Matina Gjurašić, mag. oec.

Lecturer
Libertas International University
E-mail: matinagjurasic@gmail.com

Dina Lončarić, PhD

Assistant Professor
Faculty of Tourism and Hospitality Management, Opatija
E-mail: dina.loncaric@fthm.hr

INTERNAL MARKET ORIENTATION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN THE HOSPITALITY INDUSTRY – A LITERATURE REVIEW

Abstract

Purpose - Service is a vital aspect of the hospitality industry. Excellent service influences a guest's decision to return to the hotel. Support and cooperation among hotel employees are key factors in improving service quality. Hotels with employees who demonstrate behaviours or cooperative behaviours that are not formally required by the organization (Fassina et al. 2008) are more prone to providing high-quality service and customer satisfaction than those who do not possess these attributes (Tang &Tang, 2012; Wang &Wong, 2011; Podsakoff et al., 2009; Bell & Menguc, 2002). Internal market orientation is the best approach to motivating, educating and coordinating internal customers (employees) to ensure the satisfaction of everyone in the hotel. This study aims:a) to present a literature review of internal market orientation and organizational citizenship behaviour in the hospitality industry and b) define the relationship between internal market orientation and organizational citizenship behaviour as antecedents of internal service quality in the hospitality industry. Methodology - The desk research method was applied for gathering data for this study. The existing literature on internal market orientation management, organizational citizenship behaviour, and internal service quality was utilized. Content analysis

was used to present the development of, and depict the current standpoints regarding, these concepts. Findings - The findings suggest that internal marketing orientation and organizational citizenship behaviour are crucial for managing employees in the hospitality industry and providing excellent services. Originality of the research - The present study provides a useful review of the appropriate literature related to internal market orientation and organizational citizenship behaviour in the hospitality industry and their relationships. Research limitations/implications –The results of this study offer valuable guidelines for hotel managers to improve internal service quality. Furthermore the study provides good theoretical background for empirical research. Since it is focused specifically on the hospitality industry, future research could be done on other industries.

1.   INTRODUCTION

The hospitality industry is one of the major service industries around the world (Ma & Qu, 2011). In this rapidly changing market, hotels are constantly under severe competitive pressure. The greatest chance hospitality organizations have of gaining competitive differentiation is through service quality. Employees play the key role in the delivery of quality customer service (Stamper& Van Dyne; 2003). Their work attitudes and service performance are vital for achieving business objectives as well as maintaining competitive advantages and performance efficiency (Karatepe & Sokmen, 2006). Continuous training is essential in motivating employees to maintain high quality service. Moreover, hotels must encourage employees to embrace certain behaviours that go beyond their regular job functions, such as helping customers resolve problems, cooperating with colleagues, preventing unexpected incidents, and paying extra attention to organization. In other words, hotel employees should not only do their jobs but they should also go above and beyond their own obligations towards the hotel and others. This self-initiated and positive employee behaviour is called organizational citizenship behaviour (OCB) (Smith et al., 1983; Organ, 1988). In the hotel industry, OCB not only benefits service delivery, provides higher quality service, and creates a friendlier environment that encourages customer interaction but also provides a service innovation view that fits customer demands more closely and creates higher customer satisfaction (Podsakoff, Whiting, Podsakoff, & Blume, 2009; Raub, 2008). Thus, the hotel industry must actively consider methods for inducing OCB in its employees to enhance service quality, competitive advantage, and the financial performance of hotels. Scholars have identified the link between internal service quality (ISQ) and external customer satisfaction. Furthermore they recognize internal marketing (IM) as a major driver of ISQ and external customer satisfaction. IM has been

emphasized as the best way to motivate and encourage employees to improve internal service and provide exceptional service.

However, studies on the factors that influence OCB in the hotel service industry are rare (Kim, O'Neill& Cho, 2010; Ma &Qu, 2011; Tang &Tang, 2012). Previous research has successfully identified many antecedents and consequences of OCB (Podsakoff et al., 2000). In spite of this, little attention has been paid to the possible relationship between internal market orientation (IMO) and OCB in the hospitality industry. Therefore, the purpose of this study is to address the following question:

- What is the relationship between IMO and OCB as antecedents of ISQ in the hospitality industry?

The focus of this study is explicitly on the hospitality industry and consists of three parts. The first part of this study outlines the methodology used to conduct the literature review; the results from the literature review and dimensions of IMO, and OCB as antecedents of ISQ are then presented. The following section identifies possible relationship between IMO and OCB. The paper concludes with a discussion of possible implications as well with suggestions for future research.

2.   METODOLOGY

In order to better understand IMO and OCB in the hospitality industry as well as their relationship, the following databases were examined: ProQuest Basic Search, EBSCO Host Web, Science Direct and Emerald Management Review. They were accessed online in the period from February 2ndtill March 1st, 2017. Those databases offer broad coverage of relevant academic journals in the hospitality industry such as: *Cornell Hotel & Restaurant Administration Quarterly, International Journal of Hospitality Management, Journal of Hospitality & Tourism Research, International Journal of Contemporary Hospitality Management, Journal of Hospitality & Tourism Education, FIU Hospitality Review, Journal of Hospitality & Leisure Marketing, International Journal of Hospitality and Tourism Administration, Journal of Foodservice Business Research, Journal of Human Resources in Hospitality & Tourism.* In addition, leading tourism journals, including *Annals of Tourism Research, Tourism Management, Journal of Travel Research, and the International Journal of Tourism Research,* are also available in those databases. In terms of geographical representation, the majority of reviewed articles came from U.S.-published journals while several others relate to Asian and European studies from international or foreign journals. All articles used were published in English.

Data were collected, analyzed and classified during two main stages. The first stage involved a search for relevant papers from the aforementioned databases, using the keywords ''internal market orientation'', ''organizational citizenship behaviour'' and ''internal service quality in the hospitality industry''. In total, 48 papers were found using ProQuest Basic Search, 14 additional papers were obtained via EBSCO Host Web, with 27 were found under the ''academic journals'' section. Emerald Management Review identified 146 papers, of which 17 were found relevant. Each journal was then searched individually to identify any other papers that might not have shown up during previous searches. Another 18 papers were found. In the end, 51 papers were selected for this study. The selected papers were classified into dominant thematic groups: IMO and OCB. Content analysis was applied to identify the journal title, year of publication and name(s) of author(s). Secondly, the nature of the article was analyzed; identifying the research methodology used and the subject focus of each article. Table 1 and Table 2 present the findings.

3.   LITERATURE REVIEW

In this review, IMO and OCB as antecedents of ISQ are described, emphasizing specifically the findings from the research done in the hospitality industry.

3.1.   Internal Market Orientation

Employees are of key importance in the service industry because their work represents an integral, inseparable part of the service. The quality of internal service is the basis for improving the modern way of doing business (Marshall, Baker and Finn, 1998). The methods of efficiently improving ISQ are relevant to IM because, in offering a service, employees not only represent the organization but also provide a crucial so-called service encounter (Tansuhaj, Randall and McCullough; 1991). IM is an approach which considers employees as internal customers of organization and by satisfying internal customers the organization is in a better situation for offering services to external customers (Foreman and Money, 1995).

The concept of IM emerged during the 1980's with Berry and Grönroos, as a solution for those companies that wanted to offer a more competitive service to their users. Grönroos defines it as ''selling the firm to its employees'' while Berry (1981) states that IM represents the application of marketing skills, tools, methods and techniques within a company, in order to achieve the synergistic functioning of all the employees in line with the basic goals, mission and strategy of the company. The major core of this concept is that employees must be regarded as internal market of the organization (Varey, 1995) and as the most valuable property of the organization (Papasolomou, 2002). Furthermore, Dennis

(1995) believes that IM is a kind of strategic management philosophy, which manages development and motivation of employees in the organization by providing a high-quality working environment.

In the 1990's literature, the works of Kohli and Jaworski (1990) as well as Narver and Slater (1990) call the application of the marketing concept in business operations, the market orientation. Furthermore, Kohli and Jaworski (1990) define IMO as a marketing concept applied to the employees within a company. These authors, however, think differently of market orientation. Kohli and Jaworski (1990) define market orientation in terms of organizational behaviour, i.e. the activities related to conducting business according to the principles of the marketing concept, while Narver and Slater (1990) look at it in terms of organizational culture. Kohli and Jaworski (1993) highlight three groups of activities which comprise market orientation: monitoring and developing an understanding of the market, exchanging information between departments, and meeting the needs and wishes of employees who will then transfer their satisfaction to the guest. In the hospitality industry, Ruizalba, Bermudez Gonzalez, Rodriguez Molin, and Blanca (2014) did a research and defined the components of IMO as: intelligence generation (recognition of value exchange and segmentation of the internal market), internal communication, and responsiveness to intelligence (management concern, education and training of staff, and balance of work and family life).

An important role in IMO application is played by company leaders who have to be included in the process and should encourage their employees to provide high quality service (Mishra & Sinha 2014). Employees, in companies in which IM activities are applied and which possess a market orientation, feel devotion to the company and all its values and they wish to positively contribute, through their work, to its success (Peccei & Rosenthal 2000). Thus, IM is relevant and important for all companies and is of key importance when it comes to people-focused activities, such as the service industry. Ozretić-Došen and Prebežac (2000) state that IM in service industry companies presents a marketing concept of conducting business, entailing many different activities within a company, whose goal is to develop service-orientation and service user-orientation with all employees. IM has a positive influence on the business performance of a company (Narver & Slater 1990) as well as on organizational learning (Morgan, Katsikeas & Appiah – Adu 1998) and on consumer and employee reactions (Jaworski & Kohli 1993). Ruizalba et al. (2014) have proven that achieving the balance of business and family life as an aspect of IMO is connected in a positive manner with the feeling of the employee's dedication to the company.

The table below presents the major literature finding related to IMO in the hospitality industry.

Table 1

Literature review for Internal Market Orientation in the hospitality industry

Author; Year	Data	Findings
Berry et al.; 1976	Qualitative	IM as a solution to the problem of consistently delivering high service quality.
Berry; 1981	Qualitative	Employee is an internal client.
Grönroos; 1984	Qualitative	IM motivates employees and makes them aware of the importance of external clients.
Flipo; 1986	Qualitative	IM is a tool and strategy to develop the internal concept of orientation towards the buyer.
Grönroos; 1990	Qualitative	IM must be focused on attracting and retaining those employees who are aware of the importance of clients.
Berry & Parasuraman; 1991	Qualitative	IM activities (attracting, developing, motivating, and retaining qualified employees) should be applied prior to external marketing.
Rafiq & Ahmed; 1993	Qualitative	They disagree with the idea that the internal buyer is the "king" and "always right".
Bak et al.; 1994	Qualitative	IM treats employees as customers and manages human resources through marketing viewpoints to generate satisfied internal customers.
Hales; 1994	Qualitative	IM is similar to HRM.
Cahili; 1995	Qualitative	Suggests the possibility of an existing connection between IM and organizational learning
Foreman & Money; 1995	Qualitative/ Quantitative	HRM activities need to be integrated into the process of IM in each company.
Piercy & Morgan; 1995	Qualitative	McCarthy's 4Ps (Price, Product, Place, and Promotion) should be implemented in IM.
Boshoff & Tait; 1996	Quantitative	IM is a strategy to enhance the level of service quality delivered by frontline employees.
Morrison; 1996	Qualitative	The link between IM and external marketing is OCB.
Ballantyne; 1997	Qualitative	IM contributes to the development of an organization.
Caruna & Calleya; 1998	Quantitative	IM has an effect on the loyalty of employees to the company.
Hog, Carter & Dunne; 1998	Qualitative	Internal communication is important to communicate the business aims, values and performance of the organization to employees and to encourage them to participate actively in the success of the business.
Lings & Brooks; 1998	Qualitative	Developed a model of IM based on the relationship between the internal supplier and the internal buyer whose end goal is external buyer satisfaction.
Varey & Lewis; 1999	Qualitative	IM is a strategy of the company.

Rafiq & Ahmed; 2000	Qualitative	IM is about motivation, loyalty, communication and employee authority.
Ozretić-Došen & Prebežac; 2000	Qualitative	IM in service industry companies entails very different activities within a company, whose goal is to develop service-orientation and service user-orientation with all employees. Employees are of key importance in the service industry because their work represents an integral, inseparable part of the service.
Bansal et al.; 2001	Qualitative	The elements of IM such as employment security, extensive training, generous rewards partly contingent on organizational performance, sharing information, employee empowerment, and reductions in status distinctions are key aspects of human resource management practices in achieving internal customer commitment, job satisfaction and trust in management.
Lings; 2004	Qualitative	Develops a new construct IMO.
Lings & Greenley; 2005	Quantitative	Develop the IMO measurement scale, which refers to the process of generating and disseminating intelligence about internal market needs.
Gounaris; 2006	Quantitative	IMO promotes the need to plan and build effective relationships between employees and management
Proctor; 2010	Qualitative	IM is a way of improving customer focus within an organization and paving the way for a system of good customer relationship management (CRM)
Kale; 2010	Qualitative	IM creates a good working environment, which attracts quality employees.
Boukis & Gounaris; 2014	Quantitative	IMO results in positive employee outcomes such as higher patronage and motivation to report service complaints.
Ruizalba, Bermudez Gonzalez, Rodriguez Molina, Blanca; 2014	Quantitative	IMO is a strategic determinant of both job satisfaction and employee commitment. In the hospitality service industry, employee performance and attitude are significant factors affecting the delivery of service.
Joung, Goh, Huffman,Yuan & Surles,;2015	Qualitative/ Quantitative	IM activities can foster employee job satisfaction and organizational commitment and possibly reduce employee turnover.

From the aforementioned literature review, the development of theory on internal marketing can be broadly categorized into three phases. The first phase focuses on employee motivation and satisfaction (Berry, 1981; Berry & Parasuraman, 1991, Bak et al., 1994). The stated authors point out that IM is the philosophy of treating employees as internal customers and by satisfying them, a firm will satisfy external customers. The second phase was initiated by Grönroos who emphasized that the quality of relationship between customers and employees could be enhanced by having customer-oriented employees. This

phase is addressed by Kotler, 1977, Grönroos, 1985; George & Grönroos, 1989, Cahill, 1995; Liao et al., 2004. Kotler stated that internal marketing is about building customer orientation among employees by training and motivating both front-line and support staff to work as a team. The key difference between the first two phases is that Grönroos customer orientation conceptualization focuses attention on creating customer orientation in employees through a process of influencing, rather than satisfying and motivating employees. The third phase views IM as a critical tool to implement organizational strategy and change management (George, 1990; Rafiq & Ahmed, 1993; Piercy, 2002). It is a planned effort to overcome organizational resistance to change and to align, motivate and integrate employees into the effective implementation of corporate and functional strategies. Such effort affects ISQ, which may enhance proactive employee behaviour that goes beyond normal job responsibilities.

3.2. Organizational Citizenship Behaviour

Effective organizational operation can be achieved by following three kinds of behaviours: employee willingness to remain with the organization, employee actions that surpass their job description, and employee proactive behaviour beyond job responsibilities (Smith et al. 1983; Katz 1964). The first two kinds of behaviours are within employee roles, whereas the third goes beyond, to include cooperation among colleagues, self-improvement, and creating a positive organizational image. For an organization to function effectively, innovative and spontaneous behaviours are essential. These behaviours, though not required by job contract, can greatly contribute to the operation and performance of an organization. Such behaviour is called organizational citizenship behaviour (OCB) and was introduced by Organ and his colleagues in 1983 (Organ, 1988; Podsakoff & MacKenzie, 1994).

Organ (1988) argues that the design of organizational systems is never perfect. If an organization relies solely on the in-role behaviour of its employees, it will be difficult to achieve organizational goals. Accordingly, an organization must rely on certain citizenship behaviour by employees who voluntarily demonstrate organizational behaviour to make up for the drawbacks of the role to achieve organizational objectives. Thus, Organ (1988) defined OCB as various types of behaviour that have not been directly recognized by an organization's formal reward system but which benefit an organization's operational performance. Wilson (2000) defined OCB as specific types of helping behaviour that can be defined as activities entailing a greater commitment than spontaneous assistance, in which time is given freely to benefit another person, group, organization, or cause. Examples of such behaviour are: helping colleagues that were absent from work, volunteering to perform additional duties and positively representing the organization in public (Organ, 1990; Pond, Nacoste, Mohr & Rodriguez, 1997; Blakely, Andrews & Moorman, 2005; Sharma, Bajpai & Holani, 2011).

There are numerous studies examining the dimensions of OCB. Smith et al. (1983) proposed altruism and generalized compliance as the components of OCB. Organ (1988) proposed five dimensions, namely, altruism, conscientiousness, courtesy, civic virtue, and sportsmanship. On the other hand, Williams and Anderson (1991) categorized OCB into two dimensions: OCB of individuals (OCB-I) and OCB toward organizations (OCB-O). Van Dyne, Graham, and Dienesch (1994) proposed interpersonal helping, organizational loyalty, organizational obedience, and organizational participation, whereas Podsakoff and Mackenzie (1994) proposed helping behaviours, sportsmanship, and civic virtue as the dimensions of OCB. The most accepted framework is the one proposed by Organ (1988) and is suggested by this study. It encompasses the five dimensions: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. Altruism is the act of helping another person with a work-related task. An employee providing assistance to a co-worker, who is new to tasks, behind on work or works in areas where bottlenecks occur, is demonstrating altruism. Conscientiousness is the act of carrying out duties beyond minimum required levels. A conscientious employee is punctual in performing job duties and follows the spirit of company policies and procedures in the absence of others. Another OCB dimension, courtesy, is defined as alerting others of changes that will affect their work, for example, advance notices, reminders, briefing, and passing along information. Courteous acts enhance the organizational communication system, help prevent problems from occurring, and can mitigate problems. Sportsmanship is expressed when people refrain from exhibiting negative behaviour, such as complaining about perceived slights. An employee who engages in sportsmanship behaviour focuses on the big picture, avoids unproductive conflicts, and rolls with the punches, knowing that fairness is not calculated in the short run. Civic virtue, yet another form of OCB, is defined as responsibly participating in organizational meetings and other governance issues.

All these stated behaviours add a value to the workplace. They facilitate organizational effectiveness, efficiency and success because performance of these behaviours makes for a more proficient use of existing resources; enables superiors to devote more time to productive activities such as planning, scheduling, problem solving and organizational analysis; and moreover enhances co-worker productivity (Smith, Organ, &Near, 1983; Williams &Anderson, 1991). Furthermore, the position within the organization also has an impact on OCB. Wanxian and Weiwu (2007) point out in their research that the higher the position an individual holds, the more responsibilities they will take on, the more widely they will perceive their working role and the more likely they will consider OCB as part of their working role.

From the above-stated, it can be concluded that OCB is of extreme importance to the company, since it results in a positive outcome on both the individual and the organizational level. A growing number of scholars are currently investigating OCB in the tourism and hospitality industries. Walz & Niehoff (2000), Koys (2001), Stamper &Van Dyne (2003) and Cho & Johanson

(2008) made restaurant staff their research subject. Raub (2008) suggested that hotel employees should demonstrate more OCB in the workplace, while Ma and Qu (2011) emphasized that mutual support among employees, results in providing services that meet or exceed the customer's expectations. Using Taiwan's hotel industry as an example, Chiang and Hsieh (2012) found that cooperation among employees increases the amount of OCB demonstrated by employees. Also, Kattara, Weheba and El-Said (2008) confirmed that if hotel employees cooperate with and support one another, they will demonstrate a higher degree of voluntary service behaviour to meet other employees' needs.

The major literature findings related to OCB in the hospitality industry are summarized in the table below.

Table 2

Literature review for Organizational Citizenship Behaviour in the hospitality industry.

Author; Year	Data	Findings
Brief & Motowidlo, 1986	Qualitative	Organizational Citizenship Behaviour (OCB) is an employee's voluntary decision to exceed the requirements of his or her work role, which benefits the employee's organization.
Organ, 1988	Qualitative	OCB represents employee innovative and spontaneous behaviours not required by job contract but benefit an organization's operational performance. It can be divided into altruism, kindness, sportsmanship, conscientiousness, and civil virtuousness.
Williams & Anderson, 1991	Qualitative/ Quantitative	OCB facilitates organizational effectiveness, efficiency and success because performance of these behaviours makes for a more proficient use of existing resources; enables superiors to devote more time to productive activities such as planning, scheduling, problem solving and organizational analysis; and enhances co-worker productivity.
Podsakoff & MacKenzie, 1997	Qualitative	Organizations, which are pioneers in good OCB have attractive working environments and are able to employ and maintain the best work forces.
Walz & Niehoff, 2000	Quantitative	Service employees' citizenship behaviours have been found to strongly influence customers' experiences and organizational success
Bansal, Mendelson & Sharma, 2001	Qualitative	IM encourages employees to apply OCB, which influences the results of external marketing and customer's satisfaction.
Robbins, 2001	Qualitative	Avoiding unnecessary conflicts, helping colleagues, volunteering for extra work and engaging in organizational activities are instances of extra-role behaviours.
Castro, Armario, & Ruiz, 2004	Qualitative/ Quantitative	OCB is a discretionary type of behaviour

Fassina, Jones & Uggerslev, 2008	Quantitative	Cooperative behaviours that are not formally required by the organization
Kattara, Weheba & El-Said, 2008	Qualitative/ Quantitative	If hotel employees cooperate and support one another, they will demonstrate a higher degree of voluntary service behaviour to meet other employees' needs.
Podsakoff, Whiting, S. W., Podsakoff & Blume, 2009	Qualitative/ Quantitative	OCB positively influences organizational efficiency, cost reduction and profitability.
Chang & Smithikrai, 2010	Qualitative/ Quantitative	Examples of OCB include: assisting colleagues with their tasks, devoting time to assist new entrants to the organization, defending their organizational reputation, or even taking voluntary salary-cut.
SeyedJavadin, Rayej, Agamiri & Yazdani, 2012	Qualitative/ Quantitative	Research studies have confirmed the positive influence of IM on the OCB.
Wang & Wong; 2011	Qualitative/ Quantitative	Employee who perceive OCB dimensions as job requirements, tend to exhibit higher level of performance within the workplace.
Tang & Tang; 2012	Qualitative/ Quantitative	Hotels with employees who have OCBs are more prone to high-quality service and customer satisfaction than those which do not possess these attributes.
Barzoki & Ghujali; 2013	Quantitative	The application of IM encourages employees to do their job efficiently and beyond expectations, and creates a positive work atmosphere focused on the success of the company.
Shahin, Naftchali, and Pool, 2014	Quantitative	It is a type of behaviour that does not lead to direct reward, and it is not recognized through the formal structure of the organization.

4. RELATIONSHIP BETWEEN INTERNAL MARKET ORIENTATION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

In the hospitality industry, the quality of products and services depends on the knowledge, skills, experience, appearance, behaviour and other characteristics of the employees of that company. As stated in the literature review, educated, professionally trained, highly motivated and devoted employees create and maintain quality, which effects the guests' satisfaction and the success of the hotel. To achieve a high level of products and services, it is necessary to have satisfied employees because they are the only ones who can create good relationships with the guests and offer a higher level of service. The treatment of guests depends on how the employees feel in their work place.

The aforementioned literature review shows that the success of the ISQ depends on the successful application of IM within the company and its activities. This is the best way to offer quality to the employee, which will then be passed

on to the guest. The work of a satisfied employee raises the level of productivity of a hotel company, which contributes to the competitiveness of the company. The employees should constantly be encouraged to produce high quality work. This is possible only if the set goals are clearly communicated to them, if the business processes and their roles in those processes are defined, and feedback about the results (how well or badly something is done) is provided. By doing this, the continuous learning of the employees and the improvement of the process are assured. In that sense, three different dimensions are analyzed in the model proposed by Ruizalba et.al (2014). The first dimension (generation internal market intelligence), composed of two different factors: value exchange between company and employees and internal segmentation; the second dimension (internal market intelligence communication) and the third dimension (response to internal market intelligence), with three factors: training, management concern and work-family balance. In that same research, they found that employees are an important factor in customer satisfaction. Using hotels in Spain as an example, they found that internal service affects employee work satisfaction and their involvement with the hotel, which affects outside service and customer satisfaction.

In fact, successful application of IMO does not only enhance work satisfaction and organizational commitment but also results in voluntary behaviours at work. When employees are authorized to start taking responsibility for specific jobs, make decisions and improve business processes, it makes them feel more involved and they want to improve their performance. The most promising study in surveying the link between IM activities and external marketing is attributed to Morrison (1996). She argues that the five dimensions of extra-role behaviours in the literature are: conscientiousness, altruism, civic virtue, sportsmanship, and courtesy. When these are directed at the external customers of an organization, they become "crucial for ensuring service excellence" (Morrison, 1996;). Many researchers also suggest that employees who feel satisfied and secure in the workplace will develop OCB (Organ &Ryan, 1995; Ballantyne, 1997; Podsakoff et al., 2000; Jahangir & Hag, 2004; Walumbwa et al., 2008; Jing et al., 2011; Tang & Tang, 2012). According to Yaghubi et al. (2011) when more attention is paid to IM in the organization, employees' intention to be involved in OCB will be higher. Bansal, Mendelson and Sharma (2001) in their research proposed a model in which six IM practices encourage OCB of employees, which influences the results of external marketing and customer's satisfaction. Abzari & Ghujali (2011) conducted similar research studies on a sample of 215 employees of the Bank of Isfahan (Iran) Melli. While Seyed Javadin, Rayej, Agamiri & Yazdani (2012) made their contribution by studying the importance of the role of OCB in relation to IM and the quality of service. Research studies have confirmed the positive influence of IM on the OCB of employees. Also Barzoki & Ghujali (2013) have confirmed in their research, the positive influence of IM on the OCB of employees, pointing out that the application of IM encourages employees to do their job efficiently and beyond expectations, and creates a positive work atmosphere focused on the success of

the company. The aforementioned studies lack the necessary research in the hospitality industry.

Therefore, we can suggest that successful application of IMO in the hospitality industry can improve ISQ, which may enhance OCB.

5. CONCLUSION

There have been no studies yet to confirm or refute the relationship that this study states, although IM has been presented as a key variable in stimulating and facilitating change and improvements in organizational routines and management practices (Barnes et al., 2004; Shiu & Yu, 2010). In particular, while it is reasonable to expect that IM can help with employees' commitment to feel more engaged in their everyday work and to be more prone to initiate processes of unlearning that will ultimately benefit business performance, the literature shows no research that links IM with OCB in the hospitality industry. In this regard, the contribution of this research paper is in the in-depth literature review of IMO and employee's OCB and their relationship.

This study defines internal service behavioural intention as the degree to which an employee is willing to show internal service behaviour, such as cooperating with and assisting colleagues, namely OCB. In the hospitality service industry, employee performance and attitude are significant factors affecting the delivery of service (Ruizalba, Guillermo, Miguel, &Blanca, 2014). Thus, satisfying these internal clients is important (Chen, 2013). The success of ISQ practices depends on the practices of excellent IM activities across the service organization (Gunawardane, 2011). One of the important dimensions of IM is an effective internal communication system, which Lahap et al. (2016) have confirmed, brings benefits to the hospitality industry. Additionally, Wildes (2007) points out that good organizational culture, such as teamwork, monitoring and supervision, communication and leadership, impact service quality. In general, good ISQ helps hotels attract and retain excellent service personnel who provide internal and external service quality.

This in-depth literature review is of great importance for hotel managers in helping them to know when to change their behaviour in order to achieve success.

Future studies should incorporate qualitative analysis to understand the thoughts and interpretations of executives or managers working in the hospitality industry. A model comprising three variables (IM, ISQ, and OCB) could be created and tested as a whole or in parts, by employing appropriate statistical procedures to verify the validity of the proposed framework. Similar studies should also be extended to other industries to meaningfully examine and interpret the relationship between IM, ISQ and OCB.

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Matina Gjurašić, mag. oec.

Predavačica
Međunarodno Sveučilište Libertas
E-mail: matinagjurasic@gmail.com

Dr. sc. Dina Lončarić

Docentica
Fakultet za menadžment u turizmu i ugostiteljstvu, Opatija
E-mail: dina.loncaric@fthm.hr

UNUTARNJA TRŽIŠNA ORIJENTACIJA I ODGOVORNO ORGANIZACIJSKO PONAŠANJE ZAPOSLENIKA U HOTELIJERSTVU - PREGLED LITERATURE

Sažetak

Svrha - usluga je ključni aspekt u hotelijerstvu. Vrhunska usluga utječe na odluku gostiju da ponovno odsjednu u hotelu. Međusobna podrška i suradnja zaposlenika hotela ključni su čimbenici u poboljšanju kvalitete usluge. Hoteli čiji se zaposlenici suradnički ponašaju i pokazuju spremnost na suradnju, bez da se to od njih formalno traži (Fassina i sur., 2008.), prije će pružiti visoko kvalitetnu uslugu i postići zadovoljstvo gostiju od onih koji nemaju te osobine (Tang i Tang, 2012.; Wang i Wong, 2011; Podsakoff i sur., 2009.: Bell i Menguc, 2002.). Unutarnja tržišna orijentacija najbolji je pristup motivaciji, obrazovanju i koordinaciji internih klijenata (zaposlenik) da bi se osiguralo opće zadovoljstvo u hotelu. Cilj ovoga istraživanja je: a) dati pregled literature o unutarnjoj tržišnoj orijentaciji i odgovornom organizacijskom ponašanju zaposlenika u hotelijerstvu; b) odrediti odnos između unutarnje tržišne orijentacije i odgovornog organizacijskog ponašanja zaposlenika kao važnog čimbenika u postizanju unutarnje kvalitete usluge u hotelu. Metodologija u prikupljanju podataka za ovo istraživanje primijenjena je metoda analize sadržaja. Korištena je postojeća literatura o upravljanju unutarnjom tržišnom orijentacijom, odgovornim organizacijskim ponašanjem zaposlenika u hotelu te unutarnjoj kvaliteti usluge. Analiza sadržaja korištena je za kronološki pregled razvoja pojedinih pojmova. Rezultati - pokazuju da su unutarnja tržišna orijentacija i odgovorno organizacijsko ponašanje ključni u upravljanju zaposlenicima u hotelijerstvu i u pružanju izvrsnosti usluge. Izvornost istraživanja - ovo istraživanje daje koristan pregled relevantne literature o unutarnjoj tržišnoj orijentaciji i odgovornom organizacijskom ponašanju zaposlenika u hotelijerstvu i njihovoj povezanosti. Ograničenja istraživanja/implikacije - rezultati ovoga istraživanja će biti od koristi hotelskim menadžerima u poboljšanju unutarnje kvalitete usluge. Osim toga, istraživanje predstavlja dobru teoretsku podlogu za empirijsko istraživanje. Budući da se ovo istraživanje orijentiralo isključivo na hotelijerstvo, buduća istraživanja mogla bi se provesti i u drugim područjima.

***Ključne riječi:** unutarnja tržišna orijentacija, odgovorno organizacijsko ponašanje zaposlenika u hotelijerstvu, hotelijerstvo.*

JEL klasifikacija: L83, M31.