

## **INTERNAL MARKETING AND EFFECTIVE SERVICE DELIVERY IN THE HOTEL SERVICE SECTOR**

**UYO, Elozino Emmanuella**

Department of Marketing,  
Faculty of Management Science,  
Dennis Osadebay University, Asaba, Delta State.

**Olannye A. P.**

Department of Marketing,  
Faculty of Management Science  
Delta State University, Abraka.

### **Abstract**

This study examined the role of internal marketing in motivating hotel employees and enhancing service delivery in Nigeria's hospitality industry. The study was anchored on the Relationship-Mediated Theory of Internal Marketing. A quantitative survey design was employed, involving a sample of 368-line staff from 10 randomly selected hotels located in each of the 25 local government areas in Delta state, Nigeria. Sample size was derived using the Krejcie and Morgan Table for sample size determination. Data were collected through a structured five-point Likert Scale questionnaire consisting of 8 closed-ended questions and a demographic section, administered via online survey on 50 selected hotels in the state. Each hotel had 10 employees to respond to the survey. To ensure validity and reliability, pilot testing and Cronbach's alpha analysis were conducted. The data were analysed using descriptive statistics, correlation, and regression analysis. Multiple regression analysis was used to ascertain the extent to which a change in internal marketing dimensions accounted for a change in the quality of service delivery by hotel employees. Findings reveal that effective communication has a strong positive effect on quality-of-service delivery ( $r = 0.518$ , Beta = 0.392,  $p < 0.05$ ), while staff training also significantly boosts service quality ( $r = 0.456$ , Beta = 0.279,  $p < 0.05$ ). These factors are crucial for motivating hotel service providers, improving job satisfaction, and driving better performance. The study underscores the need for appropriate communication channels and regular staff training and development strategies to enhance productivity in the hospitality sector.

***Keywords: Internal marketing, effective communication, staff training, and quality service delivery.***

### **Introduction:**

The hotel industry is a service-based industry where customer satisfaction is very important. Guests expect hotel employees to be friendly, helpful, and professional at all times. The quality of service provided by employees plays a major role in determining whether guests are satisfied with their stay. In many organisations, employees are seen as the first customers of the business (Idenedo & Goodie-Okio, 2022; Puspitarini, 2025). This idea has

led to the development of internal marketing. The main purpose of internal marketing is to ensure that employees understand the organisation's vision and are motivated to deliver quality service. When employees are properly informed, trained, and motivated, they are more likely to perform their duties effectively and provide excellent customer service (Idenedo & Ebebuwa, 2022; Suryati & Irhamna, 2022). In the hotel industry,

employees are the people who interact directly with guests on a daily basis. Their behaviour, attitude, and commitment can influence guests' perceptions of the hotel (Singgalen, 2024). A positive interaction can increase guest satisfaction, while a negative interaction can lead to complaints and dissatisfaction. As competition in the hotel industry continues to increase, many hotels now use internal marketing to improve employee performance and service quality. Through training, communication, motivation, rewards, and employee support, hotels encourage workers to become committed to organisational goals (Hashad et al., 2023). Thus, internal marketing has become an important tool for improving employee satisfaction and customer satisfaction (Idenedo & Ebenewa, 2022). This study seeks to examine how internal marketing influences employees' service delivery.

### **1.0 Statement of the problem**

Despite the growing use of internal marketing, some hotels still experience service delivery problems. This raises concerns about whether internal marketing strategies are effective in improving employee commitment and customer service. In recent times, many hotel employees have shown poor customer service attitudes. Some staff members do not fully understand the importance of their roles in creating positive guest experiences. As a result, guests may feel ignored, dissatisfied, or unwilling to return to the hotel. When employees are not customer-oriented, service quality declines, and the hotel's reputation may suffer. This situation creates a challenge for hotel management because guest satisfaction is essential for business growth and customer loyalty.

Therefore, this study sought to examine the role of internal marketing from the angle of effective communication and staff training, in motivating hotel employees and enhancing quality service delivery.

### **1.1 Research Objectives**

While the general objective of the study was to ascertain the impact of internal marketing of quality service delivery, the specific objectives were:

1. To investigate the effect of Effective communication on quality service delivery in hotels
2. To examine the extent to which staff training affects quality service delivery in hotels

### **1.3 Research Hypotheses:**

The following null hypotheses were formulated to guide the findings of the study:

- H<sub>01</sub>: Effective communication has no significant effect on quality service delivery  
H<sub>02</sub>: Staff Training does not significantly affect the quality of service delivery

## **2.0 REVIEW OF RELATED LITERATURE**

### **2.1.1 Conceptual Review**

### **2.1.2 Internal Marketing**

Internal marketing is the process of communicating with and engaging employees so they understand and support the company's goals, values, products, and services. It refers to the application of external marketing within an organisation (Huang, 2020). It focuses on keeping employees informed, motivated, and aligned with the organisation's objectives. According to Idenedo and Wali (2022), internal marketing is a service marketing instrument, a competitive strategy that motivates employees to work towards achieving organisational goals. Integrating personal work objectives with the larger organisational vision, thereby cultivating a more efficient and harmonious supervisor-employee dynamic. (Armstrong, 2025). By providing training, sharing important information, and encouraging employee involvement, internal marketing helps employees perform their

roles more effectively. Internal Marketing Orientation improves corporate performance through employees' organisational commitment and retention, interdepartmental relationships, and interdepartmental communication, together with ownership types (Yu et al., 2019). This can lead to better customer service, improved teamwork, higher job satisfaction, and a stronger overall company performance. Existing literature supported the legitimacy of Internal Marketing Orientation at the departmental level and its positive impact on internal relationships and employee satisfaction, which, in turn, leverages performance advantages for the firm. (Yu. et al., 2022)

### **2.1.3 Effective Communication**

Effective communication within an organisation is the clear, accurate, and timely exchange of information between employees, teams, and management. Communication is, without a doubt, a fundamental aspect of human interaction, and it plays a vital role in our daily lives and across all aspects of society. In the work environment, we do not steer clear from communicating with our colleagues, superiors, upper management, clients and other external parties (Bahrain et al., 2023). Effective communication strategies can strengthen team synergy and performance outcomes (Fabriyani et al., 2025). It ensures that everyone understands their roles, responsibilities, goals, and any important updates. Communication plays a vital role in promoting organisational performance by fostering clarity, alignment, collaboration, employee engagement, feedback, conflict resolution, customer satisfaction, and effective decision-making (Jerab, 2024). Effective communication involves sharing information openly, listening to feedback, and encouraging collaboration. Organisations with a transparent, interactive communication structure, increased responsibility, intra-organisational

coordination, work motivation, and personnel innovation are more evident. In contrast, in organisations where communication is limited, one-way, or authoritarian, organisational efficiency declines (Bahand, 2025). When communication is effective, it helps reduce misunderstandings, improves teamwork, increases productivity, and supports better decision-making throughout the organisation.

### **2.1.4 Staff Training**

Staff training and development is the process of improving employees' knowledge, skills, and abilities to help them perform their jobs effectively and grow professionally. Training focuses on teaching employees the skills and information needed for their current roles, while development prepares them for future responsibilities and career advancement. This can include workshops, coaching, mentoring, and on-the-job learning. On-the-job training, blended learning, leadership development programs, and technical skill boot camps significantly contribute to workforce efficiency and performance enhancement (Obeng, 2025). Effective staff training and development help improve employee performance, increase confidence and job satisfaction, and contribute to the overall success of the organisation. When frontline staff receive training and development, and career development that enables them to contribute to the critical part of decision-making, their commitment to the hotels as a whole increases while performing better on the job. Due to this, hotel owners and top management should remember that it is crucial to consider employee satisfaction and empowerment while taking steps to enhance frontline staff's work performance and dedication (Hosen et al., 2024).

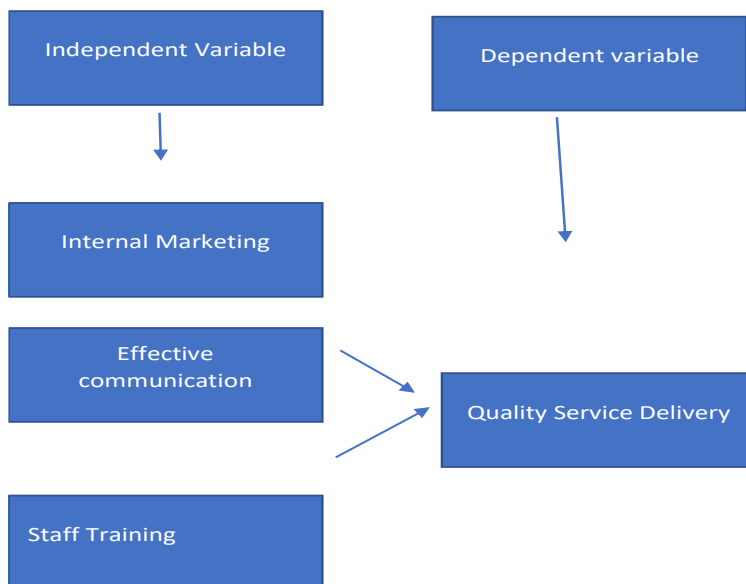
### **2.1.5 Quality Service Delivery**

Quality service delivery is the consistent provision of services that meet or exceed customer expectations. It involves delivering

services efficiently, reliably, and professionally while ensuring that customer needs are addressed in a timely and satisfactory manner. By delivering high-quality services, organisations can build customer loyalty, enhance their reputation, and gain a competitive advantage in the market (Singh et al., 2023). Quality service delivery focuses on maintaining high standards, clear communication, and continuous improvement to enhance the customer experience. Efficient and effective service delivery is now a prominent agenda of most countries, including Ethiopia. The demand for effective and efficient delivery of services requires

fundamental change involving both institutional and cultural changes (Teshome et al., 2020). When organisations provide quality service, they can build customer trust, increase satisfaction, encourage loyalty, and strengthen their overall reputation. Wamae (2022) recommended in his study that hotels should utilise knowledge to enhance the efficiency of service delivery through the development of knowledge creation policies and to encourage employees to utilise the knowledge gained on service delivery to develop new innovations and come up with new products and services.

**Fig 2.1 Conceptual framework**



**Source: Researcher’s model, 2026.**

## 2.2 Theoretical Review

The study was anchored on the Relationship-Mediated Theory of Internal Marketing, which was proposed by David Ballantyne in 2003. He introduced the theory in his foundational paper, "A Relationship-Mediated Theory of Internal Marketing," published in the European Journal of Marketing. The theory explains that organisations should treat employees as internal customers and focus on

building strong relationships with them through effective communication, training, support, recognition, and empowerment. It suggests that internal marketing improves employee trust, satisfaction, commitment, and loyalty to the organisation. These positive employee–organization relationships serve as the link between management practices and organisational success. When employees feel valued and supported, they become more

motivated, engaged, and willing to perform their jobs effectively. This leads to better teamwork, higher job satisfaction, and stronger organisational commitment. In terms of quality of service delivery, the theory implies that satisfied and committed employees are more likely to provide reliable, responsive, professional, and customer-oriented service. As a result, organisations that invest in internal marketing can improve service quality, customer satisfaction, and overall organisational performance. The proxies of internal marketing used in this study (Effective communication and Staff training) were drawn from this theory.

### **2.3 Empirical review**

#### **Effective Communication and Quality Service Delivery**

Titang (2013) examined the impact of internal communication on employee performance. Using a questionnaire and a mixed-method approach, data were collected from 17 respondents out of a sample of 25 employees. The study focused on communication climate, information quality, communication channels, and employee effort. The findings showed that effective internal communication significantly improved employee performance and productivity, with face-to-face communication being the most commonly used channel. However, poor communication structures and limited employee involvement in decision-making sometimes reduced performance. The study concluded that internal communication plays a vital role in employee performance. The researcher recommended improving communication resources and developing a clear communication strategy to ensure information is shared effectively.

Dhone and Sarwoko (2022) investigated the effect of internal communication on employee performance and the mediating role of employee motivation. Data were collected through questionnaires distributed to

employees of BPJS Malang City and analysed using Path Analysis. The study found that internal communication directly improved employee performance and also increased employee motivation, which further enhanced performance. The researchers concluded that effective internal communication strengthens employee motivation, improves performance, and helps employees understand organisational goals. They recommended that organisations improve their internal communication practices and suggested that future studies examine job satisfaction as a mediating variable in the relationship between internal communication and employee performance.

#### **Staff Training and Quality Service Delivery.**

Khuselwa et al. (2022) examined whether coaching, mentoring, training, and development could improve the performance of municipal employees and help them provide better services. The study used a quantitative survey and collected data from 115 employees selected from a population of 265 municipal workers. The findings showed that training and development improved employee performance and service delivery. Coaching and mentoring were also found to be effective in improving performance. The study concluded that the municipality was not providing enough relevant training to address poor service delivery. The researchers recommended that the municipality invest more in training and development to equip employees with the skills and knowledge needed to improve service quality.

Mutegi et al. (2021) investigated the influence of employee training on public service delivery in Huduma Centres in Kenya and examined the mediating role of government policies. The study was guided by the SERVQUAL Model, Human Capital Theory, and the New Public Management Model. Using a descriptive research design, data were collected from

branch managers, supervisors, and customers through questionnaires and secondary sources. The findings showed that employee training had a positive and significant effect on public service delivery. The study also found that government policies strengthened the relationship between employee training and service delivery. The researchers concluded that training motivates employees and improves service delivery. They recommended that the government review and improve its policies to support employee training and better public service delivery.

Sumner and Quinn (2017) explored whether hotel concierge services would remain relevant in a world where technology gives travellers easy access to information. Using a qualitative approach, the researchers conducted semi-structured interviews with 11 concierge staff working in four- and five-star hotels in Edinburgh. The findings showed that technology is used as a helpful tool, but it cannot replace the concierge's personal knowledge, recommendations, and professional networks. The study concluded that concierge services remain valuable because they provide personalised experiences that technology cannot fully offer. The researchers recommended that hotels provide technology training for older staff members to help them adapt to technological changes while maintaining high-quality personal service.

### **Internal Marketing and Quality Service Delivery**

Schulz et al. (2024) examined the relationship between internal marketing and quality service delivery in star-rated hotels. The study focused on internal marketing strategies, internal marketing tools, and managerial commitment. Using survey and explanatory research designs, data were collected from 116 employees and managers in five selected hotels. The data were analysed using descriptive statistics, correlation, and multiple

regression analysis. The findings showed that internal marketing positively influenced quality service delivery. Among the factors studied, managerial commitment had the strongest effect on service quality. The study concluded that effective internal marketing, especially strong management support, is essential for improving service delivery.

Onga et al. (2019) investigated the combined influence of internal marketing and job satisfaction on quality health service delivery in Greater Iganga Local Government. Using a case study design, data were collected through questionnaires from respondents in 127 health centres selected from 205 health facilities. Correlation and regression analyses were conducted using SPSS. The findings showed that both internal marketing and job satisfaction had a positive and significant effect on quality health service delivery. Their combined effect was even stronger. The study concluded that improving internal marketing and employee job satisfaction can lead to better health service delivery.

Kowa et al. (2019) examined the effect of internal marketing on quality health service delivery in Greater Iganga Local Government. The study used a case study design and collected data through questionnaires from respondents in 127 health centres selected from 205 health facilities. Data were analysed using correlation and regression analysis. The findings showed a strong positive relationship between internal marketing and quality health service delivery. The study concluded that effective internal marketing significantly improves the quality of health services provided. The researchers recommended strengthening internal marketing practices to enhance service delivery in health facilities.

### **3.0 METHODOLOGY**

A quantitative survey design was adopted for this study, involving a sample of 368 line staff drawn from selected hotels across the 25 Local Government Areas of Delta State,

Nigeria. The sample size was determined using the Krejcie and Morgan sample size determination table. Data were collected through a structured questionnaire comprising eight closed-ended items measured on a five-point Likert scale, in addition to a demographic section. The questionnaire was administered online to employees from 50 selected hotels in the state, with up to 10 employees invited to participate from each hotel. To enhance the quality of the instrument, pilot testing was conducted, and reliability was assessed using Cronbach's alpha. Data analysis involved descriptive statistics, correlation analysis, and multiple regression analysis. The regression model was

employed to examine the relationship between internal marketing dimensions and service delivery quality, and to assess the extent to which variations in internal marketing dimensions were associated with changes in the quality of service delivery among hotel employees.

#### 4.0 RESULTS AND DISCUSSION

##### 4.1 Data Interpretation

This chapter presents the results of the study, including the demographic characteristics of the participants, the levels of induced competition and employee well-being, and the relationships between these variables.

##### 4.1 Analysis of Respondents' Profile

S/N	Variables	Frequency	Percentage (%)
1	<b>Gender</b>		
	Male	180	48.9%
	Female	188	51.1%
	<b>Total</b>	368	100%
2	<b>Age Range</b>		
	18-25 years	92	25.0%
	26-30 years	95	25.8%
	31-35 years	71	19.3%
	36-40 years	57	15.5%
	41 years and above	53	14.4%
	<b>Total</b>	368	100%
3	<b>Marital Status</b>		
	Single	231	62.8%
	Married	137	37.2%
	<b>Total</b>	368	100%
4	<b>Educational Qualification</b>		
	OND/NCE	167	45.4%
	HND/B.Sc	142	38.6%
	O Level	59	16.0%
	<b>Total</b>	368	100%
5	<b>Job Position</b>		
	Front desk officers	237	64.4%
	Concierge	99	26.9%
	Security	32	8.7%
	<b>Total</b>	368	100%

Source: Field Survey, 2026.

The data presented in the table offers a detailed demographic and professional profile of the respondents from the field survey. The gender distribution is nearly balanced, with a slight majority of female respondents (51.1%). This indicates that the survey captured perspectives from both genders almost equally, allowing for a more balanced gender representation in the findings. The age distribution shows that a significant proportion of respondents are young, with 50.8% falling in the 18-30 years category. This suggests that the workforce is relatively young, which might influence perspectives on innovation, adaptation to change, and workplace culture. A smaller percentage (14.4%) is over 41 years, indicating a more limited representation from older employees. A notable majority of the respondents are single (62.8%), which could reflect a demographic trend towards younger, unmarried employees in the workforce. This could potentially influence factors like reduced stress, work-life balance

expectations, and commitments in the survey analysis. The educational background indicates a well-educated workforce, with a majority holding at least an OND/NCE qualification (45.4%). About 38.6% of respondents have a higher educational level (HND/B.Sc.), while a smaller segment (16.0%) possesses an SSCE certificate. This suggests that the respondents are qualified to perform professional roles and are likely capable of providing informed opinions in the survey. The job position breakdown reveals that a majority of respondents (64.4%) are front desk officers who interact directly with guests, indicating that the survey largely reflects the views of frontline employees. Only 8.7% are security personnel who rarely but occasionally interface with guests, suggesting that security personnel are less represented. Concierge staff, also known as porters, make up 26.9% of the respondents, providing insight into customer-assisting roles within the organisation.

**Table 4.2 Pearson Correlation of Study Variables Correlations**

		Incentives and rewards	Recognition	Sales team performance
Effective Communication	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	368		
Staff Training	Pearson Correlation	.452**	1	
	Sig. (2-tailed)	.000		
	N	368	368	
Quality Service Delivery	Pearson Correlation	.518**	.456**	1
	Sig. (2-tailed)	.000	.000	
	N	368	368	368

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

The Pearson correlation analysis in Table 4.3 reveals the relationships between Effective Communication, Staff Training, and Quality Service performance. The results indicate a positive and statistically significant correlation between all pairs of variables at the 0.01 level. Specifically, Effective Communication has a

strong positive correlation with Quality Service Delivery ( $r = 0.518$ ), suggesting that effective communication is associated with improved quality if service delivery. Similarly, Staff Training shows a moderate positive correlation with Quality service performance ( $r = 0.456$ ), indicating that improved staff

training is linked to service delivery outcomes. All correlations are significant at the 0.01 level

( $p < 0.01$ ), confirming the reliability of these relationships in the study.

### 4.3 Multiple regression analysis of Internal Marketing and Quality Service delivery Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	4.338	.988		4.392	.000		
Effective Communication	.443	.054	.392	8.162	.000	.796	1.257
Staff Training	.303	.052	.279	5.802	.000	.796	1.257

a. Dependent Variable: Quality Service Delivery

The multiple regression analysis in Table 4.4 examines the impact of effective communication and staff training on quality service delivery. The results show that both variables have a positive and statistically significant influence on quality service delivery. The standardised coefficient (Beta) for effective communication is 0.392, showing a moderate influence on the quality of service. Also, staff training has a standardised Beta of

0.279, indicating a moderate effect. Both variables exhibit low multicollinearity, as evidenced by the Tolerance value of 0.796 and the Variance Inflation Factor (VIF) of 1.257, suggesting that the predictors do not strongly overlap. These findings highlight that both effective communication and staff training are important factors that contribute positively to enhancing quality of service delivery.

### 4.4 Analysis of variance ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	394.705	2	197.353	89.912	.000 <sup>b</sup>
	Residual	801.161	365	2.195		
	Total	1195.867	367			

a. Dependent Variable: Quality Service Delivery

b. Predictors: (Constant), Effective Communication, Staff Training  
The ANOVA analysis in Table 4.5 assesses the overall effectiveness of the regression model, which includes effective communication and staff training as predictors of quality of service delivery. The results indicate that the regression model is statistically significant,

Staff training value of 89.912 and a p-value of 0.000 ( $p < 0.01$ ), demonstrating that the model is a good fit for predicting service delivery quality. These results confirm that Effective communication and staff training are significant predictors contributing to improvements in service delivery.

#### 4.5 Model summary

##### Model Summary

Model	R	R Square	Adjusted Square	R-	Std. Error of the Estimate
1	.575 <sup>a</sup>	.330	.326		1.482

a. Predictors: (Constant), Effective Communication, Staff Training

The model summary in Table 4.6 provides an overview of the effectiveness of effective communication and staff training in predicting the quality of service delivery. The R Square value of 0.330 implies that 33% of the variance in quality of service delivery is explained by the model, which includes both effective communication and staff training. The Adjusted R Square of 0.326 accounts for the number of predictors in the model, slightly adjusting the explained variance to a more accurate representation.

#### 4.6 Hypotheses Testing

The multiple regression analysis was adopted as the analytical technique for testing the stated hypotheses. The p-values reported in the regression coefficient tables were used for testing the study hypotheses.

##### The Decision Rule

If the probability value calculated is less than the critical value of 5% (i.e.  $0.000 < 0.05$ ), it is vital to conclude that the given parameter is significant. In this scenario, it is accepted that there is need to reject the null hypotheses and to accept the alternative. When we reject the null hypotheses, we say that our findings are statistically significant and vice versa (Gujarati & Porter, 2009). Thus, the p-value was set at 0.05 (5%).

**H<sub>01</sub>:** Effective communication has no significant impact on quality service delivery in hotels

Table 4.4 showed that the calculated level of significance is less than the p-value of 0.05 (5%), i.e. ( $0.000 < 0.05$ ). Based on this, the null hypothesis was rejected while the

alternative was accepted, implying that effective communication has a significant positive impact on quality service delivery among hotel staff.

**H<sub>02</sub>:** Staff training has no significant effect on quality service delivery among hotel staff.

Table 4.4 showed that the calculated level of significance is less than the p-value of 0.05 (5%), i.e. ( $0.000 < 0.05$ ), the null hypothesis was rejected while the alternative was accepted. This implies that staff training has a significant positive effect on the quality of service delivery among hotel staff.

#### 4.7 Discussion of Findings

In line with the data analysis done in chapter four and the review of the related literature in chapter two, the discussion of the findings of this study is presented below.

##### Effective Communication and Quality Service Delivery

Specifically, effective communication and staff training have a strong positive correlation with quality service delivery ( $r = 0.518$ ). The standardised coefficient (Beta) for effective communication is 0.392, showing a moderate influence on the quality of service delivery. Test of hypothesis one showed that effective communication has a significant positive impact on quality of service delivery in hotels ( $0.000 < 0.05$ ), suggesting that improved communication is associated with improved service delivery quality. Also, the study by Dhoni and Sarwoko (2022), which examined Internal communication and employee performance, also aligns with the current study's results. They suggested that through effective internal communication, employees

would have better comprehension on the importance of their performance, which is mirrored by the positive impact of effective communication observed in this study.

### **Staff training and Quality service delivery**

Similarly, staff training has a standardised Beta of 0.279, indicating a moderate effect. Also, staff training shows a moderate positive correlation with quality service delivery ( $r = 0.456$ ). Test of hypothesis two showed that staff training has a significant positive effect on quality service delivery among hotel employees in Nigeria's hospitality industry ( $0.000 < 0.05$ ), indicating that improved training is linked to better performance outcomes. The studies by Khuselwa et al. (2022) confirm that staff training is crucial for improved service delivery within the hospitality sector, which is consistent with this study's finding that staff training has a moderate positive effect on performance.

## **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Summary of Findings**

The study focused on the effect of internal marketing on quality service delivery in the hotel service sector in Nigeria. Findings showed that both effective communication and staff training positively impact the quality of service delivery among hotel staff in Nigeria's hospitality industry. Effective communication showed a strong correlation ( $r = 0.518$ ) and a positive effect (Beta = 0.392,  $p < 0.05$ ) on service delivery. Staff training has a moderate correlation ( $r = 0.456$ ) and a positive effect (Beta = 0.279,  $p < 0.05$ ), significantly enhancing service delivery quality. These factors are key drivers of service delivery.

### **5.2 Conclusion**

The study demonstrates that internal marketing significantly influences the quality

of service delivery and overall job satisfaction, which could, in turn, improve customer satisfaction in Nigeria's hotels. Key drivers identified include effective communication, which shows a strong positive relationship with service delivery, and staff training, which also has a notable positive impact. These factors enhance motivation, leading to improved job satisfaction and better performance outcomes. The findings highlighted the importance of a well-structured communication strategy and regular training programs in fostering a motivated and high-performing service environment within the hospitality sector.

### **5.3 Recommendations**

- i. Hotels should develop well-structured internal communication strategies that align with the specific goals and roles of their employees to maximise motivation and performance.
- ii. Establish both formal and informal training programmes to regularly develop staff competence and values, as well as career advancement opportunities.

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