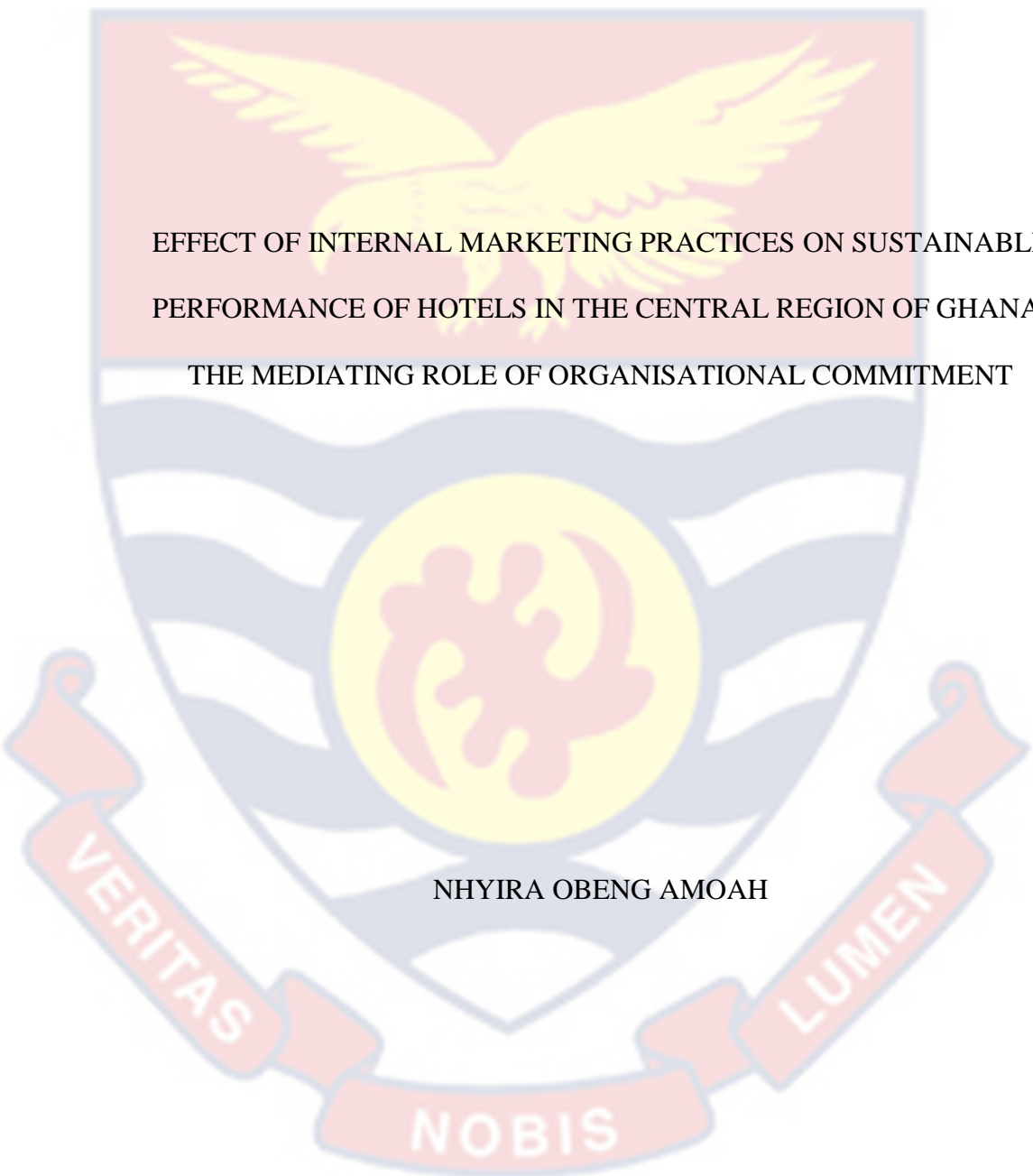


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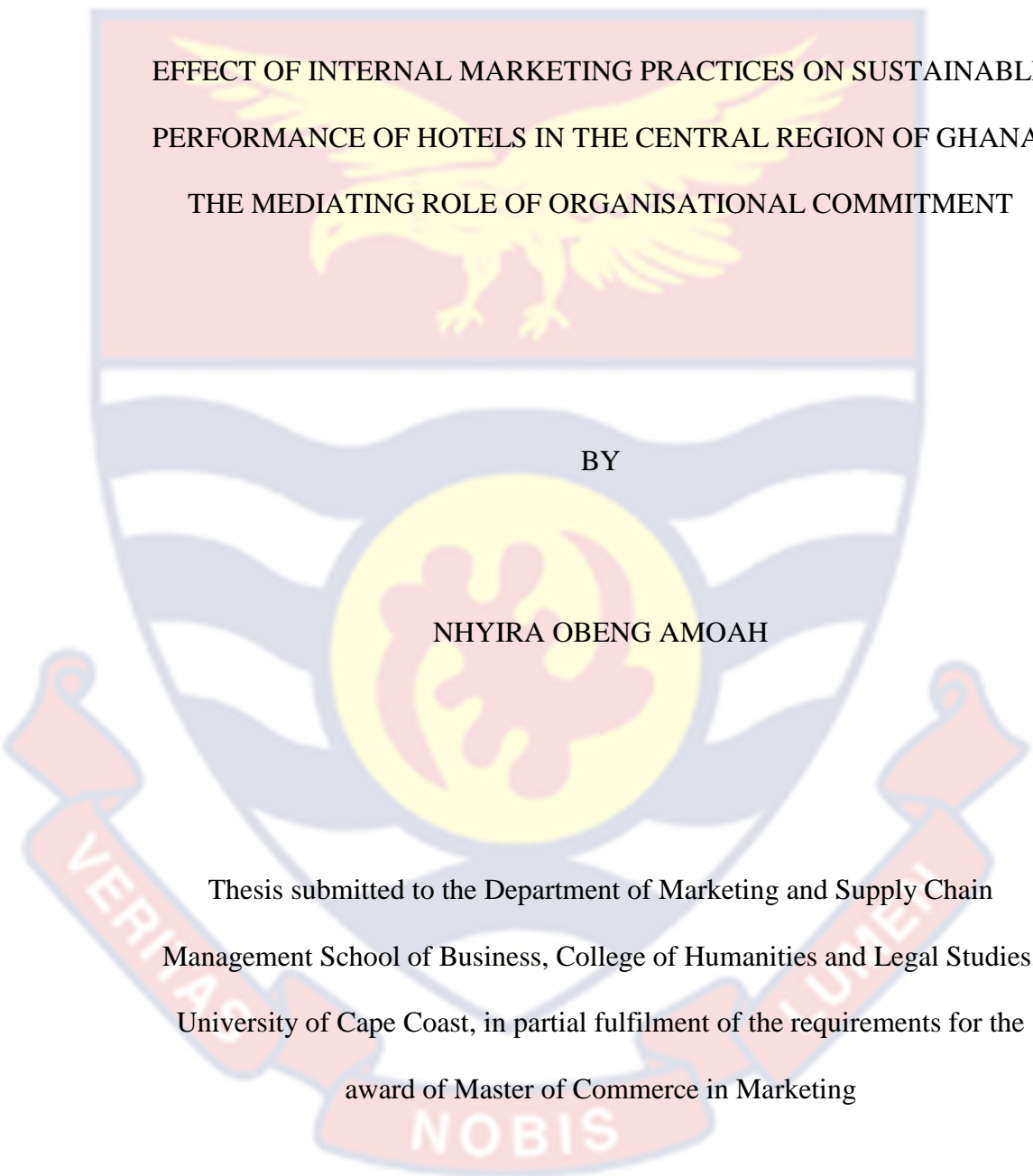


EFFECT OF INTERNAL MARKETING PRACTICES ON SUSTAINABLE
PERFORMANCE OF HOTELS IN THE CENTRAL REGION OF GHANA:
THE MEDIATING ROLE OF ORGANISATIONAL COMMITMENT

NHYIRA OBENG AMOAH

2024

UNIVERSITY OF CAPE COAST



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PERFORMANCE OF HOTELS IN THE CENTRAL REGION OF GHANA:
THE MEDIATING ROLE OF ORGANISATIONAL COMMITMENT

BY

NHYIRA OBENG AMOAH

Thesis submitted to the Department of Marketing and Supply Chain
Management School of Business, College of Humanities and Legal Studies,
University of Cape Coast, in partial fulfilment of the requirements for the
award of Master of Commerce in Marketing

APRIL 2024

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature..... Date.....

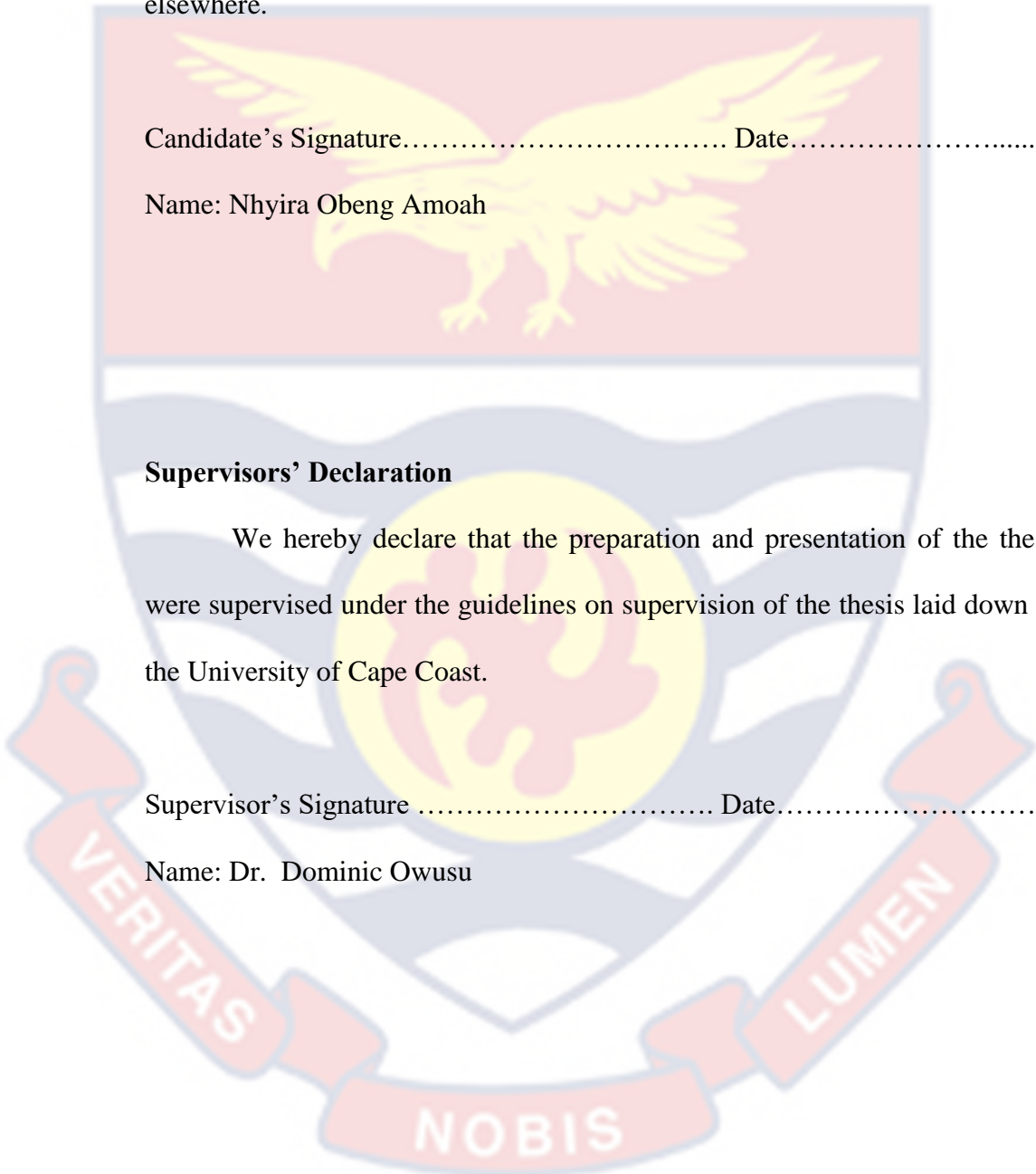
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Supervisors' Declaration

We hereby declare that the preparation and presentation of the thesis were supervised under the guidelines on supervision of the thesis laid down by the University of Cape Coast.

Supervisor's Signature Date.....

Name: Dr. Dominic Owusu



ABSTRACT

The hotel industry has been one of the industries in Ghana recognized for creating jobs for thousands of “people and making a crucial contribution to the GDP of the country. However, a lot of their success and operations rely on their employees. Underpinned by the social exchange and resource-based theories, this study explored the relationship between internal marketing practices, organisational commitment and sustainable performance of hotels. The positivist philosophy guided the study. A sample size of 258 hotel sector personnel was determined using the Krejcie and Morgan table, the multi-stage sampling procedure, and the quantitative approach and cross-sectional research design were utilised in the study. Data were gathered with self-administered questionnaires, with a valid response of 245, representing a 94.9% response rate. The data was processed using SPSS version 25 and SmartPLS 4, and Partial Least Squares-Structural Equation Modelling (PLS-SEM) was the data analysis tool utilised. The study discovered that staff training and internal communication had a significant impact on long-term success. On the other hand, employee empowerment hurts long-term performance. Conversely, the association between internal marketing practices and sustainable performance was not mediated by organisational commitment. The study concluded that internal communication and employee training are important predictors of sustainable performance.” Although employee empowerment is not a predictor of sustainable performance, managers and hotel owners should prioritize internal communication and employee training and provide their staff with the freedom to make well-informed decisions on their behalf.

KEY WORDS

Internal marketing practices

Organisational commitment

Sustainable performance

Hotels



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DEDICATION

To Dr Addae Boateng Adu-Gyamfi, my beloved father

and

Miss Adwoa Asaa Boateng



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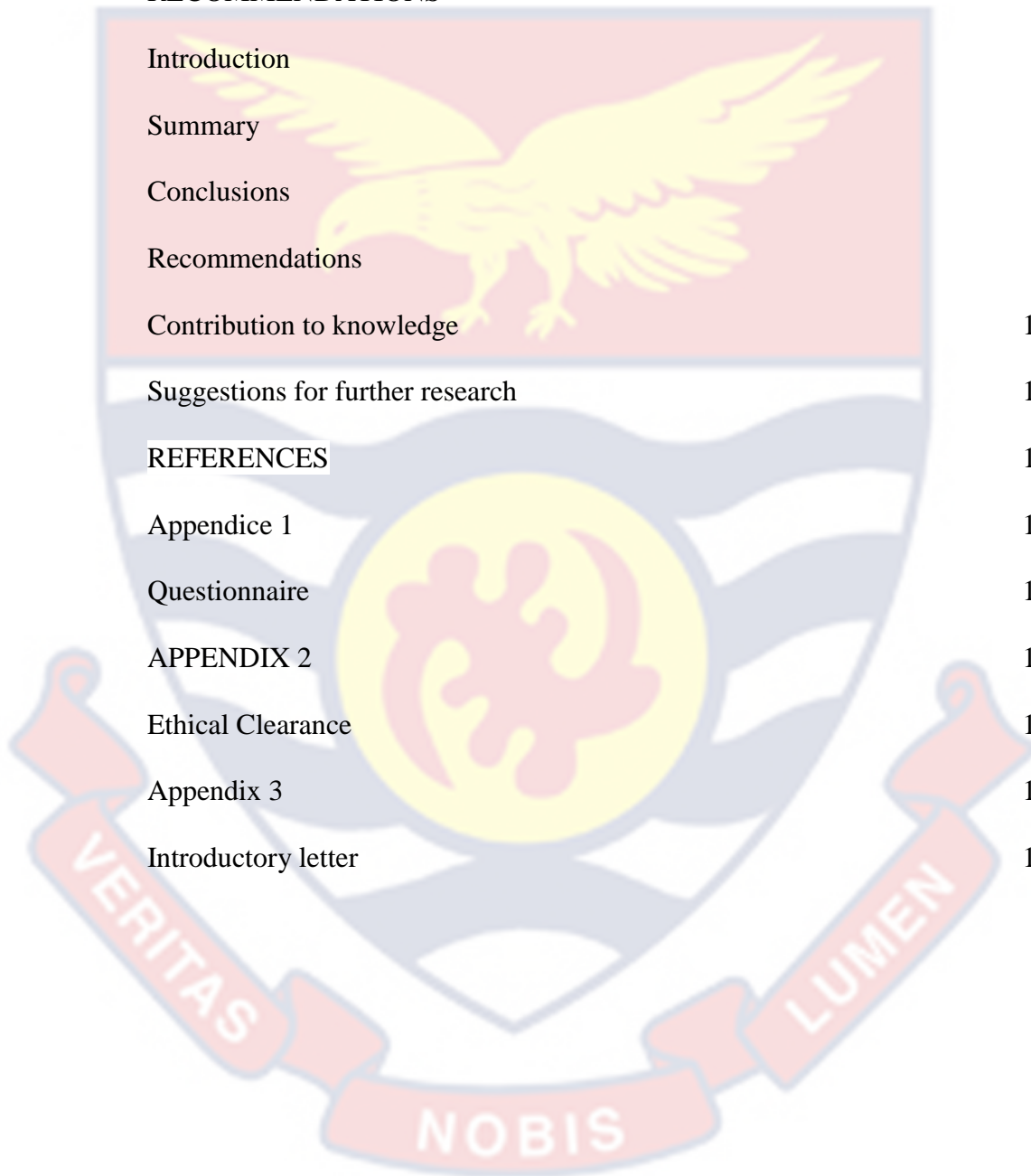
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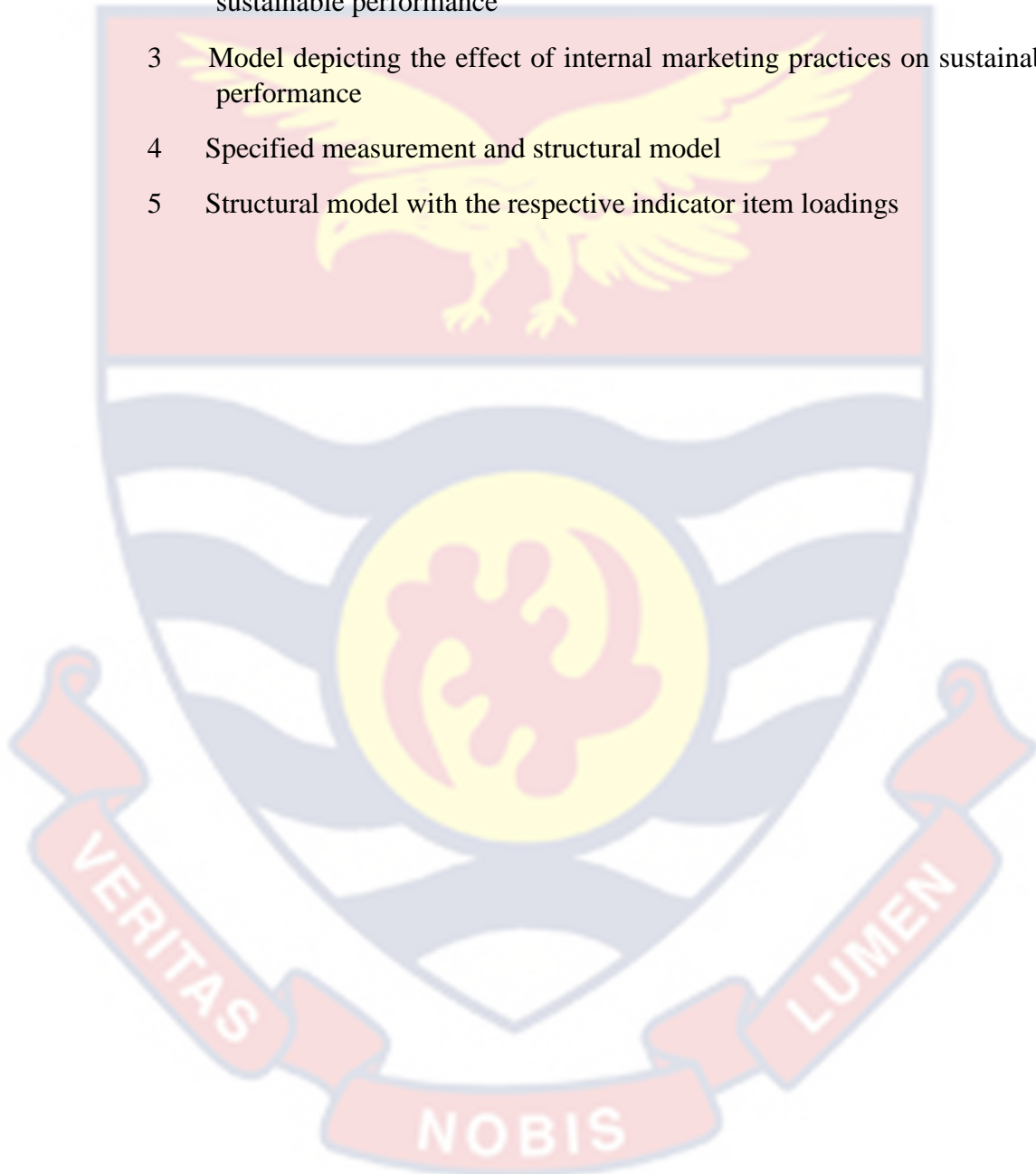


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CHAPTER ONE

INTRODUCTION

Background to the study

It is widely known that fostering equitable and sustainable economic development in Africa also requires the growth of the hotel industry. Regarding economic development, the hotel sector can increase employment and help combat urban poverty in most developing African nations (Musavengane, Siakwah & Leonard, 2020). In the hotel industry, when managers see to it that employees are satisfied within the organisation, they will serve customers wholeheartedly and by doing so be able to achieve a competitive advantage which will then lead to sustainable performance. Furthermore, sustainable profitability is possible when marketers' operational activities are environmentally friendly and can satisfy customer needs. According to Andrades and Dimanche (2017), the hotel industry forms part of the worldwide tourism industry, which is currently undergoing dynamic development, partly due to the rise in domestic and international travel by tourists.

Generally, the hotel industry is a key component of several nations' economies worldwide, especially in West Africa. In Ghana, there has been an increase in the number of registered hotels with a total of 2928 to 4190 between 2016 and 2022 respectively (Sasu, 2023) and most of these hotels serve as tourist centres for visitors who come to visit and other occasions. Dogru et al., (2019) posit that hotel investment increases employment in both the tourism and hospitality industry. They went further to say that, the hotel

industry not only increases employment or reduces unemployment but also contributes to economic sectors within countries. In Ghana, the hotel industry employs about 52500 people and generates income from taxes of about GHS 3.9 billion of the country's GDP making the sector an important one (Sasu, 2022). Activities that seek to sustain such a sector remain key, and internal marketing is central to these activities. Internal marketing is one of the key things that help firms achieve sustainable performance. It is through internal marketing that hotel employees can deliver the needs of the customers.

Internal marketing is a crucial idea that businesses adopt as a tool in the workplace to recruit and keep the best personnel, which will ultimately impact corporate performance. Internal marketing results from a fundamental comprehension of the fields of marketing, human resources, and operations (Chiu, Won & Bae, 2020). According to Fernando, Wah and Shaharudin (2016), the marketing of tangible goods has typically been directed at consumers outside the company. An essential aspect of marketing management is establishing the connection between internal marketing and business success (Ullah & Ahmad, 2017). The idea of internal marketing, borrowed from service sector HRM, holds that to recruit, develop, motivate, and retain top talent, companies should see their employees as potential consumers (Reed, Goosby & Johnston, 2016).

Since the middle of the 1980s, service marketing has become a significant research subject or topic (Russell-Bennett et al., 2019). Organisations can better manage their internal customers by seeing staff as internal clients and treating them well. As a result, they establish positive relationships with internal customers, which in turn contributes to developing

successful relationships with clients outside the company (Salah, Abou-Shouk & Fawzy, 2019).

Internal marketing alone cannot lead to the sustainable performance of hotels without commitment which is also an important tool to achieve sustainability in hotels. Organisational commitment has turned out to be a major concern for organisations in today's businesses. It is the degree of attachment, loyalty, and dedication an employee has for their company (Kumari & Priya, 2017). Various researchers (including Jehanzeb, Rasheed & Rasheed, 2013; Neiningner, Lehmann-Willenbrock, Kauffeld & Henschel, 2010; Yao Qiu & Wei, 2019) define organisational commitment as a stance that conveys a mental bond between the person and the venture. What this means is that performance is a measure of how invested and dedicated workers are to their company to achieve their organisational goals Moreira et al., (2020).

Organisational commitment is an individual's connection and identification with the organisation that is marked by fervent faith in and acceptance of the organisation. Committed employees are likely to defend and support the organisation's activities (Ammari et al., 2017). This is because, when there is commitment, employees will usually put the company's interest first before thinking about their gains and interests and this helps the company to perform well and sustainably. Such dedication can result in improved work performance, eventually translating into a more sustainable performance for the hotel. The hospitality industry in Ghana has experienced remarkable improvement lately, as the number of tourists visiting the country increases annually (Ampofo, 2020). The sector's expansion has led to an increase in the number of hotels, which plays a crucial role in attracting and maintaining

travellers. The number of tourists visiting the country has increased from 355,000 in 2020 to 914,892 in 2022 (Sasu, 2023).

Like other service industries, hotel operations are interactive with a great deal of customer contact, and this encounter must be well-managed with the appropriate human resources to meet the demands of work (Amoako, 2019). The major problem facing the hotel industry is the lack of effective internal marketing practices which in the long run affects their sustainable performance. This calls for dedicated staff who carry out their responsibilities to meet management expectations of delivering quality services to guarantee the satisfaction of customers. Also, the post-COVID era has made sustainable performance a very important issue in the hospitality industry. This calls for commitment and involvement of staff who must comply with internal marketing. Now companies are moving from an era where satisfying the customer is not the only priority but satisfying the customer and ensuring that performance is sustained (Danso, Osei-Tutu, Whyte & Ocquaye, 2020).

The successful application of internal marketing practises and sustainable performance in Ghana's hotels is hampered by several real-world obstacles. The low knowledge and comprehension of internal marketing practices among staff and management is one key issue encountered by hotels in Ghana (Muhammad & Lukman, 2023). Internal marketing includes initiatives like employee empowerment, communication, inspiration, and training. However, many hotels struggle to put into practice efficient strategies to increase employee satisfaction, engagement, and commitment due to insufficient knowledge or emphasis on internal marketing (Narh, Odoom, Mahmoud & Tweneboah-Koduah, 2023; Afum, Agyabeng-Mensah, Baah, Asamoah & Yaw Kusi, 2023).

Because of this ignorance, there may be a mismatch between the hotel's external marketing initiatives and its internal culture, which might lower staff morale and result in subpar service (Wang, 2020). The lack of organisational support and funding for internal marketing activities is a significant issue as well (Jiang et al., 2020). Hotels in Ghana frequently experience resource shortages, which limit their capacity to spend on employee development initiatives, set up internal communication channels, or create incentive programmes that reward and inspire staff. Hotels find it difficult to build a supportive workplace climate that encourages employee engagement and helps to sustainable performance without enough assistance and resources (Vilkaite-Vaitone & Skackauskiene, 2019; Tollin & Christensen, 2019). Reduced commitment may be caused by elements including poor communication, little employee input in decision-making, and a lack of perceived fairness in compensation structures. This eventually has an impact on staff motivation, work happiness, and the standard of services offered to visitors (Chen et al., 2015).

Statement of the problem

Hotels in “Ghana is an integral part of the country's tourism industry (Hu, Danso, Mensah, & Addai, 2020). These hotels' ability to attract and retain customers is crucial to their success. To achieve this, hotel management must employ effective internal marketing practices that foster employee commitment to the organisation. Addressing the practical challenges in internal marketing practices and sustainable performance faced by hotels in Ghana is vital for their long-term success and competitiveness. By overcoming the limited awareness and understanding of internal marketing, allocating

sufficient organisational support and resources, and fostering high levels of organisational commitment, hotels can enhance employee satisfaction, and engagement and ultimately deliver exceptional guest experiences.

It is therefore essential for hotel management and stakeholders to recognise the significance of these challenges and take proactive measures to overcome them to ensure sustained growth and performance. In establishing the connection between internal marketing practises and sustainable performance, organisational commitment, as a mediating component, is essential. However, due to low levels of organisational commitment among staff, hotels in Ghana suffer difficulties (Acar, 2020; Zhang & Zhu, 2016; Mrugalska & Wyrwicka, 2017).

“The post-COVID era is giving credence to the assertions that the focus on only sustainability without having a sustainable plan, will plunge an organisation into serious troubles (Danso, Osei-Tutu, Whyte & Ocquaye, 2020). However, according to Proctor, (1993), Commey, Sarkodie and Frimpong (2016) and Ghani et al. (2022), the hospitality industries across the globe lack effective internal marketing strategies such as internal communication, employee empowerment and employee training which negatively affects their sustainable performance. Furthermore, despite hotels’ significance, many struggle to maintain long-term performance (Yacoub & ElHajjar, 2021). Also, there is a dearth of research on how internal marketing practices and organisational commitment affect the sustainable performance of hotels in Ghana.” This raises the question of what factors in Ghana's hotels contribute to their sustainable performance.

In the mainstream, literature on service marketing, the linkages between internal marketing, organisational commitment and sustainable performance have not been adequately explored, in particular how internal marketing influences sustainable performance, both directly and indirectly through organisational commitment. Furthermore, little is known about these notions in the context of hotels. “As a result, the objective of this research is to propose and test an empirical model that establishes a connection between internal marketing practices (such as internal communication, employee training, and employee empowerment) and sustainable performance in the context of the hotel industry. Additionally, the study aims to investigate the path of influence that internal marketing strategies have on the sustainable performance of employees, with organizational commitment acting” as a mediator.

Purpose of the study

This study aims to investigate how internal marketing practices impact the sustainable performance of hotels in the Central Region of Ghana and the mediating role of organisational” commitment.

Research objectives

The study specifically seeks to:

1. Examine the effect of internal communication on the sustainable performance of hotels in the Central Region of Ghana.
2. Analyse the effect of employee empowerment on the sustainable performance of hotels in the Central Region of Ghana.
3. Assess the influence of employee training on the sustainable performance of hotels in the Central Region of Ghana.

4. Examine the mediating role of employee commitment in the relationship between internal marketing and sustainable performance.

Hypotheses

- H0₁: Internal communication does not significantly influence sustainable performance of hotels in the Central Region of Ghana.
- H0₂: Employee empowerment does not positively affect sustainable performance of hotels in the Central Region of Ghana
- H0₃: Employee training does not positively influence the sustainable performance of hotels in the Central Region of Ghana
- H0₄: Organisational commitment does not mediate the relationship between internal marketing and the sustainable performance of hotels in Ghana

Alternate Hypothesis

- H₁: Internal communication significantly influences sustainable performance of hotels in the Central Region of Ghana.
- H₂: Employee empowerment positively affect sustainable performance of hotels in the Central Region of Ghana
- H₃: Employee training positively influence the sustainable performance of hotels in the Central Region of Ghana
- H₄: Organisational commitment mediates the relationship between internal marketing and the sustainable performance of hotels in Ghana

Significance of the study

“The study has some contributions to the various stakeholders. The findings from this study will help organisations not only the hotel industry, to

understand the necessity of internal marketing and how employees are affected by it (both negatively and positively). Management would be better positioned to address issues like employee empowerment, internal communication, and employee training. These issues if well-addressed, would ensure greater employee and organisational sustainable performance and facilitate the organisation's growth locally and internationally.”

The study will close the gap in the literature and add to existing literature. Findings from the study would add to the empirical findings of other studies already carried out in other geographical areas and dispensations concerning internal marketing practices and sustainable performance. The study and its findings would serve as a source of literature for future studies. The findings from the study will help policy-makers in marketing, human resources, the hospitality industry and the hotel industry to understand the value of internal marketing practices in every organisation. This will equip policy-makers with rich information for subsequent policy formulation. Lastly, it would offer information to help future studies on internal marketing strategies, sustainable performance, and the role these factors play in hotels' ability to survive and thrive.

Delimitation

“The present study focused on internal marketing, employee commitment and sustainable performance of hotels. The study sought to explain that for hotels to achieve sustainable performance, internal marketing plays a key role towards that. It further explained that internal marketing alone could not lead to sustainable performance but also requires the commitment of employees to be able to achieve sustainable performance. The study uses

hotels in the Central Region as the study area. The choice of Central Region was due to its tourist attraction sites and also having the first capital and ancient capital of the then Gold Coast now Ghana. It has several forts, castles and other tourist sites. Due to its tourism attraction, the Region has several hotels strategically positioned to meet the demands and needs of tourists, thereby playing a key role in the hospitality sector, hence the choice of Central Region. It focused on the managers and unit heads of hotels only” and not consider the overall hotel industry in the selected regions of Ghana.

Limitations of the study

Because the study focused on hotels in the Central Region of Ghana, the findings could not be generalised to include all hotels in the country. Also, most of the respondents were busy at work when questionnaires were administered to them, therefore, they could not complete the questionnaires on the appointed days and had to reschedule the period for the collection of completed questionnaires. The study used on only three variables of internal marketing practices, out of the about eleven variables, and as a result, there could not be generalization of findings.

Definition of terms

Internal marketing is the method by which a firm advertises to its staff its corporate goals, objectives, culture, brands, products, and services. The goal is to include staff members in business operations so they may refer outside clients to the company. Internal marketing was measured based on Ahmed, Rafiq and Saad (2003) and Hanaysha and Tahir (2016), measurement of internal marketing and they include employee empowerment, employee training, internal communication.

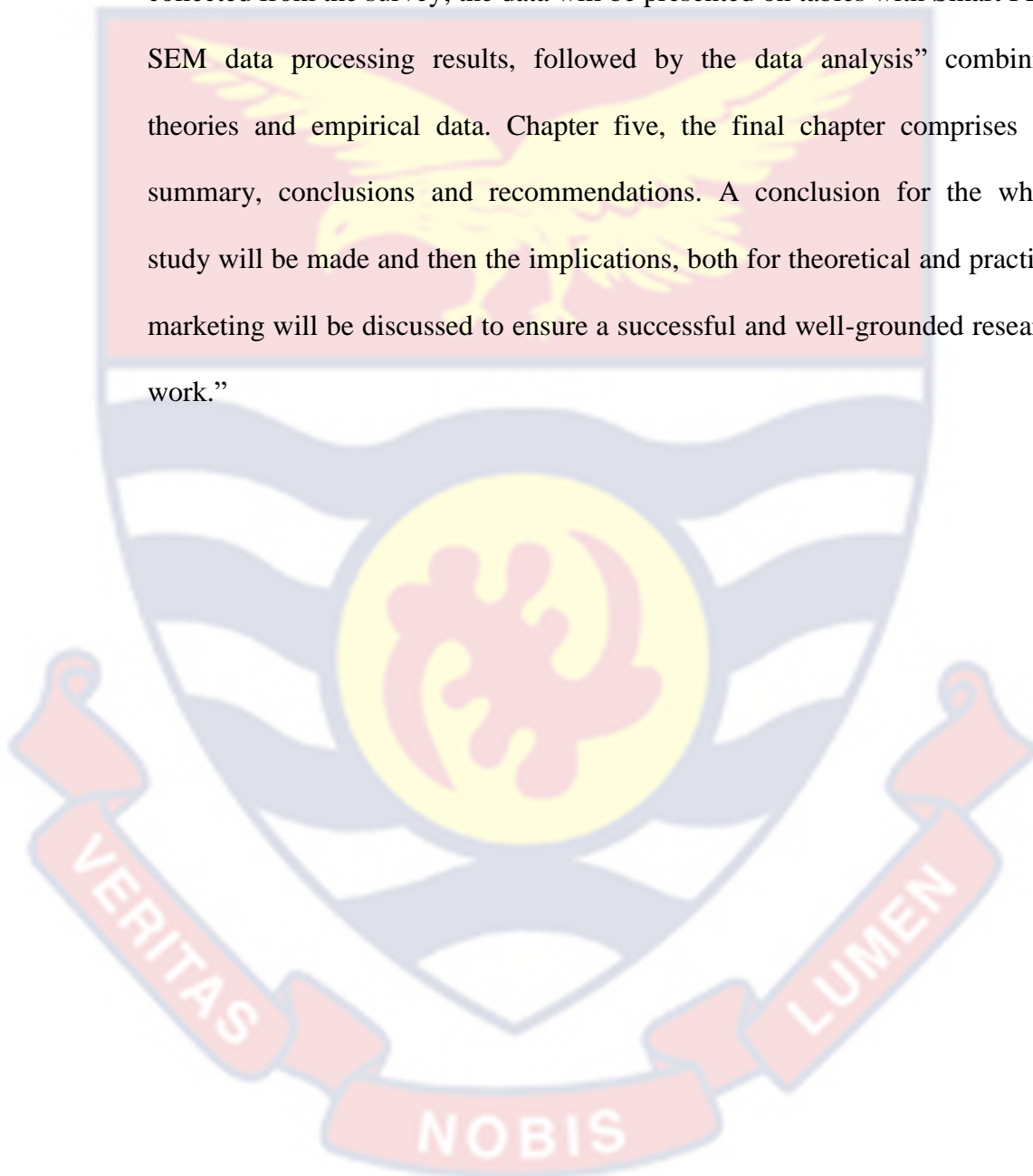
Sustainable performance is the process of integrating environmental, social and financial goals and objectives into the execution of essential business operations to achieve the highest possible value. This means making profits but considering the environment and the social well-being of present and future generations. Sustainable performance was measured based on (Abdul-Rashid, Sakundarini, Ghazilla & Thurasamy, 2016) sustainable performance indicators; economic, environmental and social sustainable performance

Organisational commitment is the level of involvement and dedication that an individual employee has towards his or her organisation. It includes the many reasons an employee chooses to remain with his or her current workplace without looking for other employment elsewhere. Organisational commitment was measured based on (Vandenberghe et al., 2007)'s measurement of organisational commitment; affective, normative and continuance commitment

Organisation of the study

“The introduction chapter starts with a background of the study and the statement of the problem, research objective, research hypotheses, delimitation, significance of the study and study organisation. Chapter two consists of four parts, relevant related literature will be reviewed and discussed, followed by a theoretical review, conceptual review and the development of a conceptual framework that consists of internal marketing practices, organisational commitment and sustainable performance, in which each construct showed in the model will be discussed respectively, and the research hypotheses proposed accordingly.”

“Chapter three begins with an explanation of the method chosen for this research, followed by a research philosophy, research approach, study design, population, sample, and sampling strategy, variable measurement, research tool, and lastly, pre-testing. Chapter four presents “the empirical data collected from the survey; the data will be presented on tables with Smart PLS-SEM data processing results, followed by the data analysis” combining theories and empirical data. Chapter five, the final chapter comprises the summary, conclusions and recommendations. A conclusion for the whole study will be made and then the implications, both for theoretical and practical marketing will be discussed to ensure a successful and well-grounded research work.”



CHAPTER TWO

LITERATURE REVIEW

Introduction

This section offers an empirical underpinning for this research as well as a succinct survey of pertinent literature. Key issues that influence this analysis, such as internal marketing, internal communication, and employee training, have been evaluated and summarized from a variety of studies, scholarly papers, and other information sources, employee empowerment, organisational commitment and sustainable performance. Studies conducted by researchers from both developed and developing countries have been reviewed for “comparative analysis of the Ghanaian situation. Each objective has been conceptualized as a variable, therefore leading to the development of hypotheses as well as the identification” of gaps.

Theoretical review

This section of the chapter discusses the various theories that underpin this study concerning internal marketing and its relationship with sustainable performance. The discussion leads to the narrowing of the theories that truly underpin the study. Two theories underpin the current study: the Social Exchange Theory and the Resource Based Theory.

The Social Exchange Theory

The social exchange theory (SET) was developed by George Homans (1958), a pioneer in behavioural sociology. The theory postulates that in social circumstances, people make decisions that allow them to experience the greatest amount of self-interest (Wetsel et al., 2014). The theory attempts to

understand what motivates actors to behave the way they do (Cropanzano, Anthony, Daniels & Halls, 2017). According to the social exchange hypothesis, People are naturally rational, they assess costs and benefits differently, and they seek out rewards and steer clear of penalties. According to Zhao and Detlor (2023), the social exchange theory is one of the most significant models for explaining and providing a deeper understanding of a variety of workplace actions.

This theory's fundamental tenet is that whenever two persons interact, commensurate obligations result (Emerson, 1987). The fundamental tenets of the theory are that, with time, relationships develop into obligations of loyalty and trust from all parties involved depending on particular norms of trade, among which reciprocity is the primary one under investigation (Cropanzano & Mitchell, 2005). The social exchange theory paradigm, which focuses on the interactions between employers and employees, has taken the lead in understanding organisational behaviour (Kassa & Tsigu, 2022). According to Cook, Cheshire and Gerbasi, (2020), “The social exchange theory shows that every single human interaction is formed by a subjective cost-benefit analysis and the correlation of choices.” This can be applied to explaining the relationship between internal marketing practices and sustainable performance.

According to the notion, employees may respond with greater levels of pleasure and loyalty to the company if important individual needs are met, for example, through non-financial incentives (Kangu, 2017). Thus, internal customers would be more committed to a brand or organisation if their open and hidden needs are satisfied (Babu, 2018; Oyelude & Fadun, 2018). This theory has been applied in various fields including sociology, psychology and

economics (Cherry, 2022). This means that this theory can be applied to everyday situations, be it at home or in the work environment.

“Given this, the theory proposes that hotels can win more customers if they can satisfy their employees. Previous studies have shown that developing a mutual and beneficial relationship with your employees leads to better commitment and loyalty. This model is a perfect fit for this study because Heskett (1987) and Gergen (2021), both state that if one party provides a benefit, the receiving party should respond similarly, both agree that in the service profit industry, an organisation’s staff must first receive excellent internal service before they can extend that service to the external customers.”

The Resource Based View Theory

The study also employed the Resource-Based Theory to explain how organisations can leverage their resources to achieve their set objectives in the hospitality industry, especially hotels. The resource-based theory is one of the leading theories used in the extant literature to elucidate the role and capabilities of an organisation in exploring assets to gain a competitive advantage in the business terrain (Peteraf & Barney, 2003). The theory considers an organisation as an establishment in possession of a bundle of resources and capabilities which explain how competitive a firm is (Peteraf & Barney, 2003).

The RBT contends that “resources” are the basic assets that organisations possess and, therefore, organisations’ success depends on them (Kavita, Wamitu & Nzomoi, 2023). “The theory further explained that the fundamental factor in the determination of competitive advantage and

performance of the organisation is dependent on the nature of the firm's available resources. The core premise of the theory is that the firm's performance and competitive position are greatly affected by the nature of the resources or abilities it holds (Peteraf & Barney, 2003). This indicates that not resources that are available to a firm can offer it a competitive advantage but rather how important, rare and inimitable the resources are that makes the difference (Loniel & Carter, 2015)."

The Resource Based View Theory contends that the key drivers of a firm's performance are the resources the firm has (Barney, Wright & Ketchen, 2001). It is a managerial paradigm used to "identify the strategic resources that a company might use to gain a long-term competitive advantage. According to the Resource Based" View Theory, internal marketing is an intangible asset of a company that helps it handle market knowledge and provide higher value for its consumers, and as such, it can be regarded as a resource (Hunt & Lumbe, 2000). Day (1994) asserts that "market-oriented companies develop "inside-out" capabilities that link internal processes that define organisational capabilities with the external environment, enabling the company to be competitive by building strong relationships with clients, distributors, and" suppliers. This means that organisations that will manage their internal resources like employees will gain an advantage over competitors.

The standard Resource Based View Theory has shortfalls in understanding the reason and how some organisations succeed in an unstable market that is changing quickly (Kleinschmidt, de Brentani & Salomo, 2007). Also, this theory of valuable resources is self-validating and cannot be empirically tested (Priem & Butler, 2001; Kozlenkova, Samaha & Palmatier, 2014). This is because the value creation idea based on this theory is

tautological and static. Despite the limitations of Resource Based View Theory, the theory has advanced quickly, and the theory has been updated through correction, clarification, and modification, which has increased its applicability and scope (Kozlenkova, Samaha & Palmatier, 2014).

Therefore, in the context of Ghana's hotels, resources refer to a variety of physical and intangible assets, such as brand recognition, physical infrastructure, human capital, and client relationships. Internal marketing practices, such as employee empowerment, training, and internal communication, are essential for making the most of these resources. Investment in internal marketing practices by hotels encourages a sense of organisational commitment among staff members, resulting in higher levels of engagement, loyalty, and motivation. Internal marketing and sustainable performance are connected by organisational commitment, which acts as a mediator in their relationship. Internal marketing helps to establish committed and motivated employees who are in line with the hotel's objectives, core values, and standards for service quality. This has a favourable effect on the sustainable performance of Ghana's hotels, enabling them to attain higher levels of client happiness, financial success, and long-term viability in the fiercely competitive hospitality sector.

Conceptual review

“This section discusses the various concepts (variables and constructs) that play crucial roles in the current study. Some of the issues to be discussed in this section are internal marketing sustainable performance and organisational commitment. Below is the conceptualisation of the main concepts in the current study.”

Conceptualising internal marketing

Internal marketing is a topic that defies having a single explanation, thus numerous authors have given their interpretations of it. Sasser and Arbeit (1976) stated that internal marketing is a method for managing services that focuses on hiring, educating, inspiring, communicating with, and training qualified service-oriented employees. Internal marketing is the art of seeing people “as internal customers or consumers and viewing jobs as internal goods that meet these internal customers’ requirements and wants while addressing the objectives of the organisation” (Berry, 1981). According to Cahill (1996), internal marketing is the attitude of treating employees like actual customers and putting development and training programs into action to meet their requirements and improve performance.

Also, Internal marketing is all planned and organised work done by commercial organisations to accomplish a list of organisational goals (Ahmed et al., 2003) According to Nasir (2013), internal marketing is a process of giving working staff training programs, inspiring them with incentives and moral rewards, and enticing them to accomplish their jobs well and on time. Internal marketing is "a strategy and method that generates a set of organisational policies that treat the organisation’s workers as clients to be,” Bruin-Renolds et al. (2015). “Similarly, Olorunsola et al., (2022), internal marketing involves several procedures, the most important of which is the establishment of a culture of service inside the employee organization in addition to providing an assortment of internal and external training programs for employees to participate in.”

Table 1: Summary of key conceptualization of internal marketing

Author/Year	Definition
Sasser and Arbeit (1976)	internal marketing is a method for managing services that focus on hiring, educating, inspiring, communicating with, and training qualified service-oriented employees
Berry (1981)	Internal marketing is “the art of seeing employees as internal consumers or customers and jobs as internal goods that satisfy their needs and wants while advancing the goals of the organisation”
Cahill (1996)	Internal marketing is the attitude of treating employees like actual customers and putting development and training programs into action to meet their requirements and improve performance.
Ahmed et al., (2003)	Internal marketing is an all organised and deliberate effort made by business organisations to accomplish a set of organisational goals.
Nasir, (2013)	Internal marketing is a process of giving working staff training programs, inspiring them with incentives and moral rewards, and enticing them to accomplish their jobs well and on time
Sadiq and Jasim (2007),	Internal marketing entails a variety of procedures, the most crucial of which is the development of an organisational culture of service and the provision

of both internal and external training courses for staff members

Bruin-Renolds et al., Internal marketing is "a strategy and method that (2015) generates a set of organisational policies that treat the organisation's workers as clients to be."

Source: Authors compilation from various sources (2023)

Internal marketing

The idea of internal marketing states that the personnel of every organisation are its market and should be taken as a priority. Internal marketing was introduced by Sasser and Arbeit (1976) who described it as a method for managing services that focused on hiring, educating, inspiring, communicating with, and retaining qualified service-oriented employees. Berry (1981) went on to define internal marketing as "seeing people as internal customers or consumers, and viewing jobs as internal goods that meet these internal customers' requirements and wants while addressing the objectives of the organisation". Internal marketing entails some key components, some of which Bennett and Barkensjo (2005) described as being education and training, co-creation of the vision, internal communication, cooperation, empowerment, and establishment of a formal organisational framework. Internal marketing combines marketing with employee human resource management to increase customer service quality (Gronroos, 1990; Nasurdin et al., 2015; Yang & Coates, 2010). Different definitions of internal marketing have been offered by researchers in the marketing industry.

Internal marketing is "a strategy and method that generates a set of organisational policies that treat the organisation's workers as clients to be,"

according to Bruin-Renolds et al. (2015). They were taken care of and their requirements were identified to provide them a variety of programs for professional and career development. To successfully implement the organisation's strategies and policies. “According to Mansouri et al., (2022), internal marketing refers to any organised and planned efforts made by business organisations to accomplish a list of organisational goals. such as overcoming employee resistance to change and achieving complementarity and cohesion among working groups.”

According to Nasir (2013), internal marketing is a process of giving working staff training programs, inspiring them with incentives and moral rewards, and enticing them to accomplish their jobs well and on time. “Wijethilake, Upadhaya & Lama (2023) state that internal marketing entails a variety of procedures, the most crucial of which is the development of an organisational culture of service and the provision of both internal and external training courses for staff members. According to Cahill (1996), internal marketing is the attitude of treating employees like actual customers and putting development and training programs into action to meet their requirements and improve performance. According to research, internal marketing increases customer happiness, boosts performance, decreases employee turnover, and improves communication inside the company (Helmi et al., 2022). Internal marketing emphasizes that having motivated, contented, and creative staff is essential for the success of external marketing.

Therefore, companies should utilize internal marketing to improve staff competencies and achieve organisational goals (Qureshi & Mehraj, 2022). For sustainable growth, Organisations must focus on the requirements of both internal and external clients to raise the quality of their services (Chen, 2013).

The main idea behind the internal marketing concept is to turn employees into internal customers and also make them the organisations number one priority. Internal marketing is the act of managing people as internal customers, projects and occupations as internal goods that suit the requirements and wishes of consumers and encourage employees to conform to organisational goals and objectives (Suryati & Irhamna, 2022).

In conclusion, the idea of considering employees as internal customers and meeting their demands is known as internal marketing. Internal marketing, according to Papasolomou-Doukakis (2002), is a phenomenon aimed at continuously improving customer-oriented personnel who will provide the external market with the highest quality products. Internal marketing, according to Rafiq and Ahmed (2000), is a concerted “effort that uses a marketing-focused mechanism to prevail over organisational barriers to change and align, motivate, and inter-operationally coordinate and combine employees towards the successful implementation of organisational and functional strategies to deliver customer” satisfaction.

Internal communication

Internal communication is now a must for the smooth operation of internal activities and employee satisfaction (Salah, Abou-Shouk & Fawzy, 2019). One of the most crucial components of a successful internal marketing practice implementation is the clear communication of corporate fundamental values (Ravina-Ripoll et al., 2023). In addition, Dalirazar and Sabzi (2023) cited a lack of communication and a lack of training as important barriers to developing an efficient internal marketing programme. Additionally, Verghese (2017) also argues that effective internal communication is beneficial to the

development of interpersonal relationships and the cultivation of a feeling of environmental change. He further stated that effective employee communication may increase organisational commitment, produce superior business results, affect corporate reputation, exchange expertise, earn trust, foster a sense of belonging among employees, raise awareness among them, and engage them.

“Internal marketing and internal communication, according to Verheyden (2014), may help to strengthen the bond between workers and their companies. Employee identification, dedication, and a sense of belonging to the organisation can all be strengthened with the aid of this emotional bond. By communicating the business brand's essence to employees and promoting their interpretation and application, verbalization of the brand builds momentum. Brand values become meaningful and applicable to employees when they are verbalised (Juskiw, 2017).”

According to Awwad and Mohammad (2023), effective internal marketing programmes can be achieved through organisational messaging systems, conduits through which businesses should encourage staff members to receive and transmit messages that are infused with corporate values. These channels consist of systems for performance management, pay and benefits, and training and development (Awwad & Mohammad, 2023). Similar to what Shukla et al., (2023) said, management communication is crucial to the delivery and upkeep of organisational values, even though it is possible to communicate them to stakeholders, consumers, and staff. Employees in human resources (HR) should act as internal liaisons between other departments, particularly communications and marketing (Tag-Eldeen & El-said 2011). The

business culture is effectively explained to employees through training and development (Karam, 2019).

A communication strategy that takes into account both internal and external communication practises is necessary to assist internal marketing initiatives (Hallam, 2003). An internal marketing campaign should place the primary priority on internal communications (Zucker, 2002), with the goal of securing employee engagement and promoting behaviour changes that will benefit the organisation, such customer orientation (George & Grönroos, 1991). Al-Dmour et al., (2022) also noted a trend that calls for marketing expertise to effectively include employees in the brand through internal marketing initiatives. He contends that marketers may influence people's impressions of the brand because they are familiar with the brand and are aware of their motivations, wants, desires, and vulnerabilities. Therefore, marketing professionals are valuable in the area of internal communications and aid in the company's overall performance improvement.

Employee training

According to Jaidev and Chirayath (2012), training is one of the most well-known and widely used strategies for human resource development. In service firms, staff training and development programmes play a fundamental role in boosting employee engagement (Celik & Güllü, 2017). Employee training is frequently handled by human resources, and it aims to impart knowledge and skills that will improve employees' attitudes and actions towards the firm and its stakeholders. Martin (2010) found that even if training and development receive billions of dollars in funding each year, the majority of practitioners lack a thorough understanding of the knowledge transfer and

training process. Nafukho et al., (2023) define the transfer of learning or training as an approach to facilitating the acquisition and maintenance of training-related information, competencies, and attitudes by personnel.

According to Guidice, Heames and Wang (2009), a well-designed and effective training programme can have a positive impact on organisational renewal, long-term growth, and competitive advantages while lowering employee turnover rates. Companies can raise innovation and efficiency, create better future career prospects, take advantage of new business opportunities, and increase the calibre of the goods and services they offer to customers by implementing well-developed training methods (Chatzimouratidis, Theotokas, & Lagoudis, 2012). Trainers frequently don't use the proper methods or resources while providing training when there is a difference between the behaviours of ineffective and effective employees (Flin et al., 2018). For instance, while managing employee training in culturally varied settings, firms that operate internationally and their human resource practitioners should take into account the complexity of variations (Anderson & Bergdolt, 2017).

Human resource professionals must get the required funding to guarantee that the best training resources are being used to properly carry out an internal marketing programme (Greer, Lusch & Hitt, 2017). The objectives of a training programme should be used to recommend relevant training tools, a course of action, and an intended outcome in training guidelines (Punjaisri & Wilson, 2011). The creation of an internal marketing training programme, according to Capps and Capps (2005), consists of three components: programme objectives, programme design, and programme delivery. The training materials used to mould employees' attitudes and actions should mirror

the programme objectives, which include training goals and outcomes. To improve the effectiveness of the training, Sahinidis and Bouris (2008) advised trainers to create training programmes that are compatible with their respective organisational cultures.

For firms to achieve the highest level of training consistency, training programmes should incorporate standard portfolios with training situations (Hughes & Rog, 2008). Regional portfolios were advised by Hughes and Rog for various regions worldwide, enabling educators to select the most suitable courses for local groups. Schedules and timelines, opportunities, executive and staff sessions, and train-the-trainer sessions for feedback should all be included in the programme delivery (Sahinidis & Bouris, 2008). According to Kucherov and Zavyalova (2011), a correlation between employees' dedication to a company and their intention to quit the company, as well as positive interactions, rewards, and advantages between the employer and the employee. By integrating and synchronizing activities that take place before, during, and after training, it is possible to enhance the likelihood that the training will be successfully transferred (Jaidev & Chirayath, 2012). Organisational culture, training, and development programmes, according to Kissack and Callahan (2010), are inextricably intertwined.

Freiling and Fitchner (2010) assert that via promoting employee development, learning, and cross-cultural communication between staff and the organisation, organisations may serve as competence catalysts. As Buchko (2007) pointed out, characteristics of failure might also be connected to organisational culture by stating that “training failure can be a manifestation of the values, beliefs, and assumptions shared by members of various levels of organisational culture”. Chong (2007) emphasized that “it is essential to have

an understanding of the core values of the company and to be aware of how to live up to the organisation's brand promise to transfer the specific knowledge that is required to engage in and provide consistent service quality” (Devasagayam et al., 2010; Green, 2008; Judson, Devasagayam, & Buff, 2012; Punjaisri & Wilson, 2011).

Relationships, etiquette, communication, language, personal habits, and friendliness are crucial for ensuring that the brand promise is kept by personnel working in the service industry (Raj, 2020). According to Merriam and Leahy (2005), there are three ways in which trainers can enhance the training impact of knowledge transfer in the workplace: by ensuring a supportive transfer environment, involving participants in the planning of the program, and incorporating knowledge transfer coordination strategies into the program design.

Employee empowerment

“Employee empowerment is the delegation of authority from management to workers Wong (2020) described employee empowerment as a management strategy that involves giving employees the power and responsibility to take actions and make decisions that directly affect their work. The main aim is to provide employees with the appropriate instruments, information and support to make informed decisions that contribute to the success of the organisation. This approach is based on the belief that employees are the key to a company’s success and that by empowering them, organisations can achieve higher levels of productivity, innovation and job satisfaction.”

“Employee empowerment has several advantages, one of which is the potential increase in motivation and job satisfaction. Employees are more likely to be involved and dedicated to their work when they feel like they have greater influence over it and are trusted to make judgements. (Kuo, 2020). This can lead to higher levels of productivity, better customer service and ultimately greater profitability for the organisation. To attain their intended goal, performance-driven organisations should concentrate on employee empowerment and job happiness in their decision-making (Jacquiline, 2014).”

Conceptualising sustainable performance

The focus on sustainability issues has increased significantly over the decades (Simoni et al., 2020). Sustainability and corporate social responsibility are so closely related that they are frequently viewed as being the same thing (Rameshwar et al., 2020). Also, Van Marrewijk (2003) claims that they allude to the integration of issues of environmental and social into company operations while also taking stakeholders' perspectives into account. In these circumstances, businesses are required to implement new management strategies based on both the pursuit of profit and the long-term fulfilment of stakeholder and society expectations (Martnez et al., 2016; Fortunati et al., 2020).

David as cited in Oyewobi et al., (2013) has it that a measure of organisational efforts to design, implement, and successfully adjust organisational strategy is known as "organisational performance. In the past, the idea of organisational success was too frequently compared to the financial results. As a result, financial preferred metrics like sales, return on

investments, and profit per share were frequently used to gauge organisational performance (Morin, 1995).

How an organisation influences all natural systems, both alive and non-living, including ecosystems as well as the land, air, and water they inhabit, is what the environmental part of sustainability is all about. The organisation's effects on the social systems in which it functions are the subject of the social component of sustainability. The social component includes subcomponents: human rights, fair labour practices, social duty, and product responsibility. The organisation's financial impact on its stakeholders' financial positions as well as the local, national, and global economic systems is addressed by the economic dimension of sustainability (Global Reporting Initiative, 2017). Sustainability promotes a vision for the community that values the prudent use of natural resources to guarantee that current generations can attain a high degree of economic security, democracy, and public participation in community control while protecting the ecological system and the integrity of life (Armenia et al., 2019).

Sustainability is defined as “the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs” (Amoah, 2023). The firm and shareholders' belief in viable sustainable practices leads to combining socio-environmental performance and financial success (Henisz et al., 2014). Businesses are increasingly under pressure to showcase their sustainability efforts and how they benefit their stakeholders. In response, companies track and evaluate their sustainable performance indicators and metrics. The definitions of sustainable performance are outlined in Table 2, according to various sources such as Bansal (2005), Esty and Cort (2017), and Pislaru et al. (2019).

Table 2: Summary of key conceptualisation of sustainable performance

Author/Year	Definitions
Hourneaux et al., 2018	Sustainable performance is a framework for reporting and assessing organizational outcomes based on social, economic, and environmental considerations. It combines the ideas of performance and sustainability.
Alphen (2019)	Sustainable performance “is the result of your company having minimal employee turnover and absenteeism while producing high-quality products efficiently and effectively”.
Henri & Journeault (2008)	The sustainable performance of “an organization refers to how its commercial operations impact the environment, economy, and society”.
Al-Abbadi & Abu Rumman, (2023)	The capacity of an organization to meet its objectives and boost shareholder value while considering its long-term social, environmental, and economic responsibilities is known as sustainable performance.

Source: Authors’ compilation from various sources (2023)

Sustainable performance

Concerning sustainable performance, organisations do not just focus on their financial performance but also pay attention to the social and the environmental performance of the society. In the view of Bouloiz (2020), modern business organisations have evolved in the way they use natural resources and how relationships are maintained with employees and the community at large. Social performance emphasizes treating workers fairly

and ensuring that customers, partners, and the society in which a business operates are handled in an ethical, sustainable, and responsible way (Loosemore & Lim, 2017). The environmental performance places emphasis on environmental efficiency. It also aims to reduce water use, non-biodegradable packaging, inefficient hotel sector practices, and carbon footprints. These procedures are crucial for maintaining environmental sustainability and are usually beneficial (Awosanmi et al., 2022).

Economic sustainability is, without doubt, the most straightforward concept of sustainability. A company must be profitable and successful to generate enough income to keep running for the long run Sharma, Giovindan, Lai, Chen and Kumar (2021). This type of sustainability makes balance difficult to reach. Businesses should endeavour to maximize profits while also supporting other sustainability-related concerns, as opposed to concentrating just on maximizing profits.

According to Slaper and Hall (2011), a sustainable business protects the environment while making money for its investors and enhancing the lives of the people it deals with. According to the Triple Bottom Line (TBL), a company cannot be considered sustainable until it meets customer expectations, maintains a healthy financial position, and minimises the harm that its operations have on the environment (Elkington, 1998). The notion of sustainability and performance are combined in the sustainable performance approach, which is a framework for evaluating and disclosing organisational outcomes based on social, economic, and environmental factors (Hourneaux et al., 2018).

Conceptualising organisational commitment

The concept of organisational commitment has many definitions by different authors. This means that the idea of organisational commitment overrules a single definition. Mowday, Porter and Steers (1982) stated that organisational commitment is “the relative strength of an individual’s identification with and involvement in a particular organisation”. This means that organisational commitment can be seen as the capacity of an individual employee’s level of involvement in an organisation. Also, Gopinath (2020) defined organisational commitment as “an individual’s positive feelings and emotions toward the organisation for which he works, as well as the degree to which he adheres to its values and is devoted to achieving its objectives”. Organisational commitment, according to Meyer and Allen (1997), is a psychological condition that describes an employee's ties with the organisation and has an impact on the decision to remain a member.

Furthermore, according to Greenberg and Baron (1997), an individual's organisational commitment refers to how much they identify with, participate in, and/or are willing to quit their organization. Comparably, an individual's multifaceted psychological attachment to their organisation is known as organisational commitment, and it will help the organization retain its workforce. Ferlie, Rosenberg, and Mosadeghrad (2008). Also, according to Abul-Ela (2009), organisational commitment is “the level of congruence between the individual worker and the organisation in which he operates and his desire to make an effort to achieve its goals with the adoption of positive feelings toward it and a strong desire to be an individual going on there..

Table 3: Summary of key conceptualisation of organisational commitment

Author/Year	Definition
Mowday Porter and Steers (1982)	Organisational commitment is “the relative strength of an individual’s identification with and involvement in a particular organisation”
Vandenberg and Lance (1992)	Organisational commitment is an individual’s positive feelings and emotions towards the organisation for which he works, as well as the degree to which he adheres to its values and is devoted to achieving its objectives.
Meyer and Allen (1997)	Organisational commitment is “a psychological state that characterises the employee’s relationships with the organisation and has implications for the decision to continue membership in the organisation”
Greenberg and Baron (1997)	Organisational commitment is “the extent to which an individual identifies and is involved with his or her organisation and/or is willing to leave it”
Mosadeghrad, Ferlie and Rosenberg (2008)	“Organisational commitment is a multifaceted psychological attachment that a person has to their company, which will help the company keep its staff.”
Abul-Ela (2009)	Organisational commitment is “the level of congruence between the individual worker and the organisation in which he

operates, and his desire to make an effort to achieve its goals with the adoption of positive feelings toward it and a strong desire to be an individual going on there”

Bulut and Culha (2010)

Organisational commitment is an employees’ willingness to remain a member of an organisation

Arasanmi and Krishna (2019)

Organisational commitment is employees’ emotional and psychological bond and connection with an organisation

Source: Authors’ compilation (2023)

Organisational commitment

“Organisational commitment is a multifaceted concept that can have various forms. It can be aimed at a variety of targets, including businesses, teams at work, initiatives, and objectives (Wombacher & Felfe, 2017). Employees who “are loyal to their organisation mostly have a sense of belonging and understanding of the company's aims, and objectives and a connection with their organisation. These workers create value by being more committed to their tasks, exhibiting a high level of productivity, and being more proactive” in assisting Solnet et al. (2019). Organisational commitment refers to an emotional attachment that an individual develops towards their employer. This emotional connection leads to a sense of shared values and ideals, which in turn increases the person's willingness to stay with the company and their motivation to put in extra effort. (Haque, Fernando & Caputi, 2019). It has been discovered that organisational commitment is influenced by a wide variety of elements, such as job satisfaction, motivation,

decision-making, organisational support, reward, communication methods, and leadership styles. (Salami & Omole, 2005; Agu, 2015; Haque et al., 2019).”

“Organisational commitment has three components: affective, continuance, and normative commitment. Affective commitment refers to an individual's emotional attachment to an organisation, while continuance commitment involves the costs associated with leaving, such as losing benefits. Normative commitment refers to an individual's sense of obligation or duty to remain with an organization. (individual's values) (Meyer et al. 1993; Brief (1998). According to Al-Madi, Assal, Shrafat and Zeglat (2017), “feelings of belonging and attachment to an organisation foster affective commitment. It has to do with the employees' identity and attachment to the company” (Zientara & Zamojska, 2018). According to Lapointe and Vandenberghe (2018), Affective commitment is a psychological state in which employees feel emotionally attached to their organization and are motivated to maintain their membership with the organization.”

As the name implies, continuation commitment examines the benefits and drawbacks for staff members on the expenses related to remaining with the company or departing from it Haque et al., (2019). They will remain employed by the company if they believe that remaining would be less expensive than quitting. Employees may feel trapped in an organisation due to the potential loss of benefits and difficulty finding new employment, according to Murray et al. (1991). Normative commitment, or the pressure employees have to stay with the company, is the third aspect of organisational commitment. As stated by Wang, Albert, and Sun (2020), employee loyalty is influenced by a sense of commitment.

Employee commitment has been shown to improve performance (Yao, Qiu, & Wei, 2019), and numerous organisational outcomes have been linked to organisational commitment. Performance, absenteeism, attendance, and turnover have all been proven to be impacted by organisational commitment (Mathieu & Zajac 1990). A substantial amount of research indicates a connection between internal marketing practices to organisational commitment. Organisational commitment has attracted increasing attention in human resource management over time and has developed into a crucial instrument for predicting employee loyalty, performance, and willingness to remain in an organisation (Amadi & Okolai, 2019).

Empirical review

This section discusses empirical issues on internal marketing practices and sustainable performance. It examines literature related to internal marketing. Issues discussed include internal communication and sustainable performance, employee empowerment and sustainable performance, employee training and sustainable performance and internal marketing, organisational commitment and sustainable performance.

Internal marketing and sustainable performance

“According to Salehzadeh, Pool, Tabaeian, Amani and Mortazavi, (2017), internal marketing has a positive influence on market orientation and performance. They also found that market orientation is a direct antecedent of performance. Though the study under review has several importance, the sample size is too small for a quantitative study, therefore there cannot be generalisation. Also, the authors conducted their research in North Iran and did

not consider Africa and the rest of the world, it focused on the restaurant industry. Therefore, the current study will use a relatively large sample size and focus on the hotel industry in Ghana. It also focused on market orientation and performance but this current study will consider the role of organisational commitment in the relationship between internal marketing and sustainable performance.”

In 2020, Chiu, Won, and Bae conducted a study on “the impact of internal marketing on organisational commitment and job performance in the sports and leisure industry in Taiwan. Their study targeted 12 sports centres and used a sample size of 254 employees from all the centres. Adopting the structural equation modelling, it was established that internal marketing has positive effects on organisational commitment and job performance. The study revealed that “organisational commitment has a positive impact on job performance and plays a partial mediating role in the relationship between internal marketing and job performance.””

Although the study reviewed had some merits, it did not apply to the African or Ghanaian context, as internal marketing practices vary from continent to continent or country to country. Moreover, despite assessing the effects of internal marketing, organisational commitment and job performance, employee commitment and sustainable performance were not covered. In establishing the background gap, the current study will focus on internal marketing, sustainable performance, and the mediating role of organisational commitment in hotels. Also, the sample size used in the study was not adequate and therefore cannot be a true reflection of the entire population. Again, this research used the sports and leisure industry, leaving other sectors of the economy, hence, the findings cannot be applied to the hotel industry.

According to Duyan (2020), “research on internal marketing in job performance of physical education and sports teachers, the study aimed to observe sports teachers in public schools with a sample size of 157. Through the use of confirmatory factor analysis and correlation analysis, the researcher concluded that internal marketing has a significant and positive effect on physical education and sports teachers' job performance. The author also suggested that for education managers to succeed in their institutions, they should apply internal marketing effectively. The author used a very small sample size for his study; therefore, we cannot make any generalisations from his findings.”

Salah, Abou-Shouk and Fawzy (2019), conducted a study on the impact of internal marketing on the organisational commitment of travel agents' employees. The study used the exploratory design of a sample size of 250 employees of travel agencies in Cairo. The authors employed the WarpPLS version (6) with a structural equation modelling to test hypotheses. The results indicated that internal marketing significantly and positively contributes to organisational commitment. This means that when internal marketing is well-practised by an organisation, employees will be committed and this will lead to the sustainable performance of the organisation. Nonetheless, the study under review used a slightly smaller sample size, employed an exploratory design and was also within a different geographical region therefore, there cannot be generalisation of the findings of the study.

“In Iran, Parang and Eftekharian (2021) explored the effect of internal marketing on the performance of organisations' green marketing. The study targeted the staff of hotels in the Shiraz metropolis (Iran) and used a sample size of 237 for their study. They adopted the Partial Least Square for the data

analysis. It was revealed that internal marketing has a direct positive effect on the performance of green marketing in hotels in the Shiraz metropolis. This means when internal marketing is adopted and well instituted, organisations can improve in every aspect of their operation.”

Gwinji, Chiliya, Chuchu and Ngoro (2020) investigated internal marketing for comparative advantage in Johannesburg construction firms. The study employed the quantitative approach with a sample size of 260 construction managers. The respondents participated on-line using a questionnaire. The authors used SEM as the data analysis technique. The study's results showed that internal marketing positively influences an organisation's ability to attain a comparative advantage. The authors concluded that putting internal marketing practices into operation will enable organisations to outperform competitors in the business environment and gain a competitive advantage.

In Turkey, Coban and Eren (2017) conducted a study on internal marketing and firm performance in hotels and the role of market orientation. The authors employed SEM as the tool for data analysis and also performed a regression analysis. The sample size for this study was 185 middle-ranked managers and department supervisors. The research findings suggest that a link exists between the internal marketing strategies deployed by hotels and their overall performance.

Similarly, “Nemteanu and Dabija (2021) investigated how task performance and counterproductive work behaviour were affected by internal marketing job performance in a developing market during the COVID-19 pandemic. The researchers in this study set out to determine how market orientation affected the correlation between the internal marketing practices of

three-, four-, and five-star hotels in Nevsehir and firm performance. The study employed the quantitative approach with a sample size of 850 employees in Romania. Also, the study employed the Social Exchange Theory as its theoretical ground. A questionnaire was administered to collect data and the collected data was analysed using structural equation modelling (SEM). The result of the study shows that internal marketing strongly and significantly affects job performance and counter-productive work behaviour.”

Additionally, research on internal marketing strategies for sustainable growth in Bangladesh's ready-made garment sector was carried out by Sarbabidya (2020). Examining the connection between internal marketing strategies and the long-term growth of Bangladesh's sector was the aim of the study. With a sample size of 140 employees and officials from RMG plants, random sampling was used as the sampling methodology in this mixed-method study. As tools for data analysis, Cronbach's Alpha, KMO, and Bartlett's tests were employed. The study's findings showed that internal marketing significantly influences sustainable development.

“Even though the study reviewed had some merits, it did not apply to the African or Ghanaian context. This is because internal marketing practices vary among countries and industries. The sample size was relatively small for generalization. Upon examining the connection between internal marketing practices and sustainable development of Bangladesh's RMG industry, it did not look at the mediating of organisational commitment and it also tilted towards the RMG factories. The present study aims to investigate the impact of internal marketing practices on sustainable performance of hotels in Ghana, with a focus on the mediating role of organisational commitment.”

In 2020, Tastan and Davoudi conducted a study on the relationship between internal marketing, job satisfaction, and job performance in the service industry. The authors employed the quantitative approach and used a questionnaire study with a sample size of 395 workers from three distinct service sectors, including insurance, banking and finance, and healthcare in Istanbul-Turkey. “The study also employed a cross-sectional and descriptive design. The data were analysed using Structural Equation Modelling (SEM). The findings revealed that there is a positive correlation between internal marketing and job satisfaction among employees”. Additionally, the results indicated that job satisfaction has a positive impact on employee job performance. The study also found that the relationship between internal marketing and employee job satisfaction was positively and significantly influenced by perceived work satisfaction.

Though the study reviewed had a reasonable number of importance, it did not consider the hotel industry, also the African and Ghanaian contexts were not considered. Although the sample size was relatively large for generalisation, a population gap is created because the service industries perform different activities and the also the population in Turkey is different from Africa and Ghana to be precise. Therefore, there is a need to conduct a study in Africa and Ghana concentrating on the hotel industry.

In Belarus, Biedenbach and Manzhynski (2016) investigated the perception of employees on internal branding and sustainability. They used a sample size of 238 employees of industrial companies, using the K-means cluster analysis to analyse the data. According to the research, internal marketing has a positive effect on job satisfaction, which ultimately leads to better job performance. The study also found that the connection between

internal marketing and employee satisfaction was significantly influenced by the perceived level of work satisfaction. However, it's important to note that the study had some limitations.

In addition, Salehzadeh, Jamkhaneh and Dootsi (2019) conducted a study on the effect of internal marketing mix and performance in the healthcare sector. They employed the quantitative and their unit of analysis was employees of community healthcare in some selected sites in Tehran, with a sample size of 211. SEM was used as the analytical tool to examine the relationship between variables. The results showed that internal marketing has a significant positive impact on performance.

Internal communication and sustainable performance

Chiu, Won and Bae (2019) posit that internal communication is the sharing of information within an organisation. They went further to argue that for employees to complete their tasks and give managers feedback from external clients, employees need information from managers. This means the sharing of information between managers and employees is crucial for fostering market and customer orientation. Similarly, Atambo and Momanyi (2016) suggested that internal communication positively affects employee performance. The purpose of internal communication is to increase corporate value by successfully communicating with employees, serving as an important asset to the organisation and cultivating a feeling of belongingness (Verghese, 2017).

Employee empowerment and sustainable performance

“Employee empowerment is the process where managers delegate authority, responsibility and power to their subordinates to particular duties (Wadhwa & Verghese, 2015). One of the most widely valued a concept that is considered to be essential in strengthening the behavioural characteristics of workers to achieve better levels of support, innovation, cooperation spirit, entrepreneurial spirit, self-confidence, and independent thinking is the concept of employee empowerment Hanaysha, (2016). Similarly, Ahmad and Manzoor (2017) asserted that employee empowerment is one of the most effective strategies that is considered to be the most significant in terms of enhancing the interaction characteristics of workers to acquire a bigger quantity of assistance, a collaborative attitude, inventive talents, self-confidence, and impartial thinking.”

Employee training and sustainable performance

Organisations worldwide enrol their staff in training courses to enhance their skills, knowledge, and talents. These courses are customized to meet the specific needs of employees, and trainers take an active role in their development. (Halawi and Haydar, 2018). Also, Hassan, Mugambi and Waiganjo (2017) have shown that providing training programs to employees can have a significant and positive impact on their performance and organisational performance. They went further to argue that when training is linked to market needs, it benefits the industry.

Similarly, Niati, Siregar and Prayoga (2021) also posit that training can improve job performance and can also improve employee work performance. Training programs should be designed carefully taking into account the various

elements that the decision for training (Halawi & Haydar, 2017). By doing so the likelihood of attaining the targeted goal increases significantly. Training can be used as a proactive tool for closing any performance or skill gaps as well as an excellent way to improve skills and expertise to avoid problems from happening (Ampomah, 2016). In other words, training is seen as a crucial element for improving the overall performance and efficiency of an organisation (Hanaysha, 2016). Well-trained employees have increased motivation and morale that the organisation has invested in their skill and growth and this reduces the turnover rate. Martela (2019) discovered that teams made up of trained personnel frequently perform better since everyone is aware of the goals and can attain them easily.

Internal marketing, organisational commitment and sustainable performance

“Studies on the relationship between internal marketing, organisational commitment and sustainable performance reveal that businesses must first sell services to internal customers and give them opportunities to enjoy their work before these employees can effectively serve the business’s external customers (Barnes et al., 2004). This is because the objectives of internal marketing can be achieved by “treating employees as internal customers and their work as internal products” which means adopting a customer-centric approach to managing and supporting employees. In this approach, the organisation views employees as valuable assets and prioritizes their needs and satisfaction to create a positive work environment.”

The work produced by employees is seen as a product that needs to meet certain quality standards and is constantly improved through feedback

and support. Making employees proud to be associated with an organisation, increases the organisational commitment of the employee and also improves the quality of the company's customer service (Dhar, 2015). Also, the use of effective internal marketing strategies may increase the organisational commitment of employees within the hotel industry (Ruiz-Palomo et al., 2020).

It must be noted that an organisation's success and longevity are greatly influenced by internal marketing, organisational commitment, and sustainable performance. This involves maintaining transparent communication with employees, providing opportunities for training and career development, and fostering a collaborative culture. Employee commitment to the organisation is measured by how devoted they are to it and how eager they are to put in a lot of effort to help it succeed (De Clercq & Pereire, 2020). This can be promoted through successful internal marketing, as well as fostering a positive workplace culture and honouring employees' achievements. According to Nor-Aishah, Ahmad, and Thurasamy (2020), sustainable performance refers to a company's ability to achieve long-term success while also promoting social, environmental, and economic sustainability.

Conceptual framework

This study was guided by a conceptual framework that explored the relationships between internal communication, employee empowerment, employee training, internal marketing, organizational commitment, and sustainable performance.



Figure 1: Conceptual framework for internal marketing practices, organisational commitment and sustainable performance

Source: Author's own construct

This can be achieved by implementing sustainable corporate practices, such as reducing waste and carbon emissions, transitioning to renewable energy sources and making investments in community development. Internal marketing and organisational commitment can work together to develop solid and engaged employees who are dedicated to the mission and values of the business. This, in turn, can promote innovation, boost productivity, and improve customer happiness, all of which can result in the sustained performance of hotels in Ghana.

Chapter summary

“This chapter offers a summary of the literature that illustrates the links between internal marketing practices, organisational commitment, and sustainable performance. Additionally, it explores the theoretical perspectives of the study, the philosophy that underpins it, the conceptual issues, and a conceptual framework that connects the primary variables and their constructs.”



CHAPTER THREE

RESEARCH METHODS

Introduction

“This chapter discusses the research methods employed to study the mediating role of organisational commitment on the relationship between internal marketing practices and the sustainable performance of hotels in the Central region of Ghana. The chapter also presents the research philosophy, approach, design, population, sample size and sampling procedure. It further highlights the instruments for data collection, data collection procedure as well as the management and analysis of data.”

Research philosophy

Positivism served as the foundation for this investigation. Positivist philosophy is based on the ontological principle, which holds that reality and truth are free and unaffected by the observer and viewer (Bonache & Festing, 2020). The scientific method and empirical data are the only sources of knowledge according to the philosophy of positivism. Positivists hold that science can help mankind with many of its issues and that its main objective is to enhance human life. However, positivism has come under fire for its shortcomings in describing social phenomena and human behaviour, as well as for its rejection of alternative kinds of knowing. Although positivism has greatly influenced scientific thought, it is crucial to understand its limitations and take into account various types of knowledge and investigations.

“Given that there are statistically measurable causes and effects involved in determining the role of organizational commitment in the link between internal marketing strategies and sustainable performance, the current study is driven by the positivist philosophy. Thus, given the quantitative leanings of this study, positivism was deemed appropriate philosophical foundation to guide the study.”

Research approach

The study used a quantitative research approach in accordance with positivist research philosophy (Yates, 2004). Numerical measurements are the foundation of a quantitative approach. It concentrates on queries/questions that can be readily answered with numbers, including “How many?” and/or “How often?”. The purpose or objective of a survey typically guides the chosen approach. As such, questions have been transformed into numerical form. Standardized research instruments, surveys, personality tests, and questionnaires are often employed methods in the quantitative approach (Burrell and Morgan, 1979). According to Eldabi et al. (2002), the quantitative approach also has a logical and linear structure. The predictions made by the hypotheses about the probable causal relationships between the variables that make up the hypothesis ultimately determine whether the theoretical proposition is accepted or rejected.

Research design

According to Burns and Grove (2009), research design serves as a guide for carrying out studies with meticulous control over variables that might compromise the validity of the study findings. Research design, according to

Ani and Ugwa (2007), is a set of choices that offer a comprehensive strategy for carrying out a research project. The researcher's methods for creating precise objectives and interpreting data are outlined in the overall strategy.

“In line with the objectives and the hypotheses formulated, the current study employed the explanatory design. This is because it is suitable for assessing the role of organisational commitment in the relationship between internal marketing practices and sustainable performance. This is efficient and effective because it allows the researcher to compare the main variables and their construct variables at the same time. The researcher also captured a wide range of information about different variables in a single data collection period. This survey strategy is seen as being commanded by the masses in general. When questionnaires are employed as the primary data-collecting tool, the acquired data is easily compared and becomes adaptable, which enables the evaluation of a research that has already been carried out (GHR & Aithal, 2022).”

Study area

This research was conducted in the Central region of Ghana. The Central region is one of the sixteen administrative regions in Ghana, and is well-known for its prestigious second cycle and tertiary institutions. It is bordered by Greater Accra to the east, the Ashanti region to the North, the Western region to the west and Gulf of Guinea to the south and this makes it strategically positioned. It is close to all the major cities in the country, the capital, Accra, Kumasi, Takoradi and Eastern Region. The Central Region is home to numerous tourist destinations, including beaches, forts, and castles. The region has a population of 2,859,821 (Ghana Statistical Service, 2022).

It also houses the oldest castle in the country, the Elmina Castel, built in 1482 (Hill, 2018). It has several hotels because of the numerous tourist sites in the region. The hotels provide accommodation for both local and foreign guests or visitors as a result, implementing effective internal marketing practices will help the various hotels to achieve sustainable performance. The hospitality sector in the region has witnessed an enormous rise in the number of service-rendering businesses, including hotel/hospitality, food, education, and security. The Central Region is thought to be a suitable research area due to these industries' crucial role in offering support services to hotel operations.

Sources of data

This study utilized a primary source of data through questionnaire administration. This study's respondents were managers and employees of hotels who had at least been with the organisation for more than six months.

Study population

“The population of interest is defined as the theoretically specified aggregation of study elements (Rubin & Babbie, 2001). Therefore, the target population of this research included the managers and unit heads of hotels in the Central region of Ghana. This region is considered part of the most popular venues or holiday destinations in Ghana.” Also, this setting best reflects the target demographics because it is home to a diverse spectrum of people from various cultural backgrounds. Furthermore, managers and unit heads were targeted since these two categories comprise the hotel business. Also, they make sure the hotel's operations run smoothly. Cities in Elmina and Cape Coast have luxury hotels with deluxe facilities, roomy accommodations, and

they offer cozy and variety of services. These are appropriate for tourists seeking comfortable travel experience. Smaller hotels may be found in rural and smaller communities. Some of these hotels frequently have lower prices. Hotels in the central Region differ in the facilities they provide. Swimming pools, exercise centres, spas, and fine dining restaurants are a few examples of amenities that may be found at luxury hotels.

Sample size and sampling procedure

Sampling is the way to choose a representative few from a bigger population of interest, which is used as a premise for assessing various characteristics or elements about the population (Malhotra & Birks, 2007). Before sampling, the sample size needs to be determined first. According to Ghana Tourism Association (2020), there are 110 registered hotels in the Central region. Out of these, a sample of 86 hotels were selected using the Krejcie and Morgan (1970) sample size determination table for the study.”Out of the 86 hotels, three respondents were selected from each hotel, making a total of 258 respondents (managers and unit heads) which was the actual sample size for the study.

This sample size determination table used because it offers the researcher the opportunity to fulfil the sampling criterion for regression analysis in social science research, which is “ $(n > 50 + 8$ (Number of independent variables)” (Pallat, 2005). Each hotel's sample frame was utilized to choose respondents for the study using a simple random sampling procedure. According to experts' opinion Zikmund, Babin, Carr, and Griffin, (2009) and Ben-Shlomo, Brookes, and Hickman, (2013), “every element in the sample frame has an equal probability of being picked when using a simple

random sampling approach”. In the view Creswell and Clark (2017), this is also a prerequisite for predictive research.

Instrument for data collection

After a thorough examination centred on the study’s aims, philosophy, and conceptual evaluation, a standardized questionnaire was used to gather data. The questionnaire was used because, according to Parfitt (2013), it is an essential instrument for gathering primary data on people's behaviour, attitudes, opinions, and level of knowledge on particular topics. Sansoni (2011) reiterates that questionnaires have the dual benefit of being able to reach a large number of respondents quickly and producing data that would be impossible to collect through other methods. The researcher relied on a “self-administered” survey strategy due to the level of literacy among the target population. The questionnaire included mainly close-ended questions in the form of a Likert scale.

Measures of variables and constructs

Internal marketing scale items were adapted from Ahmed, Rafiq and Saad (2013), as a foundation for creating items on a smaller scale. Since the hospitality sector is defined by frequent but quick interactions between service staff and clients, the elements were somewhat modified to suit the industry. Meyer and Allen's (1991) commitment forms, which were also utilised by Vandenberghe et al., (2015), were used to measure organizational commitment.

Internal marketing was measured through 16 items, with six items under internal communication, five items under employee training and five

under employee empowerment. The organisational commitment variable was measured via 18 items, with six items under affective commitment, six under normative commitment and six under continuance commitment. To measure sustainable performance, the study used a measure of the three-component model of sustainability and these were “economic, environmental and social sustainability” (Abdul-Rashid et al., 2017), with six items under environmental, ten items under economic and six items under social sustainable performance.

Selection and training of field assistants

Due to the time, cost, and risk involved in gathering the necessary data, research assistants had to be employed. Since the research assistants were properly trained and provided with all the necessary equipment, their involvement in the data collection had no detrimental impact on the study and posed no risk to the respondents. Selection and training of competent postgraduate research assistants was a top priority to guarantee the collection of high-quality data.

To ensure gender balance, a male PhD candidate from the Department of Population and Health and a female Master of Commerce student from the Department of Marketing and Supply Chain Management were recruited for the data collection exercise. The training of the research assistants took place at the School of Business conference room. The training lasted for two days. They were trained on how the instrument is structured, the ethical issues like how to seek informed consent, data management and quality assurance, community entry and how to approach the study participants.

Pre-testing of research instrument

Following the finalisation of the study objectives and acceptance of the proposed research methods as well as the approval of the data collection instrument and the conclusion of research assistants' training, the pre-testing of the instruments began. Pre-testing is the phase of a survey study when questionnaires and survey questions are tested on people with characteristics similar to that of the target population. The goal is to assess the data collection instruments' validity and reliability before distributing them in their final form (Hu, 2014). A pre-test of research instruments was carried out in the Sekondi-Takoradi Metropolis because it has similar characteristics as the study area. Both have several hotels with similar characteristics such size, customer service and comfort. Ten per cent of the sample size was used to conduct the pre-test to establish errors and to fine-tune the questionnaire before being administered to the actual study respondents.

The pre-testing was also done to ascertain for the reliability of the instrument as well as to ensure a proper understanding of the questions so as to prevent challenges in answering them. This enabled the researcher to make an evaluation of the questionnaire's reliability and validity, including the order of the questions. The data collecting instrument's ambiguous questions and items were identified during the pre-test. It was also used to gauge respondents' familiarity with the instruments' questions and items by administering a pre-test.

Data collection procedure

“An introductory letter from the “University of Cape Coast, Department of Marketing and Supply Chain Management” was sent to the

hotel managers and employees. This was done to build trust and confidence between the researcher and the managers of the selected hotels. The managers then granted the researcher access to the selected hotels. All the respondents were adequately informed that the purpose of the study is largely educational. Also, the study's objectives and rationale of the study were explained to the study participants. Further measures were taken to ensure the respondents' anonymity and confidentiality.”

Following the distribution of questionnaires to respondents at the various hotels, at least one phone contact per week was made to the respondents to remind them of the questionnaires' due date. The field workers administered the questions directly to the respondents. The respondents received the questionnaires in their individual offices and completed them in the presence of the fieldworkers. Employing this strategy ensured that the team is in contact with all sampled respondents who require an explanation. Also, by adopting this strategy afforded the researcher the rare opportunity to obtain a response rate of one 94.9 per cent.

Validity and reliability

According to Yilmaz (2013), validity is the tendency to obtain results that are consistent with theoretical or conceptual values. The study instruments were given to experts and my supervisors for accurate judgment to evaluate their validity. This was done to ensure that (a) the items were related to the objectives, (b) the items elicited useful responses from respondents, (c) the language was correctly structured, (d) the items have a good pattern of arrangement; (e) the items suited the sections into which they are placed and; (f) there was no ambiguity in the items.

“Reliability assesses the degree of internal consistency of a data collection instrument over time (Bolarinwa, 2015). That is the extent to which a research instrument produces stable or consistent results. When measuring the same concepts with the same respondents, even by different researchers.” If the findings from using the instrument are consistent, we may say that it is dependable. In this study, appropriate measures were taken to ensure the validity and reliability of the instrument. For instance, the study instruments were pre-tested prior to the data gathering exercise to guarantee the acquired data was of good quality to produce. While developing the questionnaire, we looked for and included more pertinent questions. Research assistants in the field made sure that each respondent understood the study's goal before administering the surveys. The objective here is to allay any concerns or suspicions that the respondents may have while at the same time ensuring that the quality data were obtained for the study.

Data processing and analyses

Before collecting the data, respondents were assured of anonymity of response to aid in giving the most accurate responses. Data collected was kept and used securely. Data collected was stored on a secured cloud. The soft copies were also stored in the researcher's Drop box accounts and Google Drive as well as on an external hard drive on the researcher's protected computer. The hard copies and soft copies of the data will be kept for about five (5) years after graduation before they will be disposed of. The hard copies will be disposed of by burning the copies and soft copies deleted from drives on the researcher's computer.

Questionnaires which have responses with a substantial number of unanswered questions were removed in order to have a concise and accurate data set. To make entering data into a computer easier, codes were assigned to each variable. Comprehensive “reliability and validity checks were carried out on the survey result. The data was analysed using both PLS-SEM and SPSS version 25. Descriptive and inferential statistics were both employed for data analyses. Frequencies and percentages were calculated for categorical variables. The results were presented using pie charts, bar charts, and tables.

According to Cavana et al. (2001), while analysing data for a research study, one should aim to gain a sense of the data, then check if the data is good, and then test the research hypothesis. Gaining a feel for the data provides a first indication of the quality of the scales and the accuracy of the data input and coding. You may check the data's quality by running it via factor analysis, finding Cronbach's (1951) alpha, or looking at the measures' split-half reliability. Using appropriate statistical tests allows the researcher to examine hypotheses. If the predictions hold, the results will show it in the test. That is, the metric needs to be genuine, accurate, and measurable from an operational standpoint. The measurement techniques employed in this study ensured that the study achieved valid results in line with the positivist philosophy guiding the study.

Two steps were used for data preprocessing. The first step involved transforming the raw data obtained from the questionnaire into the relevant variable. Editing, coding, and conversion were done at this stage. The second stage included pre-estimation tests to ensure that the data met all the underlying assumptions for the various statistical tests such as regression and SEM.

Ethical considerations

“Ethics is thought to have a significant role in all contemporary social science research. Consequently, this study places a great value and importance on ethical issues. According to Bhandari (2022), ethical consideration in research are a set of values and rules that guide the researcher’s choice of designs, approaches, and practices in conducting a survey. The study protocol was approved by the “Department of Marketing Supply Chain Management” and the “School of Graduate Studies of the University of Cape Coast”. Verbal permission was sought from the management of the various hotels in the Cape Coast metropolis. Ethical clearance was obtained from the University of Cape Coast Institutional Review Board (UCCIRB/CHLS/2023/93).”

During the administration of the research instruments, the researcher and the research assistants took steps to establish a good relationship with the respondents and avoid any suspicion or mistrust. This involved visiting the selected hotels multiple times before beginning the data collection process. The team obtained an introductory letter from the Department of Marketing and Supply Chain Management, and made sure to properly identify themselves to the respondents. They explained the purpose of the study and the nature of the research to the respondents, and sought their informed consent orally.

Respondents had the right to stop the interview if they deemed it necessary and to refrain from responding to inquiries or remarks that would violate their rights, particularly their right to privacy. All necessary measures were put in place to ensure that research subjects and participants were not harmed in the process. Adherence to the Covid-19 preventive measures was ensured during the data collection processes (Güner, Hasanoğlu & Aktaş, 2020). These was done to prevent any possible spread of the virus.

Chapter summary

“This chapter provided information on how data was collected for the study, organised, analysed and presented for further analysis and discussion. It also presented on the design, approach, research assistants employed, ethical issues, instrument for data collection, paradigm and measurement of variable and constructs.”



CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

“In this chapter the results of the study as well as the discussion are presented. The chapter begins with a description of the respondents and continue with the analysis that addresses the four objectives and hypotheses the study set out to achieve and test respectively.”

Demographic characteristics of respondents

“Table 1 discusses the sociodemographic attributes of the respondents, including age, sex, years of experience, position within the hotel, ownership structure, and length of stay. The essence of presenting the demographic characteristics of respondents is to describe the calibre of the respondents and also add credibility to the responses received. This helps add credibility to the findings as indicated in the study of Amegayibor (2021).”

Out of the 245 responses received, 127, representing 51.8 per cent were males. This shows a slight domination of males over their female counterparts which may be due to the nature of tasks and responsibilities performed within the hotel industry. Most of the respondents 126, representing (51.4%) were between the ages of 30 and 39 years. Only one of the respondents was above 60 years representing 0.4%. This indicates that most of the employees in the hotel industry are young and energetic, which is good for the industry considering the nature of the work they do that demands energetic and smart young people.

“With regards to academic qualification, the results showed that respondents had qualifications ranging from secondary/technical/vocational, Diploma and Tertiary education. For example, 53.5 per cent of the respondents had either Secondary, Technical or Vocational education and 20.8 per cent had completed tertiary education (see Table 4). Respondents' positions were categorised into “top-level managers, middle-level managers and lower-level managers”. One hundred and two respondents (42.1%) were lower-level managers whilst 16.3 per cent were top-level managers.”

The study found that 93.1 per cent of the hotels that participated in the study were registered as privately owned, with 0.8 per cent registered as publicly owned, 58 per cent of the hotels studied had been in existence for more than 10 years, and 11.4 per cent have operated for 5 years or less. The socio-demographic characteristics of respondents contribute to the sustainable performance of hotels and can also influence the relationship between internal marketing practices and sustainable performance.

Table 4: Demographic characteristics of respondents

Item	Option	Frequency (N)	Percent (%)
Sex	Male	127	51.8
	Female	118	48.2
	Total	245	100
Age Group	20-29	77	31.4
	30-39	126	51.4
	40-49	39	15.9
	50-59	2	0.8
	60+	1	0.4
	Total	245	100

Level of Edu.	No formal education	1	0.4
	Basic education	24	9.8
	Secondary/Tech/Vocational	131	53.5
	Diploma	38	15.5
	Tertiary (HND/Degree)	51	20.8
	Total	245	100
Work Experience	0-5 years	100	40.8
	6-10 years	98	40
	11-15 years	44	18
	16+ years	3	1.2
	Total	245	100
Ownership Structure	Public	2	0.8
	Private	228	93.1
	Public-Private Partnership	15	6.1
	Total	245	100
Duration of Hotel	Up to 5 years	28	11.4
	6-10 years	62	25.3
	Above 10 years	143	58.4
	No idea	12	4.8
	Total	245	100
Position	Top-level manager	40	16.3
	Middle-level manager	103	41.6
	Lower-level manager	102	42.1
	Total	245	100

Source: Field survey, Amoah (2023)

Measurement model specification

In all, fifty-three (53) “items were used to measure the variables comprising internal marketing, organisational commitment and sustainable performance. The items were derived from the studies of Ahmed, Rafiq and Saad (2003); Vandenberghe et al., (2007); and AbduRashid, Sakundarini, Ghazilla and Thurasamy (2016) to measure internal marketing, organisational commitment and sustainable performance respectively.”

Effect of internal marketing practices on sustainable performance

The study sought to analyse the effect of internal marketing on the sustainable performance of hotels in the Central Region of Ghana. As such,

two models were developed. The first model sought to explain the composite effect of internal marketing on sustainable performance. The second model looked at the disaggregated measures of internal marketing comprising three constructs: employee training, employee empowerment and internal communication. It further looked at the disaggregated sustainable performance also comprising social, economic and environmental. Specifics of the outcome are discussed in the sections that followed.

“With respect to the first model, all the items measuring internal marketing and sustainable performance were pulled together as two variables with internal marketing being the predictor and sustainable performance being the dependent variable. In all a total of 16 items were used to measure internal marketing and 22 items were also used to measure sustainable performance. Before analysing the structural equation model, the “reliability and validity” of the model were first evaluated to determine the validity and reliability of the model. To estimate the reflective model measurement, the model’s outer loadings, composite reliability, average variance extracted and discriminant validity were also evaluated to ascertain the quality criteria of the model. Table 5 and Figure 2 illustrate the evaluation criteria for the model as suggested by Hair et al. (2016)”

Table 5: Quality criteria and discriminant validity for measuring model one

Items	Internal Marketing Practices	Sustainable Performance
Cronbach's alpha	0.908	0.857
Composite reliability (rho-a)	0.911	0.858
Composite reliability (rho-c)	0.924	0.894
Average Variance Extracted (AVE)	0.577	0.583
R-Square		0.497
Adjusted R ²		0.495
Path Coefficient		
Internal marketing Practices		
Sustainable performance		0.705
F ²		0.990
Discriminant Validity (Heterotrait-Monotrait ratio)		
HTMT		
Internal marketing practices		
Sustainable performance		0.795

Source: Field survey, Amoah (2023)

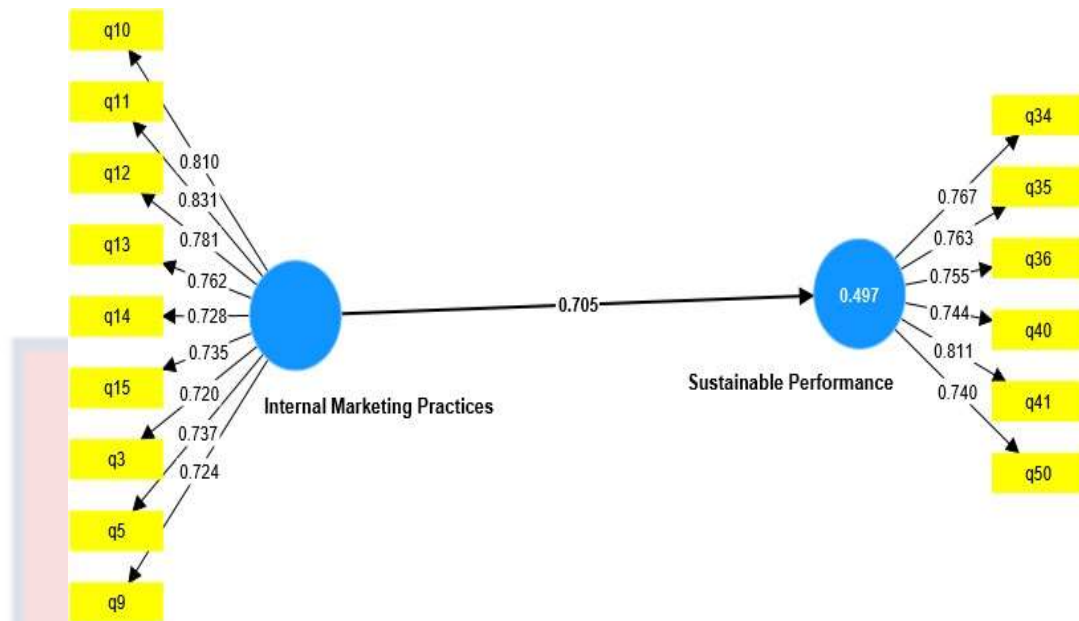


Figure 2: Model depicting the composite effect of internal marketing practices and sustainable performance

Source: Field survey, Amoah (2023)

The model depicts composite reliability and AVE scores of 0.7 and 0.5 respectively. The loadings also ranged between 0.720-0.831 (Figure 2). The R-squared also recorded 0.497 indicating that internal marketing explained 49.7% of sustainable performance. “To check the significance of the model, bootstrapping procedure was undertaken and the result indicates a T-statistics score that is greater than 1.96 at 5% significance level. This therefore indicates that internal marketing compositely influenced sustainable performance of hotels. It also recorded a predictive relevance score Q^2 of 0.485 indicating a strong predictive relevance of the model. The results of the bootstrapping and the predictive relevance are presented in tables 6 and 7.”

Table 6: Stone-Geisser Q-test for model one

Variable	Q ² predict	RMSE	MAE
Sustainable Performance	0.485	0.727	0.543

Source: Field survey, Amoah (2023)

Table 7: Bootstrapping results (composite effect of internal marketing on sustainable performance)

Variable	Beta	F-Square	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Internal Marketing Practices -> Sustainable Performance	0.798	0.990	0.044	18.174	0.000

Source: Field survey, Amoah (2023)

Next, the disaggregated effects of the various internal marketing practices on sustainable performance were also assessed. A second model was thus developed to address that. Details of the outcome of the second model are presented in table 8 and figure 3.

Table 8: Criteria for the evaluation of model two

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	AVE	R Square	Adjusted R Square
Economic performance	0.807	0.841	0.858	0.509	0.297	0.288
Employee training	0.889	0.894	0.919	0.693		
Internal communication	0.81	0.825	0.867	0.567		
Social performance	0.84	0.86	0.885	0.606	0.304	0.296
employee empowerment	0.827	0.843	0.878			

nt	0.590		
Environment	0.603 0.254		
performance	0.245		
e	0.868	0.872	0.901

Notes: Loadings between 0.4 and 0.7 are acceptable. >0.7 is high. Cronbach's $\alpha > 0.7$ is acceptable and high. Composite reliability should be .7 or higher. AVE should be 0.5 or higher. R² of 0.75 is substantial, 0.50 is moderate, and 0.25 is weak
 Source: Field survey, Amoah, 2023.

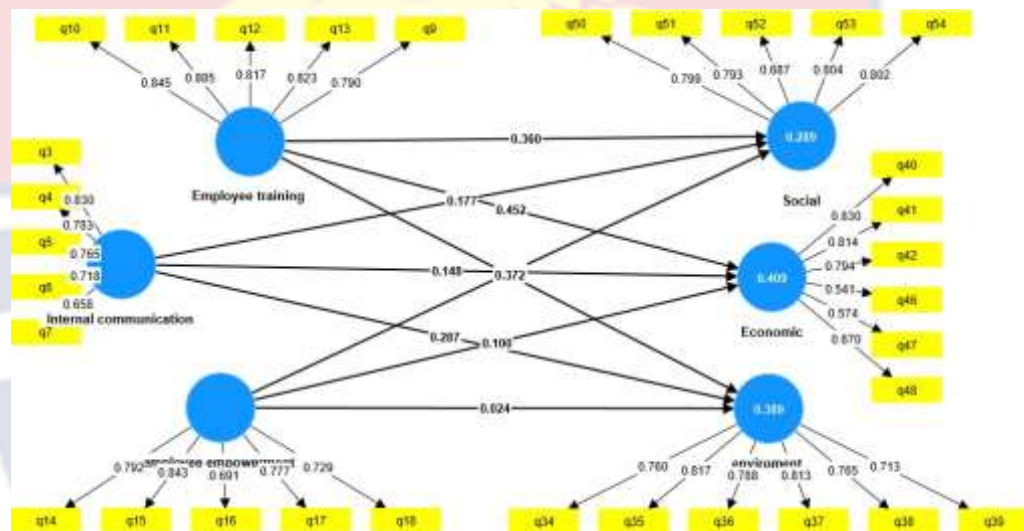


Figure 3: Model depicting the effect of internal marketing practices on sustainable performance

Source: Field survey, Amoah (2023)

The model's validity was evaluated using HTMT. The outer loadings of the model ranged between 0.658 and 0.885. most of the items measuring internal marketing recorded loading greater than 0.7 although some recorded loading lower than 0.7. "Composite reliability scores were all above 0.7. Average variance extracted scores were also above 0.5. These indicate a good reliability of the model. The outcome in Table 8 shows a discriminant validity between all the constructs based on the cross-loading criteria. The R² figures meant that employee training, internal communication and employee

empowerment explained 29.7%, 30.4% and 25.4% respectively of sustainable performance.”

Table 9: Discriminant Validity Using Heterotrait-Monotrait Ratio Criterion

Variables	Economic performance	Employee training	Internal communication	Social performance	employee empowerment
Employee training	0.699				
Internal communication	0.625	0.810			
Social performance	0.810	0.574	0.527		
employee empowerment	0.603	0.795	0.759	0.462	
Environment performance	0.704	0.662	0.642	0.624	0.521

Source: Field survey, Amoah (2023)

Once the model was assessed to have met the quality criteria, the bootstrapping procedure was done to determine the significance of the path coefficients. The results are presented in Table 10. Using a “two-tailed t-test” with a significant level of 5%, the path coefficient should be significant if the T-statistics is larger than 1.96. in the current study, as shown in Table 10 employee training and internal communication recorded T-Statistics scores greater than 1.96 except for employee empowerment which recorded scores less than 1.96. Based on the bootstrapping scores, the following internal marketing practices were found to be significant predictors of sustainable performance: employee training and internal communication. However,

employee empowerment was found not to significantly predict sustainable performance.”



Table 10: Bootstrapping results and t-test for path coefficients for model two (inner model)

Variables	Beta	F-Square	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Employee training -> Economic performance	0.585	0.144	0.163	3.583	0.000
Employee training -> Social performance	0.447	0.076	0.178	2.509	0.012
Employee training -> environmental performance	0.430	0.094	0.193	2.224	0.026
Internal communication -> Economic performance	0.420	0.092	0.178	2.540	0.034
Internal communication -> Social performance	0.457	0.098	0.187	2.350	0.027
Internal communication -> environmental performance	0.382	0.065	0.177	2.164	0.031
employee empowerment-> Economic performance	0.038	0.008	0.160	0.238	0.812
employee empowerment -> Social performance	-0.024	0.002	0.159	0.154	0.878
employee empowerment -> environmental performance	-0.092	0.000	0.164	0.564	0.573

Source: Field survey, Amoah (2023)

To confirm the scores of the bootstrapping, the f^2 scores were generated. As presented in Table 10, The result from Table 10 points out that the structural path of employee training and economic, social and environmental performance indicated a medium effect size with an F^2 value of 0.144, 0.076 and 0.094 respectively. Similarly, the predictive structural paths

of internal communication and economic, social and environmental performance also experienced a medium effect size with F^2 values of 0.018, 0.021 and 0.065 respectively.

“Also, the predictive structural paths of employee empowerment and economic, social and environmental performance experienced a weak effect size with F^2 values of 0.008, 0.002 and 0.000 respectively. The coefficient results indicate that employee training had a statistically significant positive effect on economic performance (Beta=0.585; $t=3.583$; $p=0.000$: $p<0.05$). It can therefore be explained that an increase in the scores of employee training can also increase the economic performance of hotels. The results also indicates that employee training has a statistically significant effect on social performance (Beta=0.447; $t=2.509$; $p=0.012$: $p<0.05$). Therefore, it can be expressed that an increase in the scores of employee training causes a 0.447 significant improvement in the social performance of hotels. The results further indicate that employee training has a positive and significant effect on environmental performance (Beta=0.430; $t=2.224$; $p=0.026$: $p<0.05$).”

“The results indicate that internal communication positively affect economic performance (Beta=0.420; $t=2.540$; $p=0.034$: $p<0.05$), also, the results further indicate that internal communication has a significant effect on social performance (Beta=0.457; $t=2.350$; $p=0.027$: $p<0.05$), also the results showed that internal communication has a significant effect on environmental performance (beta=0.382, $t=2.164$; $p=0.031$: $p<0.05$).” “Also, the results from the coefficients indicate that employee empowerment made a statistically insignificant impact on economic performance (even though positive) (Beta=0.038; $t=0.238$; $p=0.812$: $p<0.05$), similarly, employee empowerment also had a statistically insignificant impact on social performance (Beta=-

0.024; $t=0.154$; $p=0.878$) it also had a negative impact on environmental performance ($\text{Beta}=-0.092$; $t=0.564$; $p=0.573$; $p<0.05$).

The results show that all the items of employee training had a significant effect on economic, social and environmental performance, the results also show that internal communication positively and significantly affects economic, social and environmental performance. Contrary, employee empowerment was insignificant in explaining sustainable performance being economic, social and environmental.” In addition, the predictive relevance of the model was also assessed, using the Stone-Geisser Q test as shown in Table 11.

Table 11: Stone Geisser Q-test for model two

Variables	Q ² predict	RMSE	MAE
Economic	0.380	0.797	0.600
Social	0.260	0.871	0.695
environment	0.357	0.810	0.611

Source: Field survey, Amoah (2023)

Mediating role of organisational commitment in the relationship between internal marketing and sustainable performance

The fourth objective sought to determine the mediating role of employee commitment in the relationship between internal marketing practices and sustainable performance. To this end a model was developed to determine that. The next section presents details of the outcome of the analysis.

Structural model specification

The study’s exogenous variables (internal marketing and organisational commitment) and endogenous variables (sustainable performance) are represented by blue, green and red respectively (see Figure 4). Based on

deductions from this survey's theoretical underpinnings the study tests the survey's hypotheses that employee commitment mediates the relationship between internal marketing and sustainable performance. Figure 4 presents the study's specified structural model.

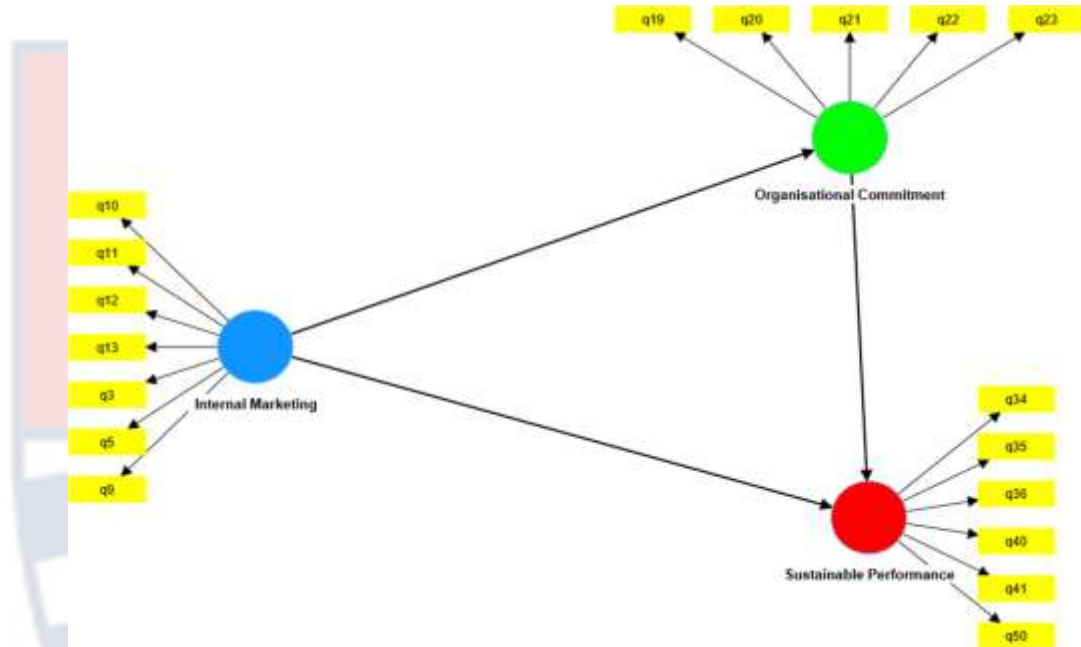


Figure 4: Specified measurement and structural model

Source: Field Survey, Amoah (2023)

Internal Consistency Reliability Assessment

According to Hair et al. (2016), there is satisfactory internal consistency among a study's construct (measurement model as a matter of fact) when such constructs have composite reliability and Cronbach Alpha score above the minimum acceptability threshold of 0.700. Thus, the constructs' internal consistency reliability is presented in Table 12.

Table 12: Internal Consistency Reliability Results

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Internal Marketing Organisational Commitment	0.893	0.896	0.916
Sustainable Performance	0.883	0.888	0.915
	0.857	0.859	0.894

Source: Field Survey, Amoah (2023)

“The Cronbach's Alpha value (Table 12) showed that the internal consistency was suitable. The Cronbach Alpha value for all the items surpassed the minimal 0.700 cut-off point as suggested by Hair, Hult, Ringle & Sarstedt (2016). Considering the Cronbach Alpha acceptability threshold, this survey's constructs per results in Table 12 are suitable and acceptable for further statistical analysis (Hair et al., 2016).” Moreover, the results of internal consistency with regard to the rho_A, were satisfactory. The rho_A value for each item was higher than the threshold of 0.700 (Hair, Hult, Ringle & Sarstedt, 2016). According to Table 12, the constructs used in this survey meet the criteria set by rho_A and can be used in future statistical analysis (Hair et al., 2016). Having concluded this section by assessing the internal consistency reliability of the study's constructs, the next section shall focus on evaluating the Convergent validity of the study's constructs and their respective indicators.”

Convergent validity assessment

“Convergent validity can only be established if two essential requirements are met: indicator loadings and the average variance extracted (AVE) from the data. Based on their contribution to content validity, Hair et al. (2019) recommend that indications with an outer loading of 0.7 or more be maintained, while those with an outer loading of less than 0.7 should be

eliminated. According to the authors, as long as the composite reliability and average variance extracted values fall below the specified minimum value, indications should be evaluated for deletion (Hair et al., 2016). Building on the argument to guarantee the measurement credence of the study's measurement model, Table 13 presents the convergent validity assessment considering the outer loadings and Average Variance Extracted."

Table 13: Convergent Validity Assessment Result

Variable	Loadings	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	AVE
q10 <- Internal Marketing	0.812	0.039	20.641	0.000	0.611
q11 <- Internal Marketing	0.791	0.040	19.713	0.000	
q12 <- Internal Marketing	0.680	0.058	11.772	0.000	
q13 <- Internal Marketing	0.702	0.059	11.967	0.000	0.683
q19 <- Organisational Commitment	0.778	0.062	12.608	0.000	
q20 <- Organisational Commitment	0.851	0.052	16.420	0.000	
q21 <- Organisational Commitment	0.801	0.050	15.886	0.000	
q22 <- Organisational Commitment	0.687	0.073	9.401	0.000	
q23 <- Organisational Commitment	0.768	0.064	11.912	0.000	
q3 <- Internal Marketing	0.772	0.059	13.128	0.000	0.583
q34 <- Sustainable Performance	0.723	0.062	11.726	0.000	
q35 <- Sustainable Performance	0.721	0.062	11.650	0.000	
q36 <- Sustainable Performance	0.645	0.074	8.769	0.000	
q40 <- Sustainable Performance	0.686	0.065	10.490	0.000	
q41 <- Sustainable Performance	0.774	0.055	14.168	0.000	

Performance				
q5 <- Internal Marketing	0.738	0.044	16.827	0.000
q50 <- Sustainable Performance	0.690	0.069	9.945	0.000
q9 <- Internal Marketing	0.658	0.056	11.770	0.000

Source: Field survey, Amoah (2023).

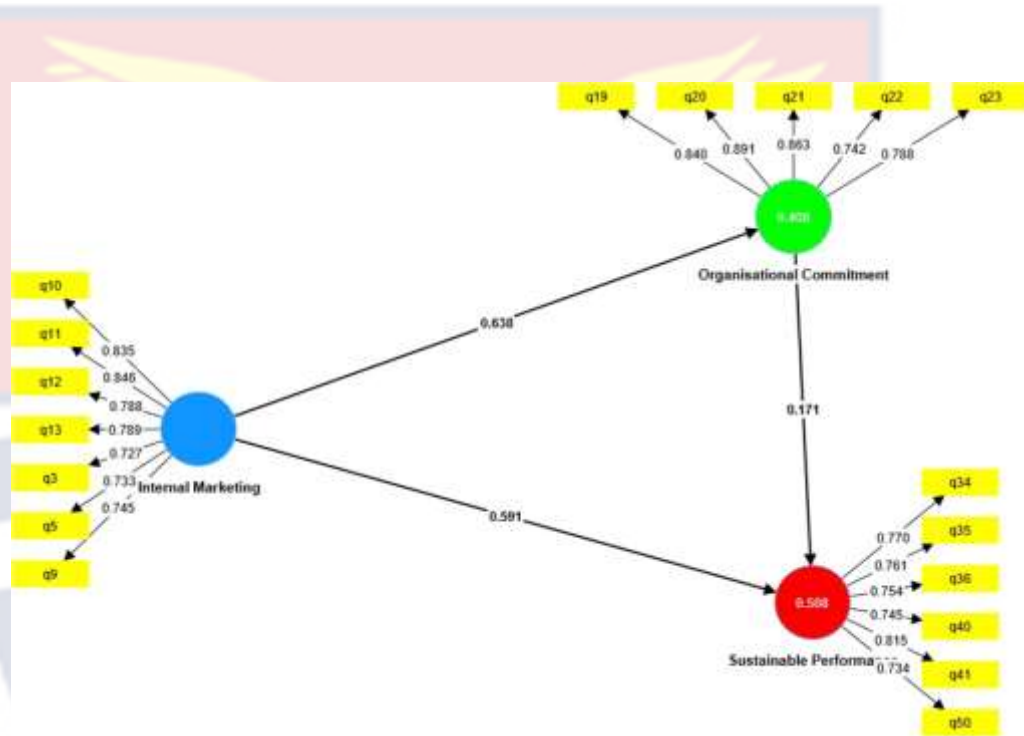


Figure 5: Structural model with the respective indicator item loadings

Source: Field Survey, Amoah (2023)

To attain statistical credence for the survey’s measurement model results, Table 9 presents computed Convergent validities significantly expressed in terms of Average Variance Extracted (AVE). The survey’s respective constructs’ convergent validities were critically assessed upon being calculated. Furthermore, hinging on the various indicators loading to determine the convergent validity of the different study constructs, all indicators assumed indicator loadings above 0.700. The study, therefore, sanctions that there is convergent validity for the survey’s constructs’ indicators as an AVE score above 0.500 was assumed by all the study’s constructs. Having statistically

affirmed that the study's constructs' indicators have convergent validity after each construct attaining an Average Variance Extracted score above 0.500, the study subsequently proceeds to assess the discriminant validity of the study's construct.

Discriminant validity assessment

“According to Hair et al. (2016), discriminant validity indicates how constructs are empirically distinct from the other constructs in a given model. Discriminant validity can be determined using three different criteria such as the cross-loadings, the Fornell-Larcker criteria, and the Heterotrait-Monotrait ratio assessment (Hair et al., 2019).” The cross-loading criteria require that an indicator's loading on the construct it is measuring must be higher than any of its cross-loadings (Hair et al., 2019). In other words, an indicator should load more heavily on the construct it measures than on any other construct in the model. Cross-loadings are believed to be the lower limit of discriminant validity (Henseler et al., 2015). Though the survey did not rely on a cross-loading criterion to assess discriminant validity among study constructs, the survey presents its' results in the appendix section of this survey.

The Fornell-Larcker criteria, the second criterion for determining discriminant validity in reflective measurement models, states that "the square root of the AVE of each construct in the model should be greater than the construct's correlation with every other construct in the model" (Hair et al., 2016). Though the survey did not rely on the Fornell-Larcker criterion to assess discriminant validity among study construct, it nevertheless presents its' results in the appendix section of this survey.”

“The HTMT criteria are the last but the most robust criterion for measuring discriminant validity since it reflects the upper limit of discriminant validity (Henseler et al., 2015; Hair et al., 2016). Ideally, for a construct’s discriminant validity to be deemed satisfactory, its’ Heterotrait-Monotrait value should be below 0.85 (Kline, 2011) and 0.9 (Gold, Malhotra & Segars, 2001; Teo, Srivastara & Jiang, 2008; Henseler et al., 2015).”

“However, when the Heterotrait-Monotrait value is still above 0.9 but closer to 0.9 than it is closer to 1.0, the Heterotrait-Monotrait score is marginally acceptable for further statistical analysis (Benitez, Henseler, Castillo & Schuberth, 2020; Gaskin, Godfrey & Vance, 2018). With the overriding statistical merits of the Heterotrait-Monotrait (HTMT) ratio of being a more contemporary and robust measure of discriminant validity than both the Fornell-Larcker and cross-loading criterion as a result of representing the upper bound criterion for assessing the discriminant validity of constructs, the study deems it prudent to employ the use of the Heterotrait-Monotrait Ratio criteria to determine the discriminant validity of the study’s constructs in Table 14.”

Table 14: Discriminant validity assessment

Variable	Internal Marketing	Organisational Commitment
Organisational Commitment	0.714	
Sustainable Performance	0.797	0.630

Source: Field survey, Amoah (2023)

Critical assessment of the discriminant validity results, as depicted in Table 14 evidenced that there is no problem with discriminant validity as none of the survey's constructs' discriminant validity score per the Heterotrait-Monotrait Ratio criterion is above 0.950 (Benitez, Henseler, Castillo & Schuberth, 2020; Gaskin, Godfrey & Vance, 2018). Thus, the survey advances that the discriminant validity of the survey's constructs is satisfactory and valid for further statistical analysis. Finally, the findings of the measurement model reveal that the requirements of PLS-SEM are supported in terms of internal consistency reliability, convergent validity, and discriminant validity. In the next section, the study shall assess the structural model.

Structural model assessment

After establishing the measurement model's reliability (internal consistency) and validity (convergent and discriminant), the next step is to evaluate the structural model's fitness in predicting the interaction between exogenous and endogenous constructs. Hair et al. (2016) advocates a systematic strategy for analysing structural model findings in PLS-SEM when investigating the structural model's prediction abilities and the correlations between components.

“This method begins with an examination of the structural model for collinearity issues, followed by an assessment of the significance and relevance of the structural model relationships, followed by an analysis of the coefficient

of determination (R^2), an evaluation of the effect size (F^2), and an assessment of the predictive relevance (Q^2). Consequently, for clarity and consistency, the discussion of findings is organised following the process mentioned above. The study commences the structural model assessment by considering the evaluation of collinearity among the study's data. This assessment was necessary to assess if there exists any form of collinearity in the study's data or not."

Coefficient of determination (R^2)

"PLS-SEM uses structural models to predict the link between latent constructs. The model's R^2 value is the most often used metric for evaluating the predictive ability of a structural model. The R-Square value represents the variation experienced in the endogenous construct being explained by the variations evident in the exogenous constructs. The predictive power of exogenous construct(s) on endogenous construct runs from 0 to 1, with higher values indicating more predictive power. According to Hair et al. (2016) and Yuliansyah and Razimi (2015), the smallest permissible coefficient of determination is 10%. This model contains endogenous variables such as organizational commitment and sustainable performance and exogenous constructions such as internal marketing. Table 15 presents the coefficient of determination for the study's endogenous construct and the mediating variable (organizational commitment and sustainable performance)."

Table 15: Coefficient of determination

Variable	R-square	R-square adjusted
Organisational Commitment	0.408	0.405
Sustainable Performance	0.508	0.504

Source: Field Survey, Amoah (2023)

Table 15 presents the coefficient of determination results for this survey. It was further investigated how much and what sort of variance in sustainable performance could be attributed to changes in internal marketing and organizational commitment. Internal marketing explains a considerable variation in sustainable performance ($R^2=0.508$). Internal marketing accounted for a moderate positive variance in organizational commitment ($R^2=0.408$). Having objectively assessed the coefficient of determination in this section, the proceeding section evaluates the model's predictive relevance (Q^2). The study further assessed the bootstrapping results to determine the mediating role of employee commitment. Table 16 presents the results.

Table 16: Structural model with the respective indicator item loadings

Variable	Original sample (O)	Standard deviation (STDEV)	T statistics ((O/STDEV)	P values	Decision
Internal Marketing -> Organisational Commitment -> Sustainable Performance	0.083	0.093	0.899	0.369	Failed to reject

Source: Field Survey, Amoah (2023)

“Critical assessment of the specific indirect effect output, as presented in Table 16 asserts that the mediating role of organisational commitment between internal marketing and sustainable performance is insignificant. The survey results presented in Table 16 suggest that organizational commitment does not mediate the predictive relationship between internal marketing practices and sustainable performance (Beta=0.083; t-stat=0.899; p=0.190: p>0.369). Thus, organisational commitment negatively mediates the causal linkage between internal marketing practices and the sustainable performance of hotels in the Central Region of Ghana.”

Predictive relevance (Q^2) assessment

“The Q^2 statistic is used in PLS-SEM to measure the predictive relevance of a structural model. Q^2 values greater than 0 implies that the exogenous constructions have predictive importance for the endogenous construct, according to Hair et al. (2016; 2019). A blindfolding approach was used with an omission distance of 7 to estimate the cross-validated redundancy values from the structural and measurement model scores. For the endogenous construct in the model, these cross-validated redundancy values indicate the Q^2 (predictive relevance) values. Table 13 presents the Q^2 values of the model.”

Table 17: Predictive relevance (Q^2) results

Variable	Q^2_{predict}	RMSE	MAE
Organisational Commitment	0.396	0.790	0.599
Sustainable Performance	0.482	0.730	0.548

Source: Field Survey, Amoah (2023)

Results from Table 17 signal that organizational commitment and sustainable performance for this survey have predictive relevance considering the respective forms of internal marketing. Predictive relevance was attained as both organizational commitment and sustainable performance in the survey model evident in a Q^2 Construct Cross validated Redundancy scores above zero (0), signifying the presence of predictive relevance from the exogenous constructs (internal marketing and organizational commitment) to the endogenous constructs (sustainable performance). The study proceeds to evaluate the effect sizes of each structural path.

Effect size (F^2) assessment

“It is necessary to include the effect size F^2 when determining the contribution of each exogenous construct to the R^2 value of the endogenous

construct. F^2 may be calculated to assess the effect of each exogenous latent variable on the model's endogenous variable (Cohen, 1992). Also, the importance of the significant impact that can be achieved by evaluating their F^2 is to be quantified (Henseler, 2016). To be deemed a strong, moderate, or mild impact size, the F^2 should attain a value of at least 0.350, 0.150, or 0.020, respectively (Cohen, 1988). Table 18 presents the effect sizes (F^2) of the various structural paths observed in this study.”

Table 18: Effect size (F^2)

Variable	Organisational Commitment	Sustainable Performance
Internal Marketing	0.688	0.420
Organisational Commitment		0.035

Source: Field Survey, Amoah (2023)

As presented in Table 18, the survey results show that the F^2 statistics of the respective study's exogenous construct are directed to the endogenous variable via structural path analysis. The result from Table 18 points out that the structural path of internal marketing and organizational commitment and sustainable performance evident a substantial effect size with an F^2 value of 0.688 and 0.420 respectively. Similarly, the predictive structural paths of organisational commitment and sustainable performance also experienced a weak effect size in the survey's model, recording a corresponding F^2 value of 0.035. After assessing the various effect sizes (F^2) of the model's structural paths, the study subsequently proceeded to the size and significance of the Structural Model Path Coefficients.

Discussion of the results

“The study sought to determine whether internal marketing practices influenced sustainable performance of hotels involved in the study or not. To

achieve this, all the items measuring internal marketing and sustainable performance were put together respectively as composites. The results indicated that internal marketing practices have a significant effect on sustainable performance compositely. This implies that as internal marketing practices increase or as firms continue to implement internal marketing in their marketing activities will enhance their existence in the industry for a long time. The coefficient of determination, which is the R^2 , predicted a 49.7 per cent change in sustainable performance.”

Internal marketing practices provide direction on the future of every industry and the hotel industry at large. The findings indicate that how a firm chooses to interact with its internal environment, such as employees, affects the level of performance of the hotel. As posited in the resource dependency theory, the long-term survival of the hotel depends greatly on its ability to link both the internal and external environments (Pfeffer & Salanack, 1978).

“Further, the predictive relevance of the model also confirmed that internal marketing practices predict sustainable performance compositely. The finding is consistent with the findings of Sarbadiya (2020) who established a positive relationship between internal marketing practices and sustainable development. Gwinji, Chiliya, Chuchu and Ngoro (2020) also established that internal marketing practices may have direct implications for organisational performance. The results also confirmed the findings of Coban and Eren (2017), who established that internal marketing practices affect the performance of hotels in Turkey. Though the current study area differs from that of Turkey, the study results do not differ and therefore, affirm that internal marketing practices affect sustainable performance. This is in line with the findings of Hassan, Mugambi and Waiganjo (2017) that employee training is a

significant driver of sustainable performance in emerging economies. The study findings thus affirm this finding, considering Ghana as an emerging economy on the African continent. This implies that management of hotels in the Region should consider internal marketing practices as a major element to achieving sustainable performance.

The objective of the study was to examine the effect of internal marketing practices on sustainable performance and to determine whether internal marketing practices are a predictor of sustainable performance or not. To this end, four hypotheses were formulated. Two models were also used to test the hypotheses. The first model was to test hypotheses H₁, H₂ and H₃. The second model was also used to test hypothesis H₄. The models adequately fit the data which gains support for the proposed theoretical model.

Internal communication and sustainable performance

Hypothesis 1: internal communication and sustainable performance

The first hypothesis of the study sought to examine the effect of internal communication on the sustainable performance of hotels in the central region of Ghana. To achieve this, H₁ was developed and tested, it was found that internal communication is a key element for achieving sustainable performance in the hotel industry. The findings revealed that internal communication significantly influenced sustainable performance. The coefficient results indicate that internal communication made a statistically significant contribution to the variance in economic, environmental and social performance. Thus, it can be expressed that a unit increase in the scores for internal communication causes significant improvements in the economic, environmental and social performance of hotels.”

“On the other hand, it can be implied that a unit fall in the scores for internal communication causes a significant reduction in the economic, environmental and social performance of hotels. The effect size shows that internal communication causes a weak statistically positive variance in economic, environmental and social performance (Antwi, Agyapong & Owusu, 2022). The result implies that when information is communicated and disseminated, employees would act according to the culture of the organisation. The result also implies that the presence of internal communication is key to achieving sustainable performance. This indicates that internal communication can predict positive variance in sustainable performance.”

The study’s finding corroborates with other empirical studies (Chiu, Won & Bae, 2020; Verghese, 2017) collectively affirmed that internal communication plays a key role in achieving sustainable performance, as such, when hotel management can communicate effectively with their employees such as giving them updates on certain decisions taken at Board meetings, the hotel can then base on that to obtain value for money. These studies also concluded that internal communication like listening to the opinions of employees and giving them information on what is happening in the competitive environment because communication is key to every organisation and the hotel industry is not an exception. The null hypothesis which stated that internal communication had no significant effect on sustainable performance was rejected in favour of the alternate hypothesis based on the findings of the study. The study found that internal communication statistically predicts sustainable performance.

Employee empowerment and sustainable performance

Hypothesis 2: Employee empowerment and sustainable performance

The second hypothesis sought to analyse the effect of employee empowerment on the sustainable performance of hotels. Given this, H₂ was tested and revealed that employee empowerment contributes insignificantly to the variations experienced in the hotel industry's social and environmental performance. In other words, employee empowerment was observed to have an insignificant influence on social and environmental performance. The coefficient results indicate that employee empowerment made an insignificant contribution to the variance in the scores of environmental and social performances but not in economic performance.

Thus, it can be expressed that a unit decrease in the scores of employee empowerment causes an insignificant improvement in the environmental and social performance of hotels but not in economic performance. On the other hand, it can be inferred that a unit increase in the scores for employee empowerment causes a significant improvement in the environmental and social performance of hotels but not in economic performance. "The effect size shows that employee empowerment causes weak statistically insignificant variance in environmental and social performance but not in economic performance. Therefore, the study failed to reject the second hypothesis which stated that employee empowerment had no significant effect on sustainable performance.

The study found that employee empowerment does not predict environmental and social performance but predicted economic performance. The study further sought to assess how much and the kind of variance in environmental and social is attributed to changes in the predictor (employee

empowerment) in a single model. Findings revealed that employee empowerment accounted for a weak variance in environmental and social performance, but economic accounted for a strong variance in sustainable performance. This implies that when employees are given the mandate to make decisions, the hotel industry will not be able to perform sustainably.”

Employee training and sustainable performance

Hypothesis 3: employee training and sustainable performance

The third objective of the study sought to assess the effect of employee training on the sustainable performance of hotels in the Central region of Ghana. To achieve this, hypothesis H₃ was tested and it was revealed that employee training is a positive and significant contributor to the variations in sustainable performance. In other words, employee training was observed to have a significant influence on sustainable performance. The study's outcome implies that the hotel industry will not achieve sustainable performance if its employees are not well-trained. The co-efficient results indicate employee training made a statistically significant contribution to causing the positive variance in economic, environmental and social performance.

Thus, it can be expressed that a unit increase in employee training causes significant improvements in the economic, environmental and social performance of hotels. On the other hand, it can be inferred that a unit fall in scores for employee training causes a significant reduction in the economic, environmental and social performance of hotels. The effect size shows that employee training causes a strong statistically significant positive variance in economic, environmental and social performance. This indicates the position

held in some previous studies that asserted that employee training can predict positive variance in sustainable performance Mugambi and Waiganjo (2017).”

“Therefore, the third hypothesis which stated that employee training had no significant effect on sustainable performance was rejected based on the findings of the study. The study found that employee training significantly predicts sustainable performance. The study further sought to assess how much and the kind of variance in sustainable performance is attributed to changes in the predictor (employee training) in a single model. Findings revealed that employee training accounted for a strong positive variance in economic, environmental and social performance. “The finding of other empirical studies is coherently in line with this study’s objective (Hassan, Mugambi & Waiganjo, 2017; Ampomah, 2016). Therefore, the study rejected the null hypothesis that employee training does not significantly affect economic, environmental and social performance.

Internal marketing practices, organisational commitment and sustainable performance “

Hypothesis 4: internal marketing practices, organisational commitment and sustainable performance

The fourth objective sought to evaluate the mediating role of organisational commitment in the relationship between internal marketing practices and the sustainable performance of hotels in the Central Region of Ghana. The fourth objective of this study focused on the mediating role of organisational commitment in the relationship between internal marketing practices and the sustainable performance of hotels in the Central Region of Ghana. To achieve this, hypothesis H₄ was developed and tested. After testing

H₄, it was found that organisational commitment negatively affects the relationship between internal marketing practices and the sustainable performance of hotels. The result specifically implies that organisational commitment does not mediate the relationship between internal marketing practices and the sustainable performance of hotels, as such, in the absence of organisational commitment, internal marketing practices can still significantly affect sustainable performance.

Therefore, the fourth hypothesis which stated that organisational commitment does not mediate the relationship between internal marketing practices and the sustainable performance of hotels in the Central Region of Ghana was accepted. “The study’s outcome contradicts previous empirical studies (Brahmana & Christiana 2020; Chiu, Won & Bae, 2020). These studies argued that organisational commitment mediates the relationship between internal marketing practices and performance. Therefore, the relationship between internal marketing practices can exist without organisational commitment.

Table 19: Summary of objectives

Objective 1	Beta	T-value	P-value	Decision
IC-EP	0.420	2.540	0.034	Fail to Reject
IC-SP	0.457	2.350	0.027	Fail to Reject
IC-EP	0.382	2.164	0.031	Fail to Reject
Objective 2				
EE-EP	0.038	0.238	0.812	Fail to Reject
EE-SP	-0.024	0.154	0.878	Fail to Reject
EE-EP	-0.092	-0.567	0.573	Fail to Reject
Objective 3				
ET-EP	0.585	3.583	0.000	Fail to Accept
ET-SP	0.447	2.509	0.012	Fail to Accept
ET-EP	0.430	2.224	0.026	Fail to Accept
Objective 4				
IMP-OC-SP	0.083	0.899	0.369	Fail to Reject

Source: Field survey, Amoah (2023)

Chapter summary

“This chapter provided information regarding the findings with respect to the specific research objectives and hypotheses that were considered in the study. The findings were fully discussed, given their practical relevance, managerial postulations as evidenced in the literature review. The next chapter focused on the concluding section of the study.”

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

“This chapter presents the summary findings, conclusions and recommendations of the study. Among other things, the chapter provides a recap of what the study set out to achieve and the methods employed to achieve the study’s objectives. The chapter continues with key findings emanating from the study, conclusions and recommendations follows in that order.”

Summary

The study generally investigated the “effect of internal marketing practices and sustainable performance of hotels in the Central region: the mediating role of organisational commitment”. To achieve the study’s purpose, four objectives and hypotheses were formulated and tested following positivist paradigm, quantitative methods and explanatory research design. Theoretically, this research was underpinned by the “resource-based theory” and the “social exchange theory”. With an estimated number of 110 hotels in the study region, the researcher sampled 86 of them using the “Krejcie and Morgan (1970) sample size determination table”. In all, 258 structured questionnaires were distributed to key personnel comprising managers, accountants, receptionists, cooks and chefs and a valid data set of 245 with a valid response rate of 94.9% was obtained. The study then processed the data using IBM SPSS (v. 25) and Smart-PLS4. The hypotheses were tested using

the PLS-SEM technique and extensively discussed in chapter four. The ensuing sections focused on the study's summary of major findings.

Effect of internal communication on the sustainable performance of hotels in the Central Region of Ghana

“Research objective one, investigated whether IC directly affects the SP of hotels in the Central region. To obtain this objective, hypothesis H₁ was tested and subsequently accepted. The implication is that when management communicates well with their employees, it can directly achieve sustainable performance. Simply put, the hotel industry in Ghana can be able to achieve sustainable performance if they implement a very good internal communication system. Thus, any improvement in internal communication would lead to improvement in the sustainable performance of hotels. Also, after developing and testing H₁, the result revealed that building strong internal communication has a direct positive effect on sustainable performance. In effect, internal communication in the hotel industry would play a significant role in sustainable performance.”

Effect of employee empowerment on sustainable performance of hotels in the Central Region of Ghana

With regards to objective two, the study developed and tested hypothesis H₂ to reveal the effect of employee empowerment on sustainable performance. Concerning H₂, it was revealed that employee empowerment has no direct effect on sustainable performance. Therefore, sustainable performance would remain the same while internal communication activities are improved upon. Employee empowerment is a crucial element in every organisation therefore, if hotels want their employees to make certain decisions

in their stead, then they should train and communicate with them so that they can be able to act in their absence.

Effect of employee training on the sustainable performance of hotels in the Central Region of Ghana

This objective established the “effect of employee training on sustainable performance” by testing hypothesis H₃. After the PLS analysis, it was found that employee training has a crucial role in improving sustainable performance. The results imply that when hotels focus on training their employees, it will yield stronger relationships with their employees and also help them attain their sustainable performance objective. Simply put, focusing on employee training would result in noteworthy improvement in achieving sustainable performance in the hotel industry.

The mediating role of organisational commitment on the relationship between internal marketing practices and the sustainable performance of hotels in the central region of Ghana

“Objective four investigated the mediating role of organisational commitment in the relationship between internal marketing practices and sustainable performance. To achieve this objective, H₄ was developed and tested and the study revealed that organisational commitment does not significantly “mediate the relationship between internal marketing practices and sustainable performance. The implication is that organisational commitment does not in any way affect the relationship between internal marketing practices and sustainable performance. As such, the relationship between internal marketing practices and sustainable performance can still exist without organisational commitment. The implication is that, although

hotels can directly achieve sustainable performance via internal marketing practices, this goal can also be indirectly achieved when employees are trained.”

Conclusions

The major findings of the investigation were used to put forward the following conclusions:

Concerning objective one, the study found that internal communication promotes sustainable performance of hotels in the central region. The resource-based theory asserts that internal communication is an important resource that cannot be downplayed if firms aim to achieve sustainable performance. Similarly, the social exchange theory suggests that firms can achieve performance if they communicate internally with their employees. This is because when employees have the necessary information, they will also act accordingly so that sustainable performance can be achieved. In conclusion, internal communication is a crucial element in achieving performance sustainably in hotels in the study setting.

With respect to objective two, it was found that “employee empowerment” has no significant influence on sustainable performance; suggesting that empowering employees concerning firms' sustainability activities does not necessarily result in “sustainable performance”. According to the “social exchange theory”, empowerment is a key element in achieving sustainable performance; thus, a lack of employee empowerment would impede the growth of the organisation and invariably affect sustainable performance. Therefore, the study concluded that hotels in the central region

would not witness any improvement in sustainable performance regardless of the quantum of empowerment employees receive from management.

Concerning objective three, it was revealed that employee training significantly and positively affects sustainable performance. The finding was marginally supported by previous studies which revealed that when employees are given training, in could go a long way in ensuring sustainable performance. Previous studies have also revealed that “sustainable performance” cannot be built or achieved without employee training. Hence, hotels would struggle to achieve sustainable performance if the level of employee training is low. Therefore, it was concluded that employee training is a key predictor of sustainable performance within the hotels in the Central Region of Ghana.

Also, with the fourth and final objective, the evidence showed that a causal relationship between internal marketing practices and sustainable performance is not mediated by organisational commitment. This implies that the finding is not consistent with existing studies. This means that hotels can still achieve sustainable performance without the existence of organisational commitment. Despite this, management of hotels can still motivate, train and empower their employees so that they can be committed to work and improve their sustainability level within the surrounding in which they work.

“Generally, the study concluded that “internal marketing” practices play important role in achieving sustainable performance in hotels in the Central region of Ghana even without organisational commitment. This study also concluded that organisational commitment does not significantly act as a mediator in the connection between internal marketing practices and the sustainable performance of hotels in the Central Region. The study’s conclusions were largely in line with previous studies.”

Recommendations

Informed by the major conclusions reached, the following recommendations are thus put forward:

In terms of objective one, it was concluded that internal communication significantly influences sustainable performance within hotels in the Central region of Ghana. Given this, the study recommended that hotel management should actively and constantly interact with their employees through communication internally by creating a conducive environment for communication and also, communicating with employees could help the hotel industry to make strategic decisions that will go a long way to enhance their sustainable performance. It is therefore recommended that hotel industry's management should continue to communicate with their employees to achieve sustainable performance. Sustainable performance cannot be achieved in hotels when management does not communicate with their employees: thus, the absence of communication in any organisation is a recipe for disaster.

Regarding objective two, it is recommended that managers of hotels should empower their workers and also invest in sustainable activities of hotels to achieve sustainable performance even though the association was not statistically significant. Empowering employees to attain sustainable performance within the hotel industry can never be understated; hence, employee empowerment should be considered an important endeavour. Drawing from “Resource Based View Theory” as far as sustainable performance is concerned, this is very important. It was also recommended that the management of these hotels should build and empower their employees to continuously attain better sustainable performance in hotels in the Central Region of Ghana. Similarly, management should empower, trust and actively

involve their employees throughout their operational activities. This is because when this is done employees will be able to take “informed decisions” in the absence of management to achieve the expected sustainable performance.

In terms of research objective three, it is concluded that employee training is essential to the hotels' ability to operate sustainably. In light of this, it is recommended that owners and managers of hotels should train their employees/workers so that they can be well-equipped and developed to face the competition in the hotel industry. Management should also invest in sustainable activities that will improve the image and the development of hotels at the long run. Also, the management of hotels should consider employee training as a key strategic tool and give it the needed attention to attain sustainable performance in hotels in the Central region of Ghana. The study further recommended that the management of hotels should emphasize or prioritise employee training so far as sustainable performance is concerned.

For objective four, it is recommended that the hotels' management should give their employees some incentives, train and empower them if they want to have a committed workforce. Also, for the relationship among “internal marketing”, “organisational commitment” and “sustainable performance” to be stronger, hotels should train, communicate and empower their employees so that they can be committed. It was finally recommended that commitment should be considered as a key element in the “social exchange theory” so far as the issues of internal marketing and sustainable performance outcomes are concerned.

Contribution to knowledge

This study contributes to the understanding of the importance of internal marketing practices on sustainable performance of the hotel industry in Ghana. This therefore adds to existing literature of the hotel industry in Ghana.

Suggestions for further research

“The goal of the current study was to investigate the effects of internal marketing practices on the sustainable performance of hotels in the Central region of Ghana. As such, the study was largely limited in geographical scope; therefore, further studies could be conducted to address this by including other hotels across the country in order to promote the generalisation of findings. Also, this study relied on the quantitative approach: thus, future researchers could adopt the mixed methods approach in order to obtain both qualitative and quantitative outcomes to broaden the scope of the current literature on the issue investigated. Finally, future research could delve deeper into the mechanisms through which internal marketing practices impact sustainable performance. Exploring additional mediating variables and considering moderating factors could offer a better understanding of the complex relationships involved.”

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APPENDICE 1

Questionnaire

UNIVERSITY OF CAPE COAST
SCHOOL OF BUSINESS

DEPARTMENT OF MARKETING AND SUPPLY CHAIN MANAGEMENT

QUESTIONNAIRE

INTERNAL MARKETING PRACTICES AND SUSTAINABLE
PERFORMANCE OF HOTELS IN CENTRAL REGION: THE MEDIATING
ROLE OF ORGANISATIONAL COMMITMENT

INFORMED CONSENT

“Good morning/afternoon/evening. My name is Nhyira Obeng Amoah. I am a student at the School of Business, University of Cape Coast pursuing a Master of Commerce degree in Marketing. As part of the degree programme, I have selected to do my research in the area of internal marketing with the topic – *Internal marketing practices and sustainable performance of Star-rated Hotels in Ghana: The mediating role of organisational commitment*. You have been selected as a critical person for a survey owing to your position, knowledge and experience in the hotel industry, and this hotel in particular. Your participation is, therefore vital for this study. The discussion will take about 15-20 minutes. All your responses will be kept strictly confidential and will not be shared with anyone other than my supervisor. I hope you will agree to take part in this survey as your views and experiences are relevant to this research. If I ask you any question you do not want to answer, just let me know and I will move on to the next question. **Your participation is voluntary.**”

Do you have any questions? May I begin the survey now?

SECTION A: ORGANISATIONAL PROFILE

Please TICK [] to indicate your response organisational profile.

No.	Question	Response options
1	What is the hotel's ownership structure?	1. Public [<input type="checkbox"/>] 2. Private [<input type="checkbox"/>] 3. Public-Private partnership [<input type="checkbox"/>] 4. Limited liability [<input type="checkbox"/>]
2	How long has this hotel been in operation	1. Up to 5 years [<input type="checkbox"/>] 2. 6 to 10 years [<input type="checkbox"/>]

		3 Above 10 years []
		4. No Idea

SECTION B: INTERNAL MARKETING PRACTICES

Please indicate your level of agreement with each statement by **ticking** [✓] your

response in the space provided using any of the options below, where:

1 = Strongly Disagree; 2 = Disagree; 3 =Indifferent; 4 = Agree; and 5 = Strongly Agree.

No	Statement on Internal Communication	1	2	3	4	5
3	Our internal communication is key to creating understanding among our employees.					
4	Our internal communication is critical to building ownership among our employees.					
5	Our internal communication is key to providing information to all our employees.					
6	Our internal communication is consistent with our advertising to external customers.					
7	Our internal communication is consistent with our external public relations.					
8	Our internal communication is consistent with all forms of our external communications					
No	Statement on Employee Training	1	2	3	4	5
9	My organisation provides learning/training opportunities to meet the changing needs at the workplace.					
10	Training and self-development are encouraged in my workplace.					
11	Overall, the on-the-job training I receive is applicable to my job description.					
12	Overall, the training I receive on the job meets my needs.					
13	Overall, I am satisfied with the quality of training I receive on the job.					
No	Statement on Employee Empowerment	1	2	3	4	5
14	I feel competent to perform the tasks required for my position.					
15	I am confident about my capabilities and skills to perform my duties effectively					
16	I have the authority to make the necessary decisions to perform my duties.					
17	I have considerable opportunity for interdependence in how I do my job.					

18	My CEO trusts me to make the appropriate decisions in the performance of my job tasks.					
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SECTION C: ORGANISATIONAL COMMITMENT

Please indicate your level of agreement with each statement by **ticking** [√] your

response in the space provided using any of the options below, where:

1 = Strongly Disagree; 2 = Disagree; 3 =Indifferent; 4 = Agree; and 5 = Strongly Agree.

No	Statement on Affective Commitment	1	2	3	4	5
19	I really feel that I belong to this organisation.					
20	This hotel means a lot to me.					
21	I am proud to belong to this organisation.					
22	I feel emotionally attached to this organisation.					
23	I really feel as if this hotel's problems are mine.					
No	Statement on Normative Commitment	1	2	3	4	5
24	It would be morally right for me to leave this organisation now.					
25	It would be right to leave my current organisation now, even if it is to my advantage.					
26	I think I would be guilty if I left my current organisation now.					
27	If I get a better job elsewhere, I would feel it was right to leave my current organisation.					
28	I would leave my hotel right now because I do not have any sense of obligation to certain people here.					
No	Statement on Continuance Commitment	1	2	3	4	5
29	I would leave this hotel because I feel there are better opportunities out there.					
30	For me personally, the costs of leaving this organisation would be far greater than the benefits.					
31	I continue to work for this hotel because I don't believe another organisation could offer me the benefits I receive here.					
32	I have no choice but to stay at this hotel.					
33	I stay in this hotel because I don't have any elsewhere to work.					

SECTION D: SUSTAINABLE PERFORMANCE

Please indicate your level of agreement with each statement by **ticking** [√] your

response in the space provided using any of the options below, where:

1 = Strongly Disagree; 2 = Disagree; 3 =Indifferent; 4 = Agree; and 5 = Strongly Agree.

No	Statement on Environmental Performance	1	2	3	4	5
34	My hotel adheres to environmental policies.					
35	My hotel reduces air emissions.					
36	My hotel reduces wastewater.					
37	My hotel reduces solid waste.					
38	My hotel decreases the production of toxic substances.					
39	My hotel decreases material waste.					
No	Statement on Economic Performance	1	2	3	4	5
40	My hotel has improved its market share in the last five years.					
41	My hotel improves its image (it is seen as sustainable).					
42	My hotel has improved its position in the marketplace in the last five years.					
43	My hotel decreases its material purchasing costs.					
44	My hotel decreases its utility bills.					
45	My hotel decreases its waste treatment fees.					
46	My hotel decreases waste discharge fees.					
47	My hotel decreases environmental accident cases.					
48	My hotel has improved its service quality.					
49	My hotel increases its profitability annually.					
No	Statement on Social Performance	1	2	3	4	5
50	My hotel has a safe and conducive work environment.					
51	My hotel improves the occupational and health safety of employees.					
52	My hotel has a good relationship with stakeholders and the community.					
53	My hotel improves the living standards of the surrounding community.					
54	My hotel recognises and acts on the need to fund community initiatives.					
55	My hotel improves the overall stakeholder welfare.					

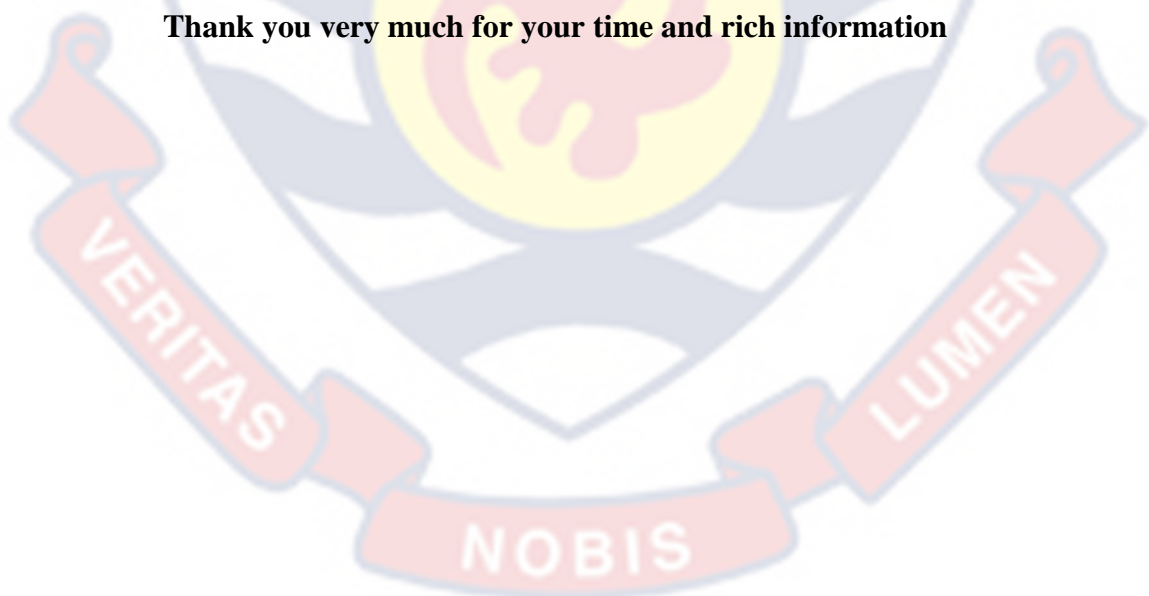
SECTION E: DEMOGRAPHIC CHARACTERISTICS

Please TICK [√] to indicate the appropriate response.

No.	Question	Response options
56	What is your position in this hotel?
57	Sex	1. Male [] 2. Female []

58	Educational qualification	1. No formal education [] 2. Basic education [] 3. Secondary/Technical/Vocational [] 4. Diploma [] 5. Tertiary education (HND, Degree) [] 6. Other (specify)
59	Years of experience in the hotel industry	1. 0-5 years [] 2. 6-10 years [] 3. 11-15 years [] 4. 16 years or more []
60	Your age-group	1. Less than 20 years [] 2. 20-29 years [] 3. 30-39 years [] 4. 40-49 years [] 5. 50-59 years [] 6. 60 years and above []

Thank you very much for your time and rich information




APPENDIX 2

Ethical Clearance

UNIVERSITY OF CAPE COAST

INSTITUTIONAL REVIEW BOARD SECRETARIAT

TEL: 0990-0279 / 0990-0278
 E-MAIL: ir@ucc.edu.gh
 OUR REF: IRB/C3/V6/L1/0373
 YOUR REF:
 OMB NO: 0990-0279
 IORG #: IORG0011497



11TH OCTOBER, 2023

Ms Nhyira Obeng Amoah
 Department of Marketing and Supply Chain Management
 University of Cape Coast

Dear Ms Amoah,

ETHICAL CLEARANCE – ID (UCCIRB/CHLS/2023/93)


The University of Cape Coast Institutional Review Board (UCCIRB) has granted Provisional Approval for the implementation of your research **Internal Marketing Practices and Sustainable Performance of Star-Rated Hotels in Ghana: The Mediating Role of Organisational Commitment**. This approval is valid from **11th October, 2023 to 10th October, 2024**. You may apply for an extension of ethical approval if the study lasts for more than 12 months.

Please note that any modification to the project must first receive renewal clearance from the UCCIRB before its implementation. You are required to submit a periodic review of the protocol to the Board and a final full review to the UCCIRB on completion of the research. The UCCIRB may observe or cause to be observed procedures and records of the research during and after implementation.

You are also required to report all serious adverse events related to this study to the UCCIRB within seven days verbally and fourteen days in writing.

Always quote the protocol identification number in all future correspondence with us in relation to this protocol.

Yours faithful



Kofi F. Amuquandoh
 Ag. Administrator


SECRETARY
 INSTITUTIONAL REVIEW BOARD
 UNIVERSITY OF CAPE COAST

APPENDIX 3

Introductory letter

UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS
DEPARTMENT OF MARKETING AND SUPPLY CHAIN MANAGEMENT

Telephone: +233-(0) 3321 32440-4/32483
Direct: 03321-91110
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Telegrams & Cables: University, Cape Coast



UNIVERSITY OF CAPE COAST
14th August 2013
CAPE COAST, GHANA

Our Ref:
Your Ref:

SB/MKM/21/0002

TO WHOM IT MAY CONCERN

Dear Sir/Madam,


LETTER OF INTRODUCTION –MS. NYHIRA OBENG AMOAH

The bearer of this letter, Ms. Nyhira Obeng Amoah with registration number SB/MKM/21/0002 is a student pursuing **Master of Commerce in (Marketing)** at the Department of Marketing and Supply Chain Management, School of Business.

She is currently conducting research on the topic: *Internal Marketing Practices and Sustainable Performance of Hotels in Central Region: The mediating role of organizational commitment.*

We would be grateful if you could help her with the necessary assistance.

Yours faithfully,



Prof. (Mrs.) Gloria K. Q. Agyapong
HEAD