happiness and dedication must take precedence over external customer satisfaction (Xiong, So, Wu, & King, 2019).

Employee commitment is a psychological tie that determines employees' desire to engage in brand citizenship behaviours (Piehler, 2018). According to Matanda and Ndubisi (2013), IM is associated with employees' perceptions of person-organisation fit. Employees are willing to commit to a brand when they believe the interests of the organisation are like their own. Employees serve as a vital link between an organisation's exterior and internal environments (Terglav, Konečnik Ruzzier, & Kaše, 2016). Employees that are happy and committed are more likely to deliver better service, please consumers, and positively impact a company's bottom-line financials, such as sales growth, competitive advantage, market expansion, or even profitability (Yu, Yen, Barnes, & Huang, 2019). Managers are increasingly being forced to implement strategies that prioritize performance for survival to achieve and maintain competitive positioning and long-term viability (Chiu, Won, & Bae, 2019). Much research on organisational performance and competitive advantage has focused on customers and competitors rather than internal processes (e.g., increasing customer base, market share, revenue, and profitability) (Salehzadeh, Pool, Tabaeeian, Amani, & Mortazavi, 2017).

According to some academics, (Awawdeh, Al-Hiyari, and Isiaka Jimba, 2021) management support that is aligned with employees' values, attitudes, and beliefs increases organisational performance. When employees are motivated to commit but are not supported by their supervisors, it leads to discontent and a failure to be productive. As Herberg's Two-factor theory discusses. According to the notion, satisfaction is independent of dissatisfaction, thus once managers use steps to encourage employees, they should implement measures to support them to achieve favourable organisational performance.

This study focuses on ways of motivating and improving employee commitment and, as a result, organisational performance. Given the above debate, additional study on the effect of internal marketing on employee commitment and organisational performance is required.

1.2 Research Problem

Internal marketing has received a lot of attention (Huang, Rundle-Thiele, & Chen, 2019). Internal marketing, according to studies, contributes to the delivery of all marketing initiatives to external clients (De Bruin, Roberts-Lombard, & De Meyer-Heydenrych, 2020). Scholars have studied the relationship between internal marketing and employee commitment (Huang, et al, 2019; Madsen & Verhoeven, 2019; Nart, Sututemiz, Nart, & Karatepe, 2019), as well as the direct effect of internal marketing on organisational performance (Allameh, Entekhabi, & Samadi, 2020; Kucharska, 2020; Marques, Leal, Marques, & Cabral, 2018.; Pool, Khodadadi, & Kalati, 2017; Salehzadeh, et al, 2017; Huang & Rundle-Thiele, 2019). However, an organisation's performance, whether positive or negative, depends on the management's support for the devoted employee (Taştan, & Davoudi, 2020). According to Taştan and Davoudi (2020), interdependence is critical in maintaining a social exchange connection, and management support predict discretionary and active work-related behaviours, which influence an organisation's performance (Ismail, Majid, Jibrin-Bida, & Joarder, 2021). An employee-focused system may improve employee performance, which in turn improves organisational performance (Chiu, et al, 2019). Despite this, research on the moderating influence of management assistance has gotten little attention (Iyanda Ismail, Awawdeh, Al-Hiyari, & Isiaka Jimba, 2021). As a result, the purpose of this study is to investigate the moderating influence of management support on employee commitment and organisational success.

Internal marketing has been measured by academics as training and development, internal communication, empowerment, and a reward system (Huang, 2020: Qaisar, & Muhamad, 2021; Braimah, 2016 & Narteh, 2012). Despite advances in internal marketing research, little attention has been paid to an organisation's physical evidence (physical environment) as a measure of internal marketing (Qaisar, & Muhamad, 2021). The Human Resource Management (HRM) literature, on the other hand, regards the working environment as a significant aspect that might influence an employee's commitment to an organisation (Bibi, Pangil, Johari, & Ahmad, 2017: Islam, Jantan, Yusoff, Chong, & Hossain, 2020). According to Meirina, Ferdian, Pasaribu, and Suyuthie (2018), the environment of an organisation has a significant impact on employee commitment. They hypothesized and concluded in their findings that when an employee considers the environment of an organisation pleasant, accommodating, and easy to work with, they are more inclined to commit. This demonstrates that internal marketing necessitates both human resource management and marketing techniques (Huang, 2020). Nguyen et al. (2015) also argued in their study how a firm's physical evidence affects its commitment and performance and Diamantidis, and Chatzoglou, (2018) also deduced a significant impact of physical evidence on employee performance and suggested further research. However, little research has been conducted to investigate the impact of the physical environment on employee commitment (Qaisar & Muhamad, 2021). As a result, one of the purposes of this research is to investigate physical evidence as a dimension of internal marketing.

The tourist and hospitality business, as an industry founded on human mobility and intimate interaction, is both a co-creator and a primary recipient of crises and their repercussions (Gallen, 2020). Crises constantly bring about shifts in hotel operations and small hotel personnel are no exception (Hao, Xiao, Chon, 2020). Firms have realized that they have to develop unique dynamic characteristics that empower their competitive advantages to survive in a constantly changing market environment (Factors affecting employee performance: an empirical approach). This has also prompted scholars to do various research in the hospitality industry to guide hotel management in ensuring good service and performance, but with a particular emphasis on high-end/larger hotels (Chon, 2020; Gallen, 2020; Gehrels & Blanar, 2013), even though studies have shown that the proportion of small and medium-sized hotels in the hotel sector is significant, ranging from 70% to 90% across countries (Ivanovic et al.,2013; Jaafar et al., 2010; Peters & Buhalis,2013). In a developing country like Ghana, most small businesses do not have the resources to compete in the marketspace with big businesses which are even more funded by foreign investors (Odoom, Anning-Dorson, & Acheampong, 2017). Unlike big hotels have the necessary resources to serve their customers' needs, small hotels lack the funding to provide all resources to provide exceptional services for their clients in times of need (Basnyat, & Sharma, 2021) and as a result, making good use of their employee to provide great services for their clients will profit the firm. Despite the above, similar studies in small hotels have received little attention (Basnyat, & Sharma, 2021). Thus, it is important to investigate the impact of internal marketing on employee commitment and how managerial support influences small hotel employees and organisational performance.

Given the preceding discussion, it is critical to empirically fill these gaps.

1.3 Research Purpose

This study seeks to access the effect of internal marketing on employee commitment and organisational performance and the role of management support in this relationship in small hotels in Ghana.

1.4 Research Objectives

In furtherance of the research purpose, this research will also seek to look at the following specific objectives:

i. To identify the dimensions of internal marketing
ii. To access the relationship between internal marketing dimensions and employee commitment
iii. To examine the relationship between employee commitment and organisational performance.
iv. To examine the moderating role of management support on the relationship between employee commitment and organisational performance.

1.5 Research Questions

The study seeks to address the following questions.

i. What are the dimensions of internal marketing?
ii. What is the relationship between internal marketing dimensions and employee commitment?
iii. What is the relationship between employee commitment and organisational performance?
iv. What is the moderating role of management support on the relationship between employee commitment and organisational performance?

1.6 Significance of the Study

This research is important due to its contribution to research and practice.

1.6.1 Contribution to research

Scholars will be able to expand on the findings of this study to further investigate internal marketing in emerging concept economies. This will lead to fascinating implications for future researchers seeking to have a deeper understanding of the subject. The findings of this study will also contribute to worldwide conversations on the difficulties of internal marketing in Sub-Saharan Africa, allowing for relevant comparison with existing literature and suggestion for future studies. In addition to filling context-specific gaps in current literature, the current research will contribute to issue gaps on the topic by submitting evidence of the mediating effect of employee commitment on performance, seeking to support the study's assertion that internal marketing is not magic and requires committed employees to yield results.

1.6.2 Contribution to Industry

The study's findings will be applicable not only in academia but also in practice. A better knowledge of the concept of internal commitment, and how it may be fostered and strengthened by implementing effective work efficiency measures, would be extremely beneficial to marketing managers. The findings of the effects of the mediator of employee commitment and the moderator of management support will also assist managers in their search for sources of generating and improving firm performance. These practitioners will then be able to make better-informed decisions on how to specifically position their businesses with customers.

1.7 Chapter Disposition

This session offers the outline of the various chapters in the study. It ranges from chapter one to chapter six. Each chapter has a clear category of main and subheaded chapters. And it has been captured as follows:

Chapter One (1) covers the introduction of the study. It provides a comprehensive background of the research, a statement of the problem, and the purpose of the study. It further sheds light on the objectives, significance, and structure of the thesis.

Chapter Two (2) covers the context of the research. This captures the overview of the hospitality sector in Ghana.

Chapter Three (3) consist of a literature review. The chapter discusses theoretical literature and conceptual framework, it also delves into the difference between this research and similar works by others.

Chapter Four (4) will discuss the methodology of the study, which consists of the research approach, design, population, and sample size. It also shows the processes used in selecting the participants of the study and the methods used in the data collection process. Lastly, it will explore the procedure adopted in the analysis of data.

Chapter Five (5) will cover data analysis and discussion, as well as data interpretations and discussion of the findings considering other findings of similar studies.

Chapter Six (6) will cover the summary, conclusion, and recommendation of the study. This chapter presents a summary of the findings, conclusions and lay out recommendations, and makes directions for future studies.

CHAPTER TWO

CONTEXT OF THE STUDY

2.0 Introduction

The circumstances under which the research was conducted are discussed in this chapter. In general, tourism is seen as a particularly significant sector of the global economy. The chapter so discusses the industry's relevance, focusing on the contribution of the tourism industry to the economies of the world and Africa in general, and Ghana in particular. The sector's importance is further underlined by the increase in visitor arrivals in Ghana throughout the years. The accommodation sector is believed to be the largest sub-sector of the tourism business, with the hotel industry being the most visible portion of that sub-sector. As a result, the chapter examines the size of Ghana's hotel industry, as well as its development and contribution to national economic growth. The institutional and regulatory framework that governs the sector's operations is also investigated. The chapter explores and discusses the categorisation and classification of the hotel and lodging sector. Other documents that provide more insights into the industry are included as an appendix to the report.

2.1 Ghana as an Emerging Economy

Ghana's growth and progress have been phenomenal since it was designated as a middle-income country in 2013 (ISSER, 2015; IMF, 2013). With a total GDP growth rate of 8.8% in 2019, it was ranked as the 85th best major economy (MoF, 2020). Ghana's GDP increased at an annual rate of 8.5 per cent in 2017, making it Africa's second-fastest-growing economy behind Ethiopia (Demirguc-Kunt, Klapper, Singer, Ansar, & Hess, 2018). The economy has performed well in recent decades because of the government's little engagement in market-driven economic activities and programs. According to research by Euromonitor International, the Ghanaian market is one of the twenty most vibrant "future markets" that gives full potential to consumer goods companies and investors (Euromonitor, 2014; Ho, Schafferer, Lee, Yeh, & Hsieh, 2018). Some academics and practitioners believe that economic development is tied to the political system's stability (Alagidede, Baah-Boateng, & Nketiah-Amponsah, 2013).

The level of economic growth has been a key source of concern, as indicators such as unemployment, disparity, and the general increase in the standard of living of the typical Ghanaian are still not satisfactory (Alagidede, et al, 2013). This simply indicates that the economy's rate of expansion is incompatible with the average citizen's standard of living, casting doubt on the growth's trickle-down impact (Williams, Crespo, & Abu, 2020). Around the northern savannah regions, the labour force is characterized by a high proportion of precarious employment or informal employment, as well as an appreciable percentage of unemployment. As a result of successive administrations' educational initiatives, the country has seen a growth in human capital development at the pre-tertiary level of schooling.

Foreign direct investments (FDIs), assistance inflows, and the development of natural resources such as gold, cocoa, crude oil, bauxite, and other minerals have all contributed to the country's remarkable economic growth (CIA, 2015). Because the country still relies significantly on the importation of goods and services, all the above-mentioned resources are typically exported in their raw state. Agriculture, industry, manufacturing, and service sectors make up Ghana's economy (Alagidede et al., 2013), with the service sector contributing the most (43.01 per cent) to GDP from 2008 to 2018. (Statista, 2018). The hotel industry falls under the service sector of the country.

Despite the country's issues, the market appears to be thriving, thanks to an increase in consumer buying power and readiness to test new items. High demand for both foreign and domestic brands, rising salaries and disposable incomes on average (Euromonitor, 2014; Ho, Schafferer, Lee, Yeh, & Hsieh, 2018), making the country a newfound hub for multifaceted businesses. Despite this, the average consumer is recognized for being price conscious and brand loyal (Opoku & Akorli, 2009; Narteh, Odoom, Braimah, & Buame, 2012). As a result, to improve fan loyalty, sports organisations must understand what they offer, what their brands represent to customers, and what values the average fan perceives in them.

2.2 The Ministry of Tourism (MOT)

The circumstances under which the research was conducted are discussed in this chapter. In general, tourism is seen as a particularly significant sector of the global economy. The chapter so discusses the industry's relevance, focusing on the contribution of the tourism industry to the economies of the world and Africa in general, and Ghana in particular. The sector's importance is further underlined by the increase in visitor arrivals in Ghana throughout the years. The accommodation sector is believed to be the largest sub-sector of the tourism business, with the hotel industry being the most visible portion of that sub-sector. As a result, the chapter examines the size of Ghana's hotel industry, as well as its development and contribution to national economic growth. The institutional and regulatory framework that governs the sector's operations is also investigated. The chapter explores and discusses the categorisation and classification of the hotel and lodging sector. Other documents that provide more insights into the industry are included as an appendix to the report.

2.3 Tourism as a Service Industry

The circumstances under which the research was conducted are discussed in this chapter. In general, tourism is seen as a particularly significant sector of the global economy. The chapter so discusses the industry's relevance, focusing on the contribution of the tourism industry to the economies of the world and Africa in general, and Ghana in particular. The sector's importance is further underlined by the increase in visitor arrivals in Ghana throughout the years. The accommodation sector is believed to be the largest sub-sector of the tourism business, with the hotel industry being the most visible portion of that sub-sector. As a result, the chapter examines the size of Ghana's hotel industry, as well as its development and contribution to national economic growth. The institutional and regulatory framework that governs the sector's operations is also investigated. The chapter explores and discusses the categorisation and classification of the hotel and lodging sector. Other documents that provide more insights into the industry are included as an appendix to the report.

2.4 Overview of the Tourism Sector in Ghana

The Ghana Tourism Authority (GTA) oversees the hotel business in Ghana. The GTA was founded in 2011 by the Parliament of Ghana Act 817 (Tourism Act, 2011) to be the principal implementing agency of the MOT. The GTA was founded to replace the GTB, which was established in 1973 by National Redemption Council (NRC) Decree 224, as amended by Supreme Military Council (SMC) Decree 80 in 1977. The GTA's tasks include the implementation of policies developed by the MOT, the regulation of tourist firms, the promotion and marketing of tourism, the facilitation of tourism product creation, and the conduct of tourism research to aid policy making. The GTA functions are carried out through regional and district offices (Ghana Tourism Authority, 2011).

According to Ghana's Ministry of Tourism (2018) report, before 1990, the tourism sector was largely controlled by the government (i.e., the public sector), but new dawn was set in the early 1990s to reshape the industry (i.e., the introduction of the private sector) to make the sector more vibrant and profitable. In 1995, the government founded the Ghana Tourist Federation (GHATOF) to act as an umbrella for the engagement of private tourism organisations and their affiliates in the tourism sector. Furthermore, this institution was responsible for promoting tourism activities and sustaining greater service standards for tourists visiting Ghanaian places. The Tourism Act, Act 817, is the legal framework that underpins the tourism industry (2011). The Ghana Tourism Act categorizes the functions of the Ministry of Tourism, Arts and Culture, and the Ghana Tourism Authority. While the Ministry of Tourism is in charge of policy formulation, the Ghana Tourism Authority is in charge of policy implementation, the coordination of tourism sector activities, marketing the industry, controlling and regulating their activities, conducting research and evaluation, issuing licenses and certificates, and ensuring standards are maintained. In 2019, Ghana received over 1.13 million international tourists, up from 956.73 thousand the previous year. Tourist arrivals within national borders have grown generally since 2016. (Statista, 2021).

2.5 The Hospitality Industry

Hospitality is an important industry for global economic growth and has a broad economic impact since it serves as a venue for a variety of activities such as trade exhibitions and business meetings, which are seen as significant economic catalysts. Hospitality is widely regarded as one of the world's oldest vocations. It is frequently used to define activities such as food service, lodging, conventions, attractions, leisure, and travel (Ottenbacher, Harrington, & Parsa, 2009). On the other hand, hospitality may be used to describe how one person interacts with another (Crick & Spencer, 2011), and this can be represented as hospitableness. Hospitableness refers to a person's genuine compassion and generosity, whereas hospitality refers to the production of experiences (Pizam & Shani, 2009). The topic of this study is hospitality as an effort to create an exceptional experience for guests.

Hospitality is an industry where the guest decides the pace and style of service, and where, because of increased competition, guests expect satisfactory service as a bare minimum (Crick & Spencer, 2011). Hotels provide their guests with a homey and friendly environment by providing comfort, privacy, and security (Hsieh, Lin, & Lin, 2008). Because hospitality is such a broad phrase, many encounters have aspects of a normal hospitality experience (Brotherton, 1999). This study, on the other hand, focuses on areas of the hospitality business that entail the voluntary purchase of lodging, food, or beverages for convenience or enjoyment. As a result, this study focuses solely on the hotel industry.

Hotel businesses are strategically positioned to bridge the two worlds of residential and commercial settings as they strive to deliver on the service promise (Crick & Spencer, 2011). According to Lashley (2001), this is an attempt to "square circles" since managers, through their staff, must give a high level of hospitality while balancing the need to be efficient and profitable. Hotels offer their visitors an environment similar to that of a domestic (home) setting, although guests have less control over the arrangements in a hotel than they would in a domestic setting. This condition has ramifications for service quality management. The desire to create a familiar household atmosphere in the hotel environment, combined with the desire to be financially viable and successful, presents a unique and interesting issue, making hotel work both demanding and exciting (Crick & Spencer, 2011; Pizam & Shani, 2009).

It is a difficult task to develop a sense of belonging while also providing an outstanding experience for guests (Crick & Spencer, 2011). Sherman (2007) compares this circumstance to attempting an almost impossible endeavour, stating that the best hospitality experience may include services different from those of a mother, ideally those of an "idealised mother." Hotel work is complex and demanding, and it appears to combine both the pleasures and hardships of service work (Korczynski, 2002). Even the most difficult areas of hotel employment are viewed as opportunities to display ability and competence to provide visitors with unforgettable experiences (Pizam & Shani, 2009). As a result, the nature of the hotel industry necessitates dedicated, well-trained, and motivated employees.

According to Ghana's Ministry of Tourism (2018), before 1990, the tourism sector was largely controlled by the government (i.e., the public sector), but in the early 1990s, a new dawn was set to reshape the industry (i.e., the introduction of the private sector) to make the sector more vibrant and profitable. The Ghana Tourist Federation (GHATOF) was founded by the government in 1995 to act as an umbrella for the engagement of private tourism organisations and their affiliates in the tourism sector. This agency was also responsible for promoting tourism activities and upholding greater service standards for tourists visiting Ghanaian places. The Tourism Act, Act 817, is the legal document that supports the tourism industry (2011). The Ministry of Tourism, Arts and Culture, and the Ghana Tourism Authority's functions are defined in the Act. While the Ministry of Tourism is in charge of policy formulation, the Ghana Tourism Authority is in charge of policy implementation, the coordination of tourism sector activities, marketing the industry, controlling and regulating their activities, conducting research and evaluation, issuing licenses and certificates, and ensuring standards are met. Ghana saw a peak of nearly 1.13 million international tourists visiting the country in 2019, up from 956.73

thousand the previous year. Tourist arrivals within national borders increased overall beginning in 2016. (Statista, 2021).

2.6 Overview of the Hotel Industry in Ghana

The Ghana Hotel Association was founded in 2000 by all of Ghana's hotels. The goal is to collect and explain its members' issues to influence tourist policies. The association's motto is "AT YOUR SERVICE." The association's headquarters are in Accra, Ghana's capital city. Membership is open to all hotels, inns, home lodges, guest homes, and other lodging establishments. The chairman of the association is the national president, who is ably aided by the first vice-president in charge of finance and administration, the second vice-president in charge of operations, the national secretary, and the assistant national secretary. Ghana's hotel industry has expanded dramatically over the years. This section examines the hotel industry in terms of the expansion of hotels, rooms, and beds. The section also goes over room occupancy rates and the sector's contribution to the national economy. The state regulates the administration and operation of hotels in Ghana. As a result, the final component of this section delves into the sector's regulation as well as the categorisation of housing and hotel classification.

2.7. Hotel Sector Expansion

The Ghana Hotels Association (GHA), which has over 1000 members in the country, is a well-known association in the hotel business. The Ghana Hotels Association is comprised of hotels, motels, and guesthouses that have been certified and regulated by the Ghana Tourist Board to provide lodging, catering, and other tourism services in Ghana. Their membership levels range from Budget (acceptance level less than One Star) to One Star to Five Star International standards. According to the GHA, 817 hotels around the country qualify within their membership categories. As of 2019, Ghana had a total of 4,131 tourist lodging establishments in operation. The figure was the highest throughout the time under consideration, up from 3,454 the previous year. According to the source, there were an additional 395 registered but unlicensed firms of this type in the country in 2019.

Hotels, lodges, resorts, inns, motels, guest homes, and hostels are all part of Ghana's hotel business. The Ghana Tourist Board grades various accommodation units based on a classification system of hotels based on a grading system of budget and 1-to-5-star hotels, resorts, luxury guesthouses, and ordinary guesthouses. The maximum possible star rating is five stars, and the lowest possible rating is one star. A hotel has ten (10) rooms or more, whereas a guest home has four to nine rooms. A hotel's star rating (meets international criteria) is determined by the facilities and services it provides. A low-cost or unrated hotel falls short of international standards. The size of a hotel has nothing to do with its ranking (in terms of the number of rooms). As a result, we can have a star-rated hotel or a Guest House that can be large or small depending on the number of rooms. Based on the number of services offered, there are two primary types of hotels:

Full-service hotels provide full service 24 hours a day, seven days a week. On-premises restaurant services, educational services, and entertainment services are examples of these services. Limited-service hotels with no on-site restaurants and only a few guest services. The hotel sector in Ghana is expanding and employing many people (Hiamey, 2012), but its failure to keep a large number of them for an extended period is concerning (Mensah, 2014). This is thought to be consistent with what is going on in the industry around the world. High hotel employee turnover is still a major concern in many regions of the world (Altarawmneh & al-Kilani, 2010; Barrows & Ridout, 2010; Moncarz et al., 2009). According to Chalkiti and Sigala (2010), when exceptional performers leave businesses voluntarily, the turnover effect reduces the productivity of the remaining staff. This is because the immediate effect of turnover is increased work for the remaining employees as a result of the absence until a replacement is found (Karatepe, & Karatepe, 2009). Customers, however, must not be affected by these events and must continue to receive the level of service they expect regardless of internal occurrences. As a result, it is critical for the hotel business to use effective HRM practices to ensure that standards are maintained. Figure 2.1 depicts the average hotel occupancy rate from 2014 to 2019.

Figure 2.1 Depicts the Average Hotel Occupancy Rate from 2014 To 2019.

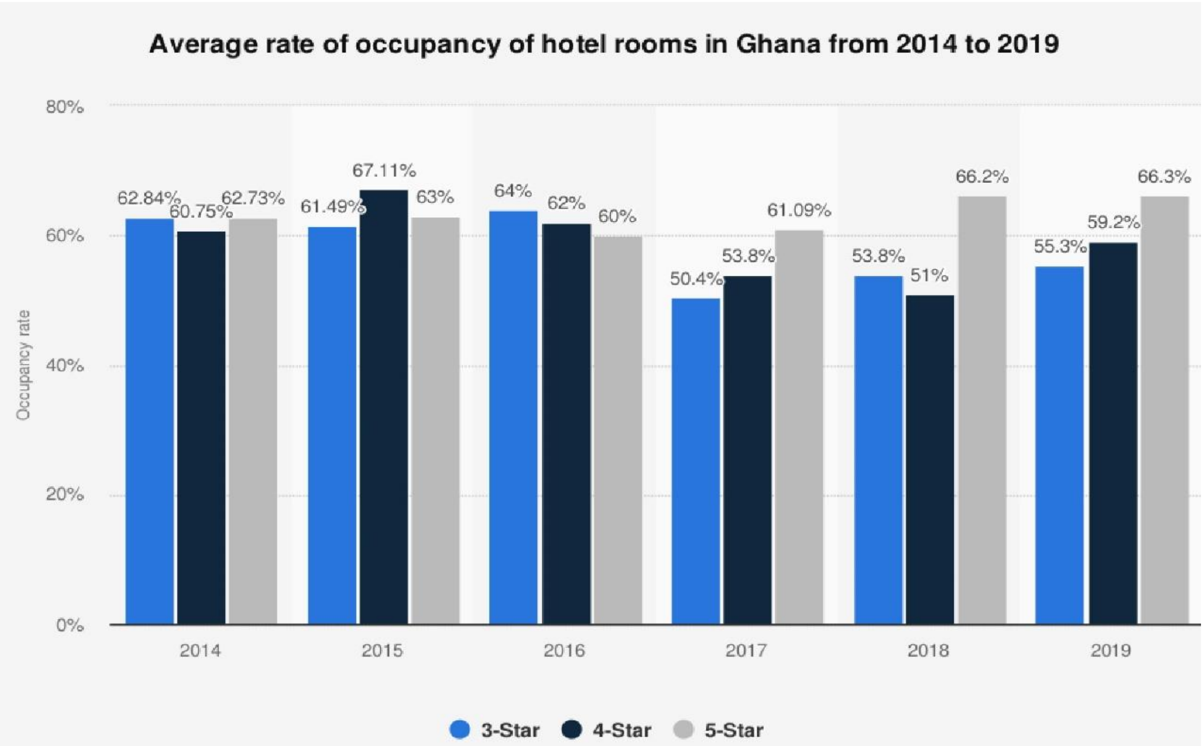
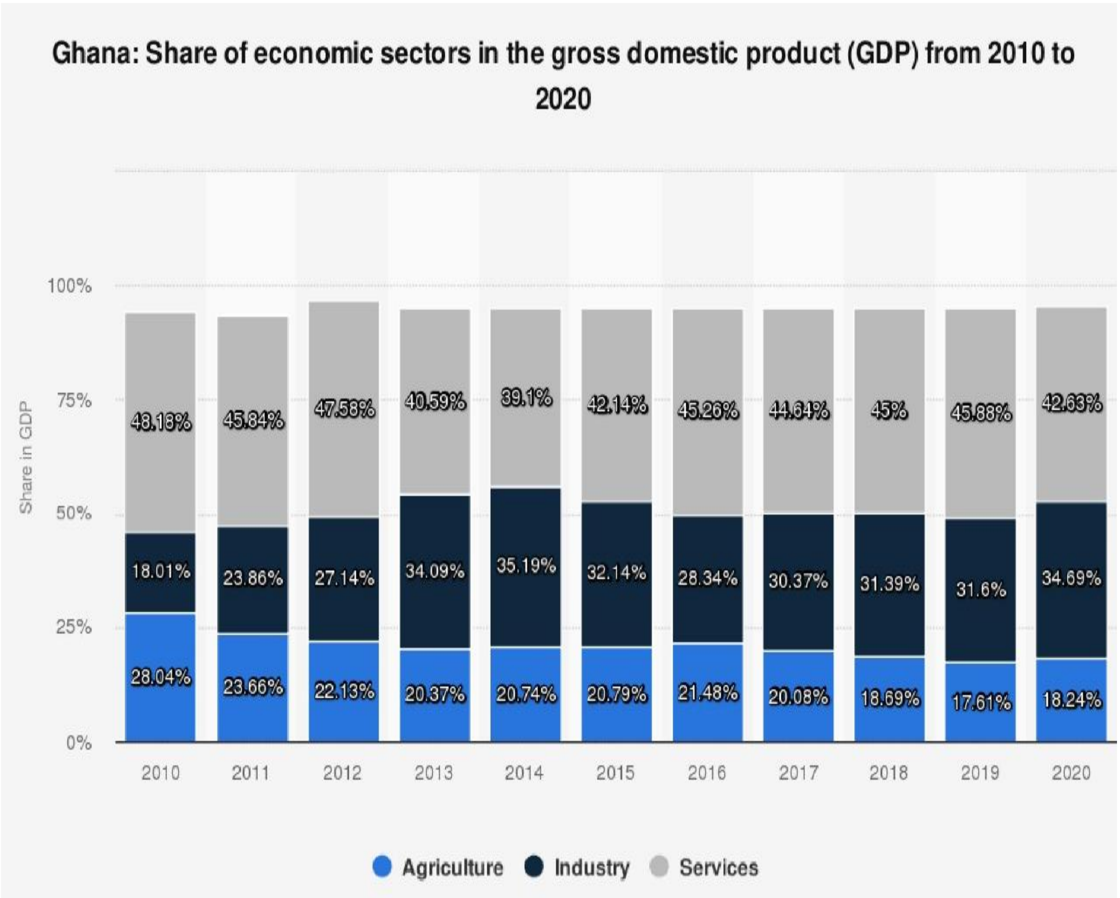


Figure 2.1: Source: (GSS, 2020)

2.8 Contribution of the Services and Hotel Sectors to the National Economy

The service industry is a big and critical component of the Ghanaian economy. The sector has made a major contribution to the national GDP (GDP). For example, agriculture contributed 18.24% of Ghana's GDP in 2020, while industry contributed around 34.69% and the services sector contributed approximately 42.63%. In addition, figure 2.2 contrasts the national economy's contributions from the manufacturing, agriculture, and service sectors. The services sector is the most important in the Ghanaian economy. Figure 2.2 share of economic sector in the GDP from 2010 to 2020

Figure 2.2 Share of Economic Sector in the GDP from 2010 To 2020



Source: (GSS, 2021)

The hotel and restaurant industry are a major influence in the service sector. Over the years, the hotel industry has contributed a substantial contribution to Ghana's GDP. For example, in 2020, the sector provided approximately 19.6 per cent of total GDP contributed by the service industry (GSS, 2020). It is still significant since it contributes to our understanding of the hotel industry's economic impact.

2.9 Chapter Summary

The circumstances in which the study was conducted were explained in the chapter. The chapter began by discussing the importance of the tourist sector, which was highlighted by the industry's contribution to the growth of the Ghanaian economy and the global economy in general. The importance of the business has been emphasized further by the comparatively quick growth in tourist arrivals in Ghana throughout the years. The hotel sector is widely regarded as the largest sub-component of the tourism industry. As a result, the chapter investigated the size and growth of the hotel industry, as well as its contribution to the national economy. The hospitality business is governed by laws. The institutional and regulatory structure controlling the sector's operations, as well as the sector's categorization, were thus examined in the chapter. Trade associations that represent hotels' interests were also investigated.

CHAPTER THREE

LITERATURE REVIEW

3.0 Introduction

This chapter presents a review of key thematic variables and concepts such as the dimensions of internal marketing, employee commitment and organisational performance. It begins with a brief discussion on internal marketing as a concept, the reviews also consider the normative, affective, and continuous commitment of employees and organisational performance. The chapter concluded with a summary of the theoretical background for the study and the conceptual framework constructed by the author based on the evaluated literature.

3.1 Theory (The two-factor theory by Herzberg)

This study seeks to utilise the two-factor theory to explain the dimensions of internal marketing. Although some scholars have criticized the two-factor theory in their studies (Farr, 1977), other scholars such as Lindsay, Mark, and Gorlow (1967) have backed the theory's findings. Bockman (1971) after reviewing over thirty (30) studies that used the two-factor theory, identified that the differences and conflicting results were due to measuring different things, rather than the two-factor theory being invalid. This theory was used in this research to explain how the intrinsic and extrinsic workplace factors contribute to the performance of small hotels in Ghana. Most theories describe job satisfaction and commitment in the context of motivation (Kian, Yusoff, & Rajah, 2014), and Herzberg's Two-Factor Theory is one of the most extensively used theories of job commitment (Alrawahi, Sellgren, Altouby, Alwahaibi, & Brommels, 2020; Sobaih, & Hasanein, 2020).

Herzberg's two-factor hypothesis, commonly known as the Motivator-hygiene, arose from a study done among engineers and accountants to determine what makes people happy in their jobs (Alrawahi et al., 2020). The notion explains how an employee's motivation is linked to their level of commitment which is derived from satisfaction (Boukis, Gounaris, & Lings, 2017). According to the two-factor theory of motivation, satisfaction and dissatisfaction are two different components that are influenced by a variety of internal marketing elements (Alrawahi et al., 2020; Furnham, Eracleous, & Chamorro-Premuzic, 2009; Malik & Naeem, 2013; Jabbar, Mahmood, & Qambar, 2020). As a result, dissatisfaction is not the opposite of satisfaction, but it is the absence of satisfaction. No satisfaction, on the other hand, is the opposite of satisfaction (Hur, 2018). Because these two sets of influences operate in independent sequences, Herzberg devised this model to explain how an individual might experience both satisfaction and no satisfaction at work at the same time. Motivation was previously viewed as a single continuum of satisfaction and dissatisfaction at two opposite ends, before Herzberg's two-factor theory (Alrawahi et al., 2020; Hur, 2018; Sanjeev, (2017). It was assumed that the incentive to complete a task created either dissatisfaction or satisfaction. When Herzberg proposed the Two-Factor Theory of Motivation, however, this viewpoint shifted. The two-factor theory suggests that there are two distinct levels of job satisfaction, one regulated by hygiene factors (dissatisfiers) and the other by motivational elements (satisfiers), and Herzberg emphasizes that the two are separate and distinct (Jackson & Jackson, 2019).

Deducing on Herzberg’s Two-factor theory, the satisfiers (motivators) are the primary drivers of job commitment, while the dissatisfiers are the primary causes of job unhappiness (hygiene factors). In terms of motivators, Herzberg identified five aspects of work that determine the level of commitment: achievement, recognition, work itself, responsibility, and advancement; on the other hand, Herzberg identified management approach, institutional policy, supervision, pay, working relations, and working conditions as factors that may deter employees to perform to their full potential, ie. factors that lead to dissatisfaction (Sanjeev & 2017). The hygienic aspects were referred to as extrinsic variables by Herzberg because they were external to the job, but the motivating factors were referred to as intrinsic factors because they came from within the job (Thant, & Chang, 2021). As in Maslow's theory of motivation, addressing the higher demands on the pyramid must come first, followed by meeting the lower requirements (Cui, Wang, Chen, Wen, & Han, 2021). This theory is related to hygiene and motivation factors because hygiene factors must be present for motivational factors to emerge and work discontent to be avoided (Alrawahi, et al, 2020).

The theory's main conclusion was that it is the motivational elements that aid employees' level of commitment and the absence of the hygiene elements was a cause of unhappiness and factors that allows for inefficiency (Lin, Wu, Wang, & Yang, 2019). Following on from the preceding considerations, it can be claimed that the commitment alone may not lead to a positive performance of an organisation. This approach aimed to urge managers to consider not only what motivates employees to commit, but also what aids them to be more productive to the company

There are four possible combinations according to Herzberg's two-factor theory:

- Low Hygiene + Low motivation = The worst situation where employees are not motivated and have many complaints.
- Low Hygiene + High Motivation = Motivated Employees with a lot of complaints. This is the situation where the job is exciting and challenging but salaries and work conditions are not up to par.
- High Hygiene + Low Motivation = Employees are not highly motivated but have few complaints. The job is viewed as a paycheck.

High Hygiene + High Motivation = This is the best condition where employees have fewer complaints and are highly motivated

3.2 Internal Marketing

Berry, Hensel, and Burke (1976), George (1977), and Murray (1979) coined the term "internal marketing," emphasizing the importance of addressing and meeting employees' needs to provide better customer service. Their efforts were focused on attracting, training, motivating, communicating with, and retaining qualified service employees who could improve the organisation's performance (Chiu, et al, 2019). Internal marketing, according to Berry (1981), is described as "seeing employees as internal consumers and viewing jobs as internal goods that satisfy the requirements and wants of these internal customers while addressing the organisation's objectives." Bennett and Barkensjo (2005) recognized numerous essential internal marketing factors in 2005, including training and education, internal communication, vision co-creation, empowerment, and the development of a methodical organisational structure. Internal marketing is strategic in that it integrates marketing and human resource management to improve employee performance in providing excellent customer service (Nasurdin et al., 2015; Grönroos, 1990). Internal marketing, in a nutshell, is a philosophy in which businesses approach their employees as internal customers and meet their demands.

According to Park and Tran (2018), IM is a multifaceted construct that incorporates three primary factors: incentives, vision, and development. The researchers presented a 15-item checklist based on Berry and Parasuraman's checklist (1991). By drawing from the external marketing orientation method, scholars like Hogg and Carter (2000) and De Bruin et al., (2020) stated that IM should be treated as an important part of the market orientation strategy. Further attempts were undertaken by Rafiq and Ahmed (1993), who developed internal marketing by employing the four p's of marketing. They defined IM as a deliberate effort and marketing-like technique that aids the firm in overcoming opposition to change and aligning, motivating, and integrating personnel toward effective strategy implementation.

Table 3.1: Empirical research on internal marketing

No	Study	Findings
1	Berry (1981, 1987)	Service firms should use marketing research to understand internal customers' needs, modify and improve job offerings, and segment employee markets through advertising and personal selling to attract employable candidates.
2	George (1990)	Internal marketing is a strategy for developing and retaining service-oriented and customer-focused staff. Internal marketing programs alone are insufficient for building service culture and require ongoing collaboration with organisational behaviour such as organisational personality, structure, leadership, and so on.
3	Greene, Walls, and Schrest (1994)	Internal marketing must originate at the top and communicate down to the very bottom of the firm. Internal marketing results in satisfaction and motivation of employees to improve service performance
4	Piercy (1995)	Internal Marketing helps to remove internal barriers such as politics, corporate culture, credibility, and cost barrier for customer satisfaction

5	Valley (1995)	Internal Marketing is a process of 'selling' the concept of customer service to employees. Internal Marketing is for customer orientation and quality culture.
6	Grönroos (1995)	Internal marketing is a thorough and ongoing internal marketing process that requires cooperation between marketing, operations, and human resource functions
7	Mitchell and Taylor (1997	Internal marketing can be used for a successful volunteer programme within the non-profit sector by allowing self-expression, developing skills and abilities through training, providing challenge and recognition, role clarity and autonomy and two-way feedback system.
8	Ballantyne (2003)	Internal marketing requires a process of learning activity for knowledge renewal to achieve market orientation and market-based Performance
9	Lings (2004)	Internal market orientation has a direct positive impact on internal organisational performance indicators such as employee happiness, retention, and commitment. These internal factors, in turn, have an impact on exterior market orientation and external performance, i.e., customer satisfaction, retention, and profit.
10	Ferdous, Herington, and	Firms having higher levels of Internal market orientation are likely to develop internal marketing programs that are relationship oriented.

	Merrilees (2013)	
11	Boukis (2019)	Internal market orientation (IMO) is a value creation mechanism for the firm’s internal market. Organisations develop superior reciprocal value propositions for employees through internal market orientation.

Hernandez-Diaz, Calderon-Abreu, Amador-Dumois, & Cordova-Claudio, (2017) and Lozano Ramírez, (2016). Suggest that IM can be adopted at both the strategic and technical levels. Implementing it at the strategic level promotes customer awareness, whilst implementing it at the technical level entails efforts aimed at marketing initiatives to staff (Hernández-Daz et al., 2017). As a result, this research looks at IM from a technological standpoint, focusing on top-level management support techniques like training and internal communication procedures. A combined level implementation, according to the researcher, better supports IM objectives and leads to a favourable employee attitude. IM is fundamentally difficult to adopt, according to Kadic-Maglajlic, et al (2018), because of inter-functional disputes across departments, employee reluctance to change, and the firm's natural resistance to change.

The remark by Rafiq and Ahmed (2013) that the IM concept is built on attempts to improve service, with the overall result of paying attention to employee motivation and satisfaction as an essential component influencing customer satisfaction, was echoed by Vieira-dos Santos and Gonçalves (2018). As a result, their model focused on breaking through organisational inertia by pinpointing the exact behavioural changes that people needed to undertake. They then connected those behavioural shifts to the various divisions and groups within their firm. This paved the way for the company's cross-functional integration to flourish.

While other techniques have existed, for more than 30 years, these three lines of thought have directed internal marketing: employee motivation and satisfaction, customer orientation or customer-consciousness phase, and Phase of strategy implementation and change management (Narteh, 2012; Ahmed & Rafiq, 2013). As a result, over time, multiple definitions and operationalizations of internal marketing have arisen. IM promotes the notion that it is more than just a set of communication strategies – such as workplace posters and employee meetings – or a method to improve employee satisfaction (Berry, 1987) or a set of activities and projects for execution (Munir, Othman, Shukur, Ithnin, and Rusdi, 2015; Rafiq and Ahmed, 1993; Akbari, Amiri, Imani, Rezaeei, & Foroudi, 2017).

3.2.1 Internal Marketing as Concept of Client Oriented

Internal consumers (workers), like external customers, want to have their demands met, according to Flipo (1986). The idea of this approach, according to Flipo (1986), is that by addressing the demands of internal consumers, an organisation will be better able to achieve the quality sought by external customers. The assumption implicit in this concept is that meeting employee needs improves employee motivation, commitment, and, as a result, employee, and organisational performance. Salehzadeh et al., (2017) propose that relational exchanges among employees within an organisation should be considered a prerequisite for successful external market exchanges. Additionally, Aka and Amodu (2016) believe that discretionary behaviour that aids the firm's performance is most likely to occur when individuals are well-motivated, feel dedicated to the organisation, and have a job that they enjoy.

3.2.2 Internal Marketing Strategy

According to Tregoe and Zimmerman (1980), the internal marketing strategy area places a greater focus on doing the right things and places the challenge of establishing the correct strategy on the entry stage. Furthermore, according to Slater, Hult, and Olson, (2010), a smart strategy that is implemented badly results in no meaningful market advantages. In an increasingly competitive climate, the internal marketing approach gives strategic advice on how to leverage corporate performance and profitability (Hung, & Lin, 2019).

3.2.3 Dimensions of Internal Marketing

Internal marketing is a difficult subject to define because it is viewed differently in different industries. Even though some authors believe it is a one-dimensional idea, (e.g., Yildiz & Kara, 2017), most experts in the field favour the multidimensional approach (e.g., Balta 2018; De Bruin et al., 2020; Akbari et al., 2017). Scholars have struggled to agree on which exact characteristics constitute internal marketing, even after determining the numerous dimensions. Training, internal commitment, reward systems, internal market research, recruitment, career development, and promotional activities were some of the methods used by some researchers to assess internal marketing (Ahmed, Rafiq and Saad 2003; Backhaus & Tikoo, 2004; Tsai & Tang 2008; Zboja & Hartline, 2010; Keelson 2014; Choi, Yang, & Chang, 2014; Barnes, Fox, & Morris, 2004; Mosahab, Kargarnovin, MALEK, Abadi, & Amini, 2011). Others referred to it as the internal marketing mix after viewing it through the lenses of internal product, internal price, internal promotion, and internal distribution. (De Bruin-Reynolds, Roberts-Lombard & de Meyer, 2015; Lings, 2004). Participants and processes were added by Ahmed and Rafiq (2000). Internal communication, training, reward systems, empowerment, internal market research, management support, development, vision, physical environment, and senior leadership were recently identified as the most used sub-variables to measure internal marketing, according to a systematic review.

This study will adapt Ahmed and Rafiq's (2000) operationalisation of internal marketing. The dimensions employed in the study are briefly outlined below.

3.2.3.1 Empowerment

Despite significant advancements in researchers' knowledge of what employee empowerment entails, Iivari, (2020) claimed that they have not been able to agree on how it should be structured. It can, however, be viewed as a reasonable construction that depicts how those in positions of authority share power with others who do not (Rui & Benazi, 2018). Adopting empowerment explicitly means delegating or sharing decision-making authority with employees using various participatory management strategies (Frye, Kang, Huh, & Lee, 2020; Mohapatra, & Mishra, 2018; Herzberg, Mausner & Snyderman 1959).

This means that frontline personnel would have access to information and knowledge about the organisation, and they would be allowed to go above and beyond to guarantee that clients are entirely satisfied. Empowerment has been regarded as a psychological rather than a relational notion (Mohapatra & Mishra, 2018). According to research, empowerment is an internal cognitive state characterized by improved intrinsic task motivation or expanded sentiments of self-efficacy (Mohapatra & Mishra, 2018). Employee motivation, according to Al-Omari, Alomari, and Aljawarneh (2020), is partly a consequence of two expectancies: the expectation that one's effort will result in the required level of performance (self-efficacy) and the expectation that performance would result in a desired or expected outcome. As a result, empowerment is viewed in this study as a synthesis of both perspectives. That is, it is both a rational and a psychological issue. This is because the researcher believes that to empower employees, relational empowerment must impact the psychology of the employee and vice versa.

3.2.3.2 Training and Development

Employee training and development serves as a tool that not only improves the competencies required to execute a job, but also provides a mechanism for individuals to feel more content with the outcomes of their work (Rodriguez, & Walters, 2017). Firms that want to succeed must make a purposeful and positive investment in their employees' training (Al-Hawary, Al-Qudah, Abutayeh, Abutayeh, & Al-Zyadat, 2013; Kaur & Sharma, 2015; Salehzadeh, Jamkhaneh & Doosti, 2019). After acquiring the employees, management must create and implement training or retraining sessions that will improve their productivity skills. Training attempts to improve current work skills and behaviour, whereas development aims to improve talents in connection to a future position or job, usually one in management (Salehzadeh, Seddighi, & Ebrahimi, 2021). Rui, Zhao, Chen, Lin, Zhou, Chen, & Dou, (2018) discovered a substantial and favourable link between met expectations and training provision. Nwoko, Eze, and Maduka (2021) also argued that training affects employees' attitudes toward tasks that were previously believed to be difficult. Kaurav (2015) also discovered that even a brief training course is sufficient to create a positive atmosphere or culture that increases productivity. This study considers training as an essential component of internal marketing.

3.2.3.3 Reward System

Companies seeking a competitive advantage through their employees must be able to control their employees' behaviour and performance (Kremer, Villamor, & Aguinis, 2019). One of the most difficult challenges is convincing managers of the distinctions between good, average, and poor performance (Noe, Hollenbeck, Gerhart, & Wright, 2006). Taking advantage of employees' knowledge needs a management style that focuses on developing and enabling people to be held accountable for goods and services in exchange for a share of the profits and losses associated with the results. Pay plans are typically used to excite, steer, or regulate employee behaviour. According to Narteh and Odoom, (2015) employees may be drawn to work for a firm, but their decision to stay and contribute objectively to the company's success is based on the management's reward scheme. Most employees compare their pay to that of their coworkers, particularly those in comparable occupations (Mainardes, Rodrigues, & Teixeira, 2019). Tansey, McHugh, & McGrath, (2004) investigated how management could use internal marketing to motivate staff to provide the best possible customer service. This research focuses on using internal marketing as a method to ensure employee motivation for increased commitment and organisational performance.

3.2.3.4 Internal Communication

Communication is described as the process through which a communicator transmits impulses to other people to change their behaviour, and it is widely seen as the lifeblood of any company (Ajzen, & Fishbein, 1975; Braimah, 2016). According to the study, communication should involve all aspects of the organisation, including hotel security workers (Yusuf, 2018), suppliers, and customers. Both external and internal marketing necessitate effective internal communication (Lings, 2000). Two-way communication between middle managers, senior management, and people gives employees proper feedback, which improves their job performance (Afeti, 2015). Employees want to know about consumer needs and company goals since their participation is important to both the firm and the customer (Conduit & Mavondo, 2001). Another important part of internal marketing is the delivery of information to employees via the company's official feedback system.

3.3.3.5 Physical Evidence

Meirina, et al (2018) indicated that when an employee finds the physical proof (tangible evidence) of an organisation to be welcoming and easy to work with, they are more inclined to commit. Physical evidence (alternatively referred to as physical evidence by certain writers) refers to the environment wherein a product is provided as well as where contact employees interact with consumers, and also any tangible things used in the delivery or communication of the product (Nandi, 2017). Physical evidence is classified into two categories: necessary and incidental (Roberts-Lombard, M., Burin, & Klopper, 2016). The peripheral proof is a physical indicator that a thing has been delivered. Peripheral evidence includes memos, guidelines, training manuals, and other sorts of documentation. On the other side, the context in which the product is supplied is referred to as crucial evidence (Nandi, 2017). Because the setting in which the product is offered is typically identical to the normal work environment, the environment in which the product is delivered is not as critical in internal marketing situations as it is for services in general (Ahmed & Rafiq 1995).

However, the significance of specific policies can be demonstrated through the hosting of conferences or the sending of personnel to other institutions such as universities for specialized training. On the other hand, tangible indications may be even more critical in internal marketing than they are in general service marketing (de Jager & du Plooy, 2011). Documentation is a critical physical component of internal marketing. It is vital to document rules and policy changes because if employees are required to meet specific performance criteria, these requirements must be thoroughly documented. Internal physical evidence concerns the internal service environment and the accessibility of the necessary tools and equipment (Johnson, 2016; Pantouvakis, 2011). When staff have the proper equipment and a pleasant work environment, they can provide superior service to consumers, which results in increased levels of satisfaction (Pomering, 2017).

3.3 Employee Commitment

Employee commitment is often characterized as an employee's psychological attachment to the organisation, which influences their willingness to exert additional effort to achieve the organisation's goals (Kumara, & Dissanayake, 2020; Safitri, Roy, & Irawantoc, 2017; Burmann, 2017). A firm need to pursue staff commitment to increase consumer loyalty (Ocen, Francis & Angundaru, 2017; Uddin et al., 2019). According to Boyd and Sutherland (2006), it is critical to understand the mechanisms that can be used to increase employee commitment to increase customer satisfaction, as loyal employees result in a successful firm. As a result, hotel brands should be more cognizant of staff dedication to establish brand dominance and become the market leader. Regardless of how sophisticated internal market management procedures are, Teo, Bentley, and Nguyen, (2020) believe that treating employees with respect and dignity will ultimately result in discretionary behaviour. King and Grace (2012) reach a similar conclusion, stating that "without careful consideration of the factors that contribute to successful relationships (e.g., shared goals, trust, and respect), any attempt to achieve successful organisational outcomes enabled by internal relationships is likely to be futile." According to Castro, Armario, and Del Rio (2005), an important consequence of organisational commitment is an employee's success in their work environment. This is predicated on the assumption that employees demonstrate behaviours that exceed the formally specified criteria of their employment through their impression of fairness (Mahmood et al., 2019) and organisational support (Wayne et al., 1997; Mekpor, & Dartey-Baah, 2017; Hart, Gilstrap, & Bolino, 2016). Research has indicated that when organisations prioritize their employees, they become content, joyful, energetic, and dedicated, and customers are treated in a way that satisfies them and encourage them to return to the organisation, resulting in the organisation's success (O'Reilly, & Pfeffer, 2000).

Employee commitment has been conceptualized by scholars in three aspects: affective, continuous, or calculative, and normative commitment. These three dimensions are frequently acknowledged in the marketing literature (Evanschitzky, Malhotra, Wangenheim, & Lemon, 2017; Jones, Ludi, & Levine, 2010). Affective commitment is defined as "the degree to which an individual feels psychologically tied to his or her employer through feelings such as loyalty, affection, warmth, belongingness, fondness, and pleasure" (Mercurio, 2015, & Narteh, 2012). Normative commitment refers to employees' sentiments of obligation or duty toward an organisation as if they "ought" to continue working there (Swailes, 2002; Narteh, 2012; Marhayani & Ibrahim, 2019). On the other hand, the continuance of employee commitment relates to the perceived costs of leaving a company (Allen and Meyer, 1990). Continuance commitment is a state in which one of the relationship partners, whether C2B, B2B, or employee/employer, feels obligated to the other partner because it is challenging to leave the relationship, possibly due to the cost of leaving, or they perceive few alternatives outside the existing relationship, or both (Akuratiya, 2017).

3.4 Management Support

The primary distinction from traditional techniques of strategic human resource management is the mind-sets that should lead businesses that view their employees as internal customers and implement marketing practices that complement the company's primary strategy geared toward external customers (Schultz, 2004). Supervisor social support is defined as including four crucial psychosocial components: emotional support (self-esteem, trust, affect, concern, and listening), appraisal support (affirmation, feedback, social comparison), informational support (advice, suggestions, directives, and information), and physical support (advice, suggestions, directives, and information) (aid-in-kind, money, labour, time, and environmental modification) (Achour, Khalil, Ahmad, Nor, & Yusoff, 2017). Human-centred internal marketing efforts, such as treating employees like customers and partners, providing adequate management support, and enabling employees to grow professionally, can help develop a positive corporate culture and enhances employee loyalty, resulting in improved organisational performance. (Altarifi, 2014). If a business makes this endeavour without offering enabling measures, staff retention may suffer, and the corporation may struggle to survive as competition develops. The positive or bad performance of an organisation is contingent upon management's support for the committed employee (Taştan, & Davoudi, 2020). Management assistance for performance assessment can be defined as a schematized procedure for evaluating employees' job-related performances and competencies (Koshy & Suguna, 2014). According to Taştan and Davoudi (2020), interdependence is critical in maintaining social exchange relationships, and management support predicts discretionary and active work-related behaviours that affect an organisation's success (Ismail, et al., 2021). Numerous service managers have discovered through observation and trial that providing reliable service at the customer interface is also contingent upon the quality of the support systems in place (Kim, Song, & Lee, 2016). The internal process was identified as the strongest enabler of service quality.

3.5 Performance

The concept of organisational performance emerges frequently in empirical research, and this is widely accepted (Maduenyi, Oke, Fadeyi, & Ajagbe, 2015). The concept is difficult to define because it has multiple interpretations. There is no universally applicable explanation for the concept. Bakoti (2016) defines organisational performance as an organisation's potential to accomplish its goals through effective resource utilization. Pinho et al. (2014) define organisational performance as the capacity of an organisation to accomplish its goals and objectives. Su, Baird, and Schoch (2015) asserted that organisational performance is harmed not just by a definition issue, but also by a conceptual issue. Additionally, organisational performance can be described as the sum of a business's or department's successes (Amin, 2017). These achievements comprise accomplishing a specific organisational target within a specified time frame or over a longer period (Gawankar, Gunasekaran, & Kamble, (2020). The extent to which an employee contributes to the accomplishment of an organisation's goals and objectives is referred to as organisational performance. Seth, Rehman, and Shrivastava (2016). The degree to which an organisation is effective and efficient is defined by its performance indicators (Rogers, 2016). Occasionally, the terms "performance" and "productivity" were used synonymously. Perez, Mishra, Tiwari, & Trivedi, (2017) recognized that a distinction existed between productivity and performance. According to him, productivity is a ratio that represents the amount of work completed within a specified period. While performance is a broad phrase that includes not only productivity but also quality, consistency, and other factors, it is a helpful metric. On the other side, performance measurements were commonly included in a result-oriented evaluation. Organisational performance is a crucial concept in management, and it is the focus of most managerial responsibilities. The concept of organisational performance is inextricably tied to the growth and development of an organisation (Ahmed and Shafiq, 2014). Organisational performance can be quantified as a variable composed of subconstructs – financial (Ukko, Nasiri, Saunila, & Rantala, 2019; Maqbool & Zameer, 2018) or non-financial (Nguyen, Ntim, & Malagila, 2020) – or. However, this study operationalizes organisational performance as a primary (unilateral) component.

3.5.1 Performance measurement.

Approaches to and definitions of performance assessment differ depending on the aims and scope of the work sought by the organisations concerned. The importance of considering all stakeholders within an organisation, the balance and potential tradeoff between short- and long-term objectives, and the importance of future performance. Approaches to and definitions of performance assessment differ depending on the aims sought. Two separate strands of literature may be recognised - one recognises the complexity of business performance and its multidimensionality (Simpson, Padmore, & Newman, 2012).

An effective PMS allows a company to measure and monitor its performance. While the models presented vary in the approach adopted, they all assess performance from a variety of perspectives. More recently, researchers have recognised that approaches developed within large organisations may not be directly transferable to smaller organisations. (see Baxter and MacLeod, 2008; Tangen, 2004). Organizational performance is regarded as a dependent variable in two strands of research aimed at understanding how organisations perform. Business performance is often confined to one or two variables within the second strand, which focuses on verifying theoretical models. No one metric can express an organization's total performance due to the many objectives pursued and the environment in which it works. Meyer (2005, p. 285) recognises this seeming conflict.

Despite these reservations, research in this area abounds. According to Lumpkin and Dess (1996), any attempt to quantify organisational success should take into account sales growth, market share, and profitability. They emphasise the significance of overall happiness and non-financial criteria in judging the performance of example, a privately held firm that may view its continuing existence as satisfactory evidence of great performance. They argue that the relative relevance of financial and non-financial performance indicators varies depending on the stage of an organization's life cycle. Even when acceptable metrics have been found, data collection remains problematic. Venkatraman and Ramanujam (1986) propose a framework for classifying performance metrics distinguishing between operational and financial measurements as well as primary and secondary sources. Chandler and Hanks (1993) and Wang and Ang (2004) examine the challenges of collecting performance measurements.

Traditional performance measures may be unavailable or inappropriate due to the small starting point. Different financial measures may measure different aspects of performance, and many measures require a longitudinal design. In practice, cross-sectional self-report surveys are the preferred method. Chandler and Hanks (1993) compare three ways to measure performance when only self-reported data are available. They advise using two measures of venture performance: growth and business volume stated in broad categories, which they discovered to be useful relevant, available, internally consistent, reliable and externally valid

Self-report measures of satisfaction with performance and performance compared to competition have been developed in the UK since the 1980s by several researchers such as Alpkan et al (2007). Following that, these measures were implemented in SME research (e.g. Wood, 2006; Wang and Ang, 2004; Reid and Smith, 2000). Managers with a more optimistic attitude may be more inclined to employ entrepreneur-oriented initiatives and overestimate their firm's success. The collecting of "objective" financial information through self-report surveys is no easier because self-reported metrics may not be directly comparable across organisations.

3.6 Hypothesis Formation and Conceptual Framework

This study sets out to measure internal marketing and organisational performance. Observing the mediating and moderating role if any, of employee commitment and management support. This part proposes the conceptual framework that will serve as the study's foundation. It assumes that internal marketing which is composed of five dimensions directly predicts organisational performance.

3.6.1 Internal Marketing and Employee Commitment

Internal marketing is based on the premise that employees should be the primary target audience for an organisation's marketing efforts, given their continual connection with the organisation's external public. External relationships are ineffective without effective internal relationships, and internal marketing leads to external market success (De Bruin, et al, 2020; Kurniawan, Manurung, Hamsal, Kosasih, 2020; Grönroos, 2000). Its effective implementation will result in the recruitment and retention of employees dedicated to service quality and customer satisfaction (Frye, et al., 2020; Braimah 2016; Narteh 2012), as well as an increase in customer orientation and overall performance (Frye et al, 2020; Schulz, Martin, & Meyer, 2017; Bailey, Albassami, F., & Al-Meshal, 2016).

Numerous internal marketing studies have been conducted in a variety of industries, including the hospitality industry (Braimah, 2016; Chiang, & Liu, 2017; Tsiotas, Belias & Niavis, 2020; Pascual-Fernández, Santos-Vijande, & López-Sánchez, 2020; Huang, 2020; Frye, W. D., Kang, Huh, & Lee, 2020; Nart, Sututemiz, , Nart, & Karatepe, (2019). A recurring feature in this research is the belief that internal marketing encompasses a variety of distinct components: internal customer, rewards, communication, training and empowerment. This article takes a global view of internal marketing. This means that internal marketing is viewed as a composite construct comprised of a variety of distinct organisational components. The paper incorporates the internal marketing components identified by Braimah (2016), Narteh (2012), and (Meirina, et al, 2018) in their studies of the effects of internal marketing on employee commitment in Ghana's hospitality and banking industries: internal communication, rewards, training, empowerment, fairness, and physical evidence. These components are not examined in isolation, but rather as part of a broader examination of internal marketing.

3.6.1.1 Empowerment

Research to date suggests that the organisation needs to empower employees to be more independent so that staff may make decisions while performing their jobs and provide acceptable service to clients (YuSheng, & Ibrahim, 2020; Ruiz-Palomo, León-Gómez, & Garca-Lopera, 2020). By doing so, they avoid customer complaints, boost customer loyalty, and provide quality service for good organisational performance (Ruiz-Palomo et al., 2020). Han, Moon, and Yun (2009) discovered that empowerment has a substantial association with employee commitment in a study comparing permanent and temporary nurses. (Chang, Shih, & Lin, 2010) discovered a positive relationship between empowerment and commitment. Employees with a high level of organisational empowerment are more committed, and employees with a high level of psychological empowerment are indirectly committed to their employers, according to their experiments to test an exploratory model of empowerment. Jha (2011), on the other hand, discovered a direct positive link between psychological empowerment and normative and affective commitment. Even though (Kazlauskaite, Buciuniene, and Turauskas (2006) discovered in their study of staff in Lithuania hotels that levels of empowerment and commitment are rather low, they discovered a substantial positive correlation between the two. Hence the study hypothesised that:

H1a: Empowerment has a significant positive effect on employee commitment in small hotels in Ghana.

3.6.1.2 Internal Communication

Internal communication with coworkers is as vital as exterior contact with clients (Kang, & Sung, (2017). Carriere and Bourque (2009) found a positive link between communication and employee commitment. Although Zain et al. (2009) identified a high association between communication and employee commitment in their study, Narteh (2012) found in his study that the commitment of employees in the service sector is not influenced by internal marketing. However, Yacoub & ElHajjar, (2021) found a positive relationship with employee commitment and concluded that employers' maintaining constant communication with their employees gives room for employee commitment. Furthermore, Bambacas and Patrickson (2008) investigated how interpersonal communication skills affect employee commitment in a study of senior human resource managers. They discovered that managers' abilities to listen and be explicit were also of utmost value to managers while attempting to increase subordinates' commitment. Hamdi and Rajablu (2012) also found a positive relationship between communication exchange and affective commitment. In their study to investigate supervisor communication's effect on employee organisational commitment, Van Vuuren, De Jong, and Seydel (2007) found a substantial effect between communication and commitment. Similarly, (Johlke and Duhan, 2001) revealed that excellent communication, such as diverse media produced by management to communicate with employees and enhanced information, was significantly related to employee job commitment.

Effective communication at all levels is crucial in the hotel sector. To deliver client value, staff at all levels must communicate and collaborate. So, the study hypothesized that:

H1b: Internal communication has a significant positive effect on employee commitment in small hotels in Ghana.

3.6.1.3: Employee training and development

Employee training gives employees with the skills and knowledge they need to fulfil their present job tasks, whereas development programs prepare them to perform higher-level tasks with additional responsibilities (Narteh, 2012; Czaplewski, Ferguson, & Milliman, 2001). Ocen, Francis, and Angundaru, (2017) conducted research using the Ugandan banking sector and found empirical evidence demonstrating that training has a direct positive effect on employee commitment. Although most studies have been conducted in the domain of affective commitment, Khan, and Iqbal, 2020 researched the nursing staff of public sector hospitals in Southern Punjab and found a positive relationship between training and development and both dimensions of affective and normative commitment. (Dias & Silva, 2016) also concluded in their study that, training and development facilities available in a firm motivate employees to develop a positive attitude and enhance employee organisational commitment. In their study among some selected SMEs in "Karachi", Nandi, Khan, Qureshi, and Ghias, 2020, also identified a positive association between training and development and commitment. From the above argument, this study considers training and development as an essential component of internal marketing. Therefore, this study's hypothesis that,

H1c: Training and development have a significant positive effect on employee commitment in small hotels in Ghana.

3.5.1.4 Reward System

According to Van Eeden and Koekemoer (2000), numerous successful service organisations have the most liberal and extensive fringe benefit programs in their firms, which serve as motivational measures for employees. Mihardjo, Jermsittiparsert, Ahmed, Chankoson, and Hussain (2020) discovered that management used rewards to increase commitment and reduce resignation. According to Awwad and Agti (2011), a fair incentive system combined with pleasant engagement and vision sharing with employees results in more emotionally engaged individuals who want to stay on the job in the long run. According to the findings of Li, Rees, and Branine (2019), one of the key indicators of employee commitment is reward management. Meyer and Smith (2000) discovered a substantial association between compensation and commitment in small enterprises in Canada. Chew and Chan (2008) discovered a link between dedication and pay. Although the findings of Elikwu, Tende, Adio, and Ogbu (2017) revealed a less significant relationship between "higher responsibilities and awards" and commitment, they also revealed a more positive relationship between "promotion and awards" and commitment in their study of small and medium-sized enterprises in Nigeria. In their study of 286 employees from Chinese small and medium-sized firms, Newman and Sheikh (2012) hypothesised and discovered that rewards were substantially associated with employee commitment. Al-Khaled and Chung (2022). Given the above, the study hypothesises that,

H1d: The reward system has a significant positive effect on employee commitment in small hotels in Ghana.

3.6.1.5 Physical Environment

The physical environment is one of the variables that influence employees' intentions to quit or the decision to stay in the organisation (Markey, Ravenswood, & Webber, 2012; Qureshi, Iftikhar, Abbas, Hassan, Khan, & Zaman, 2013). Bibi, Ahmad, & Majid, 2016; Bibi, et al, (2017) also asserted that the physical environment is a critical factor influencing staff retention in businesses. Shenoy, V., and R. Uchil (2022) interviewed 269 workers from various information technology (IT) organisations in research to assess the impact of the physical environment on employee commitment. Their findings indicated that the physical environment has a positive influence on employee commitment. Butt, H. S., Khan, F., Rasli, A. B. M., and Iqbal, M. J. (2012) discovered a favourable association between physical environment (which included safety, patient area quality, and workspace quality) and commitment. Their findings also corroborated the claim of (Albattat, & Romli, 2017; Mangi, Soomro, Ghumro, Abidi, & Jalbani, 2011) that a pleasant environment, particularly one that is clean, appealing, motivating, and encouraging, has a positive impact on employee commitment. Janakiraman, Parish, and Berry (2011) discovered a strong positive association between nurses' commitment and the physical environment. Their study indicated that nurses' work is both physically and emotionally demanding and that a healthy physical environment is required to complement their duty. Their study discovered that most employees preferred working in a more clean environment to working in a less clean environment and thus recommended that companies make it a practice to ensure frequent repairs when necessary. In their study of the role of extrinsic motivation on the relationship between the office environment and organisational commitment of 250 administration employees in Malaysia, Amdan, Rahman, Shahid, Bakar, Khir, and Demong (2016) discovered a strong relationship between the physical environment and employee commitment. As a result, this research predicts findings. As a result, this study anticipates discovering that the work environment has a good association with the objective to increase employee commitment in an organisation. Hence the study hypothesised that

H1f: Physical environment has a significant positive effect on employee commitment in small hotels in Ghana.

3.6.2 Employee Commitment and Organisational Performance

Arthur (1994) indicated that firms with a dedicated workforce outperform those with a managed workforce in terms of performance. The author argues that a controlled human resource system's objective is to increase efficiency or reduce labour costs by subjecting employees to specific rules and criteria and rewarding them based on measurable outcomes, whereas a committed human resource system is developed by shaping employee behaviours and attitudes through the alignment of organisational and employee goals. "Effective performance is contingent upon a dedicated workforce" (Paton & McCalman, 2000, p. 151). In their study of 56 employees in the Nigerian banking sector, Aka and Amodu (2016) discovered that employee commitment has a significant impact on the size of the bank's market share and global recognition, and they concluded that organisations and businesses require a highly committed workforce to ensure organisational performance. According to the findings of Irefin and Mechanic (2014), there is a moderately strong association between employee commitment and organisational success in Coca-Cola Company Plc in Nigeria. indicates that employee dedication improves the success of the company. As a result, it was concluded that organisational performance can easily be increased by employee dedication. Imamoglu, Ince, Turkcan, and Atakay, (2019) also discovered that organisational commitment is substantially associated with firm performance in their research. These findings suggest that employees who are committed to their organisations demonstrate behaviours that help the organisation. As a result, employees in organisations must have a sense of commitment to the organisation. As a result, employees feel they as members of the organisation and work hard to improve the company's market position. Because the employees are the organization's most important asset, whatever they perform for the company provides value to the firm. As a result, the firm will positively perform. Based on the preceding discussion, the study hypothesis that

H2: Employee commitment has a significant positive effect on organisational performance in small hotels in Ghana.

3.6.3 The moderating role of Management support on Employee Commitment and Organisational performance

Firms' policies and practices are heavily impacted by their internal and external contexts (Schuler & MacMillan, 1984) and HRM systems can be detrimental or beneficial depending on internal and external boundary factors (Chadwick, Way, Kerr, & Thacker, 2013). However, management assistance provides means and instruments for creative effort (Ismail, et al, 2021). According to Iyanda Ismail et al. (2021), performance cannot be enhanced without good managerial aid. They agreed with the study that outstanding performance necessitates procedures that are consistent with managerial beliefs and attitudes. Quaratino and Mazzei (2018), Longo and Narduzzo (2017), Al-Tokhais (2016), Proctor (2014), and Imankan and Charakdar (2013) discovered a positive relationship between internal processes, internal promotion, and quality service provision for employees and organisational performance and also recommended that it should be strengthened. (De Bruin, Roberts-Lombard, & De Meyer-Heydenrych, 2020) also recognised internal processes as the most powerful enabler of employee quality service provision. In their study to examine the interrelationships between firm/environment-related factors and their impact on EP, Diamantidis and Chatzoglou (2018) discovered that job environment and management support have the strongest impact (direct and indirect) on performance. Koys and De Cotiis (1991) discovered in their study that the level of managerial support for employees' actions influences the establishment of organisational climate. From the above, this study hypothesised that, *H3: Management support moderates the relationship between employee commitment and organisational performance in small hotels in Ghana*

3.6.4 The controlling role of Age and Gender

Individual demographic traits such as age and gender, have long been seen to be key variables in psychological study (Triguero Sánchez, Pea Vinces, & Sánchez-Apellaniz Garca, 2016; Griffeth, Hom, & Gaertner, 2000; Sturman, 2003). This study focuses on two socio-demographic and work-related variables – mean sample age and sample gender mix – since they are frequently influential in both human resource decisions and performance evaluations (Sturman, 2003). Shirom, Shechter Gilboa, Fried, and Cooper, (2008) discovered that employee means age influenced the role ambiguity-performance connection, with negative correlations decreasing with rising age in their study. They discovered that when women's age and tenure increase, so does their unfavourable role ambiguity. According to the organisational performance relationship, older individual workers are more likely to experience organisational pressures and have lower performance with time as they increase their resources to deal with political work activities (LEE, & PARK, 2020).

Physical abilities deteriorate with age, but knowledge and experience increase (Bal, De Lange, Jansen, & Van Der Velde, 2008). To summarize, ageing causes physical, cognitive, emotional, and psychological changes in persons, which may affect job attitudes (LEE, & PARK, 2020). As a result, previous research on the predictors of work attitudes and organisational performance investigated the effects of age. For example, Bal et al. (2008) explored the effects of age on psychological contract breach and job attitudes, whereas Chang and Eun (2012) investigated the age-moderating effects of conflict resolution mode on organisational effectiveness.

Gender has an important role in organisational commitment research (Ruiz-Palomo, León-Gómez, & Garca-Lopera, 2020). According to Ye, Wang, Lu, Liu, and Yang,(2016), social-role theory defines expectations and gendered norms for men (agentic) and women (communal), as well as their associated behaviours, and role-congruity theory explains prejudice that women face in leadership roles, as well as their concomitant agentic qualities. In general, research on gender disparities and their effects on several organisational dimensions yielded contradictory findings (Pousa, Richards, & Trépanier, 2018). On the one hand, some research found significant gender inequalities in a variety of occupational dimensions and attributes (Castro, Douglas, Hochwarter, Ferris, & Frink, 2003; Pousa, Richards, & Trépanier, 2018). A study published by Castro et al. (2003), for example, discovered substantial disparities between men and women in the association between the employment of influence tactics and the favourable effect on job-performance assessments. Pousa et al. (2018) discovered substantial gender variations in the way supervisor satisfaction and job-performance assessments were connected to female leadership style in another investigation. Furthermore, the study discovered that males preferred leaders who demonstrated individualized consideration and contingent rewards, whereas females preferred leaders who demonstrated charismatic and intellectual stimulation behaviours.

Some studies, on the other hand, found no substantial differences between women in other facets of the job (Collins-Dodd, Gordon, & Smart, 2004; Dodd-McCue & Wright, 1996; Fairlie & Robb, 2009; Pousa, et al., 2018; Piercy, Lane, & Cravens, 2002; Singh, Finn, & Goulet, 2004). Aven, Parker, and McEvoy's (1993) meta-analysis, for example, found no support for the effect of gender on attitudinal commitment; however, the large credibility interval (which included zero) in point bi-serial correlations suggested the presence of unidentified moderators. Another meta-analysis conducted by Wilkins and Andersen (1991) found that while there were statistically significant variations in communication patterns between men and women, the effects were minor and offered little in terms of substantive distinctions or practical implications. Furthermore, another meta-analysis found no differences in genders in mentoring experiences, or the amount of career development received (O'Brien, Biga, Kessler, & Allen, 2010). Other authors, on the other hand, claim that women's greater dedication to the company is due to the higher levels of assistance they receive from the organisation (Sloan, 2017; Sundar, & Sapkal, 2019).

Figure 3.1: Conceptual framework of the study

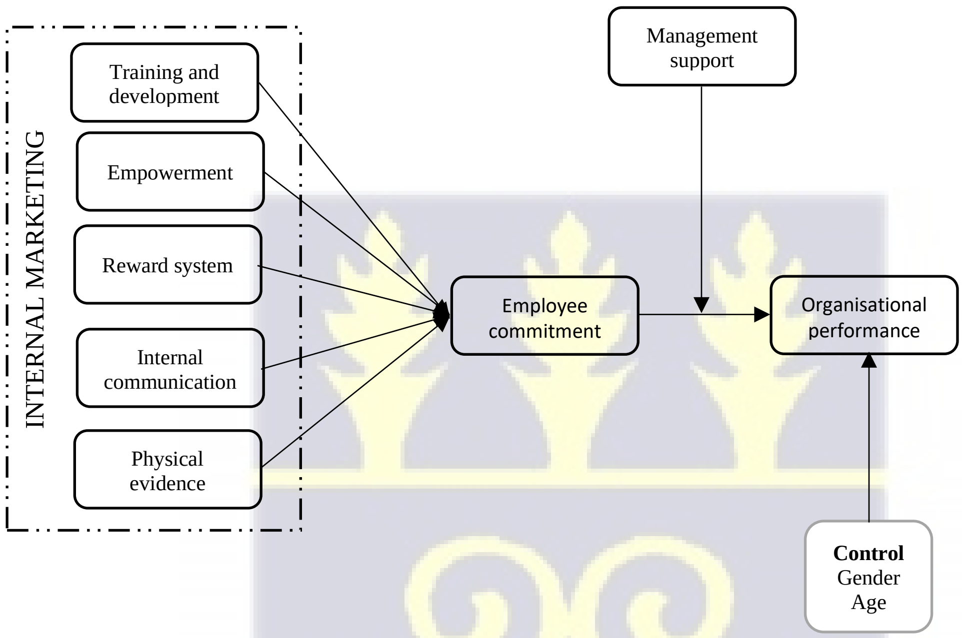


Figure 3.1: Conceptual Framework of the Study

Source: Derived from literature

CHAPTER FOUR

METHODOLOGY

4.0 Introduction

Chapter four of the study presents the methodological approaches used in operationalizing the stated objectives. This chapter specifically describes, among other things, the research design, research approach, the target population, sampling technique and sample size, the data collection instrument, data collection procedure and data analysis.

4.1 Research Philosophy

Muchanga (2020) define research philosophy as the development of the research attributes, its central knowledge, and the background of the study. The research philosophy clarifies the source, nature, and knowledge development of the study that upholds the belief about how the data on a social reality should be collected, analysed, and interpreted to generate useful results (Dudovskiy, 2018). Management and business researchers ought to have in-depth knowledge about the philosophical approaches and choices they make as part of their research strategy because of their relevance to realities and the understanding of the field of study (Forman, Farmer, Johnson, Clark, Arnold, Coslett, & Grossman, 2006; Al-Ababneh, 2020; Denzin & Lincoln, 2011). It is further argued that a clear understanding of the philosophy elucidates the researcher's position on data collection, analysis, and the final interpretation that will be given because the authenticity and credibility of academic research are justified on a philosophical ground (Proctor, 2019; Blaikie, 2010). The adopted philosophy depicts the inference of one's perception of the social world, which in turn informs the suitable research strategy and the diverse combination of the methods for the study. It relates to the knowledge and the nature of knowledge about the study (Saunders, & Rojon, 2011). Therefore, if the adopted philosophy has no link with the study, it defeats its central purpose. It is highly essential for researchers to comprehend the philosophical underpinnings of a study, to be able to appreciate the existence of others and defend their positions; avoid confusion when discussing theoretical debates and approaches to issues; and, understand the links between the key components of the of research (Taekema, 2021). The adoption or choice of philosophy for research is however not absolute but your ability to reflect upon the choice and defend them against other alternatives that were ignored (Clark, 2020).

Each of these philosophy's existence is distinctively unique based on the ontological, epistemological, and methodological theories that define them. Creswell (2021) posits that these theories and inferences define and distinguish them from each other. Whereas Kuhn (1969) maintains that it is a widely accepted acquisition of scientific knowledge that equips the scientist with the skills of problem identification, and the choice of methods for solution for a specified period. Denzin and Lincoln (2005) further stated that this reality could be identified and comprehended by posing these three basic questions: The Ontological question seeks to find the nature of reality and lessons that can be learnt from it. The epistemological questions seek to know the relationship between the researcher and the knowledge to be acquired through the study. And finally; the methodological question asks about how the researcher will conduct the study to present the unknown to the world.

4.1.1 Ontological

The school of thought of the ontological hypothesis considers the nature of social reality (Delanty and Strydom, 2003; Easterby-Smith, Thorpe, & Jackson, 2012). The centrality of this assumption is to establish the nature and form of the social phenomenon in existence and to determine how they are related (Blaikie, 2009). In throwing more light on this, King and Horrocks (2018) opine that ontology seeks to establish whether the existence of the social reality is created or influenced by the action and perception of social actors (subjective), or its occurrence is devoid of the influence of the social actors (objective).

4.1.1.1 Objectivism

Objectivists are with the view that the existence and meaning of social realities are independent of the influence of social actors (Awuah, Colecraft, Wilson, Adjorlolo, Lambrecht, Nyantakyi-Frimpong, & Jones, 2021). This implies that the knowledge that exists cannot be altered by the actions of social actors and will enable the researcher to study the phenomena impartially by observing the pattern and finding the causal relationships to create a new understanding (Burrell and Morgan, 2017; Bryman and Bell 2007). The tenets of objectivity hold a basic form of 'realism', which suggests that the social phenomenon exists independent of humans, and the acquired knowledge is objective and real because it evolves from statistics and facts through a quantitative approach (Root-Bernstein, & Root-Bernstein, 2020; Letherby et al., 2012).

4.1.1.2 Subjectivism

Subjectivists on the other hand posit that the acceptance of the occurrence of a social phenomenon is centred on the approval of the social actor (Vaughn, 2012). This is in other words referred to as 'relativism' in natural science (Easterby- 2012). Subjectivism can be observed from two angles: first, there is an interaction between the researcher's perception of the social world and the reality which results in a bias where a specific version of the social reality is always presented rather than the actual. Secondly, subjectivism views and categorizes social objects as socially constructed and rejects the objective idea in the study (Gray, 2013).

However, Saunders, Lewis, and Thornhill, (2009) introduced realism and pragmatism as the two ontology positions that mediate objectivism and subjectivism. The realists share a similar view with the objectivist that the phenomena are devoid of the interference of the social actor but also believe that its interpretation is through social conditioning.

4.1.1.3 Justification for adopting objectivism

Considering the above details, the ontological underpinnings of this research was the objectivist approach to keep an open mind in identifying the causal relationships of the social reality without the influence of the researcher.

4.1.2 Epistemology

This is considered the theory of knowledge. It examines the relationship existing between the researcher and the topic being researched (Hussey and Hussey, 1997; King, Horrocks, & Brooks, 2018). It asks the question of what should be considered appropriate knowledge in an area of study (Ponterotto 2005) to help ascertain the existing relationship between the researcher and the respondent. Bryman and Bell (2007) state that the overriding purpose of this is to determine whether the phenomena or social reality could be examined based on the same procedures, ethos, and principles as the natural sciences (Jonker and Pennink, 2010). It is however expected that objectivity and a value distancing position of the researcher become the hallmark of examining the phenomenon to be able to hypothesize about the true social reality (Denzin, & Lincoln, 2008). Specifically, it adopts the method of collecting information, validating and analyzing, it for knowledge acquisition (Blaikie, 2000; Hatch, & Yanow, 2008). Researchers have argued that there exist some similarities between the ontological and epistemological theories in that, answers to epistemological questions are highly dependent on the assumptions emanating from ontology about the phenomena (Denzin, & Lincoln, 2008; Sale, Lohfeld, & Brazil, 2002; Cohen, & Grifo, 2007). This theory has three broad viewpoints namely positivism, realism, and interpretivism as they are employed to help in the understanding of reality (Saunders, Lewis, & Thornhill, 2007; Beverland and Lindgreen, 2010).

4.1.2.1 Positivism

The tenets of positivism hinge on the adoption of the natural science research models to apply in the field of social science to investigate and explain the social realities (Denscombe, 2008), where the researcher acts in the capacity of a natural scientist (Maylor & Blackmon 2005). This concept is attributed to Auguste Comte (French philosopher & social scientist) as outlined in his study; "Course of Positive Philosophy" (Remenyi, & Sherwood-Smith, 1998). This concept dwells on objectivism to assess the social world by testing hypotheses developed from existing theory (Chappell, 2013), by measuring observable social realities because they are regarded as tangible with relative constant structure. Positivist has an interest in general information and large-scale numerical data collection to enhance objectivity with facts gathered from observation and reasoning (Gray, 2013) and measured using quantitative methods of surveys, experiments, and statistical analysis (Eriksson & Kovalainen, 2008; Easterby-Smith, Thorpe & Jackson, 2008; Saunders et al., 2009).

4.1.2.2 Realism

Realists focus on the beliefs and realities in a social setting. It shares some characteristics with the positivists. First, they believe that it is essential to adopt and apply the natural science methods in social science for quantitative data collection and statistical analysis. More importantly, realists believe in the objectivity of the research whereby the social realities will be independent of the influence of the researcher and social actors Bryman and Bell (2007).

However, the realists believe not in the observable phenomena. Direct and critical realism is its philosophical approach (McMurray and Pace, 2004). The direct form encapsulates the message communicated by the senses to the individual (see, hear, touch, smell, etc.) and the emphasis is that what you see is what you get, and what your senses signal is the reality of the world. Critical realists posit those experiences are sensations that portray the image of things in the real world and not reality (Sekaran and Bougie, 2013).

4.1.2.3 Interpretivism

Interpretivism is in strong opposition to the arguments from positivism and realism regarding the application of natural scientific methods in social phenomena because, in their view, the complexity of reality cannot be simply explained by regularity patterns or law-like generalisation. This philosophy argues further that the study relating to social science is entirely different from that of natural science (Bryman & Bell, 2007). In that respect, applying the same methods of study is out of order. A small sample of data is therefore recommended to be carefully examined and further applied to a larger group (Kasi, 2009).

4.1.2.4 Justification for adopting positivism

Positivism was adopted to eliminate all doubts about the reliability of the information collected, and as a method for refining the hypothesis. Sunders et al. (2007) argued that positivism leads to the collection of data and the development of hypotheses based on existing theory and will further translate to the development of theory to be tested in future research. In supporting the earlier argument, this philosophy hinges on the framework of observable social realities that are independent of the researcher and his/her instruments (Saunders, & Rojon, 2011; Collis & Hussey 2013), but adopts quantitative methods such as survey research and experimental approaches as its methodological underpinnings (Jupp, & Sapsford, 2006; Gray, 2013). Importantly, positivism supports the large sample data collection and experimentation which a study of this nature originating from business and marketing inevitably requires to increase objectivity (Orlikowski and Baroundi, 1991; Easterby-Smith et al., 2012).

4.2 Research strategy

The research strategy is a component of the methodology that enhances the conduct of the study by allowing the researcher to answer the questions raised from the objectives systematically, and to also explore a phenomenon of interest by posing as a blueprint to collect and analyse data for empirical studies (Marshall and Rossman, 1999; Saunders et al., 2009). Surveys, histories, experiments, archival analysis, and case studies were identified by Yin (2009) as five key research strategies. Recent studies by Saunders and Rojon (2011) supported the earlier study with an upgrade to seven research strategies that could be employed in a study, and that comprise surveys, experiments, archival research, case study, action research, grounded theory, and ethnography of which each could be adopted for descriptive, exploratory, and explanatory research but are clearly distinguished in their approaches either for inductive or deductive (Yin, 2003).

The choice of a strategy for a particular study is highly dependent on the objectives, the research questions that accompany it, the amount of time, available resources, the level of existing knowledge, and the philosophical grounding (Saunders et al., 2009). Nevertheless, these strategies must not be observed from the viewpoint of one having superiority over the other. What matters most is for the chosen strategy to meet its central requirement which is its ability to help answer the research questions and further meet your objectives (Saunders et al., 2009). These strategies are briefly discussed for the benefit of the study.

4.2.1 Surveys

They are employed to gather the information that highlights the attitude, knowledge, and behaviour of a phenomenon because it answers questions like who, what, where how much, and how many, and as well as establish the cause-and-effect relationships between variables (Ghauri and Gronhaug, 2005; Malhotra and Birks, 2007; Saunders et al., 2009; 2011; Sekaran and Bougie, 2013). It is widely used in business and management research and fits exploratory and descriptive research. It is mostly associated with the deductive approach which explains the analysis of quantitative data to be based on descriptive and inferential statistics but is popular because it enables the collection of data from a sizeable population economically through the administering of standardized questionnaire to a sample for easy comparison (Saunders, 2009). It must however be established that the survey is not only compatible with the questionnaire but also structured observations and interviews with standardized questions which can be cross-sectional or longitudinal (Saunders, 2011).

4.2.2 Experimental strategy

It is hugely borrowed from natural science to be applied in social science to examine causal links or the inter-correlation between variables to ascertain whether a change in one dependent variable is a result of changes in another independent variable or not (Hakim, 2000; McGivern, 2006; Saunders, & Rojon, 2011). This is practised in circumstances where the researcher has control over the samples. Taking them into consideration, the method is appropriate for explanatory but less functional in exploratory and descriptive studies (Sekaran and Bougie, 2013). It is conducted in laboratories to provide answers to questions like 'how' and 'why' (Saunders, & Rojon, 2011).

4.2.3 Archival research

This is derived from the root name "archive", and depends on documents and administrative records for its prime source of data which is inevitably secondary because the available information was collected for a prior study (Saunders, & Rojon, 2011) but is useful because they apply to routine activities (Hakim, 2000). Bryman (1989) however posits that irrespective of the historical overtone of archival, it can refer to either recent or historical documents. The analysis is conducted on these administrative records to ask related questions regarding the past and recent changes even though there is a restraint in the ability to answer questions (Saunders et al., 2009). To get the best result from this method, the design must be crafted to suit the available data.

4.2.4 Case study

Relates to the conduct of research that relies on an empirical investigation to study a contemporary phenomenon in its real situation using multiple sources of evidence (Robson, 2002; Saunders, & Rojon, 2011). This strategy allows researchers to examine individuals or organisations simply through complex interventions, relationships, communities, or programs for in-depth knowledge about an occurrence (Morris and Wood, 1991). A case study is often adopted in exploratory and explanatory research because it helps in answering "what" and "how" questions although mostly associated with the survey, and usually employs triangulation thus the use of different data collection techniques like observation, interviews, and documentary analysis within one study to ensure that the needed result is attained (Saunders et al., 2009).

4.2.5 Action research

It is an inductive approach aimed at creating a simple, practical, and continual learning process to identify, evaluate, investigate, and analytically diagnose problems and/or weaknesses to develop practical solutions for better results (Bogdan and Bilken, 1997; Ferrance 2000).

4.2.6 Grounded theory

This strategy hinges on the framework of theory building by combining inductive and deductive approaches, adopted to predict and explain a social phenomenon (Goulding, 2002). It is widely adopted in business and management issues because of the focus on exploring and studying human and social behaviour. Saunders and Rojon (2011) argue that grounded theory is centrally focused on the generation of observational data to assist in the forecast and explanation of behaviours, aimed at the development and building of theory (Goulding, 2002).

4.2.7 Ethnography

It is mostly tagged as naturalistic in the sense that the social phenomenon is being researched within the context where it occurred by adopting the principles of scientific method models such as observations and interviews (Reeves, Kuper, and Hodges, 2008; Saunders, & Rojon, 2011). The strategy encapsulates the study of human behaviour, language, and the existing relationships among a cultural group (Creswell, 2021). Its origin is traced to the field of anthropology (Saunders, & Rojon, 2011) and it is grounded in the inductive approach. It is worth emphasising that none of these strategies has superiority over the other. However, the choice of a strategy is dependent on its ability to help answer your research questions to meet your objectives, the extent of existing knowledge, access to data sources, availability of resources and time, and the philosophical grounding (Saunders, Lewis, & Thornhill, 2012).

4.2.8 Justification for adopting the survey strategy

This study adopted the survey strategy in gathering primary data by using questionnaires from employees of hotels in the Greater Accra Region. The population is sizeable enough to enable the collection of large amounts of data economically and this is the advantage that the survey strategy delivers (Saunders et al., 2009). In addition, a survey can be longitudinal where the data is collected from different periods, or cross-sectional where the data is collected once and because the data for this study were collected within a short discrete time frame, a survey was worth adopting (Easterby-Smith, & Malina, 1999). The position of Malhotra and Birks (2007) is that survey gathers information about opinions or actions, and the characteristics of a group that constitutes the population and, in that regard, verification of the hypothesis developed can be broadly generalised (Nasco, Toledo, & Mykytyn 2008). The survey strategy allows the collection and analysis of quantitative data using descriptive and inferential statistics. This has led to its popularity in business and management research in answering questions on "who", "where", "what", "how many", and "how much", and examining the cause-and-effect relationships among variables (Saunders et al. 2009; Sekaran & Bougie, 2013). In that respect, the survey strategy was adopted to statistically examine "internal marketing, employee performance and organisational performance among employees of small hotels in the Greater Accra Region".

4.3 Research design

The research design encompasses the plan of how the research questions are answered, the testing of the hypothesis, how respondents of the study are selected, sources, and means of data collection and its constraints, and the final data analysis (Welman, & Kruger, Mitchell, 2009; Saunders et al. 2009). It is further described as an exhaustive blueprint that guides the study to achieve its objectives (Babbie & Mouton, 2008; Zikmund, Babin & Griffin, 2012). In actual terms, the research design constitutes the entire strategy chosen to integrate the various components of the study. Mouton (1996) posits that the overriding purpose of a research design is to help the researcher forecast the likely decisions, to maximize the validity of prospective results and to minimize errors. The research design was defined as the blueprint for collecting, measuring, and analysing data with the motive of obtaining valid objectives and accurate answers to the research questions and assumptions (Zikmund, Carr, & Griffin, 2013)

The research design could be exploratory, descriptive, or explanatory based on what the researcher seeks to achieve and the strategies and techniques that will be employed.

4.3.1 Exploratory research

Exploratory research design delves into an area that is not known or a neglected aspect of study with little or no knowledge either in its context or on the topic to gain much insight into the phenomena (Glicken, 2003; Mitchell & Jolley, 2010; Royse, 2011). It often prefaces a thorough study but can also be detailed enough to stand on its own (Alston & Bowles, 2003). It often asks the “what” question and usually adopts the qualitative technique in gathering its data (Adler & Clark, 2008). Exploratory is highly essential for clarification of uncertain social occurrences and applicable in a steady phenomenon where the feasibility of conducting an extensive study is tested to guide the methodology and hypotheses which are speculative (Babbie & Mouton, 2001; Babbie, 2013). Adams and Schvaneveldt (1991) liken it to the life of a traveller, or an explorer and its greatest leverage is its flexibility and adaptability to change.

4.3.2 Descriptive research

This seeks to systematically describe a phenomenon by asking the "what" and "how" questions. The rationale behind this is to portray an accurate profile of the social reality (Robson, 2002). Descriptive is more specific and for that reason, a clear picture of the phenomena under study must be available before the data collection commences. Therefore, it is positioned at the midpoint of the knowledge continuum (Grinnel, 2001) and supports both qualitative and quantitative data gathering approaches, an extension of exploratory, and a precursor to explanatory (Babbie and Mouton, 2001).

4.3.3 Explanatory research

This seeks to establish the cause-and-effect relationship that exists between a social phenomenon to ascertain how dependent variables like sales volume, profits, brand image, and purchase intention are impacted or manipulated by variations that occur among independent variables like internal marketing, employee commitment and organisational performance (Engel & Schutt, 2014; Jackson, 2011). Explanatory research is mostly deductive and quantitative that gathers data from large sample size and uses statistical analysis in its interpretation (Adler & Clark, 2008). However, explanatory sometimes adopt the inductive for qualitative research, and the mixed methods approach (Rubin & Babbie, 2010).

4.3.4 Justification for the adoption of descriptive research design

This study that sought to compare internal marketing, employee performance and organisational performance employed the descriptive design to reveal an accurate profile of the social reality (Robson, 2002). Importantly, this design enables the researcher to get a clearer picture of the phenomenon before the data collection, and it supports both quantitative data collection and analysis (Babbie & Mouton, 2001).

4.4 Research approach (Deductive and Inductive approach)

Academic research may be approached deductively or inductively based on the nature of the research problem being addressed (Wiles, Crow, & Pain, 2011; Saunders et al., 2012).

4.4.1 Deductive approach

This approach develops the hypothesis or hypotheses at the initial stage of the study based on an already existing theory to be tested after the collection of data (Silverman, 2013). It is attributed to natural science research that developed theories subject to a rigorous test. Wiles et al. (2011) argue that the deductive approach is suitable in circumstances where the phenomenon under study could be likened to the assumptions of previous research in a similar context. It is often associated with the positivist and quantitative approach because it formulates hypotheses and statistically tests the expected results (Snieder & Larner, 2009). Nonetheless, there are instances that the deductive approach is adopted in qualitative studies where the assumption from an earlier study would vary from the hypothesis testing (Saunders et al., 2007). Studies based on the deductive approach follow the sequence of theory-hypothesis-observation/test-confirmation/rejection. Kothari (2004) explains the concept of the deductive approach as the development from general to where the general knowledge and theory are first established, and the actual knowledge acquired from the study is tested against it to determine its confirmation or acceptance.

4.4.2 Inductive Approach

This approach does not include the development of a hypothesis. Flick (2011) posits that the inductive approach has no initial framework to guide the data collection process indicating that the focus of the research could be an aftermath of the collected data. It is portrayed as a move from the specific to a general that starts with research questions and aims, and objectives expected to be realized during the research process (Bryman and Bell, 2011). Kothari (2004) observed it sequentially as observation tests-pattern-theory. In actual terms, the observations become the starting point in the inductive approach for the researcher and the patterns are searched for in the data (Beiske, 2007). It must however be noted that the analysed data may fit into an already existing theory, even though it is widely considered the point of generating new theories (Bryman and Bell, 2011). Interviews are mostly carried out to observe a phenomenon and the data gathered are later examined to identify the patterns among respondents (Flick, 2011). This leads to its wide adoption in qualitative studies focused on the context in which the phenomena occur and in the absence of a prior theory, the bias emanating from the researcher's perspective in data collection is limited especially in dealing with a small sample size (Bryman and Bell, 2011). Inductive may however be adopted within quantitative and positivist methodologies when data analysis leads to the observation of patterns to generate results.

4.4.3 Justification for adopting a deductive approach

The deductive approach was adopted for this study because it is often associated with the positivist and quantitative approach by formulating hypotheses and statistically testing the expected results (Snieder & Larner, 2009). It is also suitable in circumstances where the phenomenon under study could be likened to the assumptions of previous research in a similar context (Wiles et al., 2011). Importantly, this approach helped the researcher to test the hypotheses that were formulated before the study to ensure their acceptance or rejection at the end of the study.

4.5 Methodological choices

The choice of methodology in research highlights the process of conducting the research which includes the mono method (qualitative or quantitative), the mixed method (combining the two), and the multi-method (Saunders et al. 2009; Collis & Hussey 2013). A study conducted by Alvesson and Sköldberg (2009) postulates that the choice of a particular method rests on the number of respondents and the analysis that will be carried out.

The qualitative approach employs non-statistical methods and small sample size to gather data for analysis to study a phenomenon (Delport & De Vos, 2011). Its prime focus is to explore a phenomenon that usually occurs in a natural setting by extensively using descriptive data with words rather than numbers (Kumar 2005; Creswell, 2009). Myers (2013) observed that the qualitative approach emerged from social science for the observation of cultural and social realities.

The quantitative approach on the other hand employs methods from natural sciences to ensure objectivity and reliability in the data collection process from a large sample size by using instruments like the structured questionnaire to mitigate the level of bias and statistical methods to analyse the numeric data (Weinreich, 2009;) The quantitative approach mostly adopts the deductive logic. Unlike the qualitative, the researcher is not directly involved to influence the outcome of the study. Meanwhile, they adopt techniques like a random selection of respondents from the population in an unbiased manner.

4.5.1 Justification for adopting a quantitative method

This study was conducted quantitatively to analyse the data numerically for objective results from a large sample size via a structured questionnaire with a minimal level of bias in the results (Weinreich, 2009).

4.6 Population and sample size

In research, population refers to the people that appeal to the interest of the researcher to impact the outcome of the study (Trochim, 2004) because they are objects or collections of elements with detailed information about what the researcher seeks to establish as regarding the research objectives (Malhotra, 2011). Cooper and Schindler (2006); and Parahoo (2014) define a population as the sum of units that encompass individuals, organisations, events, objects, or items that share common characteristics and are available for the selection of samples for measurement. Additionally, Saunders et al. (2012) maintain that population is the set of cases from which a sample is taken.

In line with the above definitions, the population for the study involved all employees of hotels in the Greater Accra Region.

4.6.1 Sample size

Zikmund and Babin (2009) describe a sample as a subset of a larger population, from which the characteristics existing in the population are estimated. The sample, therefore, represents a subset or representation of the overall population. Because they share similar characteristics to the entire population, few will represent the whole which helps in the collection of a small quantity of data to represent the entire population. Cooper and Schindler (2006) and Saunders et al., (2012) posit that through sampling greater accuracy of response is achieved, the cost is reduced, and speed in the collection of data is ensured. Researchers like Field, Hawkins, Cornell, Currie, Diniz-Filho, Guégan, & Turner, (2009); Osborne and Costello, (2009) argue that a credible factor analysis requires a higher sample size. This study engaged 300 employees of small hotels in the region and that meets the requirement of the range between 200 and 300 as postulated by Garver and Mentzer (1999) to be acceptable for quantitative studies. However, Bradleys (2007) presupposes that the amount of money and time allotted to the survey will always influence the sample size for data collection.

4.6.2 Sampling frame

This is the working population which contains a list of specific elements from which a fixed number of observations are drawn from a larger population. While the population in general, the sample frame is specific. The broad nature of studies in fields like social science makes the selection of a sample size a daunting task (Denscombe, 2014). The researcher's ability to narrow the sample size to the most efficient and effective group to save time and resources is an added advantage that produces a sampling frame (Wang, Wu & Wang 2009).

4.6.3 Sampling method or techniques

A successful selection of sample frame from the sample size of a population leads to the adoption of sampling techniques for the study (Barlett, Kotrlik and Higgins, 2001). Two broad categories are available for selection which are probability and non-probability sampling Saunders et al., 2009; Malhotra, 2011).

4.6.4 Probability sampling

Probability sampling occurs when every element in the population has a known, nonzero probability of being selected (Stuart, 1984; Zikmund and Babin, 2009). Five main techniques are available for selection, but the choice is dependent on the research questions and objectives (Saunders et al., 2009). This sampling method is usually associated with survey and experimental research (Saunders et al., 2012).

4.6.5 Non-probability sampling

Non-probability sampling occurs in circumstances where the probability of any member of the population being selected is unknown. The range of techniques selection is based on the researcher's judgement (Malhotra and Birks, 2007; Saunders et al., 2009; Zikmund and Babin, 2009). The available techniques under this method are quota, self-selection, purposive (judgement), snowball, and convenience sampling. There are no strict rules for non-probability sampling, but the focus is on the logical relationship between the sample selection technique and the research purpose (Saunders, 2012).

4.6.6 Justification for the selected sampling technique

This study adopted non-probability sampling because of the researcher's inability to determine the exact sampling frame. This technique, therefore, helped the researcher to gather the sample needed for the study which led the researcher to employ the technique for a quantitative study of this nature.

Purposive sampling was used in the selection of the Greater Accra Region among all other districts and metropolis in the country as the target population because (Zikmund-Fisher, Hofer, Klamerus, & Kerr, 2009) opine that under this sampling technique, an experienced person selects the sample based on his or her judgment about some appropriate characteristics required of the respondents. The required feature from the respondents was for the respondent to be an employee of a small hotel. Convenience sampling was further used in selecting the respondents due to its advantage in accessing the sample of 250 respondents and overcoming time constraints, as well as achieving the desired objective at a reduced cost (Zikmund et al, 2013).

4.7 Data collection instrument

Personal interviews, telephone interviews, observations, and self-administered questionnaires are the four instruments used in the collection of primary data (Malhotra and Briks, 2007). However, the data collection and analysis depend on the methodology approach (Bryman, 2012). Among the four, a self-administered questionnaire was adopted for this study in the collection of data because it uses a quantitative approach for its analysis (Saunders et al., 2012). The questionnaire administration also ensures consistent character in the assessment of diverse responses of participants (Hair, Celsi, Ortinau, & Bush, 2010).

4.8 Questionnaire design

Designing a questionnaire is often thought of as a simple task but that is indeed the reverse. The importance of question-wording cannot be overemphasised because it is the most critical stage in the survey research process (Zikmund et al., 2009). This study designed a closed-ended questionnaire for the respondents to attend.

The first section captured the demographic characteristics of the respondents including name, age, gender, marital status, educational level, and employment status.

The other sections captured the essential constructs of the conceptual framework presented at the early stages of the study where four variables were considered. All the questions were adapted and modified from previous empirical studies and were measured with a five-point-Likert scale.

4.9 Measurement instrument

Considering the hypotheses developed in course of the study, four constructs were used to test the efficacy of the research. They involved internal marketing, employee commitment and organisational performance. Instruments that were used to measure the various variables were all adapted and modified from previous empirical studies of scholars in the business field with similar studies that had been tested and proven.

4.9.1 Internal marketing

The study observed this variable by adapting the measuring of Islam, et al (2020), Braimah, (2016), Kaner, (2014) Narteh, (2012) and Mishra (2009). This measuring contained six items and in altering it to fit the study, the researcher highlighted the perception of respondents as regard hospitality from developing countries in terms of empowerment, internal communications, employee development, reward system and physical evidence

4.9.2 Employee Commitment

Seven existing items were adapted from Yousef (2003) to observe the commitment level of the respondents. However, the scales were modified slightly to fit the context of the study.

Management support

Five items were adapted from Houston and Waumsley (2003), Chen and Fang (2008), and Chandrasekar (2011) to observe how management support affects the commitment of an employee and organisational performance.

4.9.3 Organisational performance

Eight Items were adapted from Aka, & Amodu, (2016)for the current study after the review of extant literature.

This study used 42 items in all to observe the various variables. Internal marketing had 22 items, employee commitment had 7 items, management support had 5 and organisational performance was measured using 8. As Zikmund, Babin, Carr, and Griffin, (2012) opined, all the measurement items used the five-point -Likert scale that ranged from 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree because of the ease that accompanies its development, interpretation, and answering.

Table 4.1: Summary of the Measurement Instrument Used in the Questionnaire

Variable	**Number of Items**	**Source**
Internal marketing	17	Braimah (2016), Kaner (2014), Narteh (2012) and Mishra (2009)
Employee commitment	4	Yousef, 2003
Management support	4	Chen and Fang (2008), and Chandrasekar (2011)
Organisational performance	3	Dorson (2015).

Author's construction (2021)

4.10 Pilot or pre-testing

After the questionnaire has been designed, it is always advisable to run a pilot test before the main data collection (Hair et al., 2010). This is the process of selecting a few members from the sample which is a true reflection of the target respondents to test the questionnaire on them to get feedback (Saunders et al., 2012). This exercise helps to test the efficacy and effectiveness of the questionnaire, the wording and sentence construction, eroding ambiguity, ensure true measurement of the variables, and acquire feedback on reliability, validity, as well as content clarity and relevance (Church, Waclawski, and Kraut, 2007; Fink, 2009; Bell, 2014).

This study sampled fifteen (15) respondents that comprised five (5) MSc Marketing students at the University of Ghana Business school, 2 university of Ghana business school lecturers, and eight (8) hotel employees to achieve the objective. After pre-testing the questionnaire on the respondents who were conveniently selected, a few alterations were made in terms of the wording and tone. Four (4) questions were found irrelevant and so I was advised to delete them. The questionnaire was reduced from 46 to 42. “My organisation” use was changed to “my hotel”, especially for the performance questions. I changed past tense to past continuous tenses. All of these were done to ensure clarity before the mass self-administration of the questionnaire.

4.11 Data collection procedure

The pre-testing was followed up closely by the data collection procedure. In administering a questionnaire, several methods can be adopted like the internet-mediated questionnaire, telephone call questionnaire, self-administered through delivery and collection of the questionnaire and other means (Simmons, Nelson, & Simonsohn, 2011). The study employed the self-administered delivery and collection of the questionnaire. A paper and pencil questionnaire was administered in the English language. The services of other trained research assistants were employed for this to help in distribution, ensuring and assisting employees and managers to complete the exercise. Assistants also waited to pick up the complete forms, considering the time constraint and budget. Fortunately for this study, I was able to reach out to all the three hundred (300) respondents with the help of the hotel managers, and research assistants through convenience sampling, and with the permission and consent of the targeted persons.

4.12 Data analysis

The collected data will amount to nothing unless it has been processed, analysed, and transformed into meaningful information (Burns and Burns, 2008). The data is analysed to test the hypotheses and meet the research objectives. Frankfort-Nachmias and Nachmias (2008) postulate that the descriptive statistical approach of data analysis is paramount for quantitative business and social science research and for that reason descriptive statistics was run to assess the mean values, and standard deviation, frequencies, and outliers. A descriptive design was adopted for the study, a Statistical Package for Social Sciences (SPSS) version 20.0 was used in the coding and cross-examination of the demographic variables of the study, whilst the Structural Equation Modelling (SEM) technique using AMOS software version 23 was employed to determine the hypothesized relationships of the study.

Structural equation modelling is trusted and widely accepted for the running of complex models where some traditional techniques would stagger. This has two main types which are the covariance-based SEM (CB_SEM) and variance-based partial least squares SEM (PLS_SEM) (Dippé, & Wold, 1985, July; Joreskog, 1993; Hair, Page, & Brunsveld, 2019). Despite their similarities in terms of the output they present, many studies employ the CB-SEM with the assertion that it best fits reflective variables, while PLS_SEM suits formative variables (Bagozzi, 1994; Chin, 1998; Steenkamp and Baumgartner, 2000). However, this study adopted the CB_SEM because Astrachan, Patel, and Wanzenried, (2014) postulate that in analysing models with a strong theoretical grounding and clear inter-construct relationship, the CB_SEM is much more appropriate as compared with the PLS_SEM.

4.13 Reliability and validity

A test to assess the credibility, consistency, and accuracy of the measuring instruments to establish whether they are coherent in their measure leads to reliability (Saunders, & Rojon, 2011). Reliability ensures the measurement of internal consistency, and suitability of the test item on the construct being measured (Zikmund et al., 2012). As Nunnally and Bernstein (1994) argue, Cronbach's alpha is employed to determine how well the adopted scale items measure the exact variable. An alpha value greater than .70 is deemed fit to have passed the reliability test (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). Some scholars, however, have argued that Cronbach's alpha could underestimate the true reliability of a scale (Cronbach & Shavelson, 2004). The composite reliability, therefore, enhances it in structural equation modelling by measuring the overall reliability of similar items as their internal consistency is being measured. This study employed both the composite reliability and Cronbach's alpha.

The validity on the other hand is employed to assess whether the instrument accurately measures what it is expected to measure (Cooper, Robinson, & Patall, 2006). Discriminant and convergent validity are the two main types usually conducted (Hair et al., 2014). The study conducted these checks, observed the path coefficients, and captured the factor loadings of the constructs.

4.11 Ethical Consideration

When it came to dealing with ethical concerns, a preventive approach was used. First, the University of Ghana Business School's Department of Marketing and Entrepreneurship issued a letter of authorization for the collection of data and information (UGBS). The goal and objectives of the study were explained to the participants to avoid any misunderstandings. Respondents were assured that any information they provided would be kept entirely anonymous and confidential by the researchers (Narteh, 2013). Last but not least, they were told that there is no correct or incorrect response. They argue that these approaches should reduce people's uncertainty and make them less inclined to adjust their responses to be more socially desirable, tolerant, acquiescent, and compatible with how the researcher wants them to respond. (Podsakoff, MacKenzie, Lee, and Podsakoff, 2003)

CHAPTER FIVE

DATA ANALYSIS AND DISCUSSION OF FINDINGS

5.0 Introduction

The previous chapters of this thesis were devoted to a review of relevant literature, which allowed for the establishment of appropriate hypotheses and the development of a methodology for collecting data. However, the current study is primarily concerned with presenting the conclusions of the data that has been obtained and analysed. The results of the data analysis are reported in two sections: The demographic features of the respondents are the focus of the first section of the study. The following phase takes into account the major factors under investigation and their existing relationships in light of the study's overall goal. The data was analyzed with the help of Amos. As a result, Amos was employed for structural equation modelling, path analysis, and confirmatory factor analysis since it is well-suited for dealing with highly complex predictive models.

Nonetheless, before performing the main study, some preliminary data analysis (PDA) was carried out to ensure that the dataset had been cleaned and purified before being used (see Ainin et al., 2015). The data screening process was carried out to eliminate non-engaging responses, which included responses with a standard deviation of zero, which indicated that there was no variance in their answers.

5.1 Demographic Profile of Respondents

The demographic profile of respondents necessary for the study is presented in Table 5.1 below. Respondents have been profiled according to gender, age, academic qualification, tenure of work, and position held. The results show that most of the respondent is male 63% and the remaining 37% are females. The study sample was largely youthful as about 46% of the respondents were 30 years or below and 32.6% were also 40 years or below. 44% of the respondent had tertiary education and 56% had completed secondary school, which means all respondents had at least basic education. 42% of the respondents were frontline employees and 58% were from the operations team. The results show that most (51%) of the employees have worked with the hotels for more than 4years.

Table 5.1: Demographic Profile

Demographic variables	Frequency (300)	Percentages (100)
Gender		
Male	189	63.0
Female	111	37.0
Age (in years)		
20 – 30	138	46.0
31 – 40	98	32.6
41 – 50	40	13.4
50 and above	24	8.0
Educational Background		
SSCE/ WASSCE	168	56.0
HND/Diploma	81	27.0
First Degree	48	16.0
Postgraduate	3	1.0
Tenure of Office (year)		
Less than 2	99	33
2-4	153	51.0
4-6	31	7.0
6-8	11	4.0
8-10	6	2.0
Work Position		
Receptionist	81	27.0
Security	45	15.0
Operations	174	58.0

Total response (N) = 300; Missing values = 0 for all variables presented

Source: Field Data, 2021

5.2 Measurement Model Assessment

Jöreskog and Sörbom (1996) and Bagozzi and Yi (2012) indicated that testing a structural model is pointless unless the measurement model is established; thus, if the chosen indicators for a construct do not measure that construct, the specified theory must be changed before the testing of the hypotheses. It is critical to report the characteristics of the measurement model that will be utilised to answer the structural hypotheses in this regard. Therefore, to assess the validity and reliability of a measurement model in SEM, the following was used: confirmatory factor analysis (CFA) was used to access construct validity, composite reliability (CR) to examine the reliability of measures, average variance extracted (AVE) to evaluate convergent validity, and Fornell-Lacker criterion to test discriminant validity.

AMOS 24.0 was then used to perform a CFA to assess the reliability of construct validity (see Table 5.2). All items loaded well on their constructs, and the resultant model met the statistical criteria (model fit index = 849.674; df = 349; 2/df = 2.435; CFI = 0.923; SRMR = 0.043; RMSEA=0.054; and PClose =0.092). The results show that the data fit the model well (Hu & Bentler, 1999). Furthermore, the factor loadings (standardized estimate) were all above 0.5 showing good convergent validity. Additionally, the indicator loadings are statistically significant as the t-values (Critical ratios, C.R.) were all greater than 1.96 (see Bagozzi & Yi, 2012).

Table 5.2: Confirmatory Factor Analysis

Constructs/measurement items	Standardized estimate	C.R. (t-value)
Empowerment		
I am encouraged to take initiatives	0.701	Fixed
My hotel boosts my sense of self-competency	0.72	12.721
My hotel believes in my ability to make sound decisions.	0.719	12.715
Physical evidence		
Our hotel has up-to-date equipment.	0.658	Fixed
The physical facilities of the organisation are visually appealing.	0.781	13.587
We are well-dressed and appear neat.	0.756	13.347
Internal communications		
My hotel communicates clearly and unambiguously with us	0.750	Fixed
My hotel has internal communication strategies	0.790	16.579
My hotel has interactive communication channels	0.718	15.141
My hotel encourages interpersonal communication	0.669	14.089
Employee development		
Employees are constantly trained by the hotel.	0.682	Fixed
Learning is encouraged among employees by the hotel	0.756	13.343
This hotel ensures training is linked to roles played by employees	0.716	12.915
Reward		
Employees in my hotel are motivated to stay on the job	0.724	Fixed
Employees are retained through competitive salaries	0.741	15.429
The hotel has comprehensive fringe benefit programmes	0.755	15.711
Employees are not overloaded with work	0.777	16.135
Commitment		
I am concerned about the hotel's future development.	0.745	Fixed
I believe I will have a bright future if I stay at this hotel	0.799	16.713
I will share my knowledge with the hotel's new employees.	0.733	15.423
I feel emotionally attached to this hotel	0.689	14.499
Management support		
The employee can easily balance their work and personal life in this organisation	0.569	Fixed
Managers encourage employees to set limits on where work stops, and home life begins	0.798	12.314
Management provides resources need to work	0.772	12.115
In this organisation, it is very hard to leave during the working day to take care of personal matters	0.727	11.717
Performance		
Financial performance	0.833	Fixed
Service quality	0.823	16.554
Customer satisfaction	0.707	15.325

Table 2.3: Reliability, Validity, and Inter-Correlation

		CR	AVE	1	2	3	4	5	6	7	8
1	Training and development	0.762	0.517	**0.719**							
2	Internal communication	0.822	0.538	0.677***	**0.733**						
3	Empowerment	0.757	0.509	0.543***	0.586***	**0.713**					
4	Physical evidence	0.777	0.538	0.492***	0.637***	0.484***	**0.734**				
5	Reward system	0.862	0.556	0.473***	0.516***	0.423***	0.675***	**0.746**			
6	Employee commitment	0.831	0.552	0.574***	0.534***	0.539***	0.529***	0.526***	**0.743**		
7	Management support	0.811	0.521	0.595***	0.598***	0.535***	0.512***	0.398***	0.705***	**0.722**	
8	Organisational performance	0.832	0.624	0.042	-0.023	0.004	0.004	0.046	0.054	0.109*	**0.79**

Significance of Correlations:
† $p < 0.100$
* $p < 0.050$
** $p < 0.010$
*** $p < 0.001$

Note: The bolded values on the diagonal in the correlation matrix are the square roots of the AVEs.

The results of the reliability and convergent validity analysis are presented in Table 5.3 above. The reliability measures and convergent validity measures in this study are above the acceptable satisfactory levels (composite reliability >.70 and average variance extracted >.50, respectively) as recommended by scholars (composite reliability >.70 and average variance extracted >.50, respectively) (Vandenbosch, 1996). As previously stated, the Fornell-Lacker criterion was employed to determine discriminant validity. In this method, the square root of the AVE is compared to the correlation of latent constructs, which is a measure of association (Fornell and Larcker, 1981). The variance of a latent construct should be able to explain the variation of its indicator better when compared to the variance of other latent constructs. Because of this, the square root of each construct's AVE should be greater than correlations with other latent constructs, as illustrated in Table 5.3. (Fornell and Larcker, 1981).

5.3 Hypothesis testing

To test the hypotheses, structural equation modelling was performed. In the last 20-30 years, structural equation modelling has gained popularity in the social sciences, particularly in marketing (Hershberger, 2003). (Bagozzi & Yi, 1988). This is due to its ability to analyse multivariate models, which allows researchers to examine hypothesised relationships between different constructs they have uncovered (Weston & Gore, Jr, 2006). The total fit indices of the structural model indicated the data was a good fit ($\chi2$ = 8.754; df = 6; $\chi2$/df = 1.459; CFI = 0.995; SRMR = 0.038; RMSEA=0.030; and PClose =0.748). The summary of the proposed structural model results is presented in Table 5.4.

Table 5.4: Direct Relationship

			Unstandardised Estimate	S.E.	C.R.	P	Decision
Control							
Gender	-->	Organisational performance	0.019	0.069	0.273	0.785	
Age	-->	Organisational performance	-0.055	0.043	-1.28	0.201	
Path							
H1: Training and development	-->	Employee commitment	0.409	0.038	10.848	***	Supported
H2: Reward system	-->	Employee commitment	0.267	0.033	8.181	***	Supported
H3: Physical evidence	-->	Employee commitment	0.203	0.049	4.161	***	Supported
H4: Empowerment	-->	Employee commitment	0.007	0.036	0.187	0.852	Not supported
H5: Internal communication	-->	Employee commitment	0.12	0.041	2.941	0.003	Supported
H6: Employee commitment	-->	Organisational performance	0.111	0.048	2.297	0.022	Supported

Significance of Correlations:
† $p < 0.100$
* $p < 0.050$
** $p < 0.010$
*** $p < 0.001$

Age and gender were controlled for; however, they did not have a significant effect on organisational performance. The results from the analysis of H1, H2, H3, and H5 show that training and development, reward systems and internal communication have a significantly positive influence on employee commitment. Thus, the results shows that employee commitment is significantly influenced by training and development ($b = 0.409$, t-values = 10.848, $p < 0.05$), reward system ($b = 0.267$, t-values = 8.181, $p < 0.05$), physical evidence ($b = 0.203$, t-values = 4.161, $p < 0.05$) and internal communication ($b = 0.12$, t-values = 2.941, $p < 0.05$). Thus, H1, H2, H3 and H5 were accepted. Also, the results showed the employee commitment has a significant positive influence on organisational performance ($b = 0.111$, t-values = 2.297, $p < 0.05$). Therefore, H6 was also supported. However, H4 was not supported as empowerment did not significantly influence employee commitment. The results of the analysis of Table 5.5 show that the interaction between employee commitment and management support was significantly related to organisational performance.

Table 5.5: Test of Moderation

			Unstandardised Estimate	S.E.	C.R.	P	Decision
Employee commitment	------>	Organisational performance	0.005	0.08	0.065	0.948	
Management support	------>	Organisational performance	0.117	0.086	1.359	0.174	
EC*MS	------>	Organisational performance	0.057	0.029	1.95	0.051	Supported
Gender	------>	Organisational performance	0.019	0.068	0.275	0.783	
Age	------>	Organisational performance	-0.046	0.043	-1.071	0.284	

Significance of Correlations:
† p < 0.100
* p < 0.050
** p < 0.010
*** p < 0.001

EC*MS = Interaction between employee commitment and management support

Figure 5.1 below supports the findings of the interaction. The result of the figure reveals that management support strengthens the positive relationship between employee commitment and organisational performance.

Figure 5.1: Moderating Variable

5.4 DISCUSSION OF RESULTS

The findings of the study are also discussed in this chapter. The study aimed to investigate the relationship between internal marketing and employee commitment, the relationship between employee commitment and organisational performance, and the function of manager support in moderating employee commitment and organisational performance. Based on the study objectives, the research hypothesis was discussed.

5.4.1 Influence of training and development on employee commitment

In this study, training, and development were found to have the most significant and favourable effect on employee commitment with (β= 20.409, t = 10.848, p < 0.001) supporting H1a. This finding is consistent with other studies (Martensen and Gr nholdt, 2006; Narteh, 2012), which claim that well-trained employees gain additional skills and knowledge that help them understand current and future customer needs and how to meet them, improve overall job performance, and have a positive impact on employee commitment to the organisation. Respondents testified that training programmes such as quality management, health and safety and customer support training are provided for them by their supervisors and it helps develop their skills and it strongly influences their commitment to the small hotels in Ghana. The study does not support the assertion of some scholars that training and development can only influence the affective commitment of employees. The findings support the findings of (Khan, and Iqbal, 2020; Karachi", Nandi, Khan, Qureshi, and Ghias, 2020; Dias & Silva, 2016) who concluded in their study that, training and development facilities available in a firm motivate employees to develop a positive attitude and enhance employee organisational normative, affective and continuance commitment.

5.4.2 Influence of reward system on employee commitment

The study found a significant influence of the reward system on employee commitment of small hotel employees in Ghana (P = 0.001 < 0.05). Because the reward component accounts for approximately 8.2% of the variance in employee commitment, Hypothesis 1b is verified, indicating that rewards are positively connected to employee commitment. In line with previous research findings in SMEs and developing countries (Newman &Sheikh,2012; Meyer & Smith, 2000; ELIKWU, TENDE, ADIO, & OGBU, 2017; Narteh, 2012; Atuahene-Gima, 2009) small hotel employees in Ghana, whose earnings are often competitive, can meet their needs for clothing, shelter, and food, promoted or given awards for their hard work, and additional fringe benefits commit to their firms. The study also supports the literature review and the findings of Al-Khaled and Chung (2022), Mihardjo, Jermsittiparsert, Ahmed, Chankoson, and Hussain (2020), and Branine (2019), which concluded that reward systems by employers have a strong positive relationship their levels.

5.4.3 Influence of physical evidence on employee commitment.

According to the findings of the study, physical evidence has the third favourable impact on an employee's level of commitment in small hotels in Ghana. This supports the objective and assumption of this study that ascertains that the physical evidence though under-researched as an internal marketing tool, is an important instrument when seeking to get employees committed to achieving a positive organisational performance in small hotels in Ghana. Most of the respondents admitted to the fact that work equipment provided to them by their supervisors makes their work easy for them and they are always happy coming back to work always because of the beauty and ambience of their workplace. Although some weren't happy wearing uniforms for work always, they strongly admitted that the uniforms give them a professional look and clients by just seeing them all uniformed take them seriously and so it makes them happy to remain with their hotels. Employees of hotels that are under-equipped and do not provide many needed services for their clients expressed the importance of having such to aid their commitment level. They confessed that they are sometimes not happy coming to work due to the disappointment expressed by some clients when they are not able to meet all their expectations. The findings are in line with the findings of Butt, Khan, Rasli, and Iqbal, (2012) where nurses admitted that a safe workplace, quality patient area and workspace influenced their commitment level. The nurses also admitted to being motivated to commit and work harder when they are moved to a new and clean workspace rather than the unkept ones. Nurses suggested that employers endeavour to renovate work space to aid their smooth operations and to satisfy customers. The study findings also support the conclusion of (Albattat, & Romli, 2017; Mangi, Soomro, Ghumro, Abidi, & Jalbani, 2011) that a pleasant environment, particularly one that is clean, appealing, motivating, and encouraging, to have a positive impact on employee commitment. Although the third supported assumption, this finding is also in line with the literature review that postulates the importance of physical evidence in an organisation.

5.4.4 Influence of empowerment on employee commitment

Following Hypothesis 1d, it was hypothesized that empowerment would have a statistically significant beneficial influence on employee commitment. In support of the study, it was discovered that employee commitment was explained by empowerment in roughly 0.509 of the variance and that empowerment was favourably associated with employee commitment, but that empowerment was not statistically significant when predicting employee commitment. As a result, the findings disprove the null hypothesis 1d. Most of the small hotel employees showed much dissatisfaction and strongly disagreed with most of the measurements of empowerment. They complain their supervisors do not let them take initiative and this makes them feel the supervisors do not believe in their abilities and as a result, disdain their self-competence. The finding of this current study does not support the assumptions made under empowerment and the conclusion of scholars such as (Jha, 2011; Chang, Shih, & Lin, 2010; Han, Moon, and Yun (2009; Kazlauskaite, Buciuniene, and Turauskas, 2006) who found a positive relationship between empowerment and commitment.

5.4.5 Influence of internal communication on employee commitment.

This study found a substantial relationship between internal communication and staff commitment in small hotels in Ghana. Employees asserted that their commitment is also based when unambiguous communication through well-structured channels frequent They also said that, their hotels allow for a carefully informal exchange of information, so it most times takes away the stringency of communication and allows for quick execution of work. Issues that sometimes must be communicated through a long channel can be quickly acquired and it eliminates wastage of work times basis. It is noteworthy that this conclusion contrasts with the findings of the Narteh (2012) study of Ghanaian banks, where he discovered that communication did not have a statistically significant association with staff commitment. The finding from this study, on the other hand, is consistent with prior studies that have discovered that the availability and maintenance of internal communication channels have an impact on employee commitment (Yacoub & ElHajjar, 2021; Bambacas and Patrickson, 2008; Hamdi and Rajablu, 2012; Van Vuuren, De Jong, and Seydel 2007; Ahmed & Rafiq, 2003; Chang & Chang, 2009; Finney, 2011).

5.4.6 Employee commitment to organisational performance

A beneficial influence on organisational performance was discovered to be associated with employee commitment ($\beta = 0.048$, $t = 2.297$, $p < 0.022$). This study found a significant relationship between the commitment of employees and the performance of small hotels in Ghana. Following the premise that employees who are well taken care of by their organisation and firmly devoted prefer to remain in their jobs and display excellent performance in their jobs, for the success of their firms. Managers within various small hotels confirmed their share of the market, and profit margins amongst others are a result of their ability to retain their employees. The study also supports and or confirms the findings of Aka and Amodu (2016) and Irefin and Mechanic (2014) who found that employee commitment significantly influences the market share of a firm in a developing country. Moreover, these findings are consistent with the literature review that employee commitment has a positive impact on small hotel performance in Ghana.

5.4.7 Management support moderates the relationship between employee commitment and organisational performance.

Following the study objective, managerial support was confirmed to positively moderate employee commitment and organisational performance of small hotel employees in Ghana. The findings support the conclusion of previous research (De Bruin, Roberts-Lombard, & De Meyer-Heydenrych, 2020) who concluded that management's support strengthens the effectiveness of employee commitment – performance relationship. The study revealed that, even when employees are committed to an organisation, they still need the directions and or support of their managers to perform to their maximum to see to the success of the organisation. Employees of the small hotels who took part in the study claimed that, no matter how much they love and want to stay with their hotels, if procedures and processes of their management are stringent or when there is an absence of support that will enable them to work happily, their desire to work declines. This confirms the findings of EP, Diamantidis and Chatzoglou (2018) who discovered that management support is also the strongest enabler of commitment to performance. This finding could be related to contingency theory, which states that managerial support should be aligned with organisational behaviours to achieve superior performance (Selto, Renner, & Young, 1995).

5.4.8 Control Variables

The study found that gender (B=0.052; t=2.363; p = 0.785) and age (B=-0.122; t=2.223; p = 0.201) does not influence how a a small hotel in Ghana will perform with regards to their employees. The study identified that regardless of the gender and age of the employee if they get the support of the management, they will work hard towards the financial and non-financial success of the organisation. The findings of this study are partially in line with the findings of Chung, and Al-Khaled, (2022) who also concluded that gender does not have any significant influence on performance.

5.5 Summary of Chapter

From the discussion, only one (empowerment) of the five (5) hypotheses evaluated was proven to be untrue, with the remaining four hypotheses shown to be accurate. Training and development were determined to be the most significant influencers among all the variables studied in this study. According to the findings of the study, internal marketing has an impact on employee commitment. Employee commitment, on the other hand, has an impact on the overall performance of an organisation.

Finally, managerial assistance, when used as a moderating variable, has been shown to increase the association between employee commitment and organizational performance.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.0 Chapter Overview

The findings of the study are summarized in this chapter, which is divided into three sections.

It concludes and makes recommendations for practice and policy based on the findings.

In addition, the chapter presented some recommendations for future research.

6.1 Summary of the Work

The study explored the concept of internal marketing strategies of small hotels such as of a developing country like Ghana. It specifically sought to identify the dimensions of internal marketing practices adopted by small hotels in the Ghanaian setting. The study used the deduction approach and was underpinned by the Two Factor Theory by Herzberg. It examined the internal marketing construct (internal communication, reward system, training and development, and empowerment) and also reintroduced physical evidence as an internal marketing construct (since it has been under-studied as an internal marketing construct) and its effects on employee commitment. The study also examined the moderating role of management support between employee commitment and organisational performance. The study saw Management support as a gap and as well a potential enabler between small hotel employees and organisational performance.

In connection to this, literature was reviewed about internal marketing, its concept, strategy, dimensions of internal marketing, employee commitment, management support and organisational performance.

The study embraced the positivist research paradigm and employed a quantitative research method using the descriptive study design. A survey was conducted using a Likert scale. An interview guide was used to collect data from small hotels in Ghana. Finally, the findings of the study as obtained from the data analysis were presented and discussed in connection to extant literature.

6.2 Conclusions

This study accessed the four most researched dimensions of internal marketing and further investigated the physical evidence as an internal marketing construct and their influence on the commitment of small hotel employees. The study also examined the moderating role of management support on these relationships. Based on the study's findings, the study concluded that: training and development have the most positive significant effect on employee commitment. Internal communication has but very little effect on employee commitment; Physical evidence as an understudied construct of IM suggested by the study was also found to have a significant positive relationship with employee commitment and that contributes to the internal marketing literature and also supports the literature review. meaning when employees like their work environment and are happy with it, they commit to the organisation. Management support as the first gap this study sought to fill was also found to be a positive moderator between employee commitment and organisational performance. This means small hotel employees must further support employees even after they have been positively influenced to commit to the organisation to leave no room for dissatisfaction and to ensure high organisational performance in small hotels in Ghana. All these were consistent with previous studies that discovered that job environment and management support have the strongest impact (direct and indirect) on performance (Diamantidis & Chatzoglou, 2018). Except for empowerment that did not influence commitment as an IM dimension.

6.3 Recommendations

This study has recommendations for small and medium-sized business (SMEs) owners and managers, as well as policymakers. Managers of SMEs and big enterprises in manufacturing, services, and other industries, for example, seek competitive advantage and superior performance using a variety of sources and tools. The precise findings of this study are reflected in the recommendation made by this study. A strong internal marketing construct (physical evidence) for small hotels in Ghana was developed as part of this research. Small hoteliers should ensure that all the dimensions (internal communication, training and development, reward system, and physical evidence, (as a bilateral construct) are adequately integrated while implementing internal marketing programs to ensure the commitment of their employees in their facilities. Employers should endeavour to provide conducive physical evidence for their employees to aid in service provision as it is also the first point of contact for both internal and external customers.

The organisational mind-set of employees, if appropriately leveraged, could have positive effects on the hospitality industry. Even more so, the resources accessible to many small hotels in Ghana are limited in scope. As a result, it is necessary to preserve or increase human resource capabilities (employees). This study suggests that management support is the significant driver that contributes significantly positively to a firm's performance and competitive advantage. Hotel management must provide support for devoted employees to ensure the absence of unhappiness to improve their performance toward the overall performance of the organisation. This is the point at which the connections between internal marketing and the two-factor theory of motivation become apparent. The study recommended that regardless of the level of effort an employer takes to see to the commitment of employees, if he doesn't seek to take care of their hygiene factors which are classified as management support, it will cause dissatisfaction which will not enable to a devoted employee to work to their full capability to ensure Employees can be committed, yet unhappy. This study recommends managers also pay attention to the support required and offered to their employees.

6.4 Suggestions for Future Research

This study could be repeated in other jurisdictions and also bigger hotel industry segments to also test physical evidence and management support. It can also be repeated in a different industry or segment to test empowerment again since it was found to not influence commitment in this study. This would aid in determining the dependability of the variables and items discovered in this study. It would also be interesting to see if the criteria found in this study are applicable in the public sector and industries other than the hotel industry. Future research can use the qualitative technique to get a more in-depth understanding. Researchers can expand on this research by moderating the association between internal marketing dimensions and employee commitment to employee vision. The study can also use demographics as a control variable, to study the extent to which demographics can influence the commitment of an employee.

REFERENCES

Abd Munir, Z., Othman, A. A., Shukur, S. A. M., Ithnin, R., & Rusdi, S. D. (2015). Practices of internal marketing in the small and medium industry. *International Journal of Social Science and Humanity*, *5*(4), 358.

Achour, M., Khalil, S. B. A., Ahmad, B. B., Nor, M. R. M., & Yusoff, M. Y. Z. B. M. (2017). Management and supervisory support as a moderator of work-family demands and women's well-being: A case study of Muslim female academicians in Malaysia. *Humanomics*.

Adams, G. R., & Schvaneveldt, J. D. (1991). Understanding Research Methods 2 nd Edition Longman Publishing Group.

Adams, J. S. (1963). Towards an understanding of inequity. *Journal of Abnormal and Social Psychology*, *67*(5), 422–436. https://doi.org/10.1037/h0040968

Adler, E. S., & Clark, R. (2014). *An invitation to social research: How it's done*. Cengage Learning.

Afeti, E. Y. (2015). *Internal Marketing, Employee Satisfaction and Corporate Brand Performance in the Ghanaian Banking Industry* (Doctoral dissertation, University Of Ghana).

Ahmad, A., Bibi, P., & Majid, A. H. (2016). Co-worker support as moderator on the relationship between compensation and transactional leadership in organisational commitment. *Journal of Economic & Management Perspectives*, *10*(4), 695-709.

Ahmed, P. K., & Rafiq, M. (2003). Internal marketing issues and challenges. European Journal of Marketing 37 (9) : 1177- 1186.

Ahmed, P. K., & Rafiq, M. (1995). The role of internal marketing in the implementation of marketing strategies. *Journal of Marketing Practice: Applied Marketing Science*.

Ajzen, I., & Fishbein, M. (1975). Belief, attitude, intention and behavior: an introduction to theory and research. Addsion-Wesley. *Reading MA*.

Aka, U. A., & Amodu, A. A. (2016). Effects of employee commitment on organisational performance in the banking industry: An evidence from First Bank Enugu Zonal Offices. *Journal of Business Administration*, *6*(1), 1-7.

Akbari, M., Amiri, N. S., Imani, S., Rezaeei, N., & Foroudi, P. (2017). Why leadership style matters: a closer look at transformational leadership and internal marketing. *The Bottom Line*.

Akuratiya, D. A. (2017). Influence Of Perceived Employer Branding on Perceived Organisational Culture, Employee Identity And Employee Commitment. *International Journal of Scientific and Technology Research. IJSTR*, *6*(8).

Al-Ababneh, M. (2020). Linking ontology, epistemology and research methodology. *Science & Philosophy*, *8*(1), 75-91.

Alagidede, P., Baah-Boateng, W., & Nketiah-Amponsah, E. (2013). The Ghanaian economy: an overview. *Ghanaian Journal of Economics*, *1*(1), 4-34.

Alam, S. S., Abdullah, Z., Ishak, N. A., & Zain, Z. M. (2009). Assessing knowledge sharing behaviour among employees in SMEs: An empirical study. *International Business Research*, *2*(2), 115-122.

Albattat, A., & Romli, S. (2017). Determining visitors' repetition by using servqual dimensions in attraction parks: A case from Kuala Lumpur, Malaysia. *International Journal of Applied Business and Economic Research*, *15*(15), 351-371.

Al-Hawary, S. I. S., Al-Qudah, K. A., Abutayeh, P. M. A., Abutayeh, S. M. A., & Al-Zyadat,

D. Y. (2013). The impact of internal marketing on employee's job satisfaction of commercial banks in Jordan. *Interdisciplinary Journal of Contemporary Research in Business*, *4*(9), 811-826.

Ali, N. (2012). An exploratory study into the implementation of internal marketing in small insurance brokers in the United Kingdom. *Journal of Financial Services Marketing*, *17*(3), 242–254. https://doi.org/10.1057/fsm.2012.15

Allameh, S. M., Entekhabi, P., & Samadi, A. (2020). Internal marketing and business excellence: are innovation and knowledge-sharing missing links?. *International Journal of Management Practice*, *13*(3), 237-25

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organisation. *Journal of occupational psychology*, *63*(1), 1-18.

Al-Omari, Z., Alomari, K., & Aljawarneh, N. (2020). The role of empowerment in improving internal process, customer satisfaction, learning and growth. *Management Science Letters*, *10*(4), 841-848.

Alston, M., & Bowles, W. (2003). Research for caring professions: an introduction to methods.

Altarawmneh, I., & Al-Kilani, M. H. (2010). Human resource management and turnover intentions in the Jordanian hotel sector. *Research and Practice in Human Resource Management*, *18*(1), 46-59.

Altarifi, S. (2014). Internal marketing activities in higher education. *International Journal of Business and Management*, *9*(6), 126-138.

Al-Tokhais, A. (2016). *The relationship between communication effectiveness and multicultural employees' job outcomes* (Doctoral dissertation, Kent State University).

Alvesson, M., & Sköldberg, K. (2017). *Reflexive methodology: New vistas for qualitative research*. sage.

Amankwah-Amoah, J., Debrah, Y. A., Honyenuga, B. Q., & Adzoyi, P. N. (2018). Business and government interdependence in emerging economies: Insights from hotels in Ghana. *International Journal of Tourism Research*, *20*(1), 72–81. https://doi.org/10.1002/jtr.2154

Amdan, S., Rahman, R. A., Shahid, S. A. M., Bakar, S. A., Khir, M. M., & Demong, N. A. R. (2016). The role of extrinsic motivation on the relationship between office environment and organisational commitment. *Procedia Economics and Finance, 37, 164-169.*

Amin, M. G. (Ed.). (2017). *Through-the-wall radar imaging*. CRC press.

Appaw-Agbola, E. T., Mensah, C., Azila-Gbettor, E. M., & Abiemo, M. K. (2020). Justice Perceptions and Job Outcomes among Family-owned Hotel Workers in Accra, Ghana. *Journal of Quality Assurance in Hospitality and Tourism*, *00*(00), 1–27. https://doi.org/10.1080/1528008X.2020.1753628

Astrachan, C. B., Patel, V. K., & Wanzenried, G. (2014). A comparative study of CB-SEM and PLS-SEM for theory development in family firm research. *Journal of Family Business Strategy*, *5*(1), 116-128. *Functional Materials*, *28*(26), 1801554.

Awuah, R. B., Colecraft, E. K., Wilson, M. L., Adjorlolo, L. K., Lambrecht, N. J., Nyantakyi-Frimpong, H., & Jones, A. D. (2021). Perceptions and beliefs about anaemia: A qualitative study in three agroecological regions of Ghana. *Maternal & Child Nutrition*, e13181.

Awwad, M. S., & Agti, D. A. M. (2011). The impact of internal marketing on commercial banks' market orientation. *International Journal of bank marketing*.

Babbie, E. R. (2020). *The practice of social research*. Cengage learning.

Babbie, E., & Mouton, J. (2001). The practice of social research: South African edition. *Cape Town: Oxford University Press Southern Africa*.

Babbie, E., & Rubin, A. (2010). Essential research methods for social work. *Belmont, Ca*.

Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career development international*.

Bagozzi, R. P. (1994). Effects of arousal on organisation of positive and negative affect and cognitions: Application to attitude theory. *Structural Equation Modeling: A Multidisciplinary Journal*, *1*(3), 222-252.

Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the academy of marketing science*, *16*(1), 74-94.

Bagozzi, R. P., & Yi, Y. (2012). Specification, evaluation, and interpretation of structural equation models. *Journal of the academy of marketing science*, *40*(1), 8-34.

Bailey, A. A., Albassami, F., & Al-Meshal, S. (2016). The roles of employee job satisfaction and organisational commitment in the internal marketing-employee bank identification relationship. *International Journal of Bank Marketing*, *34*(6), 821–840. https://doi.org/10.1108/IJBM-06-2015-0097

Bakotić, D. (2016). Relationship between job satisfaction and organisational performance. *Economic research-Ekonomska istraživanja*, *29*(1), 118-130.

Bal, P. M., De Lange, A. H., Jansen, P. G., & Van Der Velde, M. E. (2008). Psychological contract breach and job attitudes: A meta-analysis of age as a moderator. *Journal of vocational behavior*, *72*(1), 143-158.

Bal, P. M., Jansen, P. G., Van Der Velde, M. E., de Lange, A. H., & Rousseau, D. M. (2010). The role of future time perspective in psychological contracts: A study among older workers. *Journal of vocational behavior*, *76*(3), 474-486.

Ballantyne, D. (2003). A relationship-mediated theory of internal marketing. *European Journal of marketing*.

Balta, S. (2018). The influence of internal marketing on employee satisfaction in the service industry. *Business Management Dynamics*, *8*(1), 12.

Bambacas, M., & Patrickson, M. (2008). Interpersonal communication skills that enhance organisational commitment. *Journal of Communication Management*.

Barlett, J. Kotrlik and Higgins (2001) Organisational Research: Determining Appropriate Sample Size in Survey Research. *Information technology, learning, and performance journal*, *19*(1), 43.

Barnes, B. R., Fox, M. T., & Morris, D. S. (2004). Exploring the linkage between internal marketing, relationship marketing and service quality: A case study of a consulting organisation. *Total Quality Management & Business Excellence*, *15*(5-6), 593-601.

Barrows, C., & Ridout, M. (2010). Another decade of research in club management: A review of the literature in academic journals for the period 1994–2005. *Journal of Hospitality Marketing & Management*, *19*(5), 421-463.

Basnyat, S., & Sharma, S. (2021). Effects of COVID-19 crisis on small and medium-sized hotel operators: insights from Nepal. *Anatolia*, *32*(1), 106-120.

Beiske, B. (2007). *Research methods: Uses and limitations of questionnaires, interviews, and case studies* (pp. 1-11). GRIN verlag.

Bell, E., & Bryman, A. (2007). The ethics of management research: an exploratory content analysis. *British journal of management*, *18*(1), 63-77.

Bennett, R., & Barkensjo, A. (2005). Relationship quality, relationship marketing, and client perceptions of the levels of service quality of charitable organisations. *International journal of service industry management*.

Berkeley, CA: California Press

Bernhardt, K. L., Donthu, N., & Kennett, P. A. (2000). A longitudinal analysis of satisfaction and profitability. *Journal of business research*, *47*(2), 161-171.

Berry, L. L. (1981). Perspectives on the Retailing of Services. *Theory in retailing: Traditional and nontraditional sources*, 9-20.

Berry, L. L., Hensel, J. S., & Burke, M. C. (1976). Improving retailer capability for effective consumerism response. *Journal of retailing*, *52*(3), 3-14.

Berry, *L.L.* (1987, “Service marketing is different”, Business, Vol. 30 No. 2, pp. 24-9.

Beverland, M., & Lindgreen, A. (2010). What makes a good case study? A positivist review of qualitative case research published in Industrial Marketing Management, 1971–2006. *Industrial Marketing Management*, *39*(1), 56-63.

Bibi, P., Pangil, F., Johari, J., & Ahmad, A. (2017). The impact of compensation and promotional opportunities on employee retention in academic institutions: The moderating role of work environment. *International Journal of Economic Perspectives*, *11*(1), 378-391.

Blackmon, K., & Maylor, H. (2005). Researching business and management. *HM Blackmon, Researching Business and Management. China: Palgrave MacMillan*.

Blaikie, C. (2009). Critically Endangered? Medicinal Plant Cultivation and the Reconfiguration of Sowa Rigpa in Ladakh. *Asian Medicine, 5*(2), 243-272.

Blaikie, P. (2000). Development, post-, anti-, and populist: a critical review. *Environment and*

Planning A, *32*(6), 1033-1050.

Blaikie, R. J. (2010). Comment on 'Perfect imaging without negative refraction'. *New Journal of Physics*, *12*(5), 058001.

Bogdan, R., & Biklen, S. K. (1997). *Qualitative research for education*. Boston, MA: Allyn & Bacon.

Boukis, A. (2019). Internal market orientation as a value creation mechanism. *Journal of Services Marketing*.

Boukis, A., Gounaris, S., & Lings, I. (2017). Internal market orientation determinants of employee brand enactment. *Journal of Services Marketing*, *31*(7), 690–703. https://doi.org/10.1108/JSM-07-2016-0272

Boukis, A., Kaminakis, K., Siampos, A., & Kostopoulos, I. (2015). Linking internal marketing with customer outcomes. *Marketing Intelligence and Planning*, *33*(3), 394–413. https://doi.org/10.1108/MIP-02-2014-0024

Boyd, G., & Sutherland, M. (2006). Obtaining employee commitment to living the brand of the organisation. *South African Journal of Business Management*, *37*(1), 9-20.

Bradley, S. (2007). *Atmospheric acoustic remote sensing: principles and applications*. CRC press.

Braimah, M. (2016). Internal marketing and employee commitment in the hospitality industry. *African Journal of Hospitality, Tourism and Leisure*, *5*(2), 1-22.

Brotherton, B. (1999). Towards a definitive view of the nature of hospitality and hospitality Management. *International Journal of Contemporary Hospitality Management*, 11(4), 165-173.

Bryman, A. (1989). Leadership and culture in organisations. *Public Money &*

Management, *9*(3), 35-41.

Bryman, A. (2012). Social Research Methods 4th Ed Oxford: Oxford University Press.

Bryman, A., & Bell, E. (2011). Business Research Methods 3rd ed. New York.

Burns, R. & Burns, R. (2008) Business Research Methods and Statistics Using SPSS. London: SAGE Publications.

Burrell, G., & Morgan, G. (2017). *Sociological paradigms and organisational analysis: Elements of the sociology of corporate life*. Routledge.

Butt, H. S., Khan, F., Rasli, A. B. M., & Iqbal, M. J. (2012). Impact of work and physical environment on hospital nurses' commitment. *Int J Eco Res, 3, 33-43.*

Carriere, J., & Bourque, C. (2009). The effects of organisational communication on job satisfaction and organisational commitment in a land ambulance service and the mediating role of communication satisfaction. *Career Development International*

Castro, C. B., Armario, E. M., & Del Rio, M. E. S. (2005). Consequences of market orientation for customers and employees. *European Journal of Marketing*.

Castro, S. L., Douglas, C., Hochwarter, W. A., Ferris, G. R., & Frink, D. D. (2003). The effects-of positive affect and gender on the influence tactics-job performance relationship. *Journal of Leadership & Organisational Studies*, *10*(1), 1-18.

Chadwick, C., Way, S. A., Kerr, G., & Thacker, J. W. (2013). Boundary conditions of the high-investment human resource systems-small-firm labor productivity relationship. *Personnel Psychology*, *66*(2), 311-343.

Chalkiti, K., & Sigala, M. (2010). Staff turnover in the Greek tourism industry: A comparison between insular and peninsular regions. *International journal of contemporary hospitality* *management*.

Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International journal of enterprise computing and business systems*, *1*(1), 1-19.

Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International journal of enterprise computing and business systems*, *1*(1), 1-19.

Chang, C.S. & Chang, H.C. (2009). Perceptions of internal marketing and organisational

Chappell, T. W. (2013). *An information systems quandary: Why is there a dearth of interpretive research in a positivist dominated discipline?* (Doctoral dissertation, Capella University).

Chen, Y. Y., & Fang, W. (2008). The moderating effect of impression management on the organisational politics–performance relationship. *Journal of Business Ethics*, *79*(3), 263-277.

Chen, Z. X., Tsui, A. S., & Farh, J. L. (2002). Loyalty to supervisor vs. organisational commitment: Relationships to employee performance in China. *Journal of occupational and organisational psychology*, *75*(3), 339-356.

Cheng, T., Zhang, P., & Guo, Y. (2020). Does a leader's "partiality" affect employees' proactivity in the hospitality industry? A cross-level analysis. *International Journal of Hospitality Management*, *90*(June), 102609. https://doi.org/10.1016/j.ijhm.2020.102609

Cheung, C., Kong, H., & Song, H. (2014). How to influence hospitality employee perceptions on hotel brand performance? *International Journal of Contemporary Hospitality Management*, *26*(8), 1162–1178. https://doi.org/10.1108/IJCHM-02-2013-0090

Chew, J. & Chan, C.C.A. (2008), "Human resource practices, organisational commitment and intention to stay", *International Journal of Manpower, Vol. 29 No. 6, pp. 503-522.*

Chiang, C. F., & Liu, B. Z. (2017). Examining job stress and burnout of hotel room attendants: internal marketing and organisational commitment as moderators. *Journal of Human Resources in Hospitality & Tourism*, *16*(4), 367-383.

Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research*, *295*(2), 295-336.

Chiu, W., Won, D., & Bae, J. S. (2019). Internal marketing, organisational commitment, and job performance in sport and leisure services. *Sport, Business and Management: An International Journal*.

Choi, H. J., Yang, J. H., & Chang, D. M. (2014). Impact of internal marketing on job satisfaction, job commitment, organisational commitment, and customer orientation in hospital employees. *The Journal of the Korea Contents Association*, *14*(11), 783-797.

Chon, K. (2020). COVID-19 and China's hotel industry: Impacts, a disaster management framework, and post-pandemic agenda. *International journal of hospitality management*, *90*, 102636.

Chung, J. F., & Al-Khaled, A. A. S. (2022). Rewards and Organizational Commitment: A Study among Malaysian SME's Employees.

Church, A. H., & Waclawski, J. (2007). *Alternative validation strategies: Developing new and leveraging existing validity evidence* (Vol. 19). John Wiley & Sons.

Clark, A. (2001, August). Natural-born cyborgs?. In *International Conference on Cognitive Technology* (pp. 17-24). Springer, Berlin, Heidelberg.

Clark, A. (2020). Beyond desire? Agency, choice, and the predictive mind. *Australasian Journal of Philosophy*, *98*(1), 1-15.

Cohen, J., & Grifo, J. A. (2007). Multicentre trial of preimplantation genetic screening reported in the New England Journal of Medicine: an in-depth look at the findings. *Reproductive biomedicine online*, *15*(4), 365-366.

Collins-Dodd, C., Gordon, I. M., & Smart, C. (2004). Further evidence on the role of gender in financial performance. *Journal of Small Business Management*, *42*(4), 395-417.

Collis, J., & Hussey, R. (2013). *Business research: A practical guide for undergraduate and postgraduate students*. Macmillan International Higher Education.

commitment by nurses. Journal of Advanced Nursing, 65(1):92-100.

Conduit, J., & Mavondo, F. T. (2001). How critical is internal customer orientation to market orientation?. *Journal of business research*, *51*(1), 11-24.

Cooper, C., Fletcher, J., Fyail, A., Gilbert, D. & Wanhill, S. (2008). *Tourism: Principles and*

Cooper, D. R., & Schindler, P. S. (2006). *Marketing research*. New York: McGraw-Hill/Irwin.

Cooper, H., Robinson, J. C., & Patall, E. A. (2006). Does homework improve academic achievement? A synthesis of research, 1987–2003. *Review of educational research*, *76*(1), 1-62.

Creswell, J. W. (2009). Mapping the field of mixed methods research.

Creswell, J. W. (2021). *A concise introduction to mixed methods research*. SAGE publications.

Crick, A. P. & Spencer, A. (2011). Hospitality quality: New directions and new challenges. *International Journal of Contemporary Hospitality Management*, 23(4), 463 – 478.

Cronbach, L. J., & Shavelson, R. J. (2004). My current thoughts on coefficient alpha and successor procedures. *Educational and psychological measurement*, *64*(3), 391-418.

Czaplewski, A. J., Ferguson, J. M., & Milliman, J. F. (2001). Southwest Airlines: How internal marketing pilots success. *Marketing Management*, *10*(3), 14.

Darling, J. R., & Taylor, R. E. (1989). A model for reducing internal resistance to change in a firm's international marketing strategy. *European Journal of Marketing*, *23*(7), 34-41.

Davidson, R. (1993). European business tourism—changes and prospects. *Tourism Management*, *14*(3), 167-172.

De Bruin, L., Roberts-Lombard, M., & De Meyer-Heydenrych, C. (2020). Internal marketing, service quality and perceived customer satisfaction: An Islamic banking perspective. *Journal of Islamic Marketing*.

De Bruin-Reynolds, L., Roberts-Lombard, M., & de Meyer, C. (2015). The traditional internal marketing mix and its perceived influence on graduate employee satisfaction in an emerging economy. *Journal of Global Business and Technology*, *11*(1), 24-38.

de Jager, J., & du Plooy, T. (2011). Tangible service-related needs of patients in public hospitals in South Africa. In *The 2nd International Research Symposium in Service Management* (pp. 418-28).

de Menezes, L. M. (2012). Job satisfaction and quality management: an empirical analysis. *International Journal of Operations & Production Management*.

Delanty, G., & Strydom, P. (2003). Philosophies of social science: The classic and contemporary readings.

Delport, C. S. L., & De Vos, A. S. (2011). Professional research and professional practice. *DE VOS, AS, STRYDOM, H., FOUCHÉ, CB & DELPORT, CSL Research at grass roots, for the social sciences and human service professions*, *4*.

Demirgüç-Kunt, A., Klapper, L., Singer, D., Ansar, S., & Hess, J. (2018). Opportunities for Expanding Financial Inclusion Through Digital Technology.

Denscombe, M. (2008). Communities of practice: A research paradigm for the mixed methods approach. *Journal of mixed methods research*, *2*(3), 270-283.

Denscombe, M. (2014). The Good research guide. Maidenhead, England.

Denzin, N. K., & Lincoln, Y. S. (2005). Chapter 1. The Discipline and Practice of Qualitative Research. *Handbook of Qualitative Research. Thousand Oaks, California: Sage publications*, 1-32.

Denzin, N. K., & Lincoln, Y. S. (2008). *Strategies of qualitative inquiry* (Vol. 2). Sage.

Denzin, N. K., & Lincoln, Y. S. (Eds.). (2011). *The Sage handbook of qualitative research*. sage.

Diamantidis, A. D., & Chatzoglou, P. (2018). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*.

Dias, A., & Silva, R. (2016). Organizational training and organizational commitment: a literature review and conceptual development. *International Journal of Innovative Science, Engineering & Technology, 3(1), 387-399.*

Dippé, M. A., & Wold, E. H. (1985, July). Antialiasing through stochastic sampling. In *Proceedings of the 12th annual conference on Computer graphics and interactive techniques* (pp. 69-78).

Dodd-McCue, D., & Wright, G. B. (1996). Men, women, and attitudinal commitment: The effects of workplace experiences and socialization. *Human relations*, *49*(8), 1065-1091.

Đorđević, A., Zečević, B., & Hristov Stančić, B. (2017). Importance of Various Service Types in Hotels - Empirical Analysis. *Economic Themes*, *54*(3), 403–423. https://doi.org/10.1515/ethemes-2016-0020

Dorson, T. A. (2015). *Innovation, Competition and Firm Performance in the Service Sector* (Doctoral dissertation, University of Ghana).

Du Preez, R., & Bendixen, M. T. (2015). The impact of internal brand management on employee job satisfaction, brand commitment and intention to stay. *International Journal of Bank Marketing*, *33*(1), 78–91. https://doi.org/10.1108/IJBM-02-2014-0031

Dudovskiy, J. (2018). Pragmatism research philosophy. *Research methodology*.

Earl-Babbie, M. (2013). The Practice of Social Research. *Wadsworth, Thomson Learning Inc*.

Easterby-Smith, M. P., Thorpe, R., & Jackson, P. (2008). Management research: theory and research.

Easterby-Smith, M., & Malina, D. (1999). Cross-cultural collaborative research: Toward reflexivity. *Academy of management journal*, *42*(1), 76-86.

Easterby-Smith, M., Thorpe, R., & Jackson, P. R. (2012). *Management research*. Sage.

Engel, R. J., & Schutt, R. K. (2014). *Fundamentals of social work research*. Sage Publications.

Erkmen, E., & Hancer, M. (2015). Do your internal branding efforts measure up? Consumers' response to brand supporting behaviors of hospitality employees. *International Journal of Contemporary Hospitality Management*, *27*(5), 878–895. https://doi.org/10.1108/IJCHM-10-2013-0442

Eriksson, P., & Kovalainen, A. (2008). Research philosophy. *Qualitative methods in business Research*, 11-25.

Easterby-Smith, M., Thorpe, R., & Jackson, P. R. (2012). *Management research*. Sage.

Euromonitor International (database online). Tobacco: global. Passport database. Euromonitor. London: Euromonitor; 2014.

Evanschitzky, H., Malhotra, N., Wangenheim, F. V., & Lemon, K. N. (2017). Antecedents of peripheral services cross-buying behavior. *Journal of Retailing and Consumer Services*, *36*, 218-224.

Fairlie, R. W., & Robb, A. M. (2009). Gender differences in business performance: evidence from the Characteristics of Business Owners survey. *Small Business Economics*, *33*(4), 375-395.

Fawad Latif, K., & Baloch, Q. B. (2015). Role of internal service quality (ISQ) in the relationship between internal marketing and organisational performance. *Abasyn Journal of Social Sciences*, *8*(2), 230–250.

Ferdous, A. S., Herington, C., & Merrilees, B. (2013). Developing an integrative model of internal and external marketing. *Journal of Strategic Marketing*, *21*(7), 637-649.

Ferrance, E. (2000). *Action research*. LAB, Northeast and Island Regional Education Laboratory at Brown University.

Field, R., Hawkins, B. A., Cornell, H. V., Currie, D. J., Diniz-Filho, J. A. F., Guégan, J. F., ... & Turner, J. R. (2009). Spatial species-richness gradients across scales: a meta-analysis. *Journal of biogeography*, *36*(1), 132-147.

Fink, U. (2009). A taxonomic survey of comet composition 1985–2004 using CCD spectroscopy. *Icarus*, *201*(1), 311-334.

Finney, S. (2011). Stakeholder perspective on internal marketing communication: An ERP

Fiorito, J., Padavic, I., & Russell, Z. A. (2018). Pro-social and self-interest motivations for unionism and implications for unions as institutions. In *Advances in Industrial and Labor Relations, 2017: Shifts in Workplace Voice, Justice, Negotiation and Conflict Resolution in Contemporary Workplaces*. Emerald Publishing Limited.

Flick, U., 2011. Triangulation qualitativer und quantitativer Forschung. In: Flick U. ed. Triangulation. Wiesbaden: Springer Verlag, pp. 75-96.

Flipo, J. P. (1986). Service firms: interdependence of external and internal marketing strategies. *European journal of Marketing*.

Foley , J . (2008) Service delivery reform within the Canadian public sector 1990 – 2002 . Employee Relations 30 (3) : 283 – 303 .

Forman, M. S., Farmer, J., Johnson, J. K., Clark, C. M., Arnold, S. E., Coslett, H. B., ... & Grossman, M. (2006). Frontotemporal dementia: clinicopathological correlations. *Annals of Neurology: Official Journal of the American Neurological Association and the Child Neurology Society*, *59*(6), 952-962.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, *18*(1), 39-50.

Frankfort-Nachmias, C., & Leon-Guerrero, A. (2008). Student Resources. *SAGE*, *8*, 8-293.

Frye, W. D., Kang, S., Huh, C., & Lee, M. J. M. (2020). What factors influence Generation Y's employee retention in the hospitality industry?: An internal marketing approach. *International Journal of Hospitality Management*, *85*, 102352.

Frye, W. D., Kang, S., Huh, C., & Lee, M. J. M. (2020). What factors influence Generation Y's employee retention in the hospitality industry?: An internal marketing approach. *International Journal of Hospitality Management*, *85*, 102352.

Fuller, L. P. (2021). Distributive Injustice: Leadership Adherence to Social Norm Pressures and the Negative Impact on Organisational Commitment. *International Business Research*, *14*(9), 1-21.

Fullerton, G. (2003). When does commitment lead to loyalty?. *Journal of service research*, *5*(4), 333-344.

Furnham, A., Eracleous, A., & Chamorro‐Premuzic, T. (2009). Personality, motivation and job satisfaction: Hertzberg meets the Big Five. *Journal of managerial psychology*.

Gagne´, M., Senecal, B. C., & Koestner, R. (1997). Proximal job characteristics, feelings of empowerment and intrinsic motivation: A multi-dimensional model. Journal of Applied Social Psychology, 27, 1222–1240

Gallen, S. (2020). The response of tourism businesses vis-à-vis the economic ramifications of SARS-CoV-2. *Retrieved from AIEST*.

Garver, M. S., & Mentzer, J. T. (1999). Logistics research methods: employing structural equation modeling to test for construct validity. *Journal of business logistics*, *20*(1), 33.

Gawankar, S. A., Gunasekaran, A., & Kamble, S. (2020). A study on investments in the big data-driven supply chain, performance measures and organisational performance in Indian retail 4.0 context. *International Journal of Production Research*, *58*(5), 1574-1593.

Gehrels, S., & Blanar, O. (2013). How economic crisis affects revenue management: the case of the Prague Hilton hotels. *Research in Hospitality Management*, *2*(1-2), 9-15.

George, W. R. (1990). Internal marketing and organisational behavior: A partnership in developing customer-conscious employees at every level. *Journal of Business research*, *20*(1), 63-70.

George, W.R. (1977), ``The retailing of services ± a challenging future", Journal of Retailing, Fall, pp. 85-98.

GHAURI, P. & GRONHAUG, K. 2005. Research Methods in Business Studies, Harlow, FT/Prentice Hall.

Goulding, C. (2002). *Grounded theory: A practical guide for management, business and market researchers*. Sage.

Gray, D. E. (2013). *Doing research in the real world*. Sage.

Greene, W. E., Walls, G. D., & Schrest, L. J. (1994). Internal marketing: the key to external marketing success. *Journal of Services marketing*.

Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of management*, *26*(3), 463-488.

Grinnel, R. M. (2001). Social work research and evaluation: Quantitative and qualitative Approaches . Itasca, IL. Peacock. *Evaluation in social work: the art and science of practice*, 367-381.

Gronroos, C. (1978). A Service-Orientated Approach to Marketing of Services. *European Journal of Marketing*, *12*(8), 588–601. https://doi.org/10.1108/EUM0000000004985

Gronroos, C. (1990). Relationship approach to marketing in service contexts: The marketing and organisational behavior interface. *Journal of business research*, *20*(1), 3-11.

Grönroos, C. (1995). Relationship marketing: the strategy continuum. *Journal of the academy of marketing science*, *23*(4), 252-254.

Grönroos, C. (2000). Creating a relationship dialogue: communication, interaction and value. *The marketing review*, *1*(1), 5-14.

Gul, Z. (2015). Impact of employee commitment on organisational development. *FWU Journal of Social Sciences*, *9*(2), 117-124.

Gunaseelan, R., & Ollukkaran, B. A. (2012). A study on the impact of work environment on employee performance. *Namex International Journal of Management Research*, *71*, 1-16.

Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European business review*.

Hair, J. F., Celsi, M., Ortinau, D. J., & Bush, R. P. (2010). *Essentials of marketing research* (Vol. 2). New York, NY: McGraw-Hill/Irwin.

Hair, J. F., Page, M., & Brunsveld, N. (2019). *Essentials of business research methods*. Routledge.

Hakim, C. (2006). Women, careers, and work-life preferences. *British Journal of Guidance & Counselling*, *34*(3), 279-294.

Han, S. S., Moon, S. J., & Yun, E. K. (2009). Empowerment, job satisfaction, and organisational commitment: comparison of permanent and temporary nurses in Korea. *Applied Nursing Research*, *22*(4), e15-e20.

Hao, F., Xiao, Q., & Chon, K. (2020). COVID-19 and China's hotel industry: Impacts, a disaster management framework, and post-pandemic agenda. *International journal of hospitality management*, *90*, 102636.

Hart, T. A., Gilstrap, J. B., & Bolino, M. C. (2016). Organisational citizenship behavior and the enhancement of absorptive capacity. *Journal of Business Research*, *69*(10), 3981-3988.

Hatch, M. J., & Yanow, D. (2008). Methodology by metaphor: Ways of seeing in painting and research. *Organisation Studies*, *29*(1), 23-44.

He, P., Murrmann, S. K., & Perdue, R. R. (2010). An investigation of the relationships among employee empowerment, employee perceived service quality, and employee job satisfaction in a U.S. hospitality organisation. *Journal of Foodservice Business Research*, *13*(1), 36–50. https://doi.org/10.1080/15378021003595947

Hernandez-Diaz, A., Calderon-Abreu, T., Amador-Dumois, M., & Cordova-Claudio, M. (2017). Internal marketing and customer-contact employees' attitudinal outcomes. *Academia Revista Latinoamericana de Administración*.

Hershberger, S. L. (2003). The growth of structural equation modeling: 1994-2001. *Structural Equation Modeling*, *10*(1), 35-46.

Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). The motivation to work. New York: JohnWiley & Sons.

Hiamey, S. E. (2012). Challenges of hotel outsourcing in Ghana: A transaction cost perspective. *African Journal of Hospitality, Tourism and Leisure*, *2*(2), 1-10.

Hinson, R. E., Abdul-Hamid, I. K., & Osabutey, E. L. C. (2017). Investigating market orientation and positioning in star-rated hotels in Ghana. *International Journal of Contemporary Hospitality Management*, *29*(10), 2629–2646. https://doi.org/10.1108/IJCHM-02-2016-0075

Hinson, R., Mohammed, A., & Mensah, R. (2006). Determinants of Ghanaian bank service quality in a universal banking dispensation. *Banks & bank systems*, (1,№ 2), 69-81.

Ho, L. M., Schafferer, C., Lee, J. M., Yeh, C. Y., & Hsieh, C. J. (2018). Raising cigarette excise tax to reduce consumption in low-and middle-income countries of the Asia-Pacific region: a simulation of the anticipated health and taxation revenues impacts. *BMC Public Health*, *18*(1), 1-9.

Hogg, G. and Carter, S. (2000), "Employee attitudes and responses to internal marketing", in Varey, R. and Lewis, B. (Eds), Internal Marketing: Directions for Management, Routledge, London, pp. 109-24.

Houston, D. M., & Waumsley, J. A. (2003). *Attitudes to flexible working and family life*. Policy Press.

Houston, D. M., & Waumsley, J. A. (2003). *Attitudes to flexible working and family life*. Policy Press.

Hsieh, L. F., Lin, L. H., & Lin, Y. Y. (2008). A service quality measurement architecture for hot spring hotels in Taiwan. *Tourism Management*, *29*(3), 429-438.

https://s3-us-west-2.amazonaws.com/new-ndpc

https://visitghana.com/beyond-the-return/

https://www.archives.gov/files/records-mgmt/agency/cia-sao-annual-report-2015.pdf

https://www.bbc.com/news/world-africa-51191409 retrieved on 14-Sep-2021

https://www.bcp.gov.gh/acc/registry/docs/Tourism%20Act,%202011%C2%A0Act%20817 0.pdf

https://www.mofep.gov.gh/budget-statements/2020

https://www.mofep.gov.gh/sites/default/files/pbb-estimates/2019/2019-PBB-MOTAC.pdfS

static1/CACHES/PUBLICATIONS/2020/02/10/Ministry+of+Tourism,+Arts+and+Culture_2018+ APR.pdf

Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural equation modeling: a multidisciplinary journal*, *6*(1), 1-55.

Huang, Y. T. (2020). Internal marketing and internal customer: A review, reconceptualization, and extension. *Journal of Relationship Marketing*, *19*(3), 165-181.

Huang, Y. T. (2020). Internal marketing and internal customer: A review, reconceptualization, and extension. *Journal of Relationship Marketing*, *19*(3), 165-181.

Huang, Y. T., Rundle-Thiele, S., & Chen, Y. H. (2019). Extending understanding of the internal marketing practice and employee satisfaction relationship: A budget Chinese airline empirical examination. *Journal of Vacation Marketing*, *25*(1), 88-98.

Hung, W. H., & Lin, C. Y. (2019). Effect of Strategic Alignment of Service-Oriented Smart Government on Government Performance: Moderating Effect of IT Governance. *管理評論*, *38*(3), 165-185.

Hur, Y. (2018). Testing Herzberg's two-factor theory of motivation in the public sector: Is it applicable to public managers?. *Public Organisation Review*, *18*(3), 329-343.

Hussey, D. E. (1997). Glossary of techniques for strategic analysis. *Strategic Change*, *6*(2), 97-115.

I. Dugguh, S., & Dennis, A. (2014). Job satisfaction theories: Traceability to employee performance in organisations. *IOSR Journal of Business and Management*, *16*(5), 11–18. https://doi.org/10.9790/487x-16511118

Ieong, C. Y., & Lam, D. (2016). Role of internal marketing on employees' perceived job performance in an Asian integrated resort. *Journal of Hospitality Marketing & Management*, *25*(5), 589-612.

Iivari, N. (2020). Empowering children to make and shape our digital futures–from adults creating technologies to children transforming cultures. *The International Journal of Information and Learning Technology*.

implementation case study. Business Process Management Journal, 17(2):311–331.

Inanlou, Z., & Ahn, J. Y. (2017). The effect of organisational culture on employee commitment: A mediating role of human resource development in Korean firms. *Journal of Applied Business Research (JABR)*, *33*(1), 87-94.

Institute of Statistical, Social and Economic Research. (2010). *The State of the Ghanaian Economy in 2009.* Accra: Institute of Statistical, Social and Economic Research (ISSER).

Islam, M. A., Jantan, A. H., Yusoff, Y. M., Chong, C. W., & Hossain, M. S. (2020). Green Human Resource Management (GHRM) practices and millennial employees' turnover intentions in tourism industry in malaysia: Moderating role of work environment. *Global Business Review*, 0972150920907000.

Ismail, A. I., Majid, A. H. A., Jibrin-Bida, M., & Joarder, M. H. R. (2021). Moderating effect of management support on the relationship between HR practices and employee performance in Nigeria. *Global Business Review*, *22*(1), 132-150.

Ivanović, S., Mijolica, V., & Roblek, V. (2016). A holistic approach to innovations in tourism. *Proceedings of ICESoS 2016*, 367-380.

Iyanda Ismail, A., Awawdeh, A., Al-Hiyari, A., & Isiaka Jimba, K. (2021). Moderating effects of management philosophy on high-performance work practices–firm performance relationship. *Journal of African Business*, *22*(3), 379-393.

Jaafar, M., Maideen, S. A., & Sukarno, S. M. (2010). Entrepreneurial characteristics of small and medium hotel owner-managers. *World Applied Sciences Journal*, *10*(Special Issue of Tourism and Hospitality), 54-62.

Jabbar, M. N., Mahmood, W., & Qambar, G. (2020). Mediating Role of Organisational Commitment and Work Environment on the Relationship between Transformational

Leadership and Job Satisfaction. *Talent Development and Excellence*, *12*, 3974-3988.

Jackson, S. (2011). *Social works: Performing art, supporting publics*. Routledge.

Jackson, S., & Jackson, L. T. B. (2019). Self-esteem: Its mediating effects on the relationship between discrimination at work and employee organisation commitment and turn-over intention. *Journal of Psychology in Africa*, *29*(1), 13–21. https://doi.org/10.1080/14330237.2019.1568065

Jayasingha, L., Jayathilaka, C., Kumara, R., Ohara, K., Kaumal, M., Gunewardene, S., ... & Jayanetti, S. (2020). Nanoporous Cu2O nanotube/nanorod array electrodes for non-enzymatic glucose sensing with high sensitivity and very low detection limit. *Electrochimica Acta*, *329*, 135177.

Jehanzeb, K., & Mohanty, J. (2018). Impact of employee development on job satisfaction and organisational commitment: person–organisation fit as moderator. *International Journal of Training and Development*, *22*(3), 171-191.

Jiang, H., & Shen, H. (2020). Toward a relational theory of employee engagement: Understanding authenticity, transparency, and employee behaviors. *International Journal of Business Communication*, 2329488420954236.

Johnson, K. (2016), "Understanding and embracing service design principles in creating effective library spaces and services", in Hines, S.S. and Crowe, K.M. (Eds), The Future of Library Space (Advances in Library Administration and Organisation, Vol. 36), Emerald Group Publishing, pp. 79-102.

Jones, L., Ludi, E., & Levine, S. (2010). Towards a characterisation of adaptive capacity: a framework for analysing adaptive capacity at the local level. *Overseas Development Institute, December*.

Johlke, M. C., & Duhan, D. F. (2001). Supervisor communication practices and boundary spanner role ambiguity. *Journal of Managerial Issues, 87-101*.

Jonker, J., & Pennink, B. (2010). *The essence of research methodology: A concise guide for master and PhD students in management science*. Springer Science & Business Media.

Jöreskog, K. G. (1993). Testing structural equation models.

Jöreskog, K. G., & Sörbom, D. (1996). *LISREL 8: User's reference guide*. Scientific Software International.

Jupp, V., & Sapsford, R. (Eds.). (2006). *Data collection and analysis*. Sage Publications.

Jyoti, J., & Rani, A. (2017). High performance work system and organisational performance: Role of knowledge management. *Personnel Review*.

Kadic-Maglajlic, S., Boso, N., & Micevski, M. (2018). How internal marketing drive customer satisfaction in matured and maturing European markets? *Journal of Business Research, 86*(October 2016), 291–299. https://doi.org/10.1016/j.jbusres.2017.09.024

Kamra, K.K., Chand, M. (2006). Basics of Tourism: Theory, Operation and Practice. Kanishka Publishers, New Delhi.

Kaner, S. (2014). *Facilitator's guide to participatory decision-making*. John Wiley & Sons.

Kang, M., & Sung, M. (2017). How symmetrical employee communication leads to employee engagement and positive employee communication behaviors: The mediation of employee-organisation relationships. *Journal of Communication Management*.

Kang, M., & Sung, M. (2017). How symmetrical employee communication leads to employee engagement and positive employee communication behaviors: The mediation of employee-organisation relationships. *Journal of Communication Management*.

Karatepe, O. M., & Karatepe, T. (2009). Role stress, emotional exhaustion, and turnover intentions: does organisational tenure in hotels matter? *Journal of Human Resources in Hospitality & Tourism*, *9*(1), 1-16.

Kasi, E. (2009). *Anthropology and development in a globalized India: An ethnography of sericulture from the south*. Cambridge Scholars Publishing.

Kattara, H. S., Weheba, D., & El-Said, O. A. (2008). The Impact of Employee Behaviour on Customers' Service Quality Perceptions and Overall Satisfaction. *Tourism and Hospitality Research*, *8*(4), 309–323. https://doi.org/10.1057/thr.2008.35

Kaur, J., & Sharma, S. K. (2015). Internal marketing: Scale development and validation. *Vision*, *19*(3), 236-247.

Kaurav, R. P. S. (2015). Assessing impact of internal marketing on business performance. *European Journal of Tourism Research*, *10*(1), 136-139.

Keelson, S. A. (2014). The moderating role of organisational capabilities and internal marketing in market orientation and business success. *Review of Business & Finance Studies*, *5*(1), 1-17.

Kian, T. S., Yusoff, W. F. W., & Rajah, S. (2014). Job satisfaction and motivation: What are the difference among these two. *European Journal of Business and Social Sciences*, *3*(2), 94-102.

Kim, J. S., Song, H. J., & Lee, C. K. (2016). Effects of corporate social responsibility and internal marketing on organisational commitment and turnover intentions. *International Journal of Hospitality Management*, *55*, 25-32.

Kimpakorn, N., & Tocquer, G. (2009). Employees' commitment to brands in the service sector: Luxury hotel chains in thailand. *Journal of Brand Management*, *16*(8), 532–544. https://doi.org/10.1057/palgrave.bm.2550140

King, C., & Grace, D. (2012). Examining the antecedents of positive employee brand-related attitudes and behaviours. *European Journal of Marketing*, *46*(3–4), 469–488. https://doi.org/10.1108/03090561211202567

King, N., Horrocks, C., & Brooks, J. (2018). *Interviews in qualitative research*. Sage.

Kodama, Y., Fukahori, H., Sato, K., & Nishida, T. (2016). Is nurse managers' leadership style related to Japanese staff nurses' affective commitment to their hospital?. *Journal of nursing management*, *24*(7), 884-892.

Korczynski, M. (2002). *Human resource management in service work*. New York, NY:

Koshy, E. R., & Suguna, P. (2014). Performance appraisal in the contemporary world. *International journal of Advance Research in Computer science and Management studies*, *2*(9).

Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.

Krajcsák, Z. (2021). Modelling organisational conflict processes: the organisational value of employee commitment and the moderating role of transformational leadership. *Journal of Modelling in Management*.

Kremer, H., Villamor, I., & Aguinis, H. (2019). Innovation leadership: Best-practice recommendations for promoting employee creativity, voice, and knowledge sharing. *Business Horizons*, *62*(1), 65-74.

Kruja, D., Ha, H., Drishti, E., & Oelfke, T. (2016). Empowerment in the hospitality industry in the United States. *Journal of Hospitality Marketing & Management*, *25*(1), 25-48.

Kucharska, W. (2020). Employee commitment matters for CSR practice, reputation and corporate brand performance—European model. *Sustainability*, *12*(3), 940.

Kuhn, N. J. (1969). Specificity of progesterone inhibition of lactogenesis. *Journal of Endocrinology*, *45*(4), 615-616.

Kumar, K. (2005). *Political agenda of education: A study of colonialist and nationalist ideas*. SAGE Publications India.

Kurniawan, R., Manurung, A. H., Hamsal, M., & Kosasih, W. (2020). Orchestrating internal and external resources to achieve agility and performance: the centrality of market orientation. *Benchmarking: An International Journal*.

Lam, M., O'Donnell, M., & Robertson, D. (2015). Achieving employee commitment for continuous improvement initiatives. *International Journal of Operations & Production Management*.

Lashley, C. (2001). Towards a theoretical understanding. In C. Lashley & A. Morrison (Eds.), *In search of hospitality: Theoretical Perspectives and debates* (pp.1-17). Oxford: Butterworth-Heinemann.

Latif, F. (2015). An Investigation into the Linkage between Organisational Learning , Internal Service Quality (ISQ) and Organisational Performance. *Pakistan Journal of Social Sciences (PJSS)*, *35*(2), 785–797.

LEE, S. Y., & PARK, H. Y. (2020). A study on the effect of social networking marketing on the purchase intention in the airline. *The Journal of Distribution Science*, *18*(9), 77-86.

Letherby, G., Scott, J., & Williams, M. (2012). *Objectivity and subjectivity in social research*. Sage.

Li, L. Q., Huang, T., Wang, Y. Q., Wang, Z. P., Liang, Y., Huang, T. B., ... & Wang, Y. (2020). COVID-19 patients' clinical characteristics, discharge rate, and fatality rate of meta-analysis. *Journal of medical virology*, *92*(6), 577-583.

Lings, I. N. (2000). Internal marketing and supply chain management. *Journal of services marketing*.

Lings, I. N. (2004). Internal market orientation: Construct and consequences. *Journal of* *business research*, *57*(4), 405-413.

Lings, I. N. (2004). Internal market orientation: Construct and consequences. *Journal of business research*, *57*(4), 405-413.

Lizote, S. A., Verdinelli, M. A., & Nascimento, S. D. (2017). Organisational commitment and job satisfaction: a study with municipal civil servants. *Revista de Administração Pública*, *51*, 947-967.

Longo, M. C., & Narduzzo, A. (2017). Transactive knowledge from communities of practice to firms: An empirical investigation of innovative projects performance. *European Journal of Innovation Management.*

Lozano Ramírez, M. (2016). The Internal Marketing as a Process of Organisational Learning. *International Journal of Administration & Finance* , *9* (2), 87-97.

Madsen, V. T., & Verhoeven, J. W. M. (2019). *The Big Idea of Employees as Strategic Communicators in Public Relation*. *4*, 143–162. https://doi.org/10.1108/s2398-391420190000004011

Maduenyi, S., Oke, A. O., Fadeyi, O., & Ajagbe, A. M. (2015). Impact of organisational structure on organisational performance. *Nigeria: Thesis Submitted to Covenant University*, 354-356.

Mahmood, A., Akhtar, M. N., Talat, U., Shuai, C., & Hyatt, J. C. (2019). Specific HR practices and employee commitment: the mediating role of job satisfaction. *Employee Relations: The International Journal*.

Mainardes, E. W., Rodrigues, L. S., & Teixeira, A. (2019). Effects of internal marketing on job satisfaction in the banking sector. *International Journal of Bank Marketing*.

Malhotra, A., & Kubowicz Malhotra, C. (2011). Evaluating customer information breaches as service failures: An event study approach. *Journal of Service Research*, *14*(1), 44-59.

Malhotra, N. K., & Birks, D. (2007). Marketing Research, An Applied Approach, European Edition.

Malik, M. E., & Naeem, B. (2013). Towards understanding controversy on Herzberg theory of motivation. *World Applied Sciences Journal*, *24*(8), 1031-1036.

Malik, M. E., & Naeem, B. (2013). Towards understanding controversy on Herzberg theory of motivation. *World Applied Sciences Journal*, *24*(8), 1031-1036.

Mangi, R., Soomro, H., Ghumro, I., Abidi, A., & Jalbani, A. A. (2011). A study of job satisfaction among non PhD faculty in universities. *Australian Journal of Business and Management*, *1*(7), 83-90.

Maqbool, S., & Zameer, M. N. (2018). Corporate social responsibility and financial performance: An empirical analysis of Indian banks. *Future Business Journal*, *4*(1), 84-93.

Marhayani, S. M., & Ibrahim, M. (2019). Effect of competence and employee commitment to employee performance: Job satisfaction as a mediator (Study on Watering Office of Aceh Province). *International Journal of Business Management and Economic Review*, *2*(1), 15-27.

Markey, R., Ravenswood, K., & Webber, D. J. (2012). The impact of the quality of the work environment on employees' intention to quit. *Economics Working Paper Series*, *1220*, 1-33.

Marques, C. P., Leal, C. T., Marques, C. S., & Cabral, B. T. (2018). Internal marketing and job satisfaction in hotels in Via Costeira, Natal, Brazil. *Tourism & Management Studies*, *14*(1), 36-42.

Martensen , A . and Gr ø nholdt , L . (2006) Internal marketing: A study of employee loyalty, its determinants and consequences . Innovative Marketing 2 (4) : 92 – 116 .

Matanda, M. J., & Ndubisi, N. O. (2013). Internal marketing, internal branding, and organisational outcomes: The moderating role of perceived goal congruence. *Journal of Marketing Management*, *29*(9–10), 1030–1055. https://doi.org/10.1080/0267257X.2013.800902

Mazayed, K., Khan, M. S., Kundi, G. M., & Qureshi, Q. A. (2014). Assessing the Impact of Job Involvement and Commitment on Organisational Productivity in the Arab / Gulf Countries. *Industrial Engeneering Letters*, *4*(3), 18–22.

McMurray, A. J., Scott, D. R., & Pace, R. W. (2004). The relationship between organisational commitment and organisational climate in manufacturing. *Human Resource Development Quarterly*, *15*(4), 473-488.

McGivern, Y. (2006). The practice of marketing and social research: An introduction.

Meirina, I., Ferdian, F., Pasaribu, P., & Suyuthie, H. (2018). The influence of work environment towards turnover intention of employee of 4 Star hotels in Padang City. *J. Bus. Hosp. Tour*, *4*(2), 1-8.

Mekpor, B., & Dartey-Baah, K. (2017). Leadership styles and employees' voluntary work behaviors in the Ghanaian banking sector. *Leadership & Organisation Development Journal*.

Mensah, I. (2014). Stakeholder pressure and hotel environmental performance in Accra, Ghana. *Management of Environmental Quality: An International Journal*.

Mensah, I., & Blankson, E. J. (2013). Determinants of hotels' environmental performance: Evidence from the hotel industry in Accra, Ghana. *Journal of Sustainable Tourism*, *21*(8), 1212–1231. https://doi.org/10.1080/09669582.2013.776058

Mensah, I., & Blankson, E. J. (2013). Determinants of hotels' environmental performance: Evidence from the hotel industry in Accra, Ghana. *Journal of sustainable tourism*, *21*(8), 1212-1231.

Mercurio, Z. A. (2015). Affective commitment as an essence of organisational commitment: An integrative literature review. *Human Resource Development Review*, *14*(4), 389-414.

Meyer, J. P. (Ed.). (2016). *Handbook of employee commitment*. Edward elgar publishing.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organisational commitment. *Human resource management review*, *1*(1), 61-89.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organisational commitment. *Human resource management review*, *1*(1), 61-89.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage publications.

Meyer, J. P., & Maltin, E. R. (2010). Employee commitment and well-being: A critical review, theoretical framework and research agenda. *Journal of vocational behavior*, *77*(2), 323-337.

Mihardjo, L. W., Jermsittiparsert, K., Ahmed, U., Chankoson, T., & Hussain, H. I. (2020). Impact of key HR practices (human capital, training and rewards) on service recovery performance with mediating role of employee commitment of the Takaful industry of the Southeast Asian region. *Education+ Training*.

Miles, S. J., & Mangold, W. G. (2005). Positioning Southwest Airlines through employee branding. *Business Horizons*, *48*(6), 535–545. https://doi.org/10.1016/j.bushor.2005.04.010

Mishra, S. (2010). Internal marketing-A tool to harness employees' power in service organisations in India. *International Journal of Business and Management*, *5*(1), 185.

Mitchell, M. A., & Taylor, S. L. (1997). Adapting internal marketing to a volunteer system. *Journal of Nonprofit & Public Sector Marketing*, *5*(2), 29-41.

Mitchell, M. L., & Jolley, J. M. (2010). Research design explained: Instructor's edition.

Mohapatra, M., & Mishra, S. (2018). The Employee Empowerment as a Key Factor Defining Organisational Performance in Emerging Market. *International Journal of Business Insights & Transformation*, *12*(1).

Moin, M. F. (2018). The link between perceptions of leader emotion regulation and followers' organisational commitment. *Journal of Management Development*.

Moncarz, E., Zhao, J., & Kay, C. (2009). An exploratory study of US lodging properties' organisational practices on employee turnover and retention. *International Journal of Contemporary Hospitality Management*.

Moreira Mero, N., Hidalgo Fernández, A., Loor Alcívar, M. I., & González Santa Cruz, F. (2020). Influence of internal marketing dimensions on organisational commitment: an empirical application in ecuadorian co-operativism. *Sage Open*, *10*(3), 2158244020945712.

Morris, T., & Wood, S. (1991). Testing the survey method: continuity and change in British industrial relations. *Work, Employment and Society*, *5*(2), 259-282.

Mosahab, P., Kargarnovin, Z., MALEK, A. B., Abadi, A., & Amini, M. (2011). The relationship between food intake and dental caries in a group of Iranian children in 2009.

Mouton, J. (1996). *Understanding social research*. Van Schaik Publishers.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organisational commitment. *Journal of vocational behavior*, *14*(2), 224-247.

Muchanga, M. (2020). Reflexive Debate on Use of Philosophy in Scientific Research.

Muhammad, A., Gatawa, N. M., & Kebbi, H. S. B. (2013). Impact of information and communication technology on bank performance: a study of selected commercial banks in Nigeria (2001–2011). *European Scientific Journal*, *9*(7).

Mukhtar, U., Anwar, S., & Ilyas, A. (2017). Evolution of service quality management and paradigm shift from product to service orientation: a historical review of literature. *International Journal of Business Forecasting and Marketing Intelligence*, *3*(2), 201. https://doi.org/10.1504/ijbfmi.2017.084058

Muramalla, V. S. S. R. (2021). Internal marketing of Indian retail banks and the impact on employee job satisfaction. *International Journal of Business Excellence*, *24*(2), 206-226.

Murray, J. G. (1979). The importance of internal marketing. *Bankers Magazine*, *46*, 38-40.

Myers, R. J. (2013). Evaluating the effectiveness of inter-regional trade and storage in Malawi's private sector maize markets. *Food Policy*, *41*, 75-84.

Nagar, K. (2012). Organisational commitment and job satisfaction among teachers during times of burnout. *Vikalpa*, *37*(2), 43-60.

Nandi, S. (2017). Internal marketing in manufacturing organisations: An exploratory study. *International Journal of Management and Development Studies*, *6*(10), 70-82.

Nandi, V. T. N., Khan, S., Qureshi, M. A., & Ghias, S. (2020). Training & development, organizational commitment and turnover intentions in SMEs. Market Forces, 15(2), 24-24.

Nart, S., Sututemiz, N., Nart, S., & Karatepe, O. M. (2019). Internal marketing practices, genuine emotions and their effects on hotel employees' customer-oriented behaviors. *Journal of Human Resources in Hospitality & Tourism*, *18*(1), 47-70.

Nart, S., Sututemiz, N., Nart, S., & Karatepe, O. M. (2019). Internal marketing practices, genuine emotions and their effects on hotel employees' customer-oriented behaviors. *Journal of Human Resources in Hospitality and Tourism*, *18*(1), 47–70. https://doi.org/10.1080/15332845.2019.1526509

Narteh, B. (2012). Internal marketing and employee commitment: Evidence from the Ghanaian banking industry. *Journal of Financial Services Marketing*, *17*(4), 284–300. https://doi.org/10.1057/fsm.2012.22

Narteh, B. (2013). Service quality in automated teller machines: an empirical investigation. *Managing Service Quality: An International Journal*.

Narteh, B. (2016). Service fairness and customer behavioural intention: Evidence from the Ghanaian banking industry. *African Journal of Economic and Management Studies*.

Narteh, B., & Odoom, R. (2015). Does internal marketing influence employee loyalty? Evidence from the Ghanaian banking industry. *Services Marketing Quarterly*, *36*(2), 112-135.

Narteh, B., Agbemabiese, G. C., Kodua, P., & Braimah, M. (2013). Relationship marketing and customer loyalty: Evidence from the ghanaian luxury hotel industry. *Journal of Hospitality Marketing and Management*, *22*(4), 407–436. https://doi.org/10.1080/19368623.2012.660564

Narteh, B., Odoom, R., Braimah, M., & Buame, S. (2012). Key drivers of automobile brand choice in sub-Saharan Africa: the case of Ghana. *Journal of Product & Brand Management*.

Nasco, S. A., Toledo, E. G., & Mykytyn Jr, P. P. (2008). Predicting electronic commerce adoption in Chilean SMEs. *Journal of Business Research*, *61*(6), 697-705.

Nasurdin, A. M., Ahmad, N. H., & Tan, C. L. (2015). Cultivating service-oriented citizenship behavior among hotel employees: the instrumental roles of training and compensation. *Service Business*, *9*(2), 343-360.

Nayak, T., Sahoo, C. K., & Mohanty, P. K. (2018). Workplace empowerment, quality of work life and employee commitment: a study on Indian healthcare sector. *Journal of Asia Business Studies*.

Nguyen, T. H. H., Ntim, C. G., & Malagila, J. K. (2020). Women on corporate boards and corporate financial and non-financial performance: A systematic literature review and future research agenda. *International Review of Financial Analysis*, 101554.

Noe, H. (2006). Gerhart, & Wright.(2003). *Human Resources Management, Mc Graw Hill International Edition*.

Nunnally, J. C. (1994). *Psychometric theory 3E*. Tata McGraw-hill education.

Nwoko, E. G., Eze, P., & Maduka, C. O. (2021). Effect of Internal Marketing on Customer Satisfaction with Telecommunication Companies in Anambra State.

O'brien, K. E., Biga, A., Kessler, S. R., & Allen, T. D. (2010). A meta-analytic investigation of gender differences in mentoring. *Journal of Management*, *36*(2), 537-554.

Ocen, E., Francis, K., & Angundaru, G. (2017). The role of training in building employee commitment: the mediating effect of job satisfaction. *European Journal of Training and Development*.

Odoom, R., Anning-Dorson, T., & Acheampong, G. (2017). Antecedents of social media usage and performance benefits in small-and medium-sized enterprises (SMEs). *Journal of enterprise information management.*

Olanrewaju, A., Tan, S. Y., & Kwan, L. F. (2017). Roles of communication on performance of the construction sector. *Procedia engineering*, *196*, 763-770.

Olusadum, N. J., & Anulika, N. J. (2018). Impact of Motivation on Employee Performance: A Study of Alvan Ikoku Federal College of Eduaction. *Journal of Management and Strategy*, *9*(1), 53. https://doi.org/10.5430/jms.v9n1p53

Opoku, R. A., & Akorli, P. A. (2009). The preference gap: Ghanaian consumers attitudes toward local and imported products. *African Journal of Business Management*, *3*(8), 350-357.

O'Reilly, C. A., & Pfeffer, J. (2000). Cisco Systems: Acquiring and Retaining Talent in Hypercompetitive Markets. *Human Resource Planning*, *23*(3).

Orlikowski, W. J., & Baroudi, J. J. (1991). Studying information technology in organisations: Research approaches and assumptions. *Information systems research*, *2*(1), 1-28.

Osborne, J. W., & Costello, A. B. (2009). Getting the most from your analysis. *Pan*, *12*(2), 131-146.

Ottenbacher, M., Harrington, R. & Parsa, H. (2009). Defining the hospitality discipline: A discussion of pedagogical and research implications. *Journal of Hospitality and Tourism Research*, 33(3), 263-283.

Ozgit, H., & Abu Melhem, R. (2019). The Mediating Role of Employee Motivation on Internal Marketing and Employee Retention. *Ottoman Journal of Tourism and Management Research*, *4*(3), 562–583. https://doi.org/10.26465/ojtmr.2018339528

Palgrave Macmillan.

Pantouvakis, A. (2011). Internal service quality and job satisfaction synergies for performance improvement: Some evidence from a B2B environment. *Journal of Targeting, Measurement and Analysis for Marketing*, *19*(1), 11-22.

Papasolomou, I., & Vrontis, D. (2006). Building corporate branding through internal marketing:

The case of the UK retail bank industry. *Journal of Product and Brand Management*, *15*(1), 37–47. https://doi.org/10.1108/10610420610650864

Parahoo, K. (2014). *Nursing research: principles, process and issues*. Macmillan International Higher Education.

Parasuraman, A., Berry, L. L., & Zeithaml, V. A. (1991). Understanding customer expectations of service. *Sloan management review*, *32*(3), 39-48.

Park, J. H., & Tran, T. B. H. (2018). Internal marketing, employee customer-oriented behaviors, and customer behavioral responses. *Psychology & Marketing*, *35*(6), 412-426.

Pascual-Fernández, P., Santos-Vijande, M. L., & López-Sánchez, J. Á. (2020). Harnessing innovation success in hotels: the interplay among key drivers of new service performance. *International Journal of Contemporary Hospitality Management*.

Paton, R.A. and McCalman, J. (2000), Change Management: A Guide to Effective Implementation, Sage, London.

Peltier, J. W., Schibrowsky, J. A., & Nill, A. (2013). A hierarchical model of the internal relationship marketing approach to nurse satisfaction and loyalty. *European Journal of Marketing*, *47*(5), 899–916. https://doi.org/10.1108/03090561311306967

Perez, G. M., Mishra, K. K., Tiwari, S., & Trivedi, M. C. (Eds.). (2017). *Networking Communication and Data Knowledge Engineering: Volume 1* (Vol. 3). Springer.

Peters, M., & Buhalis, D. (2013). 7. SMEs in Tourism Destinations. *Trends in European tourism planning and organisation*, 92-101.

Pham, T. N., Tučková, Z., & Phan, Q. (2019). Greening human resource management and employee commitment towards the environment: An interaction model. *Journal of Business Economics and Management*.

Piehler, R. (2018). Employees' brand understanding, brand commitment, and brand citizenship behaviour: A closer look at the relationships among construct dimensions. *Journal of Brand Management*, *25*(3), 217–234. https://doi.org/10.1057/s41262-018-0099-z

Piercy, N. F. (1995). Customer satisfaction and the internal market: marketing our customers to our employees. *Journal of Marketing practice: Applied marketing science*.

Piercy, N. F., Lane, N., & Cravens, D. W. (2002). A gender perspective on salesperson organisational citizenship behaviour, sales manager control strategy and sales unit effectiveness. *Women in Management Review*.

Pinho, J. C., Rodrigues, A. P., & Dibb, S. (2014). The role of corporate culture, market orientation and organisational commitment in organisational performance: the case of non-profit organisations. *Journal of management development*.

Pizam, A. & Shani, A. (2009). The nature of the hospitality industry: Present and future managers' perspectives, *Anatolia: An International Journal of Tourism and Hospitality Research*, 20(1), 134-150

Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, *885*(879), 10-1037.

Pomering, A. (2017), "Marketing for sustainability: extending the conceptualisation of the marketing mix to drive value for individuals and society at large", Australasian Marketing Journal (Amj), Vol. 25 No. 2, pp. 157-165

Ponterotto, J. G. (2005). Integrating qualitative research requirements into professional psychology training programs in North America: Rationale and curriculum model. *Qualitative Research in Psychology*, *2*(2), 97-116.

Pool, J. K., Khodadadi, M., & Kalati, E. A. (2017). Linking internal marketing orientation to balanced scorecard outcomes in small businesses: the case of travel agencies. *International Journal of Culture, Tourism and Hospitality Research*.

Pousa, C., Richards, D. A., & Trépanier, C. (2018). Managerial coaching of frontline employees: The moderating role of gender. *Human resource development quarterly*, *29*(3), 219-241.

Pousa, C., Richards, D. A., & Trépanier, C. (2018). Managerial coaching of frontline employees: The moderating role of gender. *Human resource development quarterly*, *29*(3), 219-241.

practice. England: Pearson.

Procter, C. T. (2019). *Pragmatic constructivism in Higher Education* (Doctoral dissertation, University of Salford).

Punjaisri, K., & Wilson, A. (2007). The role of internal branding in the delivery of employee brand promise. *Journal of Brand Management*, *15*(1), 57–70. https://doi.org/10.1057/palgrave.bm.2550110

Qaisar, F. S., & Muhamad, N. (2021). Internal marketing: a review and future research agenda. *Asia Pacific Business Review*, *27*(2), 267-300.

Qaisar, F. S., & Muhamad, N. (2021). Internal marketing: a review and future research agenda. *Asia Pacific Business Review*, *27*(2), 267-300.

Quaratino, L., & Mazzei, A. (2018). Managerial strategies to promote employee brand consistent behavior: The new frontier for brand building strategies. *EuroMed Journal of Business.*

Qureshi, M. I., Iftikhar, M., Abbas, S. G., Hassan, U., Khan, K., & Zaman, K. (2013). Relationship between job stress, workload, environment and employees turnover intentions: What we know, what should we know. *World Applied Sciences Journal*, *23*(6), 764-770.

Rafiq, M., & Ahmed, P. K. (1993). The scope of internal marketing: defining the boundary between marketing and human resource management. *Journal of marketing management*, *9*(3), 219-232.

Rafiq, M., & Ahmed, P. K. (2000). Advances in the internal marketing concept: definition, synthesis and extension. *Journal of services marketing*.

Ramdhani, A., Ramdhani, M. A., & Ainissyifa, H. (2017). Conceptual framework of corporate culture influenced on employees commitment to organisation. *International business management*, *11*(3), 826-830.

Randall, D. M. (1990). The consequences of organisational commitment: Methodological investigation. *Journal of organisational Behavior*, *11*(5), 361-378.

Reeves, S., Kuper, A., & Hodges, B. D. (2008). Qualitative research methodologies: ethnography. *Bmj*, *337*.

Rehman, M. A., Seth, D., & Shrivastava, R. L. (2016). Impact of green manufacturing practices on organisational performance in Indian context: an empirical study. *Journal of cleaner production*, *137*, 427-448.

Remenyi, D., & Sherwood-Smith, M. (1998). Business benefits from information systems through an active benefits realisation programme. *International Journal of Project Management*, *16*(2), 81-98.

Review, S. G., Oct, N., Norton, A. N. N., & Symanski, R. (1975). *The Internal Marketing Systems of Jamaica Author (s): Ann Norton and Richard Symanski THE INTERNAL MARKETING SYSTEMS OF JAMAICA* *. *65*(4), 461–475.

Roberts-Lombard, M., Burin, C., & Klopper, H. B. (2016). An internal marketing perspective within a recruitment service environment In South Africa. *Journal of Applied Business Research (JABR)*, *32*(1), 45-54.

Robson, C. (2002). *Real world research: A resource for social scientists and practitioner-researchers*. Wiley-Blackwell.

Rodriguez, J., & Walters, K. (2017). The importance of training and development in employee performance and evaluation. *World Wide Journal of Multidisciplinary Research and Development*, *3*(10), 206-212.

Rogers, D. (2016). *The digital transformation playbook*. Columbia University Press.

Royse, D. J. (2014, November). A global perspective on the high five: Agaricus, Pleurotus, Lentinula, Auricularia & Flammulina. In *Proceedings of the 8th International Conference on Mushroom Biology and Mushroom Products (ICMBMP8)* (Vol. 1, pp. 1-6).

Rui, K., Zhao, G., Chen, Y., Lin, Y., Zhou, Q., Chen, J., ... & Dou, S. X. (2018). Hybrid 2D dual-metal–organic frameworks for enhanced water oxidation catalysis. *Advanced*

Ruizalba, J. L., Bermúdez-González, G., Rodríguez-Molina, M. A., & Blanca, M. J. (2014). Internal market orientation: An empirical research in hotel sector. *International Journal of Hospitality Management*, *38*, 11–19. https://doi.org/10.1016/j.ijhm.2013.12.002

Ruiz-Palomo, D., León-Gómez, A., & García-Lopera, F. (2020). Disentangling organisational commitment in hospitality industry: The roles of empowerment, enrichment, satisfaction and gender. *International Journal of Hospitality Management*, *90*, 102637.

Rutter, R., Chalvatzis, K. J., Roper, S., & Lettice, F. (2018). Branding instead of product innovation: A study on the brand personalities of the uk's electricity market. *European Management Review*, *15*(2), 255–272. https://doi.org/10.1111/emre.12155

Safitria, R., Dob, B. R., & Irawantoc, D. W. (2017). Employer Brandıng on Brand Citizenship Behavior: Explorıng the Medıatıon of Brand-Person Fıt and Brand Commıtment.

Sale, J. E., Lohfeld, L. H., & Brazil, K. (2002). Revisiting the quantitative-qualitative debate: Implications for mixed-methods research. *Quality and quantity*, *36*(1), 43-53.

Salehzadeh, R., Jamkhaneh, H. B., & Doosti, S. (2019). The effects of internal marketing mix on performance in a healthcare context. *International Journal of Business Innovation and Research*, *18*(2), 167-186.

Salehzadeh, R., Pool, J. K., Tabaeeian, R. A., Amani, M., & Mortazavi, M. (2017). The impact of internal marketing and market orientation on performance: an empirical study in restaurant industry. *Measuring Business Excellence*.

Salehzadeh, R., Seddighi, M., & Ebrahimi, E. (2021). How to increase organisational learning and knowledge sharing through human resource management processes?. *International Journal of Process Management and Benchmarking*, *11*(3), 309-331.

Sandra Jeanquart Miles DBA, S. & G. M. P. (2014). A Conceptualization of the Employee Branding Process. *Journal of Relationship Marketing*, *2667*, 1–110. https://doi.org/10.1300/J366v03n02_05

Sanjeev, M. A. (2017). Impact of individual and employment variable on job satisfaction & turnover intention among sales and marketing professionals. *Procedia Computer Science*, *122*, 55-62.

Saunders, M. N., & Rojon, C. (2011). On the attributes of a critical literature review. *Coaching: An International Journal of Theory, Research and Practice*, *4*(2), 156-162.

Saunders, M., Lewis, P. & Thornhill, A. (2012). Research Methods for Business Students. 6th edition, Pearson Education Limited.

Saunders, M., Lewis, P. H. I. L. I. P., & Thornhill, A. D. R. I. A. N. (2007). Research methods. *Business Students 4th edition Pearson Education Limited, England*.

Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. Pearson education.

Schuler, R. S., & MacMillan, I. C. (1984). Gaining competitive advantage through human resource management practices. *Human resource management*, *23*(3), 241-255.

Schuler, R. S., & MacMillan, I. C. (1984). Gaining competitive advantage through human resource management practices. *Human resource management*, *23*(3), 241-255.

Schultz, D. E. (2004). Building an internal marketing management calculus. *Interactive marketing*, *6*(2), 111-129.

Schulz, S. A., Martin, T., & Meyer, H. M. (2017). Factors influencing organisation commitment: Internal marketing orientation, external marketing orientation, and subjective well-being. *Journal of Management Development*.

Seibert , S . E . , Silver , S . R . and Randolph , W . A . (2004) Taking empowerment to the next level: A multiple-level model of empowerment, performance and satisfaction . Academy of Management Journal 47 (3) : 332 – 349 .

Sekaran, & Bougie (2013). Research methods for business: A skill-building approach. 6th Edn., West Sussex, UK: John Wiley & Sons Ltd.

Selto, F. H., Renner, C. J., & Young, S. M. (1995). Assessing the organisational fit of a just-in-time manufacturing system: testing selection, interaction and systems models of contingency theory. *Accounting, Organisations and Society*, *20*(7-8), 665-684.

Sharma, S., Prakash, G., Kumar, A., Mussada, E. K., Antony, J., & Luthra, S. (2021). Analysing the relationship of adaption of green culture, innovation, green performance for achieving sustainability: Mediating role of employee commitment. *Journal of Cleaner Production*, *303*, 127039.

Sharpley, R. (2014). 1. Tourism: A Vehicle for Development? In *Tourism and development* (pp. 3-30). Channel View Publications.

Sherman, R. (2007). Class acts: Service and inequality in luxury hotels, University of

Shirom, A., Shechter Gilboa, S., Fried, Y., & Cooper, C. L. (2008). Gender, age and tenure as moderators of work-related stressors' relationships with job performance: A meta-analysis. *Human Relations*, *61*(10), 1371-1398.

Siegal, M., & Gardner, S. (2000). Contextual factors of psychological empowerment. Personnel Review, 29, 703–722

Silverman, D. (2013). *Doing qualitative research: A practical handbook*. Sage.

Simmons, J. P., Nelson, L. D., & Simonsohn, U. (2011). False-positive psychology: Undisclosed flexibility in data collection and analysis allows presenting anything as significant. *Psychological science*, *22*(11), 1359-1366.

Singh, P., Finn, D., & Goulet, L. (2004). Gender and job attitudes: a re-examination and extension. *Women in management review*.

Slater, S. F., Hult, G. T. M., & Olson, E. M. (2010). Factors influencing the relative importance of marketing strategy creativity and marketing strategy implementation effectiveness. *Industrial Marketing Management*, *39*(4), 551-559.

Sloan, L. (2017). Social science "lite"? Deriving demographic proxies. In *The SAGE handbook of social media research methods* (p. 90). London: Sage.

Snieder, R., & Larner, K. (2009). *The art of being a scientist: A guide for graduate students and their mentors*. Cambridge University Press.

Sobaih, A. E. E., & Hasanein, A. M. (2020). Herzberg's theory of motivation and job satisfaction: Does it work for hotel industry in developing countries?. Journal of Human Resources in Hospitality &Tourism,1-25 https://doi.org/10.1080/15332845.2020.1737768

Sofi, M. R., Bashir, I., Parry, M. A., & Dar, A. (2020). The effect of customer relationship management (CRM) dimensions on hotel customer's satisfaction in Kashmir. *International Journal of Tourism Cities*.

Sohrabi, B., Vanani, I. R., Tahmasebipur, K., & Fazli, S. (2012). An exploratory analysis of hotel selection factors: A comprehensive survey of Tehran hotels. *International Journal of Hospitality Management*, *31*(1), 96–106. https://doi.org/10.1016/j.ijhm.2011.06.002

Statista 2018 Total fuel consumption of commercial airlines worldwide between 2005 and 2018 (https://statista.com/statistics/655057/fuel-consumption-of-airlines-worldwide)

Steenkamp, J. B. E., & Baumgartner, H. (2000). On the use of structural equation models for marketing modeling. *International journal of research in marketing*, *17*(2-3), 195-202.

Steers, R. M., & Lee, T. W. (2017). Facilitating effective performance appraisals: The role of employee commitment and organisational climate. In *Performance measurement and theory* (pp. 75-93). Routledge.

Sturman, M. C. (2003). Searching for the inverted U-shaped relationship between time and performance: Meta-analyses of the experience/performance, tenure/performance, and age/performance relationships. *Journal of management*, *29*(5), 609-640.

Su, S., Baird, K., & Schoch, H. (2015). The moderating effect of organisational life cycle stages on the association between the interactive and diagnostic approaches to using controls with organisational performance. *Management Accounting Research*, *26*, 40-53.

Sundar, K. R., & Sapkal, R. S. (2019). Wage Disadvantage of Contract Workers in Indian Manufacturing Sector. *Indian Journal of Industrial Relations, 54*(3).

Swailes, S. (2002). Organisational commitment: a critique of the construct and measures. *International journal of management reviews*, *4*(2), 155-178.

Tansey, L., McHugh, E., & McGrath, E. (2004). The Role of Internal Marketing in the Motivation of High Contact Service Employees. *Galway: National University of Ireland*, 1-19.

Taştan, S. B., & Davoudi, S. M. M. (2020). Investigating the mediating role of job satisfaction on the relationship between internal marketing and job performance: a research within services industry. *Middle East Journal of Management*, *7*(5), 492-517.

Teo, S. T., Bentley, T., & Nguyen, D. (2020). Psychosocial work environment, work engagement, and employee commitment: A moderated, mediation model. *International Journal of Hospitality Management*, *88*, 102415.

Terglav, K., Konečnik Ruzzier, M., & Kaše, R. (2016). Internal branding process: Exploring the role of mediators in top management's leadership-commitment relationship. *International Journal of Hospitality Management*, *54*, 1–11. https://doi.org/10.1016/j.ijhm.2015.12.007

Tortosa, V., Moliner, M. A., & Sánchez, J. (2009). Internal market orientation and its influence on organisational performance. *European Journal of Marketing*, *43*(11), 1435–1456. https://doi.org/10.1108/03090560910989975

Tregoe, B. B., & Zimmerman, J. W. (1980). *Top management strategy: What it is and how to make it work*.

Triguero Sánchez, R., Peña Vinces, J. D. C., & Sánchez-Apellaniz García, M. (2016). To what extent does human capital diversity moderate the relationship between HRM practices and organisational performance: Evidence from Spanish firms. *Tourism and Management Studies, 12 (1), 181-187.*

Tripathi, A., Abdikamalov, A. B., Ayzenberg, D., Bambi, C., Grinberg, V., & Zhou, M. (2021). Testing the Kerr Black Hole Hypothesis with GX 339–4 by a Combined Analysis of Its Thermal Spectrum and Reflection Features. *The Astrophysical Journal*, *907*(1), 31.

Trochim, W. M. (2004). The Research Methods Knowledge Base (2nd ed.)

Tsai, W., & Ghoshal, S. (1998). Social capital and value creation: The role of intrafirm networks. *Academy of management Journal*, *41*(4), 464-476.

Tsai, Y., & Tang, T. W. (2008). How to improve service quality: Internal marketing as a determining factor. *Total Quality Management*, *19*(11), 1117-1126.

Tsiotas, D., Belias, D., & Niavis, S. (2020). Internal Marketing on the Tourism Sector: Examination of How the Staff Can Develop on Greek Hotels. *Strategic Innovative Marketing and Tourism*, 963-970.

Uddin, M. A., Mahmood, M., & Fan, L. (2019). Why individual employee engagement matters for team performance? Mediating effects of employee commitment and organisational citizenship behaviour. *Team Performance Management: An International Journal*.

Ukko, J., Nasiri, M., Saunila, M., & Rantala, T. (2019). Sustainability strategy as a moderator in the relationship between digital business strategy and financial performance. *Journal of Cleaner Production*, *236*, 117626.

Van Eeden, I., & Koekemoer, L. (2000, November). Current issues in the management of customer relationships. In *Southern African Institute of Management Scientists–12th Annual Conference* (pp. 20-29).

Van Vuuren, M., De Jong, M. D., & Seydel, E. R. (2007). Direct and indirect effects of supervisor communication on organizational commitment. *Corporate communications: An international journal.*

Vandenbosch, M. B. (1996). Confirmatory compositional approaches to the development of product spaces. *European Journal of Marketing*.

Varey, R. J. (1995). Internal marketing: a review and some interdisciplinary research challenges. *International Journal of Service Industry Management*.

Vieira-dos Santos, J., & Gonçalves, G. (2018). Organisational culture, internal marketing, and perceived organisational support in Portuguese higher education institutions. *Revista de psicologia del trabajo y de las organizaciones*, *34*(1), 38-41.

Wæraas, A., & Dahle, D. Y. (2020). When reputation management is people management: Implications for employee voice. *European Management Journal*, *38*(2), 277–287. https://doi.org/10.1016/j.emj.2019.08.010

Wang Y.S., Wu C.M. & Wang Y.H. (2009) Investigating the determinants and age and gender differences in the acceptance of mobile learning. *British Journal of Educational Technology* **40**, 92– 118.

Waris, R. G. (2005). *An examination of organisational culture, employee attitudes, and organisational citizenship behaviors: A path analysis approach*. University of Missouri-Kansas City.

Wayne, S. J., Liden, R. C., Graf, I. K., & Ferris, G. R. (1997). The role of upward influence tactics in human resource decisions. *Personnel Psychology*, *50*(4), 979-1006.

Weiner, B., Graham, S., & Chandler, C. (1982). Pity, anger, and guilt: An attributional analysis. *Personality and Social Psychology Bulletin*, *8*(2), 226-232.

Weinreich, P. (2009). 'Enculturation', not 'acculturation': Conceptualising and assessing identity processes in migrant communities. *International Journal of Intercultural Relations*, *33*(2), 124-139.

Welman, J. C., & Kruger, S. J. Mitchell.(2009). *Research methodology*, *3*.

Weston, R., & Gore Jr, P. A. (2006). A brief guide to structural equation modeling. *The counseling psychologist*, *34*(5), 719-751.

Wiles, R., Crow, G., & Pain, H. (2011). Innovation in qualitative research methods: A narrative review. *Qualitative research*, *11*(5), 587-604.

Wilkins, B. M., & Andersen, P. A. (1991). Gender differences and similarities in management communication: A meta-analysis. *Management Communication Quarterly*, *5*(1), 6-35.

Williams, P. A., Crespo, O., & Abu, M. (2020). Assessing vulnerability of horticultural smallholders' to climate variability in Ghana: Applying the livelihood vulnerability approach. *Environment, development and sustainability*, *22*(3), 2321-2342.

Xiong, L., So, K. K. F., Wu, L., & King, C. (2019). Speaking up because it's my brand: Examining employee brand psychological ownership and voice behavior in hospitality organisations. *International Journal of Hospitality Management*, *83*, 274-282.

Xuhua, H., Spio-Kwofie, A., Udimal, T. B., & Addai, M. (2018). Entrepreneurial innovation strategies; an option for small hotels' growth in Ghana. *Journal of Global Entrepreneurship Research*, *8*(1). https://doi.org/10.1186/s40497-018-0116-4

Yacoub, L., & ElHajjar, S. (2021). How do hotels in developing countries manage the impact of COVID-19? The case of Lebanese hotels. *International Journal of Contemporary Hospitality Management*.

Yang, J., Liu, Y., Chen, Y., & Pan, X. (2014). The effect of structural empowerment and organisational commitment on Chinese nurses' job satisfaction. *Applied Nursing Research*, *27*(3), 186-191.

Yao, T., Qiu, Q., & Wei, Y. (2019). Retaining hotel employees as internal customers: Effect of organisational commitment on attitudinal and behavioral loyalty of employees. *International Journal of Hospitality Management*, *76*(April 2018), 1–8. https://doi.org/10.1016/j.ijhm.2018.03.018

Ye, Y. F., Wang, Q., Lu, J., Liu, C. T., & Yang, Y. (2016). High-entropy alloy: challenges and prospects. *Materials Today*, *19*(6), 349-362.

Yildiz, S. M., & Kara, A. (2017). A unidimensional instrument for measuring internal marketing concept in the higher education sector: IM-11 scale. *Quality Assurance in Education*.

Yin, R. K. (2003). Design and methods. *Case study research*, *3*(9.2).

Yin, R. K. (2009). *Case study research: Design and methods* (Vol. 5). sage.

Yousef, D. A. (2003). Validating the dimensionality of Porter et al.'s measurement of organisational commitment in a non-Western culture setting. *The international journal of human resource management*, *14*(6), 1067-1079.

Yu, Q., Yen, D. A., Barnes, B. R., & Huang, Y. A. (2019). Enhancing firm performance through internal market orientation and employee organisational commitment. *International Journal of Human Resource Management*, *30*(6), 964–987. https://doi.org/10.1080/09585192.2017.1380059

YuSheng, K., & Ibrahim, M. (2020). Innovation capabilities, innovation types, and firm performance: evidence from the banking sector of Ghana. *SAGE Open*, *10*(2), 2158244020920892.

Yusuf, R. M. (2018). The effect of employee ability, hospital's ethic and leadership on job satisfaction through employee commitment: A study on an Indonesian Type A government hospital. *Journal of Management Development*.

Zajac, E. J. (1990). CEO selection, succession, compensation and firm performance: A theoretical integration and empirical analysis. *Strategic Management Journal*, *11*(3), 217-230.

Zboja, J. J., & Hartline, M. D. (2010). Using internal relationship marketing activities to enhance cross-selling performance in services. *Journal of Relationship Marketing*, *9*(3), 117-131.

Zhou, K. Z., Brown, J. R., & Dev, C. S. (2009). Market orientation, competitive advantage, and performance: A demand-based perspective. *Journal of Business Research*, *62*(11), 1063–1070. https://doi.org/10.1016/j.jbusres.2008.10.001

Zikmund, W. G., & Babin, B. J. (2009). Essentials of Marketing Research (Book Only). *South-Western Pubublication*.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2012). Business Research Methods (9th International ed.). *South-Western College Publishing*.

Zikmund, W. G., Carr, J. C., & Griffin, M. (2013). *Business Research Methods (Book Only)*. Cengage Learning.

Zikmund-Fisher, B. J., Hofer, T. P., Klamerus, M. L., & Kerr, E. A. (2009). First Things First. *The Patient: Patient-Centered Outcomes Research*, *2*(4), 221-231.

APPENDIX 1

QUESTIONNAIRE

Please take a few minutes to fill this questionnaire for a study on the moderating role of management support on internal marketing, employee commitment and organisational performance. The information provided will be solely used for academic purposes and confidentiality is fully assured.

SECTION A: General Information about Respondents

Age: Under 20 [ ] 21-30 [ ] 31-40 [ ] 41-50 Above 50 [ ]

Sex: Female [ ] Male [ ]

Educational Level: SHS [ ] Diploma [ ] Degree [ ] Postgraduate [ ] Others [ ]

How many years have you served with the hotel? Less than 2 [ ] 2-4 [ ] 4-6 [ ] 6-8 [ ] 8-10 [ ] More than 10 [ ]

What is your position at the hotel?

…………………………………………………………………………………………

(1) Receptionist (2) Waiter (3) Room service (4)Manager (5)Accountant

Section B:

Please indicate the extent to which you agree or disagree with the following statements regarding the brand you love as indicated in Section A. Tick the appropriate number on the Likert Scale of 1 to 5; where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

EMPOWERMENT	**1**	**2**	**3**	**4**	**5**
I am encouraged to take initiatives					
My hotel boosts my sense of self-competency					
My hotel believes in my ability to make sound decisions.					
PHYSICAL EVIDENCE	**1**	**2**	**3**	**4**	**5**
Our hotel has up-to-date equipment.					
The physical facilities of the organisation are visually appealing.					
We are well-dressed and appear neat.					
INTERNAL COMMUNICATIONS	**1**	**2**	**3**	**4**	**5**
My hotel communicates clearly and unambiguously with us					
My hotel has internal communication strategies					
My hotel has interactive communication channels					
My hotel encourages interpersonal communication					
EMPLOYEE DEVELOPMENT	**1**	**2**	**3**	**4**	**5**
Employees are constantly trained by the hotel.					

Learning is encouraged among employees by the hotel					
This hotel ensures training is linked to roles played by employees					
REWARD	**1**	**2**	**3**	**4**	**5**
Employees in my hotel are motivated to stay on the job					
Employees are retained through competitive salaries					
The hotel has comprehensive fringe benefit programmes					
Employees are not overloaded with work					
COMMITMENT	**1**	**2**	**3**	**4**	**5**
I am concerned about the hotel's future development.					
I believe I will have a bright future if I stay at this hotel					
I will share my knowledge with the hotel's new employees.					
I feel emotionally attached to this hotel					
Management support	**1**	**2**	**3**	**4**	**5**
The employee can easily balance their work and personal life in this organisation					
Managers encourage employees to set limits on where work stops, and home life begins					
Management provides resources need to work					
In this organisation, it is very hard to leave during the working day to take care of personal matters					
PERFORMANCE ***Last year our company showed much better performance across these indicators than the main competitors***	**1**	**2**	**3**	**4**	**5**
Financial performance					
Service quality					
Customer satisfaction					