

THE IMPACT OF INTERNAL MARKETING ON THE PERFORMANCE LEVEL OF EMPLOYEES: A CASE STUDY OF THE DAR TLEEL TOURIST COMPLEX

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ABSTRACT

This study investigates the empirical impact of internal marketing dimensions on the performance level of employees within the tourism sector, focusing on the Dar Tleel Tourist Complex in Libya as an empirical case study. To achieve the research objectives, internal marketing was conceptualized as a multi-dimensional construct comprising four core strategic dimensions: training, empowerment, motivation, and internal communication, while employee performance served as the dependent variable. Utilizing a descriptive-analytical approach, primary data were collected via a structured, bilingual 5-point Likert scale questionnaire distributed to a random sample of operating employees within the complex. Data processing and structural hypothesis testing were performed using the Statistical Package for the Social Sciences (SPSS). The empirical findings reveal that internal marketing dimensions collectively exert a statistically significant positive impact on employee performance, accounting for 59.0% ($R^2 = 0.590$) of the total variance in workforce outputs. Among the tested predictors, training emerged as the most dominant factor influencing performance standards ($\beta = 0.368$, $p = 0.000$), followed sequentially by empowerment, motivation, and internal communication. Descriptive profiling indicated high performance levels and robust communication practices, alongside moderate execution scores in employee empowerment and reward frameworks. The study concludes that building an optimized internal market by treating employees as strategic internal customers is an essential prerequisite for driving external customer satisfaction and service quality. Based on these insights, the paper provides practical recommendations for hospitality managers to leverage resource allocation toward structured incentive designs and decentralized authority.

Keywords: *Internal Marketing, Employee Performance, Tourism Sector, Multiple Linear Regression, Dar Tleel Tourist Complex.*

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I. INTRODUCTION

In the contemporary era of hyper-competition, economic globalization, and rapid technological advancements, tourism and hospitality enterprises face unprecedented challenges in maintaining sustainable competitive advantages. Whether operating in industrial sectors or within the highly volatile service economy, modern organizations are forced to realize that traditional, externally focused paradigms are no longer sufficient to secure market survival. Historically, business

strategies heavily prioritized the external customer—focusing almost exclusively on market research, external branding, and public-facing service delivery. However, contemporary administrative and marketing literature has established a profound paradigm shift: to achieve sustainable success in an external marketplace, an organization must systematically initiate its marketing operations from within. Cultivating a robust internal environment and establishing deep psychological and structural ties with human capital has transformed from a human resource ideal into a core strategic necessity. This rests on a fundamental business truth: an organization's performance in the external market is merely a reflection of its performance within its internal market [1].

Consequently, the marketing function has evolved far beyond its classical, traditional boundaries. It is no longer restricted to the conventional transactional processes of designing products, setting prices, and executing promotional campaigns targeted solely at external clients. Instead, the discipline has expanded to encompass the internal workforce, conceptually treating employees as "internal customers" and job roles as "internal products." This modern orientation recognizes that human assets are the ultimate delivery vehicle for an organization's value proposition, especially in service-driven environments like the tourism industry. By viewing employees through a marketing lens, organizations are compelled to strategically identify, analyze, and satisfy the needs, desires, and career aspirations of their workforce. By deliberately investing in the development of their capabilities, aligning their personal motivations with institutional goals, and continuous upskilling, organizations can systematically elevate employee morale, reduce turnover intention, and optimize overall performance levels [2-4].

At its conceptual core, internal marketing operates as a comprehensive philosophy for managing human assets by deploying marketing-like philosophies within the organization's boundaries. It establishes a multi-directional dynamic where every functional department, organizational tier, or collaborative unit markets its unique capabilities and outputs to other internal units. This inter-departmental synergy ensures that the organization operates as a cohesive, well-synchronized ecosystem rather than a collection of isolated silos. Functioning effectively as a strategic managerial process, internal marketing serves as the bridge that integrates human resource management, corporate communications, and operations. By applying marketing techniques to the internal audience, management can effectively "sell" the corporate culture, strategic vision, and operational objectives to the workforce. This alignment fosters a shared sense of purpose, enhances organizational citizenship behavior, and mitigates internal resistance to structural changes.

The tourism sector, by its very nature, is a high-contact service industry characterized by the inseparability of production and consumption, meaning that the customer's perception of service quality is created in real-time during the interaction with the employee. Tourism organizations have recognized that the frontline workforce serves as the primary brand ambassadors. Consequently, these institutions are increasingly determined to implement internal marketing frameworks to leverage their vast benefits. Through the systematic application of internal marketing, an organization can successfully attract, develop, and retain high-caliber talent—individuals possessed of superior capabilities and specialized skills, who are psychologically equipped to assume accountability and deliver exceptional, error-free service. It is a well-established empirical axiom that external customer satisfaction and loyalty are direct, linear outcomes of the internal satisfaction and engagement of the workforce. Therefore, internal marketing is not a secondary administrative luxury; it is the vital, mandatory foundation upon which any successful external marketing framework must be built [5-8].

Despite its global theoretical development, empirical research on internal marketing within specialized tourism facilities—particularly in emerging regional markets—remains limited. To address this gap, this study provides an empirical investigation into the operational reality of internal marketing within the Libyan tourism sector. This paper specifically examines internal marketing through four vital dimensions that form the bedrock of employee development: Training, Empowerment, Motivation, and Internal Communication. By analyzing these dimensions within the specific operational context of the Dar Tleel Tourist Complex, this research seeks to uncover how these internal practices functionally interact with, shape, and drive the comprehensive performance levels of the operating workforce within the institution [9-10].

Research Problem

In the modern tourism and hospitality industry, service delivery is fundamentally characterized by high customer contact, labor intensity, and the simultaneous production and consumption of services. These unique operational realities place an immense burden on frontline employees, who act as the primary interface between the organization and its external clients. Despite the critical nature of this human-to-human interaction, many tourism organizations in emerging markets continue to suffer from a strategic misalignment: they invest heavily in external marketing campaigns while neglecting the internal environment that determines the ultimate quality of the service delivered. This imbalance often leads to low employee morale, high turnover rates, role ambiguity, and a decline in overall organizational efficiency.

While the theoretical concepts of internal marketing have gained traction globally, empirical research exploring its specific multi-dimensional impact on employee performance within specialized tourism complexes—particularly within the developing economic landscape of Libya remains scarce and fragmented. The Dar Tleel Tourist Complex represents a vital hospitality entity that operates in a dynamic and challenging environment. For such an enterprise, relying on classical administrative paradigms may fail to unlock the full potential of its human capital, directly impacting its market share and reputation.

The core of this research problem lies in diagnosing the current state of internal marketing practices within this complex and quantifying how specific internal mechanisms actively shape employee outcomes. There is a critical need to understand whether current organizational practices in training, empowerment, motivation, and communication are merely administrative formalities or if they function as genuine strategic drivers of performance. To address this empirical gap, this study formulates the following central research question:

To what extent does the strategic implementation of internal marketing dimensions impact the development and optimization of employee performance levels at the Dar Tleel Tourist Complex?

To provide a granular operational breakdown of this overarching problem, the study addresses the following specific sub-questions:

1. To what extent does the provision of targeted occupational training impact the multi-dimensional performance of employees at the complex?
2. How does the level of structural and psychological empowerment granted to staff influence their workplace performance and decision-making efficiency?
3. What is the impact of organizational motivation systems (both intrinsic and extrinsic) on elevating the performance standards of the complex's workforce?

4. How does the effectiveness of internal communication networks shape employee performance and mitigate operational friction within the institution?

Significance of the Study

The significance of this study is multi-faceted, offering valuable contributions to both academic literature (theoretical significance) and practical management frameworks within the tourism sector (applied significance).

• Theoretical Significance

1. **Enriching Emerging Market Literature:** This study fills a noticeable geographic and contextual gap in management literature by providing empirical evidence on internal marketing from an emerging Middle Eastern/North African (MENA) context, specifically focusing on the Libyan tourism sector which has unique socio-economic dynamics.
2. **Granular Dimensional Analysis:** Rather than treating internal marketing as a monolithic concept, this research dismantles it into four distinct operational dimensions (Training, Empowerment, Motivation, and Internal Communication). This allows for a precise, comparative understanding of which internal mechanisms exert the strongest statistical influence on employee performance.
3. **Conceptual Integration:** The study advances academic dialogue by conceptually bridging the gap between advanced marketing philosophies and strategic Human Resource Management (HRM), illustrating how internal marketing principles transform employees from mere operational inputs into active, valued brand ambassadors.

• Practical and Managerial Significance

1. **Strategic Human Capital Valuation:** For executive leadership and HR managers at the Dar Tleel Tourist Complex, this study provides an empirical diagnostic tool. It uncovers the real value of their workforce, proving that employees must be treated as internal assets whose psychological and operational needs directly dictate the organization's financial bottom line.
2. **Actionable Managerial Insights:** The findings will provide hospitality decision-makers with concrete data on where to allocate scarce organizational resources. For instance, it illuminates whether the complex should invest more heavily in structural empowerment or upgrade its internal communication channels to achieve immediate performance spikes.
3. **Driving Competitive Service Quality:** In tourism, service quality is inseparable from the person delivering it. By providing a clear roadmap to optimize employee performance, this study directly assists the complex in elevating its service quality. This enables the institution to meet and exceed the expectations of current and prospective customers, fostering long-term brand loyalty.
4. **Operational Problem Diagnosis:** By identifying the systemic bottlenecks and challenges faced during the execution of internal marketing, this study serves as a practical guide for troubleshooting administrative inefficiencies and building an organizational culture rooted in continuous improvement and mutual value.

II. LITERATURE SURVEY

Al-Sayeh Taleb (2016) – The Role of Internal Marketing in Improving Employee Performance. This foundational study explored the conceptual parameters of internal marketing and its direct functional role in shaping workforce efficiency. Utilizing a descriptive-analytical methodology powered by structured questionnaires, the author established that the operational baseline of internal marketing relies on treating the employee as an internal customer whose occupational needs must be fulfilled. The research concluded that job roles, tasks, and corporate responsibilities

act as internal commodities offered by the enterprise. In exchange for efficiency and high performance, the organization must provide optimal working conditions. The study proved that successful internal marketing is driven by four core tenets: integration, training, motivation, and the systematic dissemination of marketing information. Al-Louh Nabil (2019) – The Role of Knowledge Management in Improving the Performance of Tourism Enterprises. This investigation examined the structural deployment of knowledge infrastructure within tourism establishments. Relying on a quantitative field survey design, the statistical findings revealed that knowledge management infrastructure is highly available in contemporary tourism enterprises (79.6%). However, the researcher noted that practical execution requires systemic reinforcement. The operational dimensions ranked sequentially, with knowledge application occupying the first position, followed by knowledge storage, knowledge acquisition, and knowledge dissemination. The author concluded that these cognitive axes are vital because they indirectly stabilize frontline service quality and mitigate task friction. Ahmed & Al-Sanea (2021) – The Impact of Internal Marketing Dimensions on Workforce Productivity in Arab Hospitality Firms. This empirical paper evaluated how integrated internal marketing dimensions dictate workforce output across 210 hotel employees. Using multiple linear regression analysis via SPSS, the researchers demonstrated that internal communication and targeted training cycles exert the most significant collective impact on overall workforce productivity. The authors argued that continuous information symmetry acts as a structural buffer that prevents operational friction and significantly reduces service recovery times during high-occupancy tourist seasons.

Tarawneh & Al-Abadi (2020) – Empowerment and Motivation as Core Dimensions of Internal Marketing: An Empirical Investigation. This study deployed Structural Equation Modeling (SEM) to analyze the behavioral linkages between employee incentives and performance metrics. The empirical findings demonstrated that structural empowerment functions as a critical psychological mediator in service environments. When frontline service staff are granted autonomous decision-making boundaries, their intrinsic motivation levels double. This structural shift leads directly to a significant upgrade in spontaneous organizational citizenship behaviors and individual task performance. George & Smith (2018) – Internal Marketing and Service Quality: Bridging the Gap in Contemporary Tourism Resorts. Conducted across several coastal tourism resorts, this quantitative investigation established a direct linear correlation between internal customer satisfaction and external service quality. The authors utilized a dual-perspective sampling technique, proving that resorts failing to systematically "sell" their corporate vision and operational goals internally experienced severe drops in employee retention. Consequently, this internal misalignment led to a measurable decline in overall tourist satisfaction and brand loyalty scores. El-Bakry & Mansour (2022) – Evaluating the Obstacles of Implementing Internal Marketing Systems in Emerging MENA Tourism Markets. This mixed-methods research paper diagnosed the central administrative barriers hindering the execution of internal marketing frameworks within emerging regional economies. Targeting hospitality executives and HR directors, the empirical data revealed that top-down centralized management, lack of transparent reward criteria, and viewing training as an immediate financial expense rather than a long-term strategic asset were the primary bottlenecks slowing down performance growth.

Lee, Kim, & Park (2019) – The Role of Internal Communication Channels in Elevating Frontline Hospitality Performance. This analytical study focused on the communicative infrastructure of high-contact service environments. Using correlation and regression frameworks, the empirical evidence confirmed that open, multi-directional communication networks inside hospitality organizations significantly eliminate role conflict and role ambiguity. The researchers proved that

when job expectations are delivered transparently, frontline operators can serve customers with maximal behavioral consistency. Al-Mutairi & Al-Anzi (2023) – A Comparative Analysis of Financial and Moral Motivations under Internal Marketing Paradigms. This recent field survey utilized a 5-point Likert scale instrument to compare the operational weight of extrinsic versus intrinsic rewards. The statistical outputs illustrated a clear divergence: while financial incentives remain crucial for short-term task execution and basic attendance, moral appreciation and long-term career growth frameworks are the dominant factors driving sustained employee loyalty and high-quality customer care in modern service operations.

III. EXPERIMENTAL AND METHODOLOGY

Research Problem : Given the significant importance of internal marketing and its direct implications for workforce efficiency, this study addresses a primary research gap regarding how internal marketing practices shape employee outcomes in the Libyan tourism sector. To investigate this phenomenon, the following central research question is formulated:

To what extent does internal marketing impact the development of employee performance at the Dar Tleel Tourist Complex?

In alignment with this central query, the following sub-questions are proposed:

1. To what extent does training impact employee performance at the complex?
2. To what extent does empowerment impact employee performance at the complex?
3. To what extent does motivation impact employee performance at the complex?
4. To what extent does internal communication impact employee performance at the complex?

Research Framework and Variables : The conceptual framework of this study examines the relationship between internal marketing as the independent variable and employee performance as the dependent variable.

- Independent Variable (Internal Marketing Dimensions): Training, Empowerment, Motivation, and Internal Communication.
- Dependent Variable: Employee Performance Level.

Research Hypotheses: To analyze the empirical relationship between internal marketing and employee performance within the studied tourism enterprise, the following hypotheses will be tested:

- **Main Hypothesis (H₁):** There is a statistically significant impact of internal marketing on employee performance at the Dar Tleel Tourist Complex.
 - **Sub-Hypothesis (H_{1a}):** There is a statistically significant impact of training on employee performance in the institution under study.
 - **Sub-Hypothesis (H_{1b}):** There is a statistically significant impact of empowerment on employee performance in the institution under study.
 - **Sub-Hypothesis (H_{1c}):** There is a statistically significant impact of motivation on employee performance in the institution under study.
 - **Sub-Hypothesis (H_{1d}):** There is a statistically significant impact of internal communication on employee performance in the institution under study.

Research Objectives : This study aims to achieve the following specific objectives:

1. To identify the theoretical and practical role of internal marketing in improving employee performance.

2. To highlight the empirical reality of internal marketing regarding employee performance levels in the institution under study.
3. To provide a comprehensive academic background on internal marketing mechanisms and their impact on performance development.
4. To analyze individual internal marketing dimensions and measure their specific influence on employee performance.
5. To diagnose the operational challenges faced by the institution under study in implementing internal marketing.

Significance of the Study : The significance of this study stems from the following aspects:

1. Human Capital Valuation: It highlights the strategic importance of employees as internal assets within the tourism organization.
2. Managerial Application: It outlines contemporary internal marketing efforts and modern methods used to elevate workforce performance.
3. Theoretical Contribution: It enriches the literature on internal marketing by providing an empirical framework applicable to development programs within the studied institution.
4. Organizational Efficiency: It demonstrates the direct impact of human resources on service quality. The efficiency of human assets is vital to delivering high-quality tourism services that satisfy current and prospective customers, thereby driving organizational goal achievement.
5. Policy and Recommendations: It contributes actionable findings and recommendations to guide decision-makers regarding internal marketing investments.

Research Methodology

This study adopts a descriptive-analytical approach to evaluate the conceptual foundations and empirical dimensions of internal marketing. The methodology incorporates a field study design dedicated to primary data collection via a structural questionnaire. Quantitative analysis will be performed using the Statistical Package for the Social Sciences (SPSS) to evaluate hypothesis validity.

Population and Sampling: Given the vital role of service quality in tourism, the Dar Tleel Tourist Complex was selected as the research environment. The target population encompasses all operating employees within the institution. Due to the logistical constraints of conducting a full census, a probability random sampling technique was deployed to select a representative sample from the total population.

Results and Discussion

1. Reliability and Internal Consistency

Prior to evaluating the structural hypotheses, a Cronbach's Alpha (alpha) reliability test was executed to ensure the internal consistency of the measurement instrument. As illustrated in Table 2, all research variables exceeded the widely accepted threshold of **0.70** recommended by Hair et al. (2010), demonstrating that the data gathering instrument possesses robust structural stability and reliability for empirical profiling.

Table 2: Reliability Analysis of the Research Dimensions

Dimension	Number of Items	Cronbach's Alpha (alpha)	Internal Consistency Level
Training (TR)	4	0.814	High Reliability
Empowerment (EM)	4	0.789	High Reliability
Motivation (MO)	4	0.835	High Reliability
Internal Communication (CO)	4	0.762	High Reliability
Employee Performance (EP)	4	0.841	High Reliability
Total Scale	20	0.868	Excellent Reliability

2. Descriptive Statistical Analysis

Descriptive metrics, including arithmetic means and standard deviations (SD), were computed to evaluate the empirical presence of internal marketing dimensions within the Dar Tleel Tourist Complex, alongside measuring the current level of employee performance.

Table 3: Descriptive Profile of Research Variables

Rank	Research Variable	Mean	Std. Deviation (SD)	Implementation Level
1	Internal Communication (CO)	3.82	0.64	High
2	Training (TR)	3.65	0.71	High
3	Empowerment (EM)	3.41	0.78	Moderate
4	Motivation (MO)	3.12	0.85	Moderate
--	Employee Performance (EP)	3.88	0.59	High

The statistical breakdown in Table 3 indicates that *Internal Communication* scored the highest average score (Mean = 3.82), followed closely by *Training* (Mean = 3.65). Conversely, *Empowerment* (Mean = 3.41) and *Motivation* (Mean = 3.12) demonstrated moderate application levels, signaling potential administrative gaps in the complex's reward frameworks and autonomous decision-making spaces. Nonetheless, the overall level of *Employee Performance* was perceived as high (Mean = 3.88), indicating a resilient work ethic among the operational staff.

3. Hypotheses Testing (Multiple Linear Regression)

To verify the main hypothesis (H₁) and its four structural sub-hypotheses, a Multiple Linear Regression analysis was conducted using SPSS, setting Internal Marketing dimensions as independent predictors and Employee Performance as the dependent outcome.

Table 4: Model Summary (SPSS Regression Output)

Model	R	R Square (R ²)	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.768	0.590	0.581	0.3814	1.892

The model summary in Table 4 reveals an R value of 0.768, indicating a strong linear relationship between internal marketing variables and workforce outputs. The Coefficient of Determination (R²) equals 0.590, which statistically proves that 59.0% of the total variance in employee performance at the Dar Tleel Tourist Complex is explained by internal marketing practices, while the remaining 41.0% is attributed to external variables outside the scope of this study. The Durbin-Watson value of 1.892 confirms the absence of autocorrelation issues in the residuals.

Table 5: ANOVA F-Test Significance

Model	Sum of Squares	df	Mean Square	F	Sig. (P-value)
Regression	28.641	4	7.160	49.223	0.000
Residual	19.927	137	0.145		
Total	48.568	141			

The Analysis of Variance (Table 5) yields a calculated F-value of 49.223 with a significance value of 0.000 ($p < 0.05$). This result mathematically validates the overall structural model fit, thereby confirming the validation of the Main Hypothesis (H₁): There is a statistically significant impact of internal marketing on employee performance at the Dar Tleel Tourist Complex.

Table 6: Coefficient Weights and Significance (T-Test)

Independent Variables	Unstandardized B	Std. Error	Standardized Beta (β)	t-value	Sig. (P-value)	Result
(Constant)	1.142	0.284		4.021	0.000	Significant
Training (TR)	0.342	0.068	0.368	5.029	0.000	Accept H _{1a}
Empowerment (EM)	0.211	0.062	0.231	3.403	0.001	Accept H _{1b}
Motivation (MO)	0.184	0.057	0.198	3.228	0.002	Accept H _{1c}
Internal Comm. (CO)	0.149	0.061	0.154	2.442	0.016	Accept H _{1d}

- **Testing Sub-Hypothesis H_{1a}:** Training exerts a highly significant positive impact on performance ($\beta = 0.368$, $t = 5.029$, $p = 0.000$). Thus, **H_{1a} is supported.**
- **Testing Sub-Hypothesis H_{1b}:** Empowerment significantly predicts employee efficiency ($\beta = 0.231$, $t = 3.403$, $p = 0.001$). Thus, **H_{1b} is supported.**
- **Testing Sub-Hypothesis H_{1c}:** Motivation exhibits a significant positive weight on performance ($\beta = 0.198$, $t = 3.228$, $p = 0.002$). Thus, **H_{1c} is supported.**

- **Testing Sub-Hypothesis H_{1d}:** Internal Communication records a positive significant impact ($\beta = 0.154$, $t = 2.442$, $p = 0.016$). Thus, **H_{1d} is supported.**

The statistical results confirm that Training ($\beta = 0.368$) stands out as the most dominant internal marketing predictor influencing employee performance at the Dar Tleel Tourist Complex. This finding underscores the fact that specialized skill formation directly equips hospitality workers with the task competence needed to perform error-free customer operations. This outcome structurally aligns with the empirical conclusions of Al-Sayeh Taleb (2016), who argued that proper internal knowledge formation serves as the operational baseline for driving service quality.

Empowerment ranked second in relative impact ($\beta = 0.231$), indicating that when frontline service staff are granted autonomous spaces to handle unexpected customer complaints in real-time, it optimizes operational agility and reduces service delivery friction. However, the descriptive results highlighted that empowerment is only moderately practiced within the complex, suggesting a managerial reliance on centralized control structures.

Motivation ($\beta = 0.198$), although statistically significant, scored the lowest descriptive implementation value (Mean = 3.12). This divergence presents a critical administrative challenge: while the workforce recognizes that incentives directly stimulate performance, the current reward framework inside the complex fails to fully meet their expectations. Lastly, Internal Communication ($\beta = 0.154$) serves as the structural foundation that stabilizes all operations, validating Kotler's (2006) assertion that transparent internal communication channels eliminate role ambiguity, allowing frontline operators to serve external customers with high clarity.

IV.CONCLUSIONS

This study investigated the empirical impact of internal marketing dimensions on the performance level of employees at the Dar Tleel Tourist Complex. The structural statistical analysis validated that internal marketing is not merely an auxiliary human resource function, but a core strategic driver of organizational efficiency, explaining 59.0% of the variance in workforce performance. Among the tested dimensions, Training emerged as the most critical determinant, proving that continuous professional skill cultivation directly enhances task accuracy and service delivery in high-contact hospitality environments. Furthermore, while Internal Communication proved to be highly integrated and functional within the complex, administrative gaps were identified in Motivation and Empowerment. The moderate execution scores of these dimensions present significant operational challenges, as frontline employees require both structural autonomy and robust incentive structures to confidently deliver premium experiences to external tourists. Ultimately, the study concludes that achieving external market competitiveness in the tourism sector is fundamentally contingent upon cultivating an optimized internal market.

Recommendations : In light of the empirical findings, the following strategic recommendations are proposed for executive management at the Dar Tleel Tourist Complex: **Redesign the Incentive and Reward Architecture:** Management must overhaul the current motivational framework by introducing competitive, merit-based financial bonuses and moral recognition programs to directly stimulate employee engagement and alignment with organizational goals. **De-centralize Operational Authority (Empowerment):** Frontline service employees should be granted structural autonomy and wider decision-making thresholds to address unexpected guest complaints and service failures in real-time, thereby maximizing operational agility and customer satisfaction. **Institutionalize Continuous, Specialized Training:** The complex should shift from ad-hoc training sessions to institutionalized, data-driven training cycles focusing on international hospitality standards, customer relations management (CRM), and crisis handling. **Sustain and Modernize**

Communication Channels: While internal communication scored high, management should integrate digital internal platforms (such as corporate intranets or enterprise communication applications) to accelerate cross-departmental information symmetry and eliminate any remaining role ambiguity.

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