Hotel internal marketing, staff basic psychological needs and employee satisfaction: Basis for employee relations improvement framework

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Abstract

Firstly, this paper reviews the internal marketing, basic psychological needs, employee satisfaction and related empirical research. Variable measurement indicators and questionnaires were designed with reference to mature scales and under the guidance of tutors and experts. Several hotels in specific areas were selected as survey objects and the status of the hotel industry was taken as samples. Statistical and reasoning analysis of the questionnaire data was carried out through empirical research and descriptive research. The relationship between the three variables of internal marketing, basic psychological needs and employee satisfaction is discussed. The results show that: internal marketing has a significant positive impact on the three basic psychological needs of employees; internal marketing has a positive impact on employee satisfaction; three basic psychological needs have a positive impact on employee satisfaction. This research focuses on the influence of hotel internal marketing on employee service performance, and systematically discusses internal marketing and three basic psychological needs. With the hotel employee as the first person and based on the psychological changes and basic psychological needs of employees, this paper studies the mechanism of action and the boundary of action, enriches and develops the relevant theoretical research of internal marketing. This paper also establishes the employee relations improvement framework, indicating that a good employee relations improvement framework should be composed of internal marketing, basic psychological needs and employee satisfaction. Finally, based on this study, the researchers puts forward some relevant suggestions, which also provide important practical significance for relevant hotel managers on how to promote staff development and motivation conversion, and put them into action to have a positive and significant impact.

Keywords: hotel internal marketing, employee satisfaction, employee relationship management model

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1. Introduction

With the continuous development of human civilization, the continuous progress of society and the continuous improvement of the degree of modernization, the proportion of the tertiary industry in the national economy is increasing. With the rise of the experience era and service economy, the proportion of hotel accommodation among the six elements of tourism is becoming more and more prominent. How to improve the level of hotel management is also a problem that the research community has been paying attention to and studying. In the hotel service industry, the interaction between front-line employees and customers is an important way to realize customer value.

The profits of service enterprises mainly depend on loyal customers, and loyal customers come from satisfactory service, and satisfactory service comes from satisfied employees. Therefore, in the final analysis, employees should be satisfied first, and the hotel should regard employees as the core strategic resources of the company. Service is the core competitiveness of hotels, the essence of the competition between hotels is the competition of service quality, the characteristics of guests' needs are constantly changing, the requirements for hotels are getting higher and higher, more and more detailed, let the staff take the initiative to serve and effectively interact with customers, is one of the key factors to determine the customer repeat stay. For hotels, finding effective ways to manage employee satisfaction is an important guarantee to maintain the core competitiveness of the hotel and win the competitive advantage.

At present, the theory of internal marketing is widely used in service industry. The scholars who first put forward this concept are Berry and Grolus, two pioneers of service marketing research. Berry believes that internal marketing refers to treating employees as customers and work as products to meet the needs of internal customers while achieving organizational goals. Rafiq et al. (2000) redefined internal marketing based on previous research results: Internal marketing is a planned work to overcome the resistance of organizational change by adopting similar marketing measures, motivate employees, coordinate and integrate activities among departments, so as to effectively implement corporate strategy and functional strategy, and obtain customer satisfaction on the basis of training customer-oriented employees. Subsequently, a large number of scholars, such as Para Suraman and Adrian Payne, have done theoretical and empirical research on internal marketing. Based on the views of these scholars, the goal of internal marketing can be divided into two levels, namely, tactical internal marketing and conceptual internal marketing. From the tactical level, the goal of internal marketing is to promote corporate culture, products and services to employees, and to motivate employees to carry out marketing work.

From the perspective of concept level, the goal of internal marketing is to create an internal environment through scientific management methods, clear planning procedures and advanced corporate culture, so that employees have a "customer-oriented concept" and inspire employees to actively provide services for customers. From these two goals, we can see that internal marketing has a certain impact on employee satisfaction. Foreign scholars have reached a consensus on many ideas, such as: internal marketing can improve internal service quality and employee satisfaction; The goal of internal marketing is to meet the needs of employees so as to better serve customers. Since the influence of external environment on employees is not directly influenced, but transformed through a psychological transformation mechanism, the three basic psychological needs of self-determination theory (Deci et al., 2001) are used to explore the hidden mystery between internal marketing and employee satisfaction. Self-determination is the potential of experiential choice, in which individuals make free choices about their actions on the basis of full awareness of individual needs and environmental information.

The theory of self-determined cognitive motivation is a relatively complete theoretical framework that can effectively evaluate learners' learning motivation. Based on the meta-theory of organic dialectics, it is believed that social environment can enhance human's internal motivation and promote the internalization of external motivation through the satisfaction of three basic psychological needs: autonomy, ability and belonging, so as to ensure the healthy growth of human beings. Autonomous need refers to the desire of individuals to make independent choices according to their own wishes when engaging in various activities, and at the same time, they hope to have the right to choose their own behaviors and decisions without restriction in activities. Ability need refers to the individual needs to experience the ability to complete the task in the activity, or the individual feels that he is competent or in control of the work; The need of belonging refers to the desire of an individual to feel the care and love from others in his environment and to feel that he belongs to a member of the organization. Deci et al. (2001) pointed out that individuals have an innate desire to believe that they are acting out of their own volition-because they want to, not because they have to. According to the theory, when a person chooses to engage in an activity rather than accomplish an external purpose, that same activity is more likely to be stimulated or happier. For example, happy reading means that people choose books or articles to read, rather than class assignments, if two roommates read the same book, the person who chooses to read the book will read it with relish, while the person who completes it as an assignment will do it perfunctorily. The psychological hallmark of self-determination is the flexibility to control the interaction between oneself and the environment. In self-determination, people freely choose to act, rather than being forced or coerced, and this choice is based on an understanding of the needs of the organism and a flexible interpretation of external events.

Job satisfaction, as an important psychological index for employees to evaluate their work, has been highly concerned by the business and theoretical circles since its concept and connotation was put forward by American scholar Hoppoek in 1935. Looking at the research on job satisfaction in the past 80 years, it can be found that scholars have given different definitions of job satisfaction for different research objects. The general explanation of job satisfaction given by scholars is the comprehensive definition. Job satisfaction as defined by this type refers to the employee's attitude towards the work itself and the working environment, and represents the employee's overall response to all his/her work. According to the definition of expectation gap, job satisfaction is related to the gap between the expected value and the actual value obtained by employees in a specific working environment. The smaller the gap, the higher the satisfaction. According to the reference definition, employees set a reference frame according to their personal preferences, and interpret the work characteristics with reference to the frame, and the result obtained is job satisfaction. According to this definition, job satisfaction is a series of emotional responses that employees uniquely make to their job references. Zuo et al. (2009) pointed out that job satisfaction is the result obtained by an individual after explaining job characteristics according to his or her reference frame. Whether an employee is satisfied or not involves many factors such as his or her reaction to or attitude towards different aspects of work, including the comparison between good and bad types of work, comparison with others, personal ability and past experience.

This study focuses on the empirical study of the impact of internal marketing on employees' job satisfaction, explores the mechanism of internal marketing behavior on employees' job satisfaction, verifies the mediating role of three basic psychological needs of employees, and discusses how to improve employees' satisfaction through internal marketing and increase the hotel's emphasis on internal marketing. Combine the interests of employees with their own interests, fully mobilize the enthusiasm of employees and maximize their abilities, so that employees can better work hard for the hotel, better serve external customers, and create more valuable services.

Objectives of the Study - The purpose of this study is to investigate the hotel internal marketing, the basic psychological needs of employees to improve the role of employee satisfaction, to make employees work and serve better customers. Specifically, the thesis aims to: determine the internal marketing in terms of three dimensions: vision communication, management support, training and development; assess the basic psychological needs of employees in terms of three dimensions: autonomy needs, ability needs and belonging needs; describe employee satisfaction in terms of three dimensions: employee personal growth, enterprise

management and enterprise environment; test the important relationship between hotel internal marketing, staff basic psychological needs and employee satisfaction; develop an employee relation management framework to increase employee engagement.

2. Methods

Research Design - Based on a large number of literature and consulting experts, this paper compiled a questionnaire, used statistical analysis to guide the empirical analysis of the whole paper, and analyzed the relationship among three research variables: internal marketing, basic psychological needs and employee satisfaction. According to Kaliyadan et al. (2019) statistical methods are mainly divided into descriptive statistical analysis and inferential statistical analysis. Descriptive statistical analysis mainly analyzes the attribute percentage and probability of the study sample, rather than extrapolating with probability. It began as a simple quantitative analysis based on demographic or geographic characteristics. It is a general statistical analysis of the overall situation of the respondent. Extrapolation statistical analysis is a statistical inference process that extrapolates general rules or features from collected sample information, such as correlation analysis and regression analysis used by researchers in this paper (Salvatore, 2021).

This study explores the influence mechanism of internal marketing in the hotel industry on employee satisfaction, and establishes a theoretical model composed of internal marketing in the hotel industry, basic psychological needs of employees and employee satisfaction, taking the basic psychological needs of employees as the intermediary variable. The research design of this paper is as follows: First, read and sort out relevant literature and research results, analyze the definition, importance and relationship between variables, understand the main component dimensions and impact indicators studied by scholars, and finally confirm the specific dimensions of each variable. Secondly, the research method of questionnaire survey is adopted to collect the latest first-hand data, and the data sources obtained are targeted and real time. Considering the epidemic situation and the real-time data acquisition, questionnaire collection is mainly from online collection. Third, descriptive statistical methods are adopted. This paper makes an accurate analysis of the research topic from multi-dimensional perspectives such as demographic characteristics and makes a descriptive statistical analysis of the three selected variables. The current situation analysis data obtained has statistical significance and is relatively objective, which is conducive to the research theme analysis of this paper. Further, based on the inferential statistical analysis method and the results of correlation analysis and regression analysis, the complex relationship between target variables is studied and strategies for improving employee satisfaction are explored, which helps to explain the main idea of this study and has practical guiding significance.

Participants of the Study - The questionnaire distribution and data collection of this survey were carried out through online questionnaire tool. The survey respondents are from three parts, and some interviewees are from internal employees of the hotel. Since the hotel management major of the university where the researcher works has university-enterprise cooperation with hotels in several cities, the person in charge of each hotel is asked to issue questionnaires directly in the company's work group through communication, which is the main channel for data collection. The second part of the interviewees are mainly hotel management students who have graduated from the university of the researcher and students who are doing internships in hotels. This channel enriches the source of data. In addition, the research questionnaire was also distributed online through the questionnaire survey software, which increased the scope of sample collection. In this questionnaire survey, a preliminary survey was conducted, 34 questionnaires were collected for small sample analysis, and after repeated adjustments and revisions, the formal questionnaires were issued. Samples of collected questionnaires were screened and eliminated, and a total of 350 valid questionnaires were obtained.

Data Gathering Instruments - The questionnaire involved in this study is mainly formulated from the selection dimension of three variables, so it is mainly divided into three modules. Each dimension of each variable is formulated as a measure of a question that can be answered. The 4-level Ricke scale was adopted: 1 represents "strongly opposed"; 2 means "disagree"; 3 stands for "agree"; 4 stands for "strongly agree." The first

variable, internal marketing, involves vision communication, management support, training, and development (Liu 2022). The second variable, "basic psychological needs", involves three dimensions: autonomy needs, ability needs and belonging needs (Johnston et al., 2010). The third variable "employee satisfaction" is designed into three dimensions: employee personal growth, enterprise management, and enterprise environment(Ma 2014; Ji et al., 2020).

Data Gathering Procedure - The researcher selected the research topic according to the social hot spots and academic research, and sorted out and distributed the logical structure of the questionnaire according to the content of the paper and obtained the main empirical data of the study. Respondents to the questionnaire are distributed anonymously through WeChat and QQ, so the privacy of the content will be protected. Only after the content of the questionnaire and the overall thesis proposal are approved by the Graduate School of the University of the Philippines Batangas Campus, can the questionnaire be sent through the above channels for a small sample of more than 30 people and less than 100 people. Before large-scale questionnaire distribution, a small number of respondents will be pre-analyzed for structural reliability and validity to ensure the accuracy and rationality of the questionnaire structure. Based on the pre-distributed evaluation results of the small sample, the revised questionnaire will be distributed to ensure the feasibility of the empirical analysis. With the consent of the director of the research institute, the researcher conducted a preliminary questionnaire survey and obtained the reliability of the survey. The reliability results show that the Cronbach coefficients of three dimensions of the first variable: vision communication, management support and training and development are 0.932, 0.958 and 0.980, respectively. In the second variable, the Cronbach coefficients of the three dimensions of basic psychological needs: autonomy needs, ability needs and belonging needs were 0.920, 0.907 and 0.958, respectively. In the third variable, the Cronbach coefficients of the three dimensions of employee satisfaction: employee personal growth, enterprise management, and enterprise environment are 0.985, 0.972, and 0.962, respectively, indicating that the items have high internal consistency.

Ethical Considerations - Ethical considerations will be practiced in the conduct of the research work to warrant that every information that was gathered are used for research purposes only to maintain the quality and integrity of the research. The researcher will also seek the consent of the hotel managers through letter and communication to make sure that the target respondents will be prepared to answer necessary questions involved in the research. It also ensured the confidentiality and anonymity of the respondents by not seeking their names as they were answering the questionnaires. The researcher will also ensure that the respondents voluntarily answer the questionnaires according to their will. Lastly, it will also ensure that none of the respondents of the study will be hurt or harmed and their safety and security is of top priority.

Data Analysis - In this study, indicators corresponding to different dimensions of the three core variables were designed and coded to achieve the digital structuring of statistical data, and module evaluation was carried out through pre-processing and statistical transformation to facilitate the preliminary statistical analysis.The overall data analysis of this study adopts statistical analysis method for quantitative analysis, which mainly includes descriptive statistical analysis and statistical inference analysis. First, a preliminary descriptive statistical analysis of the common characteristics of the three variables is carried out through frequency distribution and weighted mean, and the overall description is given. Secondly, according to the rho index in the relevant analysis, the relationship between internal marketing and employee satisfaction, internal marketing and employee psychological needs, basic psychological needs and employee satisfaction is determined. In order to further analyze the relationship among the three variables of internal marketing, employees' basic psychological needs and employee satisfaction, the regression coefficient is obtained according to the regression analysis, and then the specific regression model of employee satisfaction, basic psychological needs and internal marketing is constructed, the influence mechanism of internal marketing in the hotel industry on employee satisfaction is found out, and the relationship between the three variables is scientifically and reasonably integrated. To achieve the final analysis goal of the study. The above statistical analysis methods were calculated and processed by SPSS 28 version.

3. Results and discussions

Table 1

Summary Table on Hotel Internal Marketing

Key Result Areas	Composite Mean	VI	Rank
Vision Communication	3.14	Agree	2
Management Support	3.13	Agree	3
Training and Development	3.15	Agree	1
Grand Composite Mean	3.14	Agree	

Legend:3.50-4.00=Strongly Agree2.50-3.49=Agree;1.50-2.49;1.00-1.49=Strongly Disagree

It can be seen that in these evaluations of hotel internal marketing, respondents have the highest recognition of training and development, so they have the highest score of training and development. The unification and integration of employee training and career development planning is not only conducive to meeting the dual needs of enterprise development and employee success, but also an effective management method to combine employee growth and success with high-quality development of enterprises (Ding et al.,2023).

Employee training in enterprises has different forms in terms of training objectives, contents, forms and results, which indicates that training is not only a rational choice under the human capital needs of enterprises, but also various enterprises to provide different degrees of support for employee growth. Employee training of different ownership enterprises presents three choices between enterprise development and employee growth. At the same time, employee training promotes enterprise development with the growth of people. At present, corporate training is faced with the common challenge of how to promote and meet the diversified development needs of employees, how to seek the organic combination of its own development and employee growth, and how to coordinate the external environment and the participation of multiple subjects (Tang et al.,2014).

The remaining two dimensions ranked low, with a combined average of 3.14 and 3.13. However, employee internal marketing of course also includes vision communication and management support. By presenting a vision, the leader not only lights the way forward for the leader, but also shows the desired direction for the members of the organization. In the process of transforming the personal vision into the common vision of the organization, the leader influences the subordinates' identification with the development of the organization, points out the direction of their work, and makes them produce the following behavior consistent with the goals of the organization. By establishing the vision, leaders arouse subordinates to participate in the setting of future goals, improve their commitment and work input to the organization, and make them actively participate in the change and strive to realize the vision of organizational development (Li et al.,2006).

Sun et al. (2022) empirically proved that management support has a positive impact on individual learning opportunities and creativity performance. Senior management can cultivate employees' creativity by supporting and providing learning opportunities and encourage employees to develop adaptability at the individual level. Enterprises carry out internal marketing to influence employees through vision communication, training and development, and management support. Employees gain organizational trust in this process, and organizational trust plays an important role in employee satisfaction and work performance. Zheng et al. (2008) found that employees have a positive impact on their trust attitude towards their direct leaders and organizations.

When employees obtain organizational support from within the enterprise and their sense of organizational support is satisfied, they will have a sense of fairness, which is a very important motivating factor. If employees have a better sense of fairness, they will be able to work actively, and then improve job satisfaction (Chen 2019). Therefore, the hotel management personnel should be fully aware of the necessity and importance of internal marketing in hotel management, in order to be able to reasonably deploy hotel resources, to provide the necessary material and spiritual guarantee for the implementation of internal marketing in the hotel. Secondly, the hotel management staff use administrative means to formulate corresponding rules and regulations to provide excellent development soil for the implementation of internal marketing theory in the hotel.

On the one hand, the internal training activities under the concept of internal marketing can effectively solve the special problems existing in the daily operation of enterprises and pay attention to improving the comprehensive quality of employees to create more business value for enterprises. Among them, the latter can fully reflect the internal marketing thinking of enterprises. Enterprises take training as a kind of welfare, organize corresponding training activities for employees, and employees can combine their actual situation and interests, reasonably choose the corresponding training activities, improve their own quality, and promote the enterprise and their own progress (Cui et al., 2019).

Otherwise, it does not conform to the "employee-centered" internal marketing concept. In addition, training results tracking is also a reflection of internal marketing thinking, monitoring the training reflection and learning layer, can understand the entire training process of employees, optimize training methods and widely adopt some constructive opinions; Continue to follow up the training effect, and grasp whether the knowledge of employees and the development of the enterprise are mutually promoting. If the former belongs to the enterprise's product sales and service skills and attitudes, then the latter evaluation is just like the effect obtained in product sales and service. In addition, when employees participate in training, the enterprise must provide space and conditions for their talents to display, and recognize their knowledge and skills, which is to recognize the respect of "customers", so as to enhance employees' sense of belonging to the enterprise and ensure the effect of corporate training (Zhang 2019)

Table 2

Psychological Needs of Employees

Key Result Areas	Composite Mean	VI	Rank
Autonomy	3.11	Agree	2
Ability	3.18	Agree	1
Belongingness	3.05	Agree	3
Grand Composite Mean	3.11	Agree	

Legend:3.50-4.00=Strongly Agree2.50-3.49=Agree;1.50-2.49;1.00-1.49=Strongly Disagree

Table 2 is a summary table of basic psychological needs, whose comprehensive average value is 3.11, indicating the consistency of the three dimensions in this table. As can be seen from the data in Table 10, the ability needs ranks first with the highest comprehensive average of 3.18. In these evaluations of employees' basic psychological needs, respondents have the highest degree of recognition of the ability need, so the ability need score of respondents is the highest.

Wahyudi et al. (2022) proved through empirical research that employees' ability has a positive and significant impact on employees' job satisfaction. The development and improvement of employees' abilities can make employees more confident in their work and complete their work more efficiently, thus improving their work performance and job satisfaction. There is a strong relationship between employee satisfaction and competency. Employees who receive adequate training and support are usually able to show higher competency at work, and thus achieve better personal achievements and performance. In turn, the personal contributions and achievements made by employees at work can further improve the satisfaction and competency of employees, forming a virtuous circle and promoting the continuous improvement of performance and creation of higher value.

According to the self-determination theory, human beings have basic and innate psychological needs such as autonomy, competence and belonging, and basic psychological satisfaction helps to enhance individual happiness and intrinsic motivation (Deci et al., 2000). Existing studies have shown that basic psychological needs cannot be simply averaged or interchanged, excessive demand of one kind cannot balance other needs, and the satisfaction of autonomy, competence and belonging needs independently positively affects satisfaction (Milyavskaya et al., 2011). Meeting the basic psychological needs of employees is an important premise for employees to obtain satisfaction, and it is particularly important to explore and create work scenarios that meet the basic psychological needs of employees. According to the self-determination theory, leadership behavior is

an important part of organizational scenarios and plays an important role in promoting the satisfaction of employees' basic psychological needs in the field of work, which will significantly affect employees' work experience (Van denBroeck et al., 2016).

Empirical studies have shown that leaders' behaviors and attitudes can significantly positively affect employees' basic psychological needs (Leroy et al.,2015). Satisfaction of basic psychological needs such as autonomy, competence and belongingness can significantly predict employees' job satisfaction. On the other hand, if there's a psychological need for frustration, It can lead to anxiety, depression or somatization (Cordeiro et al., 2016) and need frustration can also lead to insecurity, sickness, high rejection sensitivity and other interpersonal dysfunction (Costa et al., 2015).

The satisfaction of basic psychological needs is also an important condition for individuals to achieve complete social functions, which helps to enhance interpersonal relationship quality, relationship satisfaction and attachment security. Basic psychological needs are also an important part of an individual's memory structure, and activating the situational memory of needs satisfaction or frustration can also affect an individual's current or future happiness. The balance of the satisfaction of the three basic psychological needs is the driving force for the continuous growth, perfection and happiness of the individual. In the case of the same overall need's satisfaction score, compared with the individuals with greater differences in basic needs satisfaction, the individuals with relatively balanced needs satisfaction have a higher degree of happiness.

Research shows that the satisfaction of basic psychological needs has a positive predictive effect on employee innovation performance. The innovation process has the characteristics of challenge, risk, complexity, etc., which puts forward higher requirements on employees' self-will and psychological resources. When the organizational environment can meet the autonomy, relationship and competency needs of employees, it will often provide them with higher internal driving force and promote them to show higher interest and self-involvement level, so as to improve innovation performance. The satisfaction of basic psychological needs obtained by employees can also improve their self-esteem, psychological security and sense of innovation self-efficacy, which also provides more psychological resources for their further innovation behavior.

In addition, meeting the needs of autonomy, relationship and competence is also a necessary condition to support the mental health of employees. Make it feel emotional, vitality depletion at the same time, produce resources overdraft, can dry up the negative experience. In the long run, it will not only reduce their vitality at work, but also make workers fall into anxiety, tension, depression and other negative emotions, affecting mental and physical health. The satisfaction of knowledge of workers' basic psychological needs can also help them to experience a more complete and abundant meaning of life, enhance their perception of self-worth, and face work and life more actively and healthily.

A large number of empirical studies have shown that the satisfaction of basic psychological needs can stimulate individuals' internal identification and interest in current activities, thereby enhancing internal motivation or promoting the transformation of external motivation into internal motivation and realizing the transformation from "heterism" to "self-discipline" and then to "voluntary". When knowledge workers experience autonomy, sense of competence and sense of belonging in the organizational environment, they will enhance their recognition of the meaning of work, and show higher exploration, curiosity and longer persistence in the work or activities they engage in, thus producing more positive work results. The conversion of external motivation to internal motivation also helps to reduce the turnover rate of employees.

In general, if the manager of an enterprise is not clear about the basic needs of employees, their personal expectations of the enterprise, and their basic values of the industry, he will not be able to thoroughly understand the real activities of his employees' inner world, and he will not be able to effectively provide strategies to satisfy employees. Through empirical analysis, many scholars have found that employee satisfaction is the subjective reflection of perceptual and rational attitudes of employees based on their own values and expectations of the enterprise before work and their perception of the overall environment of the enterprise after work. (Boris et al.,

2022; Ren et al., 2020; Zhao, 2019).

Table 3

Summary Table on Employee Satisfaction

Key Result Areas	Composite Mean	VI	Rank
Employee Personal Growth	3.16	Agree	1
Enterprise Management	3.12	Agree	2
Enterprise Environment	3.08	Agree	3
Grand Composite Mean	**3.12**	**Agree**	

Legend:3.50-4.00=Strongly Agree2.50-3.49=Agree;1.50-2.49;1.00-1.49=Strongly Disagree

When the perception obtained after work meets the expectation before work and conforms to their own values, employees are satisfied with the organization; When the perception obtained after work does not meet the expectations before work and conflicts with their own values, employees are not satisfied with the organization; When the perception obtained after work meets the expectation before work but is inconsistent with their own values, or when the perception obtained after work fails to meet the expectation before work but is consistent with their own values, the employee's satisfaction with the organization will decrease accordingly. The influencing factors of employee satisfaction are the specific components of employee expectation, employee value and employee perception (Ge, 2012).

By integrating self-difference theory and affective event theory, Wang (2017) discussed the influence mechanism of expectation gap of the new generation of knowledge employees on turnover intention and believed that a large expectation gap would lead to the increase of employees' negative emotions, which would further affect their pursuit of career goals and thus produce turnover intention. Therefore, the gap between employees' perception and expectation of personal growth, enterprise management and enterprise Therefore, to improve employee satisfaction, the following measures can be taken: strengthen the construction of enterprise infrastructure to ensure sufficient information and facilities required for basic work; Create harmonious relationship, positive and open working atmosphere, improve the effective communication channels within the company; Improve the leadership function of the management, pay attention to the individual training and growth of employees; Improve the company's work system and create a healthy working environment. The environment leads to the level of employees' job satisfaction. Therefore, to improve employee satisfaction, the following measures can be taken: strengthen the construction of enterprise infrastructure to ensure sufficient information and facilities required for basic work(Cheng 2023); create harmonious relationship, positive and open working atmosphere, improve the effective communication channels within the company(Fu et al., 2023); Improve the leadership function of the management, pay attention to the individual training and growth of employees; improve the company's work system and create a healthy working environment (Zhang, 2021).

Establishing a fair, transparent and reasonable promotion system is an important measure to help employees enhance their work enthusiasm. First of all, enterprises should clearly formulate promotion standards and evaluation methods, ensure that the evaluation process is fair and objective, and let employees clearly understand the requirements and conditions for promotion (Jin, 2019). In this way, subjectivity and uncertainty can be avoided, and employees' confidence and motivation for promotion can be increased. Second, companies can provide training, learning and growth opportunities to help employees upgrade their skills and knowledge and expand the breadth and depth of their career development (Liu, 2019). Through regular training sessions, professional development programs, and mentorship, employees are constantly learning and growing in preparation for promotion. This investment in employee development not only increases employee satisfaction, but also cultivates competitive talent for the organization (Zhao, 2018).

To sum up, employee satisfaction is one of the important factors for enterprise success. By establishing good communication channels, providing opportunities for development, focusing on the work environment and work-life balance, and establishing a positive corporate culture, companies can increase employee satisfaction and enhance their motivation and loyalty. These approaches not only help attract and retain top talent, but also

enhance overall business performance and competitiveness. Therefore, enterprises should take improving employee satisfaction as an important management goal, and actively implement relevant strategies and measures to create a good working environment and development opportunities for employees.

Table 4

Relationship Between Hotel Internal Marketing and Psychological Needs

Variables	rho	p-value	Interpretation
Vision Communication			
Autonomy	0.674**	<.001	Highly Significant
Ability	0.872**	<.001	Highly Significant
Belongingness	0.860**	<.001	Highly Significant
Management Support			
Autonomy	0.818**	<.001	Highly Significant
Ability	0.825**	<.001	Highly Significant
Belongingness	0.842**	<.001	Highly Significant
Training and Development			
Autonomy	0.728**	<.001	Highly Significant
Ability	0.896**	<.001	Highly Significant
Belongingness	0.925**	<.001	Highly Significant

**. Correlation is significant at the 0.01 level

As seen in the table 4, the computed rho-values ranging from 0.674 to 0.925 indicate a strong to very strong direct relationship among the sub variables of hotel internal marketing and psychological needs. There was a statistically significant relationship between hotel internal marketing and psychological needs because the obtained p-values were less than 0.01. Therefore, the relationship between the hotel's internal marketing and the basic psychological needs of employees is statistically significant. The results show that there is a significant positive correlation between internal marketing and employees' psychological needs. That is, three basic psychological needs of employees can be satisfied through internal marketing. Gao (2020) proved through empirical evidence that the internal marketing of tourism enterprises has a positive impact on the psychological state of employees.

The three basic psychological needs are of great significance to the transformation of practical actions. They play an important role in the whole psychological activity process of stimulating people's motivation and generating inner power to take actions to achieve goals, and in fully mobilizing people's enthusiasm. William James, a psychologist at Harvard University in the United States, explained in his book "Action Management" that employees who are paid on time only play 20% to 30% of their ability, while fully motivated employees can play 80% to 90% of their ability, so hotel managers should more fully understand the psychological needs of employees, to better play the inherent potential of employees.

The fundamental purpose of hotel internal marketing is to improve the satisfaction of hotel employees and improve the quality of service, and the transformation of the three basic psychological needs is to better cooperate with internal marketing and promote the improvement of employee satisfaction. Therefore, the hotel should pay attention to the changes in the psychological needs of employees, improve the satisfaction of the psychological needs of employees, and pay attention to the special needs and actual needs of hotel employees, and implement it to the reality, and play its role and significance. Therefore, from the perspective of managers, they should pay attention to and acknowledge the thoughts and feelings of employees, provide them with the opportunity to choose, encourage them to think independently and express freely, and avoid the use of highly controlled management methods in work. Providing a good reason for a decision or task also contributes to the satisfaction of an employee's need for autonomy. In terms of organizational system construction, employees' perception of the significance and interest of current activities can be enhanced by optimizing work design, allowing them to flexibly and reasonably arrange work schedule and choose work methods within the scope of responsibilities.

In addition, it is also necessary to pay attention to the advantages and disadvantages of rewards in work

motivation. Although the reward mechanism can provide positive reinforcement for positive work behaviors, over-reliance on rewards may also damage employees' internal motivation. Once the attractiveness of rewards decreases or the difficulty of tasks increases, employees' enthusiasm for work may be difficult to maintain. Only when rewards can indirectly meet their basic psychological needs, can they also produce intrinsic motivation. Positive communication with leaders is an important way for employees to gain a sense of belonging. The perceived support from leaders helps to enhance their psychological security and form emotional commitment to leaders and organizations. Inclusive and approachable leadership can also provide a foundation for building relationships of trust.

Table 5

Relationship Between Hotel Internal Marketing and Employee Satisfaction

Variables	rho	p-value	Interpretation
Vision Communication			
Employee Personal Growth	0.809**	<.001	Highly Significant
Enterprise Management	0.792**	<.001	Highly Significant
Enterprise Environment	0.735**	<.001	Highly Significant
Management Support			
Employee Personal Growth	0.865**	<.001	Highly Significant
Enterprise Management	0.859**	<.001	Highly Significant
Enterprise Environment	0.840**	<.001	Highly Significant
Training and Development			
Employee Personal Growth	0.906**	<.001	Highly Significant
Enterprise Management	0.895**	<.001	Highly Significant
Enterprise Environment	0.861**	<.001	Highly Significant

**. Correlation is significant at the 0.01 level

As seen in table 5, the computed rho-values ranging from 0.735 to 0.906 indicate a strong to very strong direct relationship among the sub variables of hotel internal marketing and employee satisfaction. There was a statistically significant relationship between the hotel's internal marketing and employee satisfaction because the obtained p-values were less than 0.01. It can be seen from the results that there is a significant positive relationship between internal marketing and employee satisfaction. Through the relevant analysis data, internal marketing has an important impact on employee job satisfaction. Many empirical findings are highly consistent with the research results. Many literature have mentioned a significant positive linear correlation between internal marketing and employees' job satisfaction.

According to the empirical study of Lisoyi et al. (2020), the results show that there is a significant relationship between internal marketing and employees' job satisfaction. In addition, the quality of internal marketing improves employees' cognition of customer needs and increases sales. In addition, the study found that perceived job satisfaction plays a complete mediating role between internal marketing and employee job performance. These findings help to understand how employees' job performance in service organizations is affected by structured internal marketing facilities.

Chen et al. (2020) confirmed through research that the implementation of internal marketing activities contributes to the improvement of employee satisfaction, and cultural consistency factors can regulate the impact of internal marketing activities of airlines on employee satisfaction. Some studies have analyzed the internal relationship between internal marketing and employee satisfaction from the perspective of internal marketing and employee satisfaction. Shobe (2018) confirmed through research that job satisfaction is significantly related to employees' work performance and work output, and management support and employee autonomy have been proved to be the dominant factors determining workplace productivity.

Through empirical analysis, Racicot et al. (2019) draws the conclusion that support from management and team members directly affects employees' job satisfaction and organizational commitment, and support from multiple sources can form a positive safety atmosphere. Therefore, the implementation of internal marketing can improve employee satisfaction. For managers, to better implement internal marketing strategies, the following

countermeasures can be adopted: Do a good job in internal research. Enterprise management should do a good job of internal market research. Employee satisfaction is a necessary condition for customer satisfaction, and the premise of improving employee satisfaction is to understand the emotions and needs of employees. Only by truly understanding the emotions and needs of employees can we implement effective management of employees. The second is to communicate the vision of the business. Enterprise management workers should pay attention to the publicity of enterprise vision. It is necessary to let employees fully understand the short-term and medium - and long-term development goals of the enterprise, and organically combine the career development goals of employees with the survival and development of the enterprise. This is one of the ways to improve employee loyalty. Employees enjoy the right to know the development direction and ideal of the enterprise as the owners of the enterprise, which can be greatly encouraged, and thus improve their satisfaction with the enterprise.

Management should respect predictive support employees. The first job of management is to ensure that all employees are well cared for and loved. Second, it's about people dealing with things that don't seem to be going well, pushing things forward and helping people deal with things faster. Thirdly, the management should approach the employees, communicate with the employees, and tell the employees how to improve the work suggestions and ideas. Enterprise management workers should pay attention to the training of employees. Provide opportunities for employees to develop and improve their abilities through the implementation of employee education, training programs, job redesign, etc. Employees are the object of internal marketing, the analysis of employees is the basis of the implementation of internal marketing and will affect the effect of internal marketing.

As seen in the table 6, the computed rho-values ranging from 0.749 to 0.880 indicates a strong to very strong direct relationship among the sub variables of psychological needs and employee satisfaction. There was a statistically significant relationship between psychological needs and employee satisfaction because the obtained p-values were less than 0.01. Therefore, there is statistical significance between the three basic psychological needs of employees and employee satisfaction. The results show that there is a significant positive correlation between employees' basic psychological needs and employee satisfaction. A large number of studies have proved that the satisfaction of employees' basic psychological needs is related to job satisfaction. : Gagne et al. (2005) found that improving employees' basic psychological needs can lead employees to work more effectively in tasks requiring creativity, cognitive flexibility and conceptual understanding; Ilardi et al. (1993) found that those employees who experienced more comprehensive satisfaction with basic psychological needs showed more positive work attitude, higher self-esteem and stronger happiness; Kasser et al. (1992) found that employees with higher satisfaction experience in the three basic psychological needs in the supervised work environment spent more time on work than employees with lower satisfaction. Baard et al. (2004) research shows that people's satisfaction of basic psychological needs at work will affect their performance and psychological adjustment at work. Employees who also feel autonomous support and have autonomous causal orientation are more likely to seek opportunities to satisfy their internal needs in their work.

Table 6

Relationship Between Psychological Needs and Employee Satisfaction

Variables	rho	p-value	Interpretation
Autonomy			
Employee Personal Growth	0.755**	<.001	Highly Significant
Enterprise Management	0.749**	<.001	Highly Significant
Enterprise Environment	0.784**	<.001	Highly Significant
Ability			
Employee Personal Growth	0.807**	<.001	Highly Significant
Enterprise Management	0.834**	<.001	Highly Significant
Enterprise Environment	0.791**	<.001	Highly Significant
Belongingness			
Employee Personal Growth	0.866**	<.001	Highly Significant
Enterprise Management	0.880**	<.001	Highly Significant
Enterprise Environment	0.848**	<.001	Highly Significant

**. Correlation is significant at the 0.01 level

Many scholars have proved that there is a strong correlation between basic psychological needs and employee satisfaction through various models or empirical studies. Mathieu et al. (2022) empirically studied the relationship between job values and job satisfaction based on the basic psychological needs of work, and the results showed that need satisfaction completely mediates the relationship between internal, external and social work values and job satisfaction. Enterprises should focus on improving employee job satisfaction to promote the recognition of growth-oriented work values.

The satisfaction of basic psychological needs can improve employees' career satisfaction and promote organizational commitment. To this end, companies need to design work environments that help employees meet their basic psychological needs in order to retain employees. If the satisfaction of employees' autonomy needs, competency needs and relationship needs are satisfied, employees may be grateful to the enterprise organization. Such a positive emotion is not only conducive to the improvement of work efficiency, interpersonal relationship and work ability of employees, but also for the enterprise organization. They can obtain employees who think more about the organization, and the improvement of employees' moral level and the increase of helping behaviors can create a more favorable atmosphere and environment for work and production, which is also conducive to the sustainable development of enterprises and the increase of benefits and is conducive to the formation of a virtuous circle between enterprises and employees (Wang,2021).

Proposed Employee Relationship Management Model
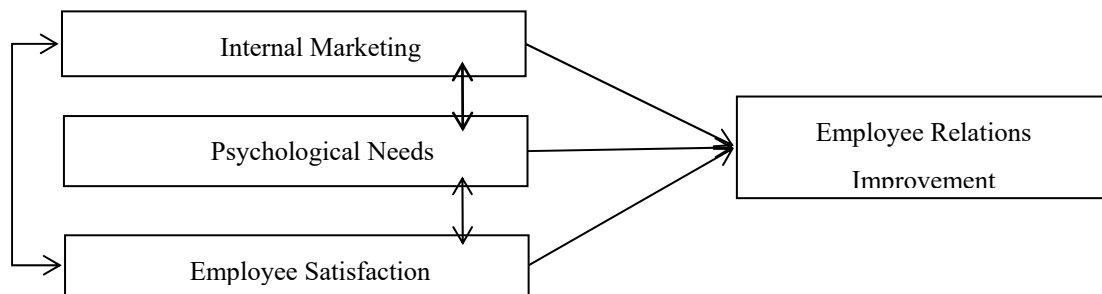

Figure 1 Proposed Employee Relations Improvement Model

This paper puts forward a framework of employee relationship management, which promotes the hotel to improve the job satisfaction of the hotel staff through internal marketing and the satisfaction of the basic psychological needs of the staff, improve the performance of the staff, and then improve the service quality, which is the necessary means for the development of the hotel. Employees are the most important resource in a hotel and also the core content of management activities. Therefore, the management of grass-roots employees in a hotel requires more wisdom and patience from managers (Fang,2022). At the same time, through internal marketing and meeting the basic psychological needs of employees, the hotel can improve the management system, communication channels, working environment, etc., and improve the management decision-making ability and management level of the hotel.

As shown in Figure 1, the three variables studied, namely internal marketing, basic psychological satisfaction and employee satisfaction, have a strong and statistically significant correlation. In the whole model, the data results of empirical research prove that internal marketing has a positive impact on employee satisfaction, and basic psychological satisfaction also has a positive impact on employee satisfaction. These two variables have specific impacts on employee satisfaction through different dimensions, and the interaction of the three variables constitutes the elements of employee relationship management.

4. Conclusions and recommendations

Hotel employees have shown moderate evaluation on internal marketing, satisfaction of the three basic psychological needs and job satisfaction. Internal marketing, three basic psychological needs and employee

satisfaction do interact with each other, showing a significant positive correlation. Internal marketing has different influences on employee satisfaction among the three dimensions of internal marketing, respondents have the highest evaluation on management and training, followed by vision communication and management support. The three basic psychological needs have different influences on employees' satisfaction. Respondents have higher requirements for ability needs, followed by autonomy needs and belongingness needs. In terms of employee satisfaction, respondents pay the most attention to employees' personal growth, followed by enterprise management, and finally the enterprise environment. As the output of the research, this paper establishes an employee relationship management framework, through which the relationship between employees and managers can be coordinated, and a positive working environment can be established, so as to achieve the goals of the organization and ensure added value for employees and society.

Hotels managers may strengthen the awareness of internal marketing concepts, create a hotel culture that attaches importance to internal marketing, carry out special training on internal marketing, and establish an internal information sharing platform. HR managers may pay attention to the changes in the   psychological needs of employees, improve the satisfaction of the psychological needs of employees, take the interests of employees as the leading, employees are satisfied, provide better services to customers, customer satisfaction, and bring more benefits and more customers to the hotel. Hotels management may allocate jobs and tasks reasonably according to employees' personal characteristics, give full play to employees' potential, and increase work challenges and opportunities to show their abilities so that employees can realize their self-value. The hotel industry may consider the framework to improve employee-employer relations. Future researchers may conduct similar study to validate the framework and may add other variables or dimensions.

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