

4. Findings and Discussions

The feedback from the line managers as respondents indicated a number of IM obstacles that affect successful implementation IM. Figure 4.1 represents the NVivo findings (dynamic modelling) of the interview texts (Appendices).

The model indicates significant IM obstacles at the racecourse such as the problems of environment, mechanism and learning difficulty. These “environmental” problems stem from the fact that there has not been comprehensive support from management to implement total IM because of resource limitations. On the other side of the coin, “mechanism” problems arise because of technical and operational faults in implementing IM, whilst “learning difficulties” occur because of staff misunderstanding of the concept of IM itself. These problems appeared to originate from the lack of training and inadequate knowledge of on IM. This empirical finding is in line with the theoretical literature (Dunmore, 2002) that IM activity should be well integrated and comprehensively supported by the company; otherwise, it will result in inconsistent behaviour within the organisation that directly affects the company’s service quality.

Figure 4.1
A Dynamic Model of IM Obstacles

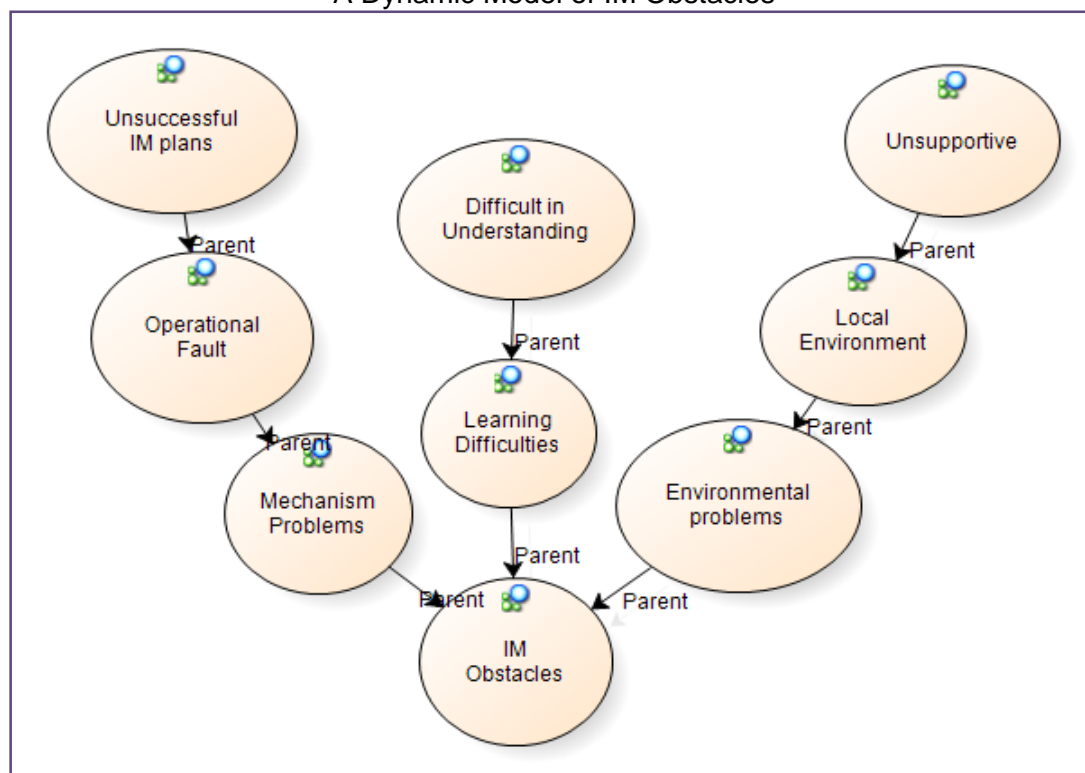
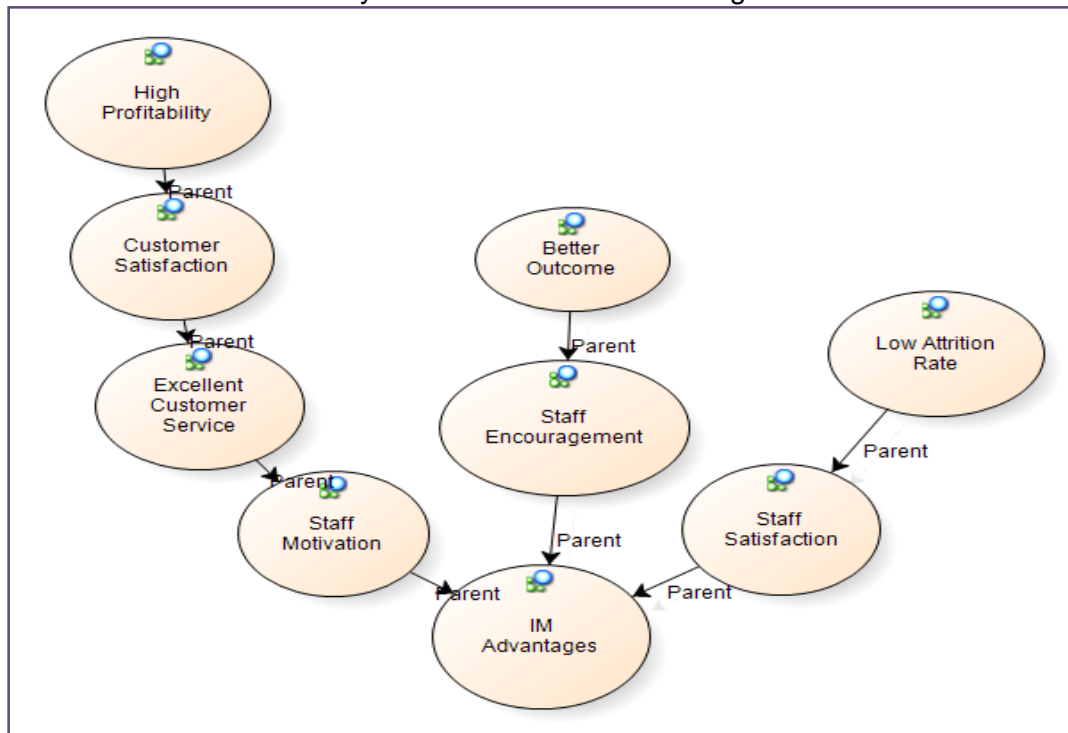


Figure 4.2 is an NVivo finding (a dynamic model) showing the advantages of IM as perceived by the line managers. From an HR perspective, these findings emphasise two aspects seldom mentioned in the literature, namely a lower attrition rate and enhanced productivity owing to higher staff morale through managerial encouragement. This productivity enhancement might also be caused by an intermediate factor such as a greater sense of staff ownership, as indicated by Payne (1995). He stated further that IM is helpful in changing the structure of an

organisation, and thus enabling the creation of autonomous units that display a greater sense of ownership and accountability. In addition, Buchanan (1985) revealed that since IM leads to higher retention of the right employees in the workplace, this in turn creates a stable and experienced labour force that delivers the highest service quality at the lowest cost. The relevant theoretical literature seems in line with the research findings (Figure 4.2). As a result, IM leads in creating higher customer retention and increased profitability (Buchanan, 1990).

Figure 4.2
A Dynamic Model of IM Advantages



The findings indicate three types of IM implementation barriers – “people” barriers, “concept” barriers and “utility or costing” barriers (Table 4.1). In terms of people barriers, IM fails to be implemented fully in the workplace because of a lack of training, insufficient staff resource to cover all customers and excessive workloads. The majority of people barriers originated from the lack of training (48%) in the company, followed by excessive workloads (32%) and insufficient staff (20%). Conversely, concept barriers were dominated by the issues of IM application (54%) – on how to apply correctly IM inside the company. In addition, the most significant utility barriers were costing issues (48%) followed by other infrastructure issues. To eradicate all barriers, for example, IM training should be given priority to solve people barriers, whilst the curriculum on training should cover more on how to apply correctly IM in the workplace. Lastly, costing issues should be given priority to solve the utility issues. Although these findings are in line with relevant literature (Porter, 2002, 2004; Williams, 2005), the major aspects of the findings have never been discussed or prioritised. The aspect of prioritising is invaluable for IM practitioners, as it is the process of determining the most important decisions in relation to the company’s balance sheet vis-à-vis its resource limitations.

Table 4.1
The Lexical Analysis of Implementation Barriers

No. of times the problems were discussed	PEOPLE Barriers			CONCEPT Barriers		UTILITY or COST Barriers		
	Lack of Training	Insufficient Staff	Excessive Workloads	Application Issues	Newly Established	New Infrastructure	Costing Issues	Insufficient Infrastructure
Manager 1	3	1	2	1	2	2	2	1
Manager 2	3	1	1	1	-	2	2	-
Manager 3	2	-	1	2	1	2	2	-
Manager 4	1	1	2	1	2	-	2	1
Manager 5	3	2	2	2	1	1	2	2
TOTAL	12	5	8	7	6	7	10	4
%	48%	20%	32%	54%	46%	33%	48%	19%
	100%			100%		100%		

In reality, although seven line managers were included as respondents, the interview outcomes of respondents no. 6 and 7 did not add significantly any new information to the findings. Accordingly, it was concluded that “theoretical saturation” was reached at the fifth respondent, and therefore no attempt was made to interview more respondents. Theoretical saturation here is defined as the end of the research process in which additional interviews are not required, because only repeated patterns will be obtained in the new sampling process as the findings are already “saturated”. In other words, additional interviews add nothing to what the findings already know about a category, its properties and its relationship to the core category (Glasser and Straus, 1967; Goulding, 2002, Charmaz, 2007).

The findings also revealed that the most significant aspects were the implementation barriers of IM within the workplace (Table 4.2). There were many occasions where the line managers as respondents discussed IM barriers in detail concerning training issues, staffing problems, costing concerns, time elements, etc., all of which were held responsible for the poor implementation of IM. These findings were reinforced by scrutinising the lexical analysis of the interview texts performed by NVivo (Table 4.2). The lexical analysis was implemented by evaluating Keyword-In-Contexts (KIC), here defined as significant and relevant terms that have a relatively high frequency in the interview texts under examination following Binsardi (2008) and Williamson (2006). This conclusion was based on the fact that, in the given overall stretch of the interview texts, certain keywords of letters occurred with varying frequencies, indicating the significance of particular issues in the application of IM.

The KIC analysis of the repeated interview expressions indicated that the word “staff” appeared 127 times (29.74%), “people and employees” 81 times (18.9%), followed by “implementation” 49 times (13.20%) and others. The findings also revealed that IM issues could be ranked accordingly, as indicated by Table 4.2. The words “staff, people and employees” taken together occupied the highest frequency of the respondents’ expressions (29.74% + 18.97% = 48.71%), which reveals the importance of “people” in the application of IM in the workplace. As expected, this was in line with most past studies (Bak, Vogt, George and Greentree, 1994; Shershic, 1990; Lambert, 1995; Rafiq and Ahmed, 2000; Pizam, 2005; Drake et al., 2005), which indicate that people are the biggest assets (production), alongside

internal buyers (consumption), in IM. Empirically, following people issues, implementation issues were considered the most dominant elements (11.48%) in the application of IM in a service-oriented company like Chester Racecourse, followed by the issues of “training” (4th rank), “concept or knowledge” (5th rank), “motivation” (6th rank) and others. The strategic implications are that a service-oriented company such as Chester Racecourse should ensure that its HR, operations and marketing departments work closely to support the implementation of IM.

It was also confirmed empirically that the second major issues related to IM were the implementation issues which hamper the successful application of IM (Table 4.2). The last significant issue of costing appeared the least important (the last rank, 5.62%), although this finding on “implementation” was in agreement with the past theoretical literature (Payne, 1995; Prasad and Steffes, 2002; Rafiq, 2002) that there are different levels of implementation issues from the concept barrier (level 1) and people barrier (level 2) through to utility barriers (level 3). Further, the literature reveals that the solution for IM should be strategically orientated, starting from the level 1, which is more strategic, to level 3, which is tactical in nature. Conversely, this empirical finding reveals that people ranked first, followed by concept and costs (Table 4.2). Accordingly, implementation issues could be solved by employing more tactically orientated methods to solve “people” problems rather than strategic issues, as theorized by the literature. Diagrammatically, this implementation aspect of IM (as a “parent code”, Figure 5.4) originates from “a child-code” in terms of people, costing, training and conceptual issues.

Table 4.2
The Lexical Analysis of Interview Texts

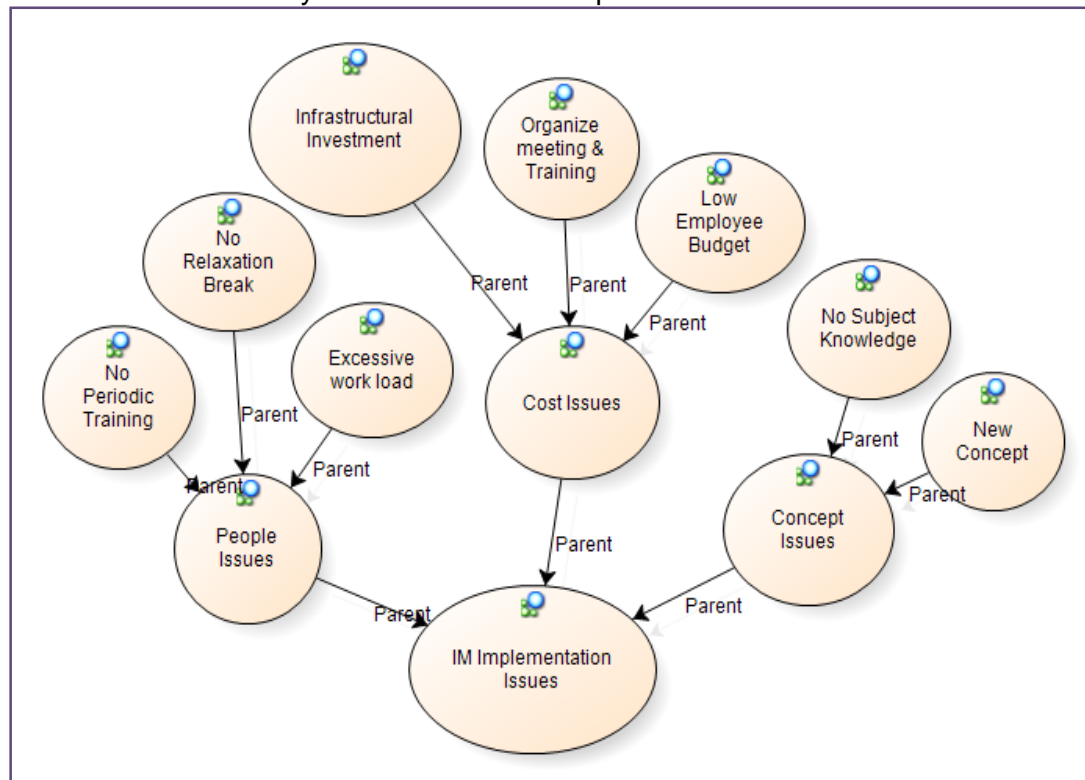
Keywords in Context=KIC	Ranking	Length	Count	Percentage %
Staff	1	5	127	29.74%
People & Employees	2	15	81	18.97%
Implementation	3	14	49	11.48%
Training	4	8	48	11.24%
Concept	5	7	36	8.43%
Motivation	6	10	35	8.2%
Service	7	7	27	6.32%
Costs	8	5	24	5.62%
Total			427	100%

Following Table 4.2 earlier, the NVivo finding of dynamic modelling (Figure 4.3) reiterates “implementation issues” within the workplace as a barrier to carrying out successful IM. As indicated by Table 4.1, implementation issues can be divided into three main components, namely the issues of “people”, “concept” and “utility or costing”.

Furthermore, the interview texts reveal that there are hierarchical implementation issues facing Chester Racecourse. For example, the people issues stem from non-periodic training, a lack of relaxation during working hours and excess work pressure during IM implementation. Most respondents also considered that these problems are due partially to a lack of “conceptual” understanding of what IM is – as a “science” – because they do not have any IM knowledge as it is a relatively new subject for them. The solution should be training and the development of existing staff. Since providing training for employees assists not only the development of their IM skills and knowledge, but also enhances motivation and acts as a building block to IM success (Payne and Baker, 2001).

Similar statements were expressed by the other line managers inasmuch that costing issues derive from little infrastructural investment, a lack of organised meetings and training sessions and an insufficient amount of funding to fully implement IM. Although this finding is in line with theoretical literature on IM (Milner, 2000; Morgan, 1999), it indicates (Table 4.2) that costing issues are considered empirically as the least important.

Figure 4.3
A Dynamic Model of IM Implementation Issues

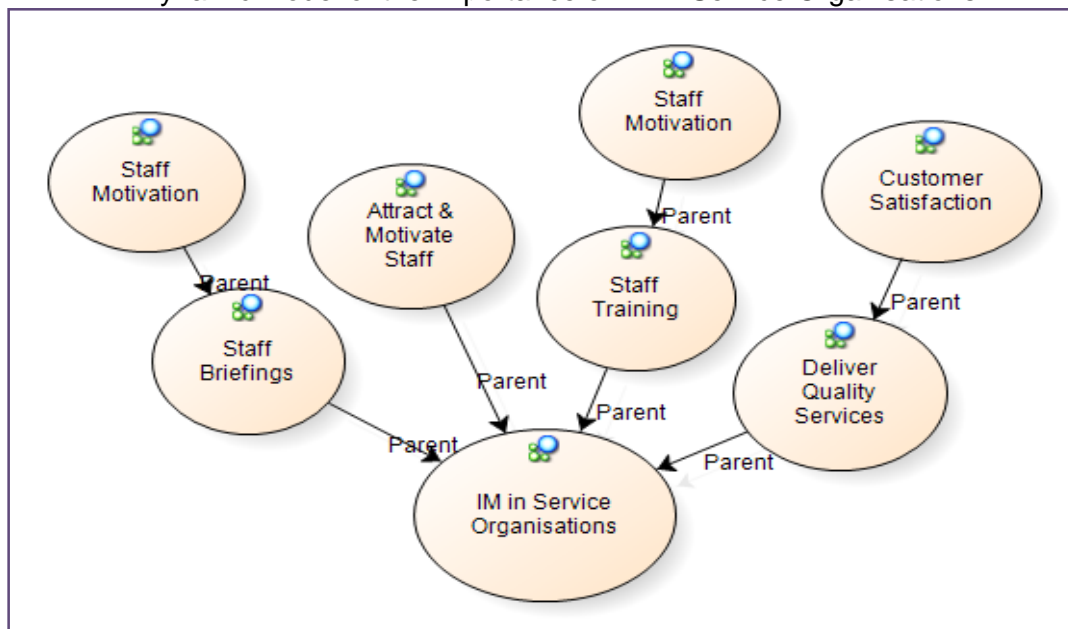


Relevant literature from the hospitality industry reveals that it constantly suffers from high attrition rates at all levels, related particularly to hiring entry-level staff or senior managers (Jauhari and Manaktola, 2009). Accordingly, this leads to incurring prohibitive costs in training new employees. This has been a part of the reason for the company’s lack of periodic training. The literature also indicates that to implement successful IM, a service organisation must enhance staff motivation and training at all times (Deery and Kinnie, 2004). This in the second round results in delivering a high-quality service to both internal and external customers (Schneider and Bowen, 1995). This theory is in line with the empirical findings (Figure 4.3) of this study on

how staff motivation and training help in delivering a quality service, which leads ultimately to enhanced customer satisfaction. To emphasise the empirical findings, excerpts of some interview texts of the respondents are provided in Appendix 1.

The findings (Figure 4.4) also reveal the importance of IM in service organisations such as the racecourse, as perceived by the respondents' perceptions. Figure 4.4 indicates the respondents' perceptions on the importance of IM in a service organisation. The respondents expressed that there are several momentous internal and external keywords. The internal keywords relate to the enhancement of staff motivation, whilst the external keywords link to the improvement of customer satisfaction. Although, these outcomes seem in agreement with theoretical literature in IM (Osborne, 1999; Baker, 2004) the only difference is that staff motivation seems to be a more significant aspect empirically to dominate the respondents' perceptions in relation to "people" orientation in IM.

Figure 4.4
A Dynamic Model of the Importance of IM in Service Organisations



It has been empirically confirmed by this study that the fundamental reasons behind the failure of IM at Chester Racecourse come down to implementation issues, which originate from the aspects of "people barriers", "concept barriers" and "cost barriers". These issues can further classified as "implementation barriers" at the racecourse. Scrutinising in detail the line by line coding process and the lexical analysis, this study concludes that training and people are the prime barriers for the effective implementation of IM, whereas costing issues can be considered the least significant barrier in implementing successfully IM in a service-oriented industry.

Appendix 1 – Interview Texts (“Training and Motivation” Issues)

Line Manager 1:

“ ... There are people issues in terms of staff training, which may not be provided as frequently as we would like. Another cause is, as mentioned in the previous question, about providing adequate or excessive workloads for part-time employees in quiet periods. Lastly, excess work pressure, especially during race days and busy event periods, does not allow employees to unwind as they need, which is another de-motivating factor ...”

Line Manager 2:

“ ... People, money and subject knowledge play a very crucial role in the implementation of internal marketing, the reason being, if the basic assets of the organisation, i.e. its employees, are motivated and committed towards their respective roles and responsibilities, then only they can produce better results. And this directly depends on how much effort and money is invested to train and motivate its employees in conducting staff training and motivation programmes. Furthermore, it cannot be implemented effectively without gaining the proper understanding of the subject matter ...”

Line Manager 3:

“ ... Factors affecting the successful implementation of internal marketing practice are: cost, time and manpower. Therefore, a business will always try to get the most out of its employees for the best cost effectiveness. A company must always weigh up the option of internal marketing against predicted output increase. A company must try to educate its people about this new concept of internal marketing exclusively designed for employee motivation and commitment towards its organisation ...”

Line Manager 4:

“ ... Predominantly, there are two major concerns relating to people and cost, which are diminishing the implementation growth of internal marketing at Chester Racecourse. The main cause of their occurrence is lack of training provided to service personnel, and the other one is none other than a common work pressure issue, which exists everywhere in all businesses. However, here we always make sure that people get small relaxation breaks in between operations. Secondly, our monetary plan is quite tight, which requires sensible investment in order to get expected returns. Therefore, we only have limited available funding options of providing our racecourse employees with advanced training on better equipment utilisation and on cost effectiveness, especially during a recession ...”

Appendix 2 – Interview Texts (“Training” Issues)

Line Manager 1:

“ ... There are people issues in terms of staff training, which may not be provided as frequently as we would like. Therefore, useful periodic training is a must here ...”

Line Manager 2:

“ ... Stressful and long shifts without proper staff training and working strategies, especially at the time of busy race days, result in employee dissatisfaction. On the other hand, staff performance under such critical conditions without appraising is also a de-motivating and disappointing subject ...”

Appendix 3 – Interview Texts (“People” Issues)

Line Manager 1:

“ ... Another cause is, as mentioned in the previous question, about providing adequate or excessive workloads for the part-time employees in quiet periods. Lastly, excess work pressure, especially during race days and busy event periods, does not allow employees to unwind as they need, which is another de-motivating factor ...”

Line Manager 4:

“ ... Another major concern is the common work pressure issue, which exists everywhere in all businesses. However, here we always try to make sure that people get small relaxation breaks in between the operations, which seems difficult during races ...”

Line Manager 5:

“ ... Secondly, enormous work pressure especially during race days where staff generally get de-motivated as they don't get enough time for relaxation breaks or coffee breaks ...”

Appendix 4 – Interview Texts (“Concept” Issues)

Line Manager 1:

“ ... The internal marketing concept is relatively new or does not exist at all here, so proper subject knowledge should be given for its effective implementation ...”

Line Manager 2:

“ ... Furthermore, the lack of subject knowledge also resists the effective implementation of internal marketing done by the management, so the proper subject knowledge is a key to success here ...”

Line Manager 5:

“ ... Finally, even the internal marketing concept is either never heard of before or it is a spanking new concept to be implemented here, so extensive subject knowledge must be given for its effective implementation ...”

Appendix 5 – Interview Texts (“Costing” Issues)

Line Manager 1:

“ ... There are certain cost issues related to limited monetary budgets of the company, which gives little choice to the company to provide employees with new infrastructure. We do, however, arrange informative staff training sessions when we feel they are required, but all of these require additional cost and have to comply with our budget parameters ...”

Line Manager 2:

“ ... Long-term future planning also hampers the effective utilisation of cost-related issues, because management has limited long-term budgeted planning on the basis of the market demands which are changing day by day that lead to certain amendments in their budget in fulfilling current market needs such as employees appraisals, product orientation and service induction programmes, etc... ”

Line Manager 4:

“ ... Since our monetary plan is quite tight, which requires sensible investment in order to get expected returns, therefore we only have the limited available options of providing our racecourse employees with advanced training on better equipment utilisation and on cost effectiveness, especially during a recession... ”