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**STRENGTHENING THE DAY SPA'S INTERNAL
MARKETING: THE CASE OF NAMINA WELLNESS SPA,
FINLAND**

Master Thesis

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This Master thesis has been compiled independently. All works by other authors used while compiling the thesis as well as principles and data from literary and other sources have been referred to.

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INTRODUCTION

This master thesis concentrates on theoretical approaches and practical studies of internal marketing (IM) and its impact on employee performance in day spas, particularly their motivation to perform services to the clients.

Disregarding the developing of technologies and innovations, customer-driven and service-oriented employees are required for high-quality service experiences (Grönroos, 2015, p. 409). There is a close similarity in the notion of human resource (HR) and IM in which some various scopes, functions, definitions, and implementations of IM come under the HR umbrella (Bose & Prakash, 2019, p. 1917). Human resource management (HRM) is “a comprehensive and coherent approach to the employment and development of people” (Armstrong & Taylor, 2014, p. 1).

Likewise, “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 & Parasuraman, 1991, as cited in Rafiq & Ahmed, 2000, p. 451). So, there is a need to differentiate the similarities and differences between these two concepts to implement them in the firm effectively (Bose & Prakash, 2019, p. 1917).

In today’s service companies, there are some problems in conducting IM and HRM in the firm. Grönroos (2015, p. 412) believes that if top management does not understand the strategic role of employees and as a result the role of IM in the firm the budget which is allocated to that will be effortless and process will not be succeed. Hashimoto (2018, pp. 63–64) believes that the management problem is how to motivate the employees. When the management is not involved in the workers’ concerns, the turnover of the workers is high, and the organization loses its significant revenue stream. According to Balta (2018, p. 12) most service providers are facing such problems that vary from high absenteeism

rates and high turnover rates to performance failure and lack of commitment, both of which automatically contribute to loss of potential customers. Mishra and Tripathi (2019, p. 215) also stress that effective IM can address the problems arising from low work satisfaction such as tension, high turnover, declining quality of service and customer loss and therefore IM framework is expected to be a solution to the next generation of industry problems. The leaders need to turn IM ideas into HRM organization strategies to better address marketing, HR, logistics and competitive advantages problems. (Kaurav et al., 2016, p. 92)

Kimura (2017, p.191) states that some problems exist in conducting the IM in the organizations. First of all, it is difficult to quantitatively measure and investigate the effect of IM program in the firm. Second, the lack of management's control in executing the IM in the firm because of responsible department in implementing the IM varies from one firm to another. Hence, the marketing department may consider IM as a means to enhance the customer satisfaction or sales opportunities and HR department may regard it as a process to increase staff satisfaction. Third, the staff who do not interact with customer directly cannot understand the importance of IM and its effect on them, their career, the firm and the customers. For example, call centers' employees are compensated based on the number of calls that they manage and not based on the customer satisfaction level. The other problems can be considered as resistance to change, interdepartmental and intradepartmental conflicts and lack of individual responsibility. (Kimura, 2017, p. 185)

According to these above statements, the problem may be concluded as the following statement that service providers are not still aware of the importance of IM in ensuring the success of the company. The reason is maybe because of the lack of information, poor knowledge and understanding the concept of this notion. Similar problems exist in many organizations, which can lead to a wider problem question how to improve the IM to enhance the employee performance? Obviously, the Corona pandemic has affected the hospitality sector recently including the spa sector particularly day spas, therefore understanding how this disaster can stimulate changes in the market, how enterprises can turn this recession instability into advanced creativity, and how managers can undertake analysis that allows the rethinking and resetting of a next standard are necessary to be discovered (Sigala, 2020, pp. 312–313).

This master's thesis seeks to find answers to the problem questions through IM research in spa organizations. Namina Wellness Spa (Finland) which is chosen as a case study for the current research is a day spa that offers only wellness treatments in Thai style. This thesis after all is useful for organizations in the spa industry to gain a deeper understanding of the connection between IM and better job performance.

The goal of this thesis is to make proposals and recommendations for improving IM in Namina Wellness Spa. To reach this goal, the following research questions are set:

- How IM and HRM are organized in the Namina Wellness Spa?
- Which field(s) of IM needs more improvement in Namina Wellness Spa?

To find the answers to the research questions, the following tasks are implied as follows:

- to provide an overview of the theoretical approaches on IM concept and its connection with the HRM in service field;
- based on the theory, prepare and conduct the IM research in Namina Wellness Spa;
- to conduct the interviews with spa managers and staff related to IM and HRM activities;
- to analyze the result of the research;
- to make conclusions and present proposals and recommendations to the spa managers in terms of improving the internal marketing at day spas.

This master's thesis is divided into two chapters. The first chapter introduces literature review of IM and the first following subchapter discusses its definition, development, and trends. The next one is about interlinkages between IM and HRM, and the third subchapter debates about the development of IM opportunities in day spas. This theoretical part is based on the relevant academical articles and books. The second chapter consists of empirical data, where the current situation in Namina Wellness Spa in Finland is described. Then the methodology of the research is introduced, and the final part of analyses is presenting the results of the interviews among the managers and staff members. The subchapter 2.4 presents the discussion and recommendations for day spa managers how to best manage IM in day spas. The thesis ends with the conclusions, reference list, seven appendices and summary in Estonian.

1. THEORETICAL APPROACHES TO INTERNAL MARKETING

1.1. Defining, development and trends in internal marketing

1.1.1. The organizational internal communication and dialogue

This section provides details of IM definition, concept, development, and trends. According to Grönroos book the notion of IM is summarized into several activities. Five significant ones such as internal communication and dialogue, empowerment, training and development, employee involvement and motivation are mainly emphasized at this research.

The IM was introduced during the mid-1970s and it was considered as a way of achieving consistent standard of services in the service marketing industry. The goal of this definition was to achieve superior performance from employees who worked with customers frequently. (Chandrika, 2017, p. 15) Past two decades, service providers, particularly in hospitality industries, give special attention to IM as it has a critical impact on providing and maintaining a high-quality service. Hence it brings competitive advantage and differentiation over the firm's competitors, where qualified and motivated employees have a vital role in achieving those. (Azzam, 2016, p. 381)

Bose and Prakash (2019, p. 1917) indicated that in the early development, process concentrated on topics such as employee engagement and satisfaction. IM demands that everyone within the company come into marketing strategies consideration and priorities. However, other researchers like Rafiq and Ahmed (1993, p. 222) declared that the definition of "employee as client" is used differently in the approaches such as Total Quality Management (TQM) and to business marketing. Indeed, it is important to see IM in terms of its results, i.e. the implementation of marketing and other programs rather than

whether the employee as a “king” (Rafiq & Ahmed, 1993, p. 230). Khodabakhsh and Mashayekhi (2014, p. 477) stress that the organizations ought to consider jobs as domestic products and attempt to accomplish the internal client’s fulfillment at first.

Grönroos (2015, p. 426) perspectives toward the IM is holistic and he indicates that almost any activity that has an impact on internal associations, the service behavior and attitude which leads to customer focus can be included in IM activities. The followed list represents these IM activities briefly:

- training;
- leadership and management;
- internal communication and dialogue;
- external communication;
- employee involvement in planning;
- reward the employee for their performance;
- use HRM instruments;
- empowerment.

Grönroos (2015, p. 421) indicates that “Management support and internal dialogue are the predominant tools of the attitude management aspect of internal marketing, but they are also key ingredients of communications management”. Hence, promoting internal communication between colleagues would boost their flexibility to the needs of each other and ensure that communication is precise and sensitive (Akroush et al., 2013, p. 326).

Grönroos (2015, p. 426) believes many managers recognize that workers need to be told of innovative ways of working in internal and external service sessions, so interactions and communication are important to help them understand the new methods, assignments, and ways of thought. According to Kimura (2017, p. 154) the proper means of internal communication consist of letters or memos from the managers, interactive websites, videos, documents which include effective visual items. However, these contents are not sufficient if the manager does not engage in direct communication and dialogue with employee time to time.

It is found by Lemma and Nigussie (2018, p. 53) that elements of IM are often ignored, and more resources are centered on external marketing rather than internal clients. Therefore, it is worth paying attention to the implementation of IM as some service providers companies for instance, the bank is highly reliant on its employees' intangible information capital. The bank's management and HR team are encouraged to be better informed on the value, implementation, and results of internal communication practices, which will have an impact on making workers more dedicated, customer-oriented, and concerned for the goals of the company and placing extra effort into achieving them.

1.1.2. The employee empowerment

Empowerment is a vital phenomenon in IM claimed by Grönroos (2000, p. 347). As it expresses that workers who are expected to take responsibility for customers but are not empowered to do so will experience discomfort, dissatisfaction and will possibly make poor decisions. Frye et al. (2020, p. 8) show that job environment, empowerment, management relationships, and pay are fundamental variables for generation Y to keep them happy in the workplace. IM strategies such as encouraging and empowering staff, fostering positive work conditions, managers developing productive and trusting relationships with their staff, and paying wages that are appropriate to workers, play a significant role in job satisfaction for generation Y staff. It is found that these have an important impact on employee retention and their desire to stay in the hospitality sector.

Yao et al. (2013, p. 535) found out that the companies should use IM as an important method for increasing the degree of psychological empowerment of workers by developing initiatives that will include supporting the company's mission, delivering staff preparation, sharing income with workers, raising managerial support, designing stronger reward structures, and fostering an excellent corporate culture. They found psychological empowerment has a positive impact on loyalty of both employees and performance of tasks. With respect to empowered employees, Tetik (2016, p. 235) also claimed that managers need to provide pleasant working practices and environments in which workers find their employment meaningful, feel competent, track their work, and eventually could positively influence the results of the firm. The socially empowered employees can usually work well, thus, can provide customer loyalty, and fulfill their needs.

IM strategy is an effective tool for the dedication of workers to work. One study outcome advises the participation of partners and business executives in the internal communications campaign to empower their workers to be optimally successful (Amangala & Wali, 2013, p. 1). Abidin and Roslin (2019, p. 919) believe that business organizations must adapt to their own unique culture, values, and characteristics in their IM strategy. Key facets of leadership inspiration and management assistance within the context of strategic IM are outlined in Figure 1.

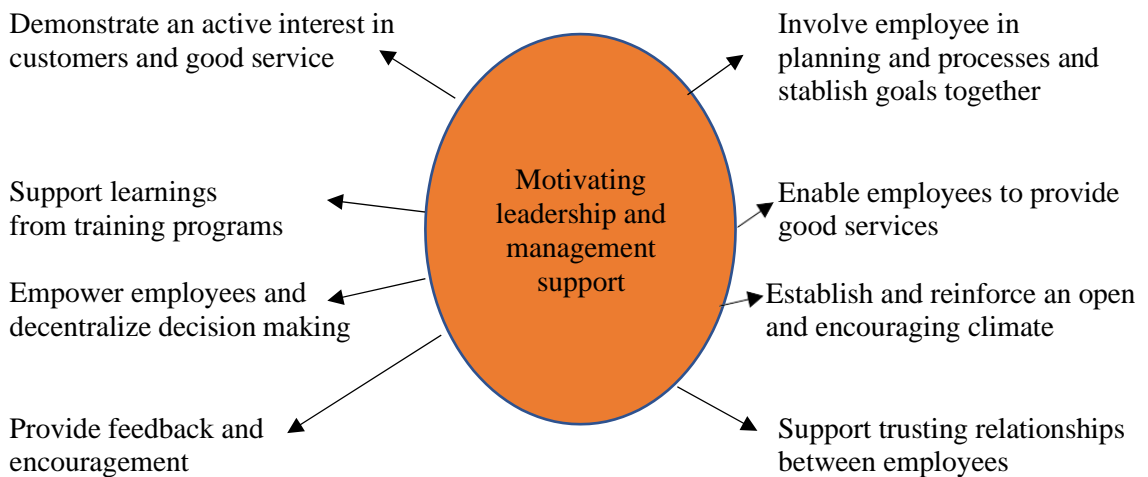


Figure 1. Strategic internal marketing: Motivating leadership and management support.
Source: Grönroos, 2015, p. 421

Therefore, it is concluded that empowered employees are more motivated to do their job accurately, especially when they are engaged in decision making, planning and processes.

1.1.3. The training and development programs

Training and development programs are necessary to make the employees empowered. Balta (2018, p. 14) believes that employees who are trained through the IM feel more positive in themselves and more competent. As a result, this feeling will inspire desire among them for more passion and dedication in working. Azzam (2016, p. 391) indicates that training, motivation, and empowerment are required so that high quality service can be achieved by employees. Sudharshini and Rajakrishnan (2019, p. 295) also imply that the educational plan and the ability to leverage talents and strengths have had a substantial effect on the overall absenteeism of staff. However, Grönroos (2015, p. 415) indicates that the main reason why employees are not motivated enough to perform customer-

focused or service-minded manner is a lack of knowledge and skills that would be adequate to feel comfortable with a given behavior.

Sadiq Sohail and Jang (2017, p. 67) indicate that the expectations of employees about IM activities such as promoting leadership, information and communication, and appropriate award contributed favorably to employee happiness, but surprisingly, training and development which is one of the dimensions of IM activities was not a significant consideration for employee happiness. However, Haghighikhah et al. (2016, p. 155) believes that the organization must provide training courses based on the qualifications needed to provide better services to the organization customers. It should focus on concepts like customer relations, market-oriented, customer importance, etc. In these courses, technological change and evolution should also be considered along with the need to introduce new methods. Chang and Chang (2008, p. 168) indicate that providing staff preparation adequately involves helping workers to learn more leads to minimize job time and enhance their technical skills and level of services. The teaching not only makes workers improve, but it also helps management appreciate the skill of each employee.

1.1.4. Employees' organizational involvement

It is the other important aspects of IM influences the people who work in a service company. It is claimed by Çoban and Perçin (2011, p. 213) that satisfying external customers, reducing employee turnover, employee costs, and gaining economic performance are closely linked to employee organizational engagement in hotels. Ling et al. (2019, p. 182) discussed how the psychological empowerment and job satisfaction of workers would affect employees' loyalty to the organizations and in turn affects the organizations' turnover rate. Cătălin et al. (2014, pp. 15–16) noted that engagement of workers promotes the dedication of staff to the company and its ideals, as well as their ability to work as a team to make meaningful contributions to the outcome. The aim of managing IM is to illustrate recordable progress during the implementation process and in case of failures, to produce simple appropriate actions.

Managers ought to consider employee's sources turnover and recommend the best gap filling approach of the source, so that they can retain the employees and increase the

competitiveness of employees in their firm. Management can promote flexibility of job restructuring, value of tasks and project identity, open book administration, workforce development, recruiting and selection must be achieved objectively with the goal of retaining employees. (Ongori, 2007, pp. 53–54) However, there are still some service providers who believe external customer retention is their initial priority, and they focus on increasing the short-term outcomes while employee retention is their last preference (Collins & Payne, 1991, p. 262). Kaurav et al. (2015, p. 327) proposed a model which shows (see Figure 2) how IM and the low employee turnover connect each other.

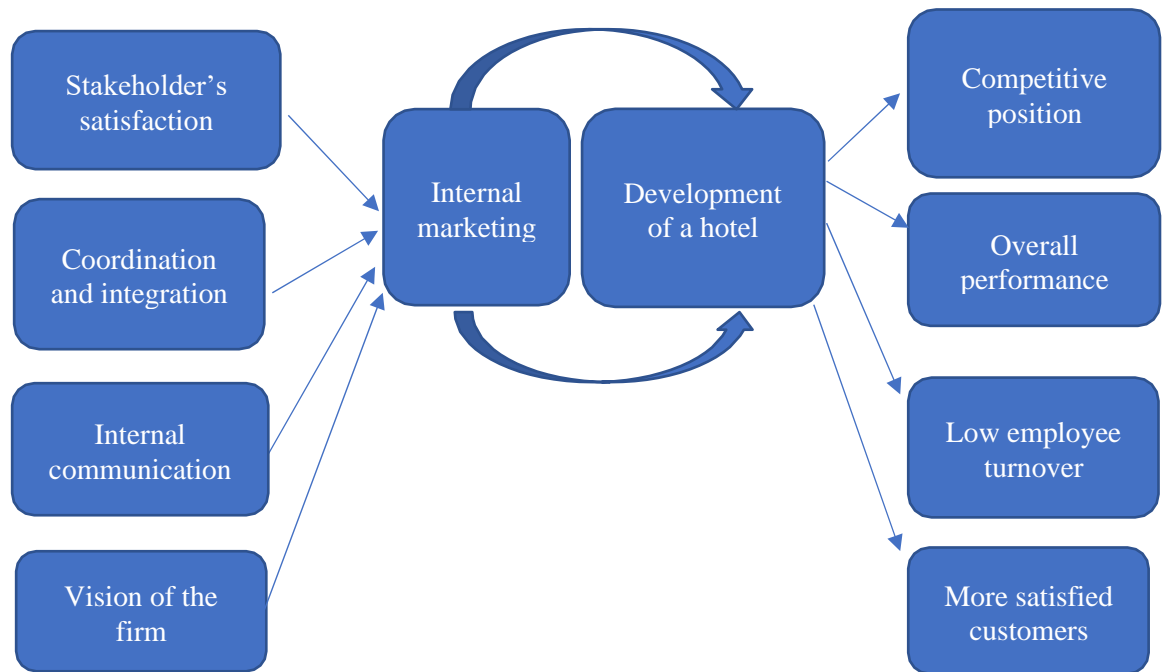


Figure 2. Synthesis model of internal marketing and performance of hotels. Source: Kaurav et al., 2015, p. 327

Satisfied and happy workers are more likely to carry out their work and serve clients well (Ocak & Yavuzalp Marangoz, 2019, pp. 124–125). Kareem and Mezei (2018, p. 57) also believe that IM is therefore a targeted effort to add value to employees and increase their loyalty to the organization, allowing the company to achieve its goals and its concept is therefore based on looking at jobs as “internal products” offered to employees.

1.1.5. Employee motivation

Motivation is an important factor which impact the IM directly. Melhem and Ozgit (2019, p. 562) collected data from 284 international chain hotel employees in Lebanon and it has

been revealed that motivation is a significant attribute that positively impacts the relationship between IM and retention of employees. Hasaballah et al. (2014, p. 2372) declared that reward and motivation are divided into two sections, pay motivation and the motivation of the emotions by which “pay motivation” is related positively to the empowerment of employees.

Kareem and Mezei (2018, p. 61) indicate that the firm use the IM practices to boost the efforts, dedication, motivation, and work satisfaction of workers. The excellent performance of workers leads to the excellent success of the company and can affect the perceives of service efficiency from the potential customers perspective. The key object of IM is to strengthen product offerings for external consumers by providing a loyal base of happy customers that leads to improved sales, reduced costs, and market share. Considering the literature above, Figure 3 briefly explains IM’s key target.

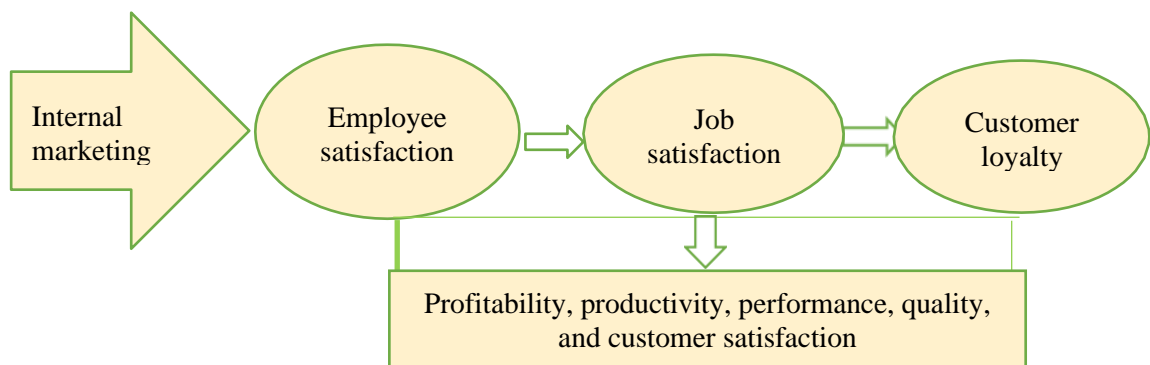


Figure 3. Objectives of internal marketing. Source: Kareem & Mezei, 2018, p. 61

Rafiq and Ahmed (2000, p. 454) stress that:

Internal marketing is a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and inter functionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies to deliver customer satisfaction through a process of creating motivated and customer orientated employees.

Therefore, the factors which IM and marketing-like approach have effect on them are briefly listed as below and demonstrated in Figure 4: organizational resistance, inter-functionally co-ordination and integration, corporate and functional strategies, customer satisfaction and customer orientated employees.

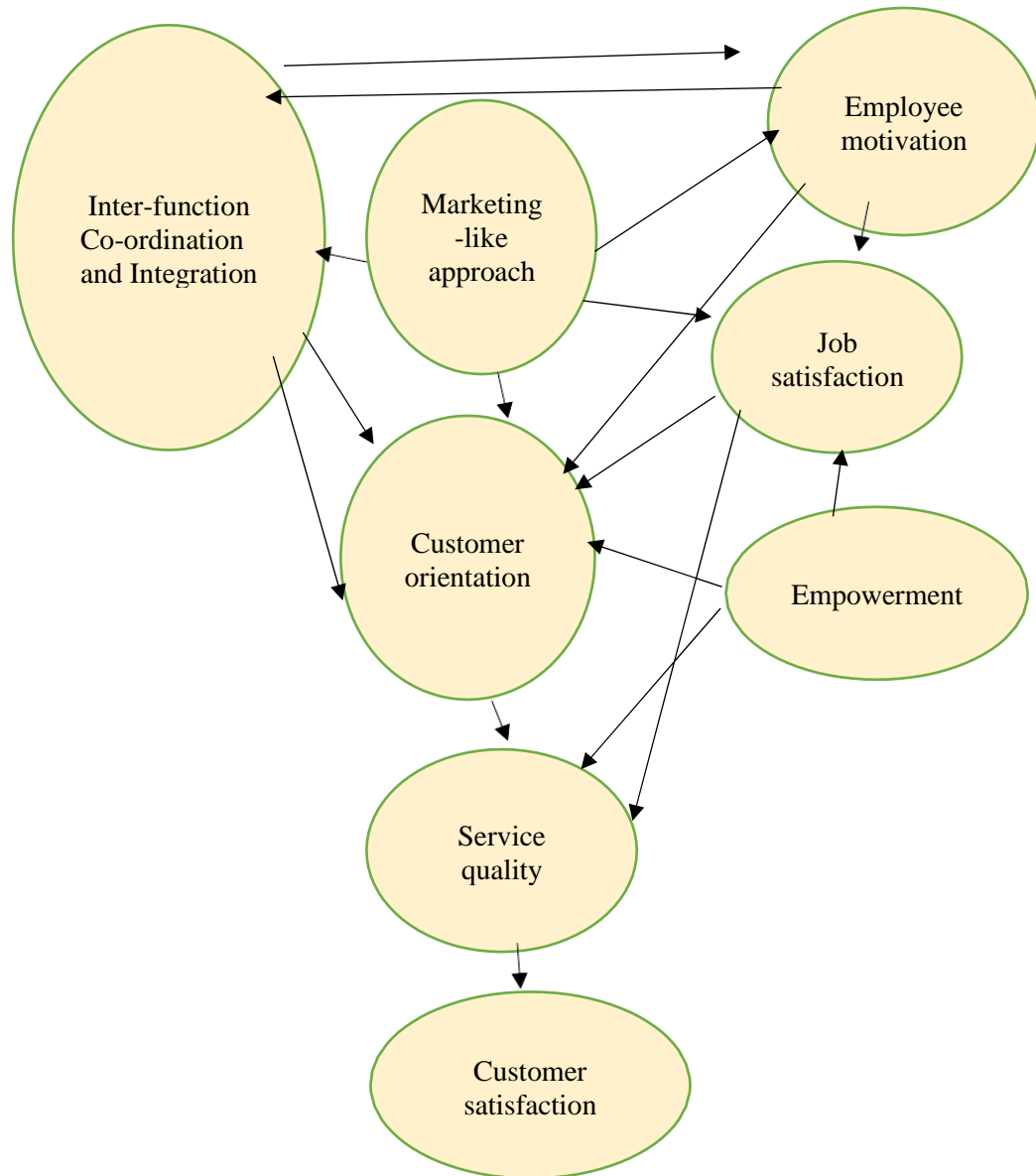


Figure 4. A model of IM for services. Source: Rafiq & Ahmed, 2000, p. 455

In conclusion, the IM is necessary to be implemented in management strategies by which the success of service-provider organizations is guaranteed and consequently, the customer loyalty, more revenue and share market will be the result of employee's job satisfaction and retention. The IM aspects consists of followed components such as organizational internal communication and dialogue, employee engagement, motivation, empowerment, and training.

1.2. Interlinkages between internal marketing and human resources management

The relationship between these two notions of IM and HRM is still not clear in the literature reviews. In the previous sub-chapter, an overview of the IM was provided, and this sub-chapter looks at the approaches to HRM and the links between IM and HRM.

Do have HRM and IM both the same function in the organization or each have a different role in strategic management? Based on the Chandrika research (2017, p. 19), IM leads to stronger relationship between workforce and the firm in which due to owning a HR manager whose mindset is market oriented, the marketing and HR sections should be integrated together. Bose and Prakash (2019, p. 1921) believe that HRM through employee qualification and motivation is needed to meet the customer market requirement, such as hiring the right employees, maintaining, and improving a long-term relationship with them and all are the vital keys for a company's business success.

Bose and Prakash research (2019, p. 1920) also believe that IM component consists of attraction and recruitment; selection, integration; motivation; retention and loyalty. These IM processes belong partly to marketing practices (attraction, retention, and loyalty), and partly to the management of HR (recruitment, selection, motivation, integration). Therefore, IM and HR management have a common part which is called marketing of HR which means employees are subject of marketing activities planned by the management of the organization to achieve the marketing and the business goals of the organization. Grönroos (2000, p. 342) states that effective IM starts with the recruiting and recruitment process. This includes clear job descriptions under which the communication and support personnel's part-time marketing responsibilities are acknowledged. The company will use job requirements, recruiting practices, career preparation, wages, compensation plans and reward systems as well as other HRM resources to achieve IM objectives. Ling et al. (2019, p. 182) show that boosting the HR activities contribute to greater work satisfaction and organizational engagement among employees.

According to Kareem and Mezei (2018, p. 58), IM is one of the modern marketing principles that are directly linked to HR. It offers a suitable working atmosphere for

employees that encourage them to achieve superior marketing efficiency in which the success of IM reflects the success of external marketing. HR development strategies are a series of organized and planned activities developed by a company to provide its members individually and as a group with the required skills, expertise, and resources to meet current and future job demands to allow them to provide better services and build good customer relationships and customer satisfaction.

The method of introducing IM may have a meaningful impact on enhancing HRM by increasing worker efficiency and satisfying the employees. From a management standpoint, IM implementation will support developing teams with actual customer focus and moving to a strategic approach to marketing. From a marketing viewpoint, the introduction of IM will help to create and strengthen brand value, improve investment returns, maximize the rewards of marketing campaigns, and decrease marketing costs. (Cătălin et al., 2014, p. 9) Bose and Prakash (2019, pp. 1920–1921) stress that IM involves employee-orientated practices and their growth. It helps identify, empower, and retain worker-oriented customers. It has substantial specific viewpoints in operation of HR; thus, IM attitude analysis and its basic aspects are a critical consideration for building competitive advantage in the current market environment.

Devi and Srinivasan (2017, p. 91) explain that how HR may have an impact on the marketing department while both have the same function to maintain the long-term relationship with people. Getting and retaining the right kind of workers in an organization is important. On the other hand, HR management by IM can be a way to build competent, effective, and dedicated workers with appreciation for providing quality services (Suprihanto et al., 2018, p. 79). Based on Chandrika research (2017, pp. 18–19), the impact of IM on HRM is mentioned in Appendix 1.

Kacarski and Kovachevski (2019, p. 11) indicate that HR managers know in practice what drives and what makes a company competitive internally, to recruit, train and motivate the most skilled people to deliver high-level performances and IM is interconnected with the corporate culture and influence the delivery of high-quality customer service in the new management context. Therefore, companies should understand the value of the role of HR not just in terms of setting up HR practices, but also in terms of coordinating with other organizational units and engaging management in implementing these practices in

a way that would create competitive advantage both internally and externally (Kacarski & Kovachevski, 2019, p. 20).

Giannakis et al. (2015, p. 526) imply that there are some factors such as recruitment, training, development, retention, rewarding and personnel management which are key to achieving strategic marketing objectives and consequently satisfactory employees contribute to the development of happy clients. This shows how much marketing needs to benefit from HR, and maybe it already happens in the philosophy and application of HR to meet the core strategic marketing goals. The HRM function provides services or programs to employees and managers and impact business productivity directly. IM can help HR managers to attract and capture the types of people whom company wants as the best internal customers. HR functions can improve a company's ability to meet the needs and desires of external customers. (Collins & Payne, 1991, p. 265) On the other hand, IM is a direction for handling HR effectively from the marketing perspective (Bohnenberger et al., 2019, p. 7).

In the research conducted by Ružić and Benazić (2018, p. 73) the findings suggest that businesses that seek to develop and sell new products/services or promote an innovative culture, particularly within their department of sales, must approach and share power with their own staff through IM (as one of the HRM-types, besides others already in use). Hashimoto (2018, pp. 63–64) believes that there is a common problem in the service providers industry about how to use limited human capital, depending on the challenge about attracting qualified HR and a high turnover ratio. In fact, IM is one of the important strategies to trigger and operate an organization.

Due to poor design of IM strategies, poor customer services executed by employees in most hotels might result. According to Nebo and Okechukwu (2017, p. 230), some executives do not recognize the personality of the workers they hire, and this has a negative effect on their consumer orientation activities workers. The hotel management should give adequate attention to appropriate personality for hotel services workers include extroversion, transparency, congeniality, and tolerance when recruiting guest service employees in their hotel. This will strengthen the situation employee's customer orientation behavior.

Azzam (2016, p. 382) believes that HR is a significant element in the hospitality and tourism industry in which their consistency increases the quality of the services they provide, since IM has gained substantial visibility in the services sector. It has prompted managers to pay greater attention to IM by investing in HR, especially for service providers, and who are in direct contact with customers. This allows these businesses to invest in HR to face the tough competition.

During the digital era, tourists can share a good or bad experience in their travel experience with hundreds or even thousands of potential customers. Companies must therefore create a friendly and welcoming experience. The frontline employees may be the most important element of all service experience. Thus, the “human touch” of tourism can make a big change on the journey, and therefore the tourism and hospitality companies must pay attention to their HR practices and influence the attitude of their employees, particularly those at the front lines who contact and influence the perception of tourist’s overall quality of service. (Tiago et al., 2020, p. 87)

The recruitment and growth of workers and managers in the tourism field, in which employees learn expertise and information, is acknowledged among the most important roles of tourism industry. Because there are some dramatic developments in tourism industry includes globalization, technical advances, new economic modes, and the current competitive advantage policies, HR and their management are now seen as one new approach area that is deemed crucial to gaining a sustainable competitive advantage in the tourism industry. (Belias et al., 2020, p. 639)

Recently, travelling and tourism is almost stopped because of the COVID-19 or has strong restrictions. Increased workload and job pressures are some of the harmful consequences of the gig economy these days, which are more apparent and strengthened according to COVID-19 (e.g. food distribution workers do not have health care or missed wage benefits in case they get sick while working; “micro-hotellers” fear losing their homes since they cannot receive’ occupancy fees to pay off housing loans). COVID-19 tourism analysis needs to immediately explore aspects of employee social, mental and physical wellbeing, commitment, working environments (e.g. remote jobs, virtual teams, and virtual leadership) and other HRM problems. Traditional leadership, recruiting, leadership, and motivational rewards, for example, do not encourage, participate,

empower, and retain workers who since COVID-19 have realigned their personal beliefs and goals. (Sigala, 2020, p. 320)

To summarize the goal of IM is to concentrate the attention of employees on internal practices that need to be expanded, sustained, and encouraged for commercial purposes as well as improving the competitiveness of the company's external sector. Some of the primary prerequisites for the performance of the company is the management of human capital by selecting and encouraging workers to fulfill the demands of the consumer demand as far as necessary, including hiring suitable personnel and retaining and strengthening long-term partnerships with them. (Bose & Prakash, 2019, p. 1921)

The HR department's incentive structure and the use of the marketing concept for various departments collaboration may shift the function of departments. Once the principle of consumer orientation really takes hold in a department, its participants will start believing that their services can be proactively marketed to other divisions of the business. As for services, customization should be regarded by the HR: it should satisfy consumers as flexible as possible according to their desires and expectations instead of doing it according to predetermined rules. IM may be seen to have acted as a means to modify the typical ways of conducting duties of the HR divisions once these actions are realized and also internal branding should be structured based on full utilization of marketing-related ideas. (Kimura, 2017, p. 154)

To answer to this question that how far IM is implemented in companies and has it been adopted by many companies as part of their HR policy or only some parts of it? based on the study by Collins and Payne (1991, p. 266) the services that HR department deliver to the different part inside the organizations depends on customization and importance of relevant tasks. This subsection discusses the nature of IM operations carried out at the operational and tactic level by the HR department. For example, customer orientation segment needs highest priority, and it is expected to hire the best employee. Program-oriented jobs need high-level skills; therefore, the HR department must standardize the tasks. Some tasks like organizing the seminars need less customization, and HR need monitoring. Some segments like operational segment need the highest degree of customization and HR consideration.

By reviewing the previous literatures, it could be concluded that if both divisions, the IM, and HRM, work together, they will achieve superior service efficiency. Both divisions can also concentrate on the individual, but from different viewpoints. Together these two of the business organizations' most critical strategic priorities divisions should cultivate and empower front-line staff to reach above consumer standards, resulting in consumer retention and engagement.

1.3. Development opportunities for day spa internal marketing

There are some ways to develop IM inside the firm and market the firm to employees and eventually maintain the spa service quality in high level as well as job satisfaction among the staff. This subchapter debate about the current and new IM opportunities in which day spas can benefit from and improve them.

According to Gjurašić and Marković (2017, p. 190) managers need to provide guidelines for workers, including the behaviors that workers may follow to achieve organizational objectives. Nowadays, innovation training is increasingly important in the growth of learning organizations. Employees are regarded as internal consumers and encouraged to provide external consumers with creative and innovative services. (Gjurašić & Marković, 2017, p. 183) Based on Gjurašić and Marković research (2017, p. 190), the internal business orientation programs enhance the efficiency of internal services and promote the imagination and innovation of employees.

The atmosphere that embraces innovation, grant workers independence and choice, enable workers to question and create new ideas, and foster diversity of cognitive types, points of view and work approaches makes the infrastructure ready to implement the IM. Overall, it can be deduced that the implementation of IM activities fosters creativity and innovation among employees, which ensures the competitive edge in the hospitality field. (Gjurašić & Marković, 2017, p. 192)

Service innovation is significantly affected by IM practices. Service formation is especially well-linked with service innovation, a rewarding employee performance, and a clear organizational perspective. There is a positive relationship between IM and service innovation in which service providers are recommended to generate a sense of belonging

to the workplace amongst the employee and this will create a happier workforce that will commit to fulfilling the organization's goals. In this way, the organizations that implement IM can positively affect employees' attitudes towards their work, and by extension, their attitudes towards customers. (Tsai & Wu, 2015, p. 301)

In Vietnam, Park and Tran (2018, p. 412) show that IM is strongly correlated with the success of salespersons in adaptive consumer-oriented selling behavior resulting in consistency of customer relationships, purchasing intention, and positive word-of-mouth. Therefore, consumer-oriented behaviors of salespersons play a partial mediating role between IM and external consumer response. The study conducted by Marques et al. (2018, p. 41) indicate that the service providers need to concentrate more specifically on improving the skills of their workers to enhance service efficiency, job satisfaction, better retention of staff and workforce performance, as well as to minimize turnover. Throughout this way, they can attain high quality expectations and establish distinctive offerings that can satisfy the demands of an increasingly well-informed and demanding customer, thereby enabling service providers to reach a competitive degree of distinction in the industry.

Colleagues' attitudes are strongly connected to work satisfaction and encouragement. Management needs to encourage healthy competition, where all employees are in a win-win situation. Teamwork should be encouraged, as this leads to positive attitude among them. (Nittala & Kameswari, 2009, p. 217) Besides, it is proved that managers should be creative, able to adopt new fields of experience and expertise, and guide and inspire workers to learn new things. Many of the dynamic leadership attribute have an important and optimistic moderating impact on the corporate engagement of workers to success. Managers, who oversee such activities, must strengthen themselves and learn from the other successful leaders to deal with internal changes and control their workers more. (Lee et al., 2015, pp. 68, 76)

To increase the quality of service, staff must be consulted periodically, and their customer perceptions measured. Like the external customer, an internal customer also observes types of service attributes, such as reliability and flexibility, when determining the consistency of the internal service. Through the understanding of the dimensions of internal service efficiency, the service organizations would then determine how well the

company or staff worked in each aspect and then management will recognize the failure to strengthen. (Shahin, 2006, p. 125) In one article revealed by Rasyida et al. (2016, p. 5) the wellness centers enhancements should be made to maximize consumer loyalty. For example, the employees' education programs should be designed to boost the responsibility of staff, helpfulness, understanding, linguistic ability, presentation, and support capacity.

Based on the research conducted by Smith and Wallace (2019, p. 126), equal pay, cash benefits, promotions and awards are crucial features that a spa manager should consider. Specifically, realistic goals for the team members and fair compensation for accomplished goals are also vital to be noted. The need for flexible working hours and the facilitation of work-life balance have also been stated by some spa managers. A spa manager should be able to be a multi-task manager who is a good model for the spa employees.

Recently, Corona pandemic has increased the involvement of employees due to fears of job losses, hence the current situation has often been abused by decision-makers: decreasing incomes, raising work time and duration, and treating staff immorally. In the post-pandemic era, organizational culture takes on particular significance and becomes a circle of redemption for the company. (Zarnadze & Kasradze, 2020, p. 55) IM is a key factor in the service provider industry which not only affects job involvement, but also affects the dimensions of job satisfaction. Suttikun et al. (2018, p. 8) discuss the main factors that inspire Thai spa therapist's overall happiness at work. Such considerations include good open relationships in the workforce, measurable rewards, highly fulfilling occupation beyond financial benefits, involvement in the cycle of day spa growth and contradictory job understanding. Spa therapists would be more inspired if they thought their hard work would produce the desired results. Once the desired outcomes are met, the process of inspiration will continue, and work satisfaction will increase.

Resistance to change is the major obstacle of empowerment. Resistance could come from workforces, unions, and leadership. Inhibitors associated with management include insecurity, personal values, arrogance, training in management, traits of personality, absence, hierarchical structure and experience of management. (Sivaprakasam & Hasan, 2010, p. 209) According to Kimura (2017, p. 185) resistance arises from managers' and employees' fear of missing the authority that they have held and maintaining their current

position. That is why some managers and employees defend the traditional organizational structure, especially in large-scale organizations.

IM practices are not something that can be introduced by actually adding additional services, such as implementing a framework after a consultancy business is addressed. An organization should recruit employees with executive experience for effective IM, educate them, inspire them, and retain them. At this end, the organization shall fulfill the seven criteria below: (Berry & Parasuraman, 1991, as cited in Kimura, 2017, p. 176)

- in order to recruit qualified workers, achieve competitiveness;
- bringing these staff to grasp the vision of the organization;
- supporting workers to understand their potential;
- place emphasis on coordination and teamwork;
- enable staff to use guidance effectively;
- measure efficiency and offer fair rewards;
- make employees understand the clients.

In terms of enhancing the psychological empowerment and employee engagement in hospitality industry, some researchers believe that (Huertas-Valdivia, Llorens-Montes, & Ruiz-Moreno, 2018, p. 230) staffing systems that highlight the opportunity for long-term occupation should be practiced. Besides, training programs should be organized extensively to help potential workers acquire the skills needed to do their work and to strengthen the advancement of employees in the organization. Precise and up-to-date job details so that both their roles and how to execute them are well known by workers. The occupational protection for staff should be guaranteed and results-oriented assessment and success measurements with observable analytical results should be the fundamental of performance evaluation. Matching people's payments to their results and encouraging staff to take part in decision-making and to provide them with the chance of suggesting changes in the way things are handled should be provided by the managers.

Paliaga and Strunje (2011, p. 111) had a research with respect to implementation of IM in Croatian companies. The fundamental of their research was based on four elements of IM mix which consists of : product, price, place and promotion. A visual representation of the 4P components of the marketing mix is seen in the following table. (see Table 1)

Table 1. Four elements of internal marketing (4P)

PRODUCT	Programmes, policies and services (education, informing) – everything that has to be planned and continuously monitored that is oriented directly to employees. Research, planning, and education are part of product of internal marketing.
PRICE	Price or cost of internal programmes, policies or services. Every investment has its price. Cost and benefit ratio of changes has to be defined.
PLACE	Place/location of programme implementation, policy, services, responsibility for implementation and submission of programmes, policies and services
PROMOTION	Internal sale, internal public relations, internal advertising, internal incentives and disincentives, internal website

Source: Paliaga and Strunje (2011, p. 111)

There are definitely a vast range of measures and target audiences in IM, meaning that most organizations will face the question of which department could take up the responsibility for IM. There are three options: Establishment of a special IM department, operationalization of IM based on the concept of the initiative and individual criteria within the organization or by the extension of the marketing department. (Paliaga & Strunje, 2011, p. 112)

Tag-Eldeen and Ahmed El-Said (2011, p. 164) had researched in some five-star hotels in Egypt where four dimensions of IM are measured among the employees such as “establishment of a service culture, development of a marketing approach to human resource management, information dissemination to hotel employees, implementation of a reward and recognition system” and the result showed that the IM principle should become a tangible technique to enhance the level of service in hotel operations. Hotel workers can boost the reputation of the hotel and the level of perceived and genuine service quality by delivering outstanding service. Since the training of workers requires a great deal of both time and expenses, the safest way to retain excellent employees and minimize recruitment costs is to consider their employees' desires and expectations; thus, IM is a realistic and sound method for increasing organizational engagement.

However, there are some challenges for implementing the IM in the service organizations. For example, Ahmed and Rafiq (2003, p. 1183) indicated that if a businesses does not understand the presence of various segments of workers and their particular interests, advertisements that have no relevance for the targeted segments will continue to be

generated. Therefore, in designing the communication channels with staff, IM forces businesses to be more empathic. Ofunya Afande (2015, p. 46) has concluded in his research that if IM concept is not understood by most high and middle level managers and this affect the implementation of IM stratigicaly. Not only the implementation of IM strategies is affected by poor employee appreciation and rewards, but also poor and inadequate involvement of employees in decision-making affects the IM strategies' execution.

Kimura(2017, p. 195- 197) shows how to create a strategic programs for imlementing IM in organizations. There are four Ms' which represent the message, media, market and measurement. The first M, for instance indicate that how much proper interdeparmental communication can moderate the tense communication between two departments. The second M, shows that face-to-face communication is the most proper way for the richness of information between individuals. In the context of IM , the third M refers to appropriate segmentation of internal customers and the fourth M, for instance, the level of employees' undrstanding of the firm mission and the degree to which it is put into practice is measured.

There are some companies like Johnson & Johnson or Nike that measure the outcome of IM. As an example, Nike is analyzed here from the viewpoint of the four M framework. Nike created 11 core messages to clarify the actions taken by employees, decision making process and ideal employee attitude: "Simplify and go" , " Evolve immidiately" , "Do the right thing",ect. Having created these messages, Nike started to communicate it trough various media. It printed the booklets and distributed to employee , held on a local lunch seminar around the world. The discussions during the seminar were video recorded and posted on th efirm's internal website. Also, Nike's partner and suppliers were informed about these efforts. In addition, the favorable relationship between employees and Nike brand is measured and verified through surveys. (Kimura, 2017, p. 197- 198)

In conclusion, there are some opportunities for day spa IM that may be executed in a service firm such as innovation training that are increasingly important in the growth of IM in a learning organization. Management support consisting of team spirit, co-operation, friendly relationships, trust, good communication, are opportunities to enhance the internal marketing.

2. THE NAMINA WELLNESS SPA INTERNAL MARKETING RESEARCH

2.1. Description of the internal marketing research in Namina Wellness Spa

This sub-chapter gives a short overview of Namina Wellness Spa and describes the methodology of the internal marketing research. First, the author would like to review the Namina Wellness Spa as it has been considered the case study of this master thesis. The author spent her internship in Namina Wellness Spa three months from March to May 2020 and cooperated with them in terms of some service designing and marketing. The overview and information are retrieved from the Namina Wellness Spa homepage and other websites, then she describes the methodology of data collection and presents its relevance to the research. It is prepared and conducted to meet the goal of the master thesis for providing the spa managers with the proposals to implement IM principles in day spa business setting.

The first original Namina Wellness Spa was founded in 2015 in Helsinki, Finland. It offers traditional Asian wellness treatments, harmonic environment and cozy, warm atmosphere to ensure a holistic experience of relaxation and wellbeing for all, especially local typic Finnish clients (see Appendix 2). Currently, they have three locations at the heart of Helsinki with three branches: Tehtaankatu, Toolo and Kamppi.

On the page of “All About Namina” at Namina (n.d.) website, the goal of Namina Wellness Spa has been mentioned. Namina Wellness Spa tries to provide an atmosphere for its clients in where clients can let go of their everyday stresses and indulge in the pampering hands of professional Namina Wellness Spa staff. Harmonious surroundings and warm, pleasant atmosphere ensure day-long complete relaxation for customers. The therapists must listen to the clients’ needs and ensure that the care is done according to

their body circumstances. Community and communication, as in Thai culture, is the core of the Thai people culture. Because they are often alone with the customer during treatment sessions, it is important to share and have any occasions and events in which they spend as much time as possible with each other, whether they be shared lunch breaks or after work activities. (Namina, n.d.)

It is important to mention this point of view that Namina Wellness Spa strives not only bringing different nationalities under one roof but also struggle to overcome the cultural differences to introduce the competence employees to the wellness world. Based on the Tripadvisor (n.d.), almost 95% of clients are very satisfied and happy with the services that they received in Namina Wellness Spa. It usually promotes its business in some social media platforms such as Facebook and Instagram. The internal communication in Namina Wellness Spa happens among the employees and managers normally in the Facebook page calls “All about Namina”. The Chief Executive Officer (CEO) in Namina Wellness Spa communicate in WhatsApp platform with receptionists and employees separately.

2.2. The research method

The research approach was a qualitative method. According to Punch (2014, p. 3) the qualitative method is a kind of social science research that gathers and works with non-numeric data that searches for perceived meaning from these data and helps the researcher find out about social life by studying targeted peoples and places. Based on research conducted by Plano Clark and Creswell (2015, p. 54) qualitative analysis is a method of study in which the researcher investigates a problem that relies on participants’ opinions; asks large, general questions; gathers data consisting mainly of participants’ words (or text); explains and analyzes these words for topics; and performs the analysis.

There were three main reasons that the author chose qualitative research method initially:

- Firstly, the data was collected by the author through a semi-structured interview to give her a deep understanding and knowledge of the level of IM and HRM awareness and practices among the spa managers and employees.
- Secondly, although the researcher had formulized a preliminary conceptual model to account for the potential factors relating to IM, the goal is to get a deep understanding of the factors affecting the spa industry, therefore qualitative method is beneficial

approach, especially when there is no previous knowledge, or the data is limited in a special field (Dudwick et al., 2006, p. 39).

- Lastly, the population size of employees at Namina Wellness Spa was 20 in total and out of 20, eight employees were ready in participating in interviews, therefore because of small sample the qualitative method was possible and can be considered as a proper way to convey the main purpose of this research.

A face-to-face and semi-structured interview were conducted by the author with the owner, managers, and staff. Interview as one of the possible instruments to use conducting qualitative research, is allowing respondents to explain their point-of-views in their words (Magnusson & Marecek, 2015, p. 25). The author utilized this kind of instrument because the spa and its services are classified under the social sciences, therefore perceived meaning from these data helped her to find out the impact of internal marketing on employee performance. During the interviews new information might raise and therefore semi-structured interview was more suitable way to ask flexible questions.

To develop the interview content, the researcher got the guidelines by the items mentioned by Grönroos book itself in which each internal activity was expanded and therefore the author converted them to a question form. Having identified the main interview elements, now is the time to explain how the researcher is creating an interview guide. The method starts by analyzing the issues she needs to answer that are researchable. (Magnusson & Marecek, 2015, p. 50)

To increase the trustworthiness of the instrument a pilot study was conducted. The pilot interviews were conducted in English with two specialists who have been working in spa field, in leading position and therapist position for several years. The reason of the pilot was to make sure that questions were easily understandable and that the respondents would understand the questions correctly because English was not the first language of all respondents. The investigator should study the research article for literature insights and ideas from her interactions with experienced people. She could rely on her own experience as well. (Magnusson & Marecek, 2015, p. 51)

The understanding of questions is important to be successful in collecting needed data (Magnusson & Marecek, 2015, p. 25). Based on the feedback of the professional Thai

therapist, questions were rephrased and translated to Thai to raise its clarity and focus on employees who were from Thailand and then the author sent the questions to their email one day prior to the interview (see Appendix 3). The spa leaders could understand English well, therefore there was no need to translate the questions to Finnish, besides the questions were clear and understandable based on the feedback.

For the first interview, the author arranged a meeting with CEO and interviewed her at Tehtaankatu lobby, Helsinki, in 5th of May and asked the questions with respect to IM and HRM activities and the same questions were asked from the owner of spa in 8th of May 2020 at Tehtaankatu lobby, Helsinki. They both agreed that academic terms such as IM and HRM were explained before the interview. The 15 interview questions are divided into two categories. Those concerning categories were IM and HRM specifics. Fifteen interview questions were given, and five themes arose from a thematic review of the Grönroos book (2015, pp. 428–429). These themes were “training and development process”, “communication systems”, “involvement in spa development process”, “motivation”, and “empowerment”. The questions in both parts complete each other’s function (see Table 2).

Table 2. The categories and themes of the managers’ interview

Categories	Themes	Related questions
Internal marketing	Involvement in day spa development process	1.1–1.3
	Internal Communication and dialogue	2.1–2.3
	Empowerment	3.1–3.3
Human resource management	The motivation for successful performance	4.1–4.3
	Training	5.1–5.3

Source: Grönroos, 2015, pp. 428–429

In the end of the interview respondents had the possibility to add some additional info and opinions (see Appendix 4).

The second interviews were executed in employees’ section. The population size of employees in Namina Wellness Spa was 20 in total and eight employees (four therapists and four receptionists) participated in interview between 16th of June to 15th of July 2020. The 15 questions interviews were executed in different branches of Namina Wellness Spa in Helsinki. One of the main purposes of this research was therefore to investigate the spa

therapists' involvement in IM, the attitudes and the job satisfaction rates among spa practitioners who work in the spa.

The reason why the questions' pattern was different in the spa managers and employees' section was the implementation and perception of IM and HRM concepts by spa managers and employees in which the recognition of the distinction between these two concepts would be easier while the employees execute only IM in the organization (see Appendix 5). Unlike the manager's interview, the employees' interview questions category was built upon one main research finding (see Table 3).

Table 3. The themes of the employees' interview

Themes of IM	Related questions
1. Training and development programs	1.1–1.3
2. Communication and dialogue	2.1–2.3
3. Involvement in spa development process	3.1–3.3
4. Motivation for successful performance	4.1–4.3
5. Empowerment	5.1–5.3

Source: Grönroos, 2015, pp. 428–429

The sampling in qualitative method was convenience sampling which is a technique for non-probability sampling that is a collection of respondents from a population is being used by the researcher to specify. Although, due to the subjective nature of selecting the sample, nonprobability sampling has many drawbacks, and thus it is not a good sample of the public, but it is useful particularly when randomization is difficult, such as when the population is very huge (Etikan et al., 2016, p. 1). If the researcher has limited money, time, and personnel, it may be helpful to use this method. It may also be used where the analysis does not seek to achieve conclusions that can be used to generalize the population (Etikan et al., 2016, p. 1).

Having collected all data through the interviews with the owner, managers and employees, the interviews were transcribed by the author and then analyzed through thematic analysis. The employees' names were anonymous, and the author mentioned the responses as the first, second etc. One of the most popular qualitative data analysis techniques involves what is also referred to as thematic analysis (Bryman, 2012, p. 578).

The author started to analyze the data by means of Atlas.ti. software. Usually, coding such documents as interview data has included writing subjective notes on them and converting such notes into codes eventually. In this manner, segments of transcripts are seen to refer to such names or codes (Bryman, 2012, p. 577). After creation of several related codes and categories under each theme according to definitions used in several interviews, the author interpreted them rather important. The method of grouping specific or apparently connected codes together is categorization (Leavy, 2017, p. 152). The way to categorize is to put the code together semantically and then try to show what each code set is about. The transcript of interviews is not included due to length restrictions.

All in all, Namina Wellness Spa deliver wellness treatments to their clients, and it is structured under day spas' categorization. Namina Wellness Spa is an exotic spa in Finland in terms of treatments and its employees who are coming from Thailand, European countries, and Finland. The empirical research was conducted with the aim to bring together theoretical discussions on IM and HRM in day spa business context, but also to add a practical use of theoretical concepts. Qualitative research methods proved to be most suitable to explain real situations and practices in limited field. Interview methods provide researcher with detailed description and elicit rich details that would be hard to access with different methods.

2.3. The results of the research

2.3.1. Internal communication and dialogue

The subchapter concludes with the interview analysis and presentation of the study results. The author tried to develop five themes that were derived from the database. It was also important to generalize or highlight the IM activities which were similar or different in opinions, for instance (responses from managers, receptionists, and therapists).

The first interview questions were about the activities that contributed to the IM and HRM evaluation process in Namina Wellness Spa. Understanding of how the spa makes sure of employees' involvement in the development process, how to conduct the internal communication and dialogue, how the spa implements empowerment, motivation, and

training were the main driving results of the interviews and address the main questions of the research. There was no IM theoretical framework based on research articles in day spas' context; therefore, by deep analysis of IM situation in Namina Wellness Spa as a case study, the author tried to develop five rich tailored conceptual models by means of Atlas.ti software. It was an assistant tool that helped her to sort and classification. However, the important role of her own mind activities (e.g. finding semantic relationship between the codes and categories) should be highlighted here.

Five conceptual models show high degree of interview details and then the segmentation and the semantic relationship between the subcategory codes and the categories (see Appendix 6). There was no new data gathered from the interviews after the eighth interview in both employees' and receptionists' sections, thus it was deemed that the data collection had hit a point of saturation. Unfortunately, there was no more employee available to have interview with to ensure and validate that no new trends are emerging.

Decisions on whether additional data gathering is excessive are typically focused on the sense of what the researcher is hearing in interviews, and this determination should often be taken due to the creation of coding and categories (Saunders et al., 2018). Since the codes extracted from the employee's interview were being repeated and the differences were negligible; therefore, the author believed most of the categories had been saturated and she compiled a questionnaire in which the key statements extracted from the interviews had been arranged in patterns (see Appendix 7). This questionnaire could be generalized in other spa contexts for further research.

The next step of analysis of the interviews was related to extract the contrast and similarities regarding IM activities among the managers and staff. These comparisons happened between the receptionists' and therapists' answers and therefore the different ideas are highlighted in the tables.

The first theme is divided into some sub-themes. There are included the challenges in communication, encouraging employees' to be a good marketer, communication channels, manager's coping strategy in dealing with problems and being informed about the changes. The main issues discussed in this theme is some difficulties in communication among managers and staff (see Tables 4–8).

Table 4. Challenges in communications

Issues mentioned by managers	Issues mentioned by Receptionists	Issues mentioned by therapists
<ul style="list-style-type: none"> • employees do not respond to their emails and the changes and news should be announced via FB page or whatsapp group • the language barrier is the most difficulty in communication with Thai therapist • CEO does not have enough time to meet personnel regularly • Thai employees are not very open to have dialogue with colleagues or managers • Thai employees are hesitant to talk about personal problems • Thai employees are not very open share feelings and thoughts with colleagues or managers 	<ul style="list-style-type: none"> • meetings between staff and managers in spa are not appointed regularly • managers are not interested in getting straight feedbacks from employees • meetings via virtual means, is prone to miscommunications • some have had trouble in their communications with managers • some of them say that CEO forgets to announce the changes in online groups • difficulty in contacting the CEO • it is common to get information from someone who is not in charge • lack of issuing the latest changes in a single announcement document (PDF) • random awareness about changes in organization 	<ul style="list-style-type: none"> • due to employing Thai trainer, Thai therapists have no issue in technical learning process • there is a serious issue of cultural differences and language barrier overall the spa • staff have not reported any kind of difficulty in team discussions

Table 5. Communication channels

Issues mentioned by managers	Issues mentioned by Receptionists	Issues mentioned by therapists
<ul style="list-style-type: none"> • managers believe the possibility of having separate online groups is improving the overall status of spa internal communication • Face book groups are main communication channels being used in spa 	<ul style="list-style-type: none"> • some receptionists believe that personal communicating is more efficient rather than FB or whatsapp channels 	<ul style="list-style-type: none"> • some therapists believe that the current situation for communicating is adequate

Table 6. Encouraging employees' to be a good marketer

Issues mentioned by managers	Issues mentioned by Receptionists	Issues mentioned by therapists
<ul style="list-style-type: none"> • Managers do not expect employees to cooperate in marketing activities • managers asking staff to carry Spa's Bag, free of charge to promote spa brand • managers asking staff to utilize spa's free home care products to promote spa brand • managers consider staff, as company's representative 	<ul style="list-style-type: none"> • managers make employees to have neat appearance and good hygiene at work • some receptionists are interested in getting some training to participate in marketing activities 	<ul style="list-style-type: none"> • some therapists are interested in participating in marketing if they receive the proper training

Table 7. Manager's coping strategy in dealing with problems

Issues mentioned by managers	Issues mentioned by Receptionists	Issues mentioned by therapists
<ul style="list-style-type: none"> • managers try to solve problems and worries daily • managers try to make sure of everyone's happiness • managers encourage staff to share their ideas with them and colleagues • managers try to gain employees' trust 	<ul style="list-style-type: none"> • some of the employees think more transparent internal communication is needed to improve work experience at spa 	<ul style="list-style-type: none"> • no comments

Table 8. Being informed about changes

Issues mentioned by managers	Issues mentioned by Receptionists	Issues mentioned by therapists
<ul style="list-style-type: none"> • managers discuss issues with the team before making decisions 	<ul style="list-style-type: none"> • some receptionists say that CEO forgets to announce the changes • meetings with managers are the main way to be informed about changes in spa 	<ul style="list-style-type: none"> • managers discuss issues with the team before making decisions. Some say this is the way in which they are being informed about changes

It is concluded that more transparent internal communication between managers and employees is essential, regular meetings help employees to be more open and flexible in communication with managers and employees in general are interested in being part-time marketer in case they get the adequate training.

2.3.2. Employees involvement in day spa development process

The next comparison was about the involvement in day spa development process and the main concern here which should be considered by the managers was not only to contribute the employees' decision, but also involve them in marketing procedures. The answers are sorted in sub-themes (see Tables 9–12).

Table 9. Gathering customers information

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> • to offer the best advice for therapists, receptionist should probe the customer's difficulties, and physical conditions before treatment. • after the treatment receptionist have to make sure that the customer is satisfied and there is no problem related to the treatment 	<ul style="list-style-type: none"> • understanding customer's requirements and desires before treatment is a practical routine in spa • sometimes the information is provided via emails from customers' side. In these instances, emails play the role of in person interviews • the receptionists at the spa always check the medical conditions of customers by asking medical and health related question. • before treatment, the receptionist communicates with the customers by asking questions about what they expect and desire by their treatment. 	<ul style="list-style-type: none"> • during the treatment, the therapist makes sure that the client is gaining what he/she wants

Table 10. Prohibiting improvisation in treatment

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> • therapists are being trained to follow the borderlines and guidelines and being loyal in performing the treatments • if therapists do not follow the guidelines, each customer would demand a form of specific and personalized version of treatment, which is not practical, risky and costly 	<ul style="list-style-type: none"> • no idea 	<ul style="list-style-type: none"> • there are strict guidelines for treatment at spa. so, there is not a room to improvising in treatments by therapists

Table 11. Staff's involvement in decision making by managers

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> managers try to involve employees in decision-making process by valuing, understanding and respecting staff opinions top management makes main decisions and only they, are solely responsible for those decisions 	<ul style="list-style-type: none"> interested in getting involved in decision making, especially affairs related to the receptionist area some of the employees are not keen to the idea of making managers involved in daily activities 	<ul style="list-style-type: none"> staff are interested in getting involved in deciding salary payments some employees are not sure how they can contribute to decision-making process

Table 12. Part time marketing

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> It is not expected from staff to create contents on social media platforms about spa. Some of the staff have done that but in a not very professional manner. It is merely expected from staff to introduce and promote spa by talking to friend, family members etc. 	<ul style="list-style-type: none"> some of the employees do not know how to do advertising properly in general, receptionists are not interested in advertising activities, but they do word of mouth marketing sometimes 	<ul style="list-style-type: none"> in general, therapists are too busy doing their main role as providers of treatments to customers to be engaged in marketing activities

The guidelines in treatment performance are too strict to give the chance to employees to improvise and be innovative. Therapists are less involved with customer's straight feedbacks before and after the treatments. Being a part-time marketer is not a part of employees' responsibility.

2.3.3. Empowerment

The next comparison is about empowerment and most issue which is highlighted here is changing the working pattern from assignment agreement to contract basis to retain the employees. The next issue is making the schedule more flexible, specifically for receptionists. The answers of both employees and managers are sorted in some sub-themes including delegation of authority, employees' turnover, potential changes or enhancement, and factors associated with staff satisfaction (see Tables 13–16).

Table 13. Delegation of authority

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> managers coping strategies in case of disagreements with staff to delegate authority, managers make sure that the employee know what is correct or what he/she is doing 	<ul style="list-style-type: none"> they ask staff to reconsider the issues again they sometimes privately discuss the matters with staff they arrange monthly personal meetings with staff 	<ul style="list-style-type: none"> managers care, trust and value employees

Table. 14. Employees' turnover

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> management's methods to retain employees at spa is trying to create better environment for staff employees are being compensated by adequate invoicing, salaries, and commissions. they try to keep employees satisfied 	<ul style="list-style-type: none"> some of receptionists have timely bounded contracts 	<ul style="list-style-type: none"> many of the employees are not permanently committed to the company

Table 15. Potential changes or enhancement

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> the managers strive to encourage employees to upgrade their knowledge as much as they can managers provide training as much as possible to the employees 	<ul style="list-style-type: none"> some of the employees think more transparent internal communication is needed to improve work experience at spa the possibility of regular face to face meetings with CEO is welcomed by staff some staff demand that changes in spa rules and guidelines gets published via single PDF document file much improvement can be achieved in social media platform's usage by staff 	<ul style="list-style-type: none"> customer service is another candidate for improvement according to staff some staff say no change is necessary at the moment

Table 16. Factors associated with staff satisfaction

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> • professional and fun environment of the spa has a positive effect on staff satisfaction 	<ul style="list-style-type: none"> • high quality of work is very important for some of staff and makes them fulfilled • friendly colleagues and workplace are other reasons for work satisfaction of staff at spa • flexible and suitable work schedule at spa makes therapists satisfied • financial incentives have a big role in staff satisfaction • the customer is happy when he/she is leaving the spa after treatment 	<ul style="list-style-type: none"> • staff say warm feedbacks from co-workers makes them satisfied at work • positive customers' attitudes and satisfaction are very important for staff and makes them energized • no potential changes in spa are needed

In conclusion, to delegate authority to the employees, they should prove their competency to the managers. Monetary incentives, flexible work, proper and adequate training, customer's positive feedback and satisfaction, a fun environment, and supportive colleagues enhance the empowerment of employees.

2.3.4. Motivation

Monetary means, supportive colleagues and fun environment are favorable kind of rewards among staff. The answers are sorted in five sub-themes (see Tables 17–21).

Table 17. Rewarding employees

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> • managers reward employees who have worked harder during the month • managers reward employee of the month chosen by customers • managers reward those receptionists who get the best feedback from customers and therapists and come up with creative solutions 	<ul style="list-style-type: none"> • monetary means are favorable kind of rewards among staff • some staff prefer bonus and coupons as rewards • some staff prefer one-hour break on a busy workday as reward motivating factors: • positive customers' attitudes; • high quality of work; • friendly colleagues; 	<ul style="list-style-type: none"> • motivating factors: • friendly workplace of spa; • interest in active job positions; • professional and fun environment. • preferred rewards: • promotion

Table 18. Joining the Spa

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> • there are some recruitment policies to hire motivated employees: • spa has open door policy which means staff are joining spa and at same time leaving spa if they want to • searching work web sites is common method for finding promising candidates to join spa • knowing the technical issues is among essential stuff that candidates have to be accepted to work at spa • the managers are always looking for people who are interested in the job • having the service-oriented mindset is another important skill to work at spa • having job experience is among the top priorities of managers 	<ul style="list-style-type: none"> • joining the spa and leaving it is possible and there is no punishment or strict rules. 	<ul style="list-style-type: none"> • joining the spa needs technical knowledge and customer-orientation behavior

Table 19. Retaining employees

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> • Assessing carrier development of employees: • managers assess each employee's performance and role on a regular basis • When assessing the employee's performance, the managers consider the possibility of improving employees' performance too • managers show employees that spa is financially sound and stable to encourage them to stay at spa 	<ul style="list-style-type: none"> • there is no support for staff from government side in case of assignment agreement • financial incentives have a big role in staff satisfaction • motivations such as gift cards are welcomed by staff. • promotion is another kind of favorite reward among staff. 	<ul style="list-style-type: none"> • managers encourage employees to remain at the company

Table 20. Spending time together

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> • holding monthly activity day is done with the intention of boosting staff motivation for work • managers try to create conditions for having fun for staff at activity days • managers introduce newly joined staff members at activity days to improve their bond with staff and ultimately becoming highly motivated for work 	<ul style="list-style-type: none"> • managers try to bring everyone together during activity days 	<ul style="list-style-type: none"> • managers try to create conditions for having fun for staff at activity days

Table 21. Managers' way to deal with mistakes

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> • in case of making mistakes, managers ask staff to consider the regulations more • managers tell staff their strengths and weaknesses • if staff make mistakes, managers try to give helpful advice to them 	<ul style="list-style-type: none"> • in case of mistakes, there is no punishment or misbehavior directed at staff by managers 	<ul style="list-style-type: none"> • in case of mistakes, there is no punishment or misbehavior directed at staff by managers

To sum up this part, managers try to highlight the staff strength and correct the weaknesses by helpful advices. Financial incentives have a big role in staff satisfaction. Having a service-oriented mindset and relative work experience are important motives to work at the spa.

2.3.5. Training and development

Almost all the employees agree that the training system should be improved. External and internal communication, technical training, marketing, language skills and service quality are the items that they agree that should be enhanced or get started. The next comparison is about training which is going to be explicated by following sub-themes and it consists of means, training Status of spa, training in demand (see Tables 22–24).

Table 22. Means

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> • managers send talented therapists to European massage competition to gain experience • spa provides service training for receptionists • managers invite external physiotherapists to come and train employees • spa has training programs to enhance communication, sales and service by means of following methods: • teaching staff to have positive attitude toward colleagues and customers • teaching staff to abide by hygienic protocols • teaching staff to consider customers' personality type during treatment phases • teaching staff to make sure always everything is in high level of standards 	<ul style="list-style-type: none"> • some receptionists say there are inadequate training programs tailored for them • they expect getting direct support from CEO when the need arises 	<ul style="list-style-type: none"> • some therapists say there are adequate and regular training system in the workplace and there is no need to add any program.

Table 23. Training Status of spa

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> • managers believe that the training is sufficient and adequate so far 	<ul style="list-style-type: none"> • some staff believe there are inadequate training for handling day to day problems at spa • some receptionists say there are inadequate training programs tailored for them • some staff complain about the high speed of training programs provided by spa • they need guidance about the right way of doing the job and expected supports from supervisors 	<ul style="list-style-type: none"> • some of the staff complaining that the training programs do not provide a holistic view of the organization • therapists say there are adequate and regular training system in place at spa

Table 24. Training in demand

Issues mentioned by Managers	Issues mentioned by Receptionists	Issues mentioned by Therapists
<ul style="list-style-type: none"> • language skills 	<ul style="list-style-type: none"> • training courses in demand: • customer service skills • service quality • professional interaction with customers • external communication treating difficult customers 	<ul style="list-style-type: none"> • training courses in demand by therapists: • service quality courses • training courses concerning spa's etiquette • language training courses • external communication courses • professional interaction with customers • customer service skills courses • theory-based knowledge related to hands-on practice courses is in demand

The important training courses are adequate training for handling day to day problems at spa and treating difficult customers, sufficient and efficient external and internal communication, language skills, service quality and some critical hands-on practices.

All in all, it is concluded that all five themes are related together and have common areas that sometimes overlap each other. Hence, developing the various kind of support channels to communicate with employees through written material, individually and group meeting can enhance the open internal dialogue (see Figure 5).

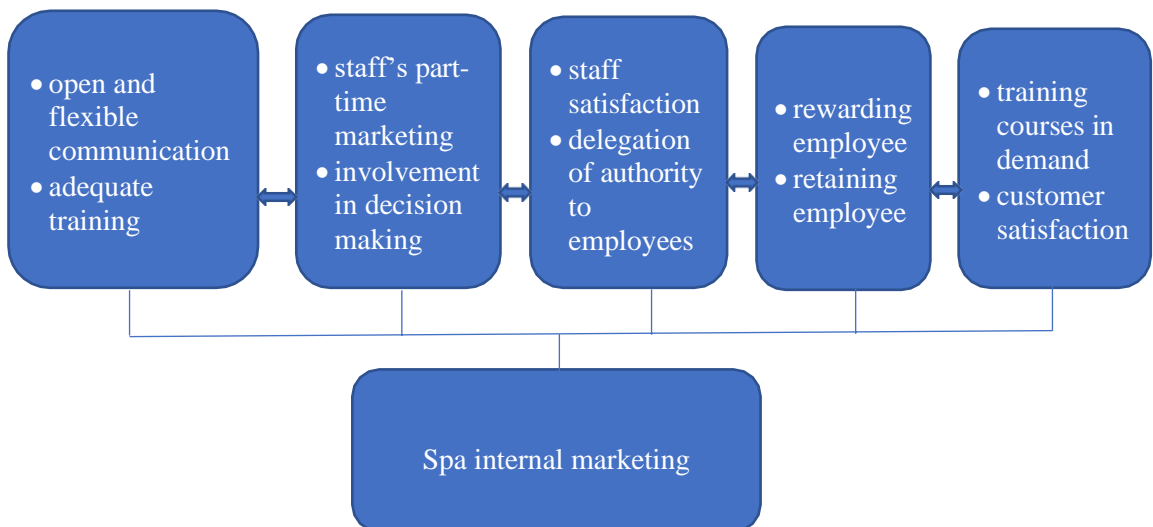


Figure 5. The behaviors affect internal marketing in spa context

Most of the time enhancing open communication can lead to involve employees in decision making. Those employees who get engaged in making decisions will be well-empowered. Empowerment itself is the result of fostering the employees in diverse fields such as internal and external communication, part-time marketing, and other skills. Not only adequate and proper training enhances staff involvement in spa progress, but also it can motivate them to enhance their empowerment. Empowerment leads to employee satisfaction and staff satisfaction cultivates customer satisfaction. Therefore, it is possible to consider almost any behavior that influences open and flexible internal interactions, psychological empowerment, authority's delegation, rewarding and training-in-demand can lead to IM in spa context. Furthermore, the results of this analysis will be discussed in the next subchapter with some recommendations and proposals.

2.4. Discussion and recommendations for the development of Internal marketing in Namina Wellness Spa

2.4.1. Conclusions and recommendations in Internal communication and dialogue

This subchapter analyses the similarities and differences between the author's findings and those presented in the literature and therefore contains the reasoning and recommendations. This section includes the discussion of IM's current situation in Namina Wellness Spa and addressing the problems with the possible solutions. The interviews findings and the conclusions drawn from the research were to some extent in line with some outcomes and evidence of the literature review, so spas' managers can enhance the overall spas' IM condition by following up the recommendations and IM activities presented as tables 2 and 3 (pp. 30–31) to improve the IM strategies and activities. Furthermore, some additional proposals for further research are also provided and limitations are highlighted.

Suttikun et al. (2018, p. 8) indicated that spa employers in Thailand, or those who hire Thai spa therapists in other countries, should be aware of the need to build good working relationships and communicate with their spa therapists to offer motivation for them to engage in the spa development process to improve job satisfaction. The reason is maybe that the Thai therapists hesitate to communicate openly with colleagues and managers

due to the language barrier and their social culture. It seems that managers have a good chance to improve the level of internal communication by socializing more with staff and encouraging them to share their personal problems if there are any. Thai therapists should better feel free and open to talk with managers about personal stuff. It could be considered as a potential challenge in internal communication to be reckoned with. It seems that managers had success in motivating the spa therapists' as they are happy with their wages, monetary rewards, and commissions.

The service marketer should seek, develop, and maintain a proper culture and remove the gap between the ideal and actual organizational culture by identifying shared cultural standards and values aligned with operational goals (Wasmer & Bruner II, 1991, p. 44). Most interviewees indicated that cultural differences and language barrier are significant issues in internal and external communications within the spa. It is because Thai therapists cannot communicate in English well and prefer to interact with their Thai colleagues in spa. So, it seems a further improvement in this area is needed. Based on this finding, the managers should provide the infrastructure and facilities to encourage employees to respect each other's culture, firm's culture, language differences and mindsets.

Suttikun et al. (2018, p. 8) discuss the key variables that motivate the general satisfaction of the Thai spa therapist at work which includes open workforce interactions, measurable incentives, extremely job rewarding above financial compensation, and consistent perception of the job. In Namina Wellness Spa, almost 80% of employees are from Thailand and they are happy with Namina Wellness Spa workplace situation because they have their own community at the spa, good relationship with the CEO and a Thai trainer who could speak in their language. Most therapists are happy with the salary and rewarding through some annual or monthly reward based on the EOM (Employee Of the Month). Besides, therapists have this chance to be chosen as personal massage therapists by loyal customers in and in spa brings them extra income and commission.

IM tactics such as internal communication, staff empowerment, a healthy working atmosphere and cooperation between employees help to create strong partnerships between employees of an organization, their managers, and the different roles of that company (Chandrika, 2017, pp. 18–19). All interviewees mentioned the lack of difficulty in team discussions. The spa therapists specifically believed that the managers try to

provide the positive atmosphere in which the employees can cooperate, discuss, and do the teamwork.

Under some transparent guidelines and rules, employees are encouraged to make choices and begin to feel more valued and supported for their efforts. This impression gives a greater feeling of being part of the “team” and a greater sense of obligation. Transparency, consistency, and the desire to do things to achieve better outcomes are required. Therefore, some confusion might happen just because the guidelines were not written and well-explained and the solutions were not transparent enough for employees to reduce the misunderstanding and confusion (Chandrika, 2017, pp. 18–19). Virtual meeting during Corona pandemic created a situation that the employees had to have the meeting through Zoom or Skype and due to the very nature of “not in person communications”, some miscommunication happened.

2.4.2. Conclusions and recommendations in employee’s involvement

Prohibiting improvisation in treatment stops employees to be creative and innovative. There is a strong partnership between IM and service innovation in which providers are advised to generate a feeling of belonging to the workplace amongst the employee and this will produce a happy workforce that will contribute to achieving the organization's goals (Tsai & Wu, 2015, p. 301). It is emphasized in the CEO interview that if therapists do not follow the guidelines, each customer would demand a type of specific and personalized version of treatment, which is not practical, rather risky, and even costly. There are strict guidelines for treatment at spa and therefore, there is not a room to improvising in treatments by therapists. So, despite the owner’s belief that Namina Wellness Spa embraces the innovation and creativity, CEO does not encourage the therapists to be creative.

Grönroos (2000, p. 342) states that hiring, and recruitment process begins with an efficient IM in which specific job requirements that recognize the part-time marketing roles of staff is required. Having had interview with managers, the author found out that the spa has no expectation from the employees including receptionists and therapists to cooperate as a part-time marketer with the spa. The managers ask the receptionist to take care of calls, emails, and therapists to do the treatments. The employees have no concern

with the marketing process, and therefore the managers only oversee these responsibilities. The spa has not trained the employee in terms of marketing and the staff have not been empowered in this aspect. However, the spa managers ask the employees to carry the Namina Wellness Spa bag which is a kind of marketing activity. The receptionists are to sell home care products with the Namina logo, which is also a kind of marketing but still, the promotion part has the potential to improve. The website of Namina Wellness Spa is about the treatments and the prices where people can utilize it as a platform to book the treatments, but afterward, the website is not informative in marketing-wise and should get improvement.

2.4.3. Conclusions and recommendations in empowerment

To delegate authority, managers make sure that the employee know what is correct or what he/she is doing. This is the CEO statement which is against of a learning company fact. As Namina Wellness Spa stress in their values that the managers have a growth mindset, they should let employees to experience new methods and paths which has not been already discovered. Although there is no punishment in case of making any mistake by employees, but the guidelines and spa etiquette are fixed, and improvising is not welcome. Training for creativity is becoming increasingly necessary for the advancement of learning organizations. Employees are viewed as internal customers and empowered to offer imaginative and revolutionary offerings to external consumers. (Gjurašić & Marković, 2017, p. 190)

It was found by Yao et al. (2013, p. 535) that businesses should use IM as an effective way to improve the degree of employee relational empowerment by developing programs that include endorsing the purpose and mission of the organization, providing training for employees, raising management support, and cultivating an excellent organizational culture. Expanding the Namina brand and its home care brand recognition are included in Namina mission statement, but the managers do not involve the employees in external marketing. So, it is not predictable to reach the core of mission unless the managers empower the employees in external marketing-wise and provide them the proper training.

It is recommended to cultivate a service culture among the employees by empowering them and providing the courses with respect to service quality, customer service and at

the end familiarizing the employees with other academic or non-academic TQM sources. For the productive use of resources, human strength, collaboration, and employee empowerment are important in a TQM. This increases the ability to solve challenges and makes an executive a successful decision maker. The reason for empowerment is that it is the only way to boost innovation. (Sivaprakasam & Hasan, 2010, p. 209)

The significant obstacle to empowerment is resistance to change. IM principles are ready to be implemented in Namina Wellness Spa since the managers do not have ego or any insecure feeling to lose their job because it is a family business and most of the affairs are not outsourced. The only question here is the resistance of employees in Namina Wellness Spa because there is no adequate measurement defined for evaluating it. Managers can be sure about one thing and this is Thai culture in which people have spontaneous service-oriented behavior because of their social culture. As the management structure in Namina Wellness Spa is flat, therefore it is expected that managers can execute IM without drowning in Bureaucracy procedures. Management-associated barriers in empowerment include insecurity, core beliefs, arrogance, management preparation, personality characteristics, absence, organizational hierarchy, and management experience. (Sivaprakasam & Hasan, 2010, p. 209)

2.4.4. Conclusions and recommendations in motivation

Maybe a question arises here that to what extent IM has been adopted by companies as part of their HR policy? The answer is that IM as a principle reflects on the effect and value of HRM, as the foundation for profitable business is the attraction and selection of capable employees who are often able to expand along with the enterprise (Done & Domazet, 2011, p. 73).

IM contributes to a better workforce-company collaboration in which the marketing and HR divisions can be merged due to the ownership of an HR manager whose mentality is market-oriented (Chandrika, 2017, p. 19). When the author asked from Namina Wellness Spa managers how they implement HR and IM concepts, they both acknowledge that these two notions have relevance and integrated in the firm. In Namina Wellness Spa, there is only one CEO who oversees HR, but she has a hand-in-practice trainer who aids her to recruit competent employees technically and basically, she is an HR assistant. This

is good to consider the fact that the spa has twenty employees who work in different branches in Helsinki and the CEO needs to designate more effort and time to handle issues at the branches, therefore more assistants can be helpful to handle some task with respect to handling the workforces' concerns.

If management is not involved in employee issues, employee turnover is high, and the company lacks its substantial income source (Hashimoto, 2018, p. 64). According to Nebo and Okechukwu (2017, p. 230), the individuality of the staff whom the managers recruit is not understood by some of the managers, and this has a negative influence on their employees' customer orientation practices. In Namina Wellness Spa, the CEO considers the staff personality in terms of hospitality manner, emphatic, and customer-oriented mindset and therefore, there is no improvement needed in hiring procedures. In hiring guest service personnel procedure at hotels, the managers should pay sufficient attention to adequate personalities for service employees, including extroversion, openness, congeniality, and tolerance. It would improve the client orientation actions of the employee case.

Hasaballah et al. (2014, p. 2372) declared that the motivation is divided into two parts: pay motivation and the motivation of the emotions and it is shown that employee empowerment is positively related to pay motivation. Conducted interviews show that the spa cares about the receptionists and give the reward in monetary – wise, but still some improvement is needed. Managers can show their appreciation by giving some gift cards. Making the schedule more flexible is another way to appreciate the receptionists because they become tired due to long hours during the high season and one-hour break can be very precious to them. It is indicated in theory that management should encourage work restructuring flexibility, the importance of responsibilities, open book management, recruitment, and selection with the goal of retaining workers (Ongori, 2007, pp. 53–54).

Assignment agreement in Namina Wellness Spa decrease the employees' motivation to retain and they leave the spa as soon as they find somewhere that offers them a contract basis job. Since they are all working for a shared purpose, becoming committed and part of a “work family” encourages CEO and managers and their workers to connect more. It is highlighted in Khodabakhsh and Mashayekhi study (2014, p. 477) that service providers are unable to guarantee service quality to their customers if they had not

designed and initiated the IM methodology within the company. Organizations should perceive workers as domestic goods and aim to first reach the satisfaction of the internal consumer. Therefore, it is recommended that managers change the assignment agreements to contract in which employees feel security and get the government beneficial such as pension and insurance.

2.4.5. Conclusions and recommendations in training and development

Namina Wellness Spa hire competent employees but does not assess their knowledge and progress annually. Maybe the reason is because of CEO who is in charge of almost everything in the spa does not have enough time to evaluate the employees' improvement individually or meet the employees regularly and therefore the spa cannot assure the development of employees and whether the company's mission is executed and considered constantly. The findings from Dermol and Trunk Širca indicate that companies are more commonly convey to their staff the substance of their mission through individual annual interviews. (2018, p. 547)

Sudharshini and Rajakrishnan (2019, p. 295) imply that the training strategy and the opportunity to maximize expertise and abilities have had a huge impact on the absence of workers. Since most of spa therapists in Namina Wellness Spa are happy with technical training in terms of treatments' performance, almost every therapist attends the spa, and less absenteeism happens. They also have Thai trainer who assist CEO for hiring the therapists and support them in terms of training.

According to Sadiq Sohail and Jang (2017, p. 67) employee assumptions regarding IM activities such as encouraging leadership, knowledge and communication, and satisfactory awarding contribute to employee happiness, but learning and growth, which is one of the aspects of IM activities, was not a major factor for employee happiness. Based on the interview outcome result, this statement is surprisingly true because although the employees in Namina Wellness Spa still would like to get more training, they are still happy and loyal. It seems it is because of high wages, mutual respect between managers and employees and partly appropriate award.

The budget allocated to IM will be effortless and operation will not be efficient, if top management does not recognize the strategic position of employees (Grönroos, 2015, p. 412). Based on the interviews with the managers of Namina Wellness Spa, they believe that the employee's roles are rather important but practically, they provide few training opportunities for the receptionists (front line employees) such as administrative courses, customer service, external communication skills, marketing in social media, and service quality. This could be understood by spa's lack of serious competitor among the Thai day spas in Helsinki. Therefore, the managers are not afraid to lose their own share market. The other reason is that the spa is a service organization where service delivery and proficiency are rather important than other aspects. So, the managers strive to hire professional Thai therapists only to deliver good treatments and pay less attention to receptionists.

The study (Smith & Wallace, 2019, pp. 125) showed that there is a recent movement that requires environmental and sustainability issues around energy savings, ecological makeup, organic beauty, and food goods, as well as the desire to be connected to nature. Namina Wellness Spa strives to execute sustainability and environmental issues in the spa setting, products, and treatments. Currently, the products, equipment, and materials have premium quality in the spa which means Namina Wellness Spa respects its clients and employees. However, the spa still has the potential for sustainability and targeting the vegan clients.

According to the Zarnadze and Kasradze (2020, p. 55) study, the Corona pandemic has enhanced workforce involvement because of fears of job cuts; and decision-makers have sometimes manipulated the present situation. Although the Corona pandemic affected the Namina Wellness Spa's financial status, the managers never misused the employees and tried to behave them the same way as before and even strived not only to support them financially by the means of long-term loans, but also by increasing marketing budget to attract clients to encourage the employees to retain. It seems that the managers believe in human capital and value the staff who are experienced and professional. Besides, despite of some service providers whose retention of external clients is their priority and focus on increasing short-term success while retaining staff is their last choice (Collins &

Payne, 1991, p. 262), spas' managers' have emphasized long-term profits and tried to retain high skilled workforce.

Based on the previous endorsement, following opinions are recommended to be considered by spa managers:

- Providing and improving current conditions in following areas are recommended:
 - occupational pension schemes;
 - providing nap rooms;
 - paid leave option;
 - giving birthday gift cards;
 - delighting the employees by offering flexible work system or free babysitting;
 - providing a collaborative open space environment;
 - covering annually medical check-up;
 - providing snacks;
 - providing high discount on spa services to employees.
- Focus on creating an innovative and collaborative working culture where the managers value the contribution of everyone. Employee engagement should be a key focus area for managers, and they should encourage employee's participation and the sharing of information and ideas.
- The managers should offer a range of experiences and opportunities that will help the employees to achieve the career and personal goals and enable them to live a healthy and balanced life.
- Expanding the training domain which means not only train the employees in terms of technical aspects, customer service, and service quality but also provide the facilities for them to develop their knowledge in other common languages to overcome the language barrier, external communication, and marketing skills.
- Managers can reward the competent employees by providing them the same treatments, used for the clients, in one special day for employees, such as birthday or marriage day and so on. The treatments can be postponed to low season when the employees are less busy, but it should be fulfilled.

For future research, the author has some proposals:

- First, it is important to do the research and analyze how COVID-19 has changed the approaches to IM and related activities.
- Second, the researchers can focus on other spa sectors such as spa hotels, thermal spas, or destination spa in large-scale with more population size utilizing the quantitative approach and the questionnaire which is one of the results of the thesis is ready to be used by researchers in the future.
- Third, for Finnish citizens, data collection could be conducted in the original language, as the language abilities of managers and workers and other potential respondents may be restricted.

Research limitations:

- Few staff working in Namina Wellness Spa that could participate in the interviews as some of them were not available and had gone back to Thailand or left the spa because of COVID-19.
- The language barrier was a restrict, because the author could not communicate well with the Thai therapist properly in English.
- The data was gathered from just one organization. Therefore, it is not argued that the effects should be applied to all profit-oriented enterprises.
- In this study, the author investigated only five themes, in future works, more important variables and themes can be investigated.

Namina Wellness Spa participated in the study and used IM activities to some extent. Even if many aspects are covered well, there are also some weakly aspects which would benefit from informed elaboration. The notion of employee delight is relatively less known among spa managers and it also shows in practical management.

CONCLUSION

The Master's thesis focuses on IM activities and HRM which were two closely inter-related theoretical concepts. First, an overview of theoretical discussion is given, which provided the author of the thesis with conceptual tools and knowledge to plan and conduct empirical research. To do so, the author had to obtain an overview of IM in one Finnish day spa names Namina Wellness Spa. In the analysis, the practical values of these two concepts are tested through five themes which were derived from database. The research was used to explain how these two concepts are known, understood, and put into practice by spa managers and employees and secondly, to generalize practical suggestions for the sector on how to increase employee satisfaction and performance base through IM activities.

The empirical data was collected during two separate semi-structured interviews with the spa managers and employees with different questions and structures. There are some main important results of this research segmented in five themes, hence in terms of employees' involvement in spa's development process it was found that in general, receptionists are not interested in marketing activities and therapists are too busy to be engaged in. The main decisions are made in top level and employees are not involved. However, the managers, specifically CEO consider the employees opinions, but at the end decision firm in managers' level. The managers believe that if therapists do not follow the guidelines, each customer would demand a form of specific and personalized version of treatment, which is not practical, too risky and costly.

Regarding internal communication and dialogue, the main research outcome showed that there is a serious issue of cultural differences and language barrier overall the spa. Thai employees are not very open to have dialogue with colleagues or managers. With respect to empowerment, high quality of work is very important for some of staff and makes them fulfilled and empowered. Most of therapists believe that no potential changes in spa are

needed. To delegate authority, managers make sure that the employee know what is correct or what he/she is doing. In terms of motivation, there are some incentives factors such as positive customers' attitudes, high quality of work, friendly colleagues, and motivations such as gift cards are welcomed by staff. Usually holding monthly activity day is done by managers with the intention of boosting staff motivation for work. Some staff prefer bonus and coupons as rewards, and some prefer one-hour break on a busy workday as reward.

When it comes to training, some receptionists say there are inadequate training programs tailored for them and complain about the high speed of training programs provided by spa and some of the staff complaining that the training programs do not provide a holistic view of the organization. Therapists implied that there are adequate and regular training system in workplace, however there are some training courses in demand by staff in which theory-based knowledge related to hands-on practice courses, service quality, spa's etiquette, language learning, external communications, professional interaction with customers and service delivery skills are included.

The gaps between what the managers are trying to achieve and what employees actually experience or are willing to do is external marketing and brand recognition among the customers. The weakness point which is prominent here is the ambition of managers to be recognized as a brand beyond the local market, but the strategic plans and marketing exercise are not in line and in this regard. Another obstacle is measuring the employee resistance to implement the IM in Namina Wellness Spa which still no criteria has defined for evaluation. Since the staff are diverse and the firm culture still needs to be unified.

The challenges that could be fulfilled realistically by the managers in terms of IM activities including the spa still has the potential for increasing sustainability and targeting the vegan clients; the spa can allocate the time and budget for training the receptionists and therapists in terms of external communication, service quality, marketing techniques, treatments' technical aspects, and language skills; cultivating the innovation, creativity, and culture of cooperation and mutual understanding are highly recommended; enhancing the motivation by increasing the contracts basis, gift cards and flexible schedule are welcomed; increasing the involvement of employees in decision making; enhancing internal communication by a regular personal meeting with staff.

Finally, as the COVID-19 has influenced and changed the approaches to IM, therefore it is recommended to managers to reconsider organization employees' retention strategies.

Thus, the findings of this study supported the literature and other research and provide some answers to the problem question set in the introduction of the thesis. By adapting and implementing IM strategies that engage and retain effective, dedicated, and satisfied employees, spa managers could benefit from the study's findings.

The IM and HRM are integrated into Namina Wellness Spa and IM still needs some improvement. Hence, managers can increase the employees' satisfaction by providing more facilities such as rewarding and training, providing the condition of communication and open dialogue regarding employees' personal problems, employees' involvement in decision making, and lastly empower them by flexible and suitable work schedule.

In terms of the solution for problem statements, the managers can interview the employees and ask them what exactly they expect from the workplace and then try to provide the facilities according to their competent effort and satisfy them. Recently, COVID-19 structured a tense environment in most workplaces and therefore, the managers could support the employees by long-term loans or try to draw the government attention to their workplaces to support the employees. Moreover, psychological empowerment helps the employees to feel more valuable, and therefore the job satisfaction increase.

The aim of the Master thesis is filled, and respective recommendations were provided. It was first-time study in Finland that concentrates on the role of IM and its influence on employee performance in day spa context. In the future similar, but extended study could be conducted which includes the questionnaire that evaluate the IM level statistically. It is even proper to convey the mixed approach to get the ideas generated in one specific spa category and then test the IM activities statistically in other spas. The data collection could be made in original language for Finnish people, as the language skills of the managers and employees and other possible respondents can be limited. In future studies, more variables and themes can be engaged to evaluate the IM and the population size of participants can be increased due to generalizing the result of research in spa industry.

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Appendix 1. The impacts of internal marketing on human resource management

Criteria	Description
The rise of employee's retention level	IM is a crucial tactic that helps human resources officers figure out why employee turnover happens. Proper application of IM reduces their recruitment costs through the retention of employees.
The development of relationship among the staff	IM techniques such as employee training and growth, internal transmission, employee empowerment, positive work atmosphere and employee collaboration help to establish good relationships between workers in a company, their management, and the various functions of that business.
The development of best techniques for recruitment	Organizations will boost the chances of attracting the most excellent applicants to the company by implementing IM strategies. Such approaches help HR managers research potential staff and their needs, allowing them to develop best recruiting methods to attract potential candidates.
Increases the feeling of personal belonging	The care of workers is an integral part of corporate policy and essential factors in achieving organizational objectives and progress. HR managers implement the internal communication strategies in this respect, which contribute to growing the sense of belonging of employees.
Ensures higher results for workers	Through implementing an IM strategy, HR managers will build a friendly and trustworthy working atmosphere among the various teams of employees to minimize inefficiencies due to confusion and lack of collaboration between members and departments.
Enables workers to grasp organization's priorities	By internally applying many of the concepts and techniques of external marketing in organizations such as fostering employee brand recognition helps to better understand corporate priorities and objectives and therefore, contribute to improved customer service.
Empower workers by giving them responsibility and transparency	Workforces feel empowered to make decisions within those guidelines and continue to feel more appreciated and supported for their efforts. This feeling provides a greater sense of being part of the "team" and a greater sense of duty. Conflicts between the workers vanish and people have better schedules at work. It needs transparency, flexibility, and an ability to do something to produce better results.
Helps to get customer satisfaction and lead to customer loyalty	Satisfied workers provide improved services that positively affect customer satisfaction and lead to customer loyalty. Therefore, maintaining a loyal base of happy customers in such a competitive environment increases sales, lowers costs, and gains market share. Consequently, to satisfy customers, employee satisfaction is required.
IM offers competitive advantage	This belief that business progress continues with a stronger focus on whether workers will be turned into industry partners, activists, and customer service providers. This helps the firm to establish a sustainable competitive differential advantage.

Source: Chandrika, 2017, pp. 18–19

Appendix 2. The Namina Wellness Spa lobby Tehtaankatu



Source: elaborated by the author

Appendix 3. The interview questions in Thai language

1. โปรแกรมการฝึก กอบรมและการพัฒนา

- 1.1 คุณมีความคิดอย่างไรกับระบบการฝึกกอบรมในนามิना?
- 1.2 คุณชอบการฝึก กฝนแบบไหนและทำไม?
- 1.3 คุณตั้งใจการความช่วยเหลือแบบใดจากผู้ช่วย ักคบบัญชาของคุณสำหรับการฝึก กอบรม?

2. ระบบสื่อสาร

- 2.1 คุณมีส่วนร่วมในการโฆษณาและแคมเปญการสื่อสารภายนอกอื่นๆ ในนามิनाได้อย่างไร
- 2.2 คุณมีความท้าทายอะไรในขณะที่ยสื่อสารกับผู้จัดการและเพื่อนร่วมงานของคุณ?
- 2.3 คุณจะรับมือเกี่ยวกับการเปลี่ยนแปลงในองค์กรได้อย่างไร

3. การมีส่วนร่วมในกระบวนการพัฒนาสปา

- 3.1 คุณมีส่วนร่วมในการตัดสินใจ ความคาดหวัง และข้อ กำหนดของลูกค้าอย่างไร
- 3.2 คุณตั้งใจให้ผู้จัดการของคุณมีส่วนร่วมในการตัดสินใจอย่างไร
- 3.3 คุณเกี่ยวข้องกบตัวเองในฐานะนักการตลาดนอกเวลาในโซเซียลมีเดียอย่างไร

4. แรงจูงใจ

- 4.1 ี่นี้มากระหนึ่งแล้ว อะไรทำให้คุณมีแรงบันดาลใจ

คุณอยุ่ บรื

ชท

- 4.2 คุณต้องการรางวัลในด้า นใด (การเงินการส่งเสริมการขาย ฯลฯ)
- 4.3 ผู้จัดการของคุณแก้ไข ข้อขัดพลาตและให้คาแนะนา สําหรับอนาคตได้อย่างไร

5. เพิ่มขีดความสามารถ

- 5.1 หากผู้จัดการของคุณมอบา นาจการตัดสินใจคุณตั้งใจการเปลี่ยนหรือปรับปรุงสาขาใด
- 5.2.ณแบ่ป้นข้อ คนพบปัญหาความคืดโอกาสความตั้งใจการความคาดหวัง ของลูกค้า กบห้ หน้ งานของคุณอย่างไร
- 5.3. อะไรทำให้คุณพอใจกบงานของคุณ?

Appendix 4. The Interview guide for Namina Wellness Spa managers

An email had been sent to the managers of Namina Wellness Spa Wellness Spa prior to the meeting.

Dear spa manager,

As we already discussed, the master thesis with the subject of “Strengthening the day spa’s internal marketing: the case of Namina Wellness Spa, Finland” needs your cooperation to answer the interview questions to improve implementation of IM in case there is any room for improvement. I would appreciate it if you could allocate time to the meeting for about forty-five minutes with respect to an interview in which some questions will be asked regarding IM and HRM. Kindly, find the interview questions in the attachment.

1. Involvement in day spa development process

- 1.1. How do you involve employees in planning and decision-making process at your spa?
- 1.2. What activities do you have in the spa to involve your employees in customer preferences, expectations, and requirements?
- 1.3. What kind of activities do you practice in the organization for motivating the employees?

2. Internal Communication and dialogue

- 2.1. How do you manage internal communication in the organization?
- 2.2. Which communication channel do you use to communicate with staff?
- 2.3. How do you encourage employees to be a good marketer and promote your spa?

3. Empowerment

- 3.1. Under which circumstances do you give responsibilities as well as authorities to employees?
- 3.2. What challenges do you face if you give power to the employee to decide?
- 3.3. What is your strategy to decrease absenteeism and employee turnover at your firm?

4. The motivation for successful performance

- 4.1. What is your policy to encourage service-oriented people to apply for a job in your spa?
- 4.2. How do you give a reward to appreciate service-orientation behavior?
- 4.3. What is your plan to encourage employee to stay and not to leave the spa?

5. Training

- 5.1. What skills do you provide as a training for the service and marketing process?
- 5.2. Which training skills do you provide in technical knowledge, interaction, and external communication?
- 5.3. How do you enhance communication, sales, and service skills among the staff?

Appendix 5. The interview guide for Namina Wellness Spa employees

Dear valued Namina Wellness Spa employees!

I am a second year Master of Science Student at Tartu University Pärnu College, Estonia and the topic of my thesis is “Strengthening the day spa’s internal marketing: case of Namina Wellness Spa, Finland ”. I ask for your help in analyzing the company's internal marketing. The answers are anonymous, and the data collected will only be used for writing the thesis. Based on the data collected in the thesis, proposals will be developed to improve the internal environment to achieve even better results and eventually help you to enjoy working in modified work atmosphere. You have been identified as a current Namina Wellness Spa employee and therefore your opinion is held in high regard to this study.

1. Training and development programs

- 1.1. What is your idea about the training in general in Namina Wellness Spa? What do you like to change or enhance?
- 1.2. Which kind of training do you like most? (customer service, service quality, interactions, and communication skills) Please explain why?
- 1.3. What kind of support do you like to get from your supervisors for training sessions? Why?

2. Internal communication and dialogue

- 2.1. How do you participate in advertising and other customer communication campaigns in Namina Wellness Spa?
- 2.2. What challenges do you have while communicating with your managers or colleagues in terms of cultural differences?
- 2.3. How are you informed about the changes in Namina Wellness Spa? For example, you have meeting before the change’s implementation, or you must accept whatever is already decided.

3. Involvement in the spa development process

- 3.1. How do you involve yourself in customer’s expectations? Which means you know your customers by:

- gathering information about as many of your customers as possible;
- understanding your customers' needs. Each customer will have a different perception of what customer service means to them.

3.2. How would you like your manager to involve you in decision making?

3.3. How do you involve yourself as a part-time marketer in social media?

4. Motivation

4.1. You have been at this company for a while. What keeps you motivated?

4.2. In which aspect would you like to be rewarded? (monetary, promotion, etc)

4.3. How does your manager correct your mistake and give advice for the future?

5. Empowerment

5.1. If your manager gives you decision-making authority, which fields or aspects would you like to change or enhance?

5.2. How do you share the findings, problems, ideas, opportunities, needs, expectations of customers with your supervisor?

5.3. What makes you satisfied with your job?

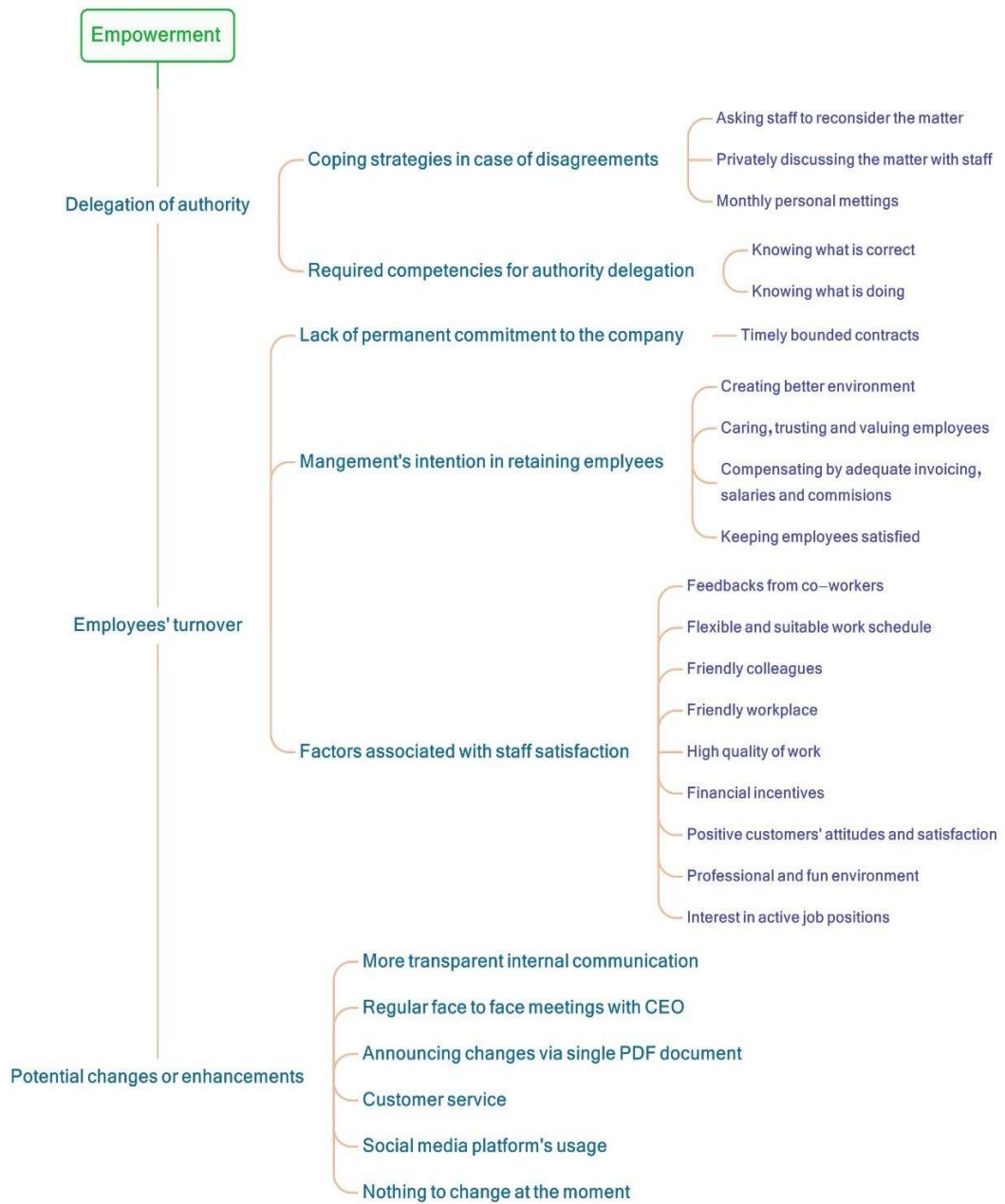
Appendix 6. The software (Atlas.ti) outcome after coding and categorization of interviews



Appendix 6 continued



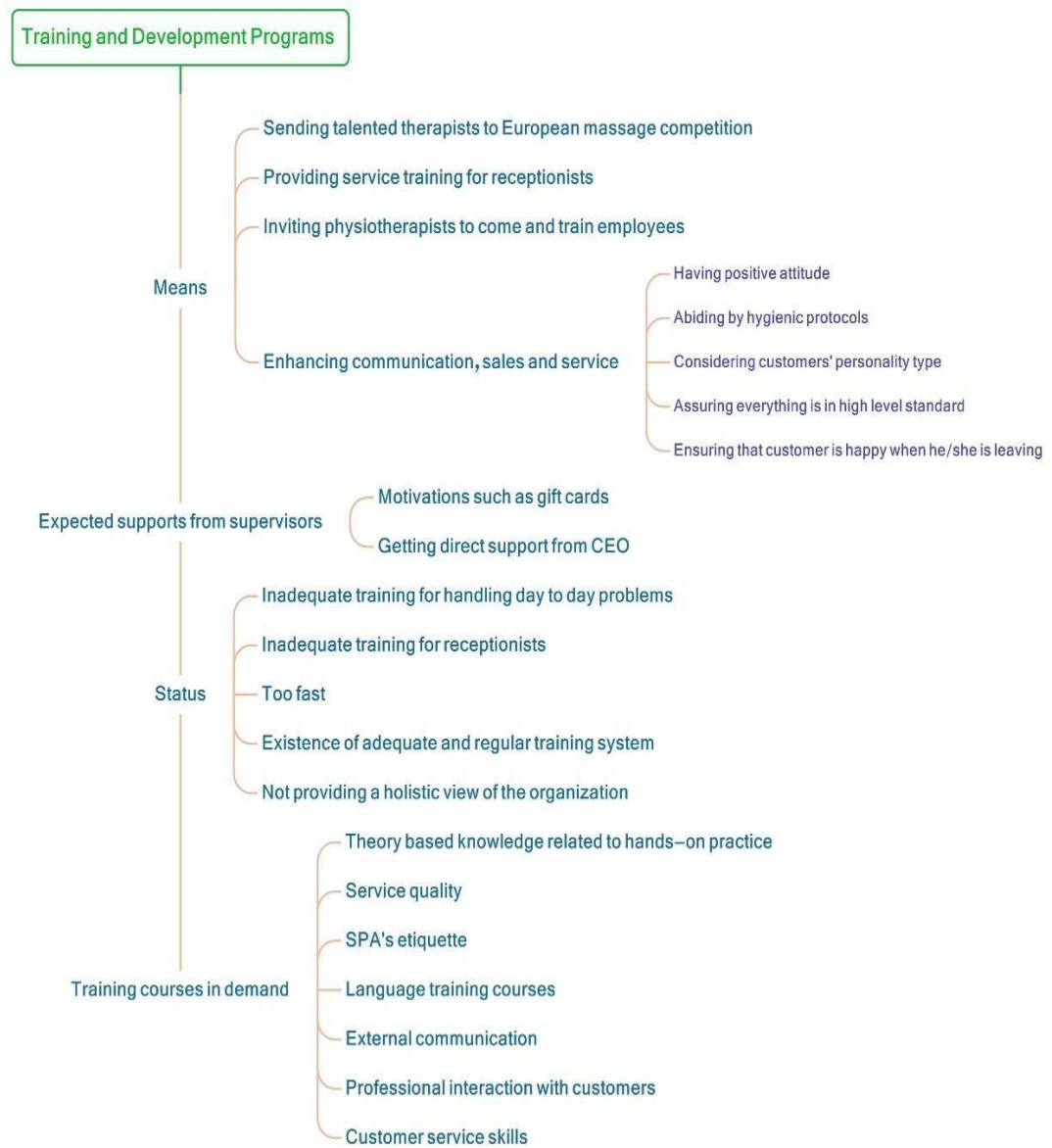
Appendix 6 continued



Appendix 6 continued



Appendix 6 continued



Appendix 7. The questionnaire prepared for quantitative research

Internal Communication and Dialogue:

ID	Category	Item	How much do you agree with the statement?			
1	Challenges in internal communications	There is not enough time for regular meeting with my manager	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
2		Cultural differences and language barrier, has negative effects on communications among some staff or trainers and staff	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
3		We are hesitant of being open and talk about our personal problems with the manager	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
4		Our Manager is not interested in getting straight feedbacks from staff	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
5		Sometimes Virtual meetings through Skype or Zoom Apps causes miscommunications between manager and staff	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
6		I have noticed difficulty in communication between staff and manager	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
7		I have noticed difficulty in team discussion	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
8	Communication channels	Facebook group is an effective way of communication in our Spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
9		Separate Facebook groups for receptionists and therapists can be an effective way of communication in our Spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
10	Encouraging employees' to be a good marketer	My manager asks me to cooperate in marketing	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
11		It would be an effective way if our manager ask staff to carry Spa's Bag or any other stuff for marketing purpose, free of charge!	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
12		Our manager asks Staff to utilize Spa's free home care products	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
13		Our manager asks me to have neat appearance and good hygiene	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
14		As a therapist I am too busy and not able to get involved in marketing	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
15		As a receptionist I am not interested in advertising	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
16		Posting on social media platforms is expected from staff	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
17		I do not get any training for utilizing social media platforms to advertise	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>

ID	Category	Item	How much do you agree with the statement?			
18		We are Considered, as company's representative	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
19		I as a staff am proud and satisfied of my work	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
20		Our manager solves problems and worries daily	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
21		Our manager is concerned about employee's happiness	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
22		Our manager tries to gain employees' trust	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
23		My manager encourages me to share my ideas	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
24		Our manager sometimes forgets to announce the changes publicly	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
25		Staff are being informed about changes in meetings with the manager most of the time	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
26		Our manager discusses issues with the staff before making important decisions	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>

Empowerment:

ID	Category	Item	How much do you agree with the statement?			
1	Delegation of authority	In case of disagreement, the manager ask staff to reconsider the matter	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
2		In case of disagreement, my manager privately discusses the matter with me	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
3		In case of disagreement, the manager discusses the matter in monthly personal meetings	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
4		Before delegating authority, the manager makes sure that employees know what is correct to do	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
5	Employees' turnover	I am not permanently commitment to the company	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
6		Employees have timely bounded contracts and assignment's agreements	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
7		Our manager tries to create better work environment	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>

ID	Category	Item	How much do you agree with the statement?			
8		Our manager cares, trusts and values employees	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
9		Our manager tries to compensate employees by adequate invoicing, salaries, and commissions	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
10		Our manager tries to keep employees satisfied	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
11	Self-satisfaction	Feedbacks from co-workers is the reason that I am satisfied at work	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
12		Flexible and suitable work schedule is the reason that I am satisfied at work	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
13		Friendly colleagues are the reason that I am satisfied at work	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
14		Friendly workplace is the reason that I am satisfied at work	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
15		High quality of work is the reason that I am satisfied at work	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
16		Adequate financial incentives are the reason that I am satisfied at work	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
17		Positive customers' attitudes and feedbacks are the reasons that I am satisfied at work	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
18		Professional and fun environment are the reasons that I am satisfied at work	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
19		The active nature of job positions in the Spa is the reason that I am satisfied at work	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
20		I think Internal communication in our Spa needs to become more transparent	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
21		It should be possible to have regular face to face meetings with my manager	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
22		Changes needs to be announced via a single PDF document in our FB group	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>

ID	Category	Item	How much do you agree with the statement?			
23		Customer service could be improved by providing training for employees	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
24		Usage of social media platforms could be improved	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
25		Everything is perfect and nothing needs to be changed now in our Spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>

Employees' Involvement in Spa's Development Process:

ID	Category	Item	How much do you agree with the statement?			
1	Gathering customers information	In our Spa receptionists ask medical and health related questions from customers who have massage before the treatment	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
2		Usually receptionists communicate with customers before and after treatment	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
3		Receptionists try to understand customer's difficulties and problems before treatment	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
4		Receptionists ask about customer's requirements	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
5		Receptionists get customers information through reservation email	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
6	part-time marketing	Receptionists do not know how to do advertising	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
7		Receptionists are not interested in advertising	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
8		Therapists are too busy to get involved in advertising	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
9		We usually put promotional posts on some social media platforms	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
10		We usually try to use "word of mouth marketing"	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
11	prohibiting improvisation in treatment	There are some strict guidelines for performing the treatments	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
12		We as therapists are trained not to cross borderlines and guidelines	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
13		Some clients demand for specific and personalized treatments	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>

ID	Category	Item	How much do you agree with the statement?			
14	staff's involvement in decision making	Our views are considered in decision making by our manager	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
15		Some employees do not want to get involved in decision making	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
16		Our manager values, understands, and respects employees' opinions	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
17		I personally have uncertain feeling about how to contribute to decision making	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
18		We would like to be involved in salary payment decision making process	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
19		Top management make main decisions	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>

Motivation:

ID	Category	Item	How much do you agree with the statement?			
1	Rewarding employees	In our Spa employees who have worked harder are being rewarded	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
2		Employees who are praised by customers, is being rewarded in our Spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
3		Our manager praise employees who are hard worker	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
4		Employees are being rewarded by monetary means	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
5		Receptionists who get the best feedback from customers and therapists, are being rewarded	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
6		Those receptionists who come up with creative solutions, are being rewarded	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input checked="" type="checkbox"/>
7		Bonus and coupons are the preferred type of reward among staff	A lot <input type="checkbox"/>	To some extent <input checked="" type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
8		One-hour break on a busy workday is the preferred type of reward among receptionists and therapists	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
9		Promotion is the preferred type of reward	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
10		Having fast learning talent is necessary to be accepted in Spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
11		The spa has open doors strategy and people can join and leave easily	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
12		People are being selected to join Spa from work websites	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
13		Knowing technical issues is necessary to be accepted in our Spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>

ID	Category	Item	How much do you agree with the statement?			
14		Having customer service-oriented experience is necessary to be accepted in Spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
15		Job experience is necessary to be accepted in our Spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
16		Having the service-oriented mindset is necessary to be accepted in Spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
17	Retaining employees	Our manager evaluates each employee's performance and role regularly	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
18		Our manager considers the possibility of improving employees' performance	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
19		The manager encourages employees to remain at the company and not leaving it	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
20		Our manager provides training and inspires employees to learn as much as possible	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
21		Our manager shows employees that Spa is financially stable	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
22	Spending time together	Our manager holds monthly activity day at the Spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
23		We have fun at monthly-activity-day in which the spa provides us fun activities	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
24		Newly joined staff members get introduced at the first day of joining to spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
25		Our manager tries to bring everyone together	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
26	managers' way to deal with mistakes	In case of making mistakes, my manager asks me to consider the regulations more	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
27		Our manager tells us our strengths and weaknesses	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
28		In case of making mistakes, there is no punishment or misbehavior	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
29		In case of making mistakes, our manager gives us helpful advice	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>

Training:

ID	Category	Item	How much do you agree with the statement?			
1	Means	Our spa sends talented therapists to European massage competition	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
3		Physiotherapists are being invited to come and train massage therapists	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>

ID	Category	Item	How much do you agree with the statement?			
4		In our spa employees are trained to have positive attitudes	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
5		We are trained to consider hygienic protocols	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
6		Employees are trained to consider customers' personality type	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
7		Employees are trained to assure everything is in high level standard	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
8		Employees are trained to ensure customer is happy when he/she is leaving	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
9		Our manager is expected to increase motivations by giving gift cards	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
10		Getting direct support from the manager is expected by staff	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
11	Training status	Trainings are not enough for handling day to day problems	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
12		Trainings for receptionists are not enough	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
13		Trainings are too fast	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
14		There is an adequate and regular training system in our Spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
15		Training in our spa does not provide a holistic view of Spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
16	Training courses in demand	Theory based knowledge related to hands-on practice is needed in our spa for therapists	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
17		Training courses in service quality are needed in our Spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
18		Training courses about Spa's etiquette are needed in our spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
19		language training courses for communicating with foreign customers are needed in our spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
20		External communication training courses are needed in our Spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
21		Training courses about professional interaction with customers are needed in our spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>
22		Customer service skills' courses are needed in our spa	A lot <input type="checkbox"/>	To some extent <input type="checkbox"/>	Not at all <input type="checkbox"/>	No idea <input type="checkbox"/>

RESÜMEE

PÄEVASPAASISSETURUNDUSE TUGEVDAMINE: NAMINA WELLNESS SPA JUHTUM, SOOME

Khatereh Zandiyeh

Magistritöö keskendub siseturunduse tegevustele ja personalijuhtimisele, mis on teineteisega tihedalt seotud teoreetilised kontseptsioonid. Töö esimeses peatükis antakse ülevaade teemakohasest teoreetilisest arutelust, mis andis lõputöö autorile kontseptuaalsed vahendid ja teadmised empiirilise uuringu kavandamiseks ja läbiviimiseks. Magistritöö teises peatükis antakse ülevaade Soome päevaspaast Namina Wellness Spa ning nende senistest siseturundusalasest tegevustest.

Probleemina võib esile tuua, et teenusepakkujad pole tihtipeale teadlikud siseturunduse olulisusest ja võimalustest ettevõtte edu tagamisel. Põhjuseks võib-olla teabe puudumine siseturundusest, ebapiisavad teadmised ja siseturunduse ideede mitte mõistmine. Käesolevas magistritöös püütakse neile probleemidele vastuseid leida Namina Wellness Spa päevaspaas töötajate seas läbiviidud uuringu toel.

Magistritöö eesmärgiks seati ettepanekute esitamine siseturunduse tõhustamiseks päevaspaas Namina Wellness Spa. Eesmärgi saavutamiseks püstitati järgmised uurimisküsimused:

- Kuidas mõjutavad päevaspaas missioon ja väärtushinnangud töötajate ettekujutust päevaspaast?
- Kuidas toimub päevaspaas siseturundus ja inimressursside juhtimine?
- Millised siseturunduse valdkonnad vajavad päevaspaas parendamist?

Uuringu sisulisel ettevalmistamisel ja struktureerimisel tugineti eelkõige Grönroos (2015) ning Dermol ja Trunk Širca (2018) käsitletele siseturunduse tegevustest, sh

töötajate kaasamine, koolitus, motiveerimine ja võimestamine, samuti aga ka siseturunduse ja inimressursside juhtimine, sisekommunikatsioon ja dialoog.

Uurimismeetodina kasutati kvalitatiivset poolstruktureeritud intervjuud. Intervjuud viidi läbi päevaspaa omaniku, spaa juhtide ning töötajate seas ning küsimusi kohandati uuritava grupi eripära arvesse võttes. Võib öelda, et kõigil päevaspaa töötajatel oli võimalus uuringust osa võtta, kuid paraku mõjutas uuringu läbiviimist koroonaviiruse levik.

Uuringu käigus saadi vastuseid, kuidas erinevad grupid tajusid päevaspaa missiooni ja väärtusi ning kuidas toimub päevaspaas siseturundus ja inimressursside juhtimine. Uuringu tulemustele tuginedes saab öelda, et töötajate arusaam päevaspaa missioonist ja väärtustest mõjutab nende töö tulemuslikkust. Teadlikud töötajad on motiveeritumad ja nad püüavad pakkuda parimat teenuse kvaliteeti, mis omakorda viib klientide rahulolu suurenemisele. Siseturunduse ja inimressursside juhtimisega seonduvad tegevused on päevspas integreeritud, kuid seda on võimalik veelgi tõhustada.

Uuringu tulemused võimaldasid leida vastuseid seatud uurimisküsimustele. Magistritöö eesmärk saavutati, uuringu tulemused võimaldasid esitada päevaspaale Namina Wellness Spa ettepanekuid siseturundustegevuste parendamiseks, samuti siseturunduse ja inimressursside juhtimisega seonduvate tegevuste tõhusamaks omavaheliseks seostamiseks. Loodetavasti on need ettepanekud toeks töötajate rahulolu ja töömotivatsiooni ning seeläbi klientide rahulolu suurendamisel. Autor loodab, et magistritöö pakub laiemat huvi ning seda saavad siseturunduse tugevdamiseks kasutada ka teised päevaspaad.

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Khatereh Zandiyeh

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