



## A Research on Internal Marketing and Motivation: Impact of Training and Development Programs on Motivation of Sales Employees in Tourism Sector\*

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### Keywords

Internal marketing, training and development programs, sales employee motivation.

### Abstract

The purpose of this paper is to understand the affect of training and development programs on motivation of employees in tourism sector. Participating of sales employees in training and development programs have important role to sales employees as being internal customers for the increase of sales employees motivation in services sector. In line with the aim, this study examines the sales employee evaluation of training and development programs in tourism sector with the blend of secondary and primary data which was collected by face to face and drop-collect techniques applied to sales employees working in the hotels in Adana, Turkey. Statistical analyses of data indicate that there is positive relationship between the training and development programs and sales employee's motivation. The study concludes that training and development programs have positive impact on motivation of sales employees in tourism sector. The results are strongly based on the literature review.

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## İçsel Pazarlama ve Motivasyon Üzerine Bir Araştırma: Turizm Sektörü Satış Elemanlarının Motivasyonuna Eğitim ve Geliştirme Programlarının Etkisi\*

### Anahtar Kelimeler

İçsel Pazarlama, Eğitim ve Geliştirme Programları, Satış Elemanı Motivasyonu.

### Özet

Bu çalışmanın amacı turizm sektöründe çalışan satış elemanlarına uygulanan eğitim ve geliştirme programlarının motivasyonları üzerindeki etkisini anlamaktır. Satış elemanlarının eğitim ve geliştirme programlarına dahil edilmesi, hem onların kendilerini içsel müşteri olarak görmeleri hem de motivasyonları açısından önemlidir. Bu çalışmada birincil ve ikincil veriler kullanılmıştır. Veriler yüzyüze görüşme ve derleme şeklinde bir araya getirilmiştir. Veriler Adana'da otellerde çalışan satış elemanları üzerinde uygulanmıştır. Analiz sonuçlarına göre satış elemanlarının motivasyonu ile eğitim ve geliştirme çabaları arasında pozitif yönlü bir ilişki olduğu ortaya çıkmıştır. Çalışmanın sonuçları literatürle benzerlik göstermektedir. Turizm sektöründe çalışan satış elemanlarının motivasyonları ile eğitim ve geliştirme çabaları arasında pozitif yönlü bir ilişki olduğu belirlenmiştir.

### Makale Geçmişi

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## 1. Giriş

Training and development strategy of a firm shapes the motivational level of training and development programs offered by the firm or any organization. The firm should understand the role that training and development programs plays in the long-term performance of the firm. There are many causal factors including changing customer needs, human resources, corporate strategy and competitive strategy, level of technology, etc. in field of business. Preparation and placement of successful candidates according to these factors on the jobs to perform their duties effectively is a requirement for the employees. This means that training and development is vital.

The main aim of training and development program can be stated as to acquire and improve knowledge, skills and attitudes towards job related tasks. Employee training and development programs have a basic role in increasing employee motivation in the service organizations since there is a significant relation between internal service quality and external service quality (Heskett et al., 1994: 164-174). Sustainable training and development programs may also increase the business performance in the organizations where production depends on employee service production capability. So, it can be seen as a key factor in achieving organizational goals. Training and development programs help increase employee motivation, satisfaction and retention particularly for employees working in the frontline by providing the knowledge and skills employees need.

The aims of this study are to understand whether (a) there is a relationship between the training and development programs and sales employee's motivation, (b) training and development programs have positive impact on motivation of sales employees in tourism sector. The results may be helpful in increasing the competitive advantages of businesses in the long run.

## 2. Training, Development and Motivation

The term "training" indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs (Aswathappa, 2000). It can successfully be used in updating old talents and developing new ones. Alongside its four objectives, namely; individual, organizational, functional, and social, its principal objective is to assure the availability of a skilled and willing workforce to the organization (Kulkarni, 2013). Specific objectives contributing to both employee and organizational effectiveness are met by employee development programs. The aim of training and development is to develop competences such as technical, human, conceptual and managerial for the improvement of both individual and organization growth (Obisi and Chris, 1996). Training and development help an organisation in optimising the utilisation of human resources, which further helps employees to achieve organizational goals, as well as their individual goals (Ghosh et al., 2011: 248).

Potential differences between training and development programs and their overall regarding within the literature have been summarized in Table 1.

**Table 1.** Training and development in contrast

<b>Practical differences</b>		
	<b>Training</b>	<b>Development</b>
Overall aim	Aim is to improve effectiveness in current role, typically seen as provided by the organisation	Aim is to improve longer-term effectiveness, personal element, typically initiated by individual
Focus	Performance of the task or specific job role	General individual progress, professionally and personally
Objectives	Job-specific fixed-term orientation	Future-directed, long-term, usually career-related; can be aligned with organisational objectives
Time span	Can vary greatly in length, style of delivery and content; traditionally often delivered as classroom-type instruction which is “stand-alone” and “one-off”	Should be ongoing; even one-off events such as development centres should be linked in with overall development strategy
<b>Theoretical and conceptual differences</b>		
Theoretical underpinning	Rooted in learning theory and cognitive psychology, acknowledging interplay between individual characteristics and organisational requirements. Research on training evaluation and effectiveness, in particular factors that may impact on motivation	Diverse roots, from management development and organisational strategy. Ranges from managerial competence to models of factors influencing participants
Learning	Learning through instruction and skill acquisition	Learning through feedback and selfreflection
Individual differences and motivation	Research centres on training motivation; this construct encompassing a number of malleable variables such as selfefficacy	Individual differences have been considered explicitly in models explaining participation in development activities which are rooted in social psychological constructs such as social exchange theory and theory of planned behaviour

**Source:** McDowall and Saunders, 2010: 611.

Practical differences emphasise how training is a focused and time-framed activity with clear organisational focus whilst development is open-ended and long-term; the role of managerial support being important for each activity (McDowall and Saunders, 2010: 610).

Motivation is a force that enables an individual to act in the direction of a particular objective. Well-motivated people engage in discretionary behaviour. In

the majority of roles, there is scope for individuals to decide how much effort to exert (Armstrong, 2006: 317-318). Such people may be self-motivated, and as long as this is provided, it means they are going in the right direction to attain what they are there to achieve and this is the best form of motivation.

The motivation which can be significantly enhanced by training and development programs has an important role in influencing the employees to accomplish individual as well as the organizational goals. It is a voluntary use of high-level self-regulated learning strategies, such as paying attention, connection, planning, and monitoring (Turner, 1995). It represents those psychological processes that cause the arousal, direction and persistence of voluntary actions closely related to the goal (Kreitner and Kinicki, 2004). It involves psychological processes that culminate in an individual's desire and intentions to act in a specific way. It is generally defined as a series of energizing forces originating both within and beyond an individual's self while working (Herselman, 2001). The nature, intensity and duration of a person's work behaviour is determined by such forces and thus influence their productivity and performance. Also, motivation helps in supporting employees and encourages them to work hard and accept the training and development programs to improve their capabilities to ensure developing their skills, and to understand the required work environment and surrounded circumstances. On the other hand, these practices will also help in understanding the need of information technology and how to use it, which helps in improving the quality of internal service by implementing a support system (ELSamen and Alshurideh, 2012).

### **3. Internal Marketing Concept**

In the mid 1970s, the concept of internal marketing was firstly suggested as a method to obtain consistent service quality-a great problem in the services marketing.

Basic premise of the concept was "to have satisfied customers, the firm must also have satisfied employees" and that this could be best achieved by treating employees as customers, i.e. by applying the principles of marketing to job design and employee motivation (Pervaiz and Rafiq, 2002).

The concept broadly means attracting, developing, motivating, and retaining qualified employees through job-products satisfying their requirements. It is the philosophy of behaving employees as customers (Berry and Parasuraman, 1991). This term emerged out of the notion saying that employees make an internal market in the organization and this market needs training, teaching and motivating workers to satisfy needs and expectations of external customers (Aburoub et al., 2011). It is any form of marketing inside an organization focusing staff attention on the internal acts that need to be changed with an intention to enhance external market performance and employees are encouraged to become highly motivated players in the corporate's strategy (Ballantyne et al, 1995; Lehu, 2012). One of the main aims of IM (Smith, 2011) is to develop an internal customer service orientation inside the organization and hence an IM approach provides opportunities to focus marketing concepts and methods on internal organizational audiences. Fisk et al. 1993 stated that the IM concept consists of two basic ideas,

and origins of both ideas came to the surface in the early services literature (Fisk et al. 1993: 82): The first idea is that everyone in the organization has a customer, so everyone in the organization has someone whom he or she must serve (Fisk, 1993). The second idea is that internal customers must be sold on the service and happy in their jobs before they can effectively serve the final customer. Dunne and Barnes describe how an IM program should create four highly related elements: motivation of employee, job satisfaction, job involvement and organization loyalty (Dunne and Barnes 2000).

The essential elements of internal marketing can be described as employee motivation and satisfaction, customer orientation and satisfaction, inter-functional co-ordination and integration, and implementation of specific corporate or functional strategies (Rafiq and Ahmed 2000). Five aspects of internal marketing: training, administrative support, internal communication, external communication, human resources management, communication and training and development have been identified by Change and Change (Change and Change, 2007).

Ways of knowledge creation and sharing like training and development play a key role in reducing role ambiguity, increasing self-efficacy, building relationships and reducing perceived fences to new conducts (Schneider and Bowen 1985). Training, development and education undertake numerous essential functions in the delivery of high-quality services and is typically a main element of an IM approach (Berry, L.L. and Parasuraman, 1992; Foreman and Money, 1995; Grönroos, 1990). Excellent key elements of internal marketing service sector can be explained as training programs, performance incentives and vision (Tsai and Tang, 2008). Virtually all definitions of internal marketing practices put emphasis on the importance of training since frontline employees need the necessary knowledge and ability to perceive and cope with problems and to ensure superior-quality goods and services (Pfeffer, 1998).

#### **4. Literature Review**

Training has contributions towards developing an employee socially, intellectually and mentally, which is very essential in facilitating the level of productivity as well as the personnel development in an organization (Oatey, 1970). That training and development target at developing competences such as technical, human, conceptual and managerial for the development of personal and organization growth is expressed by Oribabor (2000). Campbell and Kuncel (2001) and Wright and Boswell (2002) suggested that application of training has positive impacts on not only individual performance of employees but also organizational performance. Usefulness of training program is achieved only if the trainee can practice the conceptual knowledge which is learned in training programs in real job circumstances (Bates et al. 2010). In a research on the employees of the banks and institute employees Khan (2012) and Khan et al. (2011) have concluded the positive effects of training on the employee performances. In his study on employees having low level of education in five companies in South Africa, Naong (2014) came to a conclusion that employees participating more in training and development programs are motivated more than those participating less in such programs. In a study on a commercial bank in Jordan, Al-Hawary et al. (2013) investigated the influence of internal marketing in its four aspects; namely,

training and development, motivation, communication and empowerment on Job satisfaction and found that training and motivation has been positively related to employee's job satisfaction.

## **5. Methodology**

### **5.1. Development of Hypotheses**

We argue in the light of the literature that training and development increase the motivation of employee and propose the following hypotheses:

H1: There is a relationship between training and development programs and motivation of sales employees.

H2: Training and development programs affect the motivation of sales employees.

### **5.2. Research Goal**

The primary focus of this study is to identify the effect of training and development on motivation of sales employee. To measure the relationship and identify the impact of training and development on sales employee's motivation, some statistical tools or techniques like correlation and regression analysis are applied on the data.

### **5.3. Data Collection**

Questionnaire which is the primary source for data collection is used as an instrument in this study. The population of the current study was selected from 5 hotels located in Adana, Turkey and using training programs for their employees. Respondents consist of 140 employees working or having previously worked at sales departments in the hotels. The survey collected data by using convenience sampling method and, this data was obtained from 140 usable questionnaires in October 2016. Firstly, a questionnaire and principal data collection instrument including various types of questions was designed. Subsequently, a pilot study was also conducted with sample representing the targeted population. Consequently, the questionnaire was conducted with aforementioned employees.

### **5.4. Measures**

24 propositions which are related to evaluate the training and development program and 20 propositions which are related to determine the motivation levels on a five-point Likert type ordinal scale (1=strongly disagree and 5=strongly agree) comprises the questionnaire. The scale which is related to evaluate the training and development program consists of four levels, i.e; reaction, learning, behaviour, results. The scale is based on a model developed by Kirkpatrick in 1959 and later used by Naong 2009 (Kirkpatrick and Kirkpatrick, 2013; Naong, 2014). This model has been cited by many scientific studies later and has been a model preferred in related studies Eroğlu 2006, Lopes 2006 , Kırçı 2007 , Şen 2010, Göllü and Kayı 2014 and Güllü 2015 have used the scale to determine the level of motivation (Eroğlu, 2006; Lopez, 2006; Kırçı, 2007; Şen, 2010; Göllü and Kayı, 2014; Güllü, 2015, Güllü et al., 2016). The propositions which are related to determine the motivation levels were created through the scale development process for reliable and valid measurement (Gerbing and Anderson, 1988; Hinkin,

1995; Hinkin et al., 1997; DeVillis, 2014) Cronbach's alpha reliability coefficient was calculated as 0.796 for motivation and 0.981 for training and development program and reliable scales were found for the scales.

The questionnaire was applied by face to face and drop-collect techniques. Once the data was collected, the following analyses have been conducted: (a) In the first place, reliability statistics analysis was carried out to find out whether the data is reliable or not, (b) Correlation is the statistical technique which is applied on data to gauge the relationship between the "training and development" and "motivation", (c) Regression is the statistical technique applied on data to measure the impact of "training and development" on "motivation" in the organization. The results of the primary data and the discussions based on the above mentioned analyses are given in the section below.

## 6. Results and Discussion

Characteristics of the participants would be summarized as follows: There are 140 sales employees who participated in the survey. Percentage of employees who participated in training and development programs at the business is 66% during last one year. At the same time, Percentage of employees who participated in training and development programs are 32% (once), 53% (twice) and 10% (three times) during last three years. While 61% of the employees participating in the survey is male, 39% of them is female. It is also observed that 52% of the participants consists of singles and 48% of the participants consists of married. 35% of the participants have university degree, 42% of the participants have high school degree and 22% of the participants are secondary school degree. The education field of 61% of participants is out of tourism.

### 6.1. Pearson Correlation Analysis

There is one hypothesis that is being tested by using Pearson Correlation. The analysis investigates the correlation between the training and development programs and motivation.

H1: There is a relationship between training and development programs and motivation of sales employees.

**Table 2:** The correlation between the training and development programs and motivation.

		<b>Training and Development Programs</b>	<b>Motivation</b>
<b>Training and Development Programs</b>	Pearson Correlation	1	,669*
	Sig. (2-tailed)		,000
	n	140	140
<b>Motivation</b>	Pearson Correlation	,669*	1
	Sig. (2-tailed)	,000	
	n	140	140

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

According to the calculated values, training and development programs has positive correlation with motivation; that is: 0,669 (Table 2). It is concluded that if sales employees are adequately provided with training and development, their motivation is increased as proven by primary data. Training and development has

a positive effect on motivation. Based on Pearson Correlation, the values of relation between training and development programs and motivation in this study are more than 0,60 indicating that correlations between each of variables are high. The relationship is found positive and training and development programs further increases the motivation of employees. There is a direct relationship between employee's training and development and motivation. Hence, the hypothesis H1 is accepted.

## 6.2. Regression Statistics Analysis

There is one hypothesis that is being tested by using regression analysis. The analysis investigates effect of training and development programs on motivation of sales employees.

H2: Training and development programs affect the motivation of sales employees

**Table 3:** The effect of training and development programs on motivation of sales employees

Independent Variable:	Dependent Variable: Motivation of Sales Employees					
	R	R2	F	$\beta$	t	Sig.
Training and Development Programs	,669	,447	111,553	,669	10,562	,000

P<= 0,05

Table 3 provides a summary output about regression statistics. According to the calculated values, R has a value of 0,669 and R square has 0,447 accordingly. The value of F is 111,553. The value of R indicates that there is a positive relationship between the training and development programs and motivation of sales employees.

The value of R square says that 44,7 % of total variation in motivation of employees is explained by training and development programs. Model explains that 44,7% variation is explained by the given variables and the rest of variance is explained by the other factors or variables which are not included in this model. In other words, we say that the remaining variance is unexplained. Therefore, hypothesis H2 is accepted.

**Table 4:** Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	1,137	,271		
1 Training and Development Programs	,725	,069	,669	10,562	,000

a. Dependent Variable: Motivation

Table 4 shows the beta values for variables and constant in the model. The value of beta is 1,137 for training and development programs which is independent variables. The value of beta basically says the expected change or increase in dependent variable for change or increase of 1 unit increase in independent variable. It means that the variable of training and development programs contributes towards the motivation of sales employees positively (negative beta

value is not found). The effect of training and development programs is positive on motivation of sales employees in the organizations.

The research model is formulated as  $Y = a + \rho_1 X_1$  and it is developed as  $Y = 1,137 + 0,725X_1$ , where  $Y$  denotes motivation of employees,  $X_1$  denotes training and development programs,  $a$  denotes the constant value in the model.

## **7. Conclusion**

This research is conducted to identify the effect of training and development programs on the motivation of sales employees in tourism sector. The study found that training and development programs influence motivation of sales employees in the organizations. The relationship of independent variables with dependent variables is also examined. There is a positive relationship between the training and development programs and sales employee's motivation. An increase in independent variable will cause increase in motivation. The results show that training and development programs have positive impact on motivation of sales employees in tourism sector. The research concludes that if any organization has good training and development programs for employees, it can enhance the motivation of sales employees as well as of organization itself. All the organizations that want to enhance their employee motivation should focus on training and development and motivation of employees to achieve higher performance levels in organization. Results of the study also conclude that hotels having good training and development programs for employees can improve the motivation of sales employees. Besides, results of the study are strongly based on the literature review. Comparison of the results of the research done in different samples will be useful. Results are valid within the specified research limits, so it is impossible to generalize the consequences. Other studies should be done on a larger scope to compare this study with what is happening across the nation.

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