



Endomarketing as a tool for excellence: A case study of a hotel in João Pessoa – PB

Adriana Brambilla^a
Emily Alana Lourenço Dos Santos^b

ABSTRACT: Endomarketing is a valuable management tool in many enterprises, including the hotel industry. This article presents the results of a case study whose goal was to analyze Endomarketing in a hotel located in João Pessoa-PB. The research design was exploratory and descriptive, with quantitative and qualitative approaches, through the application of a questionnaire to the employees in the reception, food and beverage, governance, and maintenance sectors who have direct contact with the services provided to the final consumer, and an interview with the general manager responsible for the equipment studied, to find out his perception of Endomarketing. To protect the respondents' confidentiality, the enterprise studied was given the fictitious name of Maré Hotels. This accommodation establishment was chosen because it carries out marketing and is commercially recognized work in area of hotel management. The results show that even though the company is stable and well-known, some aspects can be improved; it was also understood the employees are satisfied in terms of corporate communication and professional recognition.

Keywords: Hospitality;
Endomarketing;
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^aPHD in Cultural Studies -University of Aveiro/Portugal
adrianabrambilla@yahoo.com.br

^bUndergraduate in Hospitality at Universidade Federal da Paraíba

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INTRODUCTION

Many companies are seeking market growth and, as a result, profits. Therefore, it is crucial to emphasize the importance of quality, service, and human capital in this search. Employees are an essential component of any organization, as it they who connect customers with the company, and thus generate profits. In order to grow, a company must cultivate a healthy relationship with its employees, while also seeking the loyalty and satisfaction of its external customers. Endomarketing is marketing within the organization, i.e. marketing directed to internal customers, with the goal of establishing a connection between the company and the employee, while following a strategic path to achieve the goals and objectives together.

Endomarketing is a valuable tool for motivating and empowering employees in order to increase dynamic cooperation in the operations of the institution. For this, the work environment needs to be a profitable place in which employees carry out their duties, because the more satisfactory this environment, the greater the chances and possibilities of successfully meeting the customers' needs and desires. Endomarketing has become increasingly important for the success of the hospitality industry, where hospitality is a dominant factor in the service provided to guests. The overall goal of this study is to analyze endomarketing in a hotel in the city of João Pessoa, in the Brazilian state of Paraíba (PB). It is worth noting that, as defined by Queiroz, Brambilla, and Vanzella (2015, p. 76), "endomarketing presents is an essential tool in the hotel industry, because service and interpersonal contact are fundamental for companies. Considering the importance of a pleasant working environment that encourages and respects its employees, the study seeks to answer the following question: what are the endomarketing instruments used by a hotel chain in the city of João Pessoa-PB?

Endomarketing: beginnings and context

To understand endomarketing, it is first necessary to discuss marketing. According to Kotler (1998, p.27), marketing seeks to meet consumers' needs and desires through marketing actions because "it is a social and managerial process by which individuals and groups obtain what they need and want through the creation, supply, and exchange of products with value". According to Kotler and Keller (2006), the key points of marketing are the creative and insightful strategies and plans that can guide marketing activities. The marketing strategy must be strengthened

over time, which requires a balance of discipline and flexibility. Companies must maintain their strategy while also looking for new ways to improve it on a regular basis.

For Kotler (2000, p.45), "the main guiding goal of marketing should be for its actions to achieve profits through the creation of superior value for the customer". Thus, it is understood that a company makes money by meeting its customers' needs better than the competition does. Marketing, as defined by Churchill (2005, p.4), "is the process of planning and carrying out the conception, pricing, promotion, and distribution of ideas, products, and services in order to create exchanges that satisfy individual and organizational goals." In other words, marketing is the pursuit of exchanges in which institutions and customers voluntarily participate in businesses designed to bring benefits, i.e., to add value for both. According to Lovelock and Wirtz (2006, p.8), marketing can be seen:

"as a strategic, competitive effort pursued by top management; a set of functional activities, including product policy, pricing, delivery, and communications, developed by product managers; or a customer-driven orientation adopted by the entire organization".

The concern of marketing to satisfy the needs and desires of its customers is evident in this context, but for organizations to be able to offer products and services of excellence to their consumers, it is also necessary to invest in their internal collaborators. Only with a trained and motivated team can institutions provide high quality services with superior value. For this reason, companies have realized the need to turn their attention to their employees too, and have adopted marketing practices aimed at their internal public, giving rise to endomarketing or internal marketing. Endomarketing is a subcategory of marketing, as defined by Bekin (1990), who coined the term. The term "endo" comes from the Greek root meaning "movement inwards", and it refers to the internal functionality of the organization, with employees and other internal operators constituting a specific group. When endomarketing is done correctly, employees perform their tasks more effectively due to the structure of the work environment and the organizational culture that contributes as a motivating factor, resulting in higher-than-expected performance throughout the work process, right through to the end consumer (Martins, 2009). While working a product manager at Johnson & Johnson in the 1970s, Bekin saw the need to improve employee relationships (José & Rosa, 2012). He was able to visualize the entire scenario in which the company found itself, such as difficulties with integration and problems with department functions, due to a lack of basic understanding, on the part of employees, of the organization for which they worked. Bekin motivated the entire team around the common goals of the company, implementing an endomarketing program. First,

a diagnosis of the business was required. The diagnosis is regarded as the initial starting point for understanding the weaknesses and strengths of the company and developing an action plan. Following the diagnosis, three levels of scope can emerge to guide the endomarketing program. The first level is the strategy focused on customer service. The second is the service culture mindset. The third level is dedicated to the expansion mindset, with the introduction of new goods and services for employees. At any level of endomarketing scope, two lines of action drive the process: attitudes and communication (Bekin, 2004). Internal marketing is the act of hiring, training, and motivating employees who want to serve customers well. Internal marketing, in fact, should come before external marketing. "It makes no sense to promise a service before the company's staff is prepared to provide it," explains Kotler (2000, p.44).

Endomarketing makes use of traditional marketing tools, bringing them into the internal sphere of companies. According to Machado (2014, p.16) "the purpose of endomarketing is to make the organizational goals clear to the employee so that he can align them with his goals as an employee". Endomarketing, in this regard, contributes to employees achieving both corporate and individual goals.

Endomarketing, according to Brum (2010, p.9), "can be interpreted as a network of communication channels with the purpose of making communication efficient, providing satisfaction and happiness to employees". Consequently, endomarketing aims to enable communication so that assertive internal effects occur.

The endomarketing program

Endomarketing, according to Bekin (2004, p.3), is the action of "promoting among employees and departments the values intended to serve the customer or, depending on the case, the consumer. Therefore, it is crucial for the collaborator to understand the mission, vision, and values of the company. To develop an endomarketing program, it is necessary to observe the company as a whole, then incorporate the culture of the organization into the program strategy, guiding behaviors with the goal of reinforcing them to the internal customer, thereby aiming to align the communication, spread beliefs and values, and effectively strengthen what is significant in the company (Brum, 2005).

According to Brum (1998, p.85) "The designation endomarketing program is given to a set of actions and instruments created, produced and distributed with the goal of informing, integrating and enchanting the internal public". It is relevant to point out that several marketing instruments can be used, as long as they are appropriate for the needs and size of the organization. However, regardless of the amount of money allocated

for this purpose, the instruments must be consistent with the focus of strengthening the relationship between the company and its employees; to communicate the commitment to quality, as well as the superiority of the products and/or services provided. For Bekin (2004), it is necessary to establish a long-term process of employee motivation that gives the employee dignity, freedom of initiative, and responsibility. The author provides a list of motivational tools:

1. Call for partnerships, cooperation, and loyalty;
2. Valuing the individual within his/her group;
3. Integration based on the values and goals of the company;
4. Continuous reinforcement of a shared-values-based attitude;
5. Group rewards and prizes, so that everyone benefits from positive outcomes;
6. Establishment of an interactive environment within the company;
7. Employee participation in planning and decision making;
8. Fostering initiative and a creative mindset;
9. Delegation of authority based on the nature of the function performed; and
10. Appropriate compensation.

According to Brum (1998), there are four reasons for implementing an endomarketing process (Table 1):

Table 1 – Endomarketing processes

Processes	Description
Interactive posture	Tuning between company and employees, with initiative in establishing contacts, maintaining a close and friendly relationship, observing reactions and giving attention between both parties.
Transparency	Clarity is achieved in internal communication actions through objective and direct statements, the use of clear and understandable language, and
Democracy	Encourages participation and consensus by sharing decisions and information and genuinely interested in people's perspectives.
Focus	Orients the company toward results through organization and action planning based on goal definition, prioritization of relevant issues, and a broad view of the internal and external contexts of the company.

Source: Brum (1998, p. 171)

Minadeo (2008) describes the goals that are part of the endomarketing method in practice, such as making internal communication easy to understand and more accessible, enabling everyone to participate, and to show off their ideas, and providing greater freedom between employees and managers. As a result, it is critical that internal communication flows smoothly, as it is considered an essential component for the internal public of a company.

Granting a healthy dialogue between the operational base and the executive management, and exchanging knowledge to seek excellence together. According to Brum (2005, p.54), "a good leader can contribute to motivation through monitoring, moral support, and the dissemination of a high level of information". In this way, the company is able to show its value for the employee, and he/she will feel welcomed and motivated. Employee motivation should be done through initiatives that provide them with a clear understanding of their role as a mechanism for the success of the company. In this sense, employees feel they are a fundamental part of the decision-making process, and they take pride in belonging to the organization, as a relevant component rather than simply as employees (Silveira & Tófani, 2007). Therefore, motivation must be integrated, so that there is no competition among groups and that they all committed to the search for common goals. An employee may feel motivated by winning a reward for achieving a goal, or by seeing a colleague win a cash reward, but the main motivation is to be remembered, heard and recognized for his/her performance and growth in the organizational environment. Therefore, communication is an essential part of the motivation process. Given this context, it is possible to comprehend the management tool that is endomarketing, because it ensures the overall positive performance of the company, despite the fact that its operations must be related to the experience of the organization. According to Queiroz, Brambilla and Vanzella (2015, p.78), "it is the coordinators' responsibility to spread the endomarketing practices to the other employees of the organization, ensuring the information at all hierarchical levels".

Endomarketing applied to the Hotel Industry

Since the beginning, marketing has been focused on physical goods, primarily mass-produced manufactured items that are in high demand among the general population. Its techniques gradually expanded to banking and insurance services, and then to tourism services. Hotel marketing "is in charge of increasing sales, improving guest service, and publicizing the hotel" (Castelli, 2001, p.121). The practice of hotel marketing needs a regular flow. Enterprises must go beyond simply satisfying the guests' current needs; it is crucial to observe new market trends, meet expectations, cultivating the relationship and delighting the guest throughout their stay, aiming for the customer's return and recommendation at the future opportunity, thereby decreasing market competitiveness. As Lara (2001, p. 133) explains, "rewarding the customers for their preference is an effective way to conquer, maintain and increase the relationship with the customer". According to Castelli (2001), hotel marketing is based on three pillars, (table 2):

Table 2 – Pillars of hotel marketing

Customer focus	The hotel must focus on what the customer wants and desires, i.e., on his or her needs, rather than the needs of the hotel owner.
Customer satisfaction	Satisfying the customer means meeting his wants and needs. The customer is satisfied when the hotel fulfils his/her wants and needs. For this, the entire hotel must be customer-focused, i.e., it must the customer's need for well-being and satisfaction in terms of physical comfort and the services provided.
Integrated action	To seek partnerships with suppliers, for example, the hotel must articulate itself not only with its own sectors, but also with related companies. It must act in an integrated way. It is necessary to raise awareness of integrated marketing and developing a systemic vision in order to achieve a conver-

Source: Castelli (2001)

Based on these pillars, we see the need to adopt endomarketing as a tool to enable the achievement and activities that will lead to the success of the hotel sector in the marketing area.

Endomarketing in hotel management

Internal marketing acts as a tool for a continuous work through which employees can become better qualified, making them more motivated and happier. Because the human factor is at the heart of hotel marketing in general, selling products and services means selling promises (Boiteux & Werner, 2009). As Requena (2003) explains, people are the targets of endomarketing, and proper attention should be focused on them. Endomarketing is fundamental for all companies, especially for those in the hospitality industry. According to Cobra (2005), the modern consumer has become more demanding, due to the vast array of offers available. And building customer loyalty demands a greater effort to understand their expectations and desires. It is important to emphasize that in today's world, with the plethora of ways and means of communication through information technology, guests in the position of consumers have become much more demanding and critical customers of the services offered. According to Cerqueira (2005), there are several endomarketing strategies such as communication, motivation, freedom of expression, recognition, knowledge devel-



opment, and professional courses, which are all tactics used at the organizational level. The connection formed between employee and consumer is a determining factor of customer loyalty, so the company must first commit to its the first consumer - the internal one - encouraging, motivating and delighting him/ or her with the working conditions. For Sant'anna, Carneiro, and Lescura (2021, p. 53), "work-related stress, anxiety, and uneasiness are reflections of a human resource management based on productivism, as opposed to a human resource management that respects the subjectivity and well-being of the worker."

Brum (1998, p.75) states that "every endomarketing program requires an idea, a concept, and a creative line. The instruments of endomarketing in hospitality can be based on Bekin (2004):

a) Training from the perspective of education and development: According to Nascimento, Brambilla and Vanzella (2018, p. 207), "the training needs to start from the vision of education and development, with the adoption of a training from the needs identified by the company as the assumption". According to the authors Holland, Sheehan and De Cieri (2007), opportunities and encouragement of training and development are also factors in employees' decision not to leave the company. Therefore, given the position they hold for the company, professional training and development become essential, especially when their competencies are recognized.

b) Motivation, valuation, commitment, and reward: Motivation is a strategy used by organizations to connect employees to the main causes and goals of the organization. This commitment is obtained through their appreciation and satisfaction at being part of the company. Internal customer motivation is developed through the following steps: stimulus, effort, performance, appreciation, reward, satisfaction and commitment (Martins, 2009). Robbins (2005) claims that one of the most intensely motivating elements is the employee recognition program.

c) Information system and internal communication network: These are resources that make internal communication processes more effective. They can take various forms, e.g. visual, auditory, or sensitive, at the discretion of the company and based on the organizational culture. The instruments can be shared through internal communication channels for disseminating information, as well as through different forms of integration, such as environmental activities, moments, and alternatives that promote coexistence between employees and the entity (Brum, 1998).

Brief historical evolution of the Hotels Industry in João Pessoa - Paraíba

The hotel industry in João Pessoa is relatively recent in

relation to the history of the city itself. João Pessoa was founded in 1585, and for nearly three hundred years, it welcomed visitors in small, even improvised ways, in family houses with low conditions of hygiene and hospitality (Leal, 2001). The first hotels of the city appeared between the end of the nineteenth century and the beginning of the twentieth century, located at what is now the Praça Álvaro Machado, with the growth of local commerce and the consequent increased movement through the Port of Capim. The first headquarters of the Central Hotel, and then the Luso-Brasileiro Hotel were built at this site, enterprises that started a new era of professionalization of the city's hotel industry, in which accommodation was no longer provided in an ad hoc, informal way (Almeida, Brambilla & Vanzella, 2016). In this context, the Port of Cabedelo was built in 1929, during the government of the state president João Pessoa Cavalcanti, with the activities of the Port of Capim do Varadouro being transferred to the neighboring region of Cabedelo, leaving only trade by land in Praça Álvaro Machado, which would become the embarkation and disembarkation point for buses heading to the interior of the state in the decades that followed. As a result, the hotels in the region started to decline, with many becoming models motels (Leal, 2001). Due of its prime location, in front of the Great Western train station, Praça Álvaro Machado was very visible for the hotel industry at the time. According to Vanzella and Brambilla (2022, p. 26), "the first record of a hotel establishment in this public square, dates back to 1895, and important establishments followed, including the Central Hotel, which, in 1912, was the first hotel in the city to have electric lighting, sanitary facilities with crockery, and a first-rate kitchen".

The Hotel Globo, was the best establishment in the capital of Paraíba, with twenty-one rooms and comfortable accommodation for single guests and families. It also had an exquisite formal dining room, where banquets were served, and a terrace for meals. There were electrical and water facilities in all the rooms, as well as a telephone n.69 and postal box n.29 for the use of its guests (Vanzella & Brambilla, 2022). The Hotel Globo would survive for a few years after being relocated to its founder's house, where the current headquarters is still located today, but its functions as an accommodation establishment would be rendered obsolete by the passage of time. President João Pessoa made another significant contribution to the city's hotel history with the construction of the Parahyba Palace Hotel, located at the public square known as Ponto de cem réis, seeking to meet the demand for new luxury hotels following the decadence of the hotels in the lower city. The hotel was opened in 1933, and quickly became a meeting point for the high society of the city (Leal, 2001). According to Almeida, Brambilla and Vanzella (2016, p.41), "the Parahyba Palace reached its peak of popularity in the 1940s, when it hosted every-



one from military personnel during the war to prominent names in Brazilian music". But by the end of the 1960s, the hotels in the downtown area were already in decline, and there was not enough accommodation for visitors, who were once again, had to rely on family homes for extra beds. Governor João Agripino and architect Sérgio Bernardes therefore conceived the Hotel Tambaú project, a modern hotel built on the shores of Tambaú beach, at that time, a distant and deserted beach in a region that was little explored by the population. This hotel, besides resulting in the expansion of the capital from the river to the sea, also revolutionized the city's tourist occupation, which from then on, was focused on the beach area rather than the city center. The Tambaú hotel boosted the development of the region, stimulating other hotel enterprises to establish themselves in the area (Almeida, Brambilla & Vanzella, 2016). The project to build the Cabo Branco Tourist Pole, an area mapped out with several large hotel developments in the Jacarapé region, in the southern zone of the capital, was resumed in 2013, during the Governor Ricardo Coutinho administration. The project started with the construction of the João Pessoa Convention Center, which put the city on the map for major events and international conventions. As the designated area of the project includes a strip of coastline aimed at economic interest, as well as a territorial extension of Atlantic Forest and related ecosystems, and cliffs and beaches, it is a privileged space with great scenic and ecological value (Moura & Garcia, 2009).

METODOLOGY

To begin this study, bibliographic research was carried out to obtain more knowledge about the subject and to ground the article. In terms of purposes, the chosen criterion was considered, in terms of purposes, exploratory and descriptive research, through a case study. The approach was both qualitative and quantitative, with an interview with the manager of the hotel under study and an analysis of the answers obtained from the employee questionnaire. The interview was of the structured variety, which means the researcher used a script with predetermined questions (Marconi & Lakatos, 2006). A questionnaire was also applied to the hotel employees, with open and closed questions, through Google Forms. This format was chosen to provide employees with anonymity and thus allow them to answer without fear. In view of this fact, it is worth noting that the hotel enterprise that was the object of this research is a hotel and apartment management company founded in 2002 by a group of businessmen in the construction industry, who intended to manage their own enterprises. Nowadays, the institution is specialized in the administration, marketing, and management of hotels and apartments throughout the coun-

try, with hotels in several regions of Paraíba, working with a network of hotels to meet the various profiles of travelers at various prices, ranging from the most luxurious to the most economical. The chosen hotel was recently built, with corporate guests as its target public, and is the first hotel in the Northeast to offer integrated coworking. It is located in the city of João Pessoa - PB. The accommodation includes apartments, a restaurant, a rooftop area, a leisure area, and coworking meeting rooms. Its business organization is comprised of the governance, reception, maintenance, and food and beverages sectors. The fictitious name of Maré Hotéis was used in this work to protect the confidentiality of the company studied. The data collection phase took place between March and July 2022. The search for a hotel that performed marketing and carried out a commercially recognized work in accommodation area, in light of its function of dissemination of Endomarketing practices, guided the selection of the object of study.

PRESENTATION AND DISCUSSION OF THE RESULTS

For a better understanding, the results obtained are presented in two parts: In this stage of the work, the analyses carried out through the online questionnaire applied for hotel employees are presented, which express the result of the Endomarketing that is currently in place as part of the employees' working routines. The questionnaire contained 26 questions about the topic under consideration. Currently, the staff of the hotel subject of the research has twenty employees, and a questionnaire response rate of 94% was obtained. The respondents were women and men, aged from 18 to 65 years old, having worked for the company for between 3 months and 2 years.

For better visualization, the results are presented in tables and graphs, based on the responses given by the employees of the Maré Hotéis hotel chain.

Maré Hotéis presents the following sectors: Food and Beverage, which is responsible for restaurant service planning, organization, and management; Reception, which is in charge of guest service, check-in and check-out, and assisting in recommending tours, transfers, restaurants, bars, and so on; Maintenance, responsible for keeping the facilities, furniture, and utensils in good working order; and Housekeeping, responsible for cleaning the rooms, changing the linen, cleaning, checking the minibar consumption and organizing the hotel's common areas. The table below shows the total number of employees and the number of respondents per sector:

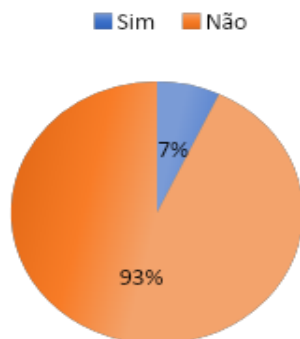
Table 3: Proportion of employees and respondents working at Maré Hotéis

Sector	Number of employees	Number of respondents
Housekeeping	7	4
Reception	6	5
Food and Beverages	6	6
Maintenance	1	1

Source: Own authorship (2022)

The teams in the sectors performed in the hotel industry are represented in Table 3 above. The Food and Beverage sector 7 employees (the highest of all the sectors), 6 of whom responded to the survey. The Reception sector had 6 employees, with 5 responding to the questionnaire. The maintenance sector had 1 employee, who contributed to the survey. The Governance sector had the highest number of employees, 7 in total, with 4 people responding to the questionnaire.

Figure 1 – Whether the company has a reward program

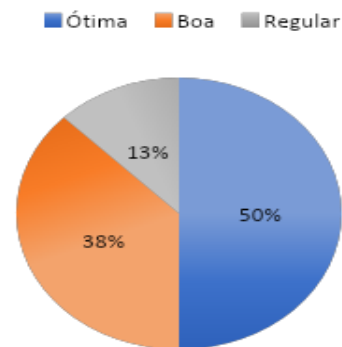


Source: Own authorship (2022)

Sim – Yes
Não - No

In relation to the question of whether the hotel has a reward program, 93% of the respondents stated that there was no reward program to increase employee motivation and productivity. Those who stated that there was a reward program (7%), were unable to say what the program was, which may indicate the most evident result of the lack of a reward program for employees at the accommodation establishment. The absence of a reward program can adversely affect employee performance, as they may feel demotivated due to the lack of incentives and recognition.

Figure 2 – Corporate communication in the company

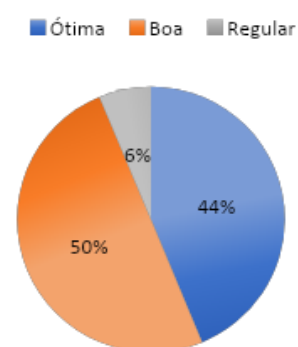


Source: Own authorship (2022)

Ótima – Excellent
Boa – Good
Regular - Average

Figure 2 shows that according to the respondents, communication with their superiors ranged from good to excellent (87%), which is fundamental, and corroborates the premises presented by Bekin (2004), when considering communication as one of the fundamental aspects for a good working environment at any level of endomarketing, and by Brum (2010), who highlights communication as a key tool for the satisfactory development of the internal environment and, consequently, for the successful service of external customers, in this case, the guests of the hotel surveyed.

Figure 3 – Professional relationship with Other employees



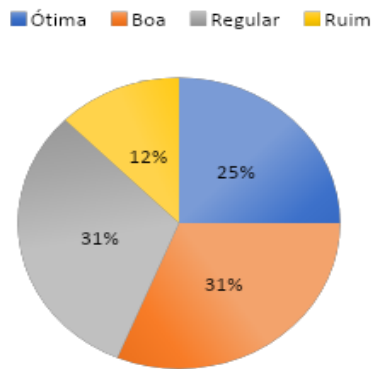
Source: Own authorship (2022)

Ótima – Excellent
Boa – Good
Regular - Average

The relationship among employees was evaluated as satisfactory, with 50% considering it good and 44% excellent. Thus, it is concluded that employees are satisfied with their working relationships. Therefore, it is understood that there is a collaborative environment,

since no respondent considered the relationship to be poor. This has a direct effect on the results of the hotel because, as previously stated, the more satisfactory this environment is, the greater the chances and possibilities of successfully meeting the needs and desires of customers.

Figure 4 – Working conditions of the employees



Source: Own authorship (2022)

Ótima – Excellent
Boa – Good
Regular - Average
Ruim – Poor

In terms of working conditions, the majority of respondents (56%) reported them to be satisfactory; however, it is important to point out that 44% rated their working conditions as regular or poor, indicating a need for more attention on the part of the managers of Maré Hotéis.

When asked why they rated the working conditions as good or excellent, the main reasons given were: good equipment; clear and adequate procedures, excellent team; and the company provides the structure and materials needed to develop the job. As for those who rated the working conditions as average or poor, the most frequently mentioned items were low wages, lack of tools, equipment, and uniforms; lack of a proper place for employees to rest; lack of work uniforms at times, and the poor quality of the products that make up the work uniforms. As a result, there may be a gap in a group of respondents who require more attention from the company in the sectors of the hotel housekeeping and Food and Beverage, considering that the other sectors are satisfied with the working conditions. These negative factors indicate areas where Maré Hotéis should invest, to improve the development of working conditions for the employees, since these factors are fundamental for employee satisfaction and for providing full service to guests, as explained by Bekin (2004), when discussing motivation tools. Poor working conditions, even in a specific sector, can have a negative impact on the hotel as a whole, ultimately affecting

the quality of the services provided by Maré Hotéis.

Figure 5 – Professional fulfillment of the employees



Source: Own authorship (2022)

Muito realizado – Very fulfilled
Realizado – Fulfilled
Mai sou menos realizado – fairly fulfilled
Pouco realizado – not very fulfilled

Figure 5 shows that most employees (69%) consider themselves to be very fulfilled professionally, while the other portion of respondents (31%) consider themselves to be only fairly fulfilled, or not very fulfilled. This requires a careful analysis by managers, as they employees need to feel they are a fundamental part of the company and in particular, that they show pride in being part of the company, considered as an important member and not merely as an employee (Silveira & Tófani, 2007).

Figure 6 – Recognition for work performance



Source: Own authorship (2022)

Muito reconhecido – very well recognized
Reconhecido - Recognized
Mais ou menos reconhecido – Fairly well recognized
Não reconhecido – Not recognized

When asked about recognition at work by managers, 53% believe they are recognized, however, 47% believe they are only fairly well recognized, or that they receive no recognition for the work they do, as shown in figure 6 (above). This question needs to be carefully analyzed by the managers of Maré Hotéis, since recognition is a primordial factor for the employees to continue contributing positively to the company's success. This dissatisfaction may be related to the absence of reward programs (figure 1) and professional achievement (figure 5), because as Robbins (2005) explains, one of the most motivating elements is the employee recognition program.

Figure 7 – Verification of work motivation for employees

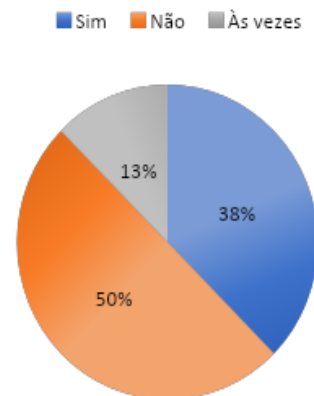


Source: Own authorship (2022)

- Muito motivado – Very motivated**
- Motivado – Motivated**
- Mai sou menos motivado – Fairly motivated**
- Pouco motivado – Not very motivated**
- Não motivado – Not motivated**

Figure 7 shows that the vast majority of employees (75%) consider themselves motivated, which is a positive indicator, as this is one of the main keys to the success of the company's internal marketing to employees and to the external customer. We emphasize that despite these positive results, the administrators of Maré Hotels should evaluate this aspect on a regular basis, taking into account the dissatisfaction expressed by a representative portion of respondents regarding the relationship programs (Figure 1), working conditions (Figure 4), and work recognition (Figure 6), which may, in the long run, undermine this motivation. Workers' primary motivators include job stability, interpersonal relationships, leadership from above, and salary, with a major focus on corporate communication. This indicates the importance of effective communication, with the ability to improve the results of the hotel and engage the workers.

Figure 8 – The training and qualification that exist in the company

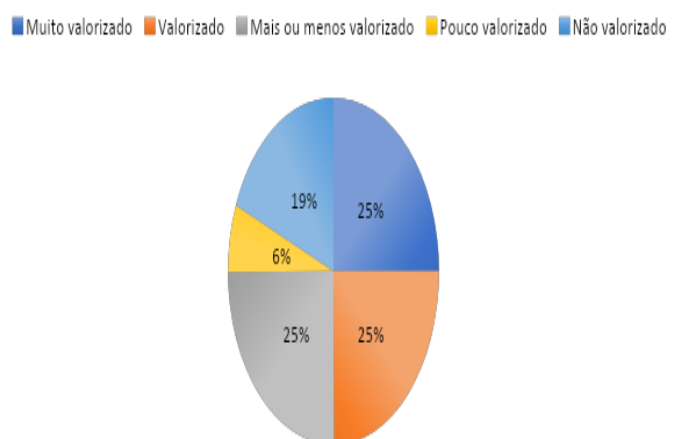


Source: Own authorship (2022)

- Sim – Yes**
- Não – No**
- Às vezes Sometimes**

Figure 8 shows that 50% of the respondents stated there is no training or professional qualification offered in the organization, while 50% said that there is training and qualification. According to Nascimento, Brambilla, and Vanzella (2018), training begins with a vision of education and development, based on the assumption that training is given according to organizational shortcomings. Because training is the learning process that ensures employees are increasingly efficient and proactive, hotel managers must exercise caution and reflection in this area. The company must view this strategy as a long-term investment.

Figure 9 – Professional value in the organization



Source: Own authorship (2022)

- Muito valorizado – Highly valued**
- Valorizado – Valued**
- Mai sou menos valorizado – Fairly well valued**
- Pouco valorizado – hardly valued**
- Não valorizado - Not valued**



Figure 9 shows that 50% of the respondents considered themselves to be valued as professionals. Therefore, the appreciation and respect offered to employees makes them instruments of connection of the services offered, as they are the ones who make the link between customers and the company, and appreciation for the employees causes them to remain with the organization for longer. However, once again, attention is drawn to the total of 50% of respondents who work in different sectors (food and beverage and hotel housekeeping), who do not feel satisfied in this aspect, with responses ranging from fairly well valued (25%), to hardly valued (6%) and not valued (19%). As Martins (2009) explains, the commitment to connect employees with the causes and objectives of the company is obtained through their appreciation and satisfaction for being part of the company. Thus, a representative percentage of dissatisfaction can seriously impact this adherence to the objectives of Maré Hotels.

The second part of the analysis includes an interview with the general manager of the hotel, which was held on April 25, 2022, using a structured interview script that included 12 questions about his perception of Endomarketing at Maré Hotels. The general manager has worked in the hotel and apartment administration company for 14 years, and has vast experience of contributions in the other hotels owned by the chain, in Paraíba region. As a result, he was promoted, receiving professional recognition by the company, bearing in mind that, as stated by Martins (2009), employees who are motivated and receive recognition perform their activities more effectively, due to the structure of the work environment and the organizational culture, resulting in higher performance which in turn, benefits the customer.

His main responsibilities at the company include: administrative and bureaucratic support; customer service support; team training and development; conflict management and monitoring inventory, processes and internal procedures. The interviewee, who has a bachelor's degree in Hotel Management, was involved in the planning and implementation of the hotel under consideration and is familiar with all of the sectors and services provided by Maré Hotels.

When asked about employee recognition practices when the company's goal is met, the general manager stated: "The company has set a financial goal, and when this is reached, a monetary percentage is paid to each employee. We also have the best employees of each sector; these employees are given an extra day off and usually a little party is held along with the birthdays of the month, when we announce the best employee of the month, and we give them some gift, the recognition goes to a photo presenting the result, so the company knows that that this person is best employee. This also counts towards the professional development and the possibility of a promotion. So we

see how many times a particular person won best employee during the year, we do all the follow-up, because he doesn't get best employee for reaching a target, he is best employee because we have a monthly climate survey for each employee, that he has to reach that goal, so the employee who gets the highest score in each sector ends up being best employee". Thus, as shown in figure 6 and by the authors Robbins (2005) and Cerqueira (2005) there are several endomarketing strategies used by the manager such as recognition, motivation and communication, which are instruments applied at the organizational level to obtain business success.

Regarding the manager's role in motivating the team, the interviewee believes that "the manager is the main motivator for the team; he must set an example and must always be monitoring in real time. As I usually say, there's no point setting a goal and then expecting the employee to immediately achieve it. The manager must monitor this on a daily basis, the hotel's monthly financial target is divided up per day, so it's one day at a time, we try to reach the target daily, if we don't, we end up losing, so we encourage and motivate the team to do it". In light of this, we can see what is proposed by Brum (2005); that a good leader can contribute to motivation through monitoring, moral support, and the dissemination of a high level of information. Showing the value for the worker and building his or her daily motivation. And yet, as Queiroz, Brambilla, and Vanzella (2015) explain, the managers are responsible for the development of their teams.

In the question about the existence of training/qualification programs for the hotel's employees, the general manager responds: "Yes, the PNQ (Quality Program) is applied to each employee as soon as they are hired; first they receive an induction at the headquarters, with HR (Human Resources). This helps them to become acquainted with all the hotels, the managers, the directors, which sectors to address, and all the norms and conducts of the company. So there's that first step, then the next step is to apply the PNQ in processes related to his work..." This question reveals a contradiction in relation to figure 8, where 50% of employees stated that they had not received proper training to perform in their positions. According to Holland, Sheehan, and De Cieri (2007), the proposal of opportunities and incentives for training and development are factors in employees' decision not to leave the company.

When asked if there is a practice of listening to the employees so that they can give their ideas, suggestions and improvements to the hotel, the manager said: "We have an internal quality program. The PNQ contains all of the processes that adhere to the company's guidelines, as well as the operation. Each year, we conduct a review, and as part of that review, we hold a meeting with all of the receptionists, housekeepers,



and operators from each sector to see where we can improve." As shown in figure 2, the communication process between managers and their subordinates is satisfactory, and, according to Brum (1998), it is the resources that make internal communication processes effective. The instruments can be shared through internal communication channels as well as through integration, i.e. environmental actions, moments, and alternatives that promote coexistence between employees and the company.

FINAL CONSIDERATIONS

Currently, in the age of information and services, success of winning the loyalty of external customers is directly associated with the company's vision concerning its employees. Endomarketing, as presented in this study is a method of developing the employee as a professional and as a person, as well as a method of driving the company as a whole to assertive and significant results. The human being must be heard, respected, and given proper space to contribute and participate in the structuring of their work activities, because quality of life, both inside and outside the workplace is a basic human right.

At the hotel studied, it was noticed that despite being a recognized and stable company, there are some aspects that can be improved, such as: defining training methods for professional development; setting up a rewards program, listening to employees complaints about the low salaries offered by the company; creating a rest area for employees, to ensure better working condition during breaks, and promoting interaction among employees. Finally, it was identified that the hotel needs to acquire new suppliers for the purchases of outfits, uniforms, and utensils.

In the organization studied, it was also understood that the employees are satisfied in terms of business communication and recognition, and they feel satisfied with the interpersonal relationship among co-workers.

Thus, hotel managers must constantly reflect on the application of Endomarketing. It is suggested that this study be carried out in other hotels of the chain located in the state of Paraíba, in order to learn about the needs and difficulties that the collaborators face on a daily basis, with the intention of creating a stronger business bond in order to achieve mutual benefits.

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