Development of
Human Resource Management in
the Hospitality Organization:
Focusing on the concept of
"Treating employees as customers"

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ホスピタリティ組織における
人的資源管理の展開

―「従業員を顧客として扱う」
という概念に焦点をおいて―

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Abstract

In this research, it is focused on the concept of "Treating employees as customers" (Berry and Parasuraman,1991) and considering human resource management in the hospitality organization. Main target is hotel organizations that represent the hospitality organization. The concept of "Treating employees as customers" is known as the core concept of Internal Marketing, however same concept is shown in other theories. Those are Service-Profit Chain (Heskett et. al., 1994, 1997), Value Profit Chain (Heskett et.al.,2003) and Resource Based View (Barney, 2003). It is examined how the concept of "Treating employees as customers" appears in the organization. The methods to pay attention to are 1. Career support (Career counseling), 2. Mental support (Counseling), and 3. Dialogue support. In a hospitality organization where interpersonal negotiation work is predominant, mental support for employees is important (Lovelock and Wirtz,2007), so it is focused on the above three methods, which are typical mental supports.

The purpose of this research is to verify whether the concepts of these three methods appear in the hotel organization, and the focus is on interview analysis of hotel employees in the hotel which continues to develop.

This dissertation is composed of 7 chapters, including an Introduction. In chapter Ⅱ, a previous research review is conducted to deepen the understanding of the Internal Marketing research flow and the core concept of "Treating employees as customers." In chapter Ⅲ to Ⅴ, the concepts of three methods are presented as concrete methods for implementing "Treating employees as customers". In chapter Ⅵ, it is verified whether or not the concept of the three methods appears in the organization from the analysis of interviews with employees of the hotel organization that continues to develop. The final chapter, chapter Ⅶ, summarizes the research and shows the limitation of the research and the prospect of future research.

According to results of research, it was indicated that three methods' concepts of activating the internal organization is represented them in the target organization. However, limitations were also revealed in this research. The goal of "Treating employees as customers" is to activate the organization and build an autonomous self-propelled organization. Continuing research on "Treating employees as customers" based on the results of this research will lead to the progress of research on hotel organizations, which so far has not been well considered in Japan.

概　要

　この研究では、「従業員を顧客として扱う」（Berry and Parasuraman,1991）という概念に焦点を当て、ホスピタリティ組織における人的資源管理の考察を行う。主となる対象は、ホスピタリティ組織を代表するホテル組織である。「従業員を顧客として扱う」という概念は、インターナル・マーケティングの中核概念として知られているが、他の理論でも同じ概念が示されている。それらは、サービス・プロフィット・チェーン（Heskett ら, 1994、1997）、バリュー・プロフィット・チェーン（Heskett ら, 2003）、及びリソースベースドビュー（Barney, 2003）である。「従業員を顧客として扱う」という概念が組織にどのように現れているかの検証を行う。注目する手法は、1. キャリアサポート（キャリアカウンセリング）、2. メンタルサポート（カウンセリング）、3. 対話サポートである。対人折衝業務が多くを占めるホスピタリティ組織では、従業員のメンタルサポートが重要であるため（Lovelock and Wirtz, 2007）、代表的なメンタルサポートである上記の３つの手法に焦点を当てている。

　本研究の目的は、これら３つの手法の概念がホテル組織に現れているかどうかを検証することであり、成長を続けるホテルの従業員へのインタビュー分析に焦点を当てている。

　本論文は、序章を含む７つの章で構成されている。第Ⅱ章では、インターナル・マーケティングの先行研究と「従業員を顧客として扱う」という概念の理解を深めるために、レビューを行っている。第Ⅲ章からⅤ章では、「従業員を顧客として扱う」概念の組織への浸透を実施するための具体的な手法として、3 つの手法の概念を示し、その有効性の検証を行う。第Ⅵ章では、成長を続けるホテル組織の従業員へのインタビューの分析から、3 つの手法の概念が組織に現れているかどうかを検証する。最終章である第Ⅶ章では、研究を要約し、研究の限界と将来の研究の見通しを示す。

　研究の結果、内部組織を活性化するという３つの手法の概念が、対象組織に現われていることが示された。ただし、この研究では限界も明らかになった。「従業員を顧客として扱う」ことの目的は、組織を活性化し、自律的な自走式組織を構築することである。この研究成果をもとに「従業員を顧客として扱う」概念に対する研究を続けることで、これまで日本ではあまり顧みられなかったホテル組織研究の活発化につなげていきたい。

Contents

IV. Activating organization by the concept of Person-Centered Approach: The case of hotel organization in Japan

V. Activating Organization by the Dialogue

VI. Representation form of "Treating employees as customers" in the hospitality organization: Analyzing interview of hotel staff

Ⅶ. Conclusions, Limitations and Future research subjects

References

Introduction

In this research, it is focused on the concept of "Treating employees as customers" (Berry and Parasuraman,1991) and considering human resource management in the hospitality organization. Main target is hotel organizations that represent the hospitality organization. The concept of "Treating employees as customers" is known as the core concept of Internal Marketing, however same concept is shown in other theories. Those are Service-Profit Chain (Heskett et. al., 1994, 1997), Value Profit Chain (Heskett et.al.,2003) and Resource Based View (Barney, 2003). It is examined how the concept of "Treating employees as customers" appears in the organization. The methods to pay attention to are 1. Career support (Career counseling), 2. Mental support (Counseling), and 3. Dialogue support. Internal Marketing was born from service research and is known as a concept that activates the internal organization, and its purpose is to motivate employees, increase their customer orientation, and lead it to profits. However, the specific method, that is, how to motivate employees, is not yet clear. In a hospitality organization where interpersonal negotiation work is predominant, mental support for employees is important (Lovelock and Wirtz,2007), so it is focused on the above three methods, which are typical mental supports. The purpose of this research is to verify whether the concepts of these three methods appear in the hotel organization, and the focus is on interview analysis of hotel employees in the hotel which continues to develop.

Although research of hotel management is common overseas, the significance of this research can be found if it is realized contribution to hotel management research that has not received much attention other than Iijima (2001) in Japan.

Research Background and research question

Internal Marketing has been known in the literature since the late 1970s. Major studies include Berry et al (1976), Grönroos (1981), Berry & Parasuraman (1991), Rafiq and Ahmed (1993), and Ahmed and Rafiq (2002). In Japan, Kimura (2007) and

Takahashi (2014) are known. In service research, it has attracted attention as an internal organization, that is, a concept that activates employees. However, as Gounaris (2008a) points out, many are normative studies and few empirical studies. Kimura (2007) and Takahashi (2014) are conducting empirical studies, but neither is aimed at hotel organizations.

The problem in the Japanese hotel industry is that employee satisfaction is low and there are many desires to change jobs to other industries (Iijima,2001., Hashimoto,2017).

In the hospitality industry, employee satisfaction produces customer satisfaction and leads to profits, as shown by Service-Profit Chain by Heskett et al (1994, 1997, 2003). It is considered that improving employee satisfaction would be the key to development in the Japanese hotel industry. In recent years, the Japanese hotel industry has been sluggish. Inbound has shown remarkable growth, and many new hotels have been created, but most of them are foreign companies. Also, for example, in Okinawa, there are cases where the owner is a Japanese company and the operation is changed from Japanese to foreign, for example, Hilton Shurijo, Novotel Okinawa Naha. However, there are also few Japanese hotel groups that have achieved remarkable growth. One of them is Hoshino Resorts. The characteristic of Hoshino Resorts is that it is a flat and open organization, and it is a culture where employees can freely express their opinions regardless of their position (Maeda,2018). The guarantee that an organization is free to express its opinion leads to the concept of "Treating employees as customers". It has been suggested that at Hoshino Resorts, employee satisfaction is high and the concept of "Treating employees as customers" is manifested in the organization (Hashimoto, 2018a., 2018b).

In addition, whether or not the three specific methods of the "Treating employees as customers" appear in the organization is the central theme of this research and is discussed in Chapter VI. Verification of whether (1) "Treating employees as customers" appears in a hotel organization that continues to grow, and (2) the concept appears for three specific methods related to Mental support. These are research questions that forms the core of the research theme in this research.

Purpose, originality and creativity of this research

The purpose of this research is to verify whether (1) the concept of "Treating employees as customers", and (2) the concept of three concrete methods related to Mental support, appears in a hotel organization that is growing continuously. Originality and creativity of this research lie in presenting new concrete methods in human resource management in hospitality organizations through this verification.

In previous research by the author (Hashimoto,2018a., 2018b), the results of a literature review suggest that the organization of Hoshino Resorts has the concept of "Treating employees as customers". "Treating employees as customers" means that employees are motivated by the organization's support to realize themselves, and by maximizing their potential, the organization (company) grows. The way of involvement is not that the organization controls and manages the employees, but that the employees first present what they want to be and the organization supports the realization. In addition, the organization supports the ability to disclose questions and worries not only in the career, but also in the work, and to take the proposal positively rather than negatively, utilize the good points, and aim for realization. However, it has not been clarified how to specifically support employees. Therefore, it is decided to focus on 1. Career support (Career counseling), 2. Mental support (counseling: Person-Centered Approach), and 3. Dialogue support. Career counseling is known as a support method for designing life through occupation and Counseling is known as a support method for people with Mental illness represented by depression. In both methods, the emphasis is on the client's motivation to regain or enhance. And, in order to proceed effectively with these methods, Dialogue is indispensable. In general, both methods are considered to be support for individuals, but it has been clarified that they can also be applied to organizations (Watanabe,2005).

What, how, and how much that it is trying to clarify in this research

In the hotel organization, it is trying to clarify that three new concrete methods of "Treating employees as customers", 1. Career support (Career counseling), 2. Mental support (counseling), 3. Dialogue support, these concepts appear or not in the hotel organization. The main target is the organization of Hoshino Resorts, which has been growing remarkably in recent years, and will focus on interviews and analysis of employees of the target hotels. In addition, the analysis method adopts the modified grounded theory approach (M-GTA, Kinoshita,2005).

Structure of the dissertation

This dissertation is composed of 7 chapters, including an Introduction to solve the above issues. First, in Chapter Ⅱ, a previous research review is conducted to deepen the understanding of the Internal Marketing research flow and the core concept of "Treating employees as customers." The main literature is Berry and Parasuraman (1991), Ahmed and Rafiq (2002), Heskett et al (1994, 1997, 2003), Barney (2003), Normann (2002), and Takahashi (2014).

In the previous research review, what is discussed is the core concept in Internal Marketing of "Treating employees as customers" advocated by Berry et al (1976) and Berry and Parasuraman (1991). Ahmed and Rafiq (2002) have questioned this concept, but the focus is on disproving that question.

In Chapter Ⅲ to Ⅴ, the concepts of 1. Career support (Career counseling), 2. Mental support (counseling), and 3. Dialogue support are presented as concrete methods for implementing "Treating employees as customers". It is verified through literature review whether it is effective in activating hospitality organizations and other organizations. Then, in Chapter Ⅵ, it is verified whether or not the concept of the three concrete methods appears in the organization from the analysis of interviews with employees of the hotel organization that continues to develop.

The final chapter, Chapter Ⅶ, summarizes the research and shows the limitation of the research. And the prospect of future research is shown. The structure of this dissertation is shown in Figure I-1.

FigureI-1: Structure of the dissertation

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        Development of Human Resource Management
        in the Hospitality Organization: Focusing on the concept of
                "Treating employees as customers"

        ┌──────────────────────────────────────────────┐
        │ Introduction                                  │
        │ • Research Background and research question    │
        │ • Research Methodology                        │
        └──────────────────────────────────────────────┘
        ┌──────────────────────────────────────────────┐
        │ Literatures Review                            │
        │ • Understanding the Flow of Internal Marketing Research │
        │ • Considering the concept of " Treating Employees as Customers" │
        └──────────────────────────────────────────────┘

┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│ Activating Organization by │ Activating Organization by │ Activating Organization by │
│ the Concept of    │  │ the Concept of    │  │ the Dialogue      │
│ Career Counseling │  │ Person-Centered Approach │ │               │
└──────────────────┘  └──────────────────┘  └──────────────────┘

        ┌──────────────────────────────────────────────┐
        │ Representation form of "Treating employees as customers" in the │
        │ hospitality organization: Analyzing interview of hotel staff │
        └──────────────────────────────────────────────┘

        ┌──────────────────────────────────────────────┐
        │ Conclusions:                                  │
        │ Limitations and Future research subjects      │
        └──────────────────────────────────────────────┘
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Research Methodology

As mentioned above, previous research reviews are centered on literature research. In this research, not only the flow of Internal Marketing research, but also the question of "Treating employees as customers", which is the core concept, will be examined and disproved. Next, in the verification of the effectiveness of "Treating employees as customers" for organizational activation, it is also focused on literature research and verify the effectiveness of the three concrete methods for organizational activation. Furthermore, in Chapter VI, the analysis of interview results is the main focus, and the Modified Grounded Theory Approach: M-GTA (Kinoshita,2005) is adopted as the analysis method. The reasons for adopting this research are as follows based on 3 points

of Kinoshita (2005) presented. The basic element is research on the social interaction between humans and humans.

1. It is suitable for Human service area.
2. The phenomenon to be studied must have a process characteristics.
3. This point is leaded from point 1 and 2 automatically.

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.

   Therefore, M-GTA is adopted as the analysis method in research of chapterVI.

II. Literatures Review

Introduction

The concept of Internal Marketing was first indicated by Berry et al (1976) as a way of achieving consistent service quality and as a solution to the problem of delivering consistently high service quality (Ahmed and Rafiq, 2002). And the core concept was "Treating employees as customers". To date, many research have been conducted on the practical and academic aspects for nearly 50 years. Among them, representative research are as follows.

Berry et al (1976), Grönroos (1981), Berry (1984), George and Grönroos (1989), Reardon and Enis (1990), Berry and Parasuraman (1991), Ballantyne (1997), Ahmed and Rafiq (2002), Kotler (2003), Kimura (2007), Takahashi (2014).

However, many research of those are normative studies, few empirical research (Gounaris, 2008a), and there is still no unified definition of what Internal Marketing means. (Ahmed and Rafiq, 2002).

The representative definitions were presented so far are as follows.

- 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 and Grönroos, 1989)
- Internal Marketing is a process that encourages employees to embrace changes in the company's philosophy and beliefs. (Reardon and 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 and 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 and Rafiq, 2002)

- Marketing targeting customers in the company, that is, employees, is called Internal Marketing. (Kotler et al, 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)

Kimura (2007) and Takahashi (2014) are conducting empirical research, considering that many research are normative and few empirical research (Gounaris, 2008a). Kimura targeted collaboration between marketing and R & D departments, and Takahashi conducted empirical research targeting customer service staff and sales staff.

Considering at the above definitions, as mentioned above, the definitions are certainly not unified. However, the common element is to reach out to the internal market (employees), increase employee satisfaction, motivate customer orientation, and create effective work to the external market (customers). In other words, it can be said that the external market is activated by activating the employees who are the internal market.

Commonality with other theories

Service - Profit Chain

First, it is found commonality with the Service-Profit Chain proposed by Heskett et al (1994, 1997, 2003). Because, the Service-Profit Chain insists that: "Treating employees as customers", increasing employee satisfaction, and motivating them to be customer-oriented enhances the quality of customer service and enhances customer satisfaction, and it will generate revenue growth, and profitability (Figure II -1).

FigureII-1: Service - Profit Chain
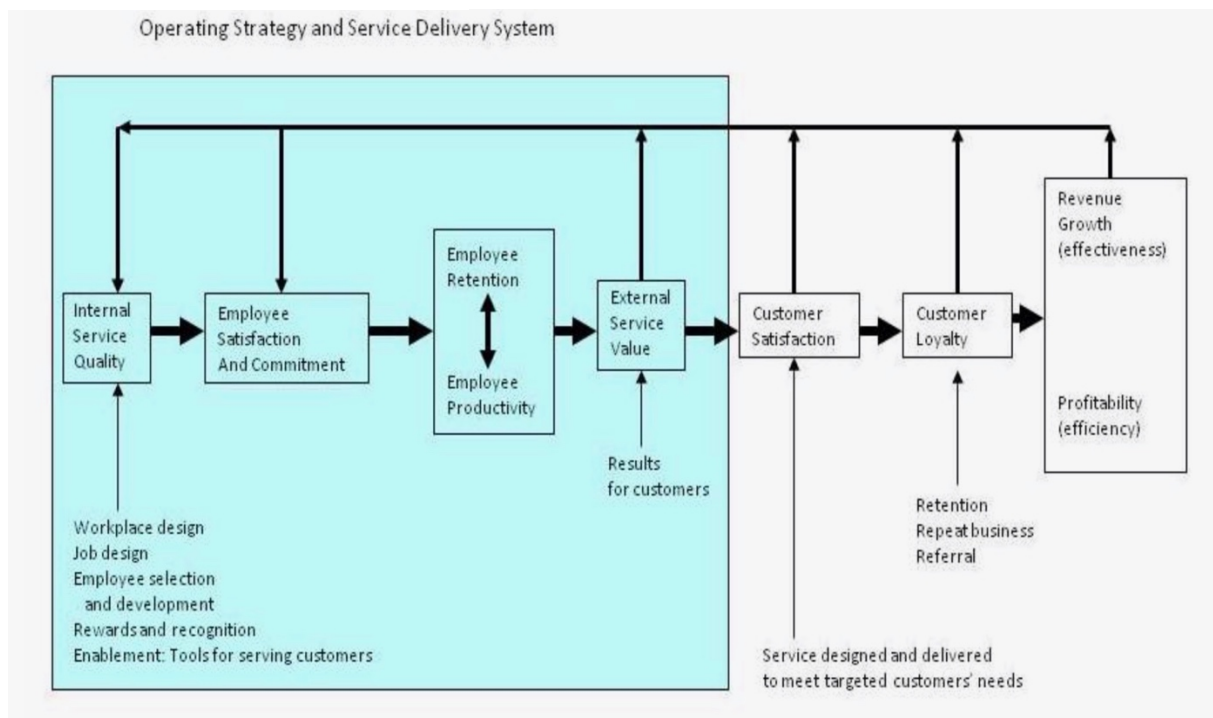
Heskett et al, 1994. P.166

Considering the flow of Service - Profit Chain,

1. Improving Internal Service Quality

2. Improving Employee Satisfaction and Commitment

3. Improving Employee Retention and Employee Productivity

4. Improving External Service Quality

5. Improving Customer Satisfaction

6. Improving Customer Loyalty

7. Achievement of Revenue Growth and Profitability

- Profit and growth are stimulated primarily by customer loyalty. Loyalty is a direct result of customer satisfaction. Satisfaction is largely influenced by the value of services provided to customers. Value is created by satisfied, loyal, and productive employees. Employee satisfaction, in turn, results primarily from high-quality support services and policies that enable employees to deliver results to customers (Heskett et al,1994).

- The internal quality of a working environment contributes most to employee satisfaction. Internal quality is measured by the feelings that employees have toward their jobs, colleagues, and companies (Heskett et al,1994).

- The internal quality is also characterized by the attitudes that people have toward one another and the way people serve each other inside the organization (Heskett et al,1994).

It is required that in order for improving internal quality is employee relationship management, which is expressed as "Treating employees as customers". Heskett et al (2003) explains what "Treating employees as customers" is, based on the case of Paul O'Neill who served CEO of Alcoa.

CEO Paul O'Neill determined what employees wanted most at Alcoa-safety on the job-and made sure that he had the right management team to help them create what was termed by one report "the world's safest place to work". Then, it required replacing those managers who didn't believe the results could be achieved. Because, if they could all but eliminate accidents on the job, they could apply the same processes and effort to reduce costs. Furthermore, in the process, the organization was flattened and more and more responsibility shifted to the front line. Over time, the results were dramatic. During O'Neill's 12 years at the helm of Alcoa, his belief in the employees paid off handsomely. The company's profits reached $1.5 billion in 2000 from a low of almost nothing in 1993. Its stock appreciated 33 times over the same period of time.

Heskett et al (2003) also cites the Fairfield Inn division of Marriott International as a case of progress made with a focus on frontline employees.

In the mid-1980s, Marriott International started a low-priced accommodation business. Mel Warriner had been appointed as the leader to catch up with rival Hampton Inn. What he did shows expectations for people and the excellence that could be achieved by setting expectations high. Fairfield Inn offered only two things. Those were the friendliest employees and the cleanest rooms. He focused on the housekeepers, not the "front of the house". Warriner needed to attract housekeepers

who were best in class.

Heskett et al (2003) point out the important points of this case as follows.

- Never had so much attention been given to selecting a hotel housekeeper.
- The plan would only work, of course, if housekeepers were given the latitude to perform their jobs, recognized as important members of the team, and rewarded sufficiently to encourage them to remain on staff long enough to become acquainted with frequent guests and their preferences.
- Warriner and others like him have broken what we have termed "The Cycle of mediocrity (FigureII-2)" in which frontline customer facing jobs are designed down to their lowest component so that little training is required to perform them.

**Figure Ⅱ-2: The Cycle of Mediocrity**
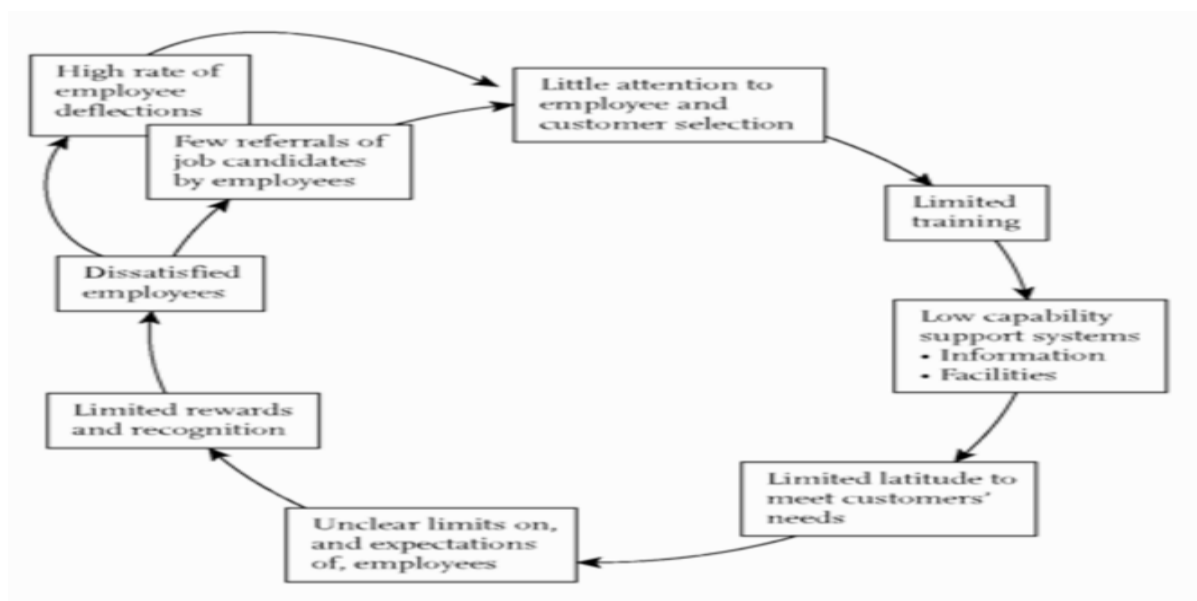
Heskett et al, 2003. P.265

Mel Warriner reversed the direction of the cycle, creating the human resources value cycle (FigureII-3). According to Heskett et al (2003), his actions reflect those they have seen repeatedly in high-performing organizations. Warriner's behavior is to focus on, motivate, and deliver high performance to front-line employees who interact with their customers. This behavior treats employees as important, that is, as customers, and can be said to be the embodiment of Internal Marketing.

Resource Based View

Next, a common concept can be found in the Resource Based View in competitive strategy theory (Kimura, 2007). In this framework, it is considered that focusing on resources (management resources)

Figure Ⅱ-3:"Human Resources" Value Cycle
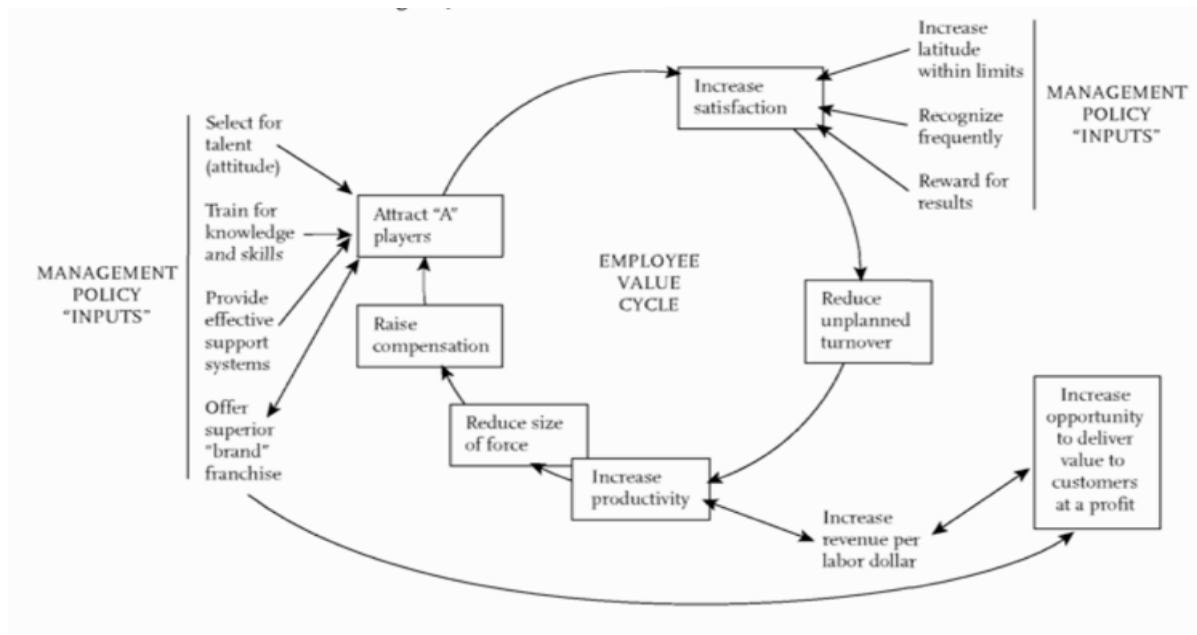
Heskett et al, 2003. P.266

that are different for each company and cost a lot of money to duplicate, and it is thought that companies can gain a competitive advantage by utilizing these management resources (Barney, 2003). Barney (2003) presents VRIO as a framework that more embodies the Resource Based View framework.

The VRIO framework consists of the following four questions.

1. Questions about economic value

2. Questions about rarity

3. Questions about imitability

4. Questions about organization

"Value, Rarity, and High imitation costs" management resources and capabilities are strengths and

sustainable distinctive competencies for corporate organizations (Barney, 2003). In addition, it is the responsibility of all employees to create, nurture and utilize them, not just executives. Barney (2003) explains by using the analogy of asking the factory manager, production line manager, and cleaner of a very successful car manufacturer about their work responsibilities.

・Factory Manager: "My job is to manage this factory to help the company manufacture and sell the best cars in the world."
・Production Line Manager: "My job is to operate and manage this production line to help the company manufacture and sell the best cars in the world."
・Cleaner: "My job is to keep this factory clean and shiny to help the company manufacture and sell the best cars in the world."

All answers have almost the same content, but the meanings are different when considering each position. The answers of the factory manager and the production manager will probably be the same no matter which factory executive in the world is asked. However, the cleaner's answer is not just to clean the workplace, but "My job is to keep this factory clean and shiny to help the company manufacture and sell the best cars in the world." It can be said that the definition in this way is extremely rare and rarity. The value that created by one cleaner seems to be small. However, if all employees of this factory defined their work as same as this cleaner, the value created by the organization as a whole would be enormous. The organizational culture and traditions that create this kind of consciousness will probably have significant imitation costs for other companies. Therefore, if such consciousness pervades the entire organization, it is considered valuable, rarity, and has high imitation costs, which can be a source of sustainable competitive advantage. The source of competitive advantage is too important to be placed solely in the hands of executives. A company depends on how much authority is delegated and motivated among all employees throughout the organization to develop and utilize valuable, rare and costly management resources and capabilities to fulfill their responsibilities. Also determines the level of sustainable competitive advantage that can actually be obtained (Barney,2003. Underlined by the author).

Therefore, Barney (2003) means that management resources of "valued, rarity, and high imitation costs" are employees who are strongly motivated by organizational goals. It can be said that such as

these employees must be the source of creating a sustainable competitive advantage. In order for employees to have a strong motivation for organizational goals, they need to be treated as irreplaceable by the organization. It is considered that employees would be motivated if they are treated politely by the organization, that is, treating as customers. This thought fits exactly with the concept of "Treating employees as customers".

The definition of Berry and Parasuraman (1991) is the most accurate expression of thoughts in Service-Profit Chain and Resource Based View (VRIO).

> 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.

Figure Ⅱ-4: Relationship diagram of RBV, SPC, IM
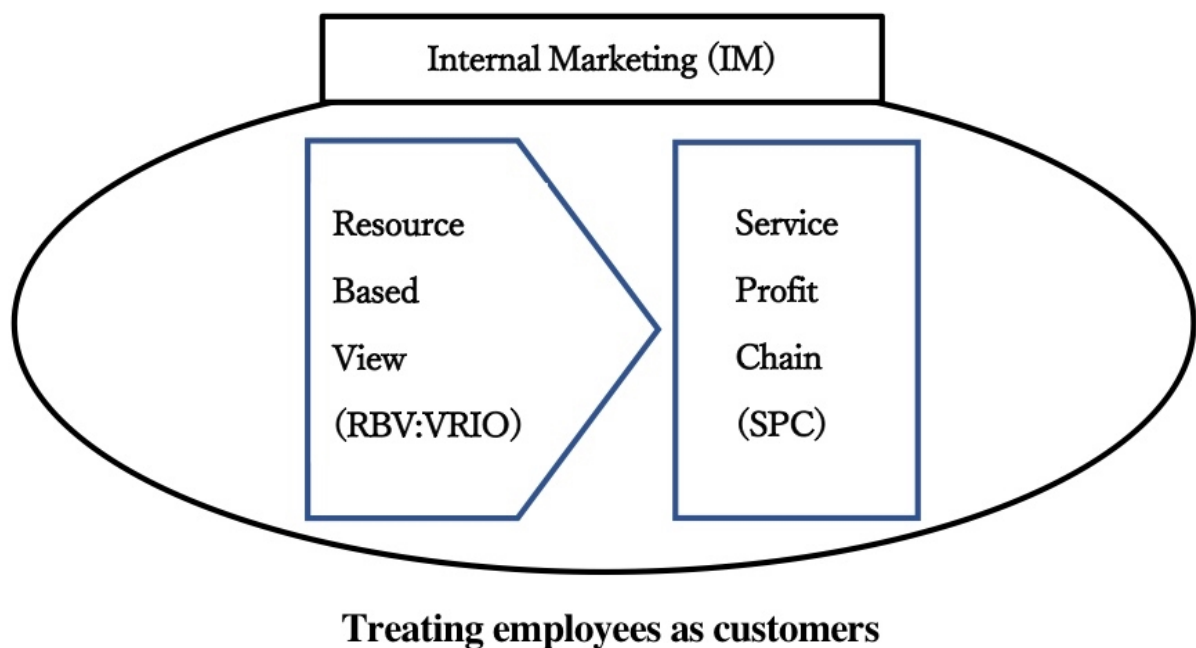
Created by the author

Based on the definition of Berry and Parasuraman (1991), it can be said that the concept that embodies Resource Based View (RBV) in the field of services is Service - Profit Chain (SPC), and

the concept that includes the two is Internal Marketing (IM). The common concept is "Treating employees as customers".

The development and evolution of Internal Marketing concept

Ahmed and Rafiq (2002) indicate the following three phases in the development and evolution of Internal Marketing concept.

1. Employee motivation and satisfaction
2. Customer orientation
3. Broadening the Internal Marketing concept - strategy implementation and change management

In the first phase, Ahmed and Rafiq (2002) acknowledge the study of Berry and Parasuraman (1991), but state that "Treating employees as customers" has many potential problems despite a lot of support. They point out as follows:

1. Unlike the external marketing situation, the "product" that employees are sold may in fact be unwanted by them or even possess negative utility.
2. Unlike the external marketing situation, employees are unlikely to have a choice in the "products" that they can select.
3. Because of the contractual nature of employment, employees can, in the final analysis, be "coerced" into accepting "products" they do not want.
4. The financial cost of having satisfied employees could be considerable.
5. The notion of "employee as customer" also raises the question as to whether the needs of external customers have primacy over those of the employees.

In the Second phase, it is focused on Grönroos (1981). The object of Internal Marketing is, in his view, to get motivated and customer-conscious employees. In this view, it is not sufficient that employees are motivated to perform better (as in the approach of Berry and his followers), but they must also be "sales minded". Furthermore, effective service also requires effective co-ordination

between contact staff and backroom support staff. It is also mentioned that in Grönroos (1985), the original definition has been extended and redefined.

> *…Holding that an organization's internal market of employees can be influenced most effectively and hence motivated to customer – consciousness, market orientation and sales-mindedness by a marketing – like internal approach and by applying marketing-like activities internally.*

Both Grönroos and Berry definitions emphasize the need to motivate employees, and advocate the adoption of marketing method. However, they point out the crucial difference between the two is that Grönroos's approach doesn't treat employees as customers. In Grönroos' concept, they indicate that it is regarded as important for creating customer orientation within employees by the process of Internal Marketing rather than employee satisfaction and motivation.

In the third phase, Focusing on Winter (1985), it explains that the Internal Marketing concept has been extended to strategy implementation and change management. First, note that Winter states that the role of Internal Marketing is

> *Aligning, educating and motivating staff towards institutional objectives the process by which personnel understand and recognize not only the value of the program but their place in it (Winter 1985).*

Furthermore, they mention that the Internal Marketing concept can be extended to strategy implementation and change management. This is based on George (1990) states that Internal Marketing is a philosophy for managing the organization's human resources "as a holistic…management process to integrate the multiple functions", and Internal Marketing is closely related to organizational behavior. Therefore, the relationship between Internal Marketing, external marketing, interactive marketing and relationship marketing are represented as shown in Figure II-5. This figure shows not only the relationships of Internal Marketing, external marketing, interactive marketing and relationship marketing, but also their roles for organization, employees, and customers. Internal Marketing is based on the organization and plays a role in promoting motivation, customer

orientation and mutual cooperation for employees. External marketing is responsible for brand recognition, product offering, promotion, etc. to customers. Similarly, relationship marketing is based on the organization, strengthens the relationship with the organization for customers, and is responsible for improving loyalty. And interactive marketing plays a role of working from employees to customers and responding to customer needs. This figure well shows the above relationships.

FigureII-5: The relationship between Internal Marketing, external marketing,

interactive marketing and relationship marketing
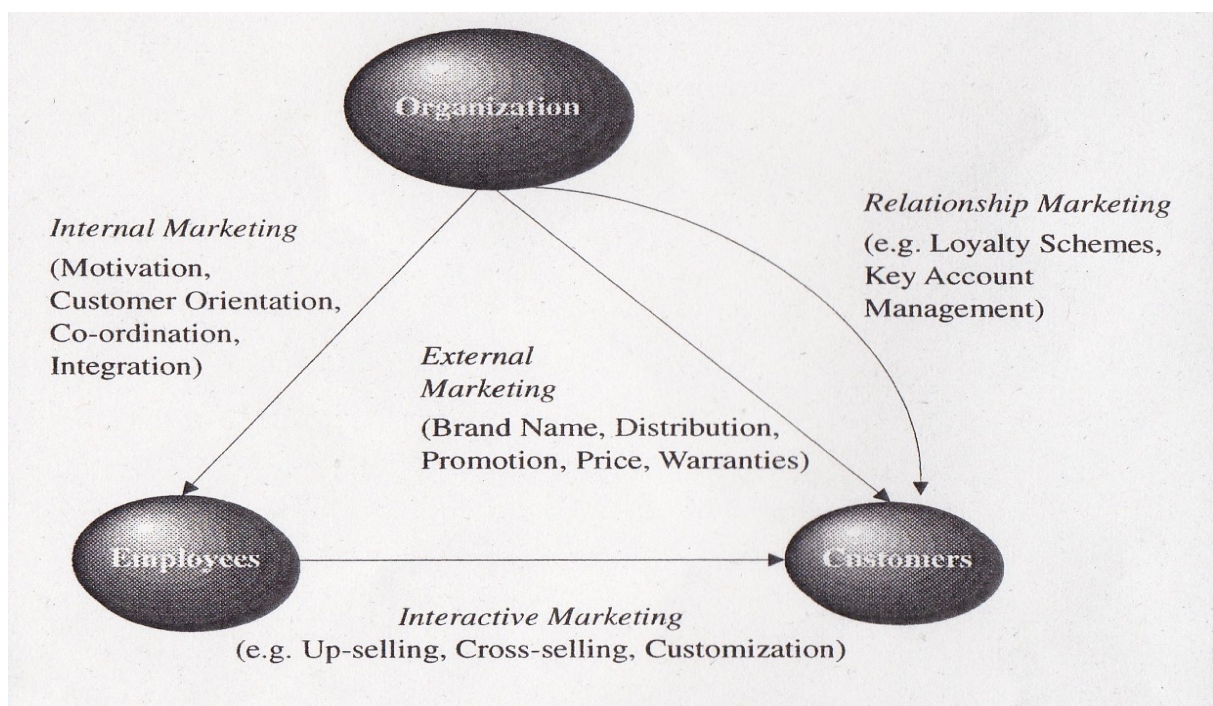
Ahmed and Rafiq (2002). P.8

Ahmed and Rafiq (2002) extract the main points from the above three phases as follows, and define the definition of Internal Marketing as follows.

Summary of 3 phases

- employee motivation and satisfaction;
- customer orientation and customer satisfaction;
- inter-functional co-ordination and integration;

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- implementation of specific corporate of functional strategies.

Definition of Ahmed and Rafiq (2002)

> *Internal Marketing is a planned effort using a marketing-like approach directed at motivating employees, for implementing and integrating organizational strategies towards customer orientation.*

Consideration of "Treating employees as customers"

In the first phase of Ahmed and Rafiq (2002), problems for "Treating employees as customers" are presented. In the second phase, they focus on Grönroos emphasizes not "Treating employees as customers", and creating customer orientation within employees through the Internal Marketing process, more than employee satisfaction and motivation, and state that customer orientation is more important than "Treating employees as customers". However, in order to create customer orientation in employees, motivation is necessary, and to do so, employees must be satisfied. And in order for employees to be satisfied, "Treating employees as customers" will be needed. Therefore, it is considered that the underlying is "Treating employees as customers". Normann (2002) describes this relationship as "The Virtuous micro circle at the moment of truth (Figure II-6)" and argues that the Uplifted service supplier creates the Uplifted customer and the Uplifted customer creates the Uplifted service supplier. It also shows that this circle is not spontaneously created, but is actively involved by the organization and created by the strong service management system (Figure II-7).

The controversial phrase would be "employees as customers". Being trapped in "employees as customers" may be taken to mean allowing employees to behave the way they like. However, what it means, as mentioned above, is to treat employees "politely" as customers, not to "accept employees to behave as they like." The cases of Fairfield Inn and Alcoa, described in Heskett et al (2003), underscores the importance of "treating employees politely as customers". In addition, Heskett et al (2003) presents a case of dismissal and explains the importance of treating employees politely.

Many employees, once a decision is made to dismiss them, are treated like pariahs by management. By doing so, managers miss an important source of information about the organization. Worse yet,

they communicate unfortunate signals to those remaining on the job about the quality of the workplace.

> *The terrible treatment of turnover has a rather negative impact on the remaining employees. Employees lose the trust in management because they think they will be treated the same when they leave the company. Of course, it will also have a negative impact on business performance. Therefore, management is required to treat those who leave their jobs with respect and appreciate them for their contributions to date* (Heskett et al, 2003).

FigureII-6: The virtuous microcircle at the moment of truth   **FigureII-7: The virtuous macrocircle**
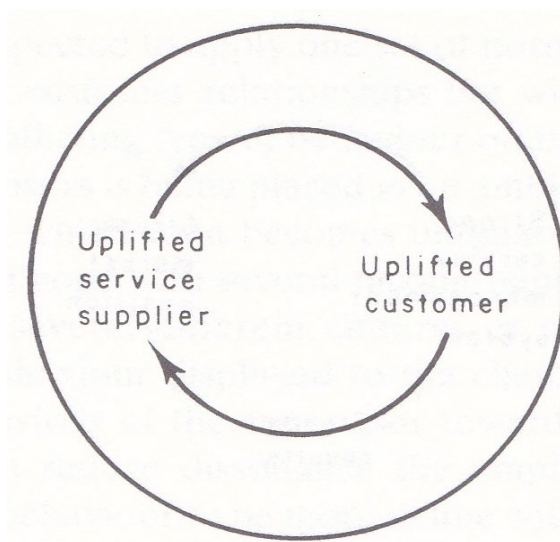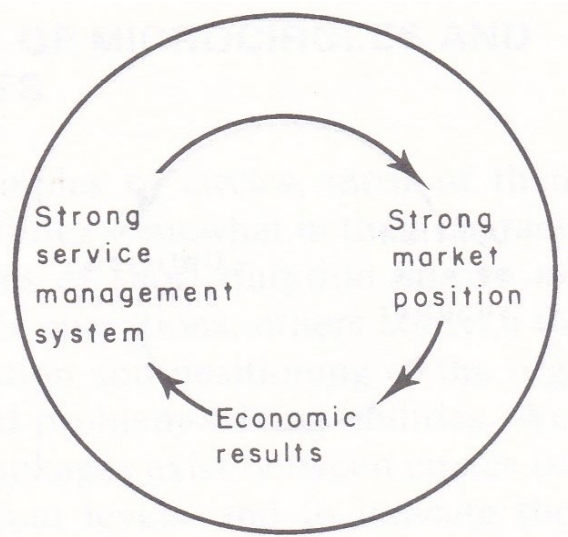
Normann (2002). P.69   Normann (2002). P.70

Heskett et al (2003) point out: Many organizations may find that former employees control future purchase decisions in customer organizations. The goodwill engendered by a successful departure can influence future revenues and relationships. Procter and Gamble and Microsoft are creating "alumni" networks linked by Internet web sites, to maintain contact with employees who have departed.

 Those who leave the company will become consumers from that day, and in the future, they may

be involved in product purchase decisions at the new job destination. In other words, those who leave their jobs can be "customers." Therefore, it is necessary to have good feelings toward the organization during the tenure (employee satisfaction), and even if they are forced to leave the job due to deterioration of business performance etc., with respect and gratitude. After sending them out and leaving their jobs, they must be "customers" in the future. This thought demonstrates the importance of "Treating employees as customers".

Internal Marketing Model

The model of the process of how Internal Marketing is developed can be roughly divided into one is the concept of "employees as customers" in Berry, the other is the thought of 'customer mindedness' and interactive marketing in Grönroos (Ahmed and Rafiq, 2002., Takahashi, 2014). According to Ahmed and Rafiq (2002), most authors do not clearly distinguish between Berry's and Grönroos models of Internal Marketing, the major reason for this is the fact that both Berry and Grönroos do not spell out the exact components of their models and how they are connected with each other.   Hence, Ahmed and Rafiq (2002) presented systematic models underlyng the works of both Berry and Grönroos.

Berry's model

Ahmed and Rafiq (2002) described distinguishing features of Berry's model as follows.

- The fundamental assertion that "Treating employees as customers" will lead to changes in attitudes of employees; that is, employees becoming service minded, which leads to better service quality and competitive advantage in the marketplace.
- "Treating employees as customers" requires that jobs are treated as any other product of the company; that is, the needs and wants of the 'customer' are taken into account and an effort is made to make the product attractive to the "customers".
- Treating jobs as products requires a new approach from human resource management (HRM) and basically involve the application of marketing techniques internally both to attract and to remain customer-oriented employees.

FigureII-8: Berry's model of Internal Marketing
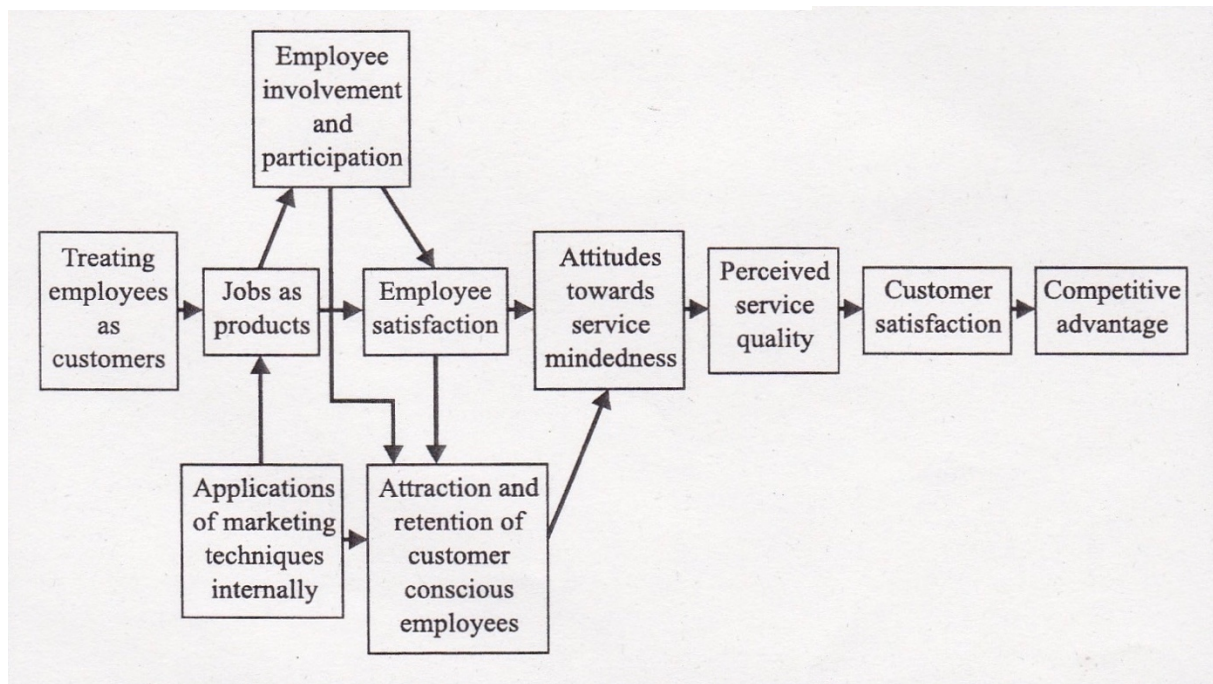
Grönroos' model

Ahmed and Rafiq (2002) described distinguishing features of Grönroos' model as follows.

- The precursors of customer-conscious employees are supportive recruitment practices, requisite training and participative management style, which gives employees discretion in the service delivery process so that they can take advantage of resulting interactions between contact employees and customers. By giving employees discretion, that is by giving employees more control over their work, it is hoped that employee job satisfaction will increase and hence lead to more motivated and customer-conscious employees.

- Additionally, employees need to be informed of any changes in marketing strategies and campaigns before they are launched on the external market. The idea behind this policy is that employees should thereby understand and realize the importance of their role in the service production and delivery process.

- All this requires a supportive senior management.

A composite model of Internal Marketing in service

Ahmed and Rafiq (2002) combined those two models, showed meta-model. According to them, this model has a lot of advantages and they stated as follows.

FigureII-9: Grönroos' model of Internal Marketing
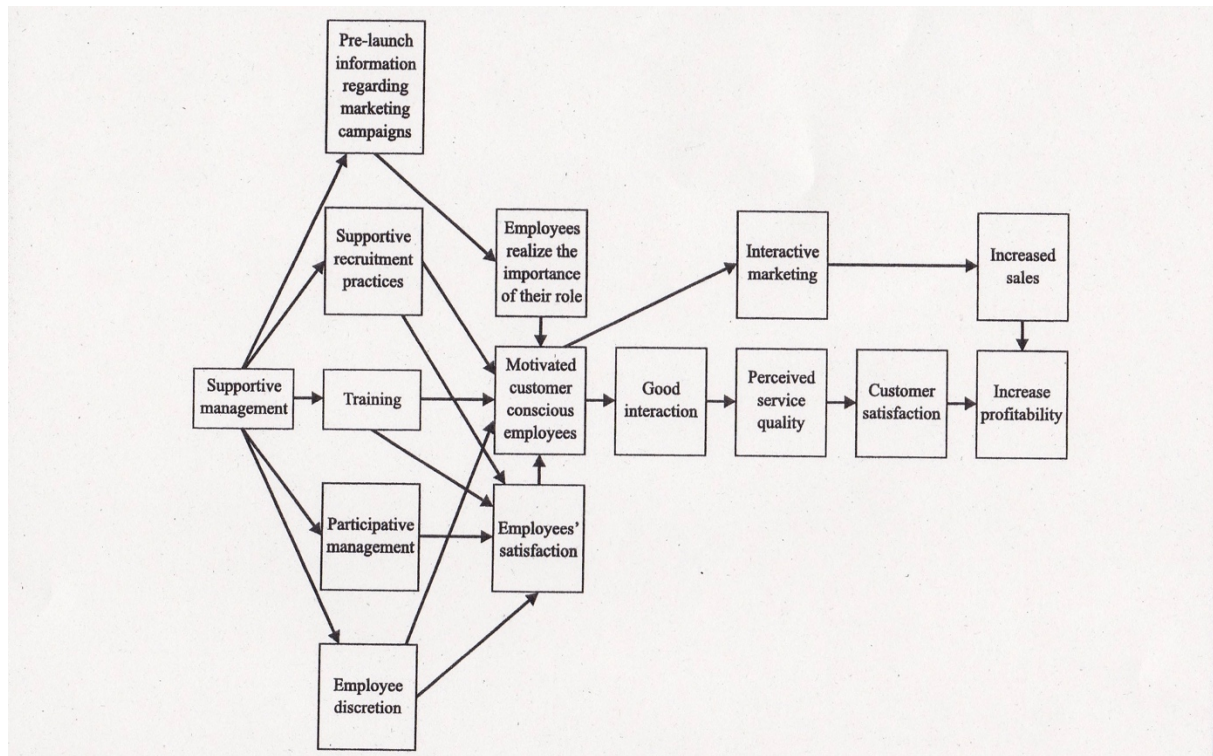
Ahmed and Rafiq (2002). P.16

- The new model emphasizes the fact that the Grönroos and Berry models are not competing models but highlight different aspects of Internal Marketing, and the new model uses these diffences to build a more comprehensive conceptualization.

- The model highlights a large number of implicit assumptions and relationships that need to be tested empirically.

- The model highlights a large number of implicit assumptions and relationships that need to be tested empirically.

- The model shows the mechanizms involved in the implementation of Internal Marketing.

- Whilst the model is somewhat more complex than the original models, it provides a more complete view of Internal Marketing.

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Ahmed and Rafiq (2002) divided this proposed model into three parts and discussed as follows.

FigureII-10: A meta-model of Internal Marketing
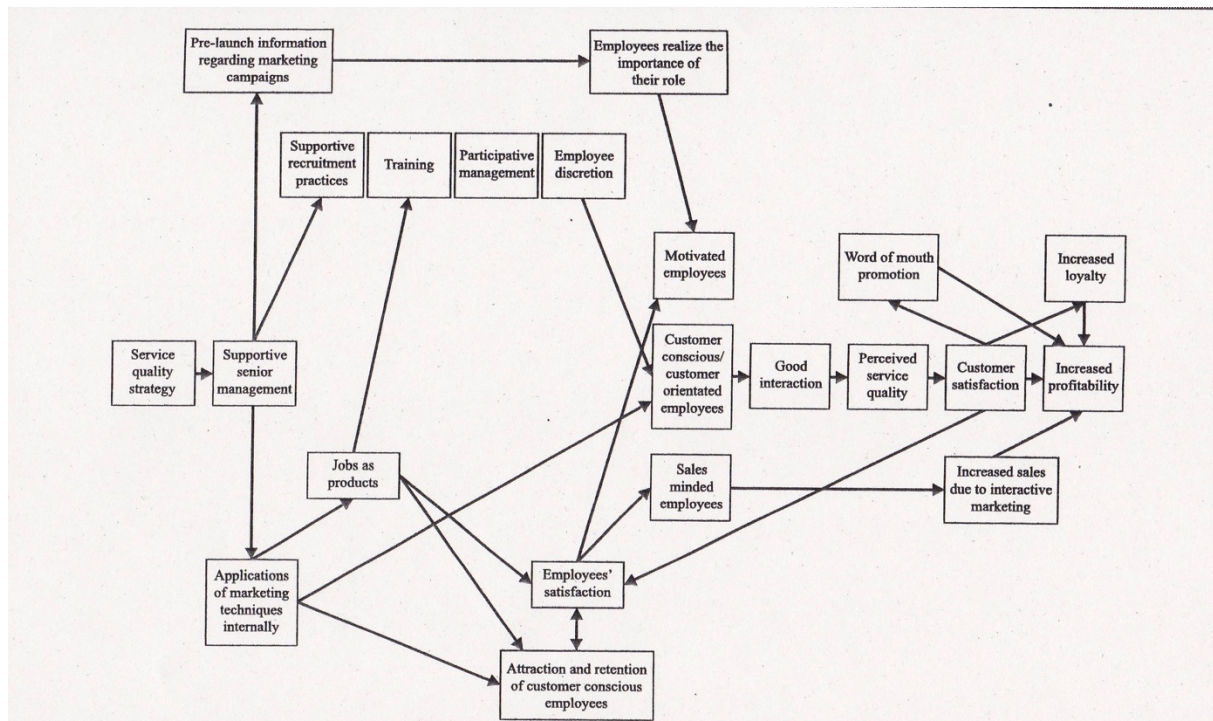
<div align="right">Ahmed and Rafiq (2002). P.17</div>

1. Job satisfaction and its antecedents

In the marketing area, there is already a lot of empirical research on Job satisfaction, especially for salespersons in industry settings. These researches are related to service marketing. Because the boundary spanning nature of salespeople is similar to that of contact employees in service in that they have to deal directly with customers and to resolve the conflicting demands of customers on the one hand, and the organization on the other (Ahmed and Rafiq, 2002). Many of these research mention role conflict, and the findings show that role conflict, role ambiguity, and role stress have a negative impact on job satisfaction. Employees experience role ambiguity when they do not have the information they need to do their job properly. Customer service employees experience more role conflicts. This is because it tries to coordinate between the customer's requirements and the organization's requirements. The frequency, quality, and accuracy of communication with employees reduces the ambiguity of roles.

2. Linking service quality and customer satisfaction

Discusses the relationship between service quality and customer satisfaction, and the effects of loyalty. It is stated that as follows. Firstly, much empirical evidence confirms that improved service quality leads to better customer satisfaction. Secondly, improving loyalty reduces price sensitivity, reduces new customer acquisition costs through word-of-mouth promotion, and lead to the effect of improving the reputation of the company and reducing the impact of competitors.

3. Customer satisfaction, customer loyalty and profitability

Discusses the relationship between customer satisfaction and profitability. It is stated that as follows. Firstly, Even in Berry's and Grönroos' model, there is little discussion about how customer satisfaction leads to profitability, however, a number of researchers proposed the link between customer satisfaction and profitability. For example, Heskett et al proposed that customer satisfaction operates via customer loyalty through to profitability. Also Hallowell has shown that there were positive relationships between customer satisfaction and loyalty and between loyalty and profitability, but any conclusive evidence for the satisfaction-loyalty-profitability was not found. Secondly, the link between customer satisfaction and profitability is likely to display diminishing returns. That is, incresing investments in customer satisfaction will lead to decreasing returns after a point, which suggests that there exists an optimal level of satisfaction that the firm should aim.

Researchable Internal Marketing model

Ahmed and Rafiq (2002) stated that Meta model of Internal Marketing (FigureII-10) is presented how Internal Marketing works, however it is too complex. Therefore, they created Framework for Internal Marketing in services (FigureII-11).

According to them, the relationship in this model is derived directly from Internal Marketing literature, they stated as follows.

- The motivation of employees via marketing-like activities is explicitly stated from the early literature onwards.
- Grönroos and others also recommend the marketing-like approach to improve the inter-functional co-ordination and hence customer orientation.

Figure Ⅱ-11: A framework for Internal Marketing in
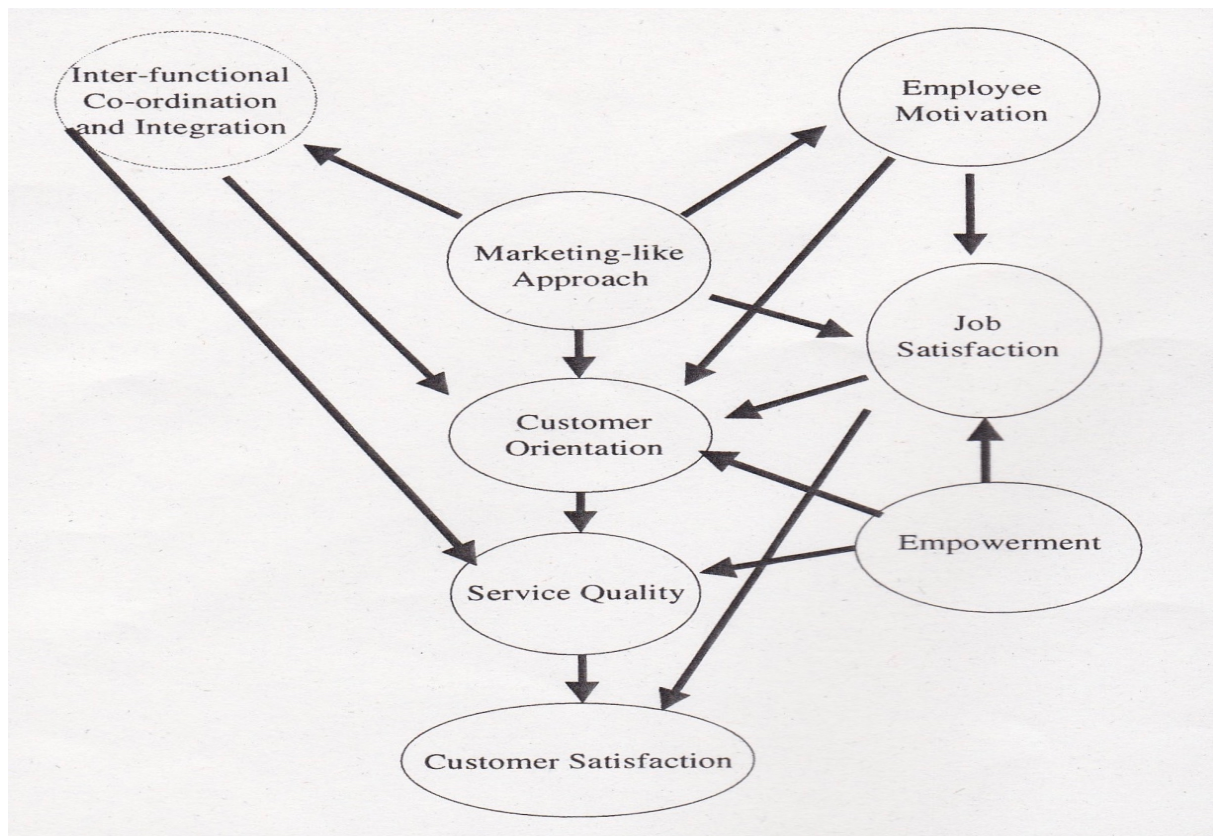
Ahmed and Rafiq (2002). P.20

- Improving customer orientation of the organization has been a central concern of the Internal Marketing concept from its inception.
- More recently, the central reason for interest in Internal Marketing has been the potential contribution of Internal Marketing to effective implementation of strategies via increased inter-functional co-ordination and employee motivation.

They stated that the center of this framework is customer orientation, which is achieved through a marketing-like approach to the motivation of employees, and inter-functional coordination. In this model, empowerment impacts on job satisfaction, customer orientation and service quality.

They concluded that as follows.

- Instead of regarding employee satisfaction as a major precursor to performance, it can be regarded as one of a number of factors, such as employee motivation, customer orientation and sales

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mindedness, simultaneously determining productivity and the quality of the service.

● In this model, the impact of job satisfaction on service quality occurs indirectly via customer orientation rather than directly between job satisfaction and service quality.

Takahashi's Basic model of Internal Marketing

Takahashi (2014) presents the Basic model of Internal Marketing based on the model of Ahmed and Rafiq (2002) and the work of Gounaris (2008a, 2008b) and Hartline and Ferrell (1996). The model

FigureII-11: Basic Model of Internal Marketing
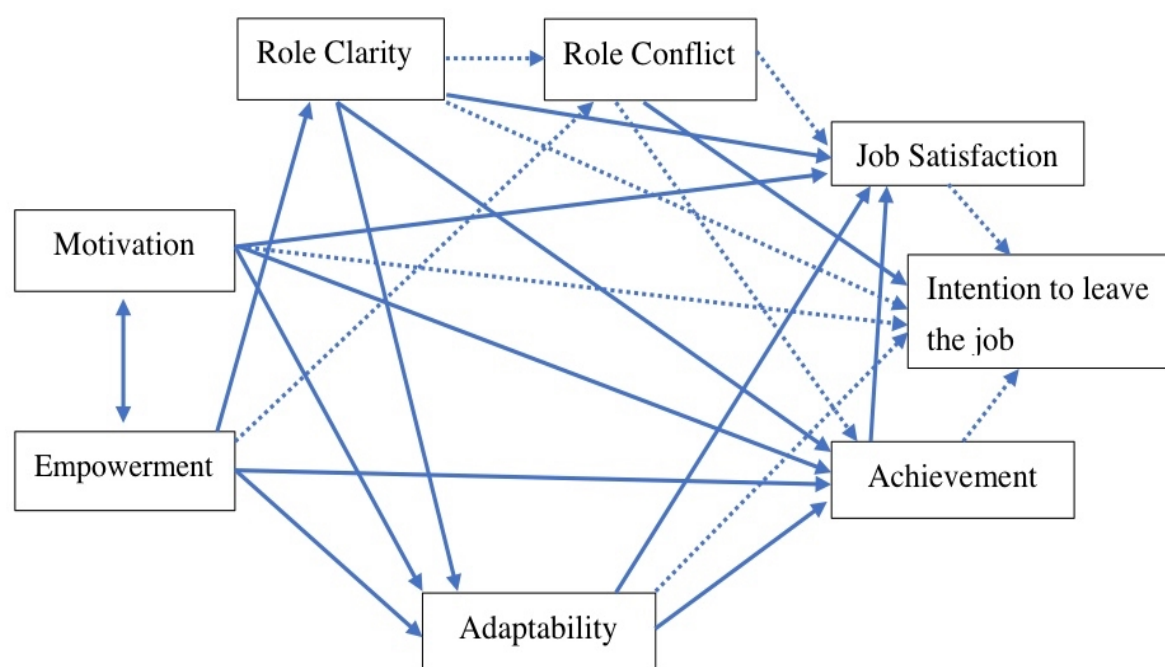
The solid line shows the positive effect,
and the broken line shows the negative effect.

Takahashi (2014). P.39

of Takahashi (2014) illustrates the relationship between eight constructs: Motivation, Empowerment, Role Clarity, Role Conflict, Adaptability, Job Satisfaction, Achievement, and Intention to leave the job. According to Takahashi (2014), First, Motivation Empowerment and Role Clarity can be assumed to be controllable factors for managers in charge of Internal Marketing. Next, Role Conflict and Adaptability are factors that cannot be directly controlled by managers and can only be controlled

indirectly. Job Satisfaction, Achievement, and Intention to leave the job are outcome variables. Based on the above, the following hypotheses have been set and empirical research has been conducted.

- Motivation: Positive impact on Adaptability, Job Satisfaction and Achievement, Negative impact on Intention to leave the job

- Empowerment: Positive impact on Adaptability, Role Clarity, Job Satisfaction and Achievement, Negative impact on Role Conflict

- Role Clarity: Positive impact on Adaptability, Job satisfaction and Achievement, Negative impact on Role Conflict and Intention to leave the job

- Role Conflict: Positive impact on Intention to leave the job, Negative impact on Job satisfaction and Achievement

- Adaptability: Positive impact on Job Satisfaction and Achievement

- Achievement: Positive impact on Job satisfaction, Negative impact on Intention to leave the job

- Job satisfaction: Negative impact on Intention to leave the job

With the above hypothesis set, empirical research was conducted targeting customer service personnel, sales personnel, R & D, and retail / department store occupations, and the hypotheses that became significant for all subjects are as follows.

- Empowerment: Positive impact on Role Clarity

- Empowerment: Positive impact on Job Satisfaction

- Role Clarity: Positive impact on Achievement

- Role Conflict: Negative impact on Job satisfaction

What can be read from this result is that Empowerment plays a large role, albeit only in these occupations. This is because Empowerment has a positive impact on Role Clarity, which indicates that Role Clarity has a positive impact on Achievement. Therefore, it can be said that the source of improving Achievement is Empowerment.

Two-tier exchange model of Internal Model

Takahashi (2014) finally presents the Two-tier exchange model of Internal Model. First, the relationship between employees and the company is defined as employees selling labor to the company and receiving wages in return, that is, the exchange of labor and wages, which is the first level. Next, the second tier is presented on the premise that the first tier is established. In this tier, the company provides job satisfaction to employees, and employees provide customer satisfaction (productivity) to the company. It is said that the exchange will be carried out to bring improvement (improvement, improvement of service quality) to the company. Takahashi (2014) states that this second level is the essence of Internal Marketing.

FigureII-12: Two-tier exchange model of Internal Marketing
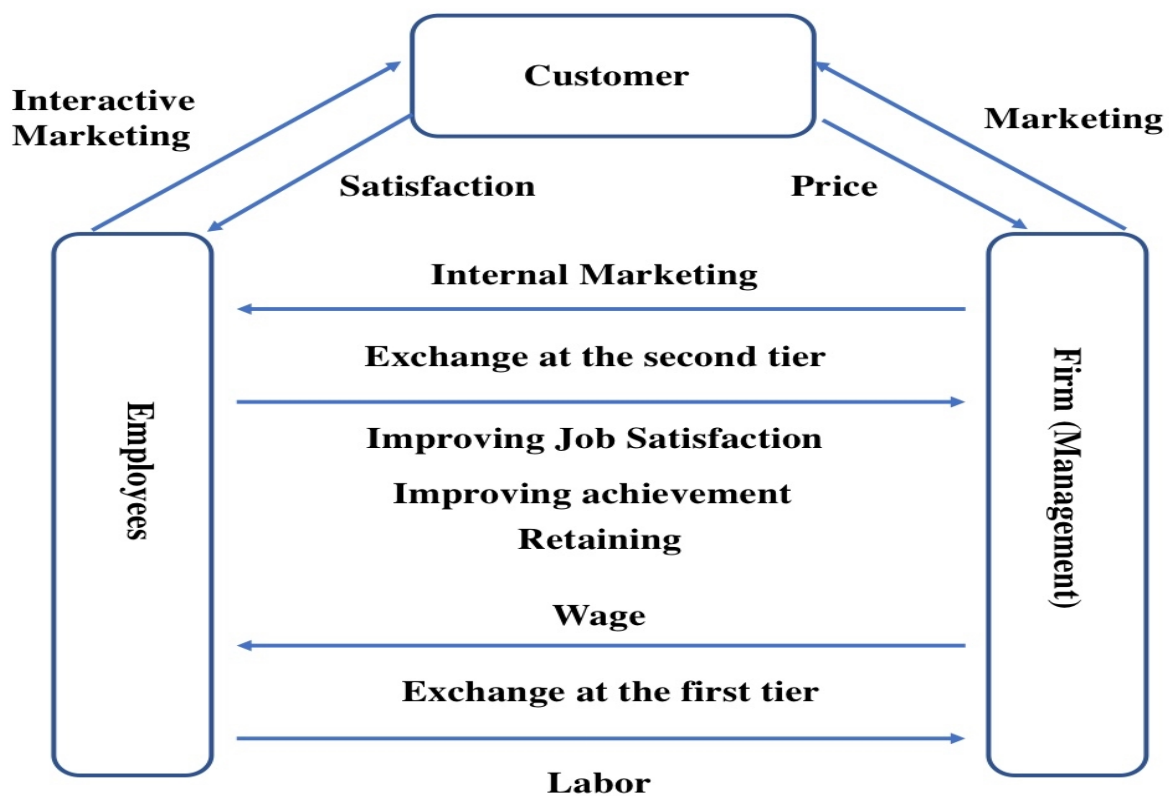
Takahashi (2014). P.178

Takahashi (2014) states reasons why Internal Marketing occurred out of service marketing research and not in consumer goods marketing research. In consumer goods, border contact is a relatively small factor because quality uniformity is controlled and production and consumption are separated both

temporally and spatially. On the other hand, in services, consumption occurs at the same time as production, and the uniformity of quality is ambiguous. Therefore, customer service employees play a major role as a factor affecting customer satisfaction with services. Therefore, in addition to the essential exchange of labor and wages, a secondary exchange of employee satisfaction and customer satisfaction is required, and it can be considered that the thought of Internal Marketing was occurred in service marketing.

Takahashi (2014) states that the Two-tier exchange model of Internal Marketing is able to clarify the aim of Rafiq and Ahmed (1993) to raise problems as follows regarding "employees as customers".

> *Employees are forced to buy products (for example, new ways of working), and*
> *customers are free to choose products they don't want to buy, but employees have*
> *this kind of normal marketing. Not in the situation.*

This is because many Internal Marketing researchers considered the exchange of the first tier and the exchange of the second tier together, so it is considered for them that employees buy the product as job from the companies, therefore it can be said that Rafiq and Ahmed (1993) raised the problem based on this assumption. However, Takahashi (2014) argues that the problem of Rafiq and Ahmed (1993) can be solved by considering that employees sell labor to companies based on the Two-tier exchange model of Internal Marketing. Based on this thought, employees are sellers, not customers, but, at the second level, it can be regarded as customers in receiving Internal Marketing. Therefore, it can be considered that the Two-tier exchange model of Internal Marketing presents the thought that employees are sellers and customers at the same time.

Conclusion

"Treating employees as customers", which was proposed by Berry and Parasuraman (1991) and has been regarded as the core concept of Internal Marketing, is reconsidered as follows.

So far, it has reviewed that the process of Internal Marketing research, focusing on Ahmed and Rafiq (2002) and Takahashi (2014). The main of the discussions is how to think about what "Treating employees as customers".

Ahmed and Rafiq (2002), state as the above that "Treating employees as customers" has many potential problems despite a lot of support. They point out as follows:

1. Unlike the external marketing situation, the "product" that employees are sold may in fact be unwanted by them or even possess negative utility.
2. Unlike the external marketing situation, employees are unlikely to have a choice in the "products" that they can select.
3. Because of the contractual nature of employment, employees can, in the final analysis, be "coerced" into accepting "products" they do not want.
4. The financial cost of having satisfied employees could be considerable.
5. The notion of "employee as customer" also raises the question as to whether the needs of external customers have primacy over those of the employees.

The author made a comprehensive counter-evidence based on Heskett et al (2003) and Barney (2003) for these problems. Takahashi (2014) disproved by treating employees as sellers rather than consumers, based on the Two-tier exchange model of Internal Model. According to Takahashi (2014), By treating the employee as a seller, the problem raised by Ahmed and Rafiq (2002) can be made meaningless, but at that point the employee loses its position as a "customer". Therefore, it is considered that the second level has set that the employees are provided Internal Marketing by the organization and maintain their position as "customers". Ahmed and Rafiq (2002) state as mention above that based on Grönroos's concept, it is regarded as important for creating customer orientation within employees by the process of Internal Marketing rather than employee satisfaction and motivation. However, looking at the Grönroos' Model (Figure II-9), there is "Supportive Management" first. Management's supportive involvement of employees also leads to participative management, employees' satisfaction, and motivated customer conscious employees. Looking at this flow, it seems that even if employees are not treated as customers, there is a concept that they are treated carefully. Therefore, the author's claim that "treating as a customer" means "treating carefully" is considered to be valid. In the first place, Berry and Parasuraman (1991) state that "Internal Marketing is the philosophy of "Treating employees as customers"". The word *philosophy* recalls that it is a symbol and a concept. Therefore, it can be interpreted that it does not mean that it is actually "as customers, but that it means "as

customers carefully". From the above, it is considered that "Treating employees as customers" is still a basic and the core concept of Internal Marketing.

The purpose of this study is as follows. First, presents specific methods for Internal Marketing based on this "Treating employees as customers". Second, it is verified whether these methods are efficient in organizations based on cases. Third, it is to verify whether concepts of these methods are represented in a hospitality organization that develops and continues. Specific methods are measures regarding how the management engages with employees and how to motivate them. As Ahmed and Rafiq (2002) state that many of job satisfaction research mention role conflicts, and the findings show that role conflict, role ambiguity, and role stress have a negative impact on job satisfaction, there are many conflicts in the service organization. It goes without saying that conflict is stressful for employees, and stress is a factor that reduces motivation. To alleviate that stress, as Lovelock and Wirtz (2007) point out, mental support is important for employees engaged in services. The specific methods of Internal Marketing presented in this study are Career support, Mental support, and Dialogue, which are known as typical interpersonal support methods, and these concepts are Career counseling (Career support), Counseling (Mental support), and Dialogue as communication on the premise of understanding and respecting others.

III. Activating Organization by the Concept of Career Counseling: The case of Japanese hotels

Introduction

It is a concept widely known in service management[1] that employee satisfaction leads to an improvement in customer satisfaction and an increase in revenue, but what to use for that method is a matter of controversy. For example, "Credo" in Ritz-Carlton is often taken up as an optimal example of allowing employees to penetrate corporate philosophy, but this measure will be effective only if there is a trust relationship between employees and management as a prerequisite. Therefore, if it is intended to raise employee satisfaction in order to increase customer satisfaction and increase revenue, it must be first activated the internal organization and build a trust relationship between employees and management. That key is in Internal Marketing. Because Internal Marketing refers to "Treating employees as customers" as a core concept (Berry and Parasuraman, 1991). In other words, this concept means "Treating employees carefully", and it is thought that this concept leads to employee satisfaction (Heskett et.al, 2003).

Aims and methods

This chapter focuses on Career Counseling as a concrete method of "Treating employees as customers" in Internal Marketing. It focuses on hotel organizations, through a literature review, firstly, describing what is Career Counseling, then suggesting that individuals, as it has been shown in previous research, are adaptable to organizations[2]. Career Counseling could be one of the Internal Marketing methods. In addition, the case of Hoshino Resorts' internal organizational activation is

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[1] For example, Service Profit Chain: Heskett,James.L.,Sasse, Earl.W.Jr., Schlesinger,Leonald.A. (1997). *The Service Profit chain : How Leading Companies Link Profit and Growth to Loyalty, Satisfaction, and Value.* The Free Press.

[2] Watanabe et al. (2001, pp.123-124) show that Career Counseling is conducted even for groups, and its definition is defined as "to deepen and gain insight into their own problems and goals to be solved by each member It has the objective of making decisions towards and acting towards it. "

considered then it is suggested that Career Counseling as one of methods for "Treating employees as customers" would be one of the effective methods of internal organization activation.

Career counseling

Kottler et al. (2003) point out that the owner of a hotel or resort often does not have much interest or knowledge about facilities, as one of the problems unique to the hotel industry. If the owner is not interested in the hotel facilities, it can be inferred that people who work there are also not interested. If so, the owner is not interested in human resource development and career paths for hotel employees. However, the owner would be more interested in revenue. Because, of course, the earning situation of the hotel affects the economic situation of the owner. If the owner is not interested in what kind of situation the hotel facility is and if interest is in revenue, the hotel management is also interested in profit and short-term benefits. If what is sought is a short-term interest, it is difficult to think that the employee's awareness of working there will be long-term, and it will be difficult to extend the employee's future, that is, career. Therefore, Iijima (2001) points out that hotel marketing is becoming short-sighted marketing by Levitt, even as individuals and organizations that are aggregates, it is considered that something to pursue has to be short-sighted. Iijima (2001), points out that the turnover rate of hotel employees is higher than that of other industries, and since it is always high turnover regardless of the economic fluctuation, it is a structured phenomenon. If the employee cannot see the future at their current workplace, that is the hotel, employees think that behaviors trying to find a way in other workplaces, that is, off-going behavior, are obvious results. It is not limited to the hotel industry that employee turnover affects personnel costs greatly. Increasing the employee retention rate will contribute to improving the profitability of the company. Also, employee turnover implies that the experience, know-how and knowledge of the employee are also lost at the same time. In the hotel industry, many researchers including Lovelock and Wirtz (2007), and Kottler et al. (2003) point out that revenue is generated from the points of contact between customers and employees. If the employee is not interested by the management, it results in high employee turnover rates, and this

means that the hotel abandons its big revenue source. Here is the importance of Internal Marketing in the hotel industry. One of the methods is Career Counseling, because Career Counseling is aimed at helping to extend the future of the individual.

What is career counseling?

The purpose of Career Counseling is to support individuals or groups to solve the current problems and to focus on the future as well, that is, how to form a career. Watanabe and Herr (2001) quoted from Herr and Cramer (1996) and defined Career Counseling as follows:

Career Counseling is a process in which,

- the majority of the process is done through language,
- clients focused on clarifying their goals with counselors and acting towards it in a dynamic and cooperative relationship,
- helping clients who are responsible for their own actions and transformations, deepens their self-understanding, grasp the selectable behavior, acquire the skills necessary for planning and managing careers by themselves, acquiring information and make decisions,
- counselor is a process of taking various aid actions.

It is said that Career Counseling is while clients who are re- sponsible for setting goals, making decisions and actions, and the counselor provides various assistance to clients in each process, and helps clients to achieve the goal. Therefore, Career Counseling can be a powerful support for employees who have difficulty to extend their future in the organization.

Before looking at how the concrete process goes forward, this chapter will also present the definition of career. Kanai (2002) defines, based on the definition of Hall; "The career is the individually perceived sequence of attitudes and behaviors associated with work-related experiences and activities over the span of the person's life (Kanai, 2002)." and the definition of

Feld- man; "We need to investigate the succession of occupations and duties that individuals will take for 40 to 50 years, but we call a series of duties that individuals carry over throughout their work life as a career (Kanai, 2002)"

Career is a specific duty, occupation, and job in the long- term (usually decades) working life that can be unfolded on the basis of life or the whole life after starting adulthood full-time work. Continuity of experience and (large) clause retrospective meaning (in particular, at first glance, meaning and integration between experiences and experiences with low continuity) and future vision, a pattern of prospects (Kanai, 2002).

In other words, a career is a meaning of work as a foundation based on life. What is the process to support such a career? Watanabe and Herr (2001) introduce the model advocated by Gysbers et al., as follows:

● Part 1: Confirming, clarifying and specifying clients' goals or problems

　 Sub-step 1: Opening

　 Sub-step 2: Collecting information about the client

　 Sub-step 3: Understanding behavior of clients and setting hypothesis

● Part 2: Stages of achieving the goals of the client or solving problems

　 Sub-step 1: Setting goals and making action plan Sub-step 2: Evaluation of results

　 Sub-step 3: Termination of counseling relationship

Part 1 is the stage of building the foundation to achieve the purpose of why the client comes to counseling, the client is deepening self-insight, clarifying and expanding his self-image. For that reason, the counselor gives top priority to the client's deepening of insight by focusing on "the inner world unique to that person". At the same time, it means that the counselor tries to understand what the client thinks, what to worry about and wishes. This is because the best source of information on client behavior is the "client, the subject of action". The more they can tell as accurately as possible,

the more realistically it will be useful information to solve the problem. Therefore, it can be said that the key is that the client can deepen their trust in the counselor and face the counselor themselves. In this way, the client will take action that gives top priority to clarifying goals (problem solving) that must be addressed now.

Part 2 is the stage where the client takes "concrete actions" towards the target, achieves the goal and concludes the counseling relationship, that is, the client acts toward a concrete goal process. The counselor initially aims to help the client "first to start", i.e., to set goals and to establish specific action plans towards it, and the client will implement an action plan. Secondly, the counselor will assist the client in self-assessing how the client implemented the action plan and what the out- come was. At this time, the counselor examines both the process of executing the plan and the outcome of the action. And, if necessary, the counselor rebuilds the action plan and makes corrections to help achieve the set goals. Finally, the counselor, together with the client, concludes counseling when it can be confirmed that the direct goals set up in the counseling process have been achieved.

In actual Career Counseling, this process is not a one-way progression in order, but a reversible thing that goes forward or backward depending on the client's condition and circum- stances. The important thing is that the subject is the client and the counselor is the supporter. To that end, the counselor is primarily to understand the internal world of the client, in other words, how the client perceives the situation in which the client is located. This means that Career Counseling takes the same process as counseling. That is, even in Career Counseling, the counselor understands the client by looking at the world the client is looking at, and provides assistance for the client to think and act on their own, not instruction.

Expansion to group

Career Counseling is conducted not only for individuals, but also for groups. Its definition is "to have the purpose of deepening insight into their problems and goals to be solved by each member, making decisions and acting towards solution" (Watanabe and Herr, 2001). In other words, the goal is that individual members achieve each goal using group dynamics, there is no group goal. Its ultimate purpose is to promote and strengthen psychological development, including individual career

development of each member, while focusing on individual attitudes and thinking, emotions, desires, and behavior. Watanabe and Herr (2001) summarize the function of group approach as follows:

- **Promotion of self-understanding and problem solving**

  By providing a psychologically safe and supportive environment, cooperation among group members deepens in such environments, each and every client evaluates their own career and psychological development, and career problems and individuals. Conflict and deepening the insight into the emotional aspects of the dilemma and promoting actions to solve his/her problems.

- **Information provision and utilization**

  In order for each member to gather information to expand   the choice of solving

  psychological tasks of his/her profession, career path, and other individuals, to share them among members, and to make each member useful for solving their own problems. It is to make it possible to utilize it.

- **Motivation**

  Creating readiness to understand the importance of search- ing for multiple choices that each member can realize.

- **Teaching**

  The process of choosing, determining and planning is prob- ably emotional, it is certain that the approach to intelligently explain or teach a method is of little use, but on the other hand, course selection is basic. It is cognitive and teaching about unknown information or situation in that sense also has meaning.

- **Act actually**

The group is also an opportunity to try out how to act on their own through various simulated experiences and surrogate experiences. For example, each person projects him/ herself on each scene through role playing, case studies, video, discussions, etc., analyzes "how you feel" on each scene. They can notice the emotions of the members and promote the development of emotional aspects.

- **Development of attitudes**

  Attitudes and values that greatly influence personal behavior, self-image, etc. are learned and built in relationships with important others such as family members and friends. Consequently, the group is an important and useful place to communicate, clarify, reconsider, and develop their values, attitudes, and self-images.

- **Explore**

  Because the group consists of almost the same level of developmental stage and tasks, each member can search for their own experience with confidence, feed back to each other and analyze each other with confidence.

Since these functions are interrelated, Watanabe and Herr (2001) point out that it is possible to take advantage of several functions at the same time, and can also be utilized in group work.

There is a job, club as a group approach, applied to group work aimed at employment support. According to Watanabe and Herr (2001), the job club is a career group work developed by Azrin et al., who are American counseling psychologists, and originally it is very difficult to get a job. It is a professional search program targeted at clients based on behaviorist counseling. In Canada, it has been successfully implemented for elderly unemployed people and has been introduced to other countries. In Japan, youth employment support, that is publicly established in each region as contract work by the Ministry of Health, Labor and Welfare, is implemented mainly for NEET, Part-timer, who are regarded as particularly difficult workers at the institution (Ministry of Health, Labor and

Welfare, 2012).

According to Watanabe and Herr (2001), chiefly targeted are people with a criminal record, welfare recipients, physically and mentally handicapped, high school dropouts, and they are commonly based on various social obstacles and experiences of negative experiences of the past, not only the occupation se- lection behavior is not acquired, but also people who lost both self-esteem and motivation to work. Azrin and colleagues said, "Failure has not learned the necessary actions or has learned inefficient actions, failures lead to unexpected failures, and therefore inefficient behaviors and maladaptive behaviors. It causes the self-esteem to lose its self-esteem." based on the idea of developing self-esteem, they developed a program to encourage people to follow each action step one by one. The emphasis was on strengthening in the course of the program, that is, approval from other people and success experience, and it is the idea that this strengthening is indispensable for recovering confidence. The advantage of the group process for adult groups with social impairment is that they can teach and support each other, so that they can become self-respecting and can learn social skills with confidence. Hotel employees are not the people who have difficulty to get a job. However, not being interested by the management, that is, not being approved, it may be considered that they cannot have self-esteem for that. Therefore, the outside face of being in a working state is different from the subjects of the job club, but there is commonality in the inside. It is thought that development to a group is possible even to an organization which is an aggregation of groups. Examples of deployment to organizations can be seen in the case of Hoshino Resorts (Nakazawa, 2009).

Development into an organization: The case of Hoshino Resorts

Resorts

Currently, Hoshino Resorts has 6 hotels (overseas 1); Hoshinoya as a core hotel, 3 Hotels; Resornare as a resort hotel, 14 Japanese style hotels; Kai and 8 other accommodation facilities (overseas 1). It has about 100 years of history, however it was only a regional hotel in Karuizawa

(Nagano prefecture in Ja- pan) until just over 20 years ago.

What president Hoshino emphasizes most in management is human resources. In 1991, Hoshino, who took over as president from his father, was most troubled by employment and establishment of employees. Hoshino studied hotel management at graduate school of Cornell University. Firstly, he started changing the old constitution of the company, considering the necessity to eliminate waste and inefficiency, and completely re-examining the management style from top down. For example, he introduced numerical management based on the survey of customer satisfaction, and he progressed reform one after another. The reform gradually improved. However, employees retired one after another. With no employees established, excellent service could not be provided, naturally, customer satisfaction did not rise and sales did not increase. At that time, Hoshino Resorts was only a mere one regional hotel in Karuizawa, so even recruiting employees, applicants did not gather as he expected. He persuaded the employees who wished to resign seriously, but the employees never tried to change their mind. Hoshino was at a loss, and what he noticed was the "dis- satisfaction with the organization" as the biggest reason for employees to resign. While employees were dissatisfied with Hoshino's top down reform, there was no place to express that dissatisfaction, or to argue. Employees were exhausted of being ordered to work by management and they resigned. Hoshino decided to shift the axis of reform from the top to the employees, and stated to employees as follows.

- Doing empowerment positively.
- Let employees say to people what they want, when they want, the things they want.
- Increasing the motivation of employees by having them act on their own discretion.

Hoshino shifted to a system in which employees thought on their own, argued freely, and raised customer satisfaction. As a result, retirees have decreased and employees' consolidation has progressed. However, a new problem emerged. University graduate new employees resigned one after another. Until then, it was almost impossible to recruit university graduates, Hoshino himself went to a recruiting seminar for university students and repeatedly talked about his vision. As a result,

in the mid-1990s, Hoshino Resorts was able to adopt several university graduates, with the evaluation that "vision is clear, management policy is clear, and it is a fun company." However, this time the problem of employee consolidation emerged. When university graduate employees passed several years and became executive candidates, they resigned one after another. Hoshino persuaded detention, but had no effect. The main resignation reasons were "studying more and becoming an excel- lent hotel person" and "going abroad". While asking why they resigned, Hoshino noticed that few people said "I quit because I hate the company," and "I quit because I am tired of work." The main reason for resignation was "doing other things more.", "satisfaction with work but impossible to be in Karuizawa for a long time considering the life stage." There was a problem that the company did not respond to the feelings and circumstances of employees. Hoshino thought that the company forcing employees to take what they should do leads to resignation. From this awareness, Hoshino concluded that resignation can be prevented if the company can provide a plan that they can extend the future; a career they desire, and formulate and support a plan. This can be said to be the right approach of Career Counseling for supporting clients to create a career.

Hoshino devised a system that enables various ways of working such as starting to support employees' desired ways   of working or the careers that employees are aiming for. Each system was produced through the voices of employees.

- **Telecommuting**

   A system for employees who have no choice but to move away from the area where Hoshino Resorts is located due to marriage and other reasons. For example, there is a reservation booking via internet. It is thought that it is the same idea as a call center, and customer correspondence is possible regardless of the residential area.

   The company does not lose employees with high skills, employees do not lose their jobs, it can be said to be a system that is beneficial to both.

- **Educational leave**

A system that allows employees to take a leave of absence for up to one year. For employees who wish "I want to spend time for my growth". Unpaid salary during the period, how- ever, there is a social insurance payment. For example, there is an advance to the chef graduate school. The employees who used the system are not cooks, but chose the culinary graduate school to become a general manager who can un- derstand the dishes. In the background, there was the advice of Hoshino saying, "I want you to go to the place that will surprise people in the surroundings." Another one took this system and went to India to do volunteer activities and learn Indian dance.

Hoshino considers that employees visiting a lot of places can create the worth on their work in the hotel business.   That is, it can be said to be a system that is beneficial to both as well.

- **Nu**

A system that allows employees to change their work place according to the season. It was established in response to   the voice of employees who want to work in different places every season. For example, in spring and summer, they work at Breston Court in Karuizawa or Risonare in Yama- nashi, in autumn and winter, working at Tomamu in Hokkaido or Alts Bandai in Fukushima and so on.

As the same as the system of Telecommuting, the company does not lose employees with high skills, employees do not lose their jobs, it can be said to be a system that is beneficial to both.

- **Holiday employee**

For employees who want to increase their holidays. It is utilized in resorts where the busy season comes on Saturdays and Sundays. Even for employees who want to spend a lot of time on their hobbies, even for companies that want a man- power only during the busy season. For employees, they can spend enough time to do their hobby, for the company, they do not need to pay unnecessary labor costs.

Employees who use these systems, after returning to work, are more aware of their contribution

to the company, that is more loyalty than before. Employees who used Educational Leave twice said that the company came to think that "I want to give back somehow because the company helped realize the life I want to realize. This employee said that in the past she felt "a sense of resistance to doing work beyond the boundaries of my work". In addition, after returning, she said that her feelings had changed and "I want to please customers without regard to the frame of work." This can be said to be a manifestation of commitment to the company. Hoshino is conscious of continuing the system when diversifying the way of work. Regardless of the ideal system, it will be difficult to continue as the company's burden increases. Therefore, these schemes are not costly. Employees who choose a variety of ways of working are seeking a diversity of ways of working and they do not re- quire more than necessary compensation. In other words, employees seek "freedom", not "money". If the management tries to compensate as a price to constrain freedom, it cannot meet the needs of employees and it cannot restrain turnover. These systems are the realization of "meeting the needs of customers" which is the basic concept of marketing. It is consistent with "Treating employees as customers" which is the core concept of Internal Marketing. The core concept of these systems is "to adapt the company's system to the needs of employees, not to adapt the needs of employees to the company's system", that is, to recognize the diversity of employees.

Introducing diverse systems makes management difficult. Therefore, many companies formulate consolidation rules and aim for unified management, but at the same time, they lose the characteristics of each employee, and individuals cannot meet the needs of different working methods. Hoshino adopted a policy to transform employees' ideas to overcome a large number of employee resignations and to maximize employee ability by responding to individual needs. The original purpose of a company is to improve performance, create profits, and contribute to society. Hoshino's idea of seeking to demonstrate its capabilities and to enhance the contribution to the company by supporting the employees' way of living (i.e. career) rather than managing employees is exhausting the company's original purpose. It can be said that it is a very reasonable way of thinking to achieve. The purpose of Career Counseling is to recognize the character of the opponent and to support it to ex- tend it, thereby realizing the way the opponent desires and the way of life

they desire. Hoshino did not introduce the system though conscious of Career Counseling, but it can be said that the system formulated and introduced is an exact embodiment of Career Counseling.

The case of Hoshino Resorts suggests that the core concept of Internal Marketing's "Treating employees as customers" not only works effectively to hire and keep employees. In addition, employees who are carefully treated as a customer by a company will realize improvement in corporate performance by raising motivation, enhancing loyalty, and having a strong commitment. Initially, Hoshino tried to advance the reform from top down, but invited employee's opposition. University graduates who were attracted by a clear vision began to join, but eventually they also left their jobs. What Hoshino had noticed was not "what should be presented by the company", but to adapt the company's system to the needs of employees, in other words, the company is always supporting the realization of the figure that employees themselves want to realize. It can be said that this idea changed from corporate focus to employee focus. This transformation of ideas became the source to realize the current figure of Hoshino Resorts. In addition, this idea is a concept linked to the core policy of counseling; "Person-Centered Approach", "Supporting rather than Guidance". This method can be applied not only to hotels but also to other industries. In particular, it can be said that it is an effective method for SMEs (small and medium-sized enterprises) suffering from recruitment and establishment of employees. The key to realizing performance improvement is "supporting rather than managing" employees.

Conclusion, limitations and future research subjects

In this chapter, targeting hotel organizations, it was aimed to suggest that Career Counseling is an effective method of "Treating employees as customers" in Internal Marketing which is regarded as an effective concept for organizational activation. Firstly, it was reviewed the method of Career Counseling. Secondly, this chapter focused on Hoshino Resorts as an actual case of being regarded as applying Internal Marketing, and suggested Career Counseling can be applied as an effective method of "Treating employees as customers".

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 chapter, 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.

However, in Hoshino Resorts, it was the owner who introduced "Treating employees as customers" which became possible; Hoshino, the president, noticed, and changed the idea and executed it. If this awareness is not due to Hoshino but one employee, one manager, and understanding of top management could not be obtained, it is considered that it is difficult to introduce as pointed out by Grönroos (2007).

A future research subject will be to introduce and promote "Treating employees as customers" even when understanding of top management cannot be gained and how to promote understanding of top management. It is necessary to verify whether it is possible.

IV. Activating organization by the concept of Person-Centered Approach: The case of hotel organization in Japan

Introduction

The service industry, including the hotel industry, is seen to have a low value in society. As Lovelock et al. (2007) says, service employees are believed to have low social status, low academic background, low wages, and unlikely to be promoted. People cannot keep their willingness to work with just a high salary. There is a difference in motivation depending on the degree of recognition of their value. Therefore, the higher the perceived value in society is, the higher the degree of dignity is felt in the work of the worker, and it seems to emerge also in the desire to work. Hotel management must also make efforts to raise awareness of the value of the hotel industry in society in order to raise employee motivation to work. Also, if a company raises its employees as a professional and cannot dispel such a value recognition, employees suffer from contradiction with self-recognition and are not relieved from conflict between themselves and business roles (Lovelock et al., 2007). It is not only for employees, it can be said to be one of the measures to raise the hotel's performance.

There is a word called Emotional Labor. It is a labor that is often found in occupations that are required to manage their own emotions in work in contact with people (Hochschild, 2000). Typical occupations are nurses and flight attendants, but hotel employees can also be said to be representative occupations of emotional labor. There are the words "Customers are always right." and "Do not say No!" in the hotel industry, but if employees follow these words, the norm that employees must always be smiling. Of course a smile smooths people, but as a norm when responding to guests, if employees are obliged to smile at all times, the stress of employees will increase. Lovelock et al. (2007) stated that a situation would necessarily arise where employees would not have a positive feeling but they must suppress their emotions to meet customer expectations, in addition, quoting

Constanti & Gibbs (2005), "Emotional Labor is done for both service organization and customer, employee's emotions will be secondary," in addition, it is pointed out that it is necessary that service and employees take an oppressional position. Therefore, the service organization must take measures such as recognizing stress due to emotional labor of services and employees, implementing training on stress relief law and response to pressure from customers (Lovelock et al., 2007). In the hotel industry, employees are under stress by following the norm "Always give a guest with a smile". It goes without saying that maintaining good health of the mind as well as physical health is important in order to achieve high performance at work.

Method

In this chapter, mainly literature research is adopted. Firstly, presenting about stress in the hotel organization, discussing counseling, and showing its effect. Secondly, it was examined whether the concept of counseling is applied to the actual growing hotel organization in Japan.

Role stress

As already mentioned, Lovelock et al. (2007), being forced to express emotions appropriate for the place of service provision even though the emotions are different from emotions held by service employees creates high stress of service employees. Therefore, management points out that service employees must understand that they are being stressed day by day. In addition, it is pointed out that employees suffer from trauma by encountering customer's illness, sometimes death, etc. Employees who have been traumatized cannot express emotions, sometimes it falls into apathy. The fact that service employees cannot express stress is thought to cause a vicious circle of further sales and deteriorating business performance.

Iijima (2001) pointed out that the hotel's front office employees are exposed to various

role stress which leads to the action of "suppressing contact with customers". Inappropriate emotions cause complaints from customers such as "Employee's response was cold". It goes without saying that complaints from customers lead to deterioration of hotel sales and business performance, but it also causes employees' stress.

- **Suppression by pretending to be busy**

  This is to suppress contact with customers by showing them- selves as too busy and expressing them consciously to customers. In addition, there is a case in which contact with a customer is suppressed by prolonging the provision of the service.

- **Suppression by addition of physical control**

  This is to suppress contact with customers by intentionally adding physical controls to customers.

- **Suppression by leadership**

  This is to try to suppress contact with customers by taking the initiative in the service providing process.

- **Suppression by education or penal regulations**

  This is to suppress contact with them by "educating" their customers, and also is to suppress contact with customers   by giving customers "punishment".

- **Escape from the role itself to avoid role stress**

  It is difficult for the service industry to indulge in day- dreams and think about other things. This is because they cannot physically isolate themselves from customers. So they take actions similar to this isolation.

- **Customer's "Mechanical Handling"**

Because customers are living human beings, employees then get stressed with various role expectations. Therefore, sometimes dealing with this stress by treating the customer as a thing or number without life rather than a human being.

<div align="right">Iijima (2001) edit by author</div>

If hotel front employees take such actions as "suppressing contact with customers", it is clear what the customer's reaction will be. The customer will no longer use the hotel, the evaluation of a hotel with a lower service level is evaluated, and the evaluation will be conveyed to other customers and potential customers. In other words, the hotel will lose existing and potential customers. Even if the front employees acknowledge that their cause of stress is a customer, they cannot fundamentally resolve the cause (Iijima, 2001). Therefore, even if an employee is exposed to a stressful condition, the management must take measures to prevent "suppression of contact with customers". Professional counseling is necessary so that service employees can maintain mental stability and express emotions even when placed in a stressful environment (Lovelock et al., 2007). It is essential for employees to express emotions expected by customers in order to perform superior service and it is obviously sought. For example, in celebration banquets such as weddings, it is necessary for employees to have a bright expression, and it is needless to say that in solemn ceremonies such as funerals, employees are required to have a solemn look. However, the emotions occurring inside the employee are naturally thought to be different. In order for employees to maintain a stable state of mind, mental support, that is, counseling is necessary. Recently, it can be said that the word of counseling has already become general language. However, what is the effect? Does it have an effect on the mental stability of employees?

Counseling

Representative individual correspondence in Mental Support is counseling. Since the counseling method is not directly visible, and it is also difficult to represent the effect

numerically, it is undeniable that many opinions are skeptical about counseling effectiveness. However, its effectiveness has been gradually clarified from recent studies (Cooper,2009). According to Cooper (2009), empirical research data on the effect of counseling accumulated over the past 50 years actually exists, but many counselors do not know their data or they do not use it. This is because research data is often not presented in a definite and practical form in many cases. Therefore, even though the counselor claimed that counseling was useful, it could not show its grounds and remained doubted about the effect. Finally, in recent years, there has been a movement to assert that the systematization of data began to be done and that counseling is useful as evidence. From the viewpoint that it is important that the health of the mind is in a good condition in order for employees to achieve high performance, considering the mental health of employees is a welfare benefit for employees themselves. It is not a consideration but an important management task. If, for example, an employee falls into a mental malfunction, he/she cannot exert original ability, which naturally affects sales, which in turn leads to a decline in business performance. Also, if the employee took a leave of absence, personnel for replenishment will be required, which will lead to an increase in personnel expenses. The better the employee is, the more it is inevitable that the same level of supplementary personnel cannot be easily searched and lead to a decline in performance. In this way, considering the mental health of employees is not a welfare benefit but an important management task. In terms of duty, it can be said that it is a more important management task in the hotel industry where there are many interpersonal negotiations and a stressful workplace.

Definition of counseling

According to Kokubu (2001), "Counseling is defined as a human relationship that aids transformation of opponent's behavior through linguistic and non-verbal communication."

According to the counseling council of Japan, "Based on science such as counseling psychology, the client is respected, the client develops humanly based on human relations that freely and intensely interact with intention and emotion, assisting in fulfilling a fulfilling social life as an autonomous human being and assisting in the prevention or

resolution of psychological, developmental, healthy, professional, interpersonal, organizational and social problems encountered in the lifetime. In other words, respecting the personality and way of life of the client, improving the ability to adapt to the environment such as self-understanding, environmental understanding, decision-making and self-control of action, and coping with it, by utilizing the client's own resources. It is a professional assistance activity to support." (Japan Industrial Counselors Association, 2010)

Egawa (2009) cites five requirements for counseling to be established based on conventional definitions as follows:

● Individuals who have some adaptive problems exist.

● That individual cannot solve/process the problem on their own, or at least he/she thinks "it cannot be solved and processed on my own".

● There are persons who are qualified as assistants with psychological training.

● Both of them will be interviewed mainly, and based on the de- sired human relationship between them, we will promote collaborative work aimed at solving and processing the problem.

● The method is based on a psychological method, that is, a linguistic or non-verbal method (Execution of Behavior), not by medical treatment such as drug administration or use of equipment.

Based on the above, Egawa defines, "Counseling is a direct interview with individuals who have some adaptation problems and those who need other people's assistance and those who have psychological training as a supporter. It is an assistance process aiming at problem solving by a linguistic or non-verbal way based on desirable human relations."

Common in any definition is aid or support. In other words, the counselor does not resolve the client's problem or present the answer, but the client provides assistance or support to solve the problem, and it can be said that the process is counseling. The subject is the client, the counselor is the donor, the support- er to the last. In addition, Kokubu

(2001) stated that counseling is an attempt to intentionally change behavior, and also points out commonality with narrow sense of education intended to change behavior (e.g.: school education, in-house education) then, if interpreted in a broad sense, it means that Counseling is education. In addition, Hiraki (2005) states that counseling should understand people and problems, receive complaints, and should be assisted in mutual collaboration. Hiraki says that it is difficult to understand human beings, "That's why, let's do our utmost to try to understand humans." In other words, counseling can be said to be a process of understanding humans.

Theory of counseling

There are various theories in counseling. According to Hiraki (2005), There are 10 representative counseling theories. In this chapter, we focus on (3) Person-Centered Approach (PCA).

Psychoanalytic counseling

Freud's way of thinking, the orthodox psychoanalysis will advance treatment mainly by interpreting the client's dream and freedom association. It means that interpretation is a way to understand the bud of the problem and it also becomes a treatment. The idea on which it is based is that human beings are originally a mass of instinct and that the process of becoming a rational existence is developed. It was developed as the human psychological aid theory at the earliest, and exerted a great influence on the current counseling world.

Counseling by characteristic factor theory

It is one theory of human understanding in the history of psychology. Briefly, humans have various characteristics, and we believe that a bunch of their characteristics forms a personality. Personality is made up of several characteristic factors that characterize people, and we think that individual differences will appear depending on how they are

combined. It is a theory that describes a certain behavior tendency as a unit of personality constitution and describes personality by that combination. Counseling based on this theory is a very important position in the history of counseling in that it draws on the trend of vocational guidance campaigns and has made fruit in scientific and clinical ways by making full use of the results of psychology. Williamson (Williamson, E. G. 1900-1978), considered the way of thinking of characteristics as a fateful thing and was thinking how to make use of what he can possess. He emphasizes prudent and scientific diagnosis and professional and cooperative aid (or treatment), and in the United States it is now the core thinking guidance program and student guidance in school education.

Person-Centered Approach; PCA

Recently, Rogers' theory can be said to have the greatest influence in the counseling world. In characteristic factor theory, experts gather data and interpret. On the other hand, Rogers says, "Humans are hidden in their growth power and they know best about their problems," even though it is dangerous for the counselor to take the initiative. Treatment can only be accomplished by treating that person's inner reality, that is, reality in experience. "Until that time, human understanding was understanding from the outside, but if he did not understand from the inside, he could not understand humans." Rogers was trying to understand what kind of pain, when the client complained of "experiencing this kind of pain". If striving to grasp to what extent and how difficult it is, the client can gradually clarify his/her world, and as a result, it is thought possible to move on its own. He has worked hard to understand the internal reality of the client. His counseling is said to be client-oriented, as the core of its spirit. Rather than understanding people from the viewpoint of sticking labels from outside, they try to understand what they are doing from the inside. For him (Rogers), the center of the role of counseling is how to understand the client according to the opponent, so he pursued "empathy" all the time.

Cognitive behavioral therapy

In Cognitive Behavioral Therapy, it is better not to think that there is something that

human beings do not understand, such as a heart, but rather to understand the importance for human beings to capture the place where human beings are actually moving. When thinking or feeling something, human beings always think that it represents behavior as a reaction. Human beings are born in a blank state, they are colored with various stimuli added, and the manner in which they are colored becomes the person's characteristic. If there is such a stimulus it should react like this. If you are told like this you should act like this. In this case you protect yourself like this. By thinking about experiences like this, learning how to respond to various stimuli, we believe that human behavior is formed. Problem behaviors, troubles, symptoms etc., are also considered as results of such learning. Treatment means understanding what type of stimulus the problem behavior is taking place, in other words, understanding what kind of learning has been done, is it a bad learning, ineffective learning? If that is the case, it will be better to learn good learning and effective learning again. In other words, treatment is done from the viewpoint of learning again according to this learning theory, and the purpose of treatment is to change behavior. It may be said that this idea is the opposite of Rogers' theory.

Rational therapy

This is a therapy that puts a scalpel on the interaction of human behavior, values, and emotional response. It was Ellis (Ellis, A. 1913-) that established and disseminated this theory in the United States. The central idea behind logic therapy is that human beings incorporate certain ideas and values into themselves and once that idea or belief is fixed, even if it is irrational or illogical, it acts accordingly and develops to a self-destructive world view that binds itself. In other words, the problem behavior of the client often has nonsense life view and fixed idea acting, and we believe that the action of emotional unrest will occur by its action. The role of counselor is to discover and resolve this nonsense life view and stereotype; irrational belief. The counselor actively and confrontately persuades the client to eliminate the client's irrational belief. Also, in order to remember the reasonably understood by the head with the body, to give specific homework assignments, and to reeducate a more logical and less self-destructive life philosophy, read books, sometimes I give lectures. If a person establishes a feasible view of life that he/she is

convinced and lives according to it, most of the problems will be solved, which is exactly the way you live.

Gestalt therapy

Gestalt Therapy was adopted in counseling the idea of Gestalt psychology. Gestalt psychology is a way of emphasizing the general nature of human beings and the continuity and integrity of human perception, and it is assumed that human beings are more than the sum of the parts collected. In other words, it is thought that human beings are not collected by adding together various elements that can be separated, and that perception and cognition of human beings are made not as a whole, but as a whole to make a unit. Pearls (Pearls, F. S. 1893-1970) introduced this into psychotherapy. He paid attention to the idea that human beings make gestalt, and made the goal of therapy the acquisition of global cognition and the transformation of immobilized cognition. In particular, emphasizing the spontaneity of the whole organism, he advocated the individuality of each person and the wonder of encounters of individuality. Even if his / her partner has a different world than he/she, he/she will not be surprised or worried. It is good if he/she recognize it as the partner world and he/she can see the world. There is an encounter there. Therefore, the goal of counseling is directed toward confirmation of inner world and training of flexibility.

Transactional Analysis; TA

Transactional Analysis is a system of psychotherapy that has the meaning "analysis of human-human interaction". It was developed by Berne, a psychiatrist (Berne, E. 1910-1970). It was designed as part of group psychotherapy. The characteristic of TA as psychotherapy lies in achieving human autonomy. Main features of its contents are:

- The theory is structured to be self-understanding, easy to gain self-insight.
- Having a methodology that allows you to examine the experience by recreating past experiences at "Here and Now" and to select new self-actions by your own decision

making.

● Emphasizing "intimacy", to be an existential approach emphasizing the involvement of truth, heartfelt gentleness, warmth.

The theory of TA consists of the following five basic concepts:

- Stroke

- Ego status

- Transaction

- Game

- Script

TA has devised many concepts and methods so that it can be felt that "I am OK and you are OK", so that it can be used for psychotherapy, counseling, interpersonal training, personnel management, etc. It is being utilized.

Family therapy

It is psychotherapy targeting the entire family born in the mid-1950s in the United States. The target of aid is a family member, and sometimes there is an occasion to interview only one of them, the place to try treatment with family as a whole in mind is group/counseling. Family Therapy requires understanding of the family system and intervention based on it. The idea that forms the core of this therapy is family system theory. In other words, seeing family as a system, we try to conduct psychotherapy for the system. Family Therapy is an aid law that changes family members' patterning and falling into dysfunction and changing how they engage in effective relationships. It is important to change the appearance of families who have been stubbornly made unnoticed according to their development and circumstances. The central issue is what kind of change the family needs and how to make the necessary change. In Family Therapy, the problem is human relations itself, and even if each individual has no problem, it seems important to look at it because

the combination of two or more people may create a problem. Also, it is necessary to search for the perpetrators of the problem. It is the work of family therapist to teach all members the way of balance and change.

Group approach

It is a collective term such as counseling, psychotherapy, hu- man relations training (it is sometimes called training group; T group) done in small groups, and it is an approach that utilizes the unique functions and characteristics of the group. The group approach has a process of development different from one-on-one counseling and is a new approach that recognizes the unique utility of the group. Also, due to its uniqueness, recently it has been widely used in various places. Early in the 20th century, it was discovered that utilizing groups to treat individuals was effective, but as the group's research progressed, the group itself had its own work that exceeded the collection of individuals, and the group itself have grown as a group and are thought to create therapeutic work. This is in keeping with Family Therapy, and interest has come to be focused on treatment of the collective group itself, mainly focusing on collective functions. According to this way of thinking, diseases and disorders should be regarded as a matter of interaction, and since it is common for people to be in interactions, it is closer to everyday to make the group itself subject to analysis and treatment about it. A common feature of the group approach is to have a group of about 90 minutes in a session with one or two employees called facilitators or therapists in an average group of 7 to 8 people. Through members' interactions and discussions, self-understanding, understanding others, understanding human relations, treatment, etc. are carried out there. In the group, people with similar problems and troubles can gather together to share the same trouble, find themselves in a person like a mirror, and by recognizing the difference, it is an opportunity to experience true contacts by experiencing contacts, deep human and personal encounters, and obtain true friends. Such a group approach is being conducted in university consultation rooms, psychiatric hospitals, etc. The former group is mainly a group of diverse members, the latter is a group of people with the same symptoms. As an evolved form, "Self-help group" represented by alcoholic people who help each other, and "Family Association" by family members of patients with

schizophrenia who try to aim for recovery with their own hands.

Community approach

It can be said that it is a method of human aid that adds to family counseling and group approach. It is a way of thinking to help people with problems and troubles on a community scale and to prevent problems in advance. This idea became public in 1965 in the Boston "Conference on Psychologist's Education to Regional Mental Health", and the base of community psychology was born. Community psychology is a research on general psychological processes related to individual actions in which the social system interacts complicatedly. By providing conceptual and experimental clarification of this relationship, it is a discipline to "provide a basis for an action plan to improve individuals, groups, and social systems." The community approach tries to apply the knowledge of community psychology to general human life in general. Research and practical presentation is being conducted in the following areas:

● Crisis intervention

Treatment of war neurosis, Grief work, Suicide prevention movement

● Consultation

Residents' mental health, Consultation on the community

● Social support - organization creation

Emotional, instrumental, informational and evaluation support

● Environmental research

Stressor, Resources of mental health

The community approach has expanded the family counseling system from family members to communities and has played a role in considerably changing the way of thinking of psychotherapy. The concept of aid so far is some experts like a doctor to treat, but in the community approach, it is the community as a whole that deals with the problem, and the community is responsible for the residents it tries to do services to meet

the needs. Representative examples include crisis intervention activities centered on volunteers such as "Telephone Counselling Service", community care for the elderly, people with disabilities welfare, community day care and so on. In the community approach, what is important is collaboration. Its activity is the work of a mutual support system of diverse people and organizations through dialogue and exchanges of established organizations and fields, joint planning and actions. Furthermore, those who are in different positions are to conduct dialogue and activities to solve problems toward a common purpose. For example, as a support of children who fail to go to school, it is said that principals, homeroom teachers, chief of grade school, nursing teachers, school counselors, parents, regional consultation organizations and others work together. It is trying to draw out the potential solution ability of not only experts but also the ecological system to the maximum problems and symptoms of the system by network. It is thought that the future support system will be caught from this viewpoint and needs to be cultivated as a model of a mutual support system.

<div align="right">Hiraki (2005) edited by author</div>

As mentioned above, there are ten kinds of counseling theory, just representative ones. It is unknown which theory is effective. However, what is common to all theories is to listen closely to the client and to understand the client well. It is because it is impossible to cope properly without understanding the targeted person, and in order to understand, there is no other way than listening to the other person's talk. The theory that is most faithful to this common item can be said to be PCA. Because, "For him (Rogers), the center of the role of counseling is how much understanding the client according to the opponent, so he pursued "empathy" all the time (cited above)".

According to Hiraki (2005), the movement to integrate more than 400 theories and techniques developed since the end of the Second World War to the 1970s began around 1980. The reason is that it became clear that one theory seemed not to be effective enough and as a result of enormous research it be- came clear that any theory has the same effect. Furthermore, it has also been discovered that there is an effective curative factor for client's change in the practice of any counseling theory. Therefore, it was conceivable to

combine and integrate effective parts of each theory, apply a different theory depending on symptoms and conditions of the subject (client), and the integration of counseling theory began. Regarding the effect of counseling, Cooper (2009) entitled "What is known by research to some extent?" from the reviewed evidence, regarding clinical counseling and psychotherapy, indicating that there are many things that can be described with considerable confidence as follows:

・Counseling and psychotherapy are effective. Overall, people receiving therapy eventually suffer less than those who do not.

・For psychological suffering in various ways, therapy is as effective as drugs and it seems to be more effective than drugs over the long term.

・Psychological therapy is a cost-effective treatment form.

・There is particularly noteworthy evidence that Cognitive Behavioral Therapy is effective in treating a wide range of psychological problems.

・Overall, there are only a few differences in the effectiveness of various authentic therapies.

・The degree of client involvement in therapy and the ability of the client to exploit the therapeutic relationship are one of the most powerful reserve factors of therapy results.

・The therapist 's involvement in the client is more important to the therapy outcome than the therapist' s personal, practical or professional characteristics.

・Positive therapy results are associated with cooperative, compassionate, empathetic and skilled relationships.

・Therapy techniques can be a useful part of counseling and psychotherapy processes.

From the above findings it can be said that it is a client who wishes to make a change in his or her own life and can deeply engage what is positioned as the center of the most successful therapy. Furthermore, if you meet a therapist who felt confidence and goodwill and feel that you can work with, the client can say that you can use various techniques and practices for your own goals. Cooper says that offering various therapists' information according to the client seems to be useful to some extent. Furthermore, evidence shows

that the key to predicting therapy results depends on the degree to which the client can accept and fully utilize it, whatever the therapist offers (Cooper, 2009). In other words, as to the effect of therapy, it depends on whether the client has the will to improve themselves or not.

In hotel organizations, employees are dissatisfied. However, it is thought that they are dissatisfied because they do not give up, which means the intention to improve themselves. There- fore, it is thought that counseling will be effective for employees in hotel organizations.

Counseling is generally recognized to be done on a one-to-one basis. However, There is counseling for groups as well, such as family counseling, group approach and community approach. Companies are also a group. Therefore, the effectiveness of counseling for organization development and human resources development in corporate management can be inferred. Recently, "Action Learning" (Kiyomiya,2009), "Human Resource Development by Dialogue" (Nakahara and Nagaoka, 2009), which is attracting attention, are focused on the person's thoughts and feelings, they are characterized by advancing emphasis on the person's reflection. This is thought to be based on counseling, especially PCA.

The case of hotel organization in Japan

Hoshino Resorts can be seen as an example of developing the organization based on the PCA concept.

Hoshino Resorts has a history of about 100 years since foundation, and as of 2018, it operates 34 (overseas 2) accommodation facilities. However, until just 20 years ago, it was only a regional hotel with only one hotel in Karuizawa, Nagano prefecture, but in recent years it has been a rapidly growing hotel company. The president Yoshiharu Hoshino puts the most emphasis on human resources. Hoshino says, based on Ken Blanchard's theory, "It is not an era that it is possible to sustain the competitive advantage with funds, land, or existing technology assets, it is important how to activate human resources in the organization (Blanchard et al., 2017)." The concept of PCA is utilized for

the way of relating to employees in Hoshino Resorts. The concept is not to understand employees from the outside, but to try to understand from the inside. It is represented in the explanation of PCA below.

"Until that time, human understanding was understanding from the outside, but that if he did not understand from the inside, he could not understand humans." he thought. Rogers, trying to understand how hard they are, when the client who complained of "experiencing this kind of pain". If striving to grasp to what extent and how difficult it is, the client can gradually clarify his/her world, and as a result, it is thought that possible to move on its own.

cited above.

In 1991, when Hoshino took over from his father to the president, he faced the problem of hiring and fixing employees. Hoshino, who studied hotel management at the Graduate School of Cornell University, started by changing the old organizational structure, feeling the need to eliminate waste and inefficiency, and reviewing the manner of business through top-down. For example, he introduced reforms one after another, such as introducing numerical management based on a customer satisfaction survey. Although the transformation gradually gained results, employees' retirement occurred one after another. Without employees becoming established, excellent service could not be offered, naturally, customer satisfaction level did not rise and sales did not increase. At that time, Hoshino Resorts was a regional hotel in Karuizawa, Nagano Prefecture, so even if they recruited employees, applicants did not gather as it was expected. Hoshino kept employees who wanted to retire seriously, but employees never tried to change and they were at a loss. Eventually, Hoshino noticed that the biggest reason for employees to quit was "dissatisfaction with the organization". Employees were dissatisfied with Hoshino's top-down reform, but there was no place to express their dissatisfaction, no place to argue. Employees were tired of running by being ordered. In this way, employees retired. comparing this to the concept of PCA, employees had troubles, but no one understood, and the trouble went deeper. Hoshino decided to shift the axis of re- form from the top to the

employees. It is said that it switched to "understanding from the inside", not "understanding from the outside".

- Increase the motivation of employees by having them act at their own discretion.
- Tell others employees who want to say when they want to say something to say it.
- Facilitating empowerment.

The above policy was set, and employees thought about themselves, discussed freely, and shifted to a system that enhances customer satisfaction. As a result, retirees have decreased and employees' consolidation has progressed. However, a new problem emerged. University graduates of the executive candidate who adopted it with difficulty began to quit one after another. Until then, it was hardly possible to adopt university graduates, but Hoshino himself went to a job-hunting seminar and repeatedly told his own vision passionately, as a result, in the mid 90's, the evaluation that "vision is clear, management policy is clear, it is a fun company" spread to the students, and it became possible to adopt college graduate employees. That vision was "To become a master of resort management". However, this time the problem of employee consolidation emerged. University graduate employees had quit one after another several years after when they had mastered business. Hoshino persuaded them to keep on, but it was ineffective. The main reasons for retirement are:

- As a hotel person, learning more to grow.
- Going abroad.
- Wanting to do other things.
- Thinking about the life stage, impossible to stay in Karuizawa for long time.

While asking why they quit, Hoshino noticed that few people said they "hate the company," or "tired of work." It was a problem that the company did not respond to the feelings and circumstances of employees, that is, "The company does not understand

employees". Forcing employees to "look as they should" presented by the company led to retirement. Hoshino came to the conclusion that retirement could be prevented if the company could provide a plan that they could draw the future they wanted (ideal their future), and formulated and introduced the plan. Plans that embody and change the approach to employees to internal understanding is as follows:

Plans of meeting the needs of employees

- **Telecommuting**

  For employees who have no choice but to get away from the area where the Hoshino Resorts is located due to marriage etc.

  e.g.: Booking of accommodation via internet.

- **Educational Leave**

  For employees who wish to spend time gathered for their growth.

  -Leave of absence for up to one year.

  -Unpaid, however, with social insurance. e.g.: Study abroad.

- **Nu**

  For employees who want to choose a work place that is ap- propriate for their own orientation.

  -Change work place according to the season.

  e.g.: Work at beach resort in summer, ski resort in winter.

- **Holiday employee**

  For employees who want to increase their holiday.

  e.g.: Utilizing in resorts where the busy season comes on holidays.

Employees using these plans have confirmed that royalties have increased since the return to work. For example, one employee who used "Educational Leave" twice, because the company helped her to realize her ideal life, she said, "I want to make some contribution to the company." In the past, she felt a sense of resistance to doing work beyond her job. After returning, she said that "I want to please our customers without paying attention to the frame of work," changed her feelings. It is said that royalties have increased as a result of changing the manner of engaging with employees from control to support and expressing it in the form of institution.

Employees are seeking diversity of ways of working and not seeking remuneration more than they need. In other words, what they are seeking is "freedom", not "money". If the company intended to compensate as a price to restrain freedom, it will not be able to meet the needs of such employees and it will not be able to restrain turnover. The purpose of these plans are "meeting the needs of employees" and it can be said that it represents the attitude of the company trying to understand employees from the inside. Since introducing diverse plans is considered to be complicated for management, many companies formulate unification rules and manage them in a unified way, but it is impossible for individuals to respond to the needs of different ways of working. That is to lose the character of each employee, that is to say that it loses the strengths of its employees as well. Hoshino adopted a policy to transform employees' ideas to overcome many of employees and to maximize employees' abilities by responding to individual needs.

The original purpose of a company is to improve performance, create profits, and contribute to society. Hoshino's idea of enhancing motivation, demonstrating capabilities and enhancing contribution to the company by supporting employees' way of living and realization of what they want is not to control them and exhaust them, and it can be said to be a very reasonable way of thinking to achieve the original purpose of a company.

The purpose of PCA is to allow clients to reveal their world by understanding clients from the inside, not from the outside, so that they can step on their own as a result. In

terms of corporate organization, this means that employees can become independent. In other words, it means that employees themselves learn, think, and act. It seems that Hoshino did not know the concept of PCA, but his plans can be said to embody this concept.

Conclusion, limitations and future research subjects

In this chapter, it is suggested, based on the case of Hoshino Resort, that organizational activation can be realized by introducing the concept of PCA into the organization. Relations in line with the central concept of PCA (i.e. 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, and 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 who were attracted by his clear vision came to join, they eventually, decided to leave the company. Eventually, Hoshino noticed that 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 is consistent with promoting, and 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 limitation is that it is unclear how employees perceive this organization in reality. Therefore, the future research subject is to clarify how employees perceive this

organization. In this chapter, the main consideration was from the viewpoint of president Hoshino, but the viewpoint from employees is indispensable for grasping the whole figure of the organization. Now interviews are being conducted for employees of Hoshino Resorts. Based on the consideration of the results of the interviews, it is necessary to clarify the appearance of Hoshino Resort from the viewpoint of employees.

V. Activating organization by Dialogue

Introduction

As a factor that inhibits activating organization, there is sectoral conflict due to sectionalism. Lovelock and Wirtz (2007) point out that emphasizing the market as the hospitality organization emphasizes the market and strengthens customer service, making it more likely that marketing, operations and personnel divisions will conflict, especially between marketing and operations divisions. It is important to understand that this conflict stems from the fact that both divisions try to fulfill their role in their organization and not by failure to work. For example, the marketing department believes that it is their role to increase the value of services provided and increase customer satisfaction, while the operation department considers the conditions such as employees, facilities, or food, etc. Costs are considered to reduce "waste," increase efficiency, secure profits as one's own role, and the operation is cost to the service value improvement plan that marketing intends to carry out. It may be considered against the reason for the increase. Both departments are pursuing the interests of the organization, and neither has the wrong idea. Thus, the more each department adheres to its role, the more likely conflicts will occur. In addition, this conflict appears not only as a business opinion difference but also as an emotional conflict. Both departments intend to think about the whole organization, and they regard each other as "a non-understanding, lonesome guy" and refuse to cooperate, and as a result, the appropriate service is not pro- vided to the customer. Externally, it is regarded as ignoring the customer who is the source of profit, but both parties are trying to be true to their role. However, the problem is that confused customers will not use the hospitality organization. If such events occur repeatedly, customers will be separated, and eventually their performance will deteriorate and their organization will decline.

Hospitality organizations must avoid such a situation by any means. Lovelock and Wirtz (2007) stated as follows: In order to enable each department to cooperate and exhibit synergy effects without causing such a situation, the top management clearly defines the role of each department, and how to each department in

the entire organization for customers it is necessary to specify whether there is. However, the instructions given from the top down are difficult for employees to understand and may be repelled, and in some cases they may not be effective enough. In order for each department to understand their roles, what their role means within the entire organization, and what kind of influence they have for customers, they need to understand each other's position, that is, they must have mutual understanding. In addition, not only daily conflicts between divisions, but also conflicts between individuals within divisions, for example, conflicts between superiors and subordinates, col- leagues in organizations occur. Nakahara and Nagaoka (2009) and Hersted and Gergen (2013) insist that "dialogue" becomes an effective method to reduce conflicts within the organization, respect each other's positions, deepen mutual understanding, and move the organization in the same direction. Also, Ander- son (2017) mentioned "respecting dialogue" as one of the key points in organizational development. Furthermore, Bushe and Marshak (2015) take "dialogue" as the core method of activating organization. This section focuses on the case of organizational change in ISUZU. ISUZU is a manufacturing industry, not a service industry. However, from the view of service dominant logic that all transactions are services (Lusch and Vargo, 2014), it is possible to find commonality between manufacturing and services. In addition, regardless of the type of industry, people are involved in internal and external activities. Therefore, it can be considered that the case of manufacturing is an indication for activities in the service industry, and vice versa. In this section, it is suggested that "dialogue" would be an effective method of activating organization. Furthermore, the findings obtained include the possibility of diverting activities in the service industry.

Method

This section mainly adopted literature research. Firstly, it discusses what dialogue is. In particular, it adopts a social construction position and focuses on what kind of effects the dialogue produces on the activation of the organization. Secondly, it examines the case of ISUZU Motors Limited, which was at risk of bankruptcy, but was revived by introducing dialogue to the organization. The above suggests that dialogue is an important factor for activating organization.

Relationship between dialogue and social construction

In the former high economic growth period, what was emphasized in the corporate organization was how to transmit instructions and orders from the management, and there was no need to understand its contents or communicate within the organization. That is because it was a unanimous agreement for everyone to pursue growth, in other words, to expand sales. The products that were developed and produced were sold one after another, and it was a matter of how much to sell more than marketing, so it was the situation where the amount of sales was determined by how much time was spent on sales activities. Not only the manufacturing industry, but also the service industry. Customers came in one after another as they built new facilities. It was not necessary to consider what kind of service would increase customer satisfaction, and uniform service was enough. In the manufacturing industry as well as in the service industry, it was a time of mass production and mass consumption. However, when the recession started, industries would not know what to do, and they were at a loss. The times had changed from quantity to quality, and the way it used to operate now was totally irrelevant. Customer needs were diversifying and changing from moment to moment. It became a state of grooving in the dark, where top management and employees did not know where to go. It can be said that it was now the time to think about the direction in which all members should move, from the time when all members proceed under the direction of top management. Nakahara and Nagaoka (2009) say that "dialogue" has an important meaning only in times when such a future cannot be seen. It has become necessary that each person thinks independently as "What does this project aim for in the first place? What is the significance of this product in the first place?" It has become necessary to create a collaborative thought process that explores the vague and fluid "going direction" together. It can be said that now is a time when "deep thinking" is required rather than "running fast." How does each members connect "deep thinking" with action? In order to do so, a process is needed to share each other's understanding. Here, the possibility of dialogue can be found (Nakahara and Nagaoka, 2009).

First of all, what is "dialogue"? Here, the interpretation of Bohm and Nichol (2004) is adopted. Dialogue is based on the Greek word "dialogos." "Logos" means "word", and here it should be thought of as "meaning of words." "Dia" means "through." Dialogue is possible not only between two people, but

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also by any number of people. If the spirit of dialogue exists, one person can interact with himself. From this source, reflection and images of "flow of meaning" flowing through people are created. This conveys a kind of stream of meaning to the whole group, and conveys the possibility that new understanding emerges from there. Sharing something in this way plays the role of adhering people and society to each other like "adhesive" and "cement". Nakahara and Nagaoka (2009), regard this "sharing of meaning", from the standpoint of social construction, "Communication makes sense of things. People's actions are directed by their implication." In other words, the meaning of things is that they do not exist originally, but are born by communication of people, and people act by that meaning. According to Nakahara and Nagaoka (2009), "the meaning of things" that people usually think exist objectively has actually been created as a result of social interaction among people. It means that there is no such thing as the "meaning of things" that does not shake absolutely. The point of social construction is considered to be a premise for understanding "dialogue", so the points are as follows: (Nakahara and Nagaoka, 2009).

- In everyday life, people are not "objective facts (knowledge, information, data, etc.) themselves" but "objectives". Through meaning-making to the facts, people understand their own living world and direct our actions.

- However, many people are often not aware of the difference between "objective facts (knowledge, information, data, etc.) itself" and "meaning for objective facts", which often leads to misunderstandings and confusion.

- In order to avoid misunderstandings and confusions, we should focus on the process by which people "meaning" things (objective facts) through interactions in social relationships. In other words, people have to cherish their mutual understanding because they are derived from the act of communication that means things.

Nakahara and Nagaoka (2009) point out that the 3rd point is particularly important in the business field. This is because, from this point, it is realized that "humans understand the world while constructing

meaning in communication with others." Therefore, without this awareness, misunderstanding and confusion will occur. The sectoral conflict between sec- tors mentioned at the outset is thought to arise because of this lack of awareness. In other words, in each department, what is regarded as objective and correct is considered as subjective and not correct from the viewpoint of other departments, so that conflict arises. In order to avoid this conflict and deepen mutual understanding, it is necessary to understand each other, as in the 3rd point and to realize that "humans understand the world while constructing meaning in communication with others." It will be necessary. It is thought that the method to foster this awareness and promote mutual understanding is "dialogue." It can be said that "dialogue" is a form of communication that deepens mutual understanding while holding a social construction point of view focusing on the relationship between "objective facts" and "meaning" (Nakahara and Nagaoka, 2009).

Nakahara and Nagaoka (2009) define "dialogue" as follows:

Dialogue is

● Under a loose theme that can be shared.

● It is carried by the listener and the speaker.

● Creative communication act.

Nakahara and Nagaoka (2009) explain about the 1st and 2nd points as follows:

● It is necessary to set a theme that can be shared by the participants. It is difficult for everyone to commit on a theme that is important for some people but not important for other participants. Therefore, there is also an approach in which the dialogue is started from the starting point of what to talk about. Also, the theme is not "urgent and immediate response required," but it is desirable to select "essentially important for daily work."

● The dialogue shows that at least two subjects, a listener and a speaker, are needed. What should be kept in mind in order to realize the dialogue is not "listening" but "listening" with a firm interest in the other's

talk. The essence of the dialogue is "listening." Because, in order for someone to start speaking as a "speaker" and to continue speaking, it is necessary for someone to take on the role of "listener" and that the speaker is taking on the role of "listener." It is necessary to "show" intentionally and implicitly. "Being a listener" is an "active and intentional act" that plays a role of listening carefully to the other person's story.

Communication means to understand each other by two-way information transmission, and to emphasize that mutual cooperation is created by the cooperation of listeners and speakers. This can be understood as expressing "creative communication." There is more commentary about part 2, it also refers to "speaker" and to "listener." When the talker gives his/her opinion, it is important to give a first person talk such as "I think…," "I want …" and "I did experience with …." When it comes to discussing big problems, in many cases the subject is "We" "Generally" "Industrially" and tends to be critical. This is not a "dialogue." In the first-person speech exchange that brings "I" to the fore, new meaning that has not been noticed until now is created, things are deepened in understanding, new viewpoints and awareness are born. It becomes such a state and it can be called "dialogue" for the first time (Nakahara and Nagaoka, 2009).

As with dialogue, the characteristics of dialogue become more visible than "discussion" which means talk. Bohm and Nichol (2004) say that the basic point of "discussion" is to win the game. The word "controversy" is the same as "percussion" and "concussion," which means that things are broken. Since "discussion" emphasizes the concept of analysis, there are various perspectives, and everyone offers different perspectives. "Discussion" is like ping-pong, where people are putting their thoughts around. The goal of the game is to win or earn points for yourself. However, in "dialogue" no one is going to win. If anyone wins, everyone will win. "Dialogue" has a different spirit from "controversy." There is no attempt to gain points in the "dialogue" or an attempt to pass on their own opinions. It is a situation that satisfies each other. "Dialogue" has more meaning than joining together; people are fighting together, rather than fighting each other. In other words, everyone is the winner.

Nakahara and Nagaoka (2009) compare "dialogue" and "discussion" as follows:

Dialogue:

- Atmosphere: Free mood

- Contents of the talk: Serious talking Discussion:

- Atmosphere: Stressed mood

- Contents of the talk: Serious talking

Although "dialogue" and "discussion" have the common point <contents of the talk: serious talking>, the atmosphere is different. "Dialogue" is to seriously enjoy talking on serious themes. Nakahara and Nagaoka (2009) say that "discussion" is a place to make decisions about something ultimately. The common points to make a "good discussion" are:

- To clarify the goal of what to decide finally.

- To prepare in advance "information" such as materials necessary to reach the goal.

It is a typical form of "discussion" that "strikes the argument which is correct among some options, and throws away one and takes one." What makes it efficient is a "good discussion." In other words, "preparing options and making decisions from among them" is the process of "discussion." In contrast, "dialogue" follows a completely different process. It is neither a debate to decide on winning, losing, nor a trade to seek the best of each other. Talking will be conducted in the direction of exploring the possibilities of the underlying options again, or reviewing the evaluation criteria themselves. It is not the purpose of making a conclusion or making a decision. "Discussion" and "dialogue" are complementary. However, often the process of dialogue is often omitted as tacit or time waste. For example, in meetings such as in companies, it seems that there are many assumptions starting from "discussion" without "dialogue", probably because there is an assumption that "everyone knows about what is important to our company, so we share it." How-

ever, if one does not share the value assumptions that the other party thinks and the world view behind the actions, everyone can not act in unison even if a compromise is found. Even if they agree, the ship will not move. After all, it does not lead to good teamwork and good organizational behavior.

Development of "dialogue" in the organization

In the previous section, with regard to what "dialogue" is, based on its theoretical background, and in contrast with "discussion," the understanding was deepened. In this section, it is examined how "dialogue" works in an organization for its activation. Nakahara and Nagaoka (2009) mention the following three points about the meaning of "dialogue" in an organization.

- Collaborative problem solving is possible.
- Sharing of knowledge proceeds.
- Lead to organizational change.

Recently, many companies are working on "problem solving across organizations" in order to avoid the negative effects of vertically divided organizations. For example, "Workout" in General Electric (GE) is mentioned as a representative approach (Nakahara and Nagaoka, 2009). A characteristic of "cross-organizational problem solving" is to gather people with different specialties and people with different experiences, and aim to create a diverse venue and lead to creation and innovation. However, due to the variety of this approach, tensions and conflicts are frequent, human conflicts with values and emotions occur, opinions are split, and discussions often follow parallel lines. Therefore, "cross-organizational problem solving" has the potential to exert great effects, but it is also a fact that is difficult to realize (Nakahara and Nagaoka, 2009). In order to properly set the "problems to be solved," it is necessary for the members to understand the situation multilaterally and share the meaning. For that purpose, "dialogue" is required rather

than "discussion" (Nakahara and Nagaoka, 2009). "Discussion" is "problem-solving" that determines which of the options already set is correct. On the other hand, "dialogue" is not trying to find common points among existing options, but trying to find new options that have not yet been noticed by recognizing differences between them.

Understanding each other's positions and opinions makes it possible to see the various "meanings" of the situation and to open up prospects for new problem settings. Because "discussion" is "seeking only one correct answer," differences in opinions and positions among members are a major factor prevent- ing agreement. On the other hand, "dialogue" means "situation from multiple directions." Therefore, differences in opinions and positions among members reveal problems in evaluating the situation in question from uniform criteria. The merit of gathering diverse members is not "to jointly choose the only correct answer for a given problem" but "to jointly make the problem setting appropriate to the situation." Therefore, it is thought that "dialogue" is the appropriate approach, not "discussion," to create full diversity and to succeed in "interorganizational problem solving" for the purpose of creation and innovation.

The case of organizational activation by dialogue: The case of ISUZU

This section looks at the case of organizational activation by "dialogue" in ISUZU. It shows the process of organizational activation based on Shibata and Kanai (2013). Shibata and Kanai (2013) do not describe the core factor of activating organization as "dialogue," but considering the process, it can be seen that the underlying factor is "dialogue." ISUZU is in the automotive industry and has the oldest history from 1916 in Japan. Until the early 1960's, along with Toyota and Nissan, it was a prestigious company. Sales for the fiscal year ending March 2018 were over 2 trillion 70 billion JPY (Isuzu official site), and achieved solid results. However, ISUZU, with its fiscal year ending October 1991, has hit a record-breaking current account deficit of 47.3 billion JPY and was about to go into bankruptcy. From there, they made every effort to transform their organization, and in the fiscal year ending March 1996, it returned to a 40 billion yen surplus. In the process of reform, the central concept of "dialogue" can be seen.

As mentioned in the first section, Nakahara and Nagaoka (2009) argue that the essence of "dialogue" is not "speaking" but "listening." The reform of ISUZU also began with hearing the voice of employees, that is their complaints. When people explain their dissatisfaction, eventually their feelings change positively. This is a process in which the consciousness of being done is transformed into the party awareness. The employees who turned to party awareness began to discuss about "What is the problem?" This is the "setting up of the problem" in the process of "dialogue." And from there, employees themselves found a solution. However, earlier reforms were top-led forced reforms. The entire organization was exhausted. In 1984, when Kazuo Hiyama took office as president, ISUZU had a loss of 17.7 billion JPY, and it tumbled without distribution. President Hiyama raised a sense of crisis, formulated a medium-term plan to aim for recovery of business by 1987, and worked on reform. However, the reform was a "forced reform" in which "the ideal form of being desirable" was presented from the top to exert strong pressure on the employees. Therefore, it fell into the situation to which management did not function. However, "reform that shows what should be in shape, exerts strong pressure on employees, and leads it" is also a very orthodox form of reform. For this reform to be effective, it requires a certain level of trust between management and employees. It did not work because at that time ISUZU lost this sense of trust. President Hiyama was not aware of this. Hiyama's reform first introduced TQC (Total Quality Control) and then adopted the TOYOTA Production System. Based on them, he had also launched their own initiatives, such as factory improvement activities (IPS: ISUZU Production System), and office work rationalization activities (IJS: ISUZU office work rationalization system) to improve white-collar productivity. The most important thing was TQC. The purpose was to stop the decline in earnings and revitalize the rigid organization. However, rather than using TQC as a means to get closer to facts and realities, the purpose is to "get TQC" itself. In other words, it could be said that it had become a "controversy" that can be advanced by TQC without "setting of the problem" and "sensitizing" what was the problem in the process of dialogue. The introduction of TQC was strongly promoted by the TQC Office located at the head office. Even looking at the training manual created by the Promotion Office, the original purpose of the introduction of TQC is not focused on at all. In the first place, the meaning of "for what purpose" was vague and the activity rushed. As a result, among the

participants who did not develop the intrinsic motivation, "forced feeling" became clear (Shibata and Kanai, 2013). TQC has a diagnostic guidance meeting. The relationship between "the side to do" and "the side to be done" was clearly shown in this guidance meeting. The purpose of this guidance meeting was to have the external consultant and the president diagnose the progress and results of the activities in order to improve problem-solving ability by policy management.

The presentation was done by the directors, which was painful for them. The presentation was made in a very strict atmosphere, with the president, officers, outside consultants, and section manager attending, and the subordinates also listening. Naturally, they were not allowed to make bad presentations at such places. Depending on the content, the competence as a di- rector may be questioned, and their evaluation may be lowered. Therefore, they were desperately preparing for the presentation in order to make a good appearance. When the day of the guidance meeting came, the director who was scheduled to make a presentation took several days to gather up his subordinates, and repeated the rehearsal of the presentation. If there were any deficiencies or problems in the contents of the presentation, the consultant would relentlessly abuse them in front of many people. It was a painful experience for them to be abused by consultants and officers in front of their subordinates. The main concern of the directors was how to overcome this ordeal and how to avoid the abuse. Then, the original business became a second thing. The contents of the important activities were the ones that considered the guidance meeting measures first. Therefore, the act of imitation that the innocuous theme which is close to solved is set is spread. Even though directors over- came this guidance meeting, they had no sense of accomplishment or pleasure. They could not feel positive about trying to take root of the TQC method in their daily work. As the TQC Promotion Office, which received the president's intention, desperately tried to "force them to do it," the devastation of the organization progressed.

The turning point came when a director named Kitamura visited Shibata of Scholar Consult which had been successful with Nissan's reforms. Kitamura asked Shibata to give a lecture. The title was "The challenge to unforced reform." This "unforced reform" became a keyword in ISUZU's reforms afterwards.

Shibata said as follows:

"The company changes the company, not the company re- forms the employee. Instead of seeking the driving force of the company for the command and command of the company, for the internal energy of the employees. I think that future corporate reform should go that way and it is possible to do so."(Shibata and Kanai, 2013)

"This thought is common with Hoshino of Hoshino Resorts (Hashimoto, 2018a). Even if ordering 'reform',"" employees would only become tired. The first step that Scholar Consult worked on was to receive all the complaints put out from the employees.

Shibata said as follows:

"If creating a place where it will be able to say anything freely in a battered organization, employees will be flooded with complaints about the company as if they were having a cough. In such a case, we will concentrate on the role of "lis- tening to talk" and "receiving feelings." (Shibata and Kanai, 2013)

This approach leads to counseling, especially to the Person Centered Approach (Hashimoto, 2018b). Counseling starts with "listening" to the client. The counselor understands the client by unconditional positive consideration and accepting without denying the client and the client deepens reflection. Through this step, a trust relationship is created between the two. In counseling, the client deepens reflection, becomes noticed, and moves forward by himself/herself. This is the same flow as the "dialogue" process. Shibata says, "A lot of people take steps to avoid complaints and become a party" (Shibata and Kanai, 2013). Thus, the change progressed.

At ISUZU, it was Kitamura, mentioned above, who performed a central role in change. In large companies, such as ISUZU, it is prohibited for the middle to make a proposal to the top management. However, Kitamura wrote a letter of direct proposal to the president, after he received understanding from officers. The letter was accompanied by a book by Shibata that told the story of Nissan Motor Change,

"What changed Nissan Motor." Key points of Kitamura's letter were as follows:

- Organizational change is an effort to change the culture and atmosphere of the organization, and a different approach is required.

- Activities should be carried out creatively, drawing out the vitality and ideas of employees, not using fixed management techniques.

Nissan had the support of the presidents and officers, there- fore middle management were able to proactively take action while taking risks.

Kitamura stated that he would like to try similar activities in ISUZU, and he asked President Hiyama to support them. He was prepared to be fired. However, President Hiyama received his direct request. Kitamura was the editor-in-chief of the company newsletter "ISUZU Shimbun," and he used the company newsletter to motivate employees. Kitamura planned a "Honne Round-table" in which the president and young employees talk in real terms. In the company newsletter, inconvenient remarks are usually deleted, but Kitamura decided to make everything public, and informed the president and other participants as well. In the round-table discussion, the true intentions of em- ployees overflowed, as Kitamura aimed.

About TQC activities, the following opinions were issued: "It should be a means, but it has become a purpose," and "It is not a pursuit of cause but a pursuit of responsibility." President Hiyama was shocked. Because the officer responsible for TQC and the director of the promotion office never raised such a report to the president, he had never heard such opinions.

"Honne Round-table" was then held, bringing together people working at a factory and sales staff from sales companies. However, change is accompanied by a resistance. The resistance of a certain officer forced Kitamura to finish in four sessions. However, it succeeded in stopping TQC activity.

In 1991, ISUZU fell to a final deficit of 47.3 billion JPY, then President Hiyama retired, and Seki became the new president. Kitamura thought that his role ended when TQC activities were discontinued. However, the new President Seki asked him directly to continue making changes, and Kitamura again began a dialogue between the president and employees. Normally, such a dialogue with the top was selected

by personnel in advance, but Kitamura recruited participants. It is because it makes sense to talk in earnest.

The rules of the dialogue are as follows:

- Number of employees participating in one dialogue meeting is less than 8 people. In order for employees and the president to talk with each other sufficiently, we also consider that it is not a meeting where only the president speaks.

- Principal voluntary participation.

- Creating a place where anyone who wants to talk can participate and talk in real terms.

- The location of the dialogue will be set as close as possible to the participant's workplace. The president goes to the place where employees work and talk. Also, when he goes to the factory, he changes to work clothes. It is a device to make the president feel familiar.

- Do not make a script. This is also a device to talk in earnest.

- The contents of the dialogue will be published. Making a booklet and handing it to all employees who want to read to tell many employees.

With these rules, the dialogue session was able to exchange real opinions in a peaceful atmosphere. The number of sessions was over 60 and the number of participants exceeded 500 in all.

Next, Kitamura started holding "The 100 People Commit- tee." "The 100 People Committee" was the official committee of the company. The name of "The 100 People Committee" does not mean 100 members, but it was a name that included the meaning of "a committee that talks about everything with many people." At first, the members were recruited from directors, and the managing director took office as chairman. The participating directors were highly aware of the problems, but did not talk about how to specifically solve the problem, and were lacking in excitement. Eventually, mid-career and young employees came to participate, and discussions became more and more active. They made the following statement to Kitamura, and The Committee of 100 People Committee changed.

"Directors who gather here will not be in ISUZU in the 21st century. It's no use asking people who will

not be in the company in the near future to raise problems. Please let us do it." (Shibata and Kanai, 2013)

When the door was opened, 50 young employees participated, and then they came to dominate the committee. This triggered the 100 People Committee to spread rapidly in-house. There were committees by office and department, and committees in the form of young employees gathering across the workplace were born throughout the company, then the organization was activated. The feature of the 100 People Committee is that it does not "manage." Although the committee was the official organization of the company, all operations were left to the participants' autonomy. The individual was respected by the committee, attention was given to the individual's freedom. However, the budget is prepared by the company because it is an official activity. At last, not "forced reform" that the company makes the employees do but "reform by themselves" in which the employees themselves have a sense of ownership was born. The committee held as follows:

"At the meeting, members talked frankly with each other about the collected facts, and began to reveal more essential issues. Then, the common sense and values hidden behind the problems were clarified and shared among the members."

"If a problem is revealed and members can share it, half of the problem seems to have been solved. In fact, at this stage, people are changing their minds, and the way they work and their behavior are changing." (Shibata and Kanai, 2013)

Kitamura does not mention "dialogue." Also, it is thought that Kitamura did not know the method of "dialogue" because he used the word "discussion" instead of "dialogue." However, what had been done at the committee was not "to jointly choose the only correct answer for a given problem," but "to jointly

mean the problem setting appropriate for the situation." Therefore, it is thought of as the process of "dialogue."

Generally, when the transformation of behavior starts, "action standards" are created to continue the behavior.

However, Kitamura did not create it. Because it is thought that the "action standard" is a "tool" for changing

the action and fixing the changed action, not for "purpose." Kitamura thought that if the "action standard" was

made, it might become the purpose and that the original purpose would be forgotten. However, the following

rules were set. This also corresponds to the central concept of "dialogue."

- Do what you really mean.

- Do not aim for presentation.

- Do not attack individuals.

- Continue to talk with each other independently until it leads to implementation.

- Don't mind too much about hierarchical relationship.

- Write down the contents of the talk.

- Executives should speak in the same perspective as members.

Kitamura talks about The 100 People Committee as follows: "I thought that the 100 People Committee

was the place to talk in earnest with each other first. However, it is not a place to share complaints, but a

place to discuss based on facts, a place to cherish the view of one's own things and to share ideas."

"I did not aim for presentation because I wanted the members to share the process, not the result

of the discussion."

"The reason for prohibiting personal attacks is that there is no one in the company who keeps

doing bad things deliberately."

"The stance of the 100 People Committee is that the problem should be solved by all members."

"The 100 People Committee was not a meeting-oriented activity, therefore the emphasis

was on implementation."

"I suggested getting a hint through the discussion, taking action from what they can do, and if they

find a problem there, inviting necessary members and continue the discussion."

"Upper layer people in the organization tend to mention about the hierarchical relationship at the

place of the meeting. Their attitude makes lower layer people, mostly young people less motivated."

"In reforming organizational culture, both executives and general employees are the parties involved

in solving problems. There must be no gap between the two."

"During serious discussions, members may become emotional and discussions may reach a dead

end. It is not possible to clear all issues in a single meeting. That is why it was important to keep

a record of the meeting." (Shibata and Kanai, 2013)

What Kitamura did was to create a "dialogue place," and to say "support" for maintaining and developing

its environment. He set up the 100 People Committee, set out the basic policies and made rules, but did not

manage them. When the talks started, he left the members to their autonomy, and sometimes left the meeting.

He later did not receive any reports. He said to members the purpose of the meeting may be anything, he

entrusted them with the meeting. Furthermore he told them they could quit if they did not like the meeting.

Kitamura said about the people who belong to the organization as follows:

"Everyone who belongs to the organization initially has a critical attitude. The members of the 100

People Committee were the same, and at first they were like a critic group. They complained about their company and if they found problems they blamed others and did not try to solve them themselves. Many such people were included in the committee."

"However, that is a matter of course, and I did not criticize those people. I believed that as the meetings went on, those who changed from critics to parties would appear."

"People feel happy by changing their behavior. Those who became parties found out that life was more interesting." (Shibata and Kanai, 2013)

In addition, Kitamura said that when participating in reforming organizational culture, the following three changes appeared in people.

- Changing to human resources with a sense of "management" rather than "administration."
- Changing to human resources focusing on "problem finding" rather than "problem solving."
- Changing to human resources with "human power" rather than "work power."

Regarding the 1st point, Kitamura said that there are too many "people to administrate" in Japanese companies. According to him, "administration" means controlling the organization based on the instructions from the upper echelon, on the other hand, "management" means thinking about what employees themselves should do while taking into consideration the environment in which the company is located and the internal conditions of the company. He insists that there should be more "management people" in the company. In addition, he insists that management is not the job of only a manager, furthermore it is necessary to have field management in the field, department management in the department.

Regarding the 2nd point, Kitamura says that in an organization, finding problems is more important than solving them. If the problem is known, someone will try to solve it, but if the problem is not known, the

condition of the organization will not become good. Regarding the 3rd point, Kitamura says that knowledge, skills, judgment are studied and learned as work ability, however human power refers to the personality, attractiveness and tolerance of the person. Kitamura argues that the thing that reflects human power is "listening power," and those who participated in organizational change will improve human power and enhance their real leadership. "Listening" is the basis of "dialogue." It can be said that Kitamura's claim on the 3rd point can be read as enhancing "dialogue power" to enhance human power. The case of ISUZU's organizational change suggests that "dialogue" can be a catalyst for the activation of internal organizations. Kitamura, who performed a central role in organizational change, did not seem to know about "dialogue," however, the process clearly contained the central concept of "dialogue" and its method. Successful organizational change has the central concept of "dialogue" and it can be considered that the method is used.

The case of ISUZU occurred about 20 years ago, and there may be a question as to whether it can be adapted at the present time. However, it is found in ancient literature, such as Marx Aurelius's Meditations (Aurelius and Kamiya, 2007) written in ancient Roman times, that it is the human relationship that is the basis for activating organization. Also, it can be understood from the fact that, in Japan, the Koyo Gunkan (Sato, 2006), which wrote the story of the Takeda during the age of war around 450 years ago, had the words "People are the wall and people are the castle." In this way, it can be thought that the concept of improving human relationships which leads to tis- sue activation is universal.

Conclusion, limitations and future research subjects

This chapter focused on "dialogue" as one of the methods of activating organization, and began with an understanding of dialogue. In addition, it is suggested that "dialogue," which is 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. However, ISUZU is a manufacturing industry, not a hospitality organization. Therefore, a limitation is that it is unclear whether this result is applicable to hospitality organizations. Even although the industry is different, it is still an organization is consisted by people, suggesting that it can be applied to hospitality organizations.

Therefore, a future research subject is to verify whether "dialogue" is also an effective method in the hospitality 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 hospitality organization. In building relationships with customers in hospitality organizations, building relationships between people within an organization is more important than manufacturing industry (Heskett et al., 1997). Thus, a future research subject is whether "dialogue" can be an effective method in the hospitality organization.

VI. Representation form of "Treating employees as customers" in the hospitality organization: Analyzing interview of hotel staff[1]

Introduction

Focusing 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 that 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 by improving 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, focusing 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

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[1] In this chapter, according to the customs of the target organization, Hoshino Resorts, staff is mainly used interchangeably instead of employee.

recent years in Japan.

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

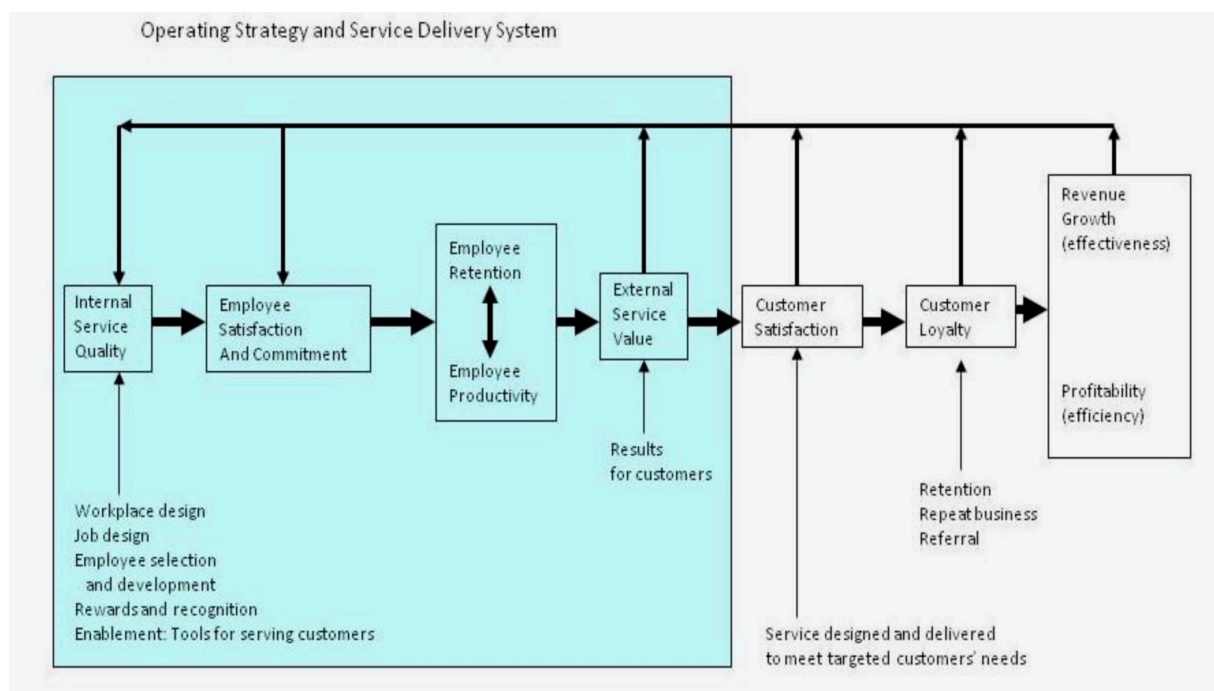## Definition of Internal Marketing

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 and Grönroos, 1989)
- Internal Marketing is a process that encourages employees to embrace changes in the company's philosophy and beliefs. (Reardon and 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 and 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 and Rafiq, 2002)

- Marketing targeting customers in the company, that is, employees, is called Internal Marketing. (Kotler et al, 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)

<div align="right">Cite the chapter II</div>

Figure VI-1: Service-Profit Chain

<div align="right">Cite the chapter Ⅱ　(Heskett et al, 1994. P.166)</div>

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 the internal organization. This concept is expressed the best by Berry & Parasuraman (1991). Therefore it is focused the most on their definition:

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).

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).

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, 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 2018 a)

Cite the chapter III

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, but, 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, trying to clarify the appearance of Hoshino Resorts from the viewpoint of employees. (Hashimoto 2018b)

<div align="right">Cite the chapter IV</div>

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 et al., 1997). Thus, a future research subject is whether "dialogue" can be an effective method in the service organization.

<div align="right">Cite the chapter V (Hashimoto 2019)</div>

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.

Focusing 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 that 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.

Figure VI-2: Attributes of interviewees

No.	Initial	Age	Gender	Years	No.	Initial	Age	Gender	Years
1	A	20s	Female	6	7	G	20s	Female	3
2	B	30s	Female	7	8	H	20s	Female	4
3	C	30s	Male	11	9	I	20s	Female	3
4	D	40s	Female	2	10	J	20s	Female	5
5	E	30s	Female	1	11	K	20s	Female	3
6	F	20s	Male	3					

*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 3 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 a process characteristics.
   ・This point is leaded from point 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 7 points.

1. Focusing on the relevant parts of the data in the light of the analysis theme and the focus of analysis, using 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[2] 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 that 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 VI-3, and the relationship between each concept is shown in Figure VI-4.

In this research, according to the above procedure, 11 concepts are generated from the analysis results of M-GTA and converged into 3 categories based on relationships between concepts

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[2] Very eager to do something dangerous or violent.
Chinese gonghe, from jongguo gongye hozo 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.

Figure Ⅵ-3 : Note of analysis procedure

Analysis work sheet of concept names

Concept name		Categories 1		Categories 2	
1	Multitask	8 Diverse staff	1,8	A	D
2	Autonomous thinking and behavior	6,9 System for evaluating autonomous behavior / System for supporting autonomy	2,6,9	B	D
3	Dialogue environment	11 Mutually supporting culture	3,11	C	E
4	Empowerment	10 Flat and open organization	4,10	D	
5	Gung-ho Organization	7 Team oriented consciousness	5,7	E	
6	System for evaluating autonomous behavior				
7	Team oriented consciousness				
8	Diverse staff				
9	System for supporting autonomy				
10	Flat and open organization				
11	Mutually supporting culture				

Core Categories

Ⅰ Diverse staff
Multitask, Diverse staff

Ⅱ Autonomous thinking and behavior
Autonomous thinking and behavior, System for supporting autonomy, Empowerment, System for evaluating autonomous behavior, Flat and open organization

Ⅲ Dialogue environment
Dialogue environment, Mutually supporting culture, Gung-ho Organization
Team oriented consciousness

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

(Figure VI-5 and 6). Then, the categories and concepts are combined into a Result Diagram (Figure VI-7).

Results and discussion

Core Categories

I.   Diverse Staff

This category consists of 2 concepts:

- Multitask
- Diverse staff.

II.   Autonomous thinking and behavior

This category consists of 5 concepts:

- Autonomous thinking and behavior
- System for evaluating autonomous behavior,
- System for supporting autonomy
- Empowerment
- Flat and open organization.

III. Dialogue environment

This category consists of 4 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.

Figure VI-4 :Concepts and Categories

| Categories	Concepts	Definition
Diverse staff	Multitask	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.
	Diverse staff	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.
Autonomous thinking and behavior	Autonomous thinking and behavior	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.
	System for evaluating autonomous behavior	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.
	System for supporting autonomy	Providing various trainings and programs for staff to increase their autonomy.
	Empowerment	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.
	Flat and open organization	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.
Dialogue environment	Dialogue environment	An environment where staff can disclose their own opinions, share opinions, and talk to each other regardless of layer and job rank.
	Mutually supporting culture	A culture in which people listen to and support each other what each staff's opinion.
	Gung-ho Organization	Each person is united while acting autonomously. It is based on "Gung-ho", which stands for unity and cooperation.
	Team oriented consciousness	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.

Categories are indicated by < >, concepts are indicated by [ ], and No. is indicated interviewees. In addition, FigureVI-6 shows an analysis worksheet of the concept [Gung-ho organization] as a sample.

The Story Line of the process of forming Categories1 and reaching categories2 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.

FigureVI-5: Procedure of creating categories
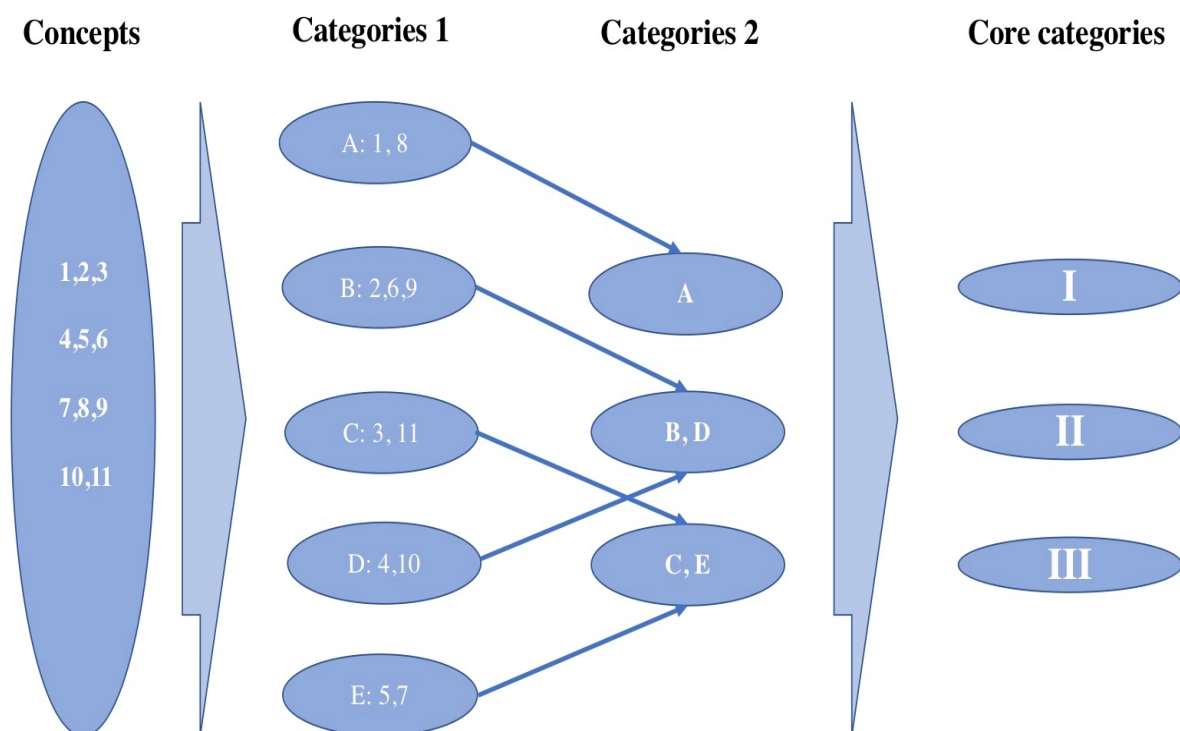
[Multitask]

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

Figure VI-6: Sample of Analysis worksheet

Analysis work sheet 5

Concept name 5	Gung-ho Organization
Definition	Each person is united while acting autonomously. It is based on "Gung-ho", which stands for unity and cooperation.
Variations	**No.1**: It's also interesting that it actually provides customers, conveys their appeal to customers, and responds. **No.1**: I think it is a characteristic of this company that we can think about it ourselves and make improvements, rather than just servicing and doing what we are told to do... **No.4**: At its core is the so-called organizational culture, which we call the Gung-ho organization. **No.4**: Ken Blanchard says that this Gung-ho is a theme that seems to think and act autonomously, but in the organizational culture that I want to be such a company….. **No.4**: It's like a Gung-ho organization. That is the concept of a Gung-ho organization, but in connection with that, it is an organizational system, an evaluation system, a tool for sharing information, etc. It's called. Way of call, there is a rule that Instead of calling someone like a director as a title, everyone should be called a surname plus san. There are a candidacy system and a transfer request survey. The basic rule is that the staff choose their own career, there isn't a rule such as a transfer by a company order. There is no concept like demotion or promotion. There are multiple such so-called personnel systems. And, with this mechanism, we hire people who can easily sympathize with the concept of Gung-ho organization. **No5**: There is one way of thinking called Gung-ho, not work by the order from the above, how the team can work together, I think it's great that the members of the team can support each other and motivate each other to do what they should do. **No.9**: I think there is since it's a Gung-ho organization, people have always been told that they should respect each other and enhance each other from the first time, so after all, everyone consciously wants to do that.
Theoretical memo	**Gung-ho** Very eager to do something dangerous or violent. Chinese gonghe, from jongguo gongye hozo 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.

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: I. Diverse staff, II. Autonomous thinking and behavior, III. Dialogue environment works by being closely related, connected, and supporting each other, even though they are independent. In order to maintain I. Diverse staff, III. Dialogue environment for mutual understanding, acceptance, and support of diversity is needed. In order to create III. Dialogue environment, it is indispensable 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, III. Dialogue environment is considered to be involved and working, including

Figure VI-7: Result Diagram
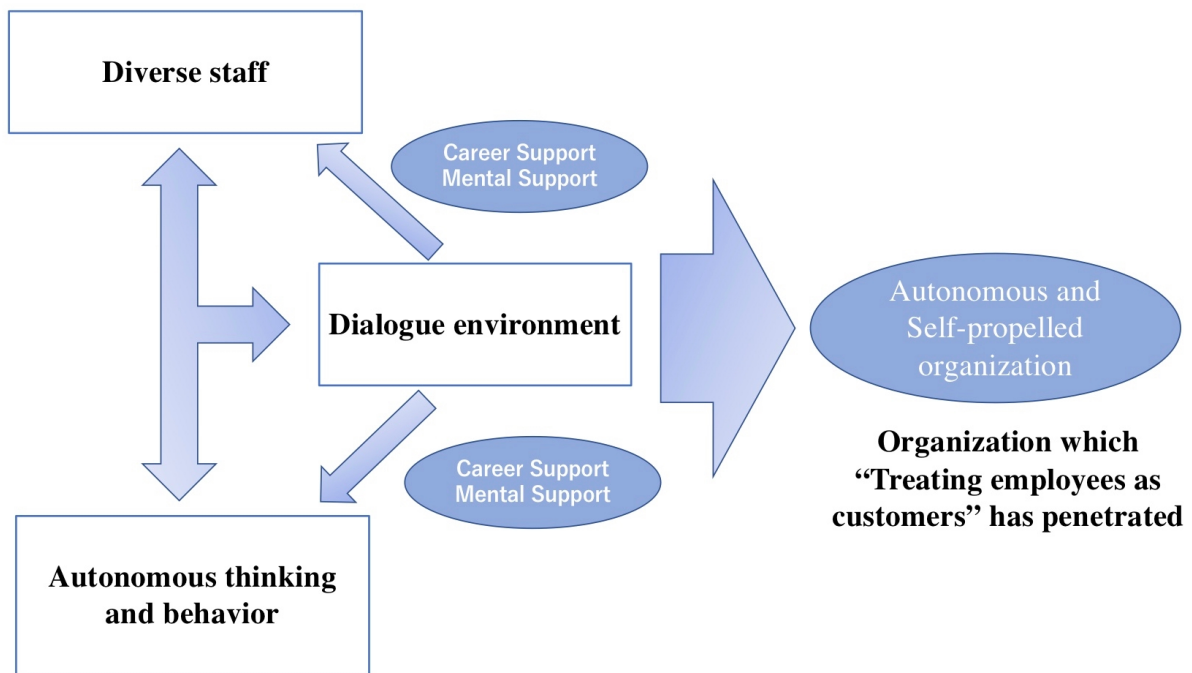
career support and mental support. Because the concept of dialogue is not to refute the other person, but to respect, acknowledge, understand and support the other person. Career counseling, which is the basic concept of career support, is to support autonomy and to shape the person's future image by 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 III. Dialogue environment promotes II. Autonomous thinking and behavior and creates I. Diverse staff. This means that the staff are self-propelled and at the same time, they leads to mutual cooperation and constitutes 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 is represented them in the target organization.

1. Career support (Concept of Career counseling)
2. Mental support (Concept of counselling: Person-Centered Approach)

3. Dialogue

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.

In chapter III and IV, at Hoshino Resorts, it is changed the way management is involved with staff from company-centered to employees, and realize 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, in chapters III and IV, 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, to 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.

VII. Conclusions, Limitations and Future research subjects

This chapter looks back on the claims of chapter II to VII, and describes the conclusions and limitations of this research, and future research subjects.

First, summarize chapter II to VII and sort out the claims of this research.

Reflection

Chapter II.

"Treating employees as customers", which was proposed by Berry and Parasuraman (1991) and has been regarded as the core concept of Internal Marketing, is reconsidered as follows.

So far, it has reviewed that the process of Internal Marketing research, focusing on Ahmed and Rafiq (2002) and Takahashi (2014). The main of the discussions is how to think about what "Treating employees as customers". Ahmed and Rafiq (2002) state as the above that "Treating employees as customers" has many potential problems despite a lot of support. They point out as follows:

1. Unlike the external marketing situation, the "product" that employees are sold may in fact be unwanted by them or even possess negative utility.
2. Unlike the external marketing situation, employees are unlikely to have a choice in the "products" that they can select.
3. Because of the contractual nature of employment, employees can, in the final analysis, be "coerced" into accepting 'products' they do not want.
4. The financial cost of having satisfied employees could be considerable.
5. The notion of "employee as customer" also raises the question as to whether the needs of external customers have primacy over those of the employees.

The author made a comprehensive counter-evidence based on Heskett et al (2003) and Barney (2003) for these problems. Takahashi (2014) disproved by treating employees as sellers rather than consumers, based on the Two-tier exchange model of Internal Model. According to Takahashi (2014), by treating the employee as a seller, the problem raised by Ahmed and Rafiq (2002) can be made meaningless,

but at that point the employee loses its position as a "customer". Therefore, it is considered that the second level has set that the employees are provided Internal Marketing by the organization and maintain their position as "customers". Ahmed and Rafiq (2002) state as mention above that based on Grönroos' concept, it is regarded as important for creating customer orientation within employees by the process of Internal Marketing rather than employee satisfaction and motivation. However, looking at the Grönroos' Model (Figure II-9), there is "Supportive Management" first. Management's supportive involvement of employees also leads to participative management, employees' satisfaction, and motivated customer conscious employees. Looking at this flow, it seems that even if employees are not treated as customers, there is a concept that they are treated carefully. Therefore, the author's claim that "treating as a customer" means "treating carefully" is considered to be valid. In the first place, Berry and Parasuraman (1991) state that "Internal Marketing is the philosophy of treating employees as customers". The word *philosophy* recalls that it is a symbol and a concept. Therefore, it can be interpreted that it does not mean that it is actually "as customers", but that it means "as customers carefully ". From the above, it is considered that "Treating employees as customers" is still a basic and the core concept of Internal Marketing.

At the last of this chapter, the purpose of this research is stated as follows. First, presents specific methods for Internal Marketing based on this "Treating employees as customers". Second, it is verify whether these methods are efficient in organizations based on cases. Third, it is to verify whether concepts of these methods are represented in a hospitality organization that develops and continues. Specific methods are measures regarding how the management engages with employees and how to motivate them. As Ahmed and Rafiq (2002) state that many of job satisfaction research mention role conflicts, and the findings show that role conflict, role ambiguity, and role stress have a negative impact on job satisfaction, there are many conflicts in the service organization. It goes without saying that conflict is stressful for employees, and stress is a factor that reduces motivation. To alleviate that stress, as Lovelock and Wirtz (2007) point out, mental support is important for employees engaged in services. The specific methods of Internal Marketing presented in this research are Career support, Mental support, and Dialogue, which are known as typical interpersonal support methods, and these concepts are Career counseling (Career support), Counseling (Mental support), and Dialogue as communication on the premise of understanding and respecting others.

Chapter Ⅲ

In chapter Ⅲ, targeting hotel organizations, it was aimed to suggest that Career Counseling is an effective method of "Treating employees as customers" in Internal Marketing which is regarded as an effective concept for organizational activation. First, it was reviewed the method of Career Counseling. Second, this chapter focused on Hoshino Resorts as an actual case of being regarded as applying Internal Marketing, and suggested Career Counseling can be applied as an effective method of "Treating employees as customers".

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.

Therefore, it can be said that autonomous support, which is the concept of Career Counseling, has been shown to be an effective method of organizational activation in the organization of Hoshino Resorts.

However, in Hoshino Resorts, it was the owner who introduced "Treating employees as customers" which became possible; Hoshino, the president, noticed, and changed the idea and executed it. If this awareness is not due to Hoshino but one employee, one manager, and understanding of top management could not be obtained, it is considered that it is difficult to introduce as pointed out by Grönroos (2007).

ChapterIV.

In this chapter, it is suggested, based on the case of Hoshino Resorts, that organizational activation can be realized by introducing the concept of Person-Centered Approach (PCA) into the organization.

Relations in line with the central concept of PCA (i.e. 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, and 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 who were attracted by his clear vision came to join, they eventually, decided to leave the company. Eventually, Hoshino noticed that 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 is consistent with promoting, and 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.

ChapterV

This chapter focused on "Dialogue," as one of the methods of activating organization, and began with an understanding of dialogue. In addition, it is suggested that "Dialogue," 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, first, 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. It is needed to verify whether

"Dialogue," is also an effective method in the service organization. Hashimoto (2018a, 2018b) have 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 et al., 1997).

ChapterVI.

In this chapter, focusing 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 that concepts of three concrete methods for "Treating employees as customers" in Internal Marketing are represented or not.

According to results of research, it was indicated that the following three methods' concepts of activating the internal organization is represented them in the target organization.

1. Career support (Concept of Career counseling)
2. Mental support (Concept of counselling: Person Centered Approach)
3. Dialogue

However, limitations were also revealed in this research. First, it is not clear what the conditions are for transplanting to other organizations. Second, 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. Third, it is not clear whether such an organization can be constructed even in an organization with a high average age of staff.

In chapter Ⅲ and Ⅳ, at Hoshino Resorts, it is changed that the way of management is involved with staff from company-centered to employees, and realize what staff wants 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 was consistent with the core concept of career counseling and counseling, and it was confirmed that it penetrated the organization. However, it is not so clear how it was penetrated.

Similarly, in chapter Ⅲ and Ⅳ, 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, to pursue the versatility of "Treating employees as customers" by addressing the above issues. It will be the issue to clarify the characteristics of human resources, the system, or both the future research.

Limitations and Future research subjects

In chapter III, in Hoshino Resorts, it was the owner who introduced "Treating employees as customers" which became possible; Hoshino, the president, noticed, and changed the idea and executed it. If this awareness is not due to Hoshino but one employee, one manager, and understanding of top management could not be obtained, it is considered that it is difficult to introduce as pointed out by Grönroos (2007).

Therefore, a future research subject will be to introduce and promote "Treating employees as customers" even when understanding of top management cannot be gained and how to promote understanding of top management. It is necessary to verify whether it is possible.

In chapter IV, the limitation is that it is unclear how employees perceive this organization in reality. Therefore, the future research subject is to clarify how employees perceive this organization. In this chapter, the main consideration was from the viewpoint of president Hoshino, but the viewpoint from employees is indispensable for grasping the whole figure of the organization. Now interviews are being conducted for employees of Hoshino Resorts. Based on the consideration of the results of the interviews, it is necessary to clarify the appearance of Hoshino Resort from the viewpoint of employees.

In chapter V, 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, first, 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. However, ISUZU is a manufacturing industry, not a hospitality organization. Therefore, a limitation is that it is unclear whether this result is applicable to hospitality organizations. Even although the industry is different, it is still an organization is consisted by people, suggesting that it can be applied to hospitality organizations.

Therefore, a future research subject is to verify whether "Dialogue" is also an effective method in the hospitality 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 hospitality organization. In building relationships with customers in hospitality organizations, building relationships between people within an organization is more important than manufacturing industry (Heskett et al., 1997). Thus, a future research subject is whether "Dialogue" can be an effective method in the hospitality organization.

Based on the issues in chapter III, IV, and V, in Chapter VI, it is interviewed people working in the hospitality organization and verified whether "Treating employees as customers" represented in the hospitality organization.

As a result, the limitations in this research are the following three points, as described in limitations in Chapter VI.

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.

Regarding 1., it will be necessary to clarify 2 and 3 first. Because if the characteristics of human resources are the key, analyzing the characteristics and hiring the right people will be the key to the

introduction, and if the system is the key, building the system will be the key to the introduction. Also, if age is a factor, that is, if it is found that it is not adaptable if it is older than a certain level, it will not be possible to introduce it to organizations with a high average age. Therefore, in future research, the goal is to first explore 2 and 3 and then clarify 1 based on the results.

Finally, the goal of "Treating employees as customers" is to activate the organization and build an autonomous self-propelled organization. In this research, it has been presented and considered new concrete methods in "Treating employees as customers". That is, those are to penetrate the concepts of Career Counseling, Counseling and Dialogue into the organization. Continuing research on "Treating employees as customers" based on the results of this research will lead to the progress of research on hotel organizations, which so far has not been well considered in Japan, and eventually may promote the hotel industry. It is possible that they will be connected, and will be able to find the significance of this research.

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