



The consequences of internal marketing activities on emotional labor in tourism industry

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Abstract

In today's globalized business environments the road to survival and success is through customer satisfaction. Particularly for the service companies, employees are also required to show emotional labor in the service delivery in addition to their physical performance based on the fact that customer satisfaction is directly related to the emotions displayed by employees. Canalizing employees to perform emotional labor is an important issue. Here, the internal marketing practices emerge as a managerial tool. Accordingly employees perceptions towards internal marketing practices that are considered to have important consequences on companies, and the way internal marketing practices affect employees 'emotional labor behavior are the matters of concern. The purpose of this study is to examine how internal marketing activities in tourism enterprises affect the behavior of emotional labor of the staff working in tourism enterprises. In this study, the effects of internal marketing activities on to the behavior of emotional labor of employees were examined. The survey was conducted on 136 employees working in hotel businesses operating in the Kocaeli province tourism sector and the hypotheses developed to investigate whether the internal marketing policies applied by hotel operators affect the behavior of emotional labor and the hypotheses developed for this purpose were tested with structural equation model as the SmartPLS 2.0. The literature of the study as conceptually has been extensively reviewed and after the analysis the findings of the research have been interpreted according to the literature. Findings show that internal marketing practices are positively and significantly related to surface acting and deep acting. Moreover, findings do not provide any empirical evidence to support the direct relationship between internal marketing practices and emotional mismatch. In addition to that, in the study some issues such as the importance of emotional labor for tourism enterprises and the relationship between the practices of internal marketing and emotional labor are discussed and suggested

Keywords: Internal marketing; emotional labor; tourism businesses; hotel employees; emotional labor dimensions.

1. Introduction

Today's organizations operate in a more dynamic, ambiguous and challenging business environment than ever. One of the most significant characteristics that dominates this environment is continuous changes and alterations that happen in the social and cultural, political, economical, technological and international conditions. Environmental dynamics and increasing competition lead organizations to become more competitive and to be sensitive about customer satisfaction.

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The customer satisfaction is dependent upon a variety of factors such as effective Customer Relationships Management (CRM), service quality and internal marketing (Javadein, Rayej, Estiri and Ghorbani, 2011: 364). 'Internal marketing' concept, expressing an approach of considering the employees as internal customers, is aimed to increase 'the internal customer' satisfaction, and indirectly increase the quality of goods and services (Kocaman, Durna ve İnal, 2013: 21).

According to internal marketing approach "to have satisfied customers, the firm must also have satisfied employees" (Rafiq and Ahmed, 1993: 220). The term internal marketing, represents a new perspective towards employees as internal customers, with an aim to match the needs and wants of these internal customers with the organizational goals (Çoban and Perçin, 2011: 202). According to this marketing concept, the primary market of an organization is the employees (Candan ve Çekmecelioğlu, 2009: 42). Effective internal marketing allegedly increases the job satisfaction and organizational commitment of employees, leading to greater motivation to provide better customer service, superior performance, and lower turnover (Bennett and Barkensjo, 2005: 253).

The origin of the internal marketing concept takes its roots from total quality management (TQM) literature of the 1960's (Doukakis, 2003 cited: Bennett and Barkensjo, 2005: 253). Internal marketing tries to develop customer-consciousness and a service culture among employees through the application of marketing methods, mainly communication, in order for the organization to deal with its customers. The aim is to "create an internal environment where in customer consciousness proliferates among employees" (Caruana and Calleya, 1998,108 cited: Bennett and Barkensjo, 2005: 253; Javadein, Rayej, Estiri and Ghorbani, 2011, 364).

Since efforts to increase customer satisfaction are related to individual performances of employees, satisfaction of those employees in the internal market is extremely important (Beğenirbaş and Çalışkan, 2014, 110). Employees should also exert emotional labor in addition to their physical performances in their service delivery. At this point, organizations attach importance on internal marketing activities in order to create employee satisfaction via increasing their motivation and creating organizational commitment. Therefore, it is vital to investigate how the internal marketing practices affect emotional labor behaviors of employees. Especially in service businesses, such as tourism businesses, it is possible to say that customer satisfaction is directly related to emotional display of employees to a larger extend. This simple fact increases the importance of emotional labor exerted by employees toward service buyers. In recent years the need to use emotions particularly in service sector has brought the concept of emotional labor to the forefront. Employees working intensively in service sector should exert emotional labour in addition to their mental and physical efforts in order to be successful in fulfilling their tasks (Beğenirbaş and Çalışkan, 2014, 110). Emotional labor is the display of feelings by employees demanded by businesses in a way to please the customers, or reflection of this mood by using different strategies (Goodwin et al., 2011).

The notion of emotional labor refers to the "effort, planning, and control needed to state organizationally desired emotions during interpersonal transactions" (Morris and Feldman 1996: 987). Research on emotional labor seeks to explain how employees manage their emotions as part of their work roles. Emotional labor entails organizational display rules irrespective of one's felt emotions and requires employees to apply emotion regulation strategies at work (Hochschild 1983; Ashforth and Humphrey 1993; Naring, Briet and Brouwers 2006, Gosserand and Diefendorff 2005; cited in Chen, Sun, Lam, Hu, Huo and Zhong, 2012: 828).

In recent times management literature has considered emotional labor in an effort to better understand how service organizations can manage employees' positive behaviors towards customers (Thurau, Groth, Paul and Gremler, 2006: 59). Service management research increasingly focuses on the role of emotions in service delivery in general, emotional labor in particular. Frontline employees are expected to display emotions (happiness or anger) in their in their interactions with customers to meet the job requirements and display rules. Accordingly, the notion of emotional labor—the "process of regulating both feelings and expressions for the organizational goals"(Grandey, 2000:97)—has received ample attention in existing research in an effort to

understand how service organizations can better deliver “service with a smile” to their customers by effectively managing their employees’ emotional display (Grandey, 2000: 97 and Grandey, 2008 cited; Groth, Thurau and Walsh, 2009, 958).

The complexity of the tourism industry—especially based on employment structures and characteristics of labor market- makes the management of employees of this industry challenging than many others. An increasing number of studies confirm the importance of internal marketing in the hotel and hospitality industry. Moreover, Turkoz and Akyol (2008) find a positive relationship between internal marketing and hotel performance, which indicates that a higher level of internal marketing practices lead to a higher level of hotel performance (Eldeen and El-Said, 2011, 154). Arnett, Laverie and McLane (2002) also show that internal marketing strategies have positive impacts on both job satisfaction which ultimately results in positive employee attitudes and behaviors (O’Reilly and Pfeffer, 2000 cited: Eldeen and El-Said, 2011, 154).

The behaviors of the tourism-based service providers –frontline employees- are seen as central to the quality of the service provided and the level of service receiver’s satisfaction. Tourism and hospitality based service delivery therefore strongly requires emotion management to meet service quality expectations (Anderson, Provis, & Chappel, 2003; Lashley, Morrison, & Randall, 2005 cited: Dijk and Kirk, 2007:157). Based on the fact that employee (internal customer) satisfaction directly affects guest (external customer) satisfaction, organizations attach importance on internal marketing activities in order to increase employee satisfaction and to build organizational loyalty. No doubt employees in tourism industry should perform emotional labor in addition to their physical performances in service delivery, and emotional labor behaviors they perform are decisive in guest satisfaction. Thus, it is essential to reveal how the internal marketing practices in tourism industry affect emotional labor behaviors of employees. Accordingly, this study aims to reveal the impacts of internal marketing activities on emotional labor behaviors. In this sense, internal marketing and emotional labor concepts will be mentioned based on a deep literature review in the following section and the hypothesis will be developed. Then, in the research part, hypothesis will be tested based on the data collected from the employees of hotel businesses in Kocaeli province. Finally on the conclusion part, the findings will be offered and the theoretical and managerial implications will be discussed. We expect this study to enrich the extant literature by addressing how the external marketing practices help to lessen the displayed and real emotions; thus minimizing the emotional dissonance in general for the tourism industry in particular.

2. Literature Review

2.1 Internal Marketing

The concept of internal marketing has been discussed in the literature of marketing and related disciplines for over twenty five years (Rafiq and Ahmed, 2000, 449). Berry et al. (1976) indicate the significance of having satisfied employees in addition to satisfying the needs of the customers. Consequently, they state that meeting the employee’s needs and requirements are of vital importance for the customer focused service organizations. Especially for the service organization, marketing has an extra, internal role of ensuring the service employees to be customer oriented. Essentially Felton (1959) was among the first to become aware of the significance of employees in delivering greater value to the customer but it is Berry et al. (1976) who first mention that marketing the customers internally is a great need (Gounaris, 2008: 403). In the early 1980’s, Berry (1981) first suggests to treat the retail banking employees as internal customers; this became the central guiding principle for internal marketing in services marketing area. Later, in Berry’s works (1981 and 1983), the idea of internal marketing starts by considering the jobs and tasks as if they were internal products proposed to employees. The main mission of internal marketing is to develop the job “products” using marketing thinking to create and obtain new understandings. Berry (1981) argues that the prevailing idea is that organizations need employees who are satisfied with their jobs in order to have satisfied customers. In addition, Grönross (1981) emphasizes the importance to have more motivated and customer oriented employees at all levels of the

organization by developing open two-way communication channels and coordinating tasks between front line and support employees. Grönross' approach could be summarized as focusing more on the internal work effort in order to meet the needs of external customers. Subsequently, Berry and Parasuman (1991) stress the value of "treating employees in a way that you would want them to treat customers". The belief is that this new way of treating offers a climate for "effective marketing behavior". This is what we call "happy staff equals happy customers" (Ballantyne, 2000: 275).

In the 90's, researchers try to provide more evidence in support of the relationships between employee satisfaction and customer satisfaction. Heskett et al. (1997) propose that the employee satisfaction is reflected on customers and results in a cycle of "quality service". (Gounaris, 2008: 403). Ballantyne et al.(1995) try to justify internal marketing, which is a way to ensure employees commitment and team team-work within market-orientated problem solving and opportunity seeking. They propose a wide held definition towards internal marketing as "any form of marketing within an company which focuses employees attention on the internal activities that need to be changed in order to improve external market place performance" (Ballantyne, 2000: 276). Joseph (1996) points out that a successful internal marketing strategy must include mechanisms to promote the willingness of management to listen to employee opinions, comprehend employee morale, promote employee satisfaction, and cultivate positive attitudes among them. (Chen and Wu, 2014: 3). Internal marketing is attracting, developing, motivating and retaining qualified employees through job products that satisfy their needs. Internal marketing is the philosophy of treating employees as customers . . . and it is the strategy of shaping job-products to fit human needs" (Berry and Parasuraman cited in: Rafiq and Ahmed, 1993, 220). Manhart and Torres (2007) summarize the historical development of internal marketing research up, giving the function, origin and scope of the studies in the following table:

Table 1: The Internal Marketing Framework

Function	Origin	Thrust	Key Writers	Tools
Internal Marketing to Internal Customers	Services	Jobs are generic products that must be marketed to employees to make sure employee satisfaction; contented employees will lead to contented customers.	Sasser and Arbeit, 1976; Berry, Burke and Hensel, 1976; Berry, 1981	Internal Market Research Employer Branding Motivation Rewards and Benefits Training Measurement
Internal Marketing as a strategy facilitator	Strategic Marketing	Strategy is modify and modify must be implemented through employee understanding of organizational objectives and the creation of customer realization; employees must operate to the organization and its brands.	Grönroos, 1981; Piercy and Morgan, 1991	Internal Market Research Internal Communication Team Management Change Management Internal Branding Measurement
Internal Marketing in Internal Markets	Services/ TQM	Organisations contain internal markets with an internal value chain; internal suppliers and internal customers need to be identified and their needs contented to achieve in general enhanced organizational service quality and important service quality to the customer.	Flipo, 1986; Foreman and Money, 1995	Internal Market Research Internal Communication Internal Quality Control Training Measurement

Source: Mahnert and Torres, 2007:55

Kotler and Keller (2006) argue that particularly the service organizations require three types of marketing: internal, external and interactive (Figure 1). *External marketing* refers to preparation, pricing, distribution and promotion of services provided for customers. *Interactive marketing* explains the employee's ability to serve the customers and it is mostly concerned with the employee's way of behaving toward the customer. *Internal marketing* gives main concern to the training and motivation of employees in providing services. According to Kotler and Armstrong (1999) internal marketing

has to be ahead of external marketing. Narver and Slater (1990) state that “the development of an internal marketing approach will lead to the formation of a particular culture which encourages the employees to behave in a most efficient and effective manner ultimately producing superior services to customer” (Javadein, Rayej, Estiri and Ghorbani, 2011: 365). According to *Berry and Parasuraman (1991)* internal marketing is defined as “attracting, developing, motivating, and retaining qualified employees through job products that satisfy their needs” (Kale and De, 2013: 32-33).

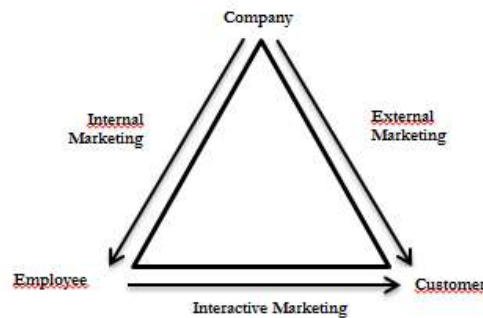


Figure 1: Three Types of Marketing in Service Organizations: Internal, External and Interactive Marketing (Kotler and Ketler, 2006: cited in Javadein, Rayej, Estiri and Ghorbani, 2011: 365).

Greene, Walls, and Schrest describe internal marketing as the application of marketing practices on employees as a means of motivating and retaining good staff. Christopher, Payne, and Ballantyne (1991) point out that internal marketing involves communication, responsiveness, and consistency in matters related to dealings with employees. This study adopted the tourism sector as the study subject, due to the high level of contact between service staff and customers. High employee satisfaction obviously enhances the willingness of employees to make the efforts required to satisfy customer needs. This is evident in the aphorism ‘satisfied employees lead to satisfied customers (Christopher et al., 1991 cited: Chen and Wu, 2014, 3). Besides, for an effective service delivery it is not enough to have customer oriented employees, it is also necessary to have effective coordination between frontline and background support employees. Therefore, the internal marketing concept is also seen as a means of integrating the different functions which are vital to the customer relationships of service companies (Rafiq and Ahmed, 1993: 220). George and Gronroos (1989) propose five facets of internal marketing: management support, training, internal communications, personnel management, and external activities (Chen and Wu, 2014, 3). On the other hand review of the extant literature on internal marketing -concluded by Ahmed *et al.* (2003), Galpin (1997), George (1990), Davis (2001), Doukakis (2003), and Judd (2001)- address several basic elements included in operational internal marketing programs (Bennett and Barkensjo, 2005: 254):

- *Job satisfaction:* Meeting employee needs and requirements. Treating employees in a manner that you would want them to treat customers;
- *Internal communication:* Sound internal communications with wide-ranging information sharing and regular two means interactions. Employees should be aware of the organization’s strategies, goals, and activities, and of the linkages between their own duties and the work of others; Establishing obviously defined reporting and organization structures
- *Rewards:* Clearly recognizing personality skills and contributions;
- *Cooperation and integration:* Helping persons to work together in teams, to carry out joint problem solving and to think beyond their personal job descriptions;
- *Working conditions:* Creating an employee oriented organization. Providing employees with the fitting training and development programs which enable them (i) to understand customers’ needs, and (ii) to develop interpersonal relationship skills. Training and development programs should be ongoing process instead of limited short courses and seminars;
- *Empowerment:* Empowering employees,

- *Communication*: Providing employees with a customer oriented vision and encourage them to catch the customer requirements and needs.

In theory, internal marketing emphasizes creating an organizational ambience in general and job-products fit in particular that lead employees to perform their tasks in a superior manner. As a sum, the boundaries of marketing is not only limited with encouraging external customers to buy but also that of encouraging internal customers to perform (Berry, 2002, 69).

2.2 Emotional Labor

As the service industry in particular, in developed western countries in general, has risen dramatically in the last three decades; the emotional labor, has become an vital factor that enhances the competitiveness of service organization and determines their performance (Ashkanasy et al., 2002; Grandey, 2003; cited in: Jung and Yoon, 2014: 84). What is emotional labor and how does it change service quality? Starting from Hochschild (1979, 1983), researchers describe emotional labor as the sum of efforts that employees are expected to perform in accordance with socially and organizationally desired emotions as they engage in interactions with customers. The assumption that emotional labor leads to superior customer satisfaction is widely recognized in the literature (Ashforth and Humphrey, 1993; Grandey, 2000; Guy et al., 2008; Kruml and Geddes, 2000; Morris and Feldman, 1996; Rafaeli and Sutton, 1987; Barger and Grandey, 2006; Hochschild, 1983; Hsieh and Guy, 2009; cited in Hsieh, 2014: 380).

Emotional labor has been deeply defined in the extant literature (Hwa, 2012: 116). The term was first to use by Hochschild books (1983) *The Managed Heart: Commercialization of Human Feeling*. Hochschild (1983) described emotional labor as ‘*the management of feeling to create a publicly observable facial and bodily display*’. Therefore, emotional labor states to employees putting on a ‘mask’ of emotions that they need to show to their customers in order to meet organizational anticipations entailed in their job roles (Torland, 2011: 370). On a study of airline attendants, Hochschild (1983), addresses emotional labor as “*invoking or suppressing personal feelings in order to show proper job related emotions in an attempt to yield customer responses*” (Hoschild, 1983; cited in Hwa, 2012: 116). This focus on service employees is consistent with Hochschild’s (1983) original work on how service employees are expected to show and perform certain emotions as part of their duties (Humphrey, 2012: 740). Hochschild’s example of flight attendants demonstrates the link between emotional labor and service performance. In that case, attendants must show a pleasant behavior so that airline passengers may feel welcome. If an attendant were to lose his or her temper with a client, it would certainly be improper (Hsieh, 2014: 380). Such as, many restaurant and retail employees are supposed to provide “service with a smile” to their customers (Humphrey, 2012: 740).

Following Hochschild, Ashforth and Humphrey (1993) propose a definition of emotional labor as the act of displaying appropriate emotions, with the aim of engaging in a form of impression management for the organization. While Hochschild claims that “organizations developed feeling rules that specified the emotions that employees should feel; Ashforth and Humphrey (1993) maintain on calling these organizational rules as “display rules” due to their link to observable behaviors (emotional expressions) rather than to unseen internal feelings. Ashforth and Humphrey (1993) and other scholars who used the term “display rules” recognize that, employees need to shape their internal emotional status appropriately to display appropriate emotions. In a way, this new definition seems to be more concerned with emotional labor as an observable behavior than as a management of feelings, emphasizing the relationship between these observable expressions and task effectiveness or performance (Günsel, 2014).

Morris and Feldman (1996), based on an interactionist approach, identify emotional labor as "the effort, planning, and control needed to express organizationally desired emotion during interpersonal transactions" (Moris ad Feldman, 1996: 987 cited in; Thureau, Groth, Paul and Gremler, 2006:59). Finally Grandey (2000) visions emotional labor as “*the process of regulating both feelings and expressions for organizational targets*” emphasizing the fact that emotions should be manage din order to reach organizational goals Ang and Hwa (2012) recommend that emotional labor is a

type of feeling management by which an individual attempts to direct person behavior to improve social perceptions of person or support a certain interpersonal desired climate (Hwa, 2012: 116).

“Research on emotional labor priorities focuses on the two dimensions as surface acting and deep acting as shown in figure two” (Brotheridge and Grandey, 2002, Brotheridge, and Lee, 2003 cited in; Othman, Abdullah and Ahmad, 2008: 33). In surface acting, an employee tries to change only his or her apparent behaviors to display the required emotions. Thus, surface acting represents, just displaying an emotion that is not felt and could involve suppression of felt emotions (Grandey 2003). In other words surface acting is fake unfelt emotions and/or suppress felt emotions. On the other hand with deep acting, employees express expected (or required) emotions by trying to exactly feel these emotions within themselves. It refers to the modification of felt emotions so that genuine display of emotion will follow (Othman, Abdullah and Ahmad, 2008: 33). In the deep acting behavior, employees try to internalize the expectations of the organizations by combining with their own emotions and making them in a harmony (Humphrey, 2012:742), because the expectation of the organization is in line with the internalization of the emotions by the workers, which are determined in accordance with the nature and culture of the organization. The display rules exist in a number of occupations and generate emotional labor demands. Service employees are naturally expected to display positive emotions to promote goodwill, patronage and spending while suppressing their negative feelings (Diefendorff and Richard, 2003, Grandey, 2000, Hochschild, 1983, Rafaeli and Sutton, 1987; cited in Othman, Abdullah and Ahmad, 2008: 33).

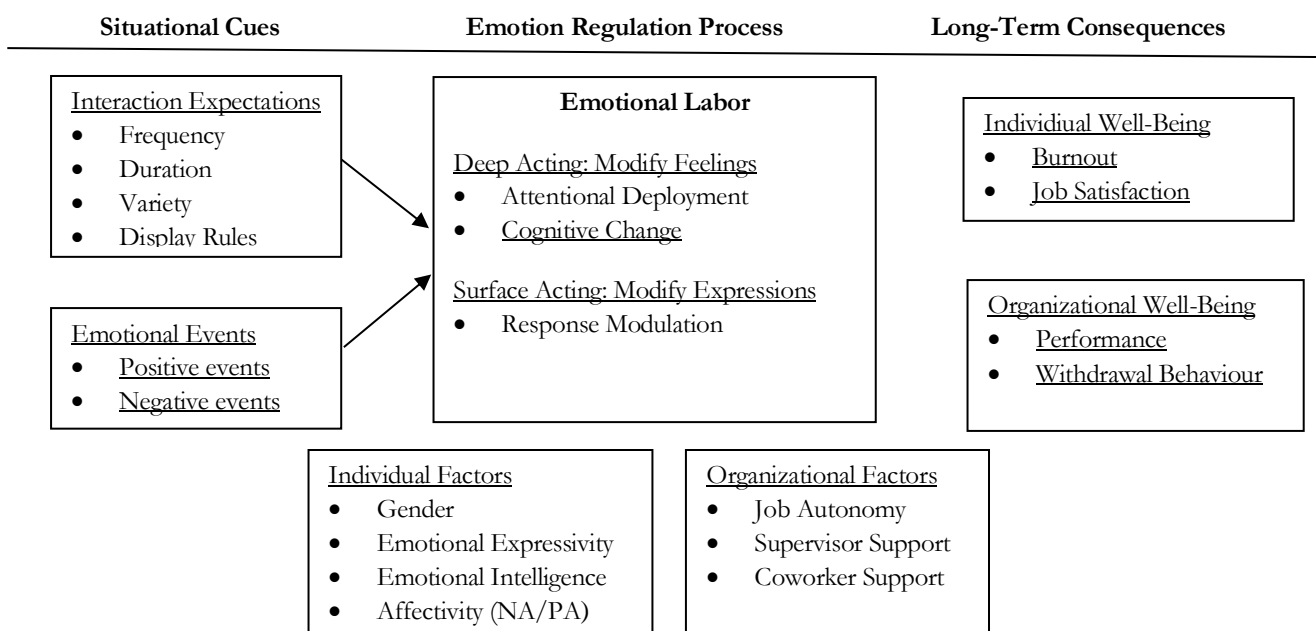


Figure 2: The Proposed Conceptual Framework of Emotion Regulation Performed in The Work

Setting: NA = negative affect; PA = positive affect.

Reference: Grandey, 2000: 101.

In addition to those two main dimensions Morris and Feldman (1996), put forwards another dimensions as, emotional dissonance. Emotional dissonance was previously emphasized by Hochschild (1983) either as a state where in the emotions expressed are discrepant from the emotions felt. If there is a huge gap between the emotions felt and display rules; employees are more likely only to engage in surface acting (Scott, Barnes and Wagner, 2012: 905). They may need to suppress the display of anger or irritation due to the professional requirements; they may feel lonely and marginalized from the organization and the duty (Qiu and Peschek, 2012). Thus, emotional dissonance, which refers to a the conflict between norms of emotional display and an employee's felt emotion is considered to have negative outcomes such as job dissatisfaction and emotional exhaustion (Günsel, 2014).

3. The Effects of Internal Marketing on Emotional Labor

The tourism industry in developing countries has witnessed an incredible growth in the last couple of decades. This growing industry contains a great degree of face-to-face interaction between frontline employees and the clients. Especially, frontline hotel employees play a vital role in the supply of service quality, as they represent their hotel to the clients, enhance the image of the organization, and improve the organization's authenticity through advocacy (Karatepe & Sokmen, 2006; Pienaar and Willemsse, 2008; Bettencourt & Brown, 2003; Bowen & Schneider, 1988; cited in Rathi, Bhatnagar and Mishra, 2013: 273). *For instance, all employees at Ritz-Carlton hotels need to follow "the Ritz-Carlton Basics," service rules for dealing with clients, spelled out on pocket-sized cards issued to all employees. One service rule reads: "Smile—We are onstage. Always maintain positive eye contact"* (Groth, Thurau, and Walsh, 2009: 959).

Hotel employees are expected to behave friendly in their interactions with the clients, since being nice is considered to be a vital part of the service. It has been observed that friendliness and good cheer of frontline employees produces many desirable organizational outcomes, such as client satisfaction with service quality, increased client commitment and loyalty, client retention, and client willingness to pass positive comments to others (Morris and Feldman, 1996; Schneider and Bowen, 1995; Groth, Hennig-Thurau, & Walsh, 2009; Hartline & Ferrel, 1996; Tsai, 2001; Tsai & Huang, 2002; cited in Rathi, Bhatnagar and Mishra, 2013: 274).

Even though frontline employees play an important role in many facets of the hotel business, they often have to cope with many problems. Frontline hotel employees frequently work for long hours and have limited off times (day/hours) during weekends, heavy workloads, irregular and inflexible work schedules (shift), insufficient pay and lacking training. In spite of such problems, hotel employees are expected to perform positive emotions while dealing with the clients which refer to the concept of emotional labor (Hsieh & Yen, 2005; Karatepe & Kilic, 2007; Karatepe & Sokmen, 2006; Hochschild, 1983; cited in Rathi, Bhatnagar and Mishra, 2013: 274). Thus we expect internal marketing practices to be positively related with surface acting and deep acting while those practices may decrease the emotional dissonance. Figure 3 illustrates the research model developed for the study. Accordingly:

H1: Internal marketing practices have positive effects on surface acting

H2: Internal marketing practices have positive effects on deep acting

H3: Internal marketing practices have negative effect on emotional dissonance

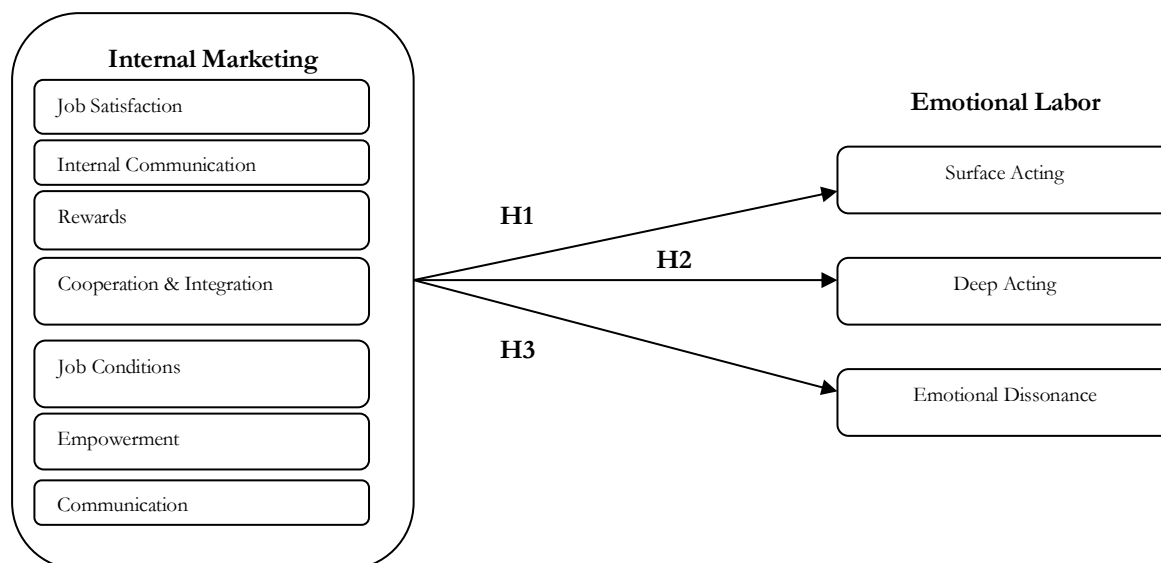


Figure 3. The Research Model

4. Methodology

4.1 Procedures and sampling

After identifying the question items, by using the parallel-translation method, items were first translated into Turkish by one person and then retranslated into English by a second. The two translators then jointly reconciled all differences. The suitability of the Turkish version of the questionnaires was then pre-tested by five part-time graduate students working in industry. After refining the questionnaire, based on interviews with the pre-test subjects, the questionnaires were distributed and collected by authors, using the “personally administrated questionnaire” method. The survey was conducted on initial sample consisting of 250 hotel employees of 60 hotels located around Kocaeli province between August 2016 and October 2016. Out of the 250 employees contacted, 158 agreed to participate in the study. However 23 of the surveys are excluded because of the missing answers. As a result we have a final sample of 136 employees. Descriptive statistics regarding our sample is provided in table 2.

Table 2: Descriptive Statistics

		Frequency	%
Gender	Male	54	40
	Female	82	60
Age	18-25	43	31.6
	26-34	39	28.6
	35-43	44	32.4
	44-52	8	5.9
	53 and older	2	1.5
Education	Primary School	25	18.4
	High School	33	24.3
	Vocational School	27	19.8
	Graduate	44	32.4
	Post Graduate	2	2.2
Department	Front Office	19	14
	Housekeeping	12	8,8
	Kitchen	2	1,5
	Restaurant&Bar	32	23,5
	Accounting	4	2,9
	Technical Services	3	2,2
	Human Resources	14	10,3
	Purchasing	6	4,4
	Sales&Marketing	32	23,5
	Management	2	1,5
	Others	10	7,4

4.2 Measures

To test the above hypotheses, multi-item scales adopted from prior studies for the measurement of constructs were used. Each construct was measured using 5-point Likert scales ranging from “strongly disagree” (1) to “strongly agree” (5). A brief summary of the measures follows. For measuring internal marketing justice as a second order variable we used twenty seven items adapted from Çoban and Şahin Perçin`'s (2001) internal marketing scale. To measure the emotional labor, we modified surface acting and deep acting scales`' of Diefendorff et al. (2005);

seven questions for surface acting and four questions for deep acting. For the last dimension of emotional labor in terms of emotional dissonance, we asked five questions, which is originally taken from Cheung and Tang (2012) emotional dissonance scale.

4.3 Analysis and results

We used the partial least squares (smartPLS.2.0, Chin, 2001) approach to path modeling to estimate the measurement and structural parameters in our structural equation model (SEM) (Chin, 1998).

Measurement validation

In this study, following Kleijnen, Ruyter and Wetzels (2007), we used *reflective indicators* for all our constructs. To assess the psychometric properties of the measurement instruments, we estimated a null model with no structural relationships. We evaluated reliability by means of composite scale reliability (CR) and average variance extracted (AVE). For all measures, PLS-based CR is well above the cut-off value of .70, and AVE exceeds the .50 cut-off value. In addition, we evaluated convergent validity by inspecting the standardized loadings of the measures on their respective constructs- and found that all measures exhibit standardized loadings that exceed .60 (see table 3).

Table 3. The Results Confirmatory Factor Analysis, Descriptive Statistics and Reliability Analysis Results

	SL	Mean	St.D.	AVE	CR	Cr. α
job Satisfaction				0,57	0,89	0,85
Our hotel employees are given effective training on the issues they need	0,83					
Training on the job is given great importance in our hotel.	0,79					
Effective orientation training is given to employees who have been recruited recently in our hotel.	0,77					
The working hours in our hotel are not very long and tiring	0,71					
The work load among employees at all levels is distributed equally in our hotel	0,71					
If I leave my job, I cannot easily find another job from which I get the same satisfaction	0,68					
Communication				0,55	0,83	0,72
In our hotel the executives are listening to my work-related problems and seeking solutions	0,76					
There is efficient communication between executives and employees in our hotel	0,79					
Employees know accurately what their responsibilities are and expectations of them	0,43					
I generally provide recommendations to my executives about how to improve customer service	0,82					
Rewards				0,74	0,92	0,88
Cafeteria services provided to us are sufficient in our hotel	0,86					
Bonus applications are satisfactory in our hotel	0,89					
Salary increase policy is in accordance with life	0,82					
Rewarding policy is fair in our hotel	0,85					
Cooperation&Integration				0,64	0,77	0,71
I can say that organizational objects are more adopted in our hotel	0,85					
I am having no problems about making cooperation with my coworkers in our hotel.	0,76					
Job Conditions						
Legally security benefits are provided in our hotel	0,79					
When I am compared to other hotels, I can say that the level of wage is sufficient in our hotel	0,78					
The wage system is fair in our hotel.	0,92					
Empowerment				0,63	0,84	0,71
Job assignments are made according to our ability in our hotel.	0,58					
Satisfactory career opportunities are presented to us in our hotel.	0,85					
When I succeed in our job, the executives appreciate me orally.	0,90					

Motivation								0,80	0,89	0,75
Social rights of the employees are satisfactory in our hotel.	0,91									
Social activities organized for employees are sufficient in our hotel.	0,88									
Surface Acting								0,62	0,92	0,91
I put on an act in order to deal with customers in an appropriate way.	0,82									
I fake a good mood when interacting with customers.	0,87									
I put on a “show” or “performance” when interacting with customers.	0,79									
I just pretend to have the emotions I need to display for my job.	0,82									
I put on a “mask” in order to display the emotions I need for the job.	0,74									
I show feelings to customers that are different from what I feel inside.	0,75									
I fake the emotions I show when dealing with customers.	0,71									
Deep Acting								0,76	0,93	0,90
I try to actually experience the emotions that I must show to customers.	0,73									
I make an effort to actually feel the emotions that I need to display toward others.	0,92									
I work hard to feel the emotions that	0,93									
I work at developing the feelings inside of me that I need to show to customers.	0,88									
Emotional Dissonance								0,63	0,87	0,84
In order to satisfy organizational needs, I would deliberately express certain emotions which I don't necessary feel.	0,80									
During my work hours, my external emotional expression is different from my genuine feeling.	0,81									
My emotional expression is entirely based on the organizational rules, it is not my genuine feeling.	0,88									
Sometimes, the organizational required emotional expression differs from my genuine feeling.	0,66									

We next assessed the discriminant validity of the measures. As suggested by Fornell and Larcker (1981), the AVE for each construct was greater than the squared latent factor correlations between pairs of constructs (see, Table 4).

Table 4. Correlation Coefficients,

	1	2	3	4	5	6	7	8	9	10
Deep acting	--									
Emotional dissonance	0,11*	--								
Empowerment	0,32**	-0,03	--							
Communication	0,31**	0,00	0,74**	--						
Cooperation&Integration	0,18*	-0,13	0,61**	0,57**	--					
Job Conditions	0,23**	-0,10	0,72**	0,60**	0,64**	--				
Motivation	0,25**	-0,12	0,78**	0,68**	0,63**	0,72**	--			
Surface Acting	0,47**	0,59**	0,08	0,14*	0,12	0,09	0,03	--		
Job Satisfaction	0,17*	-0,07	0,66**	0,62**	0,70**	0,63**	0,67**	0,14*	--	
Rewards	0,29*	-0,09	0,77**	0,66**	0,69**	0,73**	0,7**	0,15	0,69**	--

* $p < .05$, ** $p < .01$

4.4 Hypothesis Testing

The PLS approach (Ringle et al., 2005) and the bootstrapping re-sampling method (Chin, 1998) were employed by computing SmartPLS 2.0 software program to estimate the main our proposed model (see Fig. 3). This procedure entailed generating 500 sub-samples of cases that were randomly selected, with replacement, obtained from the original data, after which path coefficients were

generated for each sub-sample. *T*-statistics were calculated for all coefficients, based on their stability across the sub-samples in order to determine the links that were significant statistically. The path coefficients and their associated *t*-values demonstrated the direction and impact of each hypothesized relationship. (See table 5).

Table 5: Results of Hypothesis

Hypothesis	Relationships		β	Results
H1	IM	→ SA	.17*	Supported
H2	IM	→ DA	.33**	Supported
H3	IM	→ ED	-.15	Not Supported
Fit Measures		Endogenous Construct		
R ²		SA	.09	
		DA	.11	
		ED	.02	

Note: SA = Surface Acting, DA = Deep Acting, ED = Emotional Dissonance, IM: Internal Marketing
* $p < .05$, ** $p < .01$

In the path analysis, internal marketing is considered to be composite (second order) variable. The findings suggest that internal marketing practices are positively and significantly associated with surface acting ($\beta = .17$, $p < .05$), and deep acting ($\beta = .33$, $p < .01$), supporting H1 and H2. However the findings provide no empirical evidence in support of the direct relationship between internal marketing practices and emotional dissonance; so H3 is not supported.

Finally the model presented here as a whole explains 09% of variance ($R^2 = .09$) in surface acting, 11 % of variance ($R^2 = .11$) in deep acting and finally 2 % of variance ($R^2 = .02$) in emotional dissonance..

CONCLUSION

The tourism industry, as a service sector, is heavily based on the performance of employees and that makes the employees to be critically important. The philosophy of tourism business requires to see the employees as internal clients who need to be satisfied. However, the number of tourism companies in which the employees are seen as internal customers in the tourism sector is currently limited. “Çetin (2013) highlights the importance of an organization having a motivation policy (Çetin, 2013:77)”. The employee satisfaction that tourism companies will achieve through their internal marketing practices is crucial in increasing their employees’ organizational commitment. One of the most important features that distinguish human beings from other livings is their emotions, and emotional labor express the management of emotions at the time when the service is being done (Beğenirbaş and Çalışkan, 2014). Thus in this paper we examine the effects of internal marketing activities on the emotional labor behaviors of the employees working in in tourism industry located in Kocaeli province. This study particularly makes two main contributions to the extant literature.

First our findings suggest that internal marketing practices are positively associated with both surface and deep acting: the main components of emotional labor. Internal marketing practices, including *job satisfaction orientation, internal communication, rewards, cooperation and integration, good working conditions, empowerment and communication*, lead employees to behave friendly when they interact with the customers. They become kinder and more cheerful. Indeed these findings shed a light on the mechanism between internal marketing practices and emotional labor. When the management implements internal marketing practices, employees develop positive attitudes towards their work. They try more to change their apparent behaviors in line with the display rules that hotel management requires. As the management keeps on implementing those practices employees perform more effort and they try exactly to feel these emotions within themselves. Instead of just

pretending, they internalize the expectations of the management. So the relationships between internal management practices and emotional labor appear to be a two-step process Starting with the reflections of internal marketing practices as positive attitudes to act more kindly to the hotel customers. Following this first step hotel employees, that are more satisfied and happier as a result of internal marketing practices, combine their own emotions with the hotel's display rules. They really start to feel them.

Surprisingly our findings provide no empirical evidence regarding the relationship between internal marketing practices and emotional dissonance. This unexpected result may be explained due to this two-step mechanism that internal marketing activities crate on the hotel employees. Emotional dissonance refers to the gap between the displayed and felt emotions. Internal marketing activities minimize this gap between displayed and real emotions; thus emotional dissonance may be out of the picture. In this context, tourism operators seem to be able to implement internal marketing practices that will enable an employee to internalize emotional labor behavior and reduce emotional incompatibility.

According to the results of this study, some suggestions may be put forth in order to give direction to future researches. In this context, the model investigated in this study can be examined and enriched with different antecedents and outcomes by the researchers. For example the impacts of emotional labor with different demographic variables on other business variables (productivity, performance, competition and so on.) can be investigated. Moreover, in other businesses of tourism sector which necessity emotional labor and where work performance and business sustainability are important (travel, food and beverage, recreation, yacht-marina etc.), similar studies conducted on working participant group differentiated qualitatively and quantitatively can provide more generalizable results and comprehensive analyses. Besides the findings, this study has some limitations as well. Based on the fact that participants of the study are composed of employees in Kocaeli hotel businesses, findings are limited by the features of a specific industry and specific region.

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