Representation Form of “Treating Employees as Customers” in the Hospitality Organization: The Case of Hoshino Resorts

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“Treating employees as customers” is known as the core concept of internal marketing. In particular, it was born and developed for hospitality organizations. However, no specific method has been represented so far. In the previous research (Hashimoto, 2018a; 2018b; 2019), it was verified the concrete method based on the core concept of internal marketing, “Treating employees as customers”. There are career support, mental support, and dialogue. In this paper, it is verified whether the concepts of these three methods are represented in the hospitality organization through interviewing staff of Japanese hotel company that is continuing to grow rapidly. As a result of the consideration, it is confirmed that the concepts of the three methods are certainly represented in the organization. It will provide new point of view for concrete methods of Internal Marketing that have not been shown so far. Hope that this paper will facilitate research on hospitality organizations such as hotels, which is not so considered in Japan.

Keywords: treating employees as customers, Internal Marketing, hospitality organization, activating organization, career support, mental support, dialogue

Introduction

Focus on Hoshino Resorts as known as an autonomous and self-propelled organization and as a company that has made rapid progress in recent years in Japan. According to interviewing staff and analyzing results, it was verified whether concepts of three concrete methods for “Treating employees as customers” in Internal Marketing are represented or not.

So far, research on “Treating employees as customers” in Internal Marketing methods has been conducted. It can be comprehensively considered to be a concept for activating an organization and realizing an autonomous self-propelled organization. However, the specific method has not been clarified. The seemingly common elements of definitions presented by previous studies are “motivate employees and activate internal organizations to respond to change”. Therefore, it can be regarded as a method for activating the internal organization. However, the purpose is not to activate the internal organization itself, but also to activate the internal organization and also to acquire external customers, increase revenues, and profitability improve performance of employees.

In order for an organization to be activated, above all, the people belonging to that organization must be activated. Therefore, verification was performed by three methods known as methods for activating humans. The first is a method of career support, that is the concept of Career Counseling (Hashimoto, 2018a); the
second is a method of mental support, that is the concept of counseling (Hashimoto, 2018b); and the third is a method of dialogue (Hashimoto, 2019). These studies have revealed that career support, mental support, and dialogue in real organizations activate people as well as organizations. That is, these methods were shown as effective methods of “Treating employees as customers” in Internal Marketing.

On the contrary, in this chapter, focus on people and verified whether concepts of these three methods could be found in the interview results. The target organization is Hoshino Resorts as known as an autonomous and self-propelled organization and as a company that has made rapid progress in recent years in Japan.

First, in order to deepen the understanding, the flow up to this point is summarized and described as follows.

**Definition of Internal Marketing**

It is widely known that Internal Marketing has the concept of “Treating employees as customers” as a core concept, but its definition differs among researchers and is not constant. Here, representative definitions are presented.

- Internal Marketing is related to making available internal products (jobs) that meet the essential needs of the internal market (employees) while satisfying the purpose of the organization (Berry et al., 1976).
- The purpose of Internal Marketing is to motivate and to obtain conscious personnel for customers (Grönroos, 1981).
- Internal Marketing has been described as a philosophy for managing the organization’s human resources based on a marketing perspective (George & Grönroos, 1989).
- Internal Marketing is a process that encourages employees to embrace changes in the company’s philosophy and beliefs (Reardon & Enis, 1990).
- Internal Marketing is attracting, developing, motivating, and retaining qualified employees through job-products that satisfy their needs. Internal Marketing is the *philosophy* of treating employees as customers and it is the *strategy* of shaping job-products to fit human needs (Berry & Parasuraman, 1991).
- Internal Marketing is the process of building relationships. In the process, employee autonomy and know-how combine to create and convey new organizational knowledge that inspires change-making activities within the organization to respond to market changes (Ballantyne, 1997).
- Internal Marketing is a planned effort using a marketing-like approach directed at motivating employees, for implementing and integrating organizational strategies towards customer orientation (Ahmed & Rafiq, 2002).
- Marketing targeting customers in the company, that is, employees, is called Internal Marketing (Kotler, Bowen, & Makers, 2003).
- Internal Marketing is a series of processes or communication activities for the collaboration of internal organization, that an organization carries out with the aim of achieving its goals in the medium to long term (Kimura, 2007).
- Internal Marketing is a marketing activity that aims to make effective use of motivation, empowerment, clear roles, etc., for the target employees in order to enhance the job satisfaction and performance of the target employees and avoid turnover (Takahashi, 2010; 2014).

The seemingly common elements of these definitions are “motivate employees and activate internal organizations to respond to change”. Therefore, Internal Marketing can be regarded as a method for activating
Internal Marketing is attracting, developing, motivating, and retaining qualified employees through job-products that satisfy their needs. Internal Marketing is the philosophy of treating employees as customers and it is the strategy of shaping job-products to fit human needs. (Berry & Parasuraman, 1991, p. 151)

However, the aim is not to revitalize the internal organization itself, but also to revitalize the internal organization and also to acquire external customers, increase revenues, and improve performance. This concept is expressed by the service-profit chain by Heskett et al. (1994).

![Figure 1. Service-profit chain (Source: Heskett et al., 1994, p. 166).]

**Activating Organization by the Concept of Career Counseling**

In the hotel industry, there is a normal issue of how to utilize limited human resources depending on the difficulty of securing competent human resources and a high turnover ratio, which is a regular task. Therefore, it is the hotel management issue of how to activate the organization and motivate employees. One of the effective concepts for activating an organization is Internal Marketing. Internal Marketing is known as a concept that leads to revenue by treating employees as customers and activating internal organizations in the field of service management. This paper focuses on Career Counseling as one of the concrete methods of Internal Marketing. Normally, Career Counseling is performed for individuals; however it has been shown in previous research that it can be applied to organizations. As an example of adapting Career Counseling to organizations, this paper chose the case of Hoshino Resorts to verify whether Career Counseling as an effective method of Internal Marketing is valid for the hotel organization. From previous research, this paper firstly outlined the definition of Internal Marketing, then described what Career Counseling is, and then showed that Career Counseling is one of the Internal Marketing methods. In addition, the case of internal organization
activation of Hoshino Resorts was considered, and it is suggested that Career Counseling as a method of Internal Marketing is one of the effective methods of internal organization activation.

It was aimed to suggest that Career Counseling is an effective method of Internal Marketing which is regarded as an effective concept for organizational activation. Firstly, the definition of Internal Marketing was confirmed and secondly the method of Career Counseling was reviewed. Furthermore, this paper focused on Hoshino Resorts as an actual case of applying Internal Marketing, and suggested Career Counseling can be applied as an effective method of Internal Marketing. The case of Hoshino Resorts shows that it is an important factor of organizational change to practice “Treating employees as customers” which is the core concept of Internal Marketing. “Treating employees as customers” can be said to treat employees carefully as an indispensable existence, or to utilize employees as a precious resource. The change of Hoshino’s mind as a president became a catalyst for Hoshino Resorts to make a leap forward. It is important for companies to present employees with “what they should be” and not to put them in a frame, but to support employees’ “precious existence” and to support them. The case of Hoshino Resorts shows that it leads to a conversion, and eventually to the improvement of performance. “Supporting the desire of employees”, employees will become more human resources to contribute to the company by increasing loyalty for the company, having a strong commitment, acting voluntarily, and moving forward. In this paper, the comprehensive effective measures of this “support” as Internal Marketing are considered and Career Counseling as a concrete implementation method is picked up and presented with examples (Hashimoto, 2018a).

Activating Organization by the Concept of Person-Centered Approach

Many theories for activating an organization have been proposed. For example, it is said that Internal Marketing and Learning Organizations are effective methods of activating an organization. However, in order for these methods to function effectively, it is necessary for the people that constitute the organization to be activated. In order for a person to be in an active state, it is necessary to be healthy in physically and at the same time mentally. Rather, it can be said that the mental health level takes precedence over the physical health condition. In this chapter, the mental healthiness of employees for hotel organizations is examined. As a case, citing a hotel in Japan, the measures that were in place and involvement of the management are shown, and the effects are examined. The research method first considered related previous research, theory about mental support, such as counseling theory, especially the theory of Person-Centered Approach (PCA). Next, the concept of PCA was verified concerning introduction to the target process, organization by literature research, its background and the degree of effectiveness. It is suggested that mental support for employees, who are regarded as personal problems in Japanese hotel organizations and not emphasized, are benefiting from activation of the organization.

It is suggested based on the case of Hoshino Resorts that organizational activation can be realized by introducing the concept of PCA into the organization. Relations in line with the core concept of PCA: Understanding the client from the inside is effective not only for recruitment and establishment of employees but also for employees who understand themselves to raise motivation, enhance royalties, and enhance commitment to the company; it is possible to realize improvement of business performance of the company. Initially, Hoshino tried to promote the transformation by the top-down, but occurred employee’s opposition and turnover. Although university graduates attracted by his clear vision came to join, eventually, they decided to leave the company. Eventually, Hoshino noticed was not “what employees should be” presented by the
company but “to adapt the company’s system to the needs of employees”. In other words, the company was to support the realization of “the figure that the employee themselves want to have”. It can be said that this idea was transformed from corporate-focused to employee-centric, and this shift in thinking became the source of the development of Hoshino Resorts. This is consistent with what Rogers converts the understanding method of client from understanding from the outside (counselor-centric) to internal (client-centric), understanding the spontaneous thought and action of the client it is consistent with promoting, that is PCA. Actual PCA is counseling that counselor and client perform one to one, in the organization; Hoshino Resorts’ case suggests that it is possible to realize organizational activation by transplanting and fixing the concept of PCA to the organization’s culture rather than counseling for employees.

The future research subject is to clarify how employees perceive this organization. In this paper, the main consideration was from the viewpoint of president Hoshino, but it is required that viewpoint from employees is indispensable for grasping the whole figure of the organization. Now interviews have been holding for employees of Hoshino Resorts. Based on the consideration of the results of interview, try to clarify the appearance of Hoshino Resorts from the viewpoint of employees (Hashimoto, 2018b).

**Activating Organization by the Dialogue**

Activating Organization by the Dialogue

It is focused on “dialogue” as one of the methods to activate internal organization. Dialogue is generally recognized as a method of person to person relationship building. However, because an organization is a group of people, it was hypothesized that application of dialogue to the organization might be possible. According to literature research, it was found that dialogue was also effective for activating organization. Furthermore, this paper analyzes the case of organizational transformation of ISUZU Motors, a leading automobile manufacturing company in Japan. Analysis shows that “dialogue” played a major role in the success of the change. So far, support by individuals through Career Counseling was shown to be effective in activating organizations. Individual support through counseling was also shown to be effective in activating organizations. In this section, focusing on “dialogue”, it is suggested that it could be applied to organizations and could be one of the effective methods for its activation.

It is focused on “dialogue” as one of the methods of activating organization, and began with an understanding of dialogue. In addition, it is suggested that “dialogues”, which are generally considered to be aimed at enhancing the relationship between individuals, are also an effective method in organizations. Furthermore, based on the case of ISUZU’s organizational change, it was examined whether “dialogue” is an important factor in activating the organization. As a result of verification, firstly, in ISUZU’s organizational change, it is shown that it was the activity through their talks that employees found the problems in the organization. From the above, it can be said that “dialogue” is suggested to be an effective method for activating organization. A future research topic is to verify whether “dialogue” is also an effective method in the service organization. Hashimoto (2018a; 2018b) has already suggested that Career Counseling and counseling can be an effective method not only for individuals but also for organizations in Hoshino Resorts as a service organization. In building relationships with customers in service organizations, building relationships between people within an organization is more important than manufacturing industry (Heskett, Sasser, & Schlesinger, 1997). Thus, a future research subject is whether “dialogue” can be an effective method in the service organization (Hashimoto, 2019).
Research Methodology

So far, it has been focused on career support, mental support, and dialogue as concrete methods of “Treating employees as customers” in Internal Marketing, and examined cases. Certainly, it was proved that each method aimed at motivating employees, activating internal organizations, and responding to change, which is an important element of “Treating employees as customers”. Next, in order to examine how these elements are represented in an actual hospitality organization, it is interviewed and analyzed people belonging to an actual hospitality organization.

Focus on Hoshino Resorts as known as an autonomous and self-propelled organization and as a company that has made rapid progress in recent years in Japan. According to interviewing staff and analyzing results, it was verified whether concepts of three concrete methods for “Treating employees as customers” in Internal Marketing are represented or not. The outline of the interview method and attributes of interviewees are as follows.

- Interviewees: Hoshino Resorts, Hoshinoya Kyoto (Kyoto branch), and Human resources department in the main office; 11 staff (full-time staff);
- Duration: October 2017-December 2018;
- Interview method: semi-structured interview; only one question item: “What do you feel of working at Hoshino Resorts?”;
- Analysis method: Modified Grounded Theory Approach: M-GTA (Kinoshita, 2005);
- Non-disclosure agreement: Pledge not to use for anything other than academic purposes was shown by oral and the document to interviewees.

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<td>11</td>
<td>K</td>
<td>20s</td>
<td>Female</td>
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*Note. *Years: Length of work years.
Analysis Method

Modified Grounded Theory Approach: M-GTA (Kinoshita, 2005) is adopted as the analysis method of the survey data. The reasons for adopting this research are as follows based on three points of Kinoshita (2005) presented.

1. The basic element is research on the social interaction between humans and humans.
2. It is suitable for human service area.
3. The phenomenon to be studied must have process characteristics.
   This point is leaded from Points 1 and 2 automatically.

The focus of this research is to verify how hospitality organizations, which are considered to have permeated Internal Marketing, represent concepts of concrete methods of career support, mental support, and dialogue. Therefore, this research is about social interactivity; it is in the human service area, so it is considered to have process characteristics.

Furthermore,
1. M-GTA takes a position that emphasizes contextual interpretation and meaning without segmenting interview data.
2. M-GTA attaches great importance to practical use of the obtained results.
   This research is focused on contextual interpretation and meaning of interview result rather than that of data. Also this research aims to return the analysis results to the practical area.
   From the above, M-GTA is adopted as the analysis method in this research.

Analysis Procedure

When actually proceeding with data analysis, M-GTA will focus on two points: “analysis theme” and “analysis focus persons”.

- Analysis theme: representation of concepts of career support, mental support, and dialogue in the target hospitality organization.
- Analysis focus persons: Staff in the target hospitality organization.

Kinoshita (2005) presents the following seven points in order to clarify the analysis procedure for M-GTA. Analysis proceeded along these seven points.

1. Focus on the relevant parts of the data in the light of the analysis theme and the focus of analysis, use this as one concrete example (variation), and generate an explanatory concept that can explain other similar concrete examples.
2. When creating a concept, create an analysis worksheet and enter the concept name, definition, first example, etc.
3. As the data analysis progresses, new concepts are created and an analysis worksheet is created for each concept.
4. At the same time, search for other concrete examples from the data, and fill in the variations in the worksheet. If a large number of concrete examples do not appear, it is decided to regard as the concept is not valid.
5. The degree of perfection of the generated concept not only confirms similar examples, but also looks at the data from the viewpoint of comparison of opposite pole examples. This prevents the risk of arbitrary bias in interpretation. Record the results in the theoretical memo field on the worksheet.
6. The relationship between the generated concept and other concepts will be examined for each individual concept and made into a relationship diagram.

7. Create a category consisting of the relationships of multiple concepts and summarize the analysis results from the relationships between the categories. The outline is briefly written (story line) and the result diagram is created.

As a result of analyzing the interview data according to the above procedure, 11 concepts are generated from the analysis results based on M-GTA procedure. These concepts are related by category and proceeded to Categories 1, 2 and finally three core categories were obtained as follows.

11 concepts that are generated from the analysis results based on M-GTA procedure are as follows.
1. Multitask;
2. Autonomous thinking and behavior;
3. Dialogue environment;
4. Empowerment;
5. Gung-ho\(^1\) Organization;
6. System for evaluating autonomous;
7. Team oriented consciousness;
8. Diverse staff;
9. System for supporting autonomy;
10. Flat and open organization;
11. Mutually supporting culture.

For these 11 concepts, it was examined the relationship with other concepts one by one. That is, starting from one concept, it would try to be found another concept related to it, and this work was repeated. As a result, Categories 1 was obtained. Next, as a result of conducting the same examination for each concept of Categories 1, it was obtained Categories 2. Furthermore, the same examination was carried out, and reached to three core categories as the final results. Kinoshita (2005) points out that it is not a so-called grouping as a whole, and otherwise, the characteristics of individual concept will not be activated.

The process of the above procedure is shown in Figure 3, and the relationship between each concept is shown in Figure 4.

In this research, according to the above procedure, 11 concepts are generated from the analysis results of M-GTA and converged into three categories based on relationships between concepts (Figures 5 and 6). Then, the categories and concepts are combined into a result diagram (Figure 7).

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\(^1\) Very eager to do something dangerous or violent. Chinese gonghe, from jongguogongyehozo she “Chinese Industrial Cooperatives Society”, used as a battle cry (meaning “work together”) by U.S. soldiers in World War II (Longman Dictionary). At Hoshino Resorts, this word is used as a slogan and is regarded as a slogan for voluntary action.
### Analysis work sheet of concept names

<table>
<thead>
<tr>
<th>Concept name</th>
<th>Categories 1</th>
<th>Categories 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Multitask</td>
<td>8 Diverse staff</td>
<td>1.5 A</td>
</tr>
<tr>
<td>2 Autonomous thinking and behavior</td>
<td>6.9 System for evaluating autonomous behavior</td>
<td>2.6.9 B D</td>
</tr>
<tr>
<td>3 Dialogue environment</td>
<td>11 Mutually supporting culture</td>
<td>3.11 C E</td>
</tr>
<tr>
<td>4 Empowerment</td>
<td>10 Flat and open organization</td>
<td>4.10 D</td>
</tr>
<tr>
<td>5 Gang-ju Organization</td>
<td>7 Team oriented consciousness</td>
<td>5.7 E</td>
</tr>
<tr>
<td>6 System for evaluating autonomous behavior</td>
<td></td>
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<tr>
<td>7 Team oriented consciousness</td>
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<tr>
<td>8 Diverse staff</td>
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<tr>
<td>10 Flat and open organization</td>
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<tr>
<td>11 Mutually supporting culture</td>
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### Core Categories

<table>
<thead>
<tr>
<th></th>
<th>I</th>
<th>II</th>
</tr>
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<tbody>
<tr>
<td>Diverse staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multitask, Diverse staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Autonomous thinking and behavior</td>
<td></td>
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</tr>
<tr>
<td>Autonomous thinking and behavior, System for evaluating autonomous behavior, System for supporting autonomy, Empowerment, Flat and open organization</td>
<td></td>
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<tr>
<td>Dialogue environment</td>
<td></td>
<td></td>
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<tr>
<td>Dialogue environment, Mutually supporting culture Gang-ju Organization, Team oriented consciousness</td>
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</tbody>
</table>

*Core Categories*

- **I**: Diverse staff
- **II**: Autonomous thinking and behavior
- **III**: Dialogue environment, Mutually supporting culture Gang-ju Organization, Team oriented consciousness

**Memo**
- The system is the culture, and the culture is the system
- Trusting the power that humans originally have

*Figure 3. Note of analysis procedure.*
<table>
<thead>
<tr>
<th>Categories</th>
<th>Concepts</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diverse staff</td>
<td>Multitask</td>
<td>One person is in charge of several occupations. Normally, in a hotel, it is common to work only in each section such as reception, restaurant, banquet, etc., but in this organization, it is natural to engage in multiple occupations without being bound by this general theory. It has become.</td>
</tr>
<tr>
<td>Diverse staff</td>
<td></td>
<td>The background of staff are diverse. Therefore, there are various ways of thinking, and they can come up with ideas that are not bound by the common sense of hotel management.</td>
</tr>
<tr>
<td>Autonomous thinking and behavior</td>
<td>Autonomous thinking and behavior</td>
<td>Having own thoughts. Proposing and acting on your own. Instead of doing the job according to the instructions, make a suggestion and create a job. To do that, it is needed to have own thoughts.</td>
</tr>
<tr>
<td>System for evaluating autonomous behavior</td>
<td></td>
<td>The system should not be evaluated unless it proposes and acts on its own. For example, there is a system of candidate for getting a position. Staff who make suggestions and act on their own are highly evaluated.</td>
</tr>
<tr>
<td>System for supporting autonomy</td>
<td></td>
<td>Providing various trainings and programs for staff to increase their autonomy.</td>
</tr>
<tr>
<td>Empowerment</td>
<td></td>
<td>Each hotel and staff has great authority. Normally, in a company, the head office decides the plan and the branch office executes it, but in this organization, each branch office has great authority and plans. In addition, each staff member has great authority to make proposals and make decisions on their own. This has led to staff motivation.</td>
</tr>
<tr>
<td>Flat and open organization</td>
<td></td>
<td>Being able to express one's opinion regardless of position. In this organization, the hierarchical relationship is denied. There is also a culture in which each staff is respected and their opinions are respected. It represents the morphology of the organization.</td>
</tr>
<tr>
<td>Dialogue environment</td>
<td>Dialogue environment</td>
<td>An environment where staff can disclose their own opinions, share opinions, and talk to each other regardless of layer and job rank.</td>
</tr>
<tr>
<td>Mutually supporting culture</td>
<td></td>
<td>A culture in which people listen to and support each other what each staff's opinion.</td>
</tr>
<tr>
<td>Gung-ho Organization</td>
<td></td>
<td>Each person is united while acting autonomously. It is based on &quot;Gung-ho&quot;, which stands for unity and cooperation.</td>
</tr>
<tr>
<td>Team oriented consciousness</td>
<td></td>
<td>The staff is consciousness of the workplace as a team and acts. In this organization, each staff is required to be autonomous, but at the same time, it is required to always think and act as a team and to be aware of the role that one plays.</td>
</tr>
</tbody>
</table>

*Figure 4. Concepts and categories.*
Results and Discussion

Core Categories

**Diverse staff.** This category consists of two concepts:
- Multitask;
- Diverse staff.

**Autonomous thinking and behavior.** This category consists of five concepts:
- Autonomous thinking and behavior;
- System for evaluating autonomous behavior;
- System for supporting autonomy;
- Empowerment;
- Flat and open organization.

**Dialogue environment.** This category consists of four concepts:
- Dialogue environment;
- Mutually supporting culture;
- Gung-ho Organization;
- Team oriented consciousness.

**Storyline From Concepts to Core Categories**

The storyline leading up to the above is shown below based on the analysis theme: Representation of concepts of career support, mental support, and dialogue in the target hospitality organization. Categories are indicated by <>, concepts are indicated by [], and No. is indicated interviewees. In addition, Figure 6 shows an analysis worksheet of the concept [Gung-ho organization] as a sample. The storyline of the process of forming Categories 1 and Reaching Categories 2 is shown. In addition, for each concept, the remarks that represent it are shown.
### Category A

[Diverse staff] is required to support [Multitask]. The important point is that the staff involved are conscious of accepting diversity. Without this consciousness, [Multitask] will not work. The following statements are a well indication of the consciousness of accepting diversity.

[Multitask]

The following remarks are well indication of the consciousness of accepting diversity.

No. 1: Hoshino Resorts is often referred to as multitasking, but it’s quite possible for various people to decide what to do.

No. 6: If I was told that I didn’t have to think about other than this, it would be boring.
[Diverse staff]
The following remarks indicate the existence of diverse staff who do not regard hotels as merely accommodation businesses.

   No. 6: It was more about wanting to create the appeal of the service than wanting to do it.
   No. 11: If anybody says that such an article will be not sold, there are staff says that it will be sold it definitely. There are many staff that are unique and never be beaten.

Category B

In order to promote [Autonomous thinking and behavior], [System for evaluating autonomous behavior] that evaluates it has an influence. However, it is effective to have a [System for supporting autonomy] to support, because evaluation alone has the meaning of compulsion. However, it is effective to have support called [System for supporting autonomy] because evaluation alone has the meaning of compulsion.

[Autonomous thinking and behavior]
The following remarks show that [Autonomous thinking and behavior] has permeated the staff.

   No. 5: Hoshino employees probably have their own opinions, whether they say it or not. When I ask them, they come out immediately their opinions. I’ve never seen anyone says “I don’t know” “I don’t want to do it”.
   No. 6: Think for yourself and do what this is good for your customers. I think that is the number one standard.

[System for evaluating autonomous behavior]
The following remarks indicate the existence of a system that autonomous behavior to be taken by oneself.

   No. 1: There is a process in the evaluation item that staff can raise and solve the problem themselves, so if they are not persons who can actively do it, the evaluation will not go up after all.
   No. 2: As you can see from the candidacy system, it is not a company that makes you a section chief (without saying anything).

[System for supporting autonomy]
It can be said that having a candidacy system for job titles has the effect of promoting autonomy.

   No. 2: Basically, it is a system for candidacy. At that time, I raised my hand … and did a presentation for getting that position.
   No. 7: Now, I think it’s a good company. Because if I really want to do what I want to do, the company allow me to do it.

Category C

[Dialogue environment] is thought to be generated from [Mutually supporting culture]. It can be said that the fact that it is a culture, not an institution, creates an environment that is easily accepted by staff.

[Dialogue environment]
The following remarks show the existence of an environment that respects and recognizes each other.

   No. 1: There is an environment where staff can discuss as team and even the first year staff can enter in discussion and disclose their opinion, so that kind of place is fun.
   No. 10: People who repel also probably have opinions as they repel, so I think that it is a place where we can approach each other after listening to their opinions.
   No. 11: I think no one starts with a negative style from the beginning. “I think your idea is very good, but I have another idea”. I think this kind of saying way is respected.
[Mutually supporting culture]
The following remarks show the existence of a culture that supports each other.

No. 6: After all, there is a culture of transmitting from myself, and it is great that the staff around I accept it. There are many people who accept what I have sent and give their opinions on it. I think it’s an environment that is easy to say because there is no denial.

No. 10: I am working while thinking that it’s a company where we can work hard together in an environment where everyone supports and supports what we want to do by raising our hands.

Category D
Paired with [Empowerment] is [Flat and open organization]. [Flat and open organization] is formed by [Empowerment], and since it is [Flat and open organization], it can be said that [Empowerment] is easy to be done, and they are related to each other.

[Empowerment]
The following remarks show that the discretion of the front line and staff is respected, and that the staff who interact with customers on the front line are regarded as important.

No. 4: For example, when I go on a business trip … I was said “You don’t have to apply for a business trip. If you think you need it, please go”. … You can judge by yourself and do it in the best way.

No. 11: There is an office in Tokyo, but that is not the headquarters… We think the most important thing is the staff on the front line. We think that there are many things that only the staff who are actually in contact with the customer can understand at that place.

[Flat and open organization]
The following remarks indicate that there is no hierarchical relationship, and that there is a culture and values that warn it.

No. 1: Perhaps I think it’s how close each other is. If the new employee’s perspective and the general manager’s perspective are different, I think that he/she may wonder, “Why does this person say he is not unilaterally you haven’t done well while I have done well?”

No. 2: If the front desk staff thinks it’s from above, now I’m trying to tell it. If the front desk staff thinks they can order to other staff from the above, now I tell them that is wrong way. All positions are roles and should be functions. There is a flow of instructions, but that doesn’t mean you’ve become a higher position. You haven’t become a higher position, so don’t misunderstand.

Category E
Paired with [Gung-ho Organization] is [Team oriented consciousness]. Gung-ho is a term that means unity and cooperation, and is used as a slogan in this organization. In order for unity and cooperation to be achieved, the staff must have [Team oriented consciousness].

[Gung-ho Organization]
The following remarks show that the meaning of Guan-ho as a slogan pervades the staff.

No. 4: Ken Blanchard’s Gung-ho is a theme that means to think and act autonomously, and I understand he (the president) wants to be such a company in such an organizational culture.

No. 10: As you probably know, it’s a Gung-ho Organization, so I’ve been told since I joined the company that I should respect each other and enhance each other, so I’m conscious of that. I think everyone has a desire to do so.

[Team oriented consciousness]
The following remarks show the conscious and environment of working as a team, not alone.
No. 2: It happens that staff who agree with a word of idea (someone said) get together and let’s try it. Daily improvement is really the accumulation of such things.
No. 3: As long as I am in this company, the job title doesn’t matter. It important how conscious and can I play a role in the team. And the role is not given to anyone.

**Result Diagram**

Result diagram shows how an autonomous self-propelled organization is consisted. The three core categories: (1) diverse staff, (2) autonomous thinking and behavior, (3) dialogue environment work by being closely related, connected, and supporting each other, even though they are independent. In order to maintain (1) diverse staff, (3) dialogue environment for mutual understanding, acceptance, and support of diversity is needed. In order to create (3) dialogue environment, it is dispensable to actively engage with others, think and act autonomously in order to have a dialogue. Therefore, it can be said that an autonomous self-propelled organization cannot be created if any of the three categories is missing. In addition, (3) dialogue environment is considered to be involved and working, including career support and mental support, because the concept of dialogue is not to refute the other person, but to respect, acknowledge, understand, and support the other person. Career Counseling, which is the basic concept of career support, is to support autonomy and to shape the person’s future image by himself, and counseling is to support mental stability. However, for that purpose, it is also to support self-understanding, accept the difference from others, and live an autonomous way of life. Therefore, it is considered that the concept of dialogue includes both concepts. It is thought that the formation of (3) dialogue environment promotes (2) autonomous thinking and behavior and creates (1) diverse staff. This means that the staff are self-propelled and at the same time, they lead to mutual cooperation and constitute an autonomous self-propelled organization.

**Conclusion, Limitations, and Future Research Subjects**

According to results of research, it was indicated that the following three methods’ concepts of activating the internal organization are represented them in the target organization.
1. Career support (concept of Career Counseling);
2. Mental support (concept of counselling: Person-Centered Approach);

However, limitations were also revealed in this research.
1. It is not clear what the conditions are for transplanting to other organizations.
2. It is not clear whether the characteristics of human resources are the key to building such an organization, or whether the system is the key.
3. It is not clear whether such an organization can be constructed even in an organization with a high average age of staff.

According to Hashimoto (2018a; 2018b), at Hoshino Resorts, it is changed the way management is involved with staff from company-centered to employees, and realized what staff want to be, that is, support to realize the future of staff. It is shown that the switch has led to an increase in employee motivation. This idea is consistent with the core concept of Career Counseling and counseling, and it was confirmed that it permeated the organization. However, it is not so clear how it was penetrated. Similarly, according to Hashimoto (2018a; 2018b), it is shown that switching the way of engaging with staff to focus on staff led to the hiring of highly motivated people. However, it is not clear whether the motivation of staff has improved due to such relationships and systems, or whether it is not effective without the original qualities. Moreover, it is unclear whether age is a factor. The above will be the subject of future research.

Therefore, in the future research, pursue the versatility of “Treating employees as customers” in Internal Marketing by addressing the above issues. It will be the issue to clarify the characteristics of human resources, the system, or both the future research.

References

