

รูปแบบกลยุทธ์การสื่อสารการตลาดภายในที่มีประสิทธิภาพต่อความไว้วางใจของพนักงานต่อตราโรงแรม

The Effective Internal Marketing Communication Strategy Model for Employee's Trust in Hotel Brand

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บทคัดย่อ

การศึกษาวิจัยเรื่อง กลยุทธ์การสื่อสารการตลาดภายในที่มีประสิทธิภาพต่อความไว้วางใจของพนักงานในตราโรงแรม มีจุดประสงค์ (1) เพื่อศึกษาองค์ประกอบสำคัญของระบบการสื่อสารการตลาดภายใน ที่มีผลให้พนักงานเกิดความไว้วางใจต่อตราโรงแรม (2) เพื่อวิเคราะห์ความสัมพันธ์ของการสื่อสารการตลาดภายใน ที่มีผลให้พนักงานเกิดความไว้วางใจต่อตราโรงแรม (3) เพื่อกำหนดรูปแบบกลยุทธ์การสื่อสารการตลาดภายในที่มีประสิทธิภาพต่อโรงแรมในการสร้างให้พนักงานมีความไว้วางใจต่อตราโรงแรม กลุ่มตัวอย่างที่ใช้ศึกษา คือ พนักงานโรงแรมจำนวน 1,001 คนในจังหวัดเชียงใหม่ ซึ่งเป็นจังหวัดที่มีการขยายตัวของธุรกิจโรงแรมค่อนข้างสูง และเป็นจังหวัดที่มีอัตราการขยายตัวของนักท่องเที่ยวมากขึ้น การเก็บรวบรวมข้อมูลดำเนินการระหว่างเดือนตุลาคม - พฤศจิกายน 2555 สถิติที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่ การแจกแจงความถี่ ค่าร้อยละ ค่าสถิติไคสแควร์ และโมเดลสมการโครงสร้าง (Structural Equation Modeling) ผลการศึกษา พบว่า กลยุทธ์การสื่อสารการตลาดภายในมีความสัมพันธ์ในทางตรงและทางอ้อมต่อความไว้วางใจของพนักงาน ซึ่งมีอิทธิพลผ่านความเชื่อมั่นในความสามารถของตน โดยที่ผู้บริหารสามารถนำตัวแบบที่พัฒนานี้ประยุกต์ใช้สำหรับการพัฒนาโรงแรม ด้วยการเสริมสร้างให้พนักงานมีความไว้วางใจกับตราโรงแรมผ่านกลยุทธ์การสื่อสารการตลาดภายในร่วมกับการสร้างให้พนักงานมีความเชื่อมั่นในความสามารถของตน

คำสำคัญ: การสื่อสารการตลาดภายใน ความเชื่อมั่นในความสามารถของตน ความไว้วางใจ พนักงานโรงแรม

ABSTRACT

The objectives of this study were to (1) investigate the important elements of internal marketing communication system toward employee's trust on the hotel branding (2) analyze the relationship of internal marketing communication which have effects on the employees' trust on the hotel branding and (3) set up a strategic format for internal marketing communication which have effects on the hotel and build employees' trust on the hotel branding. The subjects were 1,001 hotel employees in Chiang Mai which is a city with the high expansion of hotel business as well as a city with the high growth rate of tourists. The period of study was from October to November 2012. The statistics used to analyze the data were frequency distribution, percentage, chi-square, and the structural equation model. The results show that internal marketing communication plays the

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significantly effect to employees' trust which suggested throughout self efficacy. The results of the study can be applied to develop the hotel and enhance the proficiency of marketing management by the entrepreneurs should first enhance employees' trust to the hotel brand by using the strategic internal marketing communication to build up employees' confidence.

Keywords: Internal marketing communication Self efficacy Trust Commitment Hotel employee

RESEARCH PROBLEM

Hotel business is an important foundation factor to support tourism growth and plays a role in developing northern economy. This can be seen in the third quarter of 2011 when the northern hotel business grew dramatically. There was also an increase in the room rates during the high season to suit the growth of both Thai and International tourists. This can be seen from the 11.6% growth of the number of passengers at the northern airports in the same period last year. The most growth was at Chiang Mai International Airport and Phitsanuloke Airports at 11.9% and 79.5% respectively. (Bank of Thailand, 2011) In addition, the number of hotel growth in Chiang Mai in 2011 shows that there were 447 hotels in all and this was an increase from year 2010 of 37 hotels. This number also shows an increase from year 2001 of 231 hotels. (Office of National Statistics, 2011)

There are two types of big and small hotel management in Chiang Mai. They are independent hotel and hotel chain. For the independent hotel, the owner runs the hotel by himself/herself. For the hotel chain, there are Thai chain hotel and international hotel chain. The latter is to administer all hotels together under similar or the same system. From 2007, more international chain hotel has expanded their its business in Thailand including Chiang Mai. The majority of the Thai owners are only the

investors and they let the international chain run the hotel. This is because they can not operate the hotels by themselves due to the more intense competition in all aspects. The international chain hotel uses its strong network marketing to strengthen its hotel and lure more tourists to stay in the hotel. For the independent hotel or the Thai chain hotel, it can be said that the network is not as strong as that of the international hotel chain. Majority of international tourists or overseas tour companies do not know the standard of each Thai hotel. As a result, they mostly choose to stay at the international chain hotels. This has effects on both Thai chain hotels and independent hotels for fear of the expansion of international chain hotels. Another concern is the oversupply of rooms in Chiang Mai. All these result Chiang Mai entrepreneurs to plan and adapt their hotels to be more international. This is a way to counterpart the influx of international chain hotel. (Thai hotels change to counterpart international chain hotel, 2008)

Therefore, the researcher was interested in studying the marketing units of Chiang Mai hotels which were run both by Thai chain hotel and independent hotels. The researcher focused on the effects on internal marketing communication on internal branding to strengthen the hotel through employees who play a role in bringing success or failure to the hotel. The researcher put an emphasis on employees' trust that can

motivate them to work more effectively. Moreover, the self-efficacy is a philosophy developed by Bandura (1997) believing that the factors which have effects on work proficiency depend on the acknowledgement of one's ability in that situation and one's own confidence as well as the prediction of the work outcome rather than relying on the past outcome (Moungmee et al., 2014). This means that the belief in one's ability is related to the efficiency in providing services to customers. Therefore, the researcher was interested in studying the importance of having confidence on one's own abilities, the communication system and trust to find out the relationship among these variables whether they have direct or indirect effects. Another goal was to summarize these variables' relationship to develop marketing strategy for each type of hotels and for entrepreneurs to operate their hotels efficiently by relying on their internal strength.

OBJECTIVES

(1) To investigate the important elements of internal marketing communication system toward employee's trust on the hotel branding.

(2) To analyze the relationship of internal marketing communication which have effects on the employees' trust on the hotel branding.

(3) To set up a strategic format for internal marketing communication which have effects on the hotel and build employees' trust on the hotel branding.

HYPOTHESES

H1: Internal marketing communication has causal relationship with employee's trust in hotel branding.

H2: Self-efficacy on service provision has causal relationship with employee's trust in hotel

branding.

H3: Internal marketing communication has causal relationship with employee's self-efficacy on service provision.

LITERATURE REVIEW

Internal marketing communication is the first thing that an organization must realize its importance to manage their internal branding permanently. (Zucker, 2002) The present organization management gives the importance on both external customers and internal customers or employees, as well as the internal communication system to let the outsiders know the same information as what the employees understand. (Dolphin, 2005)

Hotel business and service provision are inseparable. The hotel that serves customers to their satisfaction will have better impacts on their organization than that which does not respond to customers' needs. To provide good services, the hotel should consist of ready facilities, devices and technology as well as a communication system to mobilize strategy and all internal and external administrating activities to reach the goals. However, for the hotel to progress and advance quickly, there should be a foundation of effective internal communication system and have employees as important assets to operate the whole operation. For a hotel which is unable to administer the communication among employees in the same direction, the administrating pattern leading to customers will be different and will eventually have negative impacts on the hotel. (Proctor & Doukakis, 2003)

Moreover, trust relationships are built over years. Commitment and loyalty are trust based relationship. (Baruch, 1998) When employees have trust on their brand of the hotel, they

usually have commitment and this brand trust becomes part of their personality and how they live their life (Patcharapinyopong et al., 2013). These results in the promise from the hotel extended to its employees. In addition, the results of Judge & Bono's study (2001) indicate the importance of having self- efficacy, internal locus of control and self-esteem. These factors play important roles on work results. Bandura (1988) believes that having one's own self-efficacy is essential and will have effects on his/her work. Two workers may have the same ability but may have different ways of showing their abilities and in different quality levels. The important part is that each employee may work to show his/her own abilities differently in different situations. This shows that one's own ability is flexible and can be adapted according to the circumstances. Therefore, what can be an indicator for each efficient work and how employees perform the work mean the understanding of employees own abilities upon each situation. For example, if an employee understands one work and has confidence in his/her own ability, he/she will best show what he/she can do with attempts and never gives up until the task is accomplished.

METHODOLOGY

Population and Samples

The population and samples for this study were employees working in the Thai chain hotel and independent hotels in Chiang Mai. The researcher divided the subjects into two groups. The first group which the researcher had in-depth interviews were 6 executives working in both kinds of hotels. The second group was given questionnaires and there were 1,001 employees in each division working in both Thai hotel chain and independent hotels in Chiang Mai. The total

number of the whole subjects was 1,001 people. This sample was appropriate for using in this research as it was in accordance with Tabachnick's and Fidell's philosophy (1996). They state that to set the appropriate sample size to be used with the confirmatory factor analysis (CFA) and structural equation modeling (SEM), the number should be from 100-200. When a researcher would like to have more confidence in the study, the sample size should be around 300. This is in accordance with Hair et al., (2006) who used the ratio of the population and sample size of at least 10-20 times of the variables. For this research, the researcher set the population and sample size at 15 times and there were 57 items on the questionnaires. Therefore, the number of the population and sample size was at least $(15 \times 57) = 855$ samples.

Research Methods

This research used the combination of quantitative and qualitative research by starting on literature review of relevant studies as well as interviews on hotel executives to gather data before using it for writing questionnaires items. After that, the outline of the questionnaires was tested for their validity, and IOC (Index of item objective congruence) which their values should be higher than 0.5. Another test was to test its reliability which should be higher than 0.7. (Kanlaya Wanichbancha, 2006). Then, 40 questionnaires were used as pre-test before they were used to collect data from October to November, 2012.

The data analysis for this research was SPSS for window and AMOS program. The statistics were frequency, percentage, mean, standard deviation. The utilized analysis was confirmatory factor analysis (CFA) and structural equation modeling (SEM).

RESULTS

For the analysis on internal marketing communication within the hotels, the self-efficacy, the trust on the hotel branding, it was found that the employees from independent hotels had high level of satisfaction (at $\bar{X} = 3.53$) on the overall image of the management of information through hotel channels in distributing information. For the acknowledgement and understanding the hotel marketing information, the level of satisfaction was high (at $\bar{X} = 3.88$). For the communication climate about the relationship among employees, the satisfaction was on a high level (at $\bar{X} = 4.02$). The quality and the reliability of the information were at a high level (at $\bar{X} = 3.97$). For the motivation to work, the satisfaction was at a high level (at $\bar{X} = 3.85$) and the same is true for the employees' opinions on the overall aspect of their own self-efficacy at $\bar{X} = 4.01$. The trust on the hotel branding was at high levels of $\bar{X} = 3.92$.

For the analysis on Thai chain hotel, it was found that the employees had opinions on overall communication system of the hotel, managing information, and channels that hotels used to communicate with employees at high levels ($\bar{X} = 3.84$). For the acknowledgement and understanding the hotel marketing information, the satisfaction was at a high level ($\bar{X} = 4.00$). For the communication climate about the relationship among employees, the level was high ($\bar{X} = 4.02$). The quality and the reliability of the information were at a high level ($\bar{X} = 4.10$). For the motivation to work, the satisfaction was high at ($\bar{X} = 3.96$) and the same is true for the employees' opinions on the overall aspect of their own self-efficacy at $\bar{X} = 3.94$. The trust on the hotel branding was high at $\bar{X} = 3.53$.

When the multicollinearity was tested for the relationship among the independent variables like internal marketing communication, self-efficacy

and trust on hotel branding in this study, it was found that all these independent variables did not show high relationship ($r < 0.80$) which did not cause multicollinearity. This made all the variables used in this study appropriate for analyzing the methods of internal marketing communication to build trust to hotel branding.

For the results of the analysis to test the validity in each elements of strategy of internal marketing communication enhancing trust on hotel branding by analyzing on confirmatory factor analysis (CFA), there was a validity due to factor loading value was higher than 0.30. (Grid Rangsunogon, 2010). The results show that for the factors to test internal marketing communication, the acknowledgment and understanding of information on hotel marketing, the motivation to work, the relationship among employees, the quality and the reliability of the information, the factor loading were at 0.887, 0.552, 0.521, 0.361, and 0.354 respectively.

For the test on self-efficacy, the experiences from observing other successes, the verbal motivation, the experiences of their own successes and emotional stimulation, the factor loading were at 0.634, 0.581, 0.528, and 0.513 respectively.

For the test on employees' trust, the trust on each employees' personality, the trust on employees' abilities to work, the trust on providing services to hotel guests, and trust in third-party, the factor loading were at 0.652, 0.501, 0.471, and 0.371 respectively.

For the results of the analysis on structural equation model analysis (SEM), strategy on internal marketing communication to build trust on hotel branding, it was found that they were in accordance with the evident data. From the overall concordance of the model, it shows that the chi-square test had no statistics significance at 0.05 ($P = 0.102; \geq 0.05$) which was within the set

criteria at more or equal to 0.90. This shows that all indexes like Goodness of Fit Index: GFI = 0.986, Adjust Goodness of Fit Index: AGFI = 0.979, Normal Fit Index: NFI = 0.901, Incremental Fit index: IFI = 0.969, Comparative Fit Index: CFI = 0.968 were within the criteria. For the indexes which were set lower than 0.05, it was found that the Root Mean Square Residual: RMR = 0.010 and Root Mean Square Error of Approximation: RMSEA = 0.013 which also were within the criteria. In addition, the index of chi-square comparing the tested model and the independent model with the saturates model: CMIN/df had the value of 1.180 which was lower than 2.

The study set the hypothesis to study the cause relationship among internal marketing communication, self-efficacy, trust on hotel branding. The results prove the hypothesis as it can be tested by writing the following structure equation model analysis:

Self efficacy = 0.180*Internal marketing communication; $R^2 = 0.733$

Trust = 0.074* Internal marketing communication + 0.544* Self efficacy ; $R^2 = 0.791$

This means that the developed model had an ability to predict at a high level and is accepted due to the value of squared multiple correlation is equal to 0.791 or 79% and this is higher than 40% (Saris & Strenkhost, 1984).

In this study, hypotheses were set to study the casual relationship between internal marketing communication, self-efficacy and trust to hotel branding. The results revealed that all hypotheses were accepted.

CONCLUSIONS, DISCUSSION AND RECOMMENDATIONS

The results of the study, it can be concluded that the internal marketing communication of the

hotel had direct and indirect positive relationship on hotel employees' trust on hotel branding through their self-efficacy (Figure 1). The aforementioned results are in accordance with Punjaisri & Wilson's study (2007) which states that the internal communication system and the training are factors which have effects on employees' attitudes and behaviors. In fact, the internal communication is more important and has more effects on employees' attitudes and behaviors than training the employees to improve their work. In addition, the employees' better work performances are the results of their positive attitudes on hotel branding from the brand identification, brand loyalty, and brand commitment through the process of building effective internal communication and in accordance with Buchner's study (2008) the results show that the employees received information and had effective communication as well as supports on ideas which will help employees have trust. Ford's study (1996) which proves that when an organization lacks an efficient communication, the employees are likely to experience disappointment or feel unsatisfied and have negative emotion. Also, the findings from the in-depth interview showed that the hotel should consist of ready facilities, devices and technology as well as a communication system to mobilize strategy and to enhance employees' trust to the hotel service performance. All these result in lack of self-efficacy among employees and reduce the positive and creative behaviors. When an organization wants to build confidence on employees' self-efficacy, it has to develop relationship among employees as well as create good working atmosphere.

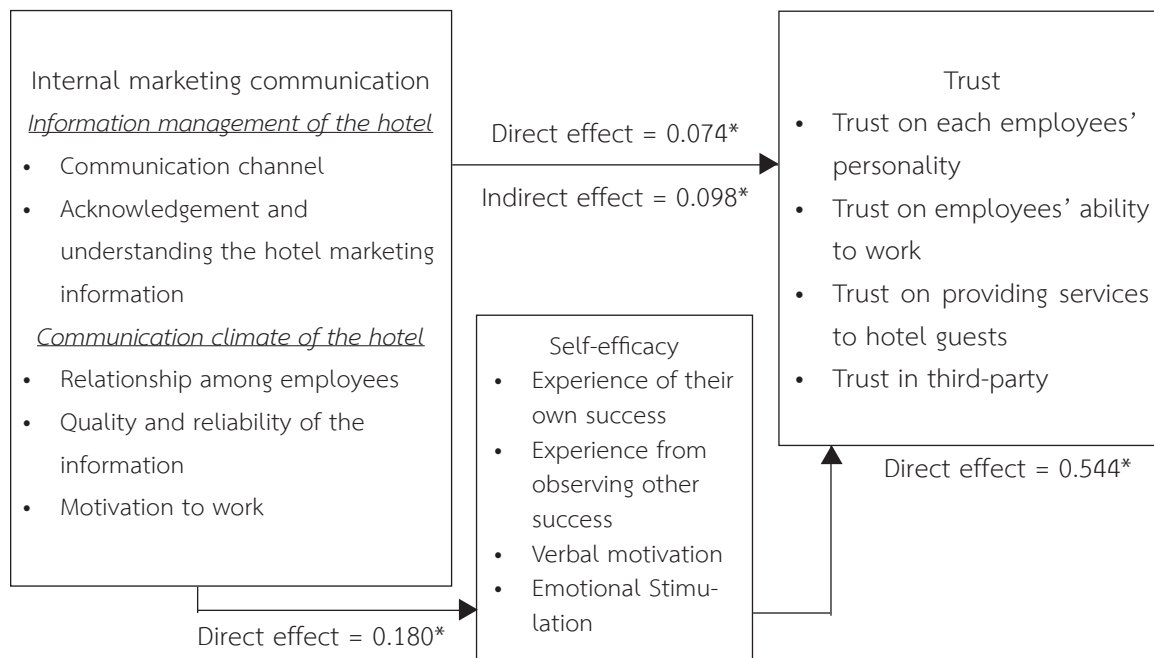


Figure 1: Model of relationship of strategic internal marketing communication enhancing employee’s trust for hotel branding

The results of the study can be adapted to improve the hotel and to increase the hotel efficiency in marketing administration. The researcher has presented guidelines to improve the hotel by the executives or the entrepreneurs who first have to enhance trust among employees on the hotel branding. They can gain this by using strategy on internal marketing communication as well as enhance employees’ confidence on their self-efficacy. For the recommendation of future research on the sample group, there

should be a comparison on international chain hotel that plays more roles and have big impacts on independent hotel as well as Thai chain hotel businesses. Moreover, there should be more in-depth interviews on employees for each type of hotels. In addition, the factors on population like level of education, level of income per month and the size of different hotel types such as small hotel, medium size hotel, and big hotel should be used for analyzing and comparing among all different hotels.

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