

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMERCE**

**THE EFFECT OF INTERNAL CUSTOMER
RELATIONSHIP MANAGEMENT ON EMPLOYEE
SATISFACTION AT SELECTED HOTELS IN INLE**

HNIN SI MYAT TUN

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This thesis is submitted to the Board of Examiners in Partial Fulfillment of the requirements for the Degree of Master of Commerce (M.Com)

Supervised by:

Daw Khin Nwe Ohn
Associate Professor
Department of Commerce
Yangon University of Economics

Submitted by:

Hnin Si Myat Tun
M.Com II – 33
Master of Commerce
Yangon University of Economics

ABSTRACT

This study aims to identify Internal Customer Relationship Management practices of the selected hotels in Inle and to explore the effect of Internal Customer Relationship Management practices on employee's job satisfaction on the selected hotels in Inle. The data was collected from three selected hotels in Inle which are Aureum Palace Hotel and Resort, Villa Inle Hotel and Resort and Hu Pin Hotel and Resort with sample size of (140) employees. This paper applied descriptive research method, correlation analysis and multiple regression analysis. The result found that culture and behavior practice is the most commonly used among Internal Customer Relationship Management practices. According to the study, the effective management practice is the most influential in employee satisfaction at three selected hotels in Inle. It suggests that some IntCRM practices should be used as there are fewer customers coming to the hotels in situations like COVID-19 period. As a result, they will be a skillful labor when the business reopens, and it will be able to more satisfy their customers.

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LIST OF ABBREVIATIONS

F&B	Food and Beverage
ICC	International Coordinating Council
IntCRM	Internal Customer Relationship Management
MAB	Man and the Biosphere

CHAPTER I

INTRODUCTION

Hotel industry is that the one which is that the front of the industry sector and from which the customer's request for the higher service. This shows that the hotel industry is before the other business in understanding the customer relationship management. Because the hotels, their hospitality backbone consists of customer service. The standards of services and facilities offered from the hotel combine with the utilization of the technology, environmental services, prices, market segments, regional preferences, and so on. Most of the highest hotels become to possess their own websites and it proves that they use technological advances for the customer relationship management.

The apparatus and practice that pursue in the outer factors are commonly introduced to CRM, and thus the accompaniment and little corresponding interior components can be named internal customer relationship management. The forms and transaction for authorizing impressive IntCRM utilize in case the processes to incorporate are interior to a distinct firm. For real, the processes that create the revelation for progressed IntCRM are the precondition for successful producing - lightly formulated and communicative business procedures; clear, wide communications; and build the relationship in the bottom steps of the corporation (Eichorn, 2004).

Internal Customer Relationship Management (IntCRM) desires at giving to the Customer Relationship Management application, assessing the elements within the company structurally. IntCRM is a system to assess between employees and managers knowledge, social relations and behaviors to the end users inner the organization (Eichorn, 2004). Variety of firms are supervised in the research, it's been actuated that the urgent and thus the cooperation of the personal factor are in the focus (Panoro & Govern, 2004). Employee own major roles inner the operation and expansion of firm because human resource is important.

If people aren't included in the development of organization, the specified results aren't acquired. Whereas the end user joyous is supported by the interior clients therefore it needs to settle and promote relations with employees.(Yavuz Demirel, 2004). Employee satisfaction may be a pleasurable or positive spirit resulting from the

appraisal of one's job or job experience. It's a result of employee's perception of how well their job provides things that are viewed as important.

Managers in today's organizations place great importance on how satisfied workers are with their jobs. By the reason that workers should be rewarded fairly to carry out their jobs. Members of the workforce are more likely to be involved in a company's success and thus perform better and be more active

This study shows the survey on the three hotels with different rates by that specialize in their internal customer relationship management practices and their employees' satisfaction. The impact of these practices on the satisfaction of the workers who worked in those hotels are asked. Since most of the companies concentrate to the customer relationship management supported the concept of building good relationship with their external customers, there have little attention to their internal customers. The most aim of this study is to form the interior customer satisfaction within the business also since employees play a crucial role within the whole process of the business to urge success in long term.

1.1 Rationale of the Study

Consequently, the hotel industry employs a large number of labour that requires skilled, semi-skilled and unskilled skills. Because of the variety of departments within the hotel, the work environment provides job opportunities for many different types of workers. Therefore, they must be managed properly and the organization is formed or destroyed.

Customer relationship management activities are widely utilized in the hotels because customers are considered the essential of the success of the business. However, the employees' satisfaction and retention are often greatly influenced due to those practices. Since employees are the key sources of the organizational processes and that they play a crucial role in performing those practices, their satisfaction on those practices are explored during this study. It is within the interest of a corporation to retain employees and minimize turnover.

Many hotel managers are aware of the managerial techniques that can be used to satisfy their employees and the effect that employee satisfaction levels have on their intent to stay. Employees perceived to be favorable were rewarded by high commitment from their colleagues. Internal customer implies an individual that works in a corporation. The effective Internal Customer Relationship Management practices

give the benefits to both the organizations and therefore the employees. These practices can build a long-term relationship with their employees and may make the satisfaction of employees. When employees are satisfied, they will better serve their customers by meeting their needs and wants. The services offered by business organizations, like hospitality establishments, are hooked in to the well-being of employees

Due to the Covid-19 period, the connection with employees should be improved. Despite being Covid-19, the organization couldn't pack up for his or her livelihood, so they continued to use the work from home system. Employees who work from home and away from their workplace, and spend a reasonable amount of time socializing with their coworkers online, can enjoy better relationships once they return to their office (Chadwick, 2020). During this time, businesses got to provide good training and therefore the firm may upgrade by keeping employees away even when customers aren't staying. Only then will you be ready when the business reopens. This study mainly focused on the way to build internal customer's satisfaction by using internal customer relationship management practices during that period.

Most of the hotel workers spend most of their working time directly with the guests. If they are not satisfied at work they may be likely to take their dissatisfaction out on clients. If the guests are not satisfied or pleased with the service, they may spread negative messages resulting in the reputation for the establishment involved and for hotels in general. If employees are completely satisfied in a hotel, they will tell their friends and family, and may also notify their friends and family that what they have experienced at the hotel.

In light of these facts, it is important to assess whether or not Hotels' employees are pleased with their professions. The information obtained from this study could be useful to hotel managers by improving their understanding of the needs of their employees and their satisfaction levels. Thus, the purpose of this study is to review how the Internal Customer Relationship Management is successful in Inle.

1.2 Objectives of the Study

The main objectives of this study are:

- 1) To identify Internal CRM practices of the three selected hotels in Inle
- 2) To analyze the effect of Internal CRM practices on employee's satisfaction on the three selected hotels in Inle

1.3 Scope and Methods of the Study

This research is especially motivated on the internal customer relationship management practices which effect on employee's job satisfaction in selected hotels. The three selected hotels which are beat Inle: Aureum Palace Hotel and Resort which may be a 5-star Hotel, Villa Inle Boutique Hotel and Resort with 4 stars, and Hupin Hotel and Resort with 3 stars became the interesting hotels to try to research of their internal customer relationship management practices.

The research is additionally to seek out Internal CRM Practices that they utilized in three selected hotels. Both the first and secondary data are utilized in this study. Descriptive method and Simple sampling (SRS) is employed for primary data and therefore the data is collected from the survey questionnaires with 5-point Likert Scale to the employees of the chosen hotels. The questionnaires are divided into three parts: demographic profile, internal customer relationship management practices and employee satisfaction. The data are collected from the three selected hotels where it's consisted of 216 employees. 140 employees are as a sample size in three selected hotels. Data were collected from respondents during the Covid-19 Pandemic. The secondary data is obtained from the previous studies, research papers, and journals, and also the profiles of the hotels also are reviewed. All the employees in those three hotels who are included managerial and non-managerial during this study.

1.4 Organization of the Study

There are five chapters in which the full study will be reviewed. Chapter one describes in detail the purpose of the study, the objectives of the study, how the study will be analyzed and organized, and the research methodology. Literature review of the study was described in Chapter two. In chapter three, the profiles of three selected hotels in Inle and analysis of IntCRM practices and employee satisfaction are presented. Chapter four describes the analysis the effect of Internal CRM practices on employee's satisfaction on the three selected hotels in Inle. Conclusion with the

research findings and discussions, recommendations and suggestions, and wishes for further study are shown within the last chapter, Chapter five.

CHAPTER II

LITERATURE REVIEW OF THE STUDY

This chapter includes concept of Internal Customer Relationship Management, practices of Internal CRM, job satisfaction. Additionally, other previous studies which are attained as providing of this study and conceptual framework are mentioned during this chapter.

2.1 Concept of Internal Customer Relationship Management

Internal customer indicates individual workings in a corporation. The internal customers are often cooperated employees, different department who influence on us to contribute products or services (Earl, 2004). Internal customers know more about the pros and cons of the products and services as they're involved within the company. Internal customer could also be the center man between the company and therefore the External customer. This is often in practice by the businesses in order that their employee gets the train and should affect External customer (Harnold, 2018).

An organization is more efficient when it is viewed not as a set of specific functions, but rather as a group of interconnected processes that continually meet the needs of the customer (Eichorn, 2004). Anyhow, convention organizational implement principles head to the imagination of sensible business unit boundaries. The objection is to spot and regulate the interdependencies successfully. Effective ways involve business process flows which are really designed to knock out departmental barriers and contribute personnel in the little client touch points entire evident of data correlated with the whole process (Eichorn, 2004).

Internal CRM is a process that evaluates cultural values in company, knowledge, knowledge share social relationship, and the ways in which employees and managers conduct themselves towards outside customers (Yavuz Demirel, 2004). Internal customers are usually interpreted as individuals that interact with different departments in a company which a customer service provider supports. In order to better meet internal customer needs as well as external customers' expectations, we need to combine the efforts of our work sub-systems.

Proper management of IntCRM is critical (Cogent, 2016). A customer influenced upon the timely, efficient and accurate generation and communication of

knowledge stemming from another party who are often internal or external to the corporate. The employee stems from departments whose functional success is dependent on their relationship with other departments in a corporation. Managing the health of those relationships works to assure a seamless and efficient operation within and between functional areas. The primary step to properly managing the IntCRM is identifying intra and inter departmental/functional area dependencies that are critical to the performance success.

Each employee should know who their Internal Customers are and what's expected of them. Properly managing the connection between Internal Customers cultivates an environment designed for fulfillment resulting from teamwork instead of disjointed silos. Internal Customer needs should be clearly identified, communicated and support of the general company mission and objectives (Cogent, 2016). Each individual must understand the critical success factors required by the operation and what's expected of them when providing the required supporting data to their internal customers. The info provided should even be timely and accurate and based on company objectives instead of solely supported the personal requirements data (Cogent, 2016). IntCRM is necessary because success is dependent upon mutual respect. This relationship should be a sector of the corporate culture.

2.2 Practices of Internal Customer Relationship Management

Internal customer service is necessary crucial in sustaining competitiveness within organizations, it's got relatively least attention from researchers. It's important to recollect that when managing the relationship with employees, success depends upon mutual respect. Healthy internal customer relationships create a more productive working environment (Cogent, 2016). There are many practices of IntCRM in the history. Internal customer focused technological sufficiency, culture and behavior, communication and cooperation, effective management and working environment practices are stated during this study.

2.2.1 Internal Customer Focused Culture and Behaviors

Organization's culture is also a sign of whether workers rely on their clients or not. It's necessary that institution's culture contributes rewarding system and jurisdiction of workers to make a determination on another and end users benefits (Kırım, 2001). Respect is a crucial factor for patrons and employees. Even if organizations have famous reputation choose upon their regularly operations, their determination may have negative results if they need release a respect culture.

Employee participation is extensive in styling a respect culture in CRM. Knowing about employees of a corporation and finding out them is most important properties of CRM. Synergy is of big influential in establishing the firm reasonable for the system of CRM and in the responsibilities realized. Partnership features a repeated arrangement for the particular objective and target (Yavuz Demirel, 2004). A perfect CRM scenario and the incontrovertible case that the format of the corporation advocates a continuous reformation will affect the standard of the giving services to the purchasers during a perfect idea.

Near this, the organization culture should help that to prepare both the external and internal customers to possess a voice within the changing function. To use a correspondent, implementing customer strategy: a corporation should evolve an indoor and outdoor client focused strategy providing the correlative of the corporate tasks inner themselves to extend the functional composition of CRM. The whole corporation system must be in collaboration with the essential processes of the corporate for an application of CRM (Yavuz Demirel, 2004).

2.2.2 Technological Sufficiency

Technological advancement is the process of combining and recombining previous knowledge to create new knowledge (Mumford, 2000). The effect of technology on businesses should not be ignored. Technological advancement comes from within the organization and development from within the workforce (Pavitt, 2004). This study shows a relationship between the advancement of technology and employee productivity. Technological advancement is only possible with adequate attention from skilled human resources (Dauda & Akringbade, 2011). Improvement helps to improve workers, and encourages more effective workplaces.

Employees can become more productive over time through training. Worker motivation has a direct effect on technology's application. Employee's satisfaction and

enforcement are connected to the advancement of technology (Imran, Maqbool, & Shafique, 2014). The function of this resource depends on the efficiency of its manager and employees' capability and enthusiasm. The impact of technology on employee satisfaction varies widely (Nohria & Gulati, 1996). Technological innovations are relevant to the development of athletic performance. Since the majority of studies indicate a good association between a firm's technological advancement and performance, the advancement of technological staff is vital for job satisfaction of employees.

2.2.3 Cooperation and Communication

Cooperation means behaviors and appearance that supervisors and employees have in complementary relations between inter-functional relations. These behaviors and manners are as coming (Eichorn, 2004). Relations: this suggests that each one employee and supervisors develop their communal relations from their possessed division and with managers and employees from another departments inside and out of doors the organization. Impressive transmission includes structural processes in deciding strategies and targets, in determining in problems solving. Relationship skill is the system of developing level of communication and increasing communication skills between employees and managers in an efficient team formed.

Communication isn't an idea administered with only the end users, communication in a corporation is additionally important. The impact of communication on the sharing of responsibility in a corporation is significant. Open communication system in planning for the participation of employees in management's decisions. The relationship between supervisor and employee can be a catalyst for effective communication. Communication is used to decide whether the duties being carried out are in accordance with the original aims of the company (De Ridder, 2004). Cooperation requires strong support for full communication. Employees discuss and exchange information about the benefits of various opportunities with one another, from communication.

2.2.4 Effective Management

Effective managers use leaders who understand the realities of the employees and supervisors they work with. Therefore, he tries to provide places for his employees and his managers, build relationships with their needs and satisfy them (Geisler, 2003). Managers don't bring their personal problems to the workplace, and their work ethic is consistent at all times. Managers should emphasize three aspects of CRM. The first aspect is to demonstrate the perfection inside the work in progress; the second facet is to create a certain study within the processes regarding CRM. An effective manager is a person who can harmony these three aspects. As a good manager, he also recognizes their employees individually, which means that he knows theirs name and appreciate them raises motivation (Jauhari, 2001).

2.2.5 Working Environment

A professional work environment is convenient to have staff on their different tasks efficiently (Agbozo, Owusu, Hoedoafia, & Atakorah, 2017). A workplace characterized by fair wages, trusting relationships between employees and management, equity and fairness for everyone, plenty of challenging goals and lots of free time. Profit organization, organizing an facilitating environment for employee satisfaction might be a cause requirement bottom lines. Work environment are often grouped into three distinct but intertwined forms (Agbozo, Owusu, Hoedoafia, & Atakorah, 2017) There are Physical work environment, psychological work environment and social work environment.

The physical working climate adversely affects job efficiency with concrete impacts. It covers office layout, heat and cold, ventilation and brightness. The operations also involve background information and space. The psychological work environment is most often thought of in terms of its relevance to employee behavior. By behavior, the three related sorts of psychological phenomena are considered: affect, cognitions, and behaviors. The psychological working environment effect the workers impression with these mentioned above characteristics.

The social work environment's issues are based on relationships in work environments. The paper discusses how individuals communicate, the relationship between superiors and subordinates, and the relationships between coworkers, how people are ready to help and team work. Respect for others involves the topics of

discrimination, segregation and harassment by age, gender, and race, as well as abuse and the role of private politics in the workplace.

2.3 Job Satisfaction

Jobs satisfactions are also the product of workers' understanding of how important their work is to them. It has been recognized that work satisfaction is the most critical and frequent factor to examine within the field of organizational behavior (Mitchell, 1978). Job satisfaction is the main part of motivation; motivation is one of the primary drivers of a company's success. More precisely, the degree to which a private person feels positive or negative about different aspects of the job activities, the working atmosphere and the relationship with employees (Onyebuchi, Lucky, & Okechukwu, 2019). It will be influenced by a wide variety of topics, including corporate policy, supervision, working conditions, collaboration, accountability, growth and performance.

Achievement of goal is the essence of job satisfaction. The need-satisfaction model has been accepted as the standard followed by all studies dealing with job satisfaction. Satisfaction with a job comes from the match between the requirements of the individual and the features of the job. When the features of the job are compatible with the needs of the person, then job satisfaction will happen. The person will be likely to perform the work and be loyal to the organization. If a person is happy with their job, it is because work activities fit with their personal preferences. If a person's job does not make him or her happy, it is because of the nature of the work itself. Job satisfaction is important to understand because the results of the job satisfaction study are important to both workers and their organization. Happy employees who are productive yield positive results from the company they work for (Rifayat, Tauhid, & Wali, 2012). Satisfied employees are a prerequisite for providing an excellent workplace, responsive customer service and high productivity.

The level of job satisfaction is affected by individual factors such as intrinsic and extrinsic motivation as well as environmental factors such as the degree to which individuals succeed or fail in their work (Singh, 2015). The study found that the key factors influencing job satisfaction are challenges, opportunities, social influences and supervisor support. Elements of an employee satisfaction survey could include opportunities to participate in decision making, recognition for doing an honest job,

access to sufficient information to try to do the work well, active encouragement to be creative and use initiative, staff discounts and overall satisfaction (Conduit, Matanda, & Mavondo, 2001).

Factors such as the job and colleagues can play a role in work satisfaction or dissatisfaction. Factors which may cause job satisfaction or dissatisfaction include basic job conditions, and job support systems.

There are factors that make people happy at work and factors that limit job satisfaction. These factors relate to the production of labor after its beginnings. Achievement refers to an individual's ability to successfully accomplish their personal goal. It builds our pride, satisfaction, and enthusiasm for our work. Recognition occurs when others acknowledge their work, efforts and contribution. Responsibility refers to a task that requires a team to collaborate to complete such a task. Advancement is a chance to learn new knowledge and skills and be promoted to a higher position. Work means the varied nature it involves, which is both challenging and challenging.

Context factors include things outside the work environment that affect job satisfaction. Without appropriate context, job dissatisfaction is likely to happen. Context factors are usually associated with working environments. Administrative policies and procedures present the extent to which administrators are transparent and communication is facilitated. Supervision refers to the degree to which supervision is provided with a fair, compassionate, and practical approach. Relationships with peers refer to an honest relationship with colleagues that encourage collaboration and mutual assistance among employees. Salary and benefits are based on an appropriate compensation for the job. Job security refers to the reassurance an employee might feel when at their job. Working conditions involve working environment, equipment and conveniences with which something should be adequate.

2.4 Previous Studies on Internal Customer Relationship Management and Employees' Satisfaction

The connection between internal customer relationship management and employees' job satisfaction have been explored by many researchers. Supported the previous research, the aim of the research is to research the connection between internal customer relationship management and employee's job satisfaction.

Certain factors are found to be important for decreasing employee dissatisfaction. The employee satisfaction level is closely connected to the total fertility of the firm, the level of customer satisfaction, organizational citizenship behavior, and the circulation of workers (Koys, 2001). (Harter, Schmit, & Hayes, 2002) indicates that there is a relationship between the quality of employee engagement and happiness, profitability, and employee loyalty. (Matzler, FuMatzler, Funchs, & Schubert, 2004) examined the overall level of employee satisfaction, customer satisfaction, productivity and company performance by looking at variables such as managers, work, wage, responsibility and acceptance of employees.

In this study, such as (Harter, Schmit, & Hayes, 2002) (Koys, 2001) and (Matzler, FuMatzler, Funchs, & Schubert, 2004), the implications of the socio-demographic characteristics of employees, successful management, employees' culture and behavior, technical sufficiency and collaborative / communications on the satisfaction of CRM employees at the X industrial factory are pursued.

Nowadays, employee satisfaction quota is crucial for the organization to enlarge their quality and worthwhile. Further, key part of work satisfaction is employees' salaries because it is the basic significance to both managers and corporations (Chaundhry & Javed, 2014). The compromises within the organizational structure and therefore (Ahmed & Rafiq, 2003) the decrease in professional and stability have changed mindset amongst boss and employee. By research result indicates that over 90% of employees claim that their workplace nature influences their perception and mentality.

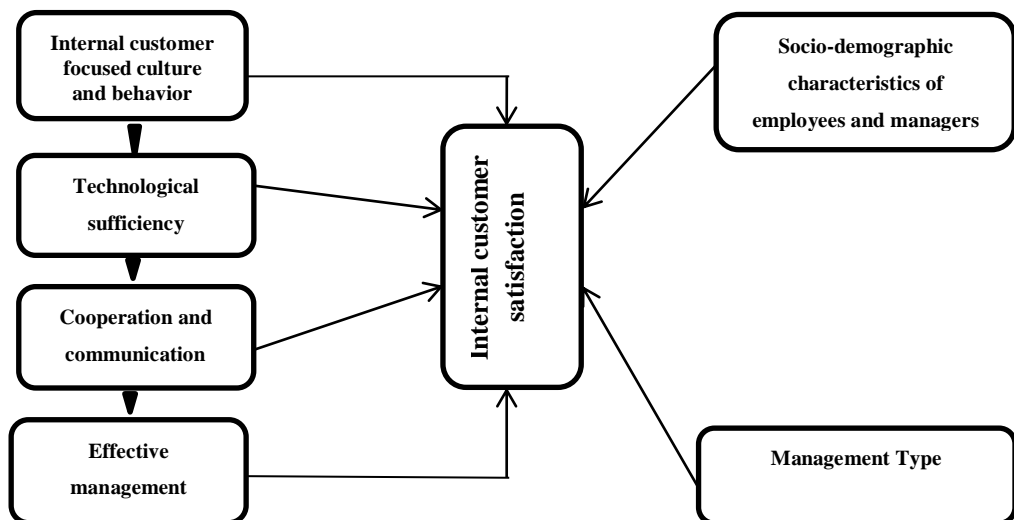
Social trade hypothesis are indicated, employees see their job as a perpetrator and trade with corporation which they do for, along expanded execution at job promoting settlement from the organization (Goolsby, 2003). Employment fulfillment includes inner and outer fulfillment. Inner fulfillment covers the enjoyment got from an vocation inherent intrigue, attainment, self-control, duties, and openings. Outer fulfillment points to the happiness amassed from a vocation's position, pay and advantages, expose doors for progression, viable task, apace with productive association and primitive leadership.

Conceptual framework of the Previous Study

The study examines the correlation between the socio-demographic characteristics of the employees and managers of a company and the managerial structure of another company.

The following theoretical structure (Figure 2.1) shows that there are variables linked to the socio-demographical characteristics of the company's workers, managers, and management styles (efficient management, technological sufficiency, customer-focused culture and behavior, cooperation and contact, and the employee relationship) (Eichorn, 2004).

Figure 2.1: Model of the Study for Internal CRM and Internal Customer Satisfaction

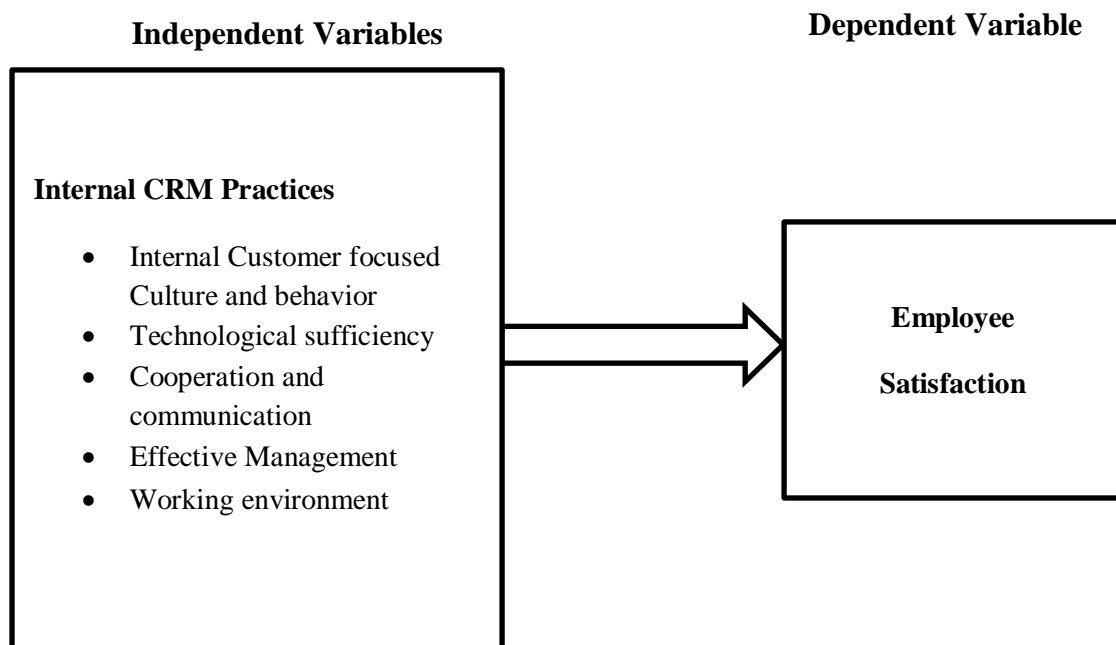


Source: adapted from (Eichorn, 2004)

2.5 Conceptual Framework of the Study

Based on the objectives of the research, and the theories of the relationship of the IntCRM practices and the employees' job satisfaction, the conceptual framework (Figure 2.2) for the research is built as follows.

Figure 2.2: Conceptual Framework of the Study



Source: Own Compilation based (Eichorn, 2004)

This framework describes the link between internal customer relationship management practices and employee's job satisfaction. According to this conceptual framework, independent variables are internal customer relationship management practices which are behavior, internal customer focused culture, technological sufficiency, communication and cooperation, effective management and working environment. Dependent variable is employee's satisfaction for this study.

CHAPTER III

INTERNAL CUSTOMER RELATIONSHIP MANAGEMENT

PRACTICES OF SELECTED HOTELS

This chapter presents about hotel industry in Myanmar, hotel industry in Inle, profile of Aureum Palace Hotel and Resort, Villa Inle Boutique Hotel and Resort and Hu Pin Hotel and Resort, visions, mission, types and prices of rooms and organization structures of three selected hotels in Inle. In addition, the demographic information of the survey respondents is also provided. And then, to analyze IntCRM practices of the hotels including internal customer focused behavior and culture, technological sufficiency, communication and cooperation, effective management and working environment and analysis of employee satisfaction and their assessment reliability are stated in this chapter.

3.1 Hotel Industry in Myanmar

Myanmar is located in Southeast Asia and was already known as Golden Land. Myanmar is one of the World's most popular tourist destinations. People have the option to stay in hotels, hostel, guesthouse, beach bungalows, and home stays in Myanmar. Burma was governed by a military dictatorship from 1962 to 2011. For a long time, the country's tourism industry was at its lowest level. Following the 1990, tourism became popular. The government first began promoting tourism in 1992, but it has earned little success. Then, the State Law and Order Restoration Council designated 1996 as the Myanmar Tourism Year and expanded the hotel and tourism industry. Myanmar Tourism estimates that less than one million visitors visited the country in 2006. After the reformation in 2011, there was hope that Myanmar's tourism industry had turned the corner and was capable of recovering.

Myanmar received between 200,000 to 250,000 tourists a year for many years. In 2013, Yangon International Airport served as the only entry point to Myanmar; this was changed in 2014 when a border crossing with Thailand became available. From 2011 onwards, visitor numbers started to increase dramatically, and as a result, hotels began experiencing a scarcity of rooms during high season. The year 2013 has proven to be the most expensive for hotel rates. After the reform, the situation in Myanmar took a turn for the better because many new hotels were built.

The Big Four places of interest in Myanmar are the most popular; Yangon, Mandalay, Inle Lake, and Bagan. These four destinations are where hotels have been built by both local and international companies and Burmese investors. Hotel shortages in Mandalay, Bagan, and Inle Lake have vanished, and many hotels have opened in these places. Currently, Myanmar is focusing on attracting luxury, upmarket tourists, and not on attracting backpackers or flashpackers. The influx of primarily upscale leisure travellers has led to changes since the Rakhine unrest in 2017.

Over the past six years, hotel room rates (in US dollars) have dropped; hotel rates in Myanmar have become comparable to those in other countries in Southeast Asia, such as Thailand and Cambodia. Hotels of all prices are now available, but hostels are still a relatively new phenomenon and are not affordable compared to Thailand and Cambodia. Hotels in Yangon and Mandalay have seen a large decrease in room rates in 2013. Hotel room rates have fallen as well, and consumers can also find some good deals online. The budget hotel market has been essentially static while the luxury hotel market has expanded rapidly. There are few hostels and they're very popular with tourists.

Outside "Big 4" the situation has changed, and in many areas affordable decent accommodation is scarce. In Kengtung, Loikaw, Myawaddy, Taunggyi, and Sittwe, for instance, very few new hotels have been built, and hotel prices remain very high there. Almost a dozen hotels have closed down in Mrauk-U due to the instability in Northern Rakhine state during the first half of 2019. In Pyin-U-Lwin, several new hotels have opened, but there has been no noticeable decrease in room prices. In the outskirts and therefore very far from the center of Mawlamyine, which is the zone from the long, painted hill east of town to the beach road on the river side, many new hotels were opened in Mawlamyine. Most of the hotels seem to be on the pricey side in downtown Mawlamyine.

Over a 10-year period, Myanmar has added hundreds of hotels, and thousands of beds every year. There have been roughly 60,000 units added in the last ten years. The tourist numbers have slowed down due to a drop in tourist numbers. After this epidemic, however, there was a slower rise in the numbers, which abruptly stopped in 2020. As the COVID-19 crisis continues in the near future, many tourist numbers will dip in 2020 and 2021. No accurate predictions are possible about the fate of tourism.

How the government aims to promote the tourism industry of China; they are working on travel promotion. The next winter season is certain of being dead.

3.2 Hotel Industry in Inle

Inle Lake is located in the Nyaungshwe Township of Taunggyi District in the Shan Hills of Burma. In 2015, it became the first place designated for a biological preserve in Myanmar. The sanctuary is one of the 20 places proposed for inclusion in the UNESCO's Man and the Biosphere (MAB) and International Coordination Council (ICC) list of biosphere reserves.

Inle Lake is even large enough to have its own indigenous people, the Intha who live in settlements around and indeed on the lake with 45 square miles. The serenity of Inle lake and its friendly people makes any visit worthwhile; they make their crafts at home and live on the upper floor. It enshrines five images discovered in a cave in 1935 that are by now spherical lumps of gold as they have so often been covered with pure gold leaf. Every year in late September or early October, on occasion determined by the lunar calendar, devotees take the images to all the villages on the lake with great ceremony. For Shan people, the event is one of the most important religious ceremonies of the year and pilgrims from all over the country travel great distances to attend. There are also monasteries on the lake or nearby, some of which were built more than a century ago.

There are a few travelling markets that move between five or so villages or smaller towns each week, bringing ready-to-wear clothing, footwear, rolls of fabrics, costume jewelry, cosmetics and toys. They also offer services such as hairdressing or barbers, and tailors, who are usually ladies with foot-powered sewing machines. Local traders set up food stalls of delicacies and hearty breakfasts or fresh vegetables and fruits, homemade pickles, fresh meat, fish caught and kept alive in water tanks, plucked chickens and eggs. Those who like to forage could find or child plants in bloom, wild mushrooms and medicinal roots and bark.

Due to the above reasons, a lot of people including local and foreigners come to Inle lake. And another popular place is hotels in Inle. Hotels in Inle are very famous and so interesting. They are very luxurious and convenient for visitors with five stars, four stars and three stars hotels. Total hotels have about (90) which are all in Inle. Three categories can be distinguished: lake-side resorts, town-based hotels

(>20 rooms), and town-based guesthouses (< 20 rooms). In Inle's hospitality market, lake view hotels are mainly popular and the share of market increases than others when the expenses of town-based hotels will be grown up for the guesthouses. In the peak season, the incumbent rate is about 86% and 37% in the iff season. Nextly, the expenses need to incline in the forthcoming period. Seasonal variations will also decrease, as Inle is increasingly viewed as year-round destination.

3.3 Profile of Studied Hotels in Inle

In this study, the profiles of selected three hotels such as Aureum Palace Hotel and Resort, Villa Inle Boutique Hotel and Resort and Hu Pin Hotel and Resort are stated.

3.3.1 Aureum palace Hotel

Aureum Palace Hotel & Resort is 5-stars hotel. The hotel includes in Htoo Group of companies. The hotel is located near Meikthauk Bridge and 45 minutes drives from Nyaungshew by motorcar and is about 20 minutes drives from Inle Phaung Daw Oo Pagoda which is the famous Pagoda in Myanmar. Aureum Palace Hotel and Resort in Inle is founded in 10th October, 2010. It has 85 employees in off season and 100 employees in peak season. The hotel is 31 Acres wide and it is on the shores of Inle Lake, therefore the visitors can go Inle Lake directly by boat. The visitors can visit floating farm in Pebin Inn village in front of the hotel, Meikthauk Bridge, and mountain monastery from the hotel.

The chain of Aureum palace Hotel and Resort has 14. They are Bagan in two, Inle in two, Ngewsauung in two, Ngapali in one, Malikha in one, Mandalay in one, Pathein in one, Myeik in one, Kawthaung's 115 Ivory in one, Pyin Oo Lwin's Kandawgyi in one and Naypyitaw in one. The hotel in Inle provides a wide verity of services such as taxi services, ticket services, and tour service and currency exchange. It serves 24 hour room service. It can get free Wifi in lobby, restaurant and all rooms. All the room serve air conditioning, electricity, television, coffee, minibar, laundry service, safety boxes and books. It also provides traditional dancing entertainment for guests. The hotel serves the excellent relaxation zone such as KTV, swimming pool, gym and nightclub. Visitors can see the unique Shan & Inlet traditional clothes, gift items in Souvenirs shop. They can see the beauty, habits and nature of the races in the Inle Lake near the hotel.

Vision of Aureum Palace Hotel and Resort

Aureum Palace Hotel and Resort is the luxury hotel. The vision is “To be the first contributor of entertainment services in Myanmar” and “To incline the highest engaging employer in the hotel industry.”

Mission of Aureum Palace Hotel and Resort

The mission is “To maintain excellent quality and huge-value hotel services for worldwide and regional guests and obtain sustainable value-forced growth.”

Types and Prices of Rooms

Aureum Palace Hotel and Resort has 65 rooms with only one category. The room rates vary by view. There are three types which are first row lake view, second lake view and the third row lake view. First row, second row, and third row are built in parallel. The first row is faced to Inle Lake and guests can have a good scene. Thus, the room fees in first row are higher than the other rows: second row and third row. The room charges in second row and third row are lower than the first row. Types and prices of Hotel’s rooms are shown in Table (3.1).

Table 3.1: Types and Price of Rooms of Aureum Palace

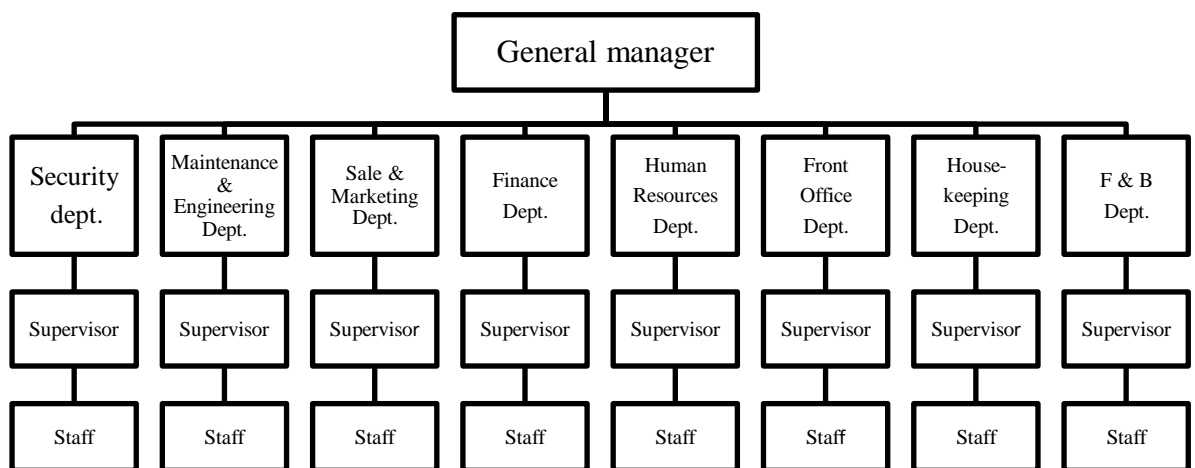
No.	Types of Rooms	High Season		Low Season	
		Local Price (MMK)	Foreigner Price (\$)	Local Price (MMK)	Foreigner Price (\$)
1.	First Row Lake View	240,000 MMK	\$ 280	120,000 MMK	\$140
2.	Second Row Lake View	200,000 MMK	\$ 240	100,000 MMK	\$ 120
3.	Third Row Lake View	160,000 MMk	\$ 200	80,000 MMK	\$ 100

Source: Aureum Palace Hotel and Resort (2020)

Organizational structure of Aureum Palace Hotel and Resort

Aureum Palace Hotel and Resort is managed by General Manager. The General Manager asks each manager to assign one manager to each department. The hotel has the total of (8) departments. They are Security Department, Maintenance and Engineering Department, Sales and Marketing Department, Finance Department, Human Resource Department, Front Office Department, Housekeeping Department, and Food and Beverage (F&B) Department. Managers also assign responsibilities to employees in the department. The Organization Structure of Aureum Palace Hotel and Resort is shown in Figure (3.1).

Figure 3.1: Organization Structure of Aureum Place Hotel and Resort



Source: Aureum Palace Hotel and Resort (2020)

3.3.2 Villa Inle Boutique Hotel and Resort

The second hotel is Villa Inle Boutique Resort that is rated as 4-stars hotel. Villa Inle Boutique is an Eco-friendly hotel and resort to the village of Meikthauk in Nyaung Shwe Township. It has an ideal situation on the eastern banks of Inle Lake. The hotel project was launched in 2004 and opened on 20th November 2011. The hotel has a staff of 90 in high season and 75 in low season and all hotel staff are treated like family. The visitors can come by water and land to the hotel. The famous places to visit from the hotel are Tora Monastery, Meikthauk Bridge, and Inle sightsee. The visitor can also relax in the bar and restaurant at the hotel in the evening. The garden of the hotel features century old trees, plants and endemic species. It creates a very beautiful environment to relax on the shores of the lake. There is a

satellite TV and free WiFi. Although the WiFi connection was a bit slow in the room, therefore the visitor can be happy to be able to rely on 4G network. The hotel also provides other services such as fax/photocopying, laundry, car hiring, and ironing service. The hotel welcomed with fresh organic fruits and the staff made sure to provide some in the room every day. The hotel does not have a sub hotel.

Vision of Vill Inle Boutique Hotel and Resort

Villa Inle Boutique Hotel and Resort is an Eco-friendly hotel and resort. The vision is “To make the hotel sustainable.”

Mission of Villa Inle Boutique Hotel and resort

The mission is “To develop the Inle Region.”

Types and Prices of Rooms

Villa Inle Boutique Hotel and Resort has the total of 60 rooms which are made with wooden. There are two types of rooms. They are lake front view and garden view. The prices of lake front view is higher than garden view. Types and prices of rooms are shown in Table (3.2).

Table 3.2: Types and Prices of Rooms of Villa Inle Boutique

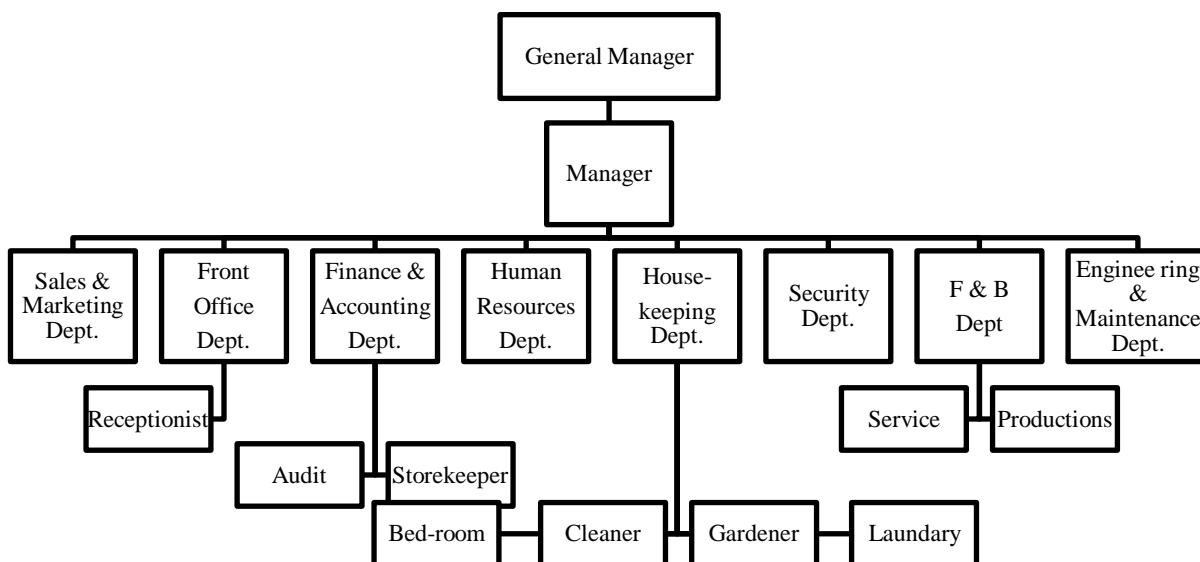
No.	Types of Rooms	High Season		Low Season	
		Local Price (MMK)	Foreigner Price (\$)	Local Price (MMK)	Foreigner Price (\$)
1.	Lake Front View Room	250,000 MMK	\$ 250	180,000 MMK	\$200
2.	Garden View Room	180,000 MMK	\$ 200	150,000 MMK	\$ 150

Source: Villa Inle Boutique Hotel and Resort (2020)

Organization Structure of Villa Inle Boutique Hotel and Resort

The general manager of the hotel systematically manages the managers of the eight departments. Villa Inle Boutique Hotel and Resort involves eight kinds of departments. The Organization Structure of Vill Inle Boutique Hotel and Resort including their departments are shown in Figure (3.2).

Figure 3.2: Organization Structure of Villa Inle Hotel and Resort



Source: Villa Inle Boutique Hotel and Resort (2020)

3.3.3 Hu Pin Hotel and Resort

The last hotel is Hu Pin Resort that is rated as only 3-stars. However, this hotel is provided as best as they can. It is situated on the west bank of Inle Lake and near Khaung Daing village. The location of Hu Pin Hotel is Khaung Daing village, Nyaungshwe township, Shan State in Myanmar. Hu Pin Hotel and Resort was launched in 1999 and it was started to open in 10th October, 1999. The hotel is famous in visitors for many reasons which are the hotel is located by the lake, having good view, seeing different ethnic groups, and the visitors can see the boating on Inle traditional foot. Perched on the hill over Inle Lake with an area of 20 acres precinct, Hu Pin Resort offers the best scenic lake view in Inle.

Hu Pin Hotel and Resort has a total staff of about 70 in high season and 55 in low season and provides excellent customer service. The notable places near the hotel are Phaung Daw Oo Pagoda, Inn Tein Pagoda, handicrafts, and silk weaving, and floating Island plantation. The hotel is one-hour drive from Heho airport, the only gateway by air to the Southern Shan State, and Khaung Daing's branch line and motor boat from Nyaungshwe. The hotel has two chains of hotel which are at Nyaungshwe and Khaung Ding.

Vision of Hu Pin Hotel and Resort

The Hotel's vision is 'to continue implementing and setting the highest standards of quality of service in order to justify and maintain the reputation that we hold among guests, partners, competitors and the general community.'

Mission of Hu Pin Hotel and Resort

The aim of a hotel is to provide good hospitality services in order to provide the best possible customer experience.

Types and Prices of Rooms

Hu Pin Hotel and Resort made up of (5) types of rooms regarding the service to the hotel guests staying at the hotel. Types of rooms are lake front view room, Mountain View room, and deluxe room, suite room with garden view and superior room with garden view. The hotel consists of (100) rooms: 60 rooms on the water and 40 rooms on the land. According to the type of the rooms of the hotel, the pricing is different. The rooms' prices are fair and suitable to most of the guest. Types and prices of rooms are shown in Table (3.3).

Table 3.3: Types and Price of Rooms of Hu Pin

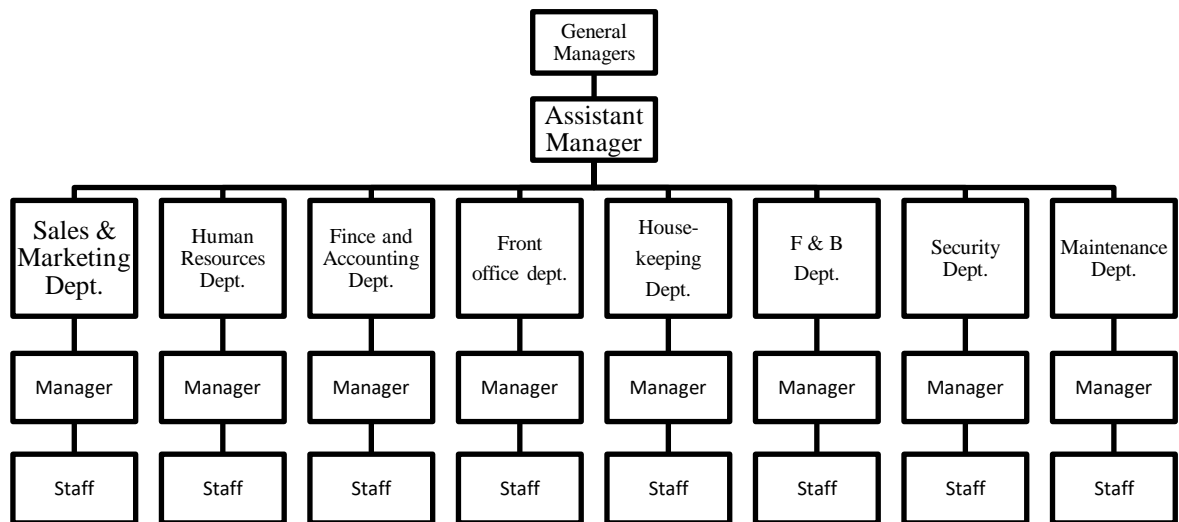
No.	Types of Rooms	High Season		Low Season	
		Local Price (MMK)	Foreigner Price (\$)	Local Price (MMK)	Foreigner Price (\$)
1.	Suite Room with Garden View	250,000 MMK	\$ 250	200,000 MMK	\$200
2.	Lake Front View Room	180,000 MMK	\$ 180	150,000 MMK	\$ 150
3.	Mountain View Room	150,000 MMK	\$ 150	120,000 MMK	\$ 120
4.	Deluxe Room	100,000 MMK	\$ 100	80,000 MMK	\$ 80
5.	Superior Room with Garden View	60,000 MMK	\$ 60	48,000 MMK	\$ 48

Source: Hu Pin Hotel and Resort (2020)

Organizational Structure of Hu Pin Hotel and Resort

The whole hotel is managed by two general managers. Assistant manager is appointed in each department to support the general managers. Under the assistant manager, there are managers who closely monitor the work of the staff in each department. Hu Pin hotel and resort includes eight departments. The Organization Structure of Hu Pin Hotel and Resort is shown in Figure (3.3).

Figure 3.3: Organization Structure of Hu Pin Hotel and Resort



Source: Hu Pin Hotel and Resort (2020)

Although these three hotels rating are not the same, they provide as the best as they can. Therefore, the researcher wants to explore about internal customer relationship management that is provided to their employees in different rated hotels.

3.4 Research Design

The study uses observational research that will allow the researcher to describe and research underlying features and structure of pertinent groups. These groups include people, organizations, and/or service providers. Descriptive research is aim to describe characteristics of employees in Aureum Palace Hotel, Villa Inle Hotel and Hu Pin Hotel. Questionnaires were used for the collection of primary data from the selected employees in the chosen hotels. The questionnaire is composed of two sections, (A) and (B) (C). In the first section, questions relate to demographic profile. We are trying to acquire some demographics about the respondents. The questions include respondent's gender, age and marital status, as well as profession, employment status, and job level. For Section B, the questions are based on independent variables

and contain questions on internal customer relationship management practices which are management practices, behavior and culture, technological sufficiency, communication cooperation and working environment. Section (C) is for the dependent variable which is satisfaction of employees in the chosen hotels. For section (B) and (C), questionnaires are asked with the five-point Likert Scale.

For the collection of primary data, the sample size for this study was 140 employees from the three selected three hotels. This study is required in order to analyses secondary data which is gathered from published journals, paper and previous studies performed in other countries. After the survey results were collected, the data was entered into the SPSS software to analyses the results and run the reliability analysis.

3.5 Demographic Characteristics of the Respondents

In this study, survey data are collected from randomly selected 140 employees who are working in three rated hotels in Myanmar. The demographic information of the respondents is presented by gender, age, education, income, marital status, position, working experience and working department. The questions are given multiple choices, given out of which is the respondent have chosen the most relevant one.

3.5.1 Gender of Respondents

The first question is about gender of respondents and the outcomes are shown in Table (3.4).

Table 3.4: Gender of Respondents

Particular	No. of Respondents	Percent
Male	89	63.6
Female	51	36.4
Total	140	100.0

Source: Survey Data, 2020

In table (3.4), 63.6% of respondents were male and 36.4 % of respondents were female. Conferring to the respondents, women are 51 persons and 89 persons are men. As a result, participation of men is higher than women.

3.5.2 Age of Respondents

The level of age is one of the significant factors in demographic factor. It is divided into (5) groups and the outcomes are mentioned in Table (3.5).

Table 3.5: Age of Respondents

Particular	No. of Respondents	Percent
18-25	31	22.1
26-33	51	36.4
34-41	29	20.7
42-49	22	15.7
50 and above 50	7	5
Total	140	100.0

Source: Survey Data, 2020

According to table (3.5), 31 persons of respondents are 22.1% which is between 18 and 25 years, 51 persons of respondents are 36.4% which is between 26 and 33 years, 29 persons of respondents are 20.7% which is between 34 and 41 years, 22 persons of respondents are 15.7% which is between 42 and 49 years and 7 persons of respondents are 5% which is between 50 and 50 years above. The majority age group of the respondents is between 26 and 33 years old. The respondent's group age between 18 and 31 years old is the second major frequent group populated with respondents.

3.5.3 Education Levels of Respondents

The question enquired about the education levels of respondents in three selected hotels in Inle. The education level is classified into (5) categories. The data are shown in Table (3.6).

Table 3.6: Education Levels of Respondents

Particular	No. of Respondents	Percent
Bachelor	109	77.9
Master	31	22.1
Total	140	100.0

Source: Survey Data, 2020

Table (3.6) proves that Bachelor degrees respondents with 77.9% which are 109 persons while Master degree respondents with 22.1% which are 31 persons. According to the result, the respondents who were already graduated that were holding their respective bachelor degree are higher than master degree employee.

3.5.4 Position of Respondents

The respondents' positions were described in Table (3.7).

Table 3.7: Position of Respondents

Particular	No. of Respondents	Percent
Managerial Level	23	16.4
Non- Managerial Level	117	83.6
Total	140	100.0

Source: Survey Data, 2020

The outcomes in table (3.7), 16.4% of respondents are managerial level while 83.6% of respondents are non-managerial level. Among the respondents, 23 persons are managerial level and non-managerial level includes 117 persons of respondents. As a result, the majority of the respondents who are working at non-managerial is higher than managerial level of respondents.

3.5.5 Years of Working Experience of Respondents

A total of all respondents answered the question. years of working experience and the results are mentioned in Table (3.8).

Table 3.8: Years of Working Experience of Respondents

Particular	No. of Respondents	Percent
Less than 1 Year	51	36.4
1-3 Years	64	45.7
Above 3 Years	25	17.9
Total	140	100.0

Source: Survey Data, 2020

Table (3.8) shows that 36.4% of respondents have less than 1 Year working experience, 45.7% of respondents are working between 1 and 3 years, and 17.9% of respondents are working above 3 years in the hotels. Respondents who are working less than 1 year have 51, 65 respondents who have working experience 1 - 3 years and 25 persons of respondents are working above 3 years. According to the result, the majority of the respondents have experiences between 1 and 3 years working in the hotels.

3.5.6 Working Department of Respondents

The last question enquired about the working department of respondents. There are (8) working departments in this survey. The data is shown in Table (3.9).

Table 3.9: Working Department of Respondents

Working Department	No. of Respondents	Percent
F&B	25	17.8
Finance	10	7.1
Front Office	22	15.7
Housekeeping	18	12.9
Human Resources	10	7.1
Maintenance	18	12.9
Sales and Marketing	18	12.9
Security	19	13.6
Total	140	100

Source: Survey Data, 2020

According to table (3.9), 25 persons who are working at F&B department is 17.8% of respondents, 10 persons who are working at Finance department is 7.1% of respondents, 22 persons who are working at Front Office is 15.7% of respondents, 18 persons who are working at Housekeeping department is 12.9 % of respondents, 10 persons who are working at Human Resources department is 7.1 % of respondents, 18 persons who are working at Maintenance department is 12.9% of respondents, 18 persons who are working at Sales and Marketing Department is also 12.9% of respondents and 19 persons who are working at Security department is 13.6 % of respondents. As a result, the majority of respondents are working under F&B department.

3.6 Analysis of Internal Customer Relationship Management Practices

At this paper, five practices of internal customer relationship management are examined. Each component is measured by 5-point Likert Scales and designed to analyses whether the employee are entitled to communication and cooperation, technological sufficiency, internal customer focused culture and behavior, effective management and working environment. The data was analyzed using descriptive statistics in order to answer the research question. Finally, data cleansing, editing, coding and ensuring that the collected data is statistically compatible were performed prior to analysis.

Total 140 respondents answered the questions and all items are responded to on a Likert Scale of 1-5, where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree and questions are positively worded questions. Therefore, higher score on a question indicates the higher the degree to which employees have access to that internal customer relationship management.

3.6.1 Internal Customer Focused Culture and Behavior

Five questions are designed to obtain the effect of internal customer focused behavior and culture on job satisfaction of employees in the three hotels. In order to see the extent to which factor for job satisfaction of employees, the descriptive statistics like mean and standard deviation are calculated and presented in Table (3.10).

Table 3.10: Employee Perception on Internal Customer Focused Culture and Behavior

No.	Internal Customer Focused Culture and Behavior	Mean	Standard Deviation
1	Praised and rewarded for excellent service	4.50	0.60
2	Training and Development	4.49	0.58
3	Having authority for making decisions and solving problems	4.48	0.60
4	Respecting employee's ability and knowledge	4.53	0.58
5	Performing duties without supervisors	4.47	0.61
Average		4.49	0.40

Source: Survey Data, 2020

Table (3.10) shows about the “Internal customer focused culture and behavior” that use in three selected hotels. As a result, the highest score mean with 4.53 is “Respecting employee’s ability and knowledge” and the lowest score mean with 4.47 is “Reflecting data accurately and reliability.”

Admitted to table (3.10) outcome, the average mean score is 4.49. First, employees mostly agree to the statement of “Respecting employee’s ability and knowledge” which has the highest score mean, 4.53. Every employee satisfies that the supervisor or top level management recognizes their skills and abilities. Second, “Praised and rewarded for excellent service” becomes the second largest score mean, 4.50. Third, mean value of 4.49 represents “Training and development”. Fourth, “Having authority for making decisions and solving problems” gets the mean value of 4.48 that means that the employees think that they should also be given some of the authorities that is match with their position and also solve some of the customers’ complaint with their own judgment. Finally, the lowest mean score, 4.47 is “Performing duties without supervisor” believing that the respondents are able to carry out their business effectively.

3.6.2 Technological Sufficiency

Five questions are designed to obtain the effect of technological sufficiency on job satisfaction of employees in the three selected hotels. In order to see the extent to which factor for job satisfaction of employees, the descriptive statistics like mean and standard deviation are calculated and presented in Table (3.11).

Table 3.11: Employee Perception on Technological Sufficiency

No.	Technological Sufficiency	Mean	Standard Deviation
1	Clear and easy to use process	4.52	0.64
2	Clearly communicate for the roles of support team	4.51	0.61
3	Meeting requirements for operations	4.45	0.59
4	Facilitation of information through the organization	4.48	0.63
5	Reflecting data accurately and reliability	4.42	0.60
Average		4.48	0.43

Source: Survey Data, 2020

Table (3.11) demonstrates that “Technological Sufficiency” which is one of Internal Customer Relationship Management practices. In a table, the highest score mean with 4.52 is “Clear and easy to use process” and the lowest score mean with 4.42 is “Reflecting data accurately and reliability.”

According to table (3.11) result, “Clear and easy to use process” is the highest score mean scores. It represents that the process used at the hotels is easy and speeds up the work. Second, “Clearly communicate for the roles of support team” gets scores of 4.51 that means employee become less their workload with support team. Third, “Facilitation of information through the organization” gets the mean scores of 4.48, it makes the firm performance and employee’s capability becomes improve. Fourth, mean scores of 4.45 is that “Meeting requirements for operation” provides that it saves time in organization’s operation. Finally, “Reflecting data accurately and reliability” has only 4.42 mean value because respondents think that the data received from the good internet connection may be accurately and reliability. The overall mean score is 4.48. Therefore, it shows that the employees in three selected Hotels moderately agree positively on the effect of technological sufficiency on job satisfaction of employees.

3.6.3 Analysis of Cooperation and Communication

Six questions are designed to obtain the effect of cooperation and communication on job satisfaction of employees in the three selected hotels. In order to see the extent to which factor for job satisfaction of employees, the descriptive statistics like mean and standard deviation are calculated and presented in Table (3.12).

Table 3.12: Employee Perception on Cooperation and Communication

No.	Cooperation and Communication	Mean	Standard Deviation
1	Existing and supporting recognition programs	4.45	0.59
2	Can predict someone's conclusion for listening well	4.40	0.63
3	Existing budget for cross-training etc.	4.37	0.60
4	Using rigorous project standards	4.34	0.64
5	Achieving communication with taking talk turns	4.35	0.61
6	Well information from upper	4.35	0.62
Average		4.38	0.37

Source: Survey Data, 2020

Table (3.12) points that “Cooperation and Communication” that is the practice of Internal Customer Relationship Management”. In a table, the highest mean scores of 4.45 is “Existing and supporting recognition programs” and “Using rigorous project standards” has the lowest mean scores of 4.3429.

According to the mean scores, “Existing and supporting recognition programs” has the highest mean scores of 4.45. “Can predict someone’s conclusion for listening well” is the second largest scores. It represents that employees know and communicate each other very well and get the point of what others want to say. Mean scores of 4.37 is “Existing budget for cross-training which means respondents think that their management always consider to them to get training with different department and know each other. “Achieving communication with taking talk turns” gets the mean scores of 4.35 and this factor is also helping to get more employee satisfaction. Mean scores of 4.35 is “Well information from upper” means that supervisors provide good information to employees, which leads to better performance. Finally, “Using rigorous project standards” is the lowest mean scores of 4.40 which means only then can projects be completed on time. As a result, the overall mean scores is 4.38.

3.6.4 Analysis of Effective Management

Six questions are designed to obtain the effect of effective management on job satisfaction of employees in the three selected hotels. In order to see the extent to which factor for job satisfaction of employees, the descriptive statistics like mean and standard deviation are calculated and presented in Table (3.13).

Table 3.13: Employee Perception on Effective Management

No.	Effective Management Practices	Mean	Standard Deviation
1	Demonstration of high levels of integrity	4.40	0.63
2	Placing right person at right time	4.45	0.61
3	Selection of candidate is strict	4.37	0.65
4	Communication and building relationships among stakeholders	4.46	0.62
5	Aligning vision, values, and goals	4.38	0.59
6	Satisfaction in pay increments	4.37	0.61
7	Availability of growth opportunities for good employee	4.36	0.61
Average		4.40	0.38

Source: Survey Data, 2020

Table (3.13) demonstrates that the “Effective Management” that use in the three selected hotels. As a result, “Communication and building relationships among stakeholders” is 4.46 scores and “Availability of growth opportunities for good employee” is 4.36 and so they have the highest and lowest mean respectively.

The highest mean score is 4.46 of “Communication and building relationships among stakeholders” which means that being hotel industry, communication and building relationships is important to the employees. “Placing right person at right time” gets the second largest mean scores of 4.45. Then employee are able to do things better according to their responsibilities. Mean value of 4.40 is “Demonstration of high levels of integrity” that represents the managers who make decision-making process must be respected by the employee. ”Aligning vision, values, and goals” gets the mean scores of 4.38 that makes the employee’s job satisfaction when the organizations The team aligns the vision, values, goals, and action plans. “Selection of candidate is strict” and “Satisfaction in pay increments” get the same mean scores of 4.37 and represent that strict recruitment will result in more qualified workers and a better salary for both the payer and the recipient. At last, 4.36 score of “Availability of growth opportunities for good employee” states that employees also work hard, as expected, and they are satisfied. The overall mean scores is 4.40. Therefore, it can be said that employees agree positively on effect of the effective management on employee’s job satisfaction.

3.6.5 Analysis of Working Environment

Five questions are designed to obtain the effect of working environment on job satisfaction of employees in the three selected hotels. In order to see the extent to which factor for job satisfaction of employees, the descriptive statistics like mean and standard deviation are calculated and presented in Table (3.14).

Table 3.14: Employee Perception on Working Environment

No.	Working Environment	Mean	Standard Deviation
1	Availability of pleasant physical environment	4.48	0.62
2	Provision of safety appliances at workplace	4.35	0.63
3	Comfort working hours	4.40	0.60
4	Efficiency of tools at workplace	4.40	0.60
5	Provision of sanitary facilities	4.45	0.60
Average		4.42	0.42

Source: Survey Data, 2020

Table (3.14) shows that “Working Environment” that use in the three selected hotels. “Availability of pleasant physical environment” has the highest mean scores of 4.48 while “Provision of safety appliances at workplace” has the lowest mean scores of 4.35.

According to the mean scores, the highest scores of 4.48 “Availability of pleasant physical environment” shows that employees in hotel industry have the best smile to serve their guests as best as they can. “Provision of sanitary facilities” gets the second highest mean scores of 4.45 states that a healthy setting ensures satisfaction not only for the employee but also for the customers. “Comfort working hours” and “Efficiency of tools at workplace” have the same mean scores of 4.40 represent that the employee get things done on time when having comfort working hours and efficiency of tools at workplace. The last factor which is “Provision of safety appliances at workplace” has 4.35 of mean scores and it makes employee feel safe and comfortable. The overall mean score is 4.42.

3.6.6 Overall Mean Value Table of Internal Customer Relationship Management Practices

The overall mean value of internal customer relationship management practices was shown in Table (3.15) which shows mostly used factors and lastly used factors.

Table 3.15: Employee Perception on Overall Mean Value Table

No.	Internal CRM Practices	Mean	Standard Deviation
1	Internal Customer Focused Culture and Behavior	4.49	0.40
2	Technological Sufficiency	4.48	0.43
3	Cooperation and Communication	4.38	0.37
4	Effective Management	4.40	0.38
5	Working Environment	4.42	0.42

Source: Survey Data, 2020

Table (3.15) shows that “Internal Customer Focused Culture and Behavior” practice has the highest mean score of 4.49 while “Cooperation and Communication” practice has the lowest mean score of 4.38. Overall results can see above 4. Therefore the overall results are moving into the strongly direction.

According to the overall results, internal customer focused culture and behavior practice was mostly used, and secondly most used technological sufficiency practice and their mean scores are 4.49 and 4.48. It is said that the organizations can pay training to their employees by using Information Technology well in any situation, can save their time and cost and this will make it easier during the COVID - 19 Pandemic. It also supports the work-from-home system and keeps employees running smoothly.

The hotels thirdly used working environment practice with the mean score of 4.42. Due to the COVID period, PPEs are fully formulated to provide a safe workplace for workers. Safe workplaces make working hours fun and the supervisors also plan employee-by-week schedules to increase employee satisfaction. Effective management practice was fourthly used factor with the mean score of 4.40. Because such plans need everyone’s advice, so effective management is also important for the organization. Lastly, the hotels used cooperation and communication practice with the mean score of 4.38. It means that open communication will enable more collaborations and will get more information. Overall, the results are more than 4 points on the strongly positive side.

3.7 Analysis of Employee's Satisfaction

Ten questions are designed to obtain the level of agreement of respondents on satisfaction of employees in the three hotels. Each questions has its own statements that the respondents describe their self-perceived level on these statements by Five-Point Likert Scale (1=strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, and 5= strongly agree. In order to see the extent to which the level of agreement on satisfaction of employees, the descriptive statistics like mean and standard deviation are calculated and presented in Table (3.16).

Table 3.16: Employee Perception on Employee's Satisfaction

No.	Employee's Job Satisfaction	Mean	Standard Deviation
1	Enjoy working at this company.	4.43	0.61
2	Relationship with peers.	4.38	0.63
3	Salary and Benefits.	4.39	0.60
4	Working Condition.	4.44	0.62
5	Supervisor's Style.	4.42	0.64
6	Supervisor's Recognition.	4.39	0.57
7	Advancement using skills and abilities.	4.45	0.59
8	Work itself.	4.35	0.61
9	Feeling for Achievement.	4.31	0.62
10	Freedom for using judgment.	4.43	0.60
Average		4.40	0.36

Source: Survey Data, 2020

According to Table (3.16), all of the employees feel satisfied to their respective hotels. All of the employees agree to most of the statements like Advancement using skills and abilities, Working Condition, Enjoy working at this company, Salary and Benefits, feeling for achievement and so on. The overall mean score for these three hotels is 4.40. The highest mean scores of 4.45 is “Advancement using skills and abilities” and the second highest mean scores of 4.44 is “Working Condition” while the lowest mean scores of 4.31 is “Feeling for Achievement”. The overall mean value indicates above 4, it can be assumed that employees are highly

satisfied. Therefore, it can conclude that the employees in these three selected hotels feel most satisfied to their job for their hotels.

3.8 Assessment of Reliability

Cronbach's reliability study measured researcher's reliability and was used to assess whether research findings were consistent. The Cronbach's alpha measurement is specified as 0 and 1. Reliability dimensions confirm accuracy in the calculation of variables. Cronbach's Alpha statistics were used to evaluate how accurate or dependable there are in the answer of matters as the calculation of a only or dimensional latent idea is assessed to the degree to which a collection of test items may be managed. Alpha coefficient of Cronbach series between -1 and 1, a high rate that displays a high reliability.

The greatest general psychometric examination for measuring study tools and capabilities is internal quality reliability. In this analysis, the alpha of Cronbach overhead 0.7 was measured "acceptable", the Cronbach Alpha above 0.8 as "good", and the alpha of Cronbach above 0.9 as "excellent".

Table 3.17: Analyzing the Reliability Statistic

Items	No. of Items	Cronbach's Alpha
Internal Customer Focused Culture and Behavior	5	0.868
Technological Sufficiency	6	0.851
Cooperation and Communication	5	0.724
Effective Management	5	0.754
Working Environment	7	0.805
Employee's Job Satisfaction	10	0.888

Source: Survey Data, 2020

Based on the results above, all variables are reliable as their alpha value are more than 0.6. Therefore, in the above Table (3.17), the values are adequate validation of facts reliability for all the variables. All internal stabilities are within acceptable level. In the independent variables, culture and behavior has the high alpha value of 0.868 and cooperation and communication has the lowest alpha value of 0.724. The dependent variable, employee's satisfaction gets the alpha value of 0.888.

CHAPTER IV
EFFECT OF INTERNAL CUSTOMER RELATIONSHIP
MANAGEMENT PRACTICES ON EMPLOYEE SATISFACTION
AT THE THREE SELECTED HOTELS IN INLE

In this chapter, the analysis of the internal customer relationship management practices on the satisfaction of the employees in hotels in Inle are described in details. This study consists with sub-headings as follows. Firstly, the correlation between internal customer relationship management practices and employee's satisfaction is stated. The next part is multiple regression analysis for the aim of analyzing the effect of Internal Customer Relationship Management practices on employee satisfaction on the chosen hotels in Inle.

4.1 Relationship between Internal Customer Relationship Management Practices and therefore the Employee's Satisfaction

There are five independent variables: internal customer focused culture and behavior, technological sufficiency, cooperation and communication, effective management and working environment and a dependent variable; satisfaction of employees in Aureum Palace Hotel, Villa Inle Hotel and Hu Pin Hotel and Resort which are involved during this study. During this section, it analyzes the results of correlation with reference to achieve the target of the study.

Correlation analysis is employed to see for pattern for relationship in Pearson coefficient of correlation. This is often to make sure all variables within the study have determined strength of linear relationship. Correlation is that the statistical technique which will show whether and the way strongly pairs of variables are related. The coefficient of correlation (r) ranges from -1.0 to +1.0. If the worth is positive, it means it's an ideal positive linear relationship and negative value which indicates an ideal negative linear relationship.

Table 4.1: Correlation between Internal Customer Relationship Management Practices and the Employee's Satisfaction

Internal Customer Relationship Management Practices		Employee's Job Satisfaction
Internal Customer Focused Culture and Behavior	Pearson Correlation	.795**
	Sig. (2-tailed)	0.000
Technology Sufficiency	Pearson Correlation	.768**
	Sig. (2-tailed)	0.000
Cooperation and Communication	Pearson Correlation	.699**
	Sig. (2-tailed)	0.000
Effective Management	Pearson Correlation	.786**
	Sig. (2-tailed)	0.000
Working Environment	Pearson Correlation	.767**
	Sig. (2-tailed)	0.000

Source: Survey Data, 2020

Note: **Correlation is significant at the 1% level, * Correlation is significant at the 5% level.

The above Table (4.1) showed that the independent variables are significantly correlated with job satisfaction of employees at 1% level. Affirmative cautious relationship contains culture and behavior ($r= 0.795$), technological sufficiency ($r= 0.768$), cooperation and communication ($r= 0.699$), effective management ($r= 0.786$), and working environment ($r= 0.767$). This denotes that correlation results among IntCRM practices and employee satisfaction have a significant relationship.

4.2 The Effect of Internal Customer Relationship Management practices on the Employee Satisfaction

To analyze the effect of internal customer relationship management practices on the employee's satisfaction, multiple regression analysis model is applied. The results are shown in Table (4.2).

Table 4.2: The Effect of Internal Customer Relationship Management Practices on Employee's Satisfaction

	Unstandardized Coefficient β	Coefficients Std. Error	Standardized Coefficients β	t	Sig.
(Constant)	0.445	0.183		2.434	0.016
Internal Customer Focused Culture and Behavior	0.281**	0.061	0.316	4.623	0.000
Technological Sufficiency	0.097	0.058	0.116	1.668	0.098
Cooperation and Communication	-0.067	0.067	-0.069	-1.104	0.312
Effective Management	0.32**	0.062	0.343	5.177	0.000
Working Environment	0.26**	0.053	0.302	4.86	0.000
$R^2 = .793$ Adjusted $R^2 = .785$ F Value = 102.517 P Value = 0.000					

Dependent Variable: Employee's Job Satisfaction

Source: Survey Data, 2020

Note; ** and * indicate 1% and 5% significance level, respectively

Table (4.2) shows that the internal customer relationship management practices which contribute to the high level of employee's satisfaction of three selected hotels in Inle. As a result, R square of 0.793 explains that 79.3% of knowledge is acceptable between internal customer relationship management practices and employee's satisfaction. The Adjusted R square value is 0.785 points that 78.5% of variation within the effect of internal customer relationship management practices on employee's satisfaction. Consistent with ANOVA result, the F value of 102.517 and P value = 0.000 during this study mentions that the independent variables statistically significantly forecast the variable which the model may be a good fit of the data.

According to the results, effective management practice is that the highest positively contributes to employee's job satisfaction. It is often determined that employee's satisfaction is extensively regressed on effective management practice. Subsequently, internal customer focused culture and behavior is that the second influencing factor. The tertiary component is working environment. But, obtained result show that technological sufficiency and cooperation and communication don't have significant relationship toward the employee's job satisfaction. The collateral of cooperation and communication practice is -0.067. Thus, there feature is a negative relationship between cooperation and communication practice and employee's satisfaction. It reveals that the majority of the respondents aren't influenced by cooperation and communication practice to occur employee satisfaction.

CHAPTER V

CONCLUSION

The hotel industry started operating in the competitive environment in Myanmar so bargaining power of clients is getting huge after year after. Moreover, entrances of new and small hotels create job opportunities and challenge the existing firms to maintain their employees. In these conditions, leadership effectiveness to convince and inspire their followers, getting workers who are committed to their roles and performing outstandingly, has become a crucial point to consider.

The chapter described conclusion of the research, including findings of the research, suggestions and needs for further study.

5.1 Findings and Discussions

In this study, there are two main objectives: to identify Internal CRM practices of the selected hotels in Inle and to analyze the effect of Internal CRM practices on employee's satisfaction on the selected hotels in Inle. Totally 140 employees are selected within the survey questionnaire with SRS method. Descriptive research method, correlation analysis and multiple regression analysis are practiced to get those two objectives. Aureum Palace Hotel and Resort, Villa Inle Hotel and Resort and Hu Pin Hotel and Resort are selected.

This research explores the internal CRM practices influencing the satisfaction of employee in the hotel industry. According to the outcome of respondents' background, there are more male employees than females. A lot of the respondents are falling into the age category between 26 and 33 years old. In these three selected hotels, most of the employees were already graduated that were holding their respected bachelor degree. Moreover, the superiority of the employees already has at least 1-3 years and work as a position of non- managerial level. Most of the employees are working under the department of Food and Beverage (F&B) and Front Office.

According to descriptive analysis of IntCRM practices, internal customer focused culture and behavior presents the greatest significance among all other factors in three selected hotels in Inle. In the internal customer focused culture and behavior, the employees mostly agreed to that management respects each employees' ability

and job knowledge. Technological sufficiency has the second highest significance consequence on employee satisfaction. The mechanism for requesting and monitoring enhancements is transparent and simple to use, and the roles and duties of the support staff are clearly communicated and understood.

Working environment is third highest significance on the employee satisfaction. Within working environment, there is availability of pleasant physical climate is the most influencing factor. Due to COVID 19 Pandemic, the three selected hotels provide more sanitary facilities more than before. Effective management is also a significant practice. The workers mostly consent to that communication and constructing relationships with mainly partners actively. Thus, this will make the hotels more comfortable both financially and staff salaries. Managers not only pay staff salaries but also recognize them. Superiors are also required to work according to position like right person, right time and right place. Lastly, cooperation and communication is the last significance factor. All workers from the selected hotels mostly agreed to the statement of cross-functional team recognition programs and incentives exist to get more satisfaction.

By the employee satisfaction result, employees of three selected hotels in Inle satisfy their job by studying general (10) factors including enjoy working at this company, relationship with peers, salary and benefits, working condition, supervision style, supervisor's recognition, advancement using skills and abilities, work itself, feeling for achievement and freedom for using judgment. Allowing the analysis, employees mostly satisfy to the statement of my job makes good use of my skills and abilities and secondly satisfied "I am satisfied about my salary and the amount of work I do". It norms that employees of three selected hotels are happier working in the workplace because their skills are the same as theirs and the balance between the pay and interests of the job gives them the desire to work harder and stay in the job longer.

In the course of the sequence of Internal CRM practices on employee satisfaction, the correlation outcomes state that internal customer focused culture and behavior, technological sufficiency, cooperation and communication, effective management, working environment and employee satisfaction are highly positive relationship. It could be realized that IntCRM practices and employee satisfaction are highly positively correlated.

According to multiple regression analysis, the effect of Internal CRM practices on employee satisfaction indicates positively. During the time that score, effective management subsidizes to employee satisfaction perfectly. It indicates that a manager can manage employees well, and a good manager like a good leader who can make employees want to employ and have a leadership spirit and safety workplace make the employee satisfaction. Only when managers have a better understanding of company culture and their subordinates can they achieve their goals, mission and vision. At that point, culture and behavior and working environment impact absolutely while technological sufficiency and cooperation and communication did not impact on employee satisfaction.

5.2 Recommendations and Suggestions of the Study

The study scrutinizes positive effect of independent variables of IntCRM practices: internal customer focused culture and behavior, technological sufficiency, cooperation and communication, effective management and working environment. All of these independent variables have significant accomplished on satisfaction of employees in the three selected hotels.

The study reveals that positive workplace culture and behavior attracts employees, motivates them, drives them to experience happiness, and improves their performance. Workplace practices such as recruitment, rewards and recognition, compensation and benefits, advancement and promotion, training and development, performance management and so on should address employee needs and maintain a healthy environment. An effective manager should create a healthy, vibrant and understanding company culture very well. Employers should use elements of local culture to connect with and motivate their employees. Then, there have a lot of guests to visit to the hotel; the employees have to enter the guests' data accurately. Therefore, these data should maintain with systematically. Because of reliable data, the employees are easy to apply for their hotel image to become good.

According to study, it is suggested that the selected hotels should also pay high priority to it since most of the employees pay their commitments because of rewards and recognition. The selected hotels should always provide attractive rewards and recognition by monitoring general expense and reward systems of competitors. The hotels should also pay rewards whenever the projects are finished therefore the employees will be motivated and work hard they finish on time. The hotels should also give frequent trainings regularly in order to improve the skills and expertise of

the employees based on new technology, performance skills and job specifications. Then, employees got more satisfied by learning their improved performance. Additionally, to satisfy the employees of the chosen hotels, the hotels should use operative management than internal customer focused behavior and culture, technological sufficiency, cooperation and communication and working environment.

In future, the employees from the hotels should apply fairly internal customer relationship management practices. Although internal customer focused behavior and culture and effective management are doing well, the remaining practices including cooperation and communication, technological sufficiency and working environment should be added. During COVID-19 period, employees should be given a lot of training at this time because when they return to business, they will be better employees than others. The hotels should need to be able to use technology well because employees can use the internet for work, meetings and zooms because employees do not have to gather in public during the COVID-19 Pandemic. Hotel employee should also take extra care such as hand sanitizers, alcohol, and PPEs, as this is a time when care must be taken to prevent infection. Furthermore, the hotels should maintain its health and safety policy at the workplace. Therefore, it is important to practice more at this time so that the employee will be more satisfied and the business will run smoothly.

5.3 Needs for Further Study

The study covers to only 140 employees who are performing at the selected three hotels. In terms of size, the exemplification is relatively small and the research only covered on hotel employees. For a more generalized observation, a larger number of locations across different countries should begin ongoing research.. This course is spotlighted IntCRM practices on employee satisfaction at the selected hotels. Further research is recommended to discovery other influencing IntCRM practices on employee satisfaction in other hotels and industries.

There is requisite to make sense of the employee satisfaction should be developed wisely. Therefore, more exploration can be completed in this appropriate field in order to prepare better data and findings. Researcher should consider other variables for other research as another possibility to inquire the contrasting experience between IntCRM and satisfaction in the hotel industry and other industries. Therefore, gap analysis should be considered and guidance in coming investigation.

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APPENDIX
STATISTIC RESULT

(i) Model Summary Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.890	0.793	0.785	0.16809

Source: Survey Data (2020)

(ii) ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.482	5	2.896	102.517	0.000
	Residual	3.786	134	0.28		
	Total	18.268	139			

Source: Survey Data (2020)

(iii) Sample Size Calculation

Yamane's Formula

$$n = \frac{N}{1 + N(e)^2}$$

Where n=Sample size

N=Population size

E=Sampling error which is +5% or -5%

$$n = \frac{216}{1 + 216(0.05)^2}$$

$$n = 140$$

APPENDIX

Questionnaire for the Internal Customer Relationship Management on the Satisfaction of the Employees in Hotel Industry in Inle

Dear Respondents,

This thesis paper is intended to explore “The Internal Customer Relationship Management of the Satisfaction of The Employees in Hotels in Inle.” This questionnaire will be used only for a survey that will be conducted in a research required to submit for the attainment of my Master’s Degree. The information you provide will remain definitely confidential and will be used only for dissertation purpose only. So, I would like to request you to answer completely and truly.

Section (A)

Demographic Profile

1. Gender

- Male
- Female

2. Age

- 18-25
- 26-33
- 34-41
- 42-49
- 50 and above 50

3. Education Level

- Bachelor
- Master
- Doctor
- Any Others

4. Position

- Managerial level (include supervisor level)
- Non-managerial level

5. Years of experienced

- Less than 1 year
- 1-3 years
- Above 3 years

6. Current Working Department

.....

Section (B)

Internal Customer Relationship Management Practices

The following questionnaire is based on the five-point Likert Scale from 1 to 5. Please make a tick on the blank that your feel is relevant.

1= strongly disagree

2= Disagree

3=Neutral

4= Agree

5= Strongly Agree

Internal customer Focused Culture and Behavior

No.	Particular	1	2	3	4	5
1.	Employees are praised and rewarded for providing excellent internal support and customer service.					
2.	Employees are trained, technically competent professionals eager to provide excellent quality and customer-service.					
3.	Employees have the authority to make decisions and solve internal customer problems without seeking supervisor authority.					
4.	Management respects each employee's ability and knowledge of the job.					
5.	Most of my co-employees would perform their duty sincerely even if supervisor is not around.					

Technological Sufficiency

No.	Particular	1	2	3	4	5
1.	The process for requesting and tracking enhancements or assistance is clear and easy to use.					
2.	The roles and responsibilities of the support team are clearly communicated and understood.					
3.	The software tools and data manipulation capabilities meet your operational and processing requirements.					
4.	The platform facilitates information and knowledge sharing across the organization.					
5.	The data and information accurately and reliably reflect the source system data.					

Cooperation and Communication

No.	Particular	1	2	3	4	5
1.	Cross-functional team recognition programs and incentives exist and are supported.					
2.	When I listen carefully to what someone is saying to me I can predict what their conclusion will be.					
3.	Budgets exist to support team and relationship building activities, cross-training etc.					
4.	The organization uses rigorous project management standards and techniques for large initiatives.					
5.	Effective communication can be achieved simply by taking turns talking.					
6.	I am kept well informed by upper management on what's going on in the company.					

Effective Management

No.	Particular	1	2	3	4	5
1.	The organization demonstrates high levels of integrity when making decisions.					
2.	Our organization places the right person in the right job.					
3.	Selection of a candidate in our organization is strictly based on his/her merit.					
4.	Managers actively communicate and build relationships among key stakeholders.					
5.	The organizations align the team's visions, values, goals, and action plans.					
6.	Pay increments offered by our organization are satisfactory.					
7.	Adequate growth opportunities are available in our organization for those who perform well.					

Working Environment

No.	Particular	1	2	3	4	5
1.	There is availability of pleasant physical environment.					
2.	There is provision of safety appliances at work place.					
3.	There is comfort ability of the working hours.					
4.	There is efficiency of the equipment and tools at the work place.					
5.	There is provision of sanitary facilities available.					

Section (C)

Employees' Satisfaction

The following questionnaire is based on the five-point Likert Scale from 1 to 5. Please make a tick on the blank that your feel is relevant.

(1= Strongly Disagree to 5= Strongly Agree)

No.	Particular	1	2	3	4	5
1	I enjoy working at this company.					
2	I have good working relationships with my co-workers.					
3	I am satisfied about my salary and the amount of work I do.					
4	I am satisfied about the working condition in this company.					
5	I am satisfied with the management style of my supervisor.					
6	My supervisor acknowledges when I do my work well.					
7	My job makes good use of my skills and abilities.					
8	I feel this organization has created an environment where I can do my best work					
9	I feel about the feeling of accomplishment I get from the job.					
10	I feel about the freedom to use my own judgment.					

Thank you for your participation!